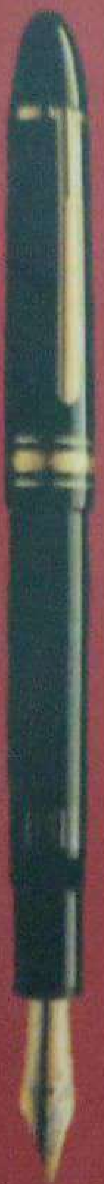
RVIM JOURNAL OF MANAGEMENT RESEARCH

Vol. 7 Issue 1 January - June 2015 ISSN 0974 - 6722



Rashtreeya Sikshana Samithi Trust
R.V. INSTITUTE OF MANAGEMENT
Accredited by NAAC with "A" Grade

From the Desk of Chief Editor ...

We are placing Volume 7 Issue 1 of the RVIM Journal of Management Research in the hands of academic experts and subscribers. The current issue of Journal contains original research papers on various issues with respect to Teaching in Management Education, Taxation and Marketing. A two fold blind referral process is involved in selecting the papers for this journal. The research papers in journal will enhance the knowledge sharing among academicians and practicing managers about contemporary management issues and problems. The journal intents to fulfill the information required by researchers across the countries. We hope that the readers will thoroughly benefit from the papers being compiled in journal and give their valuable feedback to enhance the quality in our publications.

Dr. T V Raju
Chief Editor

RVIM Journal of Management Research is a bi-annual publication from the portals of R. V. Institute of Management, Bangalore. Its objective is to disseminate knowledge in functional areas of management with inter-disciplinary approach.

ISSN 0974 - 6722

Disclaimer

Views expressed in the articles are those of the author(s) only. All articles in this journal have undergone a blind review process.

Published & Edited by :

Dr. T.V. Raju, Director
R. V. Institute of Management,
on behalf of R. V. Institute of
Management, Bangalore

Printed by :

Narayan M.
Kruthika Print-Ad
No. 58, 1st Cross, J.K. Puram,
Vinayakanagar, Adugodi Post,
Bangalore - 560 030. Ph : 080-2211 3419

Subscription

RVIM Journal of Management Research is published half yearly and is available against subscription only. Subscription rates for Individual / Institutions is Rs. 500/- per year.

For Subscription

The Chief Editor

R.V. INSTITUTE OF MANAGEMENT

CA 17, 26th Main, 36th Cross, 4th 'T' Block,
Jayanagar, Bangalore - 560 041
Ph: 080-26547048, 42540300
Email : rvimjournal@gmail.com

ROLE OF TEACHER IN EMPOWERING STUDENTS TO IDENTIFY CORPORATE NEEDS

Prof. Neharika Shrivastava*
Dr. Satya Sidhartha Panda**

Abstract :

MBA education is all about developing ability to learn and promotinginquisitive minds among individuals who can relate to their environment in a holistic manner. MBA helps tohave an insight into the tricks &acumen necessary for competent handling of business and other segments and consultant constituting it.MBA programme in relevant field of operation helps to sharpen managerial skills & soft skills necessary for business management (Why is MBA important and what are its advantages, 2015)

A 2012 Merit Track-MBA universe.com study on the employability of MBA graduates in 100 B-schools across the country has revealed that only 21 per cent of the candidates who graduated in 2011-12 were employable. The employability rate of the candidates has dropped by four per cent from 25 per cent in 2007. It is not adequate to have good quality students only, but institutions also need good quality faculty members. Faculty members are the Achilles' heel in management education.

The purpose of this empirical study is to identify the different pedagogies used by MBA faculty members to inculcate wisdom driven practices among student for job needs of corporate and to suggest different techniques which MBA faculty members can use for students to fulfill corporate needs. For this 5 skills have been identified by industry experts. On each skill, 5 pedagogies were identified by academicians. A questionnaire was formed on nominal scale and sent to 40 faculty members. The data was analyzed through one proportional Z test. The result of the study shows 65 % of management faculty members of tier II Bangalore Management Colleges conduct book review sessions in management class at least once in a month and assign students to build at least one case study in a semester. This study will help MBA schools in India to better understand the corporate need from MBA students and techniques which can be used by them to fulfill corporate need. This study is limited to identify the pedagogies used by MBA faculty members to make students understand the corporate need in Bangalore Tier II colleges only. This study can be further taken over as comparison between Indian MBA colleges and other countries MBA colleges.

Keywords: *Knowledge acquisition, Skill development, Output Process, Quality faculty, conceptualization and relational skills, pedagogies*

*** Prof. Neharika Shrivastava,** Dept.of Financial Services, Jain University, Bangalore, (I-nurtureprogramme), Email: neharika.srivastava85@gmail.com

**** Dr. Satya Sidhartha Panda,** Dept.of Marketing Leadership & Innovation, Jain University, Bangalore, (I-Nurtureprogramme), Email:satyasidharth@yahoo.com

Introduction

When we talk about the management education, we are basically referring to the shaping up of the student to develop the competency and capability either as an intrapreneur (to join and help an organization to grow) or as an entrepreneur (to establish and grow one's own organization)

In those cases where the student chooses to be an entrepreneur, the organizations recruit people based entirely on the capability as observed and perceived by them after the potential shortlisted applicants go through their custom-made selection process which generally consists of personal interviews,but at times also of some written test, group discussion and exercises. When we talk about the capability of a manager vis-à-vis non-manager the difference is very simple: manager gives "results" while a non-manager carries out the "activities". Therefore, a person is recruited for a managerial career which is based entirely on his capability to deliver results and retained only as long as he continues to have this capability. This capability does not necessarily always come from possessing a piece of paper whether called "degree" or "diploma" in Management. Of course, doing "diploma" or "degree" from a good management institute certainly helps a lot in developing this capability(Padmini, Sept 2012).

Teaching pedagogies in MBA colleges of India should be more learner centered than trainer centered, more case input should be there than lecture method. MBA schools should conduct workshops to envelope deep thinking on the subjects. Students should be exposed to realities of industries and work environment; project method should be cased to promote discovery learning, more emphasis on simulation, role playing, and socio -drama.

It is widely held that knowledge, skills, and resourcefulness of people are critical to sustain development, economic and social activity in a knowledge society. Given the current high-paced growth and dynamic investment climate in India, the demand for knowledge workers with high levels of technical and soft skills will increase (Padmini, Sept 2012).

Further, universities and educational institutions have been unable to update their syllabi in tune with the high speed changes taking place in the world of technology. Hence, the students churned out are not equipped to meet the current industry requirements and often companies have to incur additional expenses (time and monetary) to train new hires.

The 21st century has opened new hopes for re-engineering our approach to pedagogical producers at all levels of education in the new domain of information technology, faculty members being the most crucial factor in the management education process and transforming students (Padmini, Sept 2012).

Literature review

According to a study, skills required to be a teacher leader are: work ethics, team work, leadership, openness, vision etc...An assessment model is proposed to assess teachers for teacher leader skills (Roberts, December 2010). Educational institutions can carry out innovations or experimentation on any aspect of their work related to teaching-learning, training or management of schools in order to improve efficiency of the institutions ((Singh, 2014). Some changes have been made for the structure and content of the PGDE programmes for primary and secondary teachers to ensure that social and educational inclusion is addressed at the professional studies element of the programme(Rouse). A research seeks to answer the question, "In the Indian context, what insights can employers offer on the knowing, doing and being dimensions of the formation of an MBA graduate, that management education institutes can use to rebalance their curriculum?" The sampling of the paper consist of in-depth interviews with 18 senior recruiters and a questionnaire survey of personnel from the human resource development function and line managers of 42 companies, 32 in the private sector and 10 in the public sector. The senior recruiters constituted a subset of the 42 respondents. Results indicate that top ranked institutes are more knowledge dimension. By rebalancing curricula, business schools must retain a focus on their current strength in the "Knowing" dimension, while augmenting their stress on the "Doing" dimension. Skills like integration skills, recognizing organizational realities, and understanding the limits of models and markets should be emphasized by top B – schools (Jajoo, 2014). According to a research there appears little difference between CSR offered as a standalone course or embedded into other courses in Australia and British University. Research suggest that inclusion of research activities that create connection between organizations, educators, students and the courses in business schools was identified, with research informing practice and in return practice informing teaching (Gapp, 2013). Management Schools in India can provide an education that combines both generalist and specialist components. Capabilities like: quantitative, computer and other analytical skills, functional knowledge and communications, interpersonal, bargaining, negotiation, entrepreneurship, administration and other non-cognitive skills should be developed for students (Kaul, 2011). According to a research self-assessment can be an effective tool to support quality improvement. Self-assessment has been used with success within educational settings and identified as an important tool to support the quality improvement process (Miller, 2013).

Hence, some studies have been done to understand the bridge between corporates needs and MBA curriculum in India. No study has been done to understand the skills sets required by fresh MBA graduates and pedagogies followed by faculty members of Tier II Bangalore Management Schools.

Problem Statement

After reviewing literature following problem statements have been identified:-

1. What skill sets are required by fresh management graduates?
2. What are the pedagogies which the faculty members of Tier II management schools are using?
3. How can we bridge the gap between corporate need and pedagogies followed by Tier II management schools of Bangalore

Objective of Study

Following are the objective of study:-

- To identify the skill set required by fresh MBA graduates

- To analyze the pedagogies to be adopted for each skill set
- To analyze the usage of those pedagogies by faculty members of Tier II Management schools in Bangalore
- To suggest measures to bridge the gap between corporate required skillsets by fresh management graduates and pedagogies to be adopted by Tier II management schools in Bangalore

Data Collection

10 skillset were identified from 5 industry experts with minimum 10 years of experience including recruitment experience. Top 4 skill sets required by fresh MBA graduates were picked up. For this, questionnaire was prepared using constant sum scaling technique and it was sent to 30 people working in corporates with minimum 10 years of experience including recruitment experience. For this, convenience and judgmental sampling was used. 20 responses were received and top 4 skill sets were identified. Top four skill sets picked are communication skills, analytical skills, ability to handle pressure and willingness to learn. For each skills 5 questions were framed using nominal scale and it was sent to 50 management faculty members of tier II Management schools of Bangalore using convenience sampling method. 30 faculty members replied the questionnaire. The description of the response are shown in table 1:

Table 1

Proportion	Yes	No	Proportion (Yes)	Proportion (No)
Communication Skills				
Speaking in English is compulsory for students with faculty members and classmate in my college	22	8	73%	27%
I Conduct surprise extempore sessions in the class as part of internals at least twice in a week	17	13	57%	43%
In my institute, students has to undergo IELTS test at least twice in every semester	6	24	20%	80%
I conduct book review session at least once in a semester	15	15	50%	50%
I conduct debate session in the class every week	17	13	57%	43%
Analytical Skills				
Presenting at least one research paper every semester in national or international conference is compulsory for my MBA students	14	16	47%	53%

Students undergo separate session for using statistical software package like SPSS or MINITAB in my institute	18	12	60%	40%
Students undergo compulsory short industry oriented research project every semester in my institute	19	11	63%	37%
I guide my MBA students to publish at least one research paper every semester in national or international journal	13	17	43%	57%
I conduct analytical test at least once in two week for MBA students	19	11	63%	37%
Ability To Handle Pressure				
I try to create a healthy competitive environment in the class	29	1	97%	3%
I keep motivating my students as and when required	30	0	100%	0%
I conduct stress buster games in the class at least once in a month	24	6	80%	20%
I interact with guardians as and when required	20	10	63%	37%
I conduct team activity in the class as and when required	27	3	90%	10%
Willingness to learn				
I teach new concept (out of the syllabus) in MBA class once in a month	20	10	67%	33%
I give assignment on new concept to MBA students at least once in a month	21	9	70%	30%
I conduct business news reading session in MBA class at least once in a week	24	6	80%	20%

In my institute, business plan competition is organized for MBA students at least once in a year	24	6	80%	20%
I assign students to build at least one case study in a semester	16	14	53%	47%

Data Analysis

The data has been further analyzed using one sample proportional two tailed Z test at 5% significance level. The test has been applied only on one statement for each skills. The hypothesis formed is as follows:-

Hypothesis 1

Ho: - Proportion of Tier II Bangalore Management Colleges faculty members conduct book review sessions in management class at least once in a month is 65%

H1:- Proportion of Tier II Bangalore Management Colleges faculty members conduct book review sessions in management class at least once in a month is not 65%

Hypothesis 2

Ho: - Proportion of Tier II Bangalore Management Colleges faculty members guide management students to publish one research paper in international or national journal at least once in a semester is 65%

H1:- Proportion of Tier II Bangalore Management Colleges faculty members guide management students to publish one research paper in international or national journal at least once in a semester is not 65%

Hypothesis 3

Ho: - Proportion of Tier II Bangalore Management Colleges faculty members interact with guardians of management students as and when required is 65%

H1:- - Proportion of Tier II Bangalore Management Colleges faculty members interact with guardians of management students as and when required is not 65%

Hypothesis 4

Ho: - Proportion of Tier II Bangalore Management Colleges faculty membersassign management students to build at least one case study in a semester is 65%

H1:- - Proportion of Tier II Bangalore Management Colleges faculty membersassign management students to build at least one case study in a semester is not 65%

To apply one proportion Z test following thumb rule needs to be satisfied:-

$np>10 \& n(1-p)>10$

n = sample size

p = sample proportion

P = Hypothesized proportion

np = 19.5 (greater than 10)

n(1-p) = 10.5 (greater than 10)

Hence both the thumb rule has been satisfied. Hence, we can use proportion two tailed Z test for the current test.

Table 2

Statement	Z Score	Critical Value	Accept/ Reject
Ho: - Proportion of Tier II Bangalore Management Colleges faculty members conduct book review sessions in management class at least once in a month is 65% H1:- Proportion of Tier II Bangalore Management Colleges faculty members conduct book review sessions in management class at least once in a month is not 65%	-1.7	-1.96 to 1.96	Accepted
Ho: - Proportion of Tier II Bangalore Management Colleges faculty members guide management students to publish one research paper in international or national journal at least once in a semester is 65% H1:- Proportion of Tier II Bangalore Management Colleges faculty members guide management students to publish one research paper in international or national journal at least once in a semester is not 65%	-2.5	-1.96 to 1.96	Rejected
Ho: - Proportion of Tier II Bangalore Management Colleges faculty members interact with guardians of management students as and when required is 65% H1:- - Proportion of Tier II Bangalore Management Colleges faculty members interact with guardians of management students as and when required is not 65%	-0.2	-1.96 to 1.96	Rejected
Ho: - Proportion of Tier II Bangalore Management Colleges faculty membersassign management students to build at least one case study in a semester is 65% H1:- - Proportion of Tier II Bangalore Management Colleges faculty membersassign management students to build at least one case study in a semester is not 65%	-1.3	-1.96 to 1.96	Accepted

Hence, from the hypothesis result (Table 2)we can interpret that 65% of management faculty members of tier II Bangalore Management Colleges conduct book review sessions in management class at least once in a month and assign students to build at least one case study in a semester. But, 65 % of management faculty members of tier II Bangalore Management Colleges do not guide management students to publish one research paper in international or national journal at least once in a semester and don't even interact with guardians as and when required.

Suggestions and Conclusion

This study suggests that Bangalore management schools faculty memberscan guide management students to publish papers in international journals. This will enhance students to develop their analytical and writing skills. Since basic learning starts from home, faculty members can also interact with guardians since they play a major role in student's life.Business schools must focus on "Knowing" dimension, while "Doing" dimension (Jajoo, 2014). According to some experts during the interview there is a huge gap between what MBA school offer students and what they desire. During interview few experts stressed upon that "Even life is all about decision making". Fresh MBA graduate should know how, when and what to decide. Few experts during interview stressed upon communication skills, i.e. convincing skill in fluent manner and analytical skills. According to experts, MBA students can undergo continuous analytical test. MBA schools can take an initiative to change curriculum and pedagogies according to industry needs and requirement every 3-5 years. Experts have also commented that fresh MBA graduates lack ownership in terms of responsibility.

They say, practical-oriented learning can be enhanced in academic delivery, on an average 25-40% learning has to be hands-on, than just theoretical i.e., internships & project works have to become rigorous, admission process needsget streamlined by Management colleges, i.e.to select the right candidate for right domain. Fresh management graduates should weigh their attitude towards knowledge. They should have positive attitude towards knowledge.

The current research is limited to study the pedagogies of top four skills used by faculty members Tier II Management colleges in Bangalore only. The study is limited to 30 respondents only. This study can further be taken ahead as comparison between international MBA schools and Indian MBA schools.

Bibliography:

1. Gapp, H. S. (2013). The Complexity of Teaching an Emerging Paradigm: Understanding the University Educator's View of CSR . *Journal of Business Ethics Education* , 1-22.

2. I.Padmini. (Sept 2012). Education Vs Employability- the Need to Bridge the Skills Gap among the Engineering and Management Graduates in Andhra Pradesh . *InternatIonal Journal of ManageMent & BusIness studIes*, 90-94.

3. Jajoo, T. V. (2014). What employers value in the MBAs they recruit: Rebalancing the management education curriculum . *W.P. No. 2014-06-05*, 1-23.

4. Kaul, N. (2011). Management Education in India - A case study. *Asian Journal of Management Research*.

5. Miler, K. (2013). Quality Manaegemnt in Education - Generic and Personal Perspective. *Seven Bridges Management Journal*.

6. Roberts, T. J. (December 2010). *Teacher Leadership: An Assessment Framework for an Emerging Area of Professional Practice*. New Jersey: ETS.

7. Rouse, M. (n.d.). Developing Inclusive Practice: A Role for Teachers and Teacher Education? . 1-20.

8. Singh, G. (2014). Emerging Trends and Innovations in Teacher Education. *INDIAN JOURNAL OF APPLIED RESEARCH*, 166-169.

PERFORMANCE APPRAISAL OF TEACHER'S IN BUSINESS MANAGEMENT EDUCATION

Praveen Kumar. R*
Prathiba David**

Abstract:

Performance Appraisal is the process of evaluation of employee's behaviour (Physical and Mental or Quantitative and Qualitative aspects) in the work spot. This Concept is always applied in various dynamic atmospheres and situations to measure employee's performance. In the area of Business Management Education every teacher should possess and acquirethe DesiredBehaviour(Knowledge, Abilities and Attitudesand also execute the same continuously matching with the environmental changes (Internal and External) to establish effectiveness. Hence, there is always a demand to validatethe presence of the behaviour(KAA) perennially. To establish the same a teacher is evaluated on some important traitsand which in turnvalidates the presence of Desired Behaviour (KAA) to be an effective teacher.This paper tries to bring out the traits that could be evaluated to establish the existence of desired behaviour (KAA) ofa teacher inBusiness ManagementEducation Institute.

Key Words: *Desired Behaviour (Knowledge, Abilities and Attitudes), Traits, and Validates.*

Introduction:

The Oxford English Dictionary defines Performance as: "The Accomplishment, Execution, Carrying out, Working out of anything ordered or undertaken."

Performance was regarded by Bernadin et al (1995) and Kane (1996) as simply the outcomes of work; a record of a person's accomplishments. But in which Organizations, Teams and Individuals get work done.

Campbell (1990) regarded Performance as Behaviour and stated that it should be distinguished from the outcomes because they can be contaminated by systems factors.

Much before the above it was well put up by Brumbach (1988:387): A more comprehensive view of Performance is achieved if it is defined embracing both Outcomes and Behaviour.Performance means both Behaviours and result. (Behaviour-semanate from the performer and transform performance from abstraction to action. Not just the instruments for results, Behaviours are also outcomes in their own right- the product of mental and physical effort applied

* **Praveen Kumar. R,** Head, Department of Management Studies,Bishop Cotton Women's Christian College Bangalore. Email: Praveen.shantha@gmail.com

** **Prathiba David,** Lecturer in Commerce , Bishop Cotton Women's Christian College, Bangalore.

to tasks- and can be judged apart form results.

Appraisal: It is a method to evaluate an employee or to set a value on (performance) the other terminologies which are in use for the same are Assessment, Evaluation, Judgment, review Consideration, rating etc.,

In the area of Human Resource Management, Appraisal is used to set a value on the performance of an employee in an Organization Since; it is broad and Comprehensive than other terminologies.

Hence, Performance Appraisal is defined By C.Heyel as "The process of evaluating the Performance and Qualifications of the employees in terms of the requirements of the job for which he/she is employed". By Casio "It is an exercise in observation and judgment, it is a feedback process and it is an organizational intervention. It is a measurement process as well as an intensely emotional process. Above all, it is an inexact human process. While it is fairly easy to prescribe how the process should work, descriptions of how it actually works in practice are rather discouraging".

By Dale S Beach "Performance Appraisal is the Systematic Evaluation of the Individual with regard to his or her Performance on the Job and his Potential for Development".

By R.S. Dwivedi "Performance Appraisal involves in the Comparison of Performance measures of different Individuals holding similar areas of work responsibilities and relate to determination of worth of the measures for the accomplishment of Organizational goals".

By L.M.Prasasd Performance Appraisal is a Systematic and Objective way of judging the relative worth or ability or an employee in performing his Job. It emphasizes on two aspects: Systematic and Objective. The Appraisal is Systematic when it evaluates all performances in the same manner, utilizing the same approaches so that Appraisal of different persons is comparable. The Appraisal has Objective when the measurement is done to eliminate Human Biases and Prejudices.

Trends in Performance Appraisal:

- In China Wei Dynasty (221-265A.D.) introduced Performance Appraisal in which an Imperial rating officer used to appraise the Performance of members of the Official Family.
- In New York City Civil Service (1883) adopted Performance Appraisal.
- During the First World War (1914-1925)Appraisal concept was adopted by US Army which was in the form of Merit Rating. From the Army this concept entered the Business field and restricted to hourly-paid workers.
- During 1920's Relational Wage Structure for hourly-paid workers were adopted in Industrial Units and each worker was used to be rated in comparison to others for determining wage rates and this system was called Merit Rating.

- After 1950 the concept of Appraisal was fully employed to all Technical and Managerial Personnel.
- Dale Beach has traced the difference between earlier Appraisal and Present Appraisal as indicated in Table-1.

Table: 1. Trends in Performance Appraisal

Item	Earlier Emphasis	Present Emphasis
Terminology	Merit Rating	Employee Appraisal/Performance Appraisal
Purpose	Determining Qualifications for Wage Increase, Transfer, Promotion and Lay-off.	Development of Personnel, Improved Performance on the Job and providing Emotional Security.
Application	Hourly-paid workers.	Technical, Professional and Managerial Personnel.
Factors rated	Heavy Emphasis on Personal Attributes.	Results and Accomplishments.
Techniques	Rating Scales, Statistical manipulation of data for comparison purpose	Mutual Goal-setting, Critical Incidents, Group Appraisal, Performance Standards.
Post-Appraisal	Superior Communicates his rating to employee and tries to tell his evaluation to him; seeks employee conform to his view	Superior stimulates Employee to analyse himself and set down Objectives in line with Job requirements; Superior is Helper and Counsellor.

Rationale of taking personal traits as one of the considerations in performance appraisal:

The rationale underlying the Performance Appraisal exercise involves numerous considerations. It is true that contributions of individuals to the organization lead to employee rewards. In situations, where it is possible to measure production, there exist no need for assessing employees, because they can be rewarded in terms of the amount of their production.However, if it is not possible to measure the work accomplished by the individuals, the Personal Traits which are likely to cause enhanced productivity and facilitate their work performance may be incorporated in the appraisal form and used for assessment purposes. Accordingly, the individuals may be properly rewarded in terms of the magnitude of these traits. Although there is no consensus of opinion among practicing managers and scholars as to whether the common personal traits are conducive to work performance, the following traits usually form the basis for Appraisal.

- Ability to understand People
- Readiness to accept New Ideas
- Learning Abilities
- Judgment
- Reliability and Responsibility
- Common-sense and Initiative
- Attitude towards Superiors
- Attitudes towards Subordinates
- Attitudes towards Associates
- Safety Mindedness
- Attendance
- Cooperation and Helpfulness
- Health and Physical Endurance
- Adaptability etc.

Hence,these Traits can be correlated with specific features of Job Performance to infer a cause-and-effect relationship between Personal Traits and Job Performance.

As Beatty and Schneier observe, 'Performance' is an elusive concept and relates to evaluated behaviour or results. But there is a baffling issue relating to: Which Behaviour or Results? Does it involve Personality, Appearance or Attitudes? Indeed, it varies from situation to situation. In some cases, it can be a simple process, while in others a highly complicated one. For example, in the case of a typist, performance can be measured basically on the basis of speed and accuracy. On the other hand, in case of a manager or an accountant, there may be varied factors of performance; some can be measured and others are difficult to measure. Thus, an understanding of 'What to Measure' can be accomplished by analysing a Particular Job.

Concept of Teaching:

'Teaching'[1] in broader sense, includes the aims of course, the methods of presenting the knowledge those aim somebody, assessing students, achievement and evaluating the effectiveness of the whole process. Professional teachers in higher education display certain salient characteristics. They possess a broad range of specialist teaching skills; they never lose sight of the primary of their goals for student learning; they listen to and learn from their students; they constantly evaluate their own performance. They understand that teaching is about making it possible for students to learn; they succeed in integrating educational theory and shrewd class room knowledge.

Saunders and Walsted define ‘‘Teaching is the activity that organizes and facilitates the activities that cause Learning”. Learning is acquisition and retention of knowledge and habits of thought in a waythat permits them to be employed in a useful way after the initial exposure has beenterminated. Therefore, teaching requires the effective transmittal of knowledge and habits so that the students may acquire and retain them. Without the retention of knowledge and habits the students cannot rely upon education to serve their future needs.

Literature Review:

- Anup Kumar Ghosh, Debmallya Chaterjee and Biswarup Ghosh (2010) in an Educational Institute, there is no such direct tool available to evaluate the productivity of its faculty members. In judging a faculty members, often deal with a vague or imprecise data resulting to an inconsistent performance evaluation.
- Yueyu Xu (2012) Study aims at developing a comprehensive teaching evaluation system, a more useful educational technology, for achieving relatively reliable and valid results that can be well acknowledged by instructors, students and by administrators. In particular, two research questions drive this project. First, how to establish a multidimensional evaluation system integrating the merits of different ratings approaches? Second, what measures should be taken to ensure the reliability, effectiveness, and fairness of such a teaching evaluation system? In order to achieve these goals, by adopting multi-method approaches, the study integrates student evaluation, expert evaluation and regular examination of teaching into teaching rating. Especially, a method of Evaluation on the same platform(EOTSP) is introduced as a fair approach for teaching evaluation to reduce bias generatedby variable evaluation entities.
- Wolfer and Johnson (2003) Measures of teaching evaluation are popularly implemented in advanced education. After decades of quantitative growth in higher education, consensus is emerging on the need to; establish a valid andreliable evaluation system of teaching for improving teaching quality.
- Lei 2005; Cai(2005). The general decline of curriculum quality measure by the indicators of academic performance, teachers’ assessment, employers’ assessment and social assessment and defects existing incurrent evaluation methods accentuate the importance of appropriate evaluation.
- Jagadeesh (2000) the increasing demand for Post-Graduate Education in Management in India has resulted in a steep rise in the number of Institutes

offering such education. However, the quality of education offered in many institutes is seriously been debated by Students and Prospective Employers. The efforts to improve quality appear minimal, resulting in little or no improvement in quality. The article provides a summary of status of quality in Management Education and critically analyses the issue of quality with the backdrop of problems, constraints and conflicts. Further, the paper describes the structure and pattern of Post-Graduate management Education as offered in India, along with a description of regulatory agencies existing in the country to monitor the standards of Management Education.

- SangeetaSahney, D.K. Danwet, S.Karunes (2004)In keeping with the Socio-Economic and Cultural transformation that has placed newer demands on the Educational system, in terms of greater responsibility and accountability and increase expectation by stake holders, the system has been pressurized to shift its focus from one in quantitative expansion to one with emphasis on quality. Such shifts and changes are being witnessed not only in the developed countries but also in developing countries of the world. The Education system, and more so the higher education system in particular, in an attempt to react to the demands and ever increasing pressures from its stake holders, finds its self in a 'Market Oriented' environment, with internal andexternal customers; wherein, " Delighting the Customer", is the rule for survival in the long run. "Delighting the Customer", is the core message of total qualitymanagement (TQM) and hence, there is a need to identify and apply the relevant concepts of TQM to each and every aspect ofacademic life; that is, to the teaching, learning and administrative activities.

- Jacqueline Douglas, Alex Douglas, Barry Barnes (2006) The design and use of a Questionnaire is to measure Student satisfaction at Liverpool John MooresUniversity's Faculty of Business and Law. The most important aspects were those associated with Teaching and Learning, while the least important were those associated with the Physical facilities. The concept of the service-product bundle is a valid and reliable tool for the design of satisfaction survey and segments a University's service offering in such a way as to allow management to target resources at those areas that are perceived to be low satisfaction and high importance.

- Nicky Rogge (2011) It proposes a Benefit of the Doubt (BoD) approach to construct and analyse Teacher Effectiveness scores i.e. SET (Student Evaluations of Teaching) scores. The major appeal of BoD is the flexibility in the construction of the SET scores. In particular, BoD puts teacher performances into a relative perspective to be evaluated optimally, thereby accounting for different values and interpretations that teachers attach to "Good Teaching". Furthermore, if available stake holder opinion can be easily incorporated into the evaluation. The swift identification of teachers' relative strengths and weaknesses is another advantage.

Concepts of Performance Appraisal/ Evaluation of Teachers':

- Performance Appraisal/Evaluation of teachers' can be done on the basis of the DesiredBehaviour which comprises the following namely Knowledge, Ability and Attitudefrom four perspectives such as from Students, Management, Co-Workers and Self Perspective in which their services rendered is directly noticed. (Dia:1)
- The Desired Behaviour (KAA) of teachers is represented by various traits based on KAA from students' perspective (table : 1)

Diagram: 1
(Desired Behaviour of teachers; KAA)

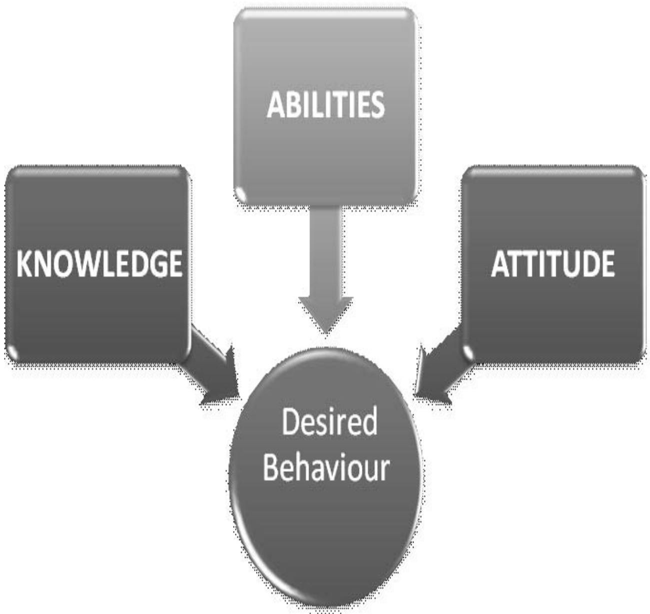


Table-1 (Traits of a teacher from students' perspective)

STUDENT CENTRE (KAA-TRAITS)		
KNOWLEDGE TRAITS	ABILITY TRAITS	ATTITUDE TRAITS
1. Knowledge base of the teacher (as perceived the students). 2. Teaching Experience. 3. Skills- • Professional Maturity • Professional Impression. • Instructor competence • Communication. • Energy Vs. Lethargy • Exciting, Humorous and Stimulating. • Overall Evaluation • Teachers Presentation.	1. Ability to integrate course material with Environment / other issues, to provide a broader perspective. 2. Ability to integrate content with other resources. 3. Ability to design quizzes, /Tests, assignments, examinations andprojects to evaluate studentsunderstanding of the course. 4. Ability to understand Students.	1. Sincerity / Commitment of the teacher. 2. Interest generated by the teacher. 3. Accessibility of the teacher in and out of The class. includes availability of theteacher to motivate further study anddiscussion outside class) 4. Cooperation and Helpfulness 5. Friendly and Democratic 6. Empathy 7. Charm and Cheerful

Statement of the Problem:

Performance Appraisal of Teachers' is the vital determinant to establish their efficiency and effectiveness. The quality of education offered in many institutes are seriously debated by Students and Prospective Employers, this paved the way to bring about new mechanisms to ensure valid and reliable methods of evaluation of teachers'. Thusthis study aims to Appraise Teachers' on the basis of their traits that reflect the presence of desired Behaviour (Knowledge, Ability and Attitude) from students' perspective in their Job/Profession.

Objectives of the Study:

1. To analyse the Traits (Behaviour) of a Teacher from student's perspective.
2. To ascertain if there is any significance in evaluation of the Traits (Behaviour).

3. To analyse the effectiveness of these traits on teachers performance.

Hypothesis:

H0: There is no significant difference in apprising the teachers' on the basis of their Traits (Behaviour)

H1: There is significant difference in apprising the teachers' on the basis of their Traits (Behaviour).

Research

Institutes which can be considered as the basis to evaluate their performance.

Sample Size:

The total Sample size is 75, consisting of Post-Graduate students of Business ManagementInstitutes, 25 students each from R.V. Institute of Management Studies, Canara Bank School of Management Studies and Al-Ameen Institute of Management Studies in Bangalore.

Data Collection:

Primary Data: Primary Data is collected though survey method by administering the structured questionnaire to each respondent in their respective institute.

Methodology:

This is a DescriptiveStudy to identify the Traits that reflects the Behaviour of the teachers' in Business Management through Survey method by administering the Structured Questionnaire to each respondent in their respective institutes.

Tools and Techniques of Data Analysis:

Based on the Objectives of the study, Primary data is collected, tabulated and processed. Hypothesis is formulated relevant to the objectives and the same is tested by using Chi- square test at 5% level of significance.

Limitations of the Study:

- Generalization of the outcome cannot be made, as the research is restricted to the sample taken only from Three Business Management Institutes.
- This study is done from Students Perspective; other associated perspectives (Management, Co-Workers and Self) are ignored.

Testing of Hypothesis:

Contingency Table				
	Neutral	Agree	Strongly Agree	Total
Knowledge base of the Teacher (as Perceived by you)	16	41	18	75
Should Posses Communication Skills	12	36	30	78
Ability to Integrate Course Material with Environment/other issues and provide a broader perspective	10	43	23	76
Ability to Design Tests, Assignments, Examinations and Projects to evaluate students understanding	13	34	28	75
Sincerity, Honesty and Efficiency	13	22	36	71
Total	64	176	135	375

Serial Number	O	E	(O-E)2	(O-E)2 / E
1	16	12.8	10.24	0.80
2	41	35.2	33.64	0.96
3	18	27.00	81.00	3.00
4	12	13.31	1.72	0.13
5	36	36.61	0.37	0.01
6	30	28.08	3.68	0.13
7	10	12.97	8.82	0.68
8	43	35.67	53.73	1.51

9	23	27.36	19.00	0.69
10	13	12.80	0.04	0.003
11	34	35.20	1.44	0.04
12	28	27.00	1.00	0.04
13	13	12.12	0.77	0.06
14	22	33.23	126.11	3.80
15	36	25.56	109.00	4.26
				$\sum$=16.113

Degree of Freedom: (R-1)(C-1) = (5-1)(3-1) = 8

The Calculated Chi-Square is 16.113. The table value of Chi-Square at 5% level of significance and the degree of freedom 8 is 15.507. Thus, calculated Chi-Square value is more than the table value. Hence H0 is rejected and H1 is accepted.

Inference:

The testing of hypothesis has validated that the evaluation of traits of teachers reflect the presence of desired Behaviour (Knowledge, Ability and Attitude) from students' perspective in their Job/Profession in Business Management Institutes.

Suggestions:

From this study we can suggest evaluation on the basis of the Desired Behaviour of teachers in Business Management Institutes can be done to ensure effectiveness of their performance.

Conclusion:

From this study it is found that the Desired Behaviour (KAA) can be evaluated from students perspective on the basis the traits. Hence, there is significance in evaluation of teachers' toensure effectiveness in their performance.

References:

1. Michael Armstrong "Armstrong's Hand Book of Human Resource Management Practice". KoganPage 12th Edition 2012, p. 322.
2. Michael Armstrong "Armstrong's Hand Book of Human Resource Management Practice". KoganPage 12th Edition 2012, p. 322
3. Michael Armstrong "Armstrong's Hand Book of Human Resource Management Practice". KoganPage 12th Edition 2012, p. 322.
4. R.S.Dwivedi "A Textbook of Human Resource Management". Vikas Publishing, 2012, P.125.
5. C.Heyel. the Encyclopaedia of Management, New York: Reinhold Publishing, 1973, p.654.
6. Casio, W.I., Management of Human Resources, New York, McGraw-Hill, 1995, P.274.

7. Dale S Beach, Personnel: The Management of People at Work, New York: Maacmillan, 1980, p.290.

8. R.S. Dwivedi "A Textbook of Human Resource Management"Vikas Publishing, 2012, P.125.

9. L.M. Prasad 'Human Resource Management' Sultan Chand & Sons, 2009, p.439.

10. Beach, P.280

11. R.S. Dwivedi 'A Textbook of Human Resource Management". Vikas Publishing, 2012, P.128-129

12. Beatty, R.W. and C.A. Schneier, Personnel Administration, Massachusetts, Addison-Wesley Publishing Co., 1981, P.103

13. Paul Ramsden, 'Learning to teach in Higher Education' 2nd edition Routledge Falmer, Taylor & Francis Group p.209

14. David A. Dilits, Lawrence, J.Haber, Donna Bislik, Greenwood Publishing Group, 1994, p.49.

15. Anup Kumar Ghosh, Debmallya Chaterjee and Biswarup Ghosh (2010):"A conceptual framework of faculty performance evaluation",Asian Journal of Management Research, Online Open Access publishing platform for Management Research, p. 217

16. Jacqueline Douglas, Alex Douglas, Barry Barnes (2006): "Measuring Student Satisfaction at aUK University", Quality Assurance in Education, Volume: 14, Issue: 3, 2006

17. Lei, M. (2005): "Method and strategies of improving quality of teaching evaluation by students". Higher Education Exploration, 1, 54–57.

18. Nicky Rogge (2011): "Granting Teachers the "Benefit of the Doubt" in Performance Evaluation", International Journal of Education Management, Volume: 25, Issue: 6, pp.590-614

19. R. Jagadeesh (2000): "Assuring Quality in Management Education: The Indian Context", Quality assurance in Education, Volume: 8, Issue: 3, pp. 110-119

20. SangeetacSahney, D.K. Danwet, S.Karunes (2004): "Conceptualizing Total Quality Management in Higher Education", The TQM Magazine, Volume: 16, Issue: 2, pp.145-159

21. Wolfer, T. A., & Johnson, (2003): "Re-evaluating student evaluation of teaching: The teaching evaluation form". Journal of Social Work Education, 39(1), 111–121.

22. Yueyu Xu (2012): "Developing a comprehensive teaching evaluation system for foundation courses with enhanced validity and reliability",Education Tech Research Dev (2012) 60: 821–837

Websites:

- www.jme.sagepub.com
- www.jostor.org.in
- www.emeraldinight.com
- www.google.com
- www.bangaloreuniversity.ac.in
- www.academicjournals.org
- www.jgateplus.com

ENHANCING TEACHING EFFECTIVENESS IN MANAGEMENT EDUCATION

Ms. Anitha D'silva*
Ms. Bhavya Vikas**

ABSTRACT

Management Education must accustom to varying requirements of dynamic external environment. Contemporary methods of teaching are essential to meet this challenge. Teaching effectiveness can be demarcated as the range to which the teaching activity fulfills its actual intention, function, and goal.The faculty member tries to improve chances for teaching success if they assess their student's preferred learning style, then accordingly plan teaching activities and use teaching tools appropriate to that style. To assess a student's preferred learningstyle generally it is essential to scrutinize the students learning ability or merely ask the student how he or she learns paramount. This paper proposes to explore the different ways in which effectiveness in teaching can be enhanced and students learning conduct. 92 Management teachers gave their input about teaching methods and level of satisfaction. Opinion about learning effectiveness was collected from 100 management students. Chi-square test of independence of attributes was conducted to check whether gender has an impact on the type of teaching method preferred. The data suggested that the more innovative methods of teaching the teachers used, higher is their level of satisfaction. The data given by students clearly reflected that Explanation with the help of examplesis the most effective way of learning.

Key Words: *Effectiveness, Holistic Development, Management Education.*

1.0 Introduction

As the intended beneficiaries of all management education teaching, students are in a unique position to acquire information, disseminate and accommodate themselves to the needs of the industry. As the world goes ahead with lot more changes in Management education, teaching learning process it is seen that very few students are talented and intelligent to suit to all requirements of the society in professional, social and ethical aspects. According to Lumina/ Gallup study released in 2014, only 33% of business leaders agree or strongly agree that university graduates have the knowledge that their businesses need.

Faculty members should have a quest for excellence. This can be achieved through such means as association with professional bodies, industry, government and community.

***Ms. Anitha D'silva,** Senior Assistant Professor, RV Institute of Management, Bangalore.
****Ms. Bhavya Vikas,** Assistant Professor, RV Institute of Management, Bangalore.

It is also seen that at least 30% of the faculty members should be on the field. The teachers should have training in teaching skill; get involved in research & consultancy, industry association etc. In today's scenario there is need for evolving dynamic teaching learning methods, extensive use of mobile technology, social media and e-learning. Teaching based on the experience, practicing is more regarded. Simultaneously the programmes that are designed by the Universities should also cater to the industry requirement. Moreover, teachers should involve a blending learning approach where there is a mixture of classroom and online learning. Experiential learning is in addition the best way of delivering management education.

The discussion through this paper is more significant to the teaching effectives of management educators in the present scenario, having looked at the broader spectrum as mentioned above. The study reflects on certain queries on enhancing teaching learning skills. As management teachers, they have an obligation to update themselves with adequate knowledge of the changing market. When such situation arises the teachers automatically invest their time and effort to educate themselves in the areas where they are lacking. More of their teaching methodology and skills required will be re-engineered. Good teaching and delivery, updating of information, loyalty towards institutions, up bring of students ethically and socially is the need of the hour. Student's view on management education has to be taken by the educators for their growth.

2.0 Review of literature

According to **Gina Chianese** (June 2015) says that it isnot possible to define an effective teacher only referring to their students' grades; the question is much more complex; as a matter of fact it can be said that it has a multi-dimension character. Starting from this point of view it is important to define the suitable methods/instruments of a teacher's evaluation and capability.

According to ArmanHadi Abdul Manaf, Muhammad Safizal Abdullah , Abdullah Osman (May 2015) say that Educators at the higher educational institutions need to continuously improve on these four aspects such as domain knowledge, educational strategies, quality in lectures, classroom social climate to ensure their effectiveness in teaching in the classroom. The less effective teaching would result in students to be less interested or less understanding on the subject matters. The educators also need to be aware that the attitude and ability of students practicing on what they have learnt during class would shape their characteristic in future.

According to Peter Francis, Mary Thomas, SitiAsiah Md. Shahid, and SyahrinaHayati Md. Jani (April 2015) in their survey were able to indicate that there is highest importance on the perception level of agreement for teaching effectiveness along with the other variables like lecturer-individual student interaction, clarity of teaching are highest priority. On the other hand enthusiasm of lecturer is least priority. It is said that to ensure successful teaching and learning subject knowledge, clarity and interaction with students are important.

According to Mr.Najib Ahmad Marzuki, Mr.Halimah Abdul Manaf (2014) states that Management education is not a rare domain anymore. People learn study and teach management in a diversity of branches of knowledge or disciplines. To ensure success in interpersonal intelligence, several criteria can well predict people's quotient. These are the ability to understand students, the ability to grasp people/students' ability to clearly establish thoughts and feelings, ability to ask and offer feedback, ability to serve as a determinant to how others act and think, ability to engage in and resolve conflicts, and, ability to work with others effectively.

According to Donald E. Wygal, Rider University and David E. Stout, Youngstown State University (2011) states that the educators should be exemplary in teaching. Students seek out mentors for their growth. By identifying and using support services, and maintaining an ongoing commitment to the goal of improving one's effectiveness as a teacher can be the best achievement in B-school.

According to ZalihaHjHussin, Kamaruzaman Jusoff, Maznah Wan Omar (2008) in their research paper the results have shown that seventeen dimensions, namely: clarity, practicality, exercises, attention, enthusiasm, creativity, feedback, syllabus, motivation, extra reading, availability, technology, punctuality, current issue, approachable, language use, and communication discriminate between students in terms of lecturers teaching performance and students perceptions of teaching quality. Findings suggest that the lecturers can promote and enhance teaching effectiveness by applying clarity, practicality, exercises, attention, enthusiasm, creativity, feedback, syllabus, motivation, extra reading, availability, technology, punctuality, current issue, approachable, language use, and communication to students during lecturer-student interaction in the classroom. This study adds value by unveiling the key antecedents and predictors of students perceptions thus confirm the plateau of confirmation and disconfirmation theory development.

3.0 Objectives

- To understand the teaching methodology adopted by management teachers in Bangalore
- To explore the different ways in which effectiveness in teaching can be enhanced
- To analyse whether there is a relation betweengender and the method of teaching preferred.
- To study the effective method of learning from students' perspective

4.0 Methodology

Research design used was Descriptive Research; primary data was collected both from students and faculty members teaching management subjects. The data collected was tabulated and analysed. Chi-square test of goodness of fit was used to find out whether innovative method of teaching had an impact on morale of the teachers.

4.1 Hypothesis 1

Ho: Gender of the faculty member does not have relation with the type of teaching method preferred he/she prefers

H1: Gender of the faculty member has a relation with the type of teaching method preferred he/she prefers

Hypothesis 2

Ho: There is no difference between effective method of teaching and learning amongst the teacher and student

H1: There is a difference between effective method of teaching and learning amongst the teacher and student

4.2 Sampling- Convenience sampling under Non-probability technique was used to identify and collect the sample.

4.3 Data Collection from participants

This study was designed to examine the level of teaching effectiveness of faculty members having five to ten years teaching experience in Management schools. Questionnaire had been sent to around 200 faculty members through email and in person, response from 92 faculty members were received.

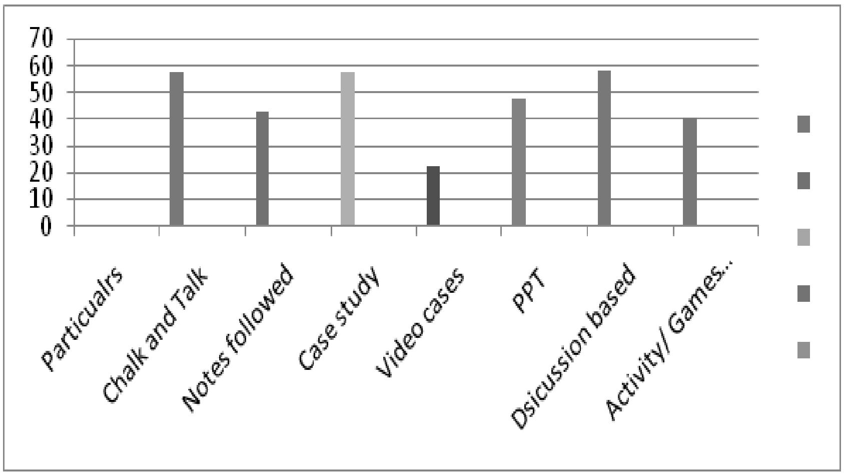
The Student Evaluation of Teaching (SET) questionnaire was designed mainly for students. 100 post graduate final year students in business administration programme of the colleges participated in this study.

The data collection tool used to collect data from faculty members was questionnaire and to collect data from students',opinionnaire was used.

5. Analysis and Interpretation

5.1 Teaching Methodology

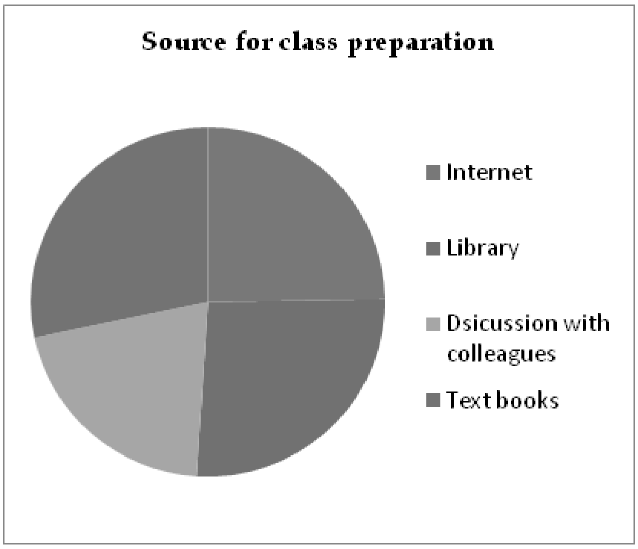
Particulars	No.
Chalk and talk	58
Notes followed by lecture	43
Case study	58
Video cases	22
Power Point Presentation	48
Discussion based	59
Activity/ Games based	41
Others	15



5.1 Chart showing Teaching Methodology
Source: Primary data

The respondent has effectively enhanced their skills and has made attempt to improve their teaching pedagogy. Where the data was to be collected as specific under the category others, respondents have suggested that they have initiated their classroom teaching with bringing in Analytical Problems, Assessment based simulation, Story building, Scenario based teaching, Online data excel based, Solving old question papers etc.

5.2 The sources used for Class preparation

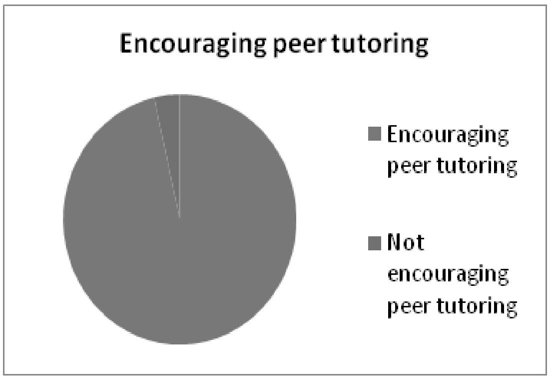


As the knowledge and information is widely progressive it is important and mandatory for faculty members to update themselves through the various means of sources. They are vital for class preparation and delivery. Some of the sources adopted by teachers are grouped together, like Internet, Library text books and Discussion with colleagues. Major source adopted in Management Education by the teachers among the respondents are text books which are ample available and also received as complimentary.

5.3 Encouraging peer tutoring

Particulars	Number
Encouraging peer tutoring	84
Not encouraging	8
Total	92

Source: Primary Data



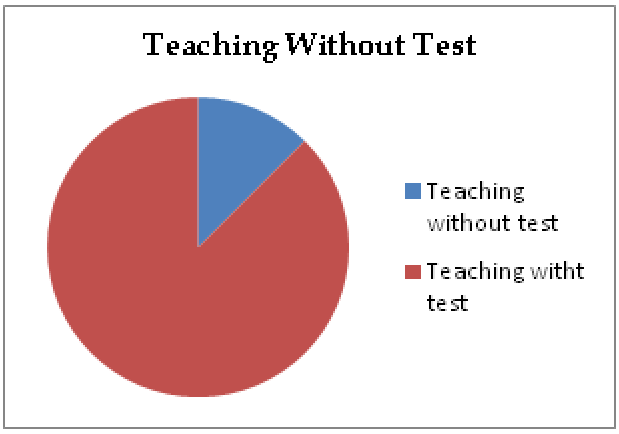
Source: Table 5.3

Peer tutoring is an essential type of learning suitable for students of management education. It is encouraged to thereby the students search out additional resources or complementary experiences; establish their own study groups.

5.4 Believe in teaching without test

Particular	Number
Teaching without test	12
Teaching with test	80
Total	92

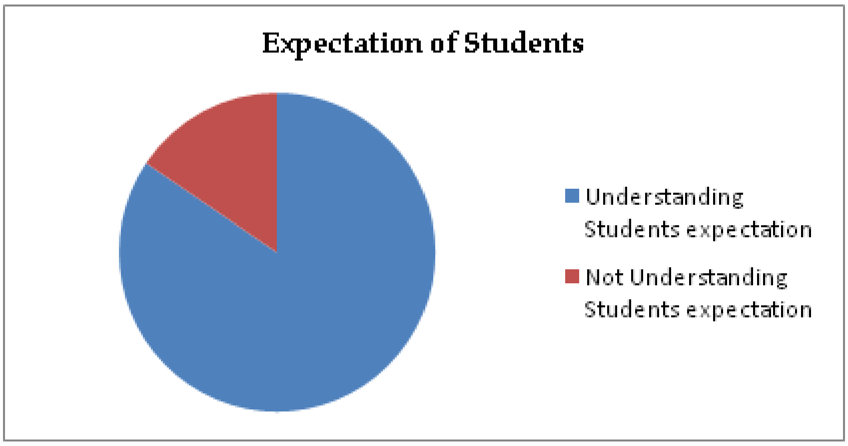
Source: Primary data



Majority of the management teachers support the thought that along with teaching it is required to have also periodicals test being conducted for the students.

5.5 Understanding the student's expectation before beginning with the course

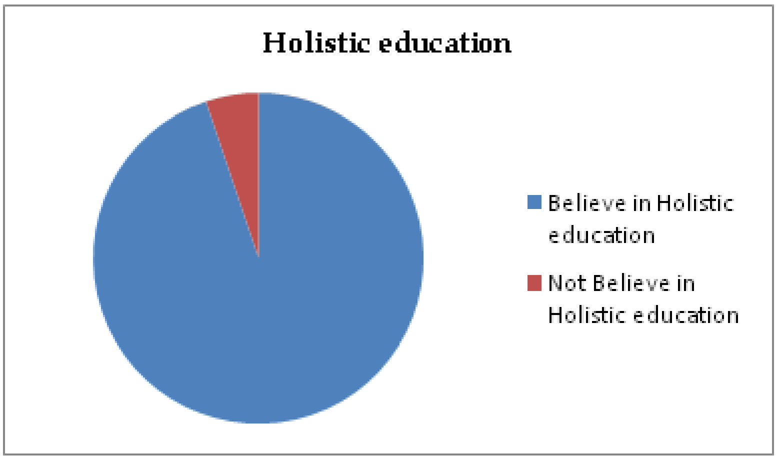
5.5 Chart showing expectations of students



Source: Primary Data

Expect more and you will get more. As a guide, motivator and a teacher understanding student's expectations are very essential. High expectations are important for everyone — for the poorly prepared, for those unwilling to exert themselves, and for the bright and well motivated. Whatever students express can be documented and classes can be prepared accordingly. Moreover, expecting students to perform well becomes a self-fulfilling prophecy while teachers and institutions embrace high expectations for them and make additional efforts.

5.6: Believe that holistic education is need of the hour

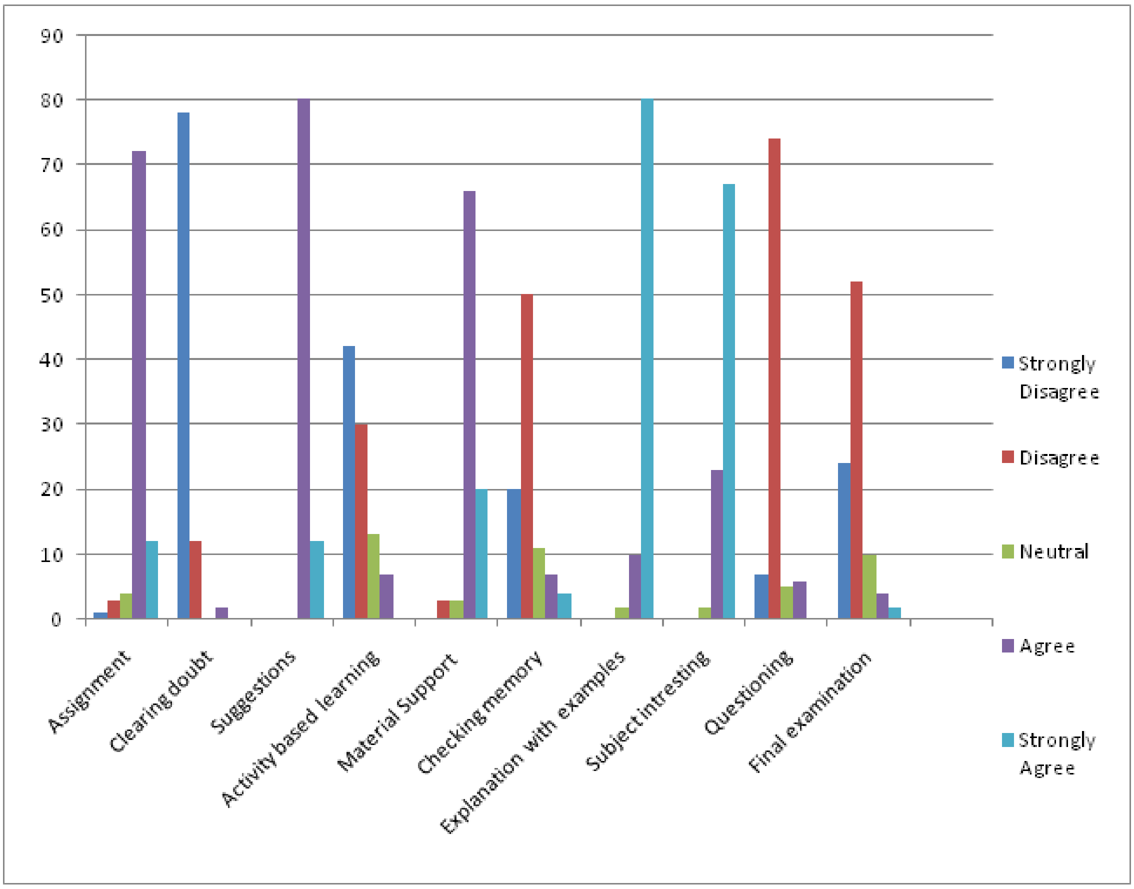


Overall development is the need of the hour. It is a Unanimous feeling among teaching fraternity that the holistic education needs to impart to the students at the B-school level.

5.7: Table showing the teaching methodology and effectiveness

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Assignment is a good way of ensuring application of what has been taught	1	3	4	72	12
Clearing doubt is a waste of time	78	12	-	2	-
Make time to give suggestions time work done by student	-	-	-	80	12
Activity based learning does not work	42	30	13	7	-
Support study material is required	-	3	3	66	20
To check the students memory is more important than to check what the student has understood	20	50	11	7	4

Explanation with the help of examples is effective	-	-	2	10	80
Put in efforts to make the subject interesting	-	-	2	23	67
Questioning is not an effective teaching method	7	74	5	6	-
Preparing the students for the final examination is the only sole purpose	24	52	10	4	2



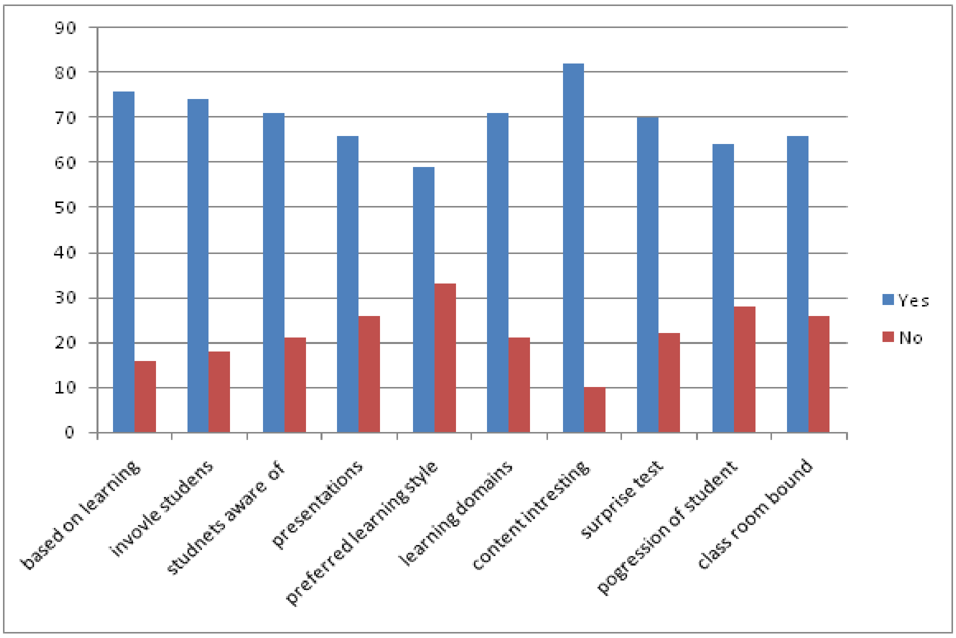
Source: Table 5.7

Management teachers feel that the teaching with lot of examples to substantiate their view is the best way students are able to understand and digest the topic. Clearing doubts is not a waste of time, recommended by all the respondents.Questioning is an effective method of teaching which is expressed by the respondents.

5.8. Principle of teaching and learning

Sl. No	Parameters	Yes	No	Total
1	Is your teaching based on the learning request from the students	76	16	92
2	Do you involve the student in identifying his learning needs	74	18	92
3	Does your teaching begin with what the students is aware	71	21	92
4	Does your presentations starts from simple at the beginning and then become complex	66	26	92
5	Can you analyse the students preferred learning style	59	33	92
6	Are you aware of the various learning domains	71	21	92
7	Do you make the content interesting for the students	82	10	92
8	Apart from teaching, do you provide surprise test for students	70	22	92
9	After evaluation, do you tell the students about their progression	64	28	92
10	Is your teaching class room bound only	66	26	92

5.8 Chart showing the principles of teaching and learning.

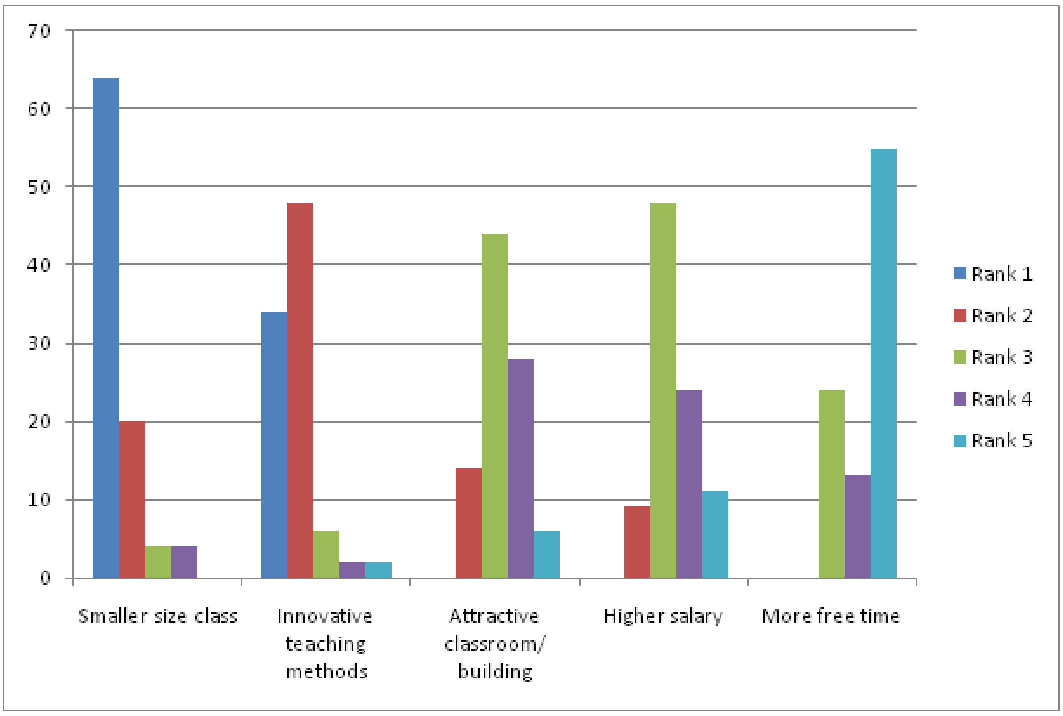


It is seen all the respondents believe in telling the feedback to the students after the test papers are evaluated. Management students need to understand their ability and where they stand after evaluation. This feedback from teaching fraternity will help the students also to understand the requirement of the industry and the way they have to fulfill the requirement.

5.9. Factors considered important to increase the morale at work

Sl. No	Particulars	Rank1	Rank2	Rank3	Rank4	Rank5
1	Smaller size class	64	20	4	4	-
2	Innovative teaching methods	34	48	6	2	2
3	Attractive classroom/ building	-	14	44	28	6
4	Higher salary	-	9	48	24	11
5	More free time	-	-	24	13	55

Source: Primary Data



Majority of the faculty have given their rank to smaller classroom size, to be more effective as individual attention can be given. Management faculty also focuses on innovative methods of teaching in order to make the class more interesting.

Application of Chi-square test of Independence of attributes

Particulars	Male	Female	total
Smaller size class	24	8	32
Innovative teaching methods	26	14	40
	50	22	72

O	E	(O-E)^2	[(O-E)^2)/E]
24	22.22	3.1684	0.143
8	9.77	3.1329	0.321
26	27.78	3.1684	0.114
14	12.22	3.1684	0.259
			0.837

DOF =1 chi-square = 0.837 Table value at 5% L.o.s = 3.84

H0: Gender does not have relation with the type of teaching method preferred

H1: Gender has a relation on the type of teaching method preferred

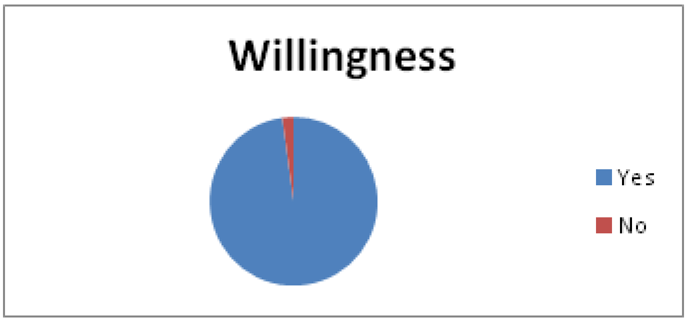
Since calculated value is less than table value, Null hypothesis is accepted, Hence Gender of the faculty has no relation with the type of teaching method preferred.

5.10. If given a chance then wish to enter teaching profession again

Particulars	Numbers
Yes	90
No	2
Total	92

Source: Primary Data

5.10 Chart showing willingness to enter teaching profession again



Analysis: Majority of the participants preferred to enter the teaching profession if they were given a chance.

5.11 Student Opinion about effective learning method

Sl. No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1	Assignment is a good way of ensuring application of what has been learnt	4	6	10	58	22	100
2	Asking doubts is a waste of time	36	52	8	2	2	100
3	To get suggestion for the work done by you	-	-	10	36	24	100
4	Activity based learning does not work	54	42	4	-	-	100
5	Support study material is required	-	2	6	62	30	100
6	To check the students memory is more important than to check what the student has understood	8	40	30	16	6	100
7	Explanation with the help of examples is effective	2	2	2	26	68	100
8	It is not important to make the subject interesting	58	32	4	4	2	100
9	Questioning is not an effective teaching method	24	58	10	6	2	100
10	Preparing for the final examination is the only sole purpose	46	34	10	6	4	100

Source: Primary Data

Analysis: Majority of the students felt that explanation with the help of examples is effective. Students prefer support study material in the form of course work

Ho: There is no difference between effective method of teaching and learning amongst the teacher and student

H1: There is a difference between effective method of teaching and learning amongst the teacher and student

Particulars	Teacher	Student
Teaching with lot of examples	68	96
Making the subject interesting	64	76

O	E	(O-E)^2	[(O-E)^2)/E]
68	71.21	10.31	0.145
96	92.79	10.31	0.111
64	60.79	10.31	0.170
76	79.21	10.31	0.130
			0.556

chi-square = 0.556 Table value at 5% level of sig = 3.84

Since calculated value is less than table value, Null hypothesis is accepted, both the teachers and students agree that teaching with lot of examples and making the class interesting is important.

Summary of Findings

Rather than exams or assignments, students are more concerned about the value of education and its utility for their future growth in the corporate world.

Conclusion

Management teachers should consider continuous improvement in their professional life and move from being a good teacher to a great teacher. Faculty members can consider getting corporate exposure during vacation period. Formation of quality circles i.e. informal teaching circles can be formed to discuss the common challenges faced by teaching fraternity. Faculty members can maintain database of mentors from the industry to gain practical exposure. Faculty members can consider inclination towards research in order to deliver the lessons in a more effective manner.The

Vol.- 7, Issue - 1, PP22 - 35, January - June, 2015

benchmark teaching methods can include adoption of MOODLE Software, Familiarity with online teaching techniques, Research orientation, supporting information handouts, programmed instruction, innovative presentations, involving guest speakers, films, film strips, and reading assignments. These may be considered as important tools for enhancing teaching effectiveness. The study may be extended to the Faculty members with higher level of experience, Dean, Head of Institutions and Directors to obtain a better perspective on teaching effectiveness.

References

1. Arman Hadi Abdul Manaf, Muhammad Safizal Abdullah, Abdullah Osmanin the paper" The Effect of Subject-Matter Knowledge, Educational Strategy, Lecture Quality and Classroom Social Climate on Teaching Effectiveness" published in Mediterranean Journal of Social Sciences Vol 6 No 3 S1 May 2015

2. Arthur W. Chickering and Stephen C. Ehrmann Citation: The article originally appeared in print as: Chickering, Arthur and Stephen C. Ehrmann (1996), "Implementing the Seven Principles: Technology as Lever," AAHE Bulletin, October, pp. 3-6

3. Donald E. Wygal , Rider University and David E. Stout, Youngstown State University in the paper titled " The Role Of Continuous Improvement And Mentoring In The Pursuit Of Teaching Effectiveness: Perspectives From Award-Winning Accounting Educators" published in The Accounting Educators' Journal, Volume xxi , 2011, pp. 33 - 44

4. Gina Chianese, paper "Developing and Assessing Teaching Effectiveness" Published in Procedia - Social and Behavioral SciencesVolume 191, 2 June 2015, Pages 692–695.

5. L. Dee Fink, Published in Improving College Teaching by Peter Seldin Reprinted here with permission of the University of Oklahoma Instructional Development Program, July 20, 1999.

6. Leila Jahangiri, 2008, American Dental Association

7. Najib Ahmad Marzuki, Halimah Abdul Manaf in the paper titled" Enhancing Interpersonal Intelligence for Management Educators published in Review of European Studies, Vol6, No 2, 2014.

8. *Peter Francis, Mary Thomas, SitiAsiah Md. Shahid, and SyahrinaHayati Md. Jani , paper titled* "Importance of Teaching Effectiveness among Lecturers in Institutes of Higher Learning in Malaysia" published in International Journal of social science and Humanity, Volume 5, Number 4, April 2015.

9. Zaliha Hj Hussin, Kamaruzaman Jusoff, Maznah Wan Omar in the paper titled "Perception of Students Teaching Quality Determinants and Effectiveness" published in Asian Social Science Vol 4, 12, (2008)

Website:

www.MTC.global (An apex global advisory Body in Management education)

TRENDS OF E-FILING OF INCOME TAX RETURNS IN INDIA - A STUDY

Dr. P. Paramashivaiah*
Mr. Puttaswamy**

Abstract:

Information technology intervention is seen in every field around the globe. Information Technology has been adopted by the Income Tax Department to make the filing of returns faster, easier and to reduce the administrative cost. Adoption of e-filing in India has shown a positive trend over the years due to various advantages. However, it is still very low in many states. The present paper attempts to analyse the trends and growth of e-filing of ITRs in India. Secondary data was retrived from the web site of the Income tax department. State-wise growth , percentage increase of ITRs received through online were analysed. It is found that growth of e-filing adoption has received a overwheling response where as in some other states the response is very low. It is suggested that the department has to make the e-filing system more user friendly, has see to it that the procedure is further simpllified.

Keywords: *E-Filing, ITRs, Information Technology, Income Tax Department.*

Introduction

Information Technolgoy (IT) is one of the prominent, remarkable scientific developments during the last few decades. I.T has greatly impacted the life style of human being around the world. Governments in many countries are effectively leveraging this technology to provide improved quality of services to the public in a more innovative fashion and for better public administration. One of the prominent e-governance initiatives which have been launched by a number of governments is in the form of online Income Tax Return filing.

Various reform measures have been taken by the Indian government over the past few years. Simplification of tax administration has been an important reform on the government's agenda. E-filing is one of the most important and advanced e-government services. It provides convenience to taxpayers for tax assessments and payment. Internet allows consumers to conduct transactions within a few seconds and just a mouse click. This convenience can serve as a key driver of e-filing adoption. E-filing provides many aspects of convenience to taxpayers. Hence it is time to file, place to conduct the filing, ease-of use, information searching and online transactions more conveniently than through traditional modes.

***Dr. P. Paramashivaiah**, Professor & Dean, DOS &R in commerce, Tumkur University, Tumkur.
****Mr. Puttaswamy**, Assistant professor and Research Scholar, Government First Grade College Hirisave, Hassan District. e-mail: swamisure@gmail.com

What is e-filing?

Income Tax Department launched e-return filing, TRPs and a Saral form (for individual tax payers) in new avatar in 2007 for better tax administration and good governance practices. The Tax Department made huge investment in terms of system development, safety and security of submitted information and sensitizing tax payers about the benefits of e-return filing using mass-media campaign. The campaign was targeted over the facility of anywhere/anytime filing, fast processing and automatic tax calculations with full safety and security of the information submitted.

E-Filing Initiatives in India

CBDT through vide notification No. 34/2013 dated 01.05.2013 has made it mandatory forthe following category of the Assesses to file their Income Tax Return Online fromA.Y. 2013-14 :-

(a) It is mandatory for every person (not being a co. or a person filing return in ITRto e-file the return of income if its total income exceeds INR. 5,00,000.

(b) An individual or a Hindu undivided family, being a resident, having assets(including financial interest in any entity) located outside India or signingauthority in any account located outside India and required to furnish the returnin Form ITR-2 or ITR-3 or ITR-4, as the case may be.

(c) Every person claiming tax relief under Section 90, 90A or 91 shall file return inelectronic mode.

(d) Those who are required to get their Account under Section 44AB

(e) A firm required to furnish the return in Form ITR-5 or an individual or HinduUndivided Family (HUF) required to furnish the return in Form ITR-4 and towhom provisions of section 44AB are applicable.

(f) A company required to furnish the return in Form ITR-6.

The e-filing project is an innovative e-governance and e-delivery measure taken by the Income Tax Department for better services to the taxpayers and was notified in the year 2006-07. The e-filing website has been launched and made available for live service 24x7 on 9th November, 2012 with many new utilities like extension of electronic filing of all other forms as prescribed in the I-T Rules 1962, enabling access to history of returns filed, and other Services. The project is aimed at enabling E-filing of Income tax returns, Audit Reports and other forms of the Income Tax over Internet directly by taxpayers and through e-return intermediaries (ERIs) on Virtual Private Networks, enabling e-filing of Income Tax Returns and other web enabled services using XML to enable public private participation in the filing of returns. A portal https://incometaxindiaefiling.gov.in is functional with a host of services to taxpayers. The new system also offers personalized services including pre-filling of returns with assesssee details and 26AS data; online and offline filing of returns etc. The system includes submission of online rectifications, verification of status updates for receipt of ITR-V, processing status and refunds for e-filed returns processed at CPC, Bangaluru. Select information is also available through a mobile interface.

New Feautres of E-filing:-

Many new features have frequently been added and updated from time to time to make e-filing environment more user-friendly. The important new features are- Facility to download Pre-filled XML File-(after Login feature). PAN Details at one place (Name, D.O.B, Status, Gender, Address)-(after Login feature). Request for Intimation –(Earlier there was no option to download if mail not received by the filer). (Submit request for resend print of Intimation to ITR/PAN Address/New Address or via Email, After Login Feature).For New Users, Resend Activation Link Feature is helpful if link not received or mail deleted earlier. User Password can be changed now with Digital Signature Verification also, Feedback Option for User. And , user can register as a Legal Heir to do e- Filing on behalf of the deceased. This is a new feature provided for Individual user. Quick e-File for ITR-1, where user need not download any utilityand no software is required. Just fill and submit like an Online Application Form. Mobile Services can be availed using the urlhttps:// incometaxindiaefiling.gov.in/mobile/. Forms need to be authorized by CA with Digital Signature and XML to be uploaded in e-filing portal (3CA, 3CB, 3CD, 3CEB, FORM 29B).The portal include 'Tax Professional' as a new user.. They can e-File Income Tax audit report Forms (other than Income Tax Returns). In the new e-filing project there is dedicated call centre and help desk to deal with any query or grievance related to e- Filing.

Following e-filing activities are planned to be added in the near future:

Validation of third party Utilities, Access to internal users such as Assessing Officers over departmental intranet, E enabling all forms of the Income Tax department.

Advantages of E-filing

- ✓ Convenience – Returns can be filed at anytime (day or night);
- ✓ Accessibility is allowed 24x7x365,
- ✓ Fast refunds – It allows taxpayers receiving refunds to get them sooner,
- ✓ Taxpayers get instant acknowledgement of receipt.
- ✓ Value added services like viewing Form 26AS, tracking of refunds, email, SMSalerts regarding status of processing and refunds.
- ✓ Certainty of delivery and quick confirmation – provides immediate confirmationfrom tax administration that returns have been received,
- ✓ Taxpayers can correct their mistakes or make and save changes in their ITRmany times before the final submission of ITR form.
- ✓ Eliminates error notices from tax administrations caused by data entry errors,

- ✓ Increment in freelance job opportunities as Tax Consultant and TRPs etc.
- ✓ Reduction in Documents handling and storage space.
- ✓ Reduced operating costs for tax administration by reducing the cost of handlingpaper returns and eliminating unnecessary staff.
- ✓ Online help facilities and user guides.

Review of Literature

Most of the literature related to e-filing are based on the Technology Acceptance Model (TAM) by Davis (1989) (Wang, 2002; Chang et al., 2005; Gallant et al., 2007), theory of planned behavior (TPB) Fishbein and Ajzen(1975) (Hsu and Chiu, 2004; Hung et al., 2006) and a unified model of both theories (Fu et al., 2006) to assess the acceptance and adoption intention of the e-filing system. Other literature such as Carter et al. (2008) used the Unified Theory of Acceptance and Use of Technology (UTAT), while Wang et al. (2007) used the Innovation Diffusion Theory to observe e-filing adoption among taxpayers.

E-filing adoption and acceptance is considerably related to the people's propensity to embrace and use of new technologies for accomplishing certain tasks as well as ease and usefulness of e-filing system and also security and facilitating support. Empirical findings have also indicated thattechnology readiness correlates with actual use and intention to use the technology-basedproducts and services in varying degrees (Parasuraman and Colby, 2001). People with higher level of technology usage intention has moreexperience in using the technology based products and services in varying degrees.

Studies havefound that perceived risk significantly influences the intention of present and potentialusers of the e-services, such as e-filing system(see, Hsu and Chiu, 2004; Fu et al., 2006; Gallantet al, 2007;Carter et al, 2008). However, thesestudies measure the effect of overall risk on the behavioral intention. The theory of perceived risk has been applied toexplain consumer behavior in decision makingsince the1960s (Bauer, 1967). Popularity of online transactions has changed the definition of perceived risk. In the past,perceived risk was primarily regarded as fraudand product quality. Perceived risk refers tocertain types of financial, product performance,social, psychological, physical, or time riskswhen consumers make transactions online(Forsythe and Shi, 2003). Perceived risk hasbeen tested with TAM in numerous studies inunderstanding consumer behaviour towardsadoption of online shopping (Bhatnagar et al., 2000; Gefen and Straub, 2003; Kamarulzaman,2007). TAM application in the e-Government studies has been found to be very limited. Consumers perceive risk in most non-storepurchasing decisions (including services) seemsto have a higher level of perceived riskassociated with them (Dollin et al., 2005). E-filing of Income Tax returns is similar to online shopping by consumers. Tan (1999)suggestedthat risk-averse consumers are less likely to dotransaction on the Internet. Since Bauer, (1967)proposed the concept of perceived risk ofconsumers; many researchers have discussedthe issue and have presented numerousextended definitions (i.e. Mitchell, 1999; Huanget al., 2004; and Pireset al., 2004).

According to Pavlou (2002)cognitive and affective factors are importantvariables that prevent people from trustingonline services. Other studies alsoindicated that perceived risk is an importantdeterminant of consumers' attitude towardonline transactions (Bhatnagar et al., 2000;Dollin et al., 2005; Kamarulzaman, 2007). Sinceintention to use an e-filing for tax transactionsinvolves a certain degree of uncertainty,perceived risk is incorporated as a directantecedent of behavioral intention to use.Several types of perceived risk have been widelyused in previous researches (Mitchell, 1999; Featherman and Pavlou, 2003; Rotchanakitumnuai, 2007). Rotchana-kitumnuai (2007) investigated on theuse of three risk dimensions, namely privacy risk,performance risk and the fair financial audit riskon the tax e-payment system in Thailand andfound that only performance risk and the fairfinancial audit risk were significant variables tothe adoption of the e-payment method inThailand.Lack of trust is one ofthe most frequently cited reasons for consumersnot purchasing from Internet (Lee and Turban,2002).

Statement of the Problem

Despite all the efforts on part of the Tax Department, the tax payer's perception about this new information technology oriented system is a cause of worry. Since the public don't directly communicate with tax personnel, the e-return filing system may provide little psychological satisfaction. Hence, the present study attempts to understand the features, advantages and growth of adoption of e-filing in India.

Objectives of the Study

To understand the features and benefits of e-filing

To examine the growth of e-filing of ITR in India

To suggest measures to improve e-filing system

Research Methodology

The present study is conceptual and descriptive in nature. The study uses secondary sources of data. The secondary sources include the available literature on the problem, government websites, Income tax department website, journals, news papers and reports. Trends and growth percentages were calculated and exhibited through charts.

Data Analysis and Inter-pretation

Data on e-filed Returns were collected from the web site of Income Tax Department of India, http:/www.incometaxindiaefile/portal/.gov.in. Table 1 shows the number of e-ITRs for various Assessees for the assessment year 2009-10 to 2015-16 (Up to 30th April).

Vol.- 7, Issue - 1, PP36 - 46, January - June, 2015

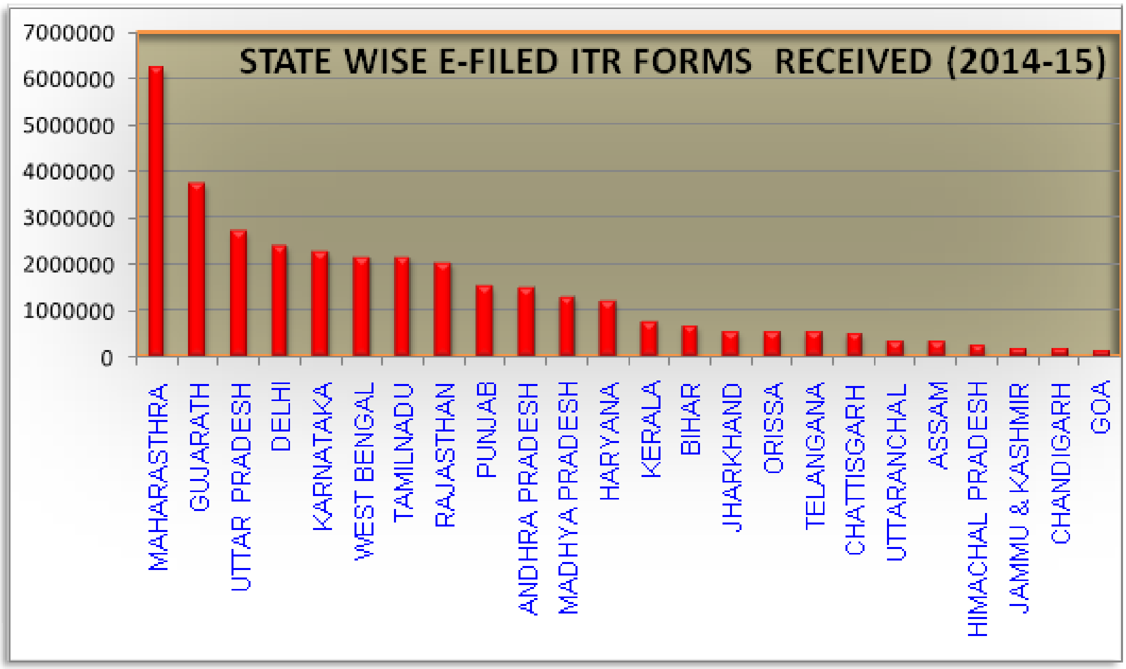
Trends and Growth of E-Filing in India

TABLE 1: Number of e-filed ITR Forms received

FORM	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
ITR-1	656544	1983618	4439001	6409881	10676604	13010682	11373538
ITR-2	960384	1040281	1773659	2240995	3213262	3614874	1100230
ITR-3	211074	327409	522579	625890	721831	769081	153336
ITR-4S	0	0	1628612	2947568	4250709	5450081	2147818
ITR-4	2235221	4552028	6712032	7772966	9035055	9343539	2713724
ITR-5	512419	616007	765054	851327	960120	1065650	254994
ITR-6	498335	530899	593047	638184	713736	752070	45179
ITR-7	0	0	0	0	110477	168017	41905
TOTAL	5073977	9050242	16433984	21486811	29681794	34173994	18422231

(Source:compiled from http:/www.incometaxindiaefile/portal/.gov.in)

Chart 1: State-wise e-filed ITRs during the year 2014-15



(Source: compiled and computed from www.incometaxindia.gov.in)

Chart 1 shows disparity among the states. Adoption of e-filing is positive in few states and it is negligible in many states. Maharashtra being the number one state in which the level of adoption is very high. The total number of e-filed ITRs during the year 2014-15 were 62,19,523 in Maharashtra, 3736465 in Gujarath , 2717420 in Uttar Pradesh, in Delhi 2379561 and in Karnataka 22,64,223. Karnataka reduced to fifth place from second position in India over the past three years. There are less than one Lakh e-returns received in most of the other states.

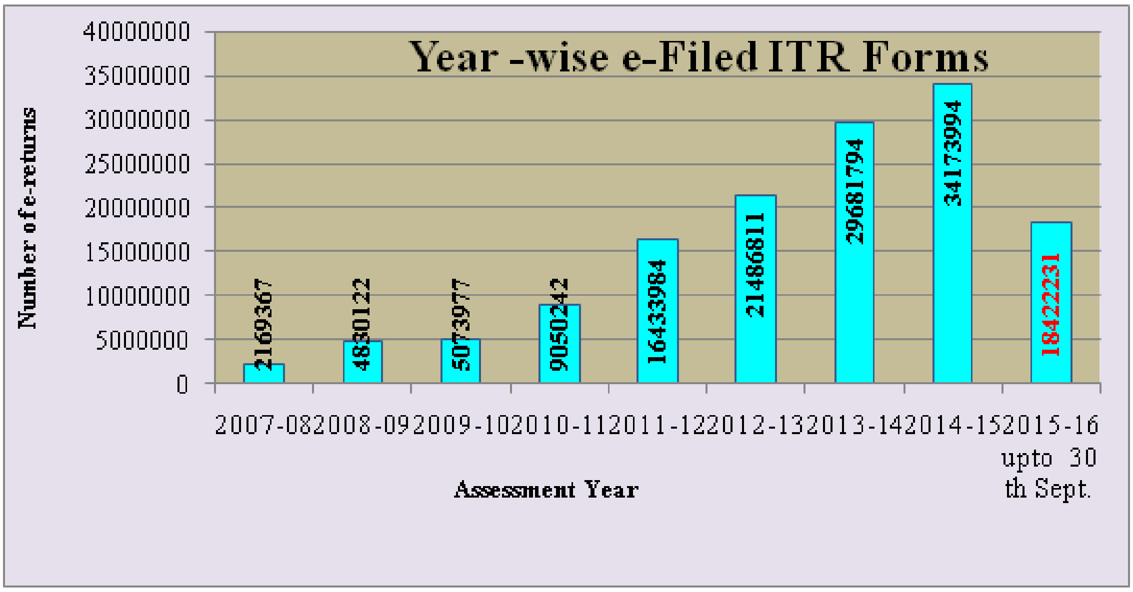
Table 2: Growth of E-ITRs over the previous year

Assessment Year	No of e-filed ITR forms	% Increase over the base year 2007-08
2007-08	2169367	**100**
2008-09	4830122	**122.65**
2009-10	5073977	**133.89**
2010-11	9050242	**317.18**
2011-12	16433984	**657.54**
2012-13	21486811	**890.464**
2013-14	29681794	**1268.22**
2014-15	34173994	**1475.29**
2015-16 upto 30 th Sept.	18422231	**849.19**

(Source: compiled and computed from www.incometaxindia.gov.in)

The above tables show that there is a steady and continuous growth of e-filing in India from FY 2007-08 to 2014-15 and this growth possible only because of adoption of information technology by Income Tax department. This increase may be due to the benefits enjoyed by the people. However, the percentage of e-filed returns compared to total number of income tax payers in India is very less, since it is mandatory only in certain cases.

Chart 2: Number of e-filed ITRs received form 2009-10 to 2015-16



(Source: compiled and computed from www.incometaxindia.gov.in)

The filing of ITR electronically is easy and user friendly as user has to follow step by step instructions. Also, with the latest technology for internet security in use; it is very safe to e - file. There is advantage of acknowledgement from Centralized Processing Centre (CPC), Bangalore about the receipt of ITR.The CBDT report highlights thatthere is a Overwhelming Response for e-filing i.e. more than drastic increase in e-returns received compared to that of the previous years. During the year 2014-15, 34173994 ITR forms received through electronic filing, where as 29681794 e-returns received during the year 2013-14.

Findings and Suggestions

- The study finds that the Adoption of e-filing is positive in few states and where in other many states are quite negligible.
- Maharashtra being the number one state in which the level of adoption is very high. Karnataka reduced to fifth place from second position in India over the past three years.
- There are less than one Lakh e-returns received in most of the other states.
- There has been a continuous growth of e-filing in India from FY 2007-08 to 2014-15 and this growth was possible only because of benefits of adoption of information technology by Income Tax department.
- The percentage of e-filed returns compared to total number of income tax payers in India is very less, since it is mandatory only in certain cases. Therefore e-filing deserves mandatory for all category of assessees and persons.

- The study finds that there is an Overwhelming Response for e-filing i.e. more than 15% increase in e-returns received compared to that of the year 2014-15. The total number of ITRs received through electronic filing was 34173994, where as 29681794 e-returns received during the year 2013-14.
- Necessary steps shall be taken to improve the e-filing adoption in few states where the response is less. The Income Tax Department has to take Aggressive propaganda and encouragement by educating the filers, and making e-filing procedure little easier.

Conclusion

Income Tax Department of India took several genuine steps as per the recommendations of various committees. E-filing of Income Tax Returns over the year has received an overwhelming response over the years and still it is not completely adopted in many states. In order to avail the benefits of Technology intervention in filing of income tax returns the department has to make the procedure of web based services more user friendly and make sure that the privacy and security of the users of web services are protected. It is also required to further simplify the areas such as Password, retrieving ITR-V receipts, acknowledgements, and viewing the receipts and tax credit much easier. When the assessees find no troubles in using information technology in the process of filing their Income Tax Returns it is sure that all the tax payers would rather voluntarily adopt and make the Department's Project more successful.

Referenes

Alba, J., Lynch, J., Weitz, B., Janiszewski, C., Lutz, R., Sawyer, A. and Wood, S. (1997), 'Interactive Home Shopping: Consumer, Retailer, and Manufacturer Incentives to Participate in Electronic Marketplaces,' Journal of Marketing, 61 (3), 38-53.

Ba, S. and Pavlou, P. (2002), 'Evidence Of The Effect Of Trust Building Technology In Electronic Markets: Price Premiums And Buyer Behavior,' MIQ Quarterly, 26 (3), 243–268.

Bernama. (2009), IRB Notes 30 Per Cent Increase In E-Filing. [Online]. [Retrieved October 12.2014]. Available:// www.bernama.com/bernama//v3/news_lite.php?id=408209

Bettman, JR. (1973). 'Perceived Risk and Its Components: A Model and Empirical Test,' Journal of Marketing Research, 10 (2), 184-190.

Bhatnagar, A., Misra, S. and Rao, HR. (2000), 'On Risk, Convenience and Internet Shopping Behavior, Association for Computing Machinery,' Communications of the ACM, 43 (11),98-105.

Bauer, RA. (1967). 'Consumer Behaviour as Risk Taking' in Risk Taking and Information Handling in Consumer Behavior, DF. Cox (ed.), Harvard University Press, Boston, MA, 23-33.

Chang I, Li Y, Hung W, Hung H (2005). An empirical study on the impact of quality antecedents on taxpayers' acceptance of Internet tax filing systems. Gov. Inf. Q. 22(3): 389-410.

Carter, L., Schaupp, L., and Evans, A. (2008),'Antecedents to E-File Adoption: The US Perspective,' Proceedings of the 41st Annual Hawaii International Conference on System Sciences, 216-216.

Chang, I., Li, Y., Hung, W. and Hung, H. (2005),'An empirical study on the impact of quality antecedents on taxpayers' acceptance of Internet tax filing systems,' Government Information Quarterly, 22 (3), 389-410.

Cunningham, SM. (1967) 'The Major Dimensions of Perceived Risk', in Risk Taking and Information Handling in Consumer Behavior, D. F. Cox (ed.), Harvard University Press, Boston, MA, 82-108.

Davis FD (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Inf. Technol. MIS Q. 13(3): 319-340.

Davis FD, Bagozzi RP, Warshaw PR (1989). User Acceptance of Computer Technology: A Comparison of Two Theoretical Models. Manage. Sci. 35(8): 982-1003

Dollin, B., Dillon, S., Thompson, F. and Corner, J.L. (2005), 'Perceived risk, internet shopping experience and online purchasing behaviour: A New Zealand perspective,' Journal of Global Information Management, 13 (2), 66-88.

Featherman MS, Pavlou PA (2003).Predicting e-Services Adoption: A Perceived Risk Facets Perspective. Int. J. Hum. Comput. Stud. 59(1): 451-474.

Fishbein, M. and Ajzen, I. (1975), Belief, Attitude,Intention and Behavior: An Introduction to Theoryand Research, Addison-Wesley, Reading, MA. Forsythe, SM. and Shi, B. (2003), 'Consumerpatronage and risk perceptions in Internetshopping,' Journal of Business Research, 56, 867–875.

Fu, JR., Farn, CK. and Chao, WP. (2006),'Acceptance of Electronic Tax Filing: A Study of Taxpayer Intentions,' Information & Management,43, 109-126.

Gallant, LM.,Culnan, MJ. andMcLoughlin, P.(2007) 'Why People e-File (or Don't e-File) TheirIncome Taxes,' Proceedings of the 40th HawaiiInternational Conference on System Sciences.

Gefen, D., Karahanna, E. and Straub, DW. (2003),'Trust and TAM in Online Shopping: An IntegratedModel,' MIS Quarterly, 27 (1), 51-90.

Hoffman, DL., Novak, TP. and Chatterjee, P.(1995), 'Commercial Scenarios for the Web: Opportunities and Challenges,' Journal of Computer-Mediated Communication, 1 (3), 58-62.

Hsu, M. and Chiu, C. (2004), 'Predicting ElectronicService Continuance with A Decomposed Theoryof Planned Behaviour,' Behaviour& InformationTechnology, 23 (5), 359-37.

Huang, W., Schrank, H. and Dubinsky, AJ. (2004),'Effect Of Brand Names On Consumers' RiskPerceptions Of Online Shopping,' Journal ofConsumer Behavior, 4 (1), 40-50.

Hung, SY., Chang, CM. and Yu, TJ. (2006),'Determinants of User Acceptance of the e- Government Services: The Case of Online TaxFiling and Payment System,' GovernmentInformation Quarterly, 23, 97-122.

Mitchell, VW. (1999), 'Consumer perceived risk:Conceptualizations and models,' European Journalof Marketing, 33 (1) 164-196.

Pavlou, PA. (2002), 'What Drives ElectronicCommerce? A Theory Of Planned Behavior Perspective,' Proceedings of the Academy of Management Conference, Denver, CO, 9- 14 August2002.

Peterson, RA., Balasubramanian, S. and Bronnenberg, BJ. (1997), 'Exploring the Implication of the Internet for ConsumerMarketing,' Journal of the Academy of MarketingScience, 25 (4), 329-346.

Pires, G., Stanton, J. and Eckford, A. (2004),'Influences on the perceived risk of purchasingonline,' Journal of Consumer Behavior, 4(2), 118-131.

Rotchanakitumnuai, S. (2007), 'The ImportantRisk Factors Of E-Government Service Adoption,' IEEE Xplore International Symposiumon Information Systems & Management, 3652-3655.

Tan, SJ. (1999), 'Strategies for ReducingConsumers' Risk Aversion in Internet Shopping,'Journal of Consumer Marketing, 16 (2), 163-180.

Wang, H., Doong, H., and Lin, F. (2007),'Determinants of E-Government ServiceAdoption: An Innovation Diffusion Perspective,'Proceeding of the Wireless Communications, Networking and Mobile Computing, WiComInternational Conference, Shanghai, 21-25 September 2007.

Wang, YS. (2002), 'The Adoption of ElectronicTax Filing Systems: An Empirical Study,' Government Information Quarterly, 20, 333-352.

BUSINESS SUSTAINABILITY: ROLE FOR HRM WITH SPECIAL REFERENCE TO ACQUISITION AND RETENTION OF TALENTS IN SMES

Dr. Hanuman S Kennedy*
Vasantha Lakshmi. R**

Abstract

The effectiveness of talents in an organization plays a very significant role in the organizational performance which in turn influences the sustainability of the firm. Talents Acquisition is the most significant function which influences all other functions in the organization.The acquisition of the right talents and retention of such talentsaremajor challengesfor SMEs. This paper brings outthe various problems and the practices for acquisition & retention in the Small Enterprises through casesof small companies and a theoreticalframework for SMEs to enhance the effectiveness ofthe acquisition of talents process.

***Key words**: Human Resource Management, Acquisition of talents, Retention of talents, Business sustainability, HRM in SMEs*

Introduction

The Small and Medium Enterprises (SMEs) are of key importance to the Indian economy. They contributed 17% to the nation's GDP and employed 40% of Indian work force (ET June9, 14). It is the second largest work force after the Agricultural sector in India.The scenario in Karnataka, there is about 10.5 lakh micro, small and medium enterprises in Karnataka. These industries provide jobs to nearly 250 lakh people with 62 lakh in registered sector. The SME sector in Karnataka produces about 6000 items (KASSIA report, July 2014). These numbers are very encouraging and fortunately, the current pro-business development initiation from both the state and central Govt. clearly highlights the move towards Industrial development of our country. The business friendly environment creation, Invitation for foreign direct investments for manufacturing and the subsequent new revised SME policy will enable the SMEs to contribute progressively to the economic development of the country. The Contribution of small and medium enterprises to the country's gross domestic product (GDP) is expected to increase to 22% by 2020. (Business Standard 27 Sept 2014)

At present, the fundamental drivers are in the right pace for the Small Industries Development. But, the elements of external environment are not the only determinant for the firm's performance. This depends on various internal elements as well. One of the most important internal elementsfor firms' performance is the Human Resources thatarethe Talents. Acquisition of right talents at the right time and the retention of such talents are very significant for the firms in SME sector.

*** Vasantha Lakshmi. R,** Research Scholar, IBMT B-School, Bangalore, ibmtedu@vsnl.com
**** Dr. Hanuman S Kennedy,** Professor

Purpose of this study

The purpose of this paper is to bring out the various problems and the practices in talent acquisition & retention forthe Small Enterprises and to prepare a theoreticalframework for SMEs to enhance the effectiveness ofthe process talent acquisition.

Method used for the study

This study is based on the Case Study of five differentsmall enterprisesengaged in producing Anti-Depressant drug (Pharmaceutical company), Auto parts, Restaurant and another an educational consultancy in Bangalore.Data collected through personal interview with the owners and a few employees of the respective Company.

Limitations

Studying a few cases, the results cannot be generalized. The findings of the studyare indicative and the framework designed can be used for academic purpose.

Business sustainability – Role for HRM

Business Sustainability, i.e., sustainability of the firm in this business world depends on variousfactors from both internal &external environment. This present world of business can be described as - volatile, uncertain, borderless digital world. In this complex business world, there are many dynamic forces from different directions from the environment acting on the firm. The external forces collectively represented by the five major ones - Social, Cultural, Economic, Environment & Political. The change in the intensity of these forces are driven by yet another force- TECHNOLOGY. These external forces along with the internal forces with different levels of intensity create turbulence in the firm. The counter forces in the form of different creative business strategies are applied by the firm in order to seek sustainability. (Vasantha& Kennedy, 2013) Creative minds generate such innovative and creative business strategies.They are the talents of the firm. Hence, effective management of such talents signifies the role of HRM in business sustainability. The acquisition of such talents and retaining of such talents are very significant functions of HRM for a firm's sustainability.

Acquisition of Talents

73% CEO s in India spend more than one-fourthof their time directly on talent related activities. While 68% acknowledge that this time has increased in recent years, 79% also affirm that this focus will only increase further next year. This indicates a relevant change in the way organizations are functioning today (monsterindia.com survey 2011). In today'sbusiness environment, the growth and development of any organization, be it an MNC or a SME is directly proportional to the employee's growth. Therefore, talent management can impact any organization's bottom line and growth. SMEs are struggling to find skilled workers especially at middle level positions. They are finding it to identify, who is their real candidate with the right skills, how their business model can get the quality cost scale balance right, and most importantly how they can retain their key talent. (Business Standard 27 Sept 2014)

Acquiring talents is not just recruiting, it is an ongoing cycle of processes related

Vol.- 7, Issue - 1, PP47 - 56, January - June, 2015

to attracting, sourcing, recruiting, and hiring employees, based on the requirements of the organizations, be it a particular set of skills or behavior.

The main elements that comprise talent acquisition are-

Employer branding, outreach, networking, Relationship building with potential candidate communities and continuously building and enhancing the talent pool for the organization. (GeremyCepin)

The published reports states that the Talent Acquisition in SMEs is the top most challenge among other challenges. As per the Hire right's recently released report on Employment Screening Benchmarking, the acquisition and retention of talents are the major business challenges for the organizations as shown in the fig 1. The Answer during SME world's interview with R.U Srinivas, CEO, Caliber Point, about problems of Indian SMEs shown in the fig 2(Source: HireRight survey 2013)

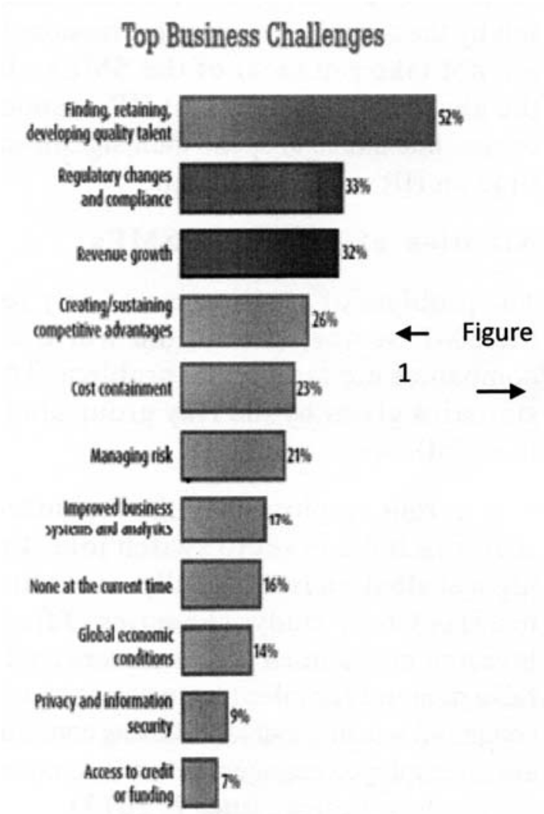
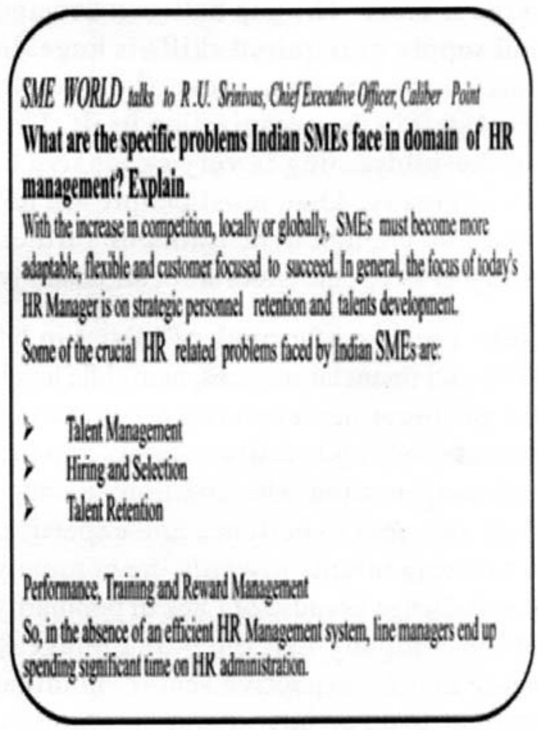


FIGURE - 1


SME WORLD talks to R.U. Srinivas, Chief Executive Officer, Caliber Point

What are the specific problems Indian SMEs face in domain of HR management? Explain.

With the increase in competition, locally or globally, SMEs must become more adaptable, flexible and customer focused to succeed. In general, the focus of today's HR Manager is on strategic personnel retention and talents development.

Some of the crucial HR related problems faced by Indian SMEs are:

- Talent Management
- Hiring and Selection
- Talent Retention

Performance, Training and Reward Management

So, in the absence of an efficient HR Management system, line managers end up spending significant time on HR administration.

FIGURE - 2

The problems in acquisition of talents given below are based on the responses of the owner of the company during their interview for the case study–

1. Finding the right talent at the right time

The employability of majority of the fresh graduates from colleges both technical and non-technical is not up to the standards expected by the employer. It is like searching for a (talent)needle in a (large pool of graduates coming out of the universities every year) haystack.

At the junior management level, the issue is of finding a trained person with required skills is more. The gap between demand and supply of required skills is huge. In companiesthey train most of the lower level staff in the organization itself. This on-the-jobtraining is very expensive to the company. Also, most people are not educated enough to be trainable further. At higher levels, the issues are of affordability.

Next, because of growth of MNCs in IT, ITES and financial services, in middle level, the problem has been the mismatch of expectations and reality in terms of work and compensation. The ambitions are huge with very less experience and expertise. Attracting talents towards the company is a challenge because of Lack of popularity of the company i.e., the brand image & value in that respective sector, nominal amount spent on advertising/ promotion, lack of competent compensation packages, fewer opportunities & the image of small size is the biggest hurdle to attract the talent.

2. Selection and Recruitment

A bad hire has a greater negative impact in SMEs. A new hire at a small company represents a much larger percentage of the workforce than one at a large scale company having more employees.In such cases companies also suffer greater proportionate financial and productivity loss from having to re-recruit, re-hire and re-train in the aftermath of a bad hire.

3. Full time HR professional

Adding to these, in this sector, usually the owner or the line manager takes charge of HRM. Even though there is a necessity felt by the owners, full time professionals are not taken in most of the SMEs. In the absence of an efficient HR system, owner/ line manager spend their significant time on HR administration.

Attrition of Talents in SMEs

The problem of attrition is not only for the SME sector; around the world all companies are facing this problem. The statistics given by the Hay group study is as follows-

One in four employees in the organized sector in India is set to switch jobs, the highest attrition rate globally, according to a Hay Group study. The series of fresh investments planned across sectors could raise demand for talent even as economic conditions remain moderate. Raising concerns are on employee engagement and retention. (Economic Times, June 7, 2013)

Causes for Attrition as per the responses given by the Owner of company during their interview for the case study -

Small companies have become transit camps becausethey are the primary source of employment opportunities for new entrants.This sector, for many reasons, invariably compromises and recruits untrained workers who are then trained on the job. Quite often once the workers reach a certain level of skill they are absorbed by the larger companies. Consequently, the small companies are in a constant process of training raw hands and being unable to retain skilled workers. One person (talent) who leaves the company will attract many more from his team. Thus attrition percentage increases.

The other most quoted reasons for attrition as per the SMEs survey are(Human capital, Feb14) –

- Insufficient remuneration and employee benefits paid to employee by his employer.
- Mismatch of job profile.
- Job stress and work-life imbalances.
- Entering of new companies and sectors in to the market.
- Lack of authority provided to accomplish ones task.
- Monotony of job.
- Lack of proper facilities provided by employer
- Lack of proper environment.
- Poor concern about employees by their employer.
- Poor promotion policies or lack of promotion for long time.

Practices followed in Acquisition of talents as seen in the case studied:

- As a matter of policy, more than 60% of the employees have recruited through employees' references or internal job posting.
- Company's web presence by having updated website, using SCOs and using tools like LinkedIn, Twitter, and Face book to create brand awareness for the company to attract talent.
- To create awareness about the company and their products, short term projects and internships to students are offered. With this the students can get opportunity to put their hands on in the live projects, which creates interest in them to take up job options in the company itself.
- A wrong hire proved to cost more in this sector. Hence, in order to avoid a wrong hire, the screening process made short but precise to assess the skills and attitude required for the position. Avoided all types of theoretical questions in the interview and the talent is assessed based on the standard tests like competency, behavioral and psychometric tests.

Practices followed to minimize attrition of talents as per the responses of the interview -

There are cases, where some of their employees are working since inception and a few are here in this company since last 20 years. The common reasons to stick on to the same company as per their opinion listed in the order of most to least are —

- Freedom in terms of expression and experimentation.
- The hygienic factors like the work environment & Work place
- Commitment & Loyalty factor
- Job satisfaction

The HR practices with reference to retentionas per the cases studies, Performance based compensation used for higher level positions. They have the concept of Co-ownership which encouraged leveraging the talent of the people by making the right balances of power between employees and employers. At lower levels the companies have taken the attrition as usual. No other specific strategy or practice seen towards retention of talents in the company.

Current HR trends with respect to acquisition and retention of talent as per Deloitte's Human Capital Trends 2014, (Josh Bersin)

The global economic growth has created a new level of competition; the companies are more focusing on their retention and engagement of their employees rather than concentrating on cost reduction. Technology, the principal driver of business continues to connect all people, places and products and making the data as new currency.Talent, skills, and capability needs become globaland integrated capability Development Replaces Training. Talent Mobility and Career Development are considered seriously and Talent Analytics Comes to Front of the Stage. As per the trend, it is clear that the economy will grow, employees will be in charge, and HR's role in business success will be more important than ever.

Theoretical Framework for Talent acquisition in SMEs

Keeping in mind,the problems, practices of talent acquisition and the growing importance of the right talent for companies, atheoretical framework designed to enhance the effectiveness of the process.

Talent acquisition is a strategic approach to identify, attract, and take them on boardthe right talent. Organizations need right talents to efficiently and effectively meet dynamic business needs. Talent acquisition is not just recruiting. The recruiting tends to focus mostly on immediate hiring needs by just posting a requisition and extending an offer. Talent Acquisition is more than these. It includes attracting the talents, pooling the talents, selecting and recruiting the talents and taking them on board.

This framework for talent acquisition will help the SMEs in framing their policies, practices and strategies to hire right talents. The application of this framework will enhance the effectiveness of the process.The theoretical framework for talent acquisition is as shown in the following Fig3.

Vol.- 7, Issue - 1, PP47 - 56, January - June, 2015

Figure 3: Framework for Talents Acquisition

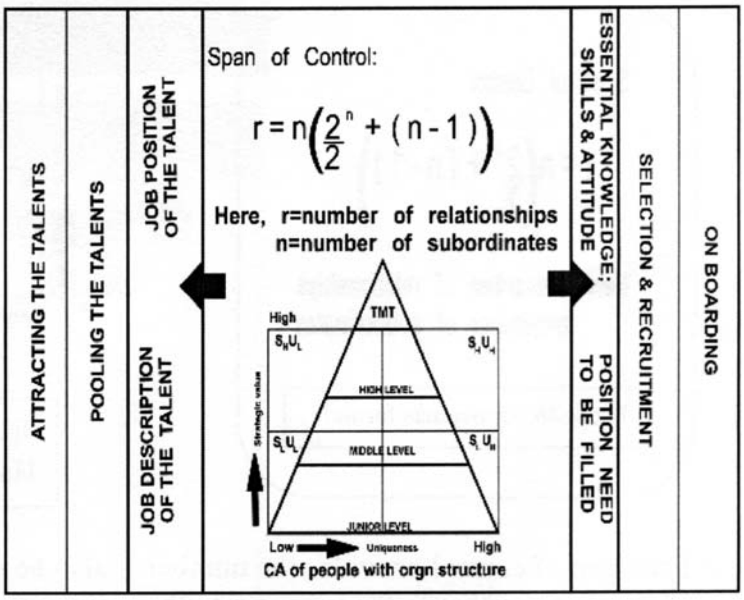


FIGURE – 3: Framework for Talent Acquisition

This theoreticalframework is designed based on the following concepts –

- Organizational Structure
- Span of Control (Graiciunas formula)
- Competitive Advantage of Human Capital

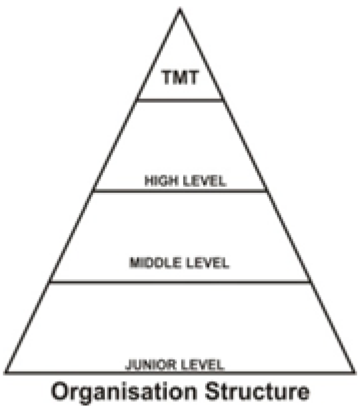


Figure 4a:
Organization Structure

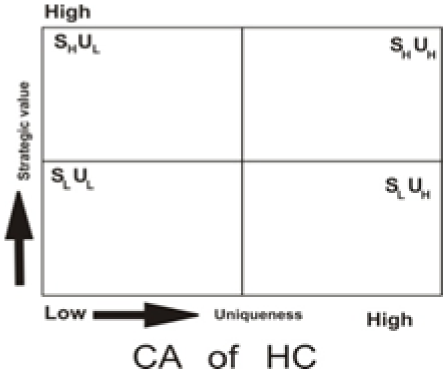
The figure 4a, 4b & 4c represents the concepts used in the framework for talent acquisition and also highlights area of concern for SMEs with respect to talent acquisition and retention. The triangle in the figure 4a represents the Organizational structure, The formula in 4b gives the span of control i.e., the number of subordinates reporting to the manager and the rectangular area with the 4–quadrants as in fig 4c, represents, the Competitive Advantage of Human Capital highlighting the job positions significant for SMEs. The Fig 3 gives the theoretical framework for Talent Acquisition in SMEs. This gives the complete picture of different processes involved in the talent acquisition. Attracting the required talents, pooling the specific talents, selection and recruitment of the talents and on boarding of such talents are the different processes.

Span of Control:

$$r = n\left(\frac{2^n}{2} + (n-1)\right)$$

Here, r=number of relationships
n=number of subordinates

Figure 4b: Graiciunas formula



4c: Competitive Advantage of Human Capital

The Span of control provides the number of people reporting to the manager to the senior or to the middle level manager. This span of control includes the relationship of the people who directly report, the cross relationship of the people report to particular manager. Hence, in order to keep the productivity standard at optimum level in the organization, the span of control for managers should be maintained. Based on the studies conducted, HL d" 6; MLd" 20. In recent studies(HBR April 2012) it is highlighted that the span of control has doubled over last 2 decades. Current trend is for SL positions the number of immediate reports are gone up to 12.

Using the concept of CA of human capital, the Job descriptions can be derived and the concept organizational structure will provide job position level in the organization. This information can be strategicallyused to attract the talent and pool the interested talents. At the same time, using these concepts the Knowledge, Skills, Attitude essential for each position and the roles and responsibility along with the expected deliverables can also be derived. These can be effectively incorporated for the recruitment and on boarding processes.

As per this framework, for any given organization one can identify their functions/ department with the following chart1 –

FUNCTIONS/ DEPARTMENT: ……………..	(S-L/ U-L) BLOCK 1	(S-H/ U-L) BLOCK 2	(S-L/ U-H) BLOCK 3	(S-H/ U-H) BLOCK 4	TOTAL
LEVELS OF JOB POSITION	H / M / L	H / M / L	H / M / L	H / M / L	H / M / L
NO OF POSITIONS PLANNED					
NO OF POSITIONS FILLED					
JOB DESCRIPTION					
DELEVERABLES					
KNOWLEDGE; SKILLS; ATTITUDE ESSENTIAL					

Chart 1: Details of Functions/ Department as per the Framework shown in Fig3

To begin with, keeping thesimilar formatin theexcel sheet/ spread sheet, can be expanded to the number of positions in each level, as shown in the above table. Further this can include, positions filled, not filled, the job descriptions with KSA, preferences, compensation for all the levels in different departments.This can also be used for HR planning including replacement chart and succession planning.

SMEs are more cautious about the employees at the middle level, which contains employee types of all the blocks(S-H/U-H; S-H/ U-L; S-L/U-H; S-L/U-L)& high level, in the (S-H/ U-L)&(S-L/ U-H) blocks.

Junior level attrition is taken as usual. But they have the necessaryarrangements made for regular supply of manpower to this level. Most of them are managing by having tie ups with colleges and recruiting apprentice trainees under govt. scheme.

The employees in the middle level and high level of (S-H/ U-L); (S-L/ U-H)are considered for retention and development activities as well. The block (S-L/ U-L)aremay be managed by outsourcing as well depending up on the type of expertise required.

The HR interventions are different for different blocks and levels in each case. Appropriate interventions required on case to case basis for effectiveness.

With all these three concepts as shown in the framework, the processes involved in talent acquisition can be effectively managed.

Conclusion

Every SME has its own history and experience with people who build it and working in it. They are unique and specific cases; every one of SMEs has a unique set of its HRM needs which can be identified individually, there are although some common features shared by majority of those companies.

The common problem of talent acquisition and retention can be managed effectively by having effective HRM practices, aligning with the current trends, adopting latest technological tools and developing brand to attract the talents.

Despite all the issues, the fact is that the smaller companies are capable of producing extraordinary results, if they have dedicated empowered and motivated people. (Bhardwaj, 2014) With the enormous productive potential of their smaller teams SMEs can overcome the factor of small size with right talents.

Reference:

Bhardwaj, Anil. "How empowered people can overcome SME handicaps", Human Factor, February 2014, p.14

Cepin, Geremy. "Report on Talent Acquisition". Koltin Consulting Group, 2012

Neilson, Gary L. and Julie, W "How Many Direct Reports?" HBR April 2012, p.3-9

Shell, Scott and Bohlander, George, "Human Resource Management", south western Publ., 2009

Urwick, L.F.,"The Manager's Span of Control" Harvard Business Review May-Jun 1956, p37-47

Extract from the Newspapers:

Economic Times June 7, 2014

Economic Times June 9, 2014

Business Standard Sept 27, 2014

Times of India Sept 17, 2014

Web Links:

http://www.hireright.com/blog/2013/04/employers-continue-to-struggle-with-talent-acquisition-challenges/ ; survey 2013

http://monsterindia.com: People matters study, 2011

http://www.monsterindian.com; White paper, How can SMEs recruit efficiently, 2012

http://blog.orgvue.com/span-of-control-what-is-the-optimum-and-what-are-the-drivers/

http:// www.bersin.com

USING COMPETENCY BASED PERFORMANCE MANAGEMENT-TO DRIVE ACADEMIC EXCELLENCE

Dr. Anita Walia*

Abstract

Accomplishing and maintaining academic excellence in an educational institute basically relies on the competencies possessed by the Teaching fraternity.The educator or a teacher has a significant part to play as active specialists of social change (P.Trivedi, 2012). The instructor's commitment in bestowing instruction and embellishment our future era is huge. This requires the need of a suitable device for evaluating and selecting the ideal individual for the job. Competency mapping is a standout amongst the most exact and contemporary means in recognizing the occupation and behavioral capabilities of an individual in an association.

The paper is a conceptual or a literature review paper. As the paper focused on various aspects of competency and the components of competency, it falls under the descriptive research category.This paper explores the development of the new tool for the execution, evaluation and the quality improvement of the academic institute. The main aim of this paper is to asses the competencies required for ateacher in diverse areas. And the paper finally arrives at aSAAK (Skill, Ability, Attitude and knowledge)based competency model for the assessment of faculty member competencies in academia.It is conceived that the SAAK competency based model could be utilized for recruitment and development of teachers and furthermore serve as a benchmark for accreditation of academic institutional.

Key words:*Quality, Competencymapping, Competency Based assessment Model, SAAK (Skill, Ability. Attitude and knowledge)*

I. Introduction

In India organizations have been conducting the exercise of competency mapping but it still remains an unexplored process in the area of education despite the growing level of awareness.

Progressive academic institute understand that their prosperity relies onhow capable their people are. They also know that formal education doesn't necessarily equip faculty with the appropriate skills to succeed in the workplace. The arrangement lies in preparing employees to meet the particular prerequisites of the institute. This is where competency-based performance management system comes in. Competency-based performance management system is shaped

* **Dr. Anita Walia,** Jain University-CMS, anita@cms.ac.in

around the competency models that have been recognized for a specific job role. To be evaluated as competent, the faculty must show the capacity to perform their job not just satisfactorily but excellently. Every day, year-round, proceeding with evaluation, feedback and training that includes helping faculty comprehend the nature and quality of their performance, distinguish what they have to do to enhance their, and inspire them to do it.

Meaning of Competence Mapping

In the 21st century when the world is becoming a global village andeconomyisgoingthrough a slowdown, it is crucial to cultivate the talents and abilities of the employees and further develop their potential by assessing their competency. Sanchez (2011) defines competencies as "a cluster of related knowledge, traits, attitudes and skills that affect a major part of one's job; that correlate with performance on the job; that can be measured against well-accepted standards; and that can be improved via training and development" (ibid, p.241).(McClelland, 1973), defined competence measurementas a tool for distinguishing superior performer from average performer.(Ernest, 1989) Presented the competence as astatement which describes the integrated demonstration of acluster of related skills and attitudes that are observable and measurable necessary to perform a job independently atprescribed proficiency level.(King, Kenneth,1997) Described the competency as an overt and measurable performance in terms of quality, quantity, time, cost or acombination of any of these, for which action or performance oriented verbs are to be used in writing competency statements.

Competencycan range frompersonality traits and individual motivations, to specific knowledge and skills. Competencymappingis a process of identifying individuals competencies and key skills sets required to successfully adopta profession. Competency mapping can be used to guide educators and trainers in developing curricula that meets the needs of employers on one side and the requirements for those planning to be self-employed (Rothwell, &Wellins, 2004).It can be used as a guide for training which can be more systematic or teaching which can be more practical.

II. Literature Survey

The quality in education has turn into a fundamental condition for the information exchange, learning creation also, information administrations to the general public. There are numerous specialists who recommended advancement of certain expertise skill sets in faculty that thus helps in the improvement of innovation also, globalization to meet the regularly changing needs of society. Different exploration works identified with the progressions in academic and authoritative point of view identified with CM are condensed in the accompanying segment. (Centra, John, 1993) contemplated an intelligent assessment forms for the academics. (Sanchez R., Heene, 1979) concocted competency mapping as a key development tool. (Spencer L.M.,Spencer, 1992) dissected Competency as a connection to the human execution model. (Chou, Tsai, 2004) clarified the significance of authoritative information for making exercises is more than the individual information. (Lidgren, 2002) created scope of fitness frameworks and concentrated on the different obstructions of tolerating these capability frameworks in information based associations. (Stenmark, 2002) concentrated on the use of intranet as an apparatus in information administration for the fitness frameworks. (Shulman, Lee S., 2002) talked about a table of figuring out how to make contrast in the improvement of teaching practice. (Ernest, 2001) assessed the crevice to accomplish brilliance in the training framework. (Taft, 2007) considered the moral elements survey that impact the scholastic instruction for worldwide point of view. (Canen and Canen Ana, 2002) computed the routes for encouraging development in administration instruction with a contextual analysis. (John Cullen, 2003) concentrated on Quality in Higher Education from checking to administration through the parity scorecard presentation. (Srikanathan G., 2003) built up an option points of view for quality in advanced education through the quality administration methods. (Mohd. S. Owlia, 1993) introduced a structure for the different measurements of value in advanced education (Schmeidiner, 2002) introduced CbBD that can offer assistance associations in the viable ID estimation mix of authoritative ability which are in the type of human capabilities. (Alberto, 2003) anticipated the significance of businesses' capabilities in element work space.

III. The Objective of the Study

The main purpose of this paper is

- To highlight the role of competency mapping in education.
- To asses the competencies required for a teacher in diverse areas.
- To propose SAAKS based CBM model for the academic institution for recruitment and development of teachers

Research Design: Exploratory

Type of data : Secondary data

Sources of data: Books, Journals, Magazines, Internet, etc.

Teaching Competency

The teaching competencies is measured as underlying characteristics possessed by a person which result in knowledge creation, transfer, growth and/ behaviour modification of learner. These characteristics include generic and specific knowledge, motives, traits, self-images, social roles, and skills that may or may not be known to the person (Boyatzis, 1982). Based on several researches conducted the results show that the faculty competencies can be explored from four major perspectives: Knowledge perspective , Behavioural perspective, administrative perspective and research perspective.

Inside of the Knowledge Perspective fundamentally the scholarly yield of the faculty is evaluated with distinctive parameters and with diverse limits, for example, treatment of distinctive subjects in the semester or association in Interdisciplinary teachings might doubtlessly procure more credits at the season of examination and evaluation than the employees taking care of single subject just. Too, the gathering taking care of capacity may be surveyed with the size of the class. The behavioral parameters likewise give exceptionally exceptional and intriguing results. The attendance record in terms of Casual Leave/ Sick leave/Leave without pay/ Obligation Leaves of the individual can mirror the general attitude of the individual. Alternate viewpoints, for example, research and managerial viewpoints likewise play a crucial part while assessing the individual for the production of learning based procedures and the administrations rendered to the society for the change in the showing learning procedure. Based on the above perspective we have developed SAAKS CBM (competency based model) for faculty for the overallperformance assessment and development (see table 1)

Table 1: SAAK Based CBM model for faculty

SKILL	ATTITUDE
• Communication skill • Presentation skill • Problem solving skill • Technology skill • Inter-personal skills • Conflict management	• High Emotional balancing • Enthusiastic and energetic • Understanding and Empathic • Optimism • Self confidence • Managing stress
ABILITY	**KNOWLEDGE**
• Intellectual • Ability to conceptualize • Divergent • Thinking • Continuous learning • Researching	• Course & Evaluation Planning • Technical and practical knowledge about the subject • Session Preparation Delivery • Evaluation, Grading &student Interactions

We have attempted to utilize the SAAK based model to create an Expert framework to help the academic institute to use the mastery of the skill evaluation and for identifying the right candidate forthe right job for the betterment of the institution.

Competency Mapping Process

The process of competency mapping can be carried out at two levels-

- **Level 1**-The first is at the recruitment level to identify the level of competency possessed.
- **Level 2**-The second is **throughout the faculty**'s stay as employee in their job role.

Level -1: Mapping Cmpetency at the Entry Level

The competency level of the faculty are identified with a carefully structured interview and presentation which tests the basic competence of a teacher in verbal, quantities, reason and awareness of the surroundings and their expertise in their subject. This can become a basis for preparing a competency profile for each faculty.

Level -2: Cmpetency Mapping throughout Performance Mamagement

At this level faculty's performance are evaluated periodically through performance appraisal method followed by the institute. This helps in creating a 'Core Competency Profile' for each faculty. Based on the competency profile Identification of Current Competency gaps in relation to Professional Competency are carried out.

Competency Based Development Plan

Based on various reports on skill gap analysis, further development planningcan be done. It should diagnose individuals' weakness, areas of improvement and gaps in relation to a set of competencies.This plan should be such that it can help the teachers to:

- Work on their personal strength
- Reinforce domain knowledge
- Improve Inter- personal Skills
- Acquire new Functional Skills

Conclusion

The competency-based model tries to develop the talents and abilities that faculty have in relative advantage, instead of trying to frame them uniformly into a standardized, subject-based evaluation. Hence a good Competency based evaluation and development system can prove to be advantageous over the existing performance management system in the following way:

- It can help faculty gain a clearer sense of what they competency they lack.
- Projects an appearance as a "cutting-edge" and well-preparedfaculty, who has taken the time to learn about competencies, investigate those in demand, and map his/her own competencies.
- Demonstrates self-confidence that comes from knowing one's competitive advantages more convincingly, and from being able to articulate those advantages in specific subject.
- Develops the capability to compare one's actual competencies to an organization or position's required/preferred competencies, in order to create an Individual Developemnt Plan.

Reference:

1. Austin, Ann E. (2002). "Creating a bridge to the future: Preparing new faculty to face changing expectations in shifting context." The Review of Higher Education, 26 (2), 119-144.
2. Barr, Robert.and, John Tagg (1995). "From teaching to learning – Anew paradigm for undergraduate education Change", 13-25.3.Becerra. (2000.
3. Berio G. (2005) 'Knowledge Management for Competence Management'. Proceedings of I- KNOW 05.

4. Bernhard Schmeidinger. (2005) 'Competency Based Business Development: Organizational Competencies as basis for the successful companies'. Journal of Universal Knowledge Management, pp 13-20.

5. Braskamp, Larry A. (2000).''Toward

a more holistic approach toassessing faculty as teachers.In Katherine E. Ryan (Ed.), Evaluatingteaching in higher education: A vision for the future". NewDirections for Teaching and Learning, Number 83. San Francisco:Jossey-Bass.

6. School Turnaround Teachers: Competencies for Success (2008)http://publicimpact.com/images/stories/publicimpact/documents/Turnaround_Teacher_Competencies.pdf

7. PAKS: A Competency based model for an Academic Institutions. International Journal of Innovation, Management and Technology, Vol. 1, No. 2, June 2010,ISSN: 2010-0248

8. Ranjan J, Tripathi P. (2008). "Measuring Competencies using Expert System: Educational Perspective" Journal of Theoretical and AppliedInformation Technology, 2008.

9. Sandberg, J. (1994) "Human Competence at Work: An InterpretativeApproach", Göteberg

A STUDY ON EFFECTIVENESS OF OUTDOOR ADVERTISING AS A TOOL OF PROMOTION

Srivatsa K *

Abstract

Outdoor advertising is often the final reminder of a brand name product or service just before the point of purchase. The usefulness and effectiveness of outdoor advertising is largely dependent upon its viewers, and it is in this context, viewers' perception about outdoor advertising is relevant. The purpose of the study is to find the reach and appeal of outdoor advertising to the viewers. It made an attempt to understand the perception of viewers with regard to design, message, picture, colour, format and placement of outdoor advertising. How it influences on consumer decision making process is also discussed in the paper. The study revealed that people have a favourable perception towards outdoor advertising and it serves as an effective remainder for the consumers.

Keywords: *Outdoor advertising, promotion, bill boards, perception*

Introduction

Outdoor, or Out-of-Home, advertising is considered the oldest form of advertising, dating back to sales messages chiseled on stone tablets by Egyptian merchants who placed them along public roadways. The development of paper and the printing press made billposting possible in Europe after about 1500. Lithography, a printing method developed in the 19th century, expanded the creative possibilities of advertising design. Posting "bills" on the wooden boards in late 19th century led to the birth of the term "billboard". Today the out-of-home category includes not only the billboard, but also "car cards" in public transportation; in-store displays; and displays in airports, sports arenas, transit shelters, and ski areas.

It is the most visible media being exposed to everyone who leaves their home to work, shop or play. No other advertising medium reaches as many people, as often, at such a low cost. When it comes to generating repeat exposure to an audience, outdoor advertising is the most cost effective per 1,000 viewers. Its larger-than-life proportions and endless creative options will grab and hold consumer attention.

With media explosion reverberating all around and increasing competition amongst the brand marketers beginning to be eye-catching, media planners are now opting for the new technological developments available with Outdoor Advertising, in contrast to the traditional modes with limited options. Currently, the Indian outdoor advertising market contributes 10% of the total advertising expenditure and has been growing at 20%. As the efficiency of the print media is waning globally and due to the non-measurable

*** Srivatsa K,** Manager, MMD, BFW, Bangalore, email: srivastak@bfw.co.in

ROI on advertising, the trend is gradually shifting to Out-of-Home advertising, which is becoming increasingly predominant. Outdoor advertising can fit into any transformational advertising strategy.

Outdoor Advertising industry in India is growing significantly today. From conventional to the most contemporary tools, technologies and techniques, Indian outdoor advertising companies have been able to take the advertising messages to the audience on the move and in transit. Outdoor advertising on billboards & other opportunities are mushrooming everywhere in the cities, towns and even villages of India.

Review of Literature

Azhari and Kamen (1984) point out that brands and slogans used in outdoor advertising are more memorable than other advertising medias. While the rateof memorability of products and brands used in outdoor advertising is 79 %, it is 67 % in printed media.Donthu and Rust (1989) found that besides the number of billboards and the duration of the campaign, thelocation of a billboard will affect the probability and frequency of exposure. Whitehall, Tinkham andTinkham(1990) concluded that the importance of outdoor advertising on the subject ofrecognition and recollective of brands is gradually increasing.Woodside (1990) claim that in his research outdoor advertising not only increase the rate of buying, in order to increase sales,the outdoor advertising should be presented in areas where pedestrian traffic are heavy. In their studies, Shao and Herbig (1995) stated that tools of outdooradvertising such as billboards (bulletin board-poster panels) are often used in Chinaand that as Chinese use mass communications and bicycles in transport, they areexposed to outdoor advertisements every day. They reported that the reason behindthis exposure is that the charges for outdoor advertisements are relatively cheap andthese advertisements have a long-term usage when compared to the otheradvertisement tools.

Usterman (2009) express that fictional approach and research design in outdoor advertising arouse consumer's interest about brand, initiate and accelerate buying process. The Sezer (2009) found that in a research oriented university students, the rate of ones who buy products by influencing outdoor advertising is increased by 33%. In the same research, the rate of ones who tent towards attitude of buying is increased by 54 %. According to Lopez and Bassell (2009), outdoor advertising will continue to grow and diversify over the next decades, not only because of its cost-effectiveness, but also because it seems to be the only unavoidable realm from which to reach progressively elusive consumers, and the ideal anchor of integrated marketing communication. Navnita (2004) explains even today in the competitive world the outdoor advertising unavoidable and its existence is obvious. The importance of outdoor advertising is that it attracts attention of people and create awareness in the society, still it suffer from many disadvantage - It spoils the beauty of city, it consumes heavy electricity, wastes resources and materials further, the political advertising and its party boards on every occasion also causing clutter and haphazard.

Rational for the Study

Industry analysis over a period of time reveals significant changes in advertising, its structure and focus of the advertisers. Among different types of advertising, outdoor advertising is in the fore front in the world of advertising and encompasses a large variety of tools. Although television commercials reach a wider audience, it is the outdoor advertising that keeps reminding the consumer about the product. Outdoor advertising is a platform for creating brand awareness and building brand visibility and popularity. In the last couple of decades, outdoor advertising has become prominent but more than that technology has enhanced it further so to get the best out of it.

Today, consumers spend more time traveling in their vehicles than ever before. That makes outdoor advertising a more powerful medium than ever. In the past 25 years, the number of vehicles on the road increased 128% and these are the key target audiences for outdoor advertising. Outdoor advertising is often the final reminder of a brand name product or service just before the point of purchase. The usefulness and effectiveness of outdoor advertising is largely dependent upon its viewers, and it is in this context, viewers' perception about outdoor advertising is relevant.

- The competition among the companies for maximum attention of consumers towards their brand is resulting in war in the field of outdoor advertising. What is the true result of this type of advertising is largely dependent on its effectiveness. Hence the study makes sense for those who are in the field of marketing and advertising.
- Viewer's perception helps the advertiser to decide on type of outdoor advertising, message, design, location and positioning.
- Effectiveness of any advertisement can't be assessed through sales. What role the advertisement plays in purchase decision of consumers or how it influence on consumer decision making process is the key to know the economic use of the outdoor advertising.

Statement of the problem

Over the past few years, the outdoor advertising industry has evolved into a rejuvenated media force to be reckoned with what is poised to compete aggressively in the 21st century media battle. While many traditional media segments have struggled to remain competitive in a period of economic trouble, the outdoor industry has remained relatively unscathed due in large part to the strength of local sales as both national and regional brands have shifted a significant portion of advertising spend to grassroots promotions. Companies find outdoor advertising as an important tool for promotion of their products and brands.

The study attempts to specify the different characteristics of outdoor advertisements which attract consumers towards the advertisement. It covers determining the consumer's opinion about different outdoor advertising tools and to understand its role in creating interest among consumers, about the brand. The study also attempts to determine the influence of outdoor advertisements on consumers who are living in Bangalore city (Karnataka) and to know the effects on consumers purchasing decision.

In this direction, perception of viewers plays an important role in deciding on outdoor advertisement.

Objectives

The study is undertaken keeping in mind the following objectives -

- To study the reach and appeal of outdoor advertising to the viewers.
- To understand the perception of viewers with regard to design, message, picture, colour, format and placement of outdoor advertising.
- To identify the factors that attracts the viewer's towards the advertisement.
- To study the role plays by the outdoor advertising in the process of consumer buying decision.

Scope of the study

The present study is restricted to the outdoor advertising at different locations in Bangalore city. Any advertisements placed outside the Bangalore city are out of the purview of the study. Other advertising media, opinion of advertisers and advertising agencies are not considered for the present study. It is focused on the responses given by the viewers of the hoardings in Bangalore.

- o The study includes outdoor advertising such as bill boards, bus shelter ads, street furniture, transit and digital signage.
- o The study considers outdoor advertisements at different locations in Bangalore city.
- o The study includes variety of products like jewelry, mobile networks, insurance schemes, automobiles, events, retail shops etc.
- o The brand, product and company (advertiser) depends on viewer's recall during the interview.

Research Methodology

The study used descriptive method of research. The main goal of this type of research is to describe the data and characteristics about what is being studied. Descriptive studies are undertaken in many circumstances, when the researcher is interested in knowing the characteristics of certain groups such as age, gender and occupation. This study is descriptive which includes surveys and fact finding enquiries of different kinds like questionnaires. It is a fact finding investigation with adequate interpretation by using simple statistical calculations like averages and percentages. The analysis is done to know how people responses to different outdoor advertising or their perception towards outdoor advertisement.

Sample Design

This includes unit, size and procedure for sampling. The unit of sample for the purpose of data collection is individual viewers of any outdoor advertising.

Sampling method:Convenient sampling method will be used to draw the sample. The respondents will be approached on convenient basis at commercial streets, shopping areas, high density traffic areas, parks, educational institutions, offices, business junctions and parking areas. The questionnaire will be distributed to the respondents at the above places who are willing to respond.

Population: The residents of Bangalore.

Sample unit: Employees (both private and government), Professionals, Self-employed (including industrialists), retired people, students and any other individual who residing in Bangalore who are observed or seen any of the outdoor advertising in the Bangalore city.

Sample size: The size of the respondents is taken as 200, representing cross section of the society.

Data Collection

The present study requires the collection of both secondary and primary data. For the purpose of collection of **primary data structured questionnaire** was used. A questionnaire was developed and administered exclusively for the purpose of the present study. It contained two sections. The first section covers recollecting of outdoor advertising by respondents, appealing factors and time spent to watch any tools of outdoor advertising. The second section covered the perception of viewers with regard to content, design and usefulness. Questionnaire consist both dichotomous and multiple choice questions. The study used survey approach for data collection from respondents. The data were collected at different locations like commercial streets, shopping areas, high density traffic areas, parks, educational institutions, offices, business junctions and parking areas personally by the researcher. The **secondary data** were collected from books, journals, previous research studies and published reports.

Limitations

- The sample size of respondents is not large enough to represent the unknown size of universe.
- The results are based entirely on survey conducted in Bangalore city and cannot be generalized as a whole for other geographical regions.
- The respondents may be biased about furnishing the information.

Data Analysis and Discussion

It is necessary to understand respondent's background as it influences their responses. Having some idea on their gender, age, education and occupation will help to analyse the issues in a proper perspective. The respondents can be categorized based on following factors:

- Gender: Both male and female respondents were included.
- Age: Respondents were distributed among different age group like 16-25, 26-40, 41-60 and 61 & above.
- Education: It includes uneducated, education up to 10th, 10th to graduation, Post-graduation and other qualifications.
- Occupation: Respondents were different occupational backgrounds like employed, self-employed, retired, students and home makers.

All these factors influences on responses of an individual. There is representation from cross section of the society in Bangalore city.

Table 1: Distribution of respondents based on the factors that attracted them towards various types of outdoor advertisements:

Category	Factors						Total
	Picture	Colors Used	Lighting	Contextual Text	Celebrities Photo	Layout Design	
Outdoor Advertisement	**Billboards**						
Frequency	46	24	30	24	36	20	180
Percentage	25.56	13.33	16.67	13.33	20	11.11	100
Outdoor Advertisement	**Bus shelter advertisements**						
Frequency	26	20	20	22	20	36	144
Percentage	18.06	13.89	13.89	15.27	25	13.89	100
Outdoor Advertisement	**Street furniture advertisement**						
Frequency	30	22	20	24	24	20	140
Percentage	21.43	15.71	14.28	17.15	17.15	14.28	100
Outdoor Advertisement	**Transit advertisement**						
Frequency	30	30	24	30	24	22	160
Percentage	18.75	18.75	15	18.75	15	13.75	100
Outdoor Advertisement	**Digital signage advertisement**						
Frequency	24	20	40	30	22	20	156
Percentage	15.38	12.82	25.64	19.24	14.10	12.82	100

Source: Primary Data

Note: Out of 200 respondents few have not seen therespective outdoor advertisement; hence total respondents vary.

The majority of the respondents were attracted by the pictures and celebrity photos in the **billboards**, but colors, lighting, text and layout design are not so attracted the many viewers.In case of **bus shelters** many of the respondents were attracted by the celebrity photos. Marginal percentages of respondents were attracted by pictures and text, but colors, lighting and layout design are not attracted the many viewers.The majority of the respondents were attracted by the pictures, text and celebrities photos on the **street furniture** advertisements. It shows that pictures, celebrity photo and text in street furniture normally attracts viewers when compare to colours, lighting and layout design.The pictures, text and colors used in the **transits** attracted most of the respondents, considerable percentage of viewers wasalso attracted by celebrity photo and lighting, whereaslayout design is least attracted them. Majority of the respondents were attracted by the lighting in the **digital signage** and many of them were evenattracted by contextual text.The viewers of five different outdoor advertisements were attracted towards them because of various factors like picture, colour, celebrity photo, contextual text etc. The analysis of the data shows that most viewers normally watch outdoor advertisement because of picture, and celebrity photo.

Reading text content on outdoor advertisement:

The majority of the respondents read sometimes (35.5%) i.e. occasionally, the written text on the various outdoor advertisements; whereas marginal percentage of respondents read frequently (27.75%), less percentage of respondents read always (17.75%), 15.5% of respondents read rarely and negligible percent of respondents (3.5%) never read the text at all. It can be said that the text on the outdoor advertisements are normally not seriously considered by the viewers. Most of them read occasionally or rarely.

Table 2: Features remembered in outdoor advertisement:

Category	Features					Total
	Text	Picture	Layout design	Background colour	Celebrity photo	
Frequency	33	49	40	22	56	200
Percentage	16.5	24.5	20	11	28	100

The table 2 shows that majority of the respondents remembered celebrity photos, pictures and layout design in various types of outdoor advertisement when compared to text and background colours. It is a good in-puts for the advertisement making agencies in designing their advertisement which attract viewers and appeals them.

Exposure and reach of outdoor advertisement:

The majority of the respondents i.e. around

85% said that the outdoor advertisements have high exposure and high reach to people.

Table 3: Recall of outdooradvertisement while purchasing:

Category	Recall					Total
	Always	Frequently	Sometimes	Rare	Not at all	
Frequency	13	33	69	58	27	200
Percentage	6.5	16.5	34.5	29	13.5	100

The majority of the respondents occasionally recall the outdoor advertisement while purchasing the product. The rarely and not at all put together counts for 42.5% which shows that the outdoor advertisements are not remembered when the viewers made any purchase. It depends on individual's perception, memory, their likes and dislikes.

Time spent by Viewers onseeing billboards:

How much time the viewers spent on the advertisement is also one of the important factors. Out of total respondents, 48 percent of them spent less than 30 seconds in seeing the billboards, 26 percent spent 30 to 60 seconds, where 20 percent of them spent more than 1 minute but less than 2 minutes and remaining 6 percent respondents spent more than 2 minutes in watching billboards. It means the average time normally viewers spent on the billboards is around 30 minutes, hence if there is too much of text on the billboard, normally it will not be read by the viewers.

Impact of outdoor advertisements on Viewers

Assessing the effectiveness of outdoor advertisement as a tool of outdoor advertisement is a difficult and complex task for any advertiser. One dimension if assessing the effectiveness is to gauge how well the outdoor advertisement reminds the viewers about the product, company or content on them while shopping. Respondents have a favourable opinion about outdoor advertisement being remembered while shopping as weighted average score is 3.61. It means people perceive outdoor advertisement as a reminder while shopping.

Digital signage uses LCD displays, lighting for projecting the image of product, company etc which catches the attention of viewers from a distance. Lights and LCD display are an eye-catching factor which advertisers use to make digital signage more attractive and enjoyable to the viewers. Respondents have favorable opinion as its weighted average score is 3.83. One broad dimension for assessing the usefulness and effectiveness of the digital signage is to understand the perception of people about digital signage being helpful in their purchasing decision. They are having the opinion that digital signage will not influence in their purchasing decision.

Transit advertising is placed on anything which moves, such as buses, subway advertising, truck side, and taxis which moves around the city. It attracts people through its designs, pictures, celebrities etc. but it is inconvenient for reading. Viewers usually have a glance at transit when they are passing but they need more time and concentration to be read, which makes it inconvenient for viewing it in a single go. Bus shelter advertisement is useful to communicate mainly about, product usefulness, schemes, new product launch and offers.

The creativity and information on outdoor advertisement is not influencing on the viewers in terms of their perception about the product and purchase decision.It is also not increasing the brand awareness to a considerable extent. They are not taking any decision by taking information at kiosks but it is making them to enquire about the same in showrooms or other sources. The respondents rarely enquired about the products by seeing outdoor advertisement and also rarely changed their opinion about the products or decision about product purchase.

Perception of viewers on various issues related to Outdoor Advertisements

Billboards are a nuisance.

Billboards are an important tool of promotion and are being used extensively by advertisers. This has led to flourishing of billboards in every nook and corner. This impedes the already congested space and leads to annoyance and irritation among people. The weighted average score of the responses by all respondents is 3.18. It means the respondents have an opinion that billboards are a nuisance. They perceive that billboards act as an annoyance to them.

Hoardings at traffic signal has more exposure.

With the increase in traffic in major cities, the number of traffic signals has increased substantially and also the average time spent at signals has increased. As a result, the advertisers find the traffic signals to be a better location for placing their hoarding.Weighted average score of the respondents is 3.41. It reveals that viewers have a favourable opinion about usefulness of the hoarding at traffic signals.

Suggestions

- Billboards should be placed at those locations where they get maximum exposure like shopping complex, important streets/junctions and near bus stand.
- Creative designs, colourful pictures and 3D images can be used in billboards to make them more attractive so that viewers' attention is grabbed at the first sight only and they can be remembered while purchasing.
- Advertisers should make use of bus shelters to communicate mainly about, product usefulness, schemes, new product launch and offers more significantly.
- Text used in transits should be very short, simple, attractive and eye-catching as it will be moving and

people gets less time to view, read and remember.

- Pedestrians and those using public transport form a major class of viewers of outdoor advertising, so advertisers can target those audience with proper theme and design.
- Since people normally view outdoor advertising less than 30 seconds, the advertisers should design the advertisements with creative thoughts and in such way that it should provide noticeable information which influence them.

Conclusion

In today's media environment, the exposures to a message provided by outdoor advertising are more valuable than ever. Because it is increasingly difficult to getmessages noticed and/or remembered, the uncluttered environment in which outdoor advertisement is seen often with high rate of recurrence. Billboards, kiosks, street furniture, transit, bus shelter, digital signage etc have emerged as important tools among outdoor advertising. Their usage has increased over the years and they have taken major share in companies' outdoor advertising budget. Billboards, bus shelters, street furniture, digital signage are an effective tool of promotion with their larger size, colourful images and different designs which have been helpful in catching the attention of people. Billboards, street furniture, digital signage are placed all over the cities with mainly in high density traffic areas, shopping complex, bus stands and traffic signals and are remembered and recollected by the people when they make purchases. Thus they have the added advantage of giving repeated exposure about the products and act as reminder.

The usefulness and effectiveness of outdoor advertising depends largely on how people perceive them, hence the perception regarding different factors such as use of pictures, text, images, colour, light, location and convenience in reading is considered important in designing any outdoor advertisement. The study revealed that people have a favourable perception towards outdoor advertising. Outdoor advertising will continue to be used as tool of promotion with its effectiveness increasing day by day. As study revealed that outdoor advertising serves as an effective remainder and advertisers finding it to be an effective mode of promotion.

Scope for Further Research

Further study can be taken-up to assess the various tools of outdoor advertising to find its commercial utility and economic contribution. A comparative study can also be taken-up among various advertising tools to see find the effectiveness. A study can be taken-up to find the suitability of any specific tool to advertise different product category. In addition to the present study any researcher can consider more factors related to various outdoor advertisements with more geographic coverage.

References:

- Azhari, Abdul G., Joseph M. Kamen. "Study Shows Billboards Are More Effective Than Recall" Attitude-Change Scores Indicate" *Marketing News*, vol. 18 Issue 24, (1984).

- Woodside, Arch G. “Outdoor Advertising as Experiments”, Journal of the Academyof Marketing Science, Vol. 18 Issue 3, (1990).
- Lopez, Tomas A. and Myles Bassell. “The Renaissance of Outdoor Advertising:From Harlem to Hong Kong”, American Journal of Business, Vol. 24, (Fall 2009).
- Dr. MegnaniNavnita, “A Study on Resent Trends in Outdoor Advertising and its Impact on Mumbai City”, Abhinav International Monthly Refereed Journal of Research in Management & Technology, Volume 3, Issue 5 (May, 2014) Online ISSN-2320-0073.
- http://www.outdooradz.com
- http://www.oohmedia.com
- http://www.timesoohmedia.com
- http://www.brightoutdoor.com

A STUDY OF RELATIONSHIP MARKETING ON CUSTOMERS SATISFACTION, RETENTION AND LOYALTY

Harish S*
Jayaram A**

Abstract

Advancement of science and technology, growth of service sector, strengthening of competition and, what is the most important, diversity of customer needs and regular changes thereof, determined the necessity for a new approach to the development of operations. Relationship marketing is defined as "the new marketing", oriented towards the main objective of the company's operations - fulfillment of customer needs and building of long-term relationships with customers. However, loyalty from the customers' side is not guaranteed. customer's wish to maintain loyal relationships depends on the company's ability to foresee the needs of potential customers and to fulfill them before the competitors do that. A company that seeks to earn the customer loyalty and maintain a competitive advantage has to be well versed in the qualitative dimensions of relationships – the main principles for maintaining of relationships. Relationship marketing (RM) has emerged as one of the dominant mantras in business strategy circles, though RM investigations often yield mixed results. The study aims to investigate the impact of relationship marketing (RM) on costumers satisfaction, customer retention and loyalty. The study results indicated that there is an impact of using RM on customers satisfaction and retention. Also the study results indicated that customers are aware of customer relationship marketing strategies used by companies.

Key words: *relationship marketing, customer satisfaction, customer retention, customer loyalty.*

INTRODUCTION

Relationship marketing was first defined as a form of marketing developed from direct response marketing campaigns which emphasizes customer retention and satisfaction, rather than a dominant focus on sales transactions. As a practice, relationship marketing differs from other forms of marketing in that it recognizes the long term value of customer relationships and extends communication beyond intrusive advertising and sales promotional messages.

With the growth of the internet and mobile platforms, relationship marketing has continued

* **Harish S,** Principal, Vijaya Evening College, Bangalore. email id: harishvec@gmail.com
** **Jayaram A,** Research scholar, Department of Commerce, Bangalore University. email id: jayaram005@yahoo.co.in

to evolve and move forward as technology opens more collaborative and social communication channels. This includes tools for managing relationships with a customer that goes beyond simple demographic and customer service data. Relationship marketing extends to include inbound marketing efforts, (a combination of search optimization and strategic content), PR, social media and application development.

Stages of development

Relationship marketing refers to an arrangement where both the buyer and seller have an interest in providing a more satisfying exchange. This approach tries to disambiguiously transcend the simple post purchase-exchange process with a customer to make more truthful and richer contact by providing a more holistic, personalised purchase, and uses the experience to create stronger ties.

From a social anthropological perspective we can interpret relationship marketing theories and practices as commodity exchange that instrumentalise features of gift exchange.[1]It seems that marketers—consciously or intuitively—are recognizing the power contained in 'pre-modern' forms of exchange and have begun to use it. This particular perspective on marketing opens up fertile ground for future research, where marketing theory and practice can greatly benefit from in-depth research of the principles governing gift exchange.

According to Liam Alvey,relationship marketing can be applied when there are competitive product alternatives for customers to choose from; and when there is an ongoing and periodic desire for the product or service.

Modern consumer marketing originated in the 1960s and 1970s as companies found it more profitable to sell relatively low-value products to masses of customers. Over the decades, attempts have been made to broaden the scope of marketing, relationship marketing being one of these attempts. Arguably, customer value has been greatly enriched by these contributions.

The practice of relationship marketing has been facilitated by several generations of customer relationship management software that allow tracking and analyzing of each customer's preferences, activities, tastes, likes, dislikes, and complaints. For example, an automobile manufacturer maintaining a database of when and how repeat customers buy their products, the options they choose, the way they finance the purchase etc., is in a powerful position to develop one-to-one marketing offers and product benefits.

In web applications, the consumer shopping profile can be built as the person shops on the website. This information is then used to compute what can be his or her likely preferences in other categories. These predicted offerings can then be shown to the customer through cross-sell, email recommendation and other channels.

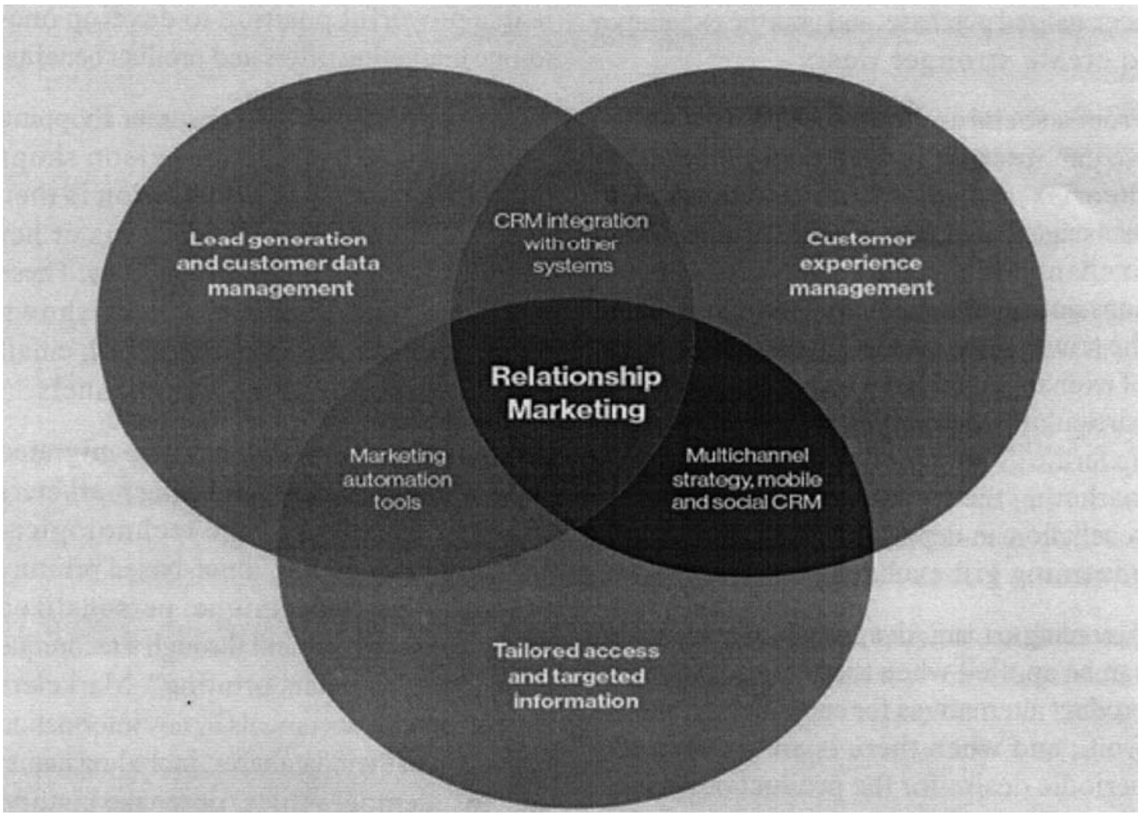
Relationship marketing has also migrated back into direct mail, allowing marketers to take advantage of the technological capabilities of digital, toner-based printing presses to produce unique, personalized pieces for each recipient through a technique called "variable data printing". Marketers can personalize documents by any information contained in their databases, including name, address, demographics, purchase history, and dozens (or even hundreds) of other variables. The result is a printed piece that (ideally) reflects the individual needs and preferences of each recipient, increasing the relevance of the piece and increasing the response rate.

Meaning

Relationship marketing is a facet of customer

relationship management (CRM) that focuses on customer loyalty and long-term customer engagement rather than shorter-term goals like customer acquisition and individual sales. The goal of relationship marketing (or customer relationship marketing) is to create strong, even emotional, customer connections to a brand that can lead to ongoing business, free word-of-mouth promotion and information from customers that can generate leads.

Relationship marketing stands in contrast to the more traditional transactional marketingapproach, which focuses on increasing the number of individual sales. In the transactional model, the return on customer acquisition costmay be insufficient. A customer may be convinced to select that brand one time, but without a strong relationship marketing strategy, the customer may not come back to that brand in the future. While organizations combine elements of both relationship and transactional marketing, customer relationship marketing is starting to play a more important role for many companies.



Vol.- 7, Issue - 1, PP74 - 83, January - June, 2015

Objectives of the study

1. To understand the concept of relationship marketing.
2. To study the impact and reason of relationship marketing in India.

Review of literature

Lectica Surarez Alvarez, Spain Rodolfo Vazquez , University of Oviedo, Spain: In this research aims to contribute to the relationship-marketing strategy by studying the role of complaint management in long-term relationships. Two factors distinguish it from other studies, it takes into account two types of customers, consumers and firms, and the result variable selected is the probability of ending an ongoing relationship. Two questionnaires were designed for every population.

Professor Iuliana CETINA: In this paper, relationship marketing was defined throughthe value chain concept. In this sense, the value chain concept is to be understoodas a set of client specific dimensions which should be researched by the companywith the purpose of enhancing the company's general economic and marketingactivity. These dimensions are divided in two categories, behavioural (observed)dimensions and psychological (unobserved), respectively.

Feng-Hua Yang Chih-Hua Huang: In this paper they tested the conditions under which internal marketing is positively related to employee well-being and service quality. The mediating role of employee wellbeing in the relationship between internal marketing and service quality was also examined. Forty-five employees from a multinational service company, herein known as "M", provided information about internal marketing and employee well-being. Further, 459 customers from this company provided information on service quality.

Tareq N. Hashem The study aims to investigate the impact of customer relationship marketing (CRM) on costumers satisfaction for the banking industry in Jordan. This study is one of several researches that will be conducted in different sectors in Jordan in the next few years in order to increase level of customer satisfaction in these sectors. It was also found that the impact of customer relationship marketing (CRM) on costumers satisfaction differs according to Gender, Age, educational level and income.

Robert W. Palmatier, Cheryl Burke Jarvis, Jennifer R. Bechkoff, & Frank R. Kardes the role of trust and commitment in affecting performancecoutcomes; however, a recent meta-analysis indicates that other mediating mechanisms are at work. Data from two studies—a laboratory experiment and a dyadic longitudinal field survey—demonstrate that gratitude also mediates the influence of a seller's relationship marketing investments on performance outcomes. Specifically, relationship marketing investments generate short-term feelings of gratitude that drive long-lasting performance benefits based on gratitude-related reciprocal behaviors. this research empirically demonstrates that gratitude plays an important role in understanding how relationship marketing investments increase purchase intentions, sales growth, and share of wallet.

Robert W. Palmatier, Rajiv P. Dant, DhruvGrewal, & Kenneth R. Evans

Relationship marketing (RM) has emerged as one of the dominant mantras in business strategy circles, though RM investigations often yield mixed results. To help managers and researchers improve the effectiveness of their efforts, the authors synthesize RM empirical research in a meta-analytic framework. Although the fundamental premise that RM positively affects performance is well supported, many of the authors' findings have significant implications for research and practice. Relationship investment has a large, direct effect on seller objectiveperformance, which implies that additional meditated pathways may explain the impact of RM on performance. Objective performance is influenced most by relationship quality (a composite measure of relationship strength) and least by commitment. The results also suggest that RM is more effective when relationships are more critical to customers (e.g., service offerings, channel exchanges, business markets)

Scope

This is the relationship marketing study and limited to only India. This study is carried out to understand the concept of relationship marketing and impact and reason of relationship marketing in India. And also help to understand the strengths and weakness of relationship marketing.

Methodology

From the literature review it is very clear that very little research has been done in India. This paper is descriptive and exploratory study based on secondary sources.

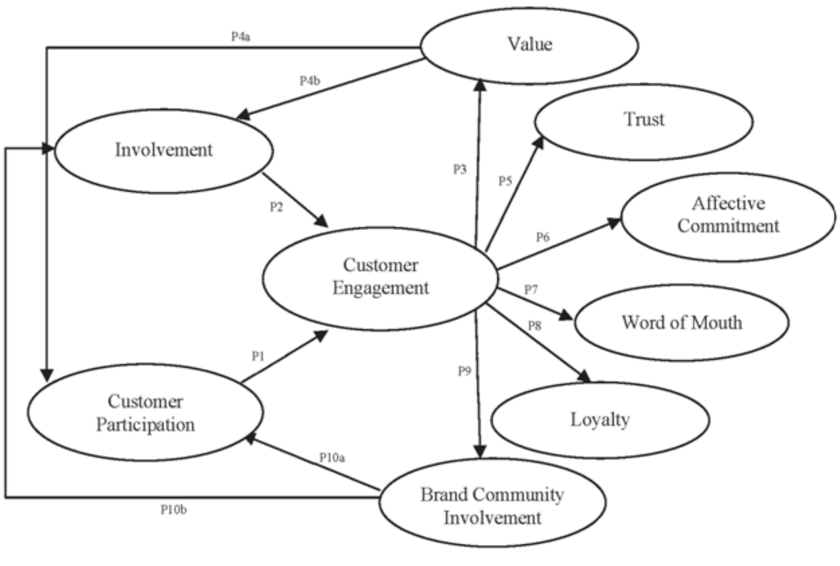
Secondary sources are:

Books, Case studies, Research Articles, Journals, Newspapers, Internet and Magazines.

Finally we have analyzed impact and reason of relationship marketing in india.

Analysis and Results

Reasons why Relationship Marketing is Important in Business



Vol.- 7, Issue - 1, PP74 - 83, January - June, 2015

1. Build the Know, Like and Trust Factor

It's a phrase you've heard countless times, but are you living it? [Tweet “”To know and to not yet do it, is to not yet know.” -Stephen R. Covey “]

To consider the importance of follow through with your know, like and trust factor, start by thinking about your own shopping habits, as a consumer. These days, online, will you buy from a complete stranger? Will you purchase something from a random website you've landed on? Will you hire a consultant, coach or assistant that you've never heard of, worked with or seen?

Chances are the answer is a big **NO**.

In today's age of technology, we have the luxury of getting to know and deciding to trust the person or company behind each purchase.

However, as business owners, this means that we must go that extra mile to consistently create our know, like and trust factor.

To do this, it is important that we are consistently active on our social media platforms, website, and offline networking. For example, in social media, you want to welcome new followers, reply to comments using the commenter's name, and create relevant content that is both educational and entertaining.

Moreover, test yourself! Ask a fellow entrepreneur to look at your social media postings and rate them for content, connection and consistency. The feedback can help you take your Know Like Trust Factor to a whole new level!

2. Word of Mouth Referrals

When it comes to owning your own business, word of mouth referrals are gold. And, when you focus on building your business's people-to-people connection, you create that “WOW” factor that gets your customer's talking.

Customers want to feel special and important, because they don't often get to feel that way in other areas of the life. This is key to remember because customers rarely purchase products or services solely based on the products intended result. Deep down, they are also asking themselves, “What will this do for me, or provide for me?”The answer isn't just the product results. The answer includes all of the feelings and desires that come with that product and the results.

By building your relationship marketing skills, you fulfill those additional needs. You provide more than just a product or service, you provide an experience.To create an experience, highlight your customer's successes, answer questions promptly (whether through social media, email or phone), and respond to concerns instead of reacting to them. To respond to a concern means that you find a way answer the question that empowers your company AND the person making the concern.

3. Create Business Opportunities

When you build your relationship marketing skills, you also open the door to more business opportunities because a personal connection experience leaves aa long-lasting impression.

That fond memory which you created with your customer will cause you to come to their mind more quickly and frequently. Thus, when a friend of your customer asks for a business venture referral, your name will be on the tip of your customer's tongue.

For example, Mari Smith's early success in 2007 started because she was referred to test a new Facebook app. Because Mari had built a person-to-person connection, she was referred and her business took off.

4. Stay On Top Of Your Audience's Needs

Following a relationship marketing model can be the difference between being a long-term success and a no-hit wonder!

With a person-to-person relationship marketing model you can learn first hand, and at no cost to you, what your audience MOST desires.For example, free Wi-Fi in Starbucks was a suggestion from patrons. Today, because Starbucks listened, its shops are always packed with customers who know they can conduct business AND get great coffee.

On the other hand, Borders did not listen to its customers. The company did not make the necessary changes, improvements and additions to keep people coming back, and as a result, the company has now forever disappeared.

Active listening and listening between the lines are two amazing benefits of person-to-person relationship marketing that can easily get lost in the sea of business if you're not paying attention.

5. Add Your Own Flare

In our new economy where Job's are unreliable, more and more people are going into business for themselves. In order to compete in this new booming, small business market, you have to STAND OUT. You need to have your own flare. Be unique.

By instating relationship marketing, you can quickly and easily develop your unique style. It gives you the space to learn about your audience's needs, and develop trust with your own techniques. You don't have to fit yourself to someone else's business model. You simply have to be yourself and respond confidently to your customers.

Business has changed since social media has arrived on the scene. Businesses have to change their focus and concentrate on building relationships with people in order to empower their brand and build lasting relationships that will result in long term profits.

Showing customer retention and loyalty

From the above chart it helps to know Relationship marketing helps to increase customers retention and customers loyalty.

Impact of relationship marketing

Findings

1. It helps increase in retention rate from 60% to 90% is associated with a doubling of the average life of a customer relationship from 5 to 10 years.

2. We identify six markets which they claim are central to relationship marketing. They are: internal markets, supplier markets, recruitment markets, referral markets, influence markets, and customer markets.

3. Recent trends and development is Live-in Marketing (LIM) is a variant of marketing and advertising in which the target consumer is allowed to sample or use a brands product in a relaxed atmosphere over a longer period of time. Much like product placement in film and television LIM was developed as a means to reach select target demographics in a non-invasive and much less garish manner than traditional advertising.

4. It helps to customer retention and loyalty.

Conclusion

Relationship marketing as a pillar has not only given marketing a new dimension, but has also given more stress catering to the demand of customers for products and services. The industry's procedures to get desired outcomes and strategies adopted for increasing sales and customer satisfaction has been highlighted throughout the study. Several research works in this area have also been considered. Trust and satisfaction have been tagged as important for maintaining as wells enhancing a company's image. Along with relationship marketing antecedents, international marketing constructs are important for understanding consumer behaviour in cross-border settings. Factors such as commitment, customization, gratitude, communication took an important part of our study. Overall stress has been laid on the study of relationship marketing mainly to show how important it is to maintain healthy relation with customers in order to grow and acquire prosperity in businesses

Suggestion and recommendation

1. Providing training programs in this field marketing staff along with establishing CRM course it helps to improve the know-how of the people in this regard.

2. The company has to conduct periodical market research needed to see if there are any changes on customers' needs, demands and expectations.

3. There should be general need for more research on relationship marketing strategies and their actual effects on customer satisfaction.

Direction for the future study

This present study was conducted on the relationship marketing. Where it is conceptual in nature. The further study can be do empirical in specific area.

Reference

Robert W. Palmatier, Cheryl Burke Jarvis, Jennifer R. Bechkoff, &

Frank R. Kardes, 2009. The Role Of Customer Gratitude In Relationship Marketing.

Renata•vireliene, IlonaBuciuniene, 2008. The Role Of Relationship Marketing Dimensions In The Customer Retention.

V. J. Soimo J. Wagoki, 2015.Influence Of Relationship Marketing On Customer

Retention In Commercial Banks In Nakuru Town, Kenya.

LaithAlrubaieeNahla Al-Nazer,2010. Investigate The Impact Of Relationship Marketing Orientation On Customer Loyalty: The Customer's Perspective.

http://kimgarst.com/5-reasons-why-relationship-marketing-is-important-in-business

https://www.google.co.in search?q=strengths+and+weaknesses+of+relationship+marketing&biw=1384&bih=828&source=lnms&tbm=isch&sa=X&ved=0ahUKEwiCsPzXzcfJAhUWA44KHamPBLQQ_AUIBigB

https://www.google.co.in/search?q=impacts+of+relationship+marketing&biw=1384&bih=828&source=lnms&tbm=isch&sa=X&ved=0ahUKEwiokvTv08fJAhVQBo4KHWchAFAQ_AUIBygC

http://www.cibtech.org/sp.ed/jls/2015/01/170-JLS-S1-192-0%20%28105%29.pdf

http://www.forbes.com/sites/marketshare/2013/05/09/this-is-the-most-important-word-when-it-comes-to-relationship-marketing/