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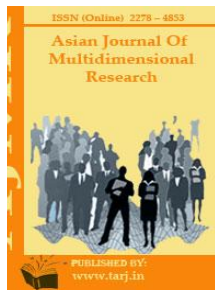
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VISION

The vision of the journals is to provide an academic platform to scholars all over the world to publish their novel, original, empirical and high quality research work. It propose to encourage research relating to latest trends and practices in international business, finance, banking, service marketing, human resource management, corporate governance, social responsibility and emerging paradigms in allied areas of management. It intends to reach the researcher's with plethora of knowledge to generate a pool of research content and propose problem solving models to address the current and emerging issues at the national and international level. Further, it aims to share and disseminate the empirical research findings with academia, industry, policy makers, and consultants with an approach to incorporate the research recommendations for the benefit of one and all.

SR. NO .	PARTICULAR		PAGE NO.
1	A STUDY ON GROWTH OF SMALL ENTERPRISES IN DINDIGUL DISTRICT Dr. T. Srinivasan, Mr. R. Karthikeyan	[PDF]	1-8
2	RURAL ENTREPRENEURSHIP: CASE STUDIES OF SELECT SUCCESSFUL RURAL ENTREPRENEURS OF INDIA Dr. Badiuddin Ahmed, Mrs. Syeda Ikrama	[PDF]	9-18
3	FARMERS SATISFACTION TOWARDS MARKETING OF CASHEWNUT IN PANRUTI TALUK OF CUDDALORE DISTRICT Dr.T. Srinivasan, Dr. M.Thirunarayanasamy	[PDF]	19-25
4	CLOUD COMPUTING: PERCEPTION AND SECURITY ISSUES WITH THE B SCHOOL STUDENTS Prof. Kavitha S.R	[PDF]	26-37
5	GAP BETWEEN PERCEIVED AND EXPERIENCED SERVICES: A CASE STUDY OF QUTUB MINAR Dr. Archana Bhatia	[PDF]	38-47
6	ECONOMIC RECESSION, EFFICIENCY WAGE AND SKILLED UNEMPLOYMENT: A THEORETICAL ANALYSIS Dibyendu Banerjee, Priya Brata Dutta	[PDF]	48-63
7	CONFLICT BETWEEN SELF AND SOCIETY IN ARTHUR MILLER'S PLAY 'ALL MY SONS' Sushila	[PDF]	64-68
8	IMPLICATION OF DIFFERENT INDIAN EDUCATION AMMITTEE IN CONTEST OF CONTEMPORARY INDIAN EDUCATION SYSTEM Dr. Ravinder Kumar	[PDF]	69-78
9	EVOLUTION OF E-GOVERNANCE Dr. Rajbans Singh Gill	[PDF]	79-83



A STUDY ON GROWTH OF SMALL ENTERPRISES IN DINDIGUL DISTRICT

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ABSTRACT

Governments worldwide increasingly recognise the growing role of small enterprises and entrepreneurship as drivers of growth and job creation, and as effective tools for poverty alleviation. Historically businesses located in favorable geographic locations tend to survive and grow. Furthermore, the fertility of land plays a crucial role as well. The Dindigul district is home to textile spinning industry. Chinnalapatti, which is located 11 kilometres from Dindigul, known for its flourishing hand loom industry. Silk art sarees known as sungudisarees produced in chinnalapatti are well known throughout India. More than 1000 families are engaged in this industry. Nilakkottai town is known for brass vessels, jewellery and also for flowers and grapes. Ottanschatram is a noted market centre for vegetables. In this paper an attempt is made analyse the growth of small enterprises in Dindigul district.

KEYWORDS: *Small Enterprises, Farm sector, Priority Sector, Investment, Employment.*

INTRODUCTION

Governments worldwide increasingly recognise the growing role of small enterprises and entrepreneurship as drivers of growth and job creation, and as effective tools for poverty alleviation. Historically businesses located in favorable geographic locations tend to survive and grow. Furthermore, the fertility of land plays a crucial role as well. Businesses established in favorable environments where mortality rates are low tend to grow and prosper over time. Demographics is also a determining factor. In areas where there are ethnic fractionalizations SMEs are negatively affected since this introduces political instability. As part of demographics religion play a role in the growth and development of MSMEs

The Dindigul district is home to textile spinning industry. Chinnalapatti, which is located 11 kilometres from Dindigul, known for its flourishing hand loom industry. Silk art sarees known as sungudisarees produced in chinnalapatti are well known throughout India. More than 1000 families are engaged in this industry. Nilakkottai town is known for brass vessels, jewellery and also for flowers and grapes. Ottanschatram is a noted market centre for vegetables. It is known for the export of butter, manufactured in the nearby villages using cream separators. Vathalagundu is a market centre for tomato. Pattiveeranpatti in Vathalagundu Block is known for cardamom and coffee enterprises. In Nagalnagar area hundreds of sourashtra community people are doing hand loom sarees manufacturing. Dindigul is known for its leather tanning Industry. Tanneries are thickly situated in this district. The finished and semi-finished leather and other leather products have a good export market.

Locks and steel safes made in Dindigul are known for good quality and durability. Locks manufacturing is operated as a co-operative sector. Locks manufactured here are sold to national and international markets. Dindigul locks are likely to get Geographical Indication (GI) for establishing their place of origin. The Tamil Nadu State Council for Science and Technology, through its research officer's wing, has initiated steps to get GI Tobacco Dindigul has been a centre of tobacco trade and a manufacturer of cigars from the time of British rule. A favorite cigar of Winston Churchill called Churut, the 'Light of Asia', was produced in Dindigul. The tobacco industry is one of the main sources of employment for the inhabitants of Dindigul. The central government has a research center for tobacco in Veda sandur. This is one of the two centers in India, the other one is Rajmundri. It is primarily an agro-based town of Tamil Nadu. About 70% of the total populations earn their livelihood directly or indirectly through Agriculture. There are about 165 rice mills in and around Dindigul. Famous flour mill Naga, Vishalakshi are located there. Anil semia, savorit semia, and nandhini saamburani industries are located in Dindigul. Dindigul city is an important wholesale market for cotton, onions and groundnuts (peanuts). Panneer grapes which is a special type of black grapes available in Dindigul district.

TABLE 1 INDUSTRIAL SCENARIO OF DINDIGUL DISTRICT

Head	Unit Particulars
Registered Industrial Units	31,148
Total Industrial Units	31,148
Registered Medium and Large Units	95
Estimated Average No. of daily worker employed in Small Scale Industries	93,929
Employment In Large and Medium Industries	10,341
No.of Industrial Area	3
Turnover of Small Scale Industries (Rs. In Lakhs)	30,267
Turnover of Medium and Large Scale Industries (Rs. In Lakhs)	22,309

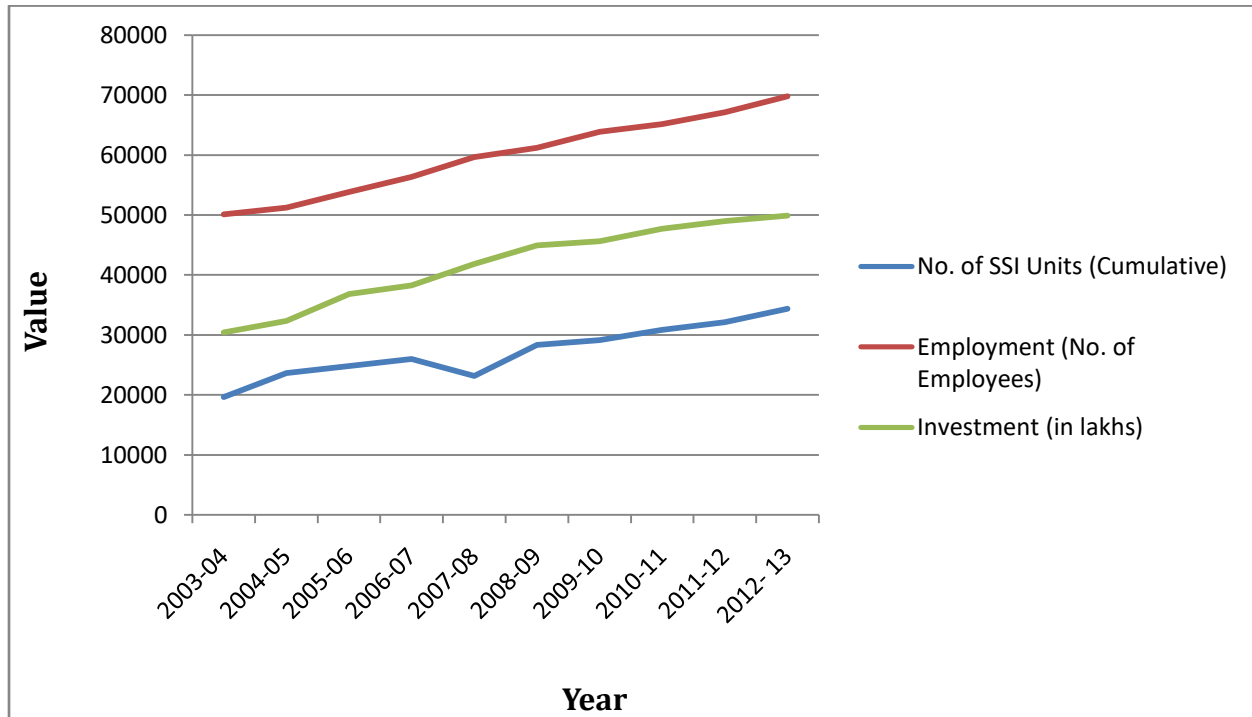
TABLE 2 GROWTH OF MICRO SMALL MEDIUM ENTERPRISES IN DINDIGUL DISTRICT

Year	No. of SSI Units (Cumulative)	Employment (No. of Employees)	Investment lakhs) (in
2003-04	19636 (100)	50109 (100)	30423.5 (100)
2004-05	23616 (120.27)	51217 (102.21)	32364.6 (106.38)
2005-06	24813 (126.36)	53829 (107.42)	36819.2 (121.02)
2006-07	25968 (132.25)	56360 (112.47)	38232.6 (125.67)
2007-08	23155 (117.92)	59670 (119.08)	41827.3 (137.48)
2008-09	28335 (144.30)	61216 (122.17)	44893.6 (147.56)
2009-10	29118 (148.29)	63839 (127.40)	45637.3 (150.01)
2010-11	30839 (157.05)	65127 (129.97)	47681.5 (156.72)
2011-12	32157 (163.76)	67081 (133.87)	48975.9 (160.98)
2012- 13	34374 (175.05)	69768 (139.23)	49875.6 (163.94)

Source: DIC Records, Dindigul.

Table 2 clearly indicates the growth of small-scale Industries in Dindigul District during the period from 2003-04 to 2012-13. The number of SSI units increased steadily from 19,636 units in 2003-04 to 34,374 units in 2012-13. In the case of employment, it also increased from 50,109 units in 2003-04 to 70,892 in 2012-13. The fluctuation in investment was found during the period from 2003-04 to 2012-13. The investment in the SSI sector ranged from Rs.30,423.5 lakhs in 2003-04 to Rs.49,875.6 lakhs in 2012-13. The same is presented in the following figure 1.1

FIGURE No.1GROWTH OF MICRO SMALL MEDIUM ENTERPRISES IN DINDIGUL DISTRICT



TYPE OF INDUSTRY IN DINDIGUL DISTRICT

There are lot of industrial opportunities available in Dindigul district. The different types of industries functioning in Dindigul district, its investment and employment positions are presented in the Table 3.

TABLE 3 TYPE OF INDUSTRIES IN DINDIGUL DISTRICT

Type of Industry	Number of Units	Investment (Rs.in Lakhs)	Employment
Agro based	270	2,213.50	345
Soda Water	125	1,212.50	192
Cotton Textile	29	11,122.00	3,255
Woolen, Silk and artificial thread and clothes	142	938.00	699
Jute and Jute based	143	452.60	362
Readymade Garments and Embroidery	1,452	288.50	4,725
Wood/wooden based furniture	169	179.50	899
Paper and paper product	187	428.00	548
Leather based	52	765.50	334
Chemical, chemical based	112	322.50	285
Rubber, plastic and petro based	109	214.50	628
Mineral based	127	512.60	324
Metal based(Steel fab)	545	628.60	2,345
Engineering Units	625	514.50	6785
Electrical Machinery and Transport Equipment	472	622.50	5789
Repairing and Servicing	1,125	419.50	6,987
Others	4,253	56020.35	14,963

Source: DIC Records, Dindigul.

From the above table it is found that number of Readymade Garments and Embroidery units is more than other industries. According to amount of investment Cotton Textile Industries are more. According to employment provided Repairing and Servicing Industries stand in first.

POTENTIAL INDUSTRIAL OPPORTUNITIES FOR NEW MSMEs IN DINDIGUL DISTRICT

There are lot of industrial opportunities available in Dindigul district. The different types of industries functioning in Dindigul district and the emerging industries in Dindigul district are presented in the Table 4.

TABLE 4 POTENTIAL INDUSTRIAL OPPORTUNITIES FOR NEW MSMEs IN DINDIGUL DISTRICT

Existing Industries Scenario	Emerging Industries Scenario
Leather Processing	Fruit Processing
Cotton Spinning Mills	Floriculture – cut flowers
Lock Industries	Coffee Processing
Food Products	Coconut Products
Paper and Paper Products	Coir products
Hand looms	Tamarind paste and Powder
Coir Industries	Pharmaceuticals
Chemicals	Pesticides
Wood & wooden products	Hotel and Restaurant
Low value Agro based Products	Dairy Development
Engineering Industries	Apiculture
	Essential oils
	Cattle/poultry feed
	Potato and Tapioca chips
	Cold storage
	Vaccines
	Electronics
	Heavy Engineering Fabrication
	Biotechnology
	Corrugated Box making
	Plastic Tray
	Paper Board Tray
	Finished leather goods
	Valuated coir products
	Integrated Milk diary
	Beverages
	Eco- Tourism

Source: DIC Records, Dindigul.

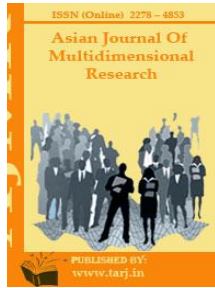
From the Table 4, it is comes to understood Dindigul District is having lot of opportunities for emerging industries then existing one.

SUGGESTIONS

1. A set of training packages for different groups ranging from a first orientation for potential start-ups to in-depth training for existing enterprises is essential to achieve the fast growth of small enterprises.
2. Training and advisory services on how to integrate MSMEs into local and global value chains can be arranged in Dindigul district.
3. Advisory services may be provided to assess the environment in which businesses operate, how to identify priorities, and how to formulate reform proposals, etc.
4. A training and counseling program for MSMEs can be arranged to improve quality management, productivity and working conditions.
5. A wide publicity should be made for emerging industrial needs in Dindigul district.

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RURAL ENTREPRENEURSHIP: CASE STUDIES OF SELECT SUCCESSFUL RURAL ENTREPRENEURS OF INDIA

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ABSTRACT

Business has many forms and rural entrepreneurship is one of them. There is a surge to create an inclusive growth environment for the rural India where actually the fortune lies at the bottom of the pyramid. Rural entrepreneurship has marred the traditional myths and perceptions. Rural entrepreneurship can be referred as a risk-taking business opportunity being exploited to accomplish the economic objectives of rural areas. This research paper is conceptualized with the aim to understand what actually rural entrepreneurship is and what its significance in India is. The main focus in this paper is to highlight the case studies of successful entrepreneurs in India. The rural entrepreneurs discussed in these case studies are inspired from an ecosystem that has been mushroomed by various driving forces. Opportunities seems merrier in the rural sector of India because with rural entrepreneurship comes employment, development, sustainability and survival. But these could be achieved with strong zeal, determination to succeed, risk-taking attitude and willingness.

KEYWORDS: *Entrepreneurship, rural entrepreneurship, case studies, rural economy, opportunities.*

INTRODUCTION

Business has many forms and rural entrepreneurship is one of them. India with its varied culture and traditions has been evolving in its entrepreneurial journey since its independence. With almost 69% of India still being rural¹, India can still be found in villages. Communication, education and technology has made the rural India a better place with a rapid rise in manufacturing and services

industry but not limited to agriculture. The spending patterns have increased with a reduced digital divide among rural and urban populace. Internet adoption has been rapid with penetration of claimed internet users growing from 2.6% in 2010 to 4.6% or 38 million in 2012, a CAGR of 73%.²

There is a rural transformation with a passive approach to entrepreneurial spirit. The essence of Jugaad³ is also making its stance felt in the rural community. There is a surge to create an inclusive growth environment for the rural India where actually the fortune lies at the bottom of the pyramid. Rural entrepreneurship has marred the traditional myths and perceptions. With an affordable information access, inspiring raw talent and societal transformation rural entrepreneurs are transforming the true spirit of inclusive growth in India.

BACKGROUND

THE CONCEPT OF RURAL ENTREPRENEURSHIP

Entrepreneurship is not just limited to innovation, it is a much wider concept. According to Investopedia.com “an entrepreneur is an individual who, rather than working as an employee, runs a small business and assumes all the risk and reward of a given business venture, idea, or good or service offered for sale. The entrepreneur is commonly seen as a business leader and innovator of new ideas and business processes.”⁴ An entrepreneur creates new processes, methods, markets and sources of supply in the process of bridging the gap between supply and demand to operate a business. Risk-taking is a primary component of entrepreneurship.

Rural entrepreneurship can be referred as a risk-taking business opportunity being exploited to accomplish the economic objectives of rural areas. The driving forces that inspire rural entrepreneurship among the youth are the aspiring entrepreneurs, the government and state agencies’ financial and promotional schemes, the rural ecosystem with entrepreneurial spirit and skilled urban youth. It is a vital phenomenon which could pave way for overall economic development despite meager resources available in the rural regions of the country.

RURAL ENTREPRENEURSHIP IN INDIA

It has been more than 60 years of Indian Independence, but still the backbone of Indian economy has been agriculture. The core métier of Indian economy lies in the development of rural areas. Since a decade it has been observed that the rural economic condition has been on a growth trajectory. This was possible only because of the catalysts working strenuously to contain the rural entrepreneurial spirit. These catalytic factors include but not limited to are Non-Government Organizations (NGOs), Government and State Agencies, local environment, passivity of approach acceptance, skilled manpower and rural resources.

Analysts observed that efforts are being made to restrict urbanization and instead re-attract the rural youth back to their regions so that within the available meager resources they could enliven the dream of entrepreneurship provided they get the required support from all the stakeholders. Rural entrepreneurship has a considerable effect on the Indian economy where majorly they contribute to the MSME sector which is usually considered as the engine for economic growth.

Interesting facts about Indian economy and rural growth:

- 12.2% of the world's consumers live in India. Rural households form 72% of the total households.
- Total income in rural India (about 43% of total national income) increased from around US\$220 billion in 2004-2005 to around US\$425 billion by 2010-2011, a CAGR of 12%.
- The purchasing power of rural India is more than half for fast moving consumer goods [US\$17 billion]. The durables and automobile sectors contribute US\$2.5 billion each, and agri-inputs (including tractors) about US\$1 billion.
- Some 42 million rural households [use] banking services against 27 million urban households.
- 60% of India's annual consumption of gold and gold jewellery is from rural and semi-urban areas

Source: <http://head-held-high.com/about-us/rurbanomics/>

Many small and medium enterprises in the rural areas are flourishing with a greater impact on the society and business scenario and in literature too we can find such examples. The companies are diversified, they are not limited to agriculture and allied activities but they are also venturing into other manufacturing activities. The entrepreneurial combinations of these resources are, for example: tourism, sport and recreation facilities, professional and technical training, retailing and wholesaling, industrial applications (engineering, crafts), servicing (consultancy), value added (products from meat, milk, wood, etc.) and the possibility of off-farm work.⁵

According to the 12th Five Year Plan the sources of income for rural people has expanded significantly, they are not mostly dependent on farm activities rather non-farm activities are acting as a weapon for reducing poverty. Farm equipment manufacturing, farm produce marketing, providing basic necessities of life, hygiene products, maintenance, etc are also considered as plush opportunities. The economic activities have been expanded with a widened scope for income opportunities. Seven major flagship programmes operating in rural areas by the Government of India are:

- (1) Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)
- (2) National Rural Livelihood Mission (NRLM)
- (3) Indira Awas Yojana (IAY)
- (4) National Rural Drinking Water Programme (NRDP) and Total Sanitation Campaign (TSP)
- (5) Integrated Watershed Development Programme (IWDP)

(6) PradhanMantriGrameenSadakYojana (PMGSY)

(7) Rural electrification, including separation of agricultural feeders and Rajiv Gandhi GrameenVidyutikaranYojana (RGGVY).

The Report of the Working Group of MSME for 12th Five Year Plan observes, “It is but natural that with almost everyone as micro, the entire spending ought to be for ‘Capacity Building’ and to ensure that micro enterprises grow into small so that by the end of Plan period, in the year 2017, we have at least 10% medium and 25% small enterprises in manufacturing. To achieve such a transformation, the role of enabling environment is critical.”⁶

OBJECTIVES OF THE STUDY

The objectives of the study on rural entrepreneurship are as follows:

- To understand the concept of rural entrepreneurship.
- To understand rural entrepreneurship in the Indian context.
- To observe and understand the successful rural entrepreneurs of India and their profile.

METHODOLOGY

This research paper is conceptualized with the aim to understand what actually rural entrepreneurship is and what its significance in India is. The main focus in this paper is to highlight the case studies of successful entrepreneurs in India. The research methodology followed is secondary in nature with references taken from books, journals, magazines, blogs, and websites. The nature of data collected to present the case studies in this paper is subjective and aimed to project the key factors that have germinated the seeds of rural entrepreneurship in India with much emphasis on the primary aspects requisite for entrepreneurship.

CASE STUDIES OF SUCCESSFUL RURAL ENTREPRENEURS OF INDIA

ONERGY – PIYUSHJAJU

Punam Energy Pvt Ltd (ONergy) is a social enterprise aimed at providing last mile energy distribution and services to the underserved and rural households. Onergy was started by PiyushJaju who started this social initiative to endure his burning desire to make India better, equitable and sustainable. The products of the company range from solar LED lightings, solar electrifications, thermal solutions, solar cooking solutions, etc. It is a Renewable Energy Venture – providing complete energy solutions to rural India that has partnered with national banks, microfinance institutions and credit co-operatives, to sustainably finance the off-grid rural households.

Piyush has been shortlisted as a candidate for Unreasonable Institute 2011 for his inspiring business idea that has illuminated the rural households. According to the company, almost 114 million households in India do not have access to clean and reliable energy, thus the goal of Onergy is to

provide access to lighting, cooking, electrification and clean water solutions through a market driven way to 1 million lives by 2015 (over 200,00 HH). The objective is to eradicate the use of fossil fuel like kerosene and diesel. Their NGO would compliment ONergy's activities by focusing on training, capacity building and identify linkages between energy and other social problems.

Achievements and recognition of ONergy:

1.	1st prize – TiEger awards
2.	Top 100 small business of the year – Entrepreneur Magazine
3.	Selected by Yale University's (USA) Social Enterprise Program
4.	Selected by business accelerator programs of Unreasonable Institute (USA) and Global Social Benefit Incubator (USA)
5.	Products certified by Electronics Regional Test Laboratory (East), Kolkata
6.	Selected as Channel Partner under the Jawaharlal Nehru National Solar Mission (JNNSM) of Ministry of New and Renewable Energy (MNRE)
7.	Selected under the MNRE-UNDP Access to Clean Energy Program
8.	Awarded by SIDA under the Innovations Against Poverty Program

Source: www.onergy.com

Jaju says that starting up a social enterprise is challenging and the challenges get magnified if a social enterprise is built in rural areas. But these bottlenecks get slightly reduced when the entrepreneurial team is complemented with the right skills, mentors and partners.

AAKAR INNOVATIONS - JAYDEEPMANDAL AND SOMBODHIGHOSH

Aakar Innovations is a social venture christened to provide commercially viable solutions for production, distribution, marketing and sales of affordable and environmentally friendly sanitary pads by local entrepreneurs in unreachable and remote areas. The company also entails local village entrepreneurs to enforce and sustain a better livelihood opportunities by providing basic entrepreneurship and business skills.

A superior mini-factory for the cottage industry

Costs - US\$ 6700-7000/ ₹400,000	Employs 15-30 women
A women's self-help group can purchase the factory at a very low cost, financed	One factory provides part-time employment to 15 women directly and another 15-20 women indirectly through

with loans from local banks.	marketing commission.
Indigenous raw-materials The absorbant material for the sanitary pads is produced using locally available agricultural- and plant-waste (in piloting phase).	A factory = 4 machines + 1 tool Each factory set up consists of four types of machines and one specialised tool, all created by Aakar Innovations.
Produces ~1500-2000 pads/day Operating for 8-10 hours per day, the factory can serve 5000-6000 women every month.	Low energy use The factory requires very little electricity to operate. Each 8 hour workday requires only 1.5 hours of electricity. The rest of the day can be run from a 1.5 KW inverter (battery).
Easy to operate With basic training, women can manufacture superior quality napkins at a fraction of cost compared to big manufacturing units.	Built-in quality standard Quality remains the biggest challenge in the low-cost sanitary napkin manufacturing space, and several players have already given up. The Anandi pad meets all Government of India quality standards (BIS).
Easy to maintain Women groups can manage their own factories with very little support. Maintenance support is available through the local HUB.	

Source: <http://www.aakarinnovations.com/#!/about/c1h04>

The company was founded in the year 2010 by Jaydeep Mandal (MD) and Sombodhi Ghosh. It is a social enterprise garnered by IIM Ahmedabad's incubator, Centre for Innovation Incubation and Entrepreneurship (CIIE) that manufactures compostable and hygienic sanitary pads, which are priced below other branded, competitive products. It's a not-for-profit that manufactures and sells sanitary pads and also creates awareness about menstrual hygiene. The firm has sold 22 machines across India by the year 2014, of which 15 units are operational and the rest seven will be functional by the end of 2014. These machines, which are usually set up in rural villages and urban-slum areas, have led to the direct employment of over 200 women. This philanthropic effort has been catapulted by reaping support from prominent not-for-profit organizations like including the Rockefeller Foundation, Omidyar Network and Dasra. AakarInnovations was one of the winners of the Artha Venture Challenge in 2013.

THE QUEEN BEE - JOSEPHINE SELVARAJ:

Apiculture or the art of honey bee-farming is what makes Josephine Selvaraj stand out from the traditional house wives of India. She with a degree in Arts is a social entrepreneur with an strenuous struggle to succeed. What brought her to the bee farming business is a three day course regarding bee-keeping at KrishiVigyanKendra (KVK) at Madurai. Through the support of KVK she started her bee-farming business in the year 2006 with just 10 boxes and now she rears bees in more than 8,000 boxes and her business is spread all over the state of Tamil Nadu.

She had even come out to market with 30 varieties of honeys under the brand name VIBIS. With zero usage of pesticides, fertilizers or harmful chemicals, the honey produced is very safe. She even gives free training to housewives, students, and unemployed youth. More than 50,000 people got benefit from her training bee-farming. She is fondly called as the Queen Bee. Her future scope is to spread across the country where there are markets yet to be explored.

Josephine has been honored by various NGOs and Government for her work in apiculture where she is the only women entrepreneur who is working on such a large scale. Following are her accomplishments:

- Won the Collector Award for her Vadipattitaluka three years in a row.
- Was also awarded the Tamil Nadu Government's best farming practices award in 2010 – and has the distinction of being the only lady farmer to have won that award to date.
- Was recently awarded the Janakidevi Bajaj Puraskar 2012 for rural entrepreneurship.

Josephine has even authored three books on bee-farming practices in the Tamil language. According to her bees and honey have many benefits yet to be explored as she says, "Bee sting helps in controlling blood pressure problems, stroke and arthritis. There are five varieties of bees. Everyone can enjoy honey, it is good for all. Old people, young people can all be benefitted by the medicinal properties. It has 180 nutritional properties. There is so much knowledge about bees to be spread that it may not be possible in my lifetime."⁷

DHARMA LIFE – GAURAV MEHTA

Gaurav Mehta started Dharma Life in the year 2010 after completing his MBA from London Business School. He first identified the issues that have a social impact on the rural society - safe drinking water, air pollution, malnutrition and personal hygiene. In the initial years of Dharma Life they worked by banking on Pratham⁸ in promulgating pilot projects across the state of Maharashtra.

History of Dharma Life:

2009-10	2011-12	2013-2014
The year of Pilot and Initial	The year of Creating Building	

Operations:	Blocks:	The year of Scaling Up:
<p>Formation of Dharma in September 2009</p> <p>Piloted in Maharashtra with one product in one district</p> <p>Expanded pilot with four products and test in three states</p> <p>Winner of 2009 Global Odyssey Competition, Entrepreneurship Summer School, London Business School</p>	<p>Hiring of key staff</p> <p>Optimisation in Maharashtra with one product in one district</p> <p>Establishment of advisory board</p> <p>Selection/Implementation of IT system</p> <p>Development of training programme</p> <p>Key business processes established</p> <p>Winner of BMW Young Leader Award 2012</p>	<p>Execution and scale-up of model across:</p> <p>› Geographies</p> <p>› Partnerships</p> <p>› Products</p> <p>Currently present across 32 districts, across 5 states (UP, Maharashtra, Bihar, Karnataka, & Rajasthan)</p> <p>Strengthening of organisational backbone</p>

Source: <http://www.dharma.net.in/#ourhistory>

Since Dharma Life is an NGO, they could not sell products so they started creating rural entrepreneurial networks. Initially Reuters Market Light, a service by Thomson Reuters, was sold by Dharma Life that provides personalized agricultural information on mobile phones for a monthly fee which was just like a scratch card. They then moved on to sell solar lamps, cooking stoves and water purifiers through their rural recruits who are trained to sell from FMCG companies on a commission basis.

Dharma Life's Business Model - Creates entrepreneurs at the village level and provides them with socially impactful products relevant to its causes. Dharma Life trains individuals at the last mile to become Dharma Life Entrepreneurs and provides them with developmental support. Dharma Life partners with corporates to provide a product range to meet the rural consumer's need.

Mehta says that their business model is a bit different, "We recruit people with basic education, who are in need of money and don't have a full-time job. We typically recruit subsistence farmers and women," who has invested US\$200,000 from his private funds to Dharma Life.

HMT RICE – DADAJI RAMAJI KHOBRA GADGE

DadajiRamajiKhobragade (Dadaji) is a 70 year old farmer from a small forest village in Nanded district of Maharashtra state. He is one among the selected men who has been listed on the Forbes list of the most influential rural entrepreneurs of India. He is the pioneer in inventing HMT rice. Apart from farming on his son's land, he worked as a regular rural daily wage laborer with a meager monthly income of INR 12,000 per month to support his seven-member family. He is a primary

school dropout who without any scientific and technological support achieved a remarkable feat in the agriculture industry – the HMT rice variety. He worked consistently for five years on another variety of rice called Patel 3 and finally his efforts got fructified in the form of HMT. This rice variety – HMT has an average yield of 40 to 45 quintals per hectare with high rice recovery (80 percent), better smell and better cooking quality in comparison with the parent variety. Dadaji was awarded with the National Award from National Innovation Foundation in 2005 and a Diffusion Award for the same in 2009.

CONCLUSION

In the case studies presented in this paper several factors were identified that played like a catalyst to initiate the rural entrepreneurship journey. They are not limited to just the traditional form of businesses like cottage, agriculture, etc; they are treading on a path which was not yet chosen by any earlier. The rural entrepreneurs discussed in these case studies are inspired from an ecosystem that has been mushroomed by various driving forces. These factors include:

- Government and State support for financial and technical assistance
- Requisite infrastructure to organize the resources
- Specialized training methods
- Competition from local as well as global markets.
- Grooming and insightful motivational sessions.
- Promoting standardization methods with the help of NGOs.

Opportunities seem merrier in the rural sector of India because with rural entrepreneurship comes employment, development, sustainability and survival. But these could be achieved with strong zeal, determination to succeed, risk-taking attitude and willingness. Apart from these influencers, the fire of entrepreneurship should be kindled within.

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FARMERS SATISFACTION TOWARDS MARKETING OF CASHEWNUT IN PANRUTI TALUK OF CUDDALORE DISTRICT

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ABSTRACT

Most of the rural people in our country are involved in agricultural activities for generating income to the family. Even though both the central and state governments allocate considerable fund to agriculture sector in all budgets they could not improve the standard of living of the farmers. Cultivation of Cashew nut is one of the most important sources for generating income to the agricultural workers. Regarding the farmers' income there is no guarantee for getting the expected return from their crop. There is no chance for reimbursement of the amount lost by the farmers due to the crop failures or low yielding from the crops. The role of market intermediaries has been found unsatisfactory. High marketing costs and inadequate finance resulting in distress sales in the village local sales at low prices are the other set of marketing problems of cashew nut farmers and sellers. Hence an attempt is made in this paper to study the marketing inadequacies of cashew nut in Panruti taluk at micro level.

KEYWORDS: Marketing, Cashew nut, Market Intermediaries, Regulated market, Finance.

INTRODUCTION

The traditional occupation of most of the Indian citizens is farming. More than 65 percent of the population in India is residing in rural areas of the country. Out of them about 80 percent of the public depend on agriculture and allied industries of agriculture. Most of the rural people in our country are involved in agricultural activities for generating income to the family. Even though both the central and state governments allocate considerable fund to agriculture sector in all budgets they

could not improve the standard of living of the farmers. There are number of schemes initiated by the government to support the farmers in the form subsidy in loan, providing fertilizers to the farmers and fixing guaranteed rate for certain specified crops etc. Only because of political influences the benefits of the scheme reach only to the farmers who are sound enough in finance and socially well. The prices of agricultural commodities are usually determined not only by market factor of demand and supply the other factors like quality, yield, climatic conditions, international prices, cost of production and new laws may also play roll in determination of the prices of agricultural commodities. The benefits of the farmers' welfare scheme are not properly reaching to the needy group framers.

Agricultural marketing plays a vital role in agricultural development which is a pre-requisite for development in other sectors and for the overall development of the economy. An efficient marketing is a sine qua non in the economy of all countries, in general and of agricultural countries, in particular. Marketing perhaps has its greatest and most enduring role to play in the economic changes in developing countries. An efficient internal marketing system for agricultural commodities holds the key for rural development and for meeting the challenges thrown up by explosive growth of population in developing countries. In India normally all farmers are struggling due to various factors like shortage of rainfall, problems of diseases in the crop, seed failure, and heavy rainfall at the time of harvesting, fluctuation in the price of the agricultural produces irrespective of total area of the cultivation, type of crop cultivated, etc. All the farmers say their views and reasons for the difficulties. In order to improve and develop the farmers' life, these types of problems should be eliminated for which necessary care and measures should be taken. By keeping all the above issues in mind, the researcher inevitable to know the satisfaction of farmers in marketing cashew nut selected the title "Formers Satisfaction towards Marketing of Cashew Nut in Panruti taluk of Cuddalore District"

STATEMENT OF THE PROBLEM

Cultivation of Cashew nut is one of the most important sources for generating income to the agricultural workers. Regarding the farmers' income there is no guarantee for getting the expected return from their crop. There is no chance for reimbursement of the amount lost by the farmers due to the crop failures or low yielding from the crops. Crop failure and fall in price render more trouble to the farmers. They face difficulties in arranging funds for cultivating other crops till they get amount by sale of their previous production. The farmers who are involved in cultivation of different agricultural products are forced to borrow money from the banks, financial institutions or local money lenders or from their relatives with high rate of interest this makes all the farmers facing more financial crisis. The Cashew nut formers faced with many problems. The problem areas of market of cashew nut relate to absence of scientific assembling and storage, absence of proper ware housing facilities in the villages, improper grading system, highly inadequate of transport facilities, so large chain of middlemen, large number of substantial unregulated markets, often not possible for the farmers to obtain information on exact market prices in different markets. The role of market intermediaries has been found unsatisfactory. High marketing costs and inadequate finance resulting in distress sales in the village local sales at low prices are the other set of marketing problems of cashew nut farmers and sellers. In view of the above areas of marketing inadequacies the researcher felt that there is need for a micro level study of the marketing of cashew nut in the study area which is a major producer of cashew nut in this part of Panruti taluk.

OBJECTIVES OF THE STUDY

This study aims to measure the level of farmers satisfaction towards marketing of Cashew nut. But the specific objectives of this study are

1. To constitute farmers profile by demographic data
2. To discover farmers satisfaction level towards marketing of Cashew nut

HYPOTHESIS

There is no association between the satisfaction level of the respondents and socio-economic status of the respondents.

PERIOD OF STUDY

The primary data collection was done during the month from July to December 2014.

NATURE OF DATA

To make the research in this study based on primary data.

TOOLS FOR DATA COLLECTION

The primary data for the study was collected from the respondents by personal interview method using pre-tested schedule.

SAMPLE SELECTION

Panruti taluk is considered one of the taluk where Cashew nut is cultivated more. As the population for the study is numerous, 360 respondents were selected at random by using convenient sampling method. In this taluk 18 villages where Cashew nut cultivated are chosen for the randomly selection for the present study. In each village 20 farmers who cultivate Cashew nut were identified and selected as sample respondents from the total population. Hence, total sample size is 360 respondents. The sample respondents will consist of both the male and female from different classes of people.

STATISTICAL TOOLS USED

The ultimate object of the study is to examine the level of satisfaction of farmers towards Cashew nut marketing. In order to study the satisfaction level of marketers towards Cashew nut marketing, mean score and simple percentages are used in the study.

RESPONDENTS LEVEL OF SATISFACTION

In order to find out the farmers and marketers' level of satisfaction towards marketing of cashew nut, they were asked to state their level of satisfaction on the following statements which are related to marketing of cashew nut. Reaches used 'Likert Scale' (considered on 1-5 points scale) to measure the respondents' level of satisfaction. The points of the scale indicate the degree of satisfaction level of the respondents about the marketing of cashew nut. '1' represents the highly dissatisfaction, whereas '5' represents the high satisfaction. The responses are presented in the following Table 1

TABLE 1 RESPONDENTS LEVEL OF SATISFACTION TOWARDS MARKETING OF CASHEW NUT

Variables		Highly Satisfied	Satisfied	Satisfied nor	Dissatisfied	Highly dissatisfied	Total	Mean
Price for products	Count	12	96	54	93	105	360	3.11
	%	3.3	26.7	15	25.8	29.2	100	
Role of regulated market	Count	69	123	60	60	48	360	3.95
	%	19.2	34.2	16.7	16.7	13.3	100	
Availability of storage facilities	Count	36	60	66	66	132	360	3.44
	%	10	16.7	18.3	18.3	36.7	100	
Availability of processing facilities	Count	57	60	54	102	87	360	3.78
	%	15.8	16.7	15	28.3	24.2	100	
Demand for the product	Count	132	138	6	54	30	360	3.91
	%	36.7	38.3	1.7	15	8.3	100	
Government support for cashew nut marketing	Count	60	90	45	93	72	360	4.02
	%	16.7	25	12.5	25.8	20	100	
Availability of market information	Count	24	54	78	108	96	360	3.58
	%	6.7	15	21.7	30	26.7	100	
Availability of transport facilities	Count	45	69	45	102	99	360	3.73
	%	12.5	19.2	12.5	28.3	27.5	100	
Commission and incidental charges	Count	69	75	90	42	84	360	3.38
	%	19.2	20.8	25	11.7	23.3	100	
Availability of finance	Count	99	129	33	15	84	360	2.8

	%	27.5	35.8	9.2	4.2	23.3	100	1
Availability of export facilities	Count	39	66	57	126	72	360	3.17
	%	10.8	18.3	15.8	35	20	100	
Media support for cashew nut marketing	Count	45	60	33	105	117	360	3.59
	%	12.5	16.7	9.2	29.2	32.5	100	
Payment procedure	Count	111	90	30	57	72	360	3.82
	%	30.8	25	8.3	15.8	20	100	

Source: Computed from Primary Data

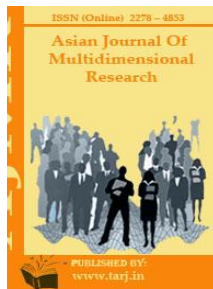
The observation of the table reveals that 29.2 per cent of the respondents expressed their opinion as highly dissatisfied and 25.8 per cent dissatisfied with the market price for their product. 34.2 per cent of the respondents satisfied and 19.2 per cent of the respondents highly satisfied towards the role of regulated market. Most (36.7%) of the selected respondents are highly dissatisfied with availability of storage facilities, 18.3 per cent are dissatisfied the same number of respondents are neutral about availability of storage facilities. About availability of processing facilities only 15.8 per cent of the respondents highly satisfied and 16.7 per cent of the respondents satisfied but majority part of selected respondents dissatisfied with availability of processing facilities. Among cashew nut marketer nearly 36.7 per cent highly satisfied and another 38.3 per cent satisfied about demand for the cashew nut. In case Government support for cashew nut marketing, 41.7 per cent of respondents comes under satisfied group and more or less equal 45.8 per cent of respondents were dissatisfied. 30 per cent dissatisfied and 26.7 per cent of the respondents highly dissatisfied with the availability of market information. 28.3 per cent dissatisfied and 27.5 per cent of the respondents highly dissatisfied with the availability of transport facilities. More number of respondent unable to desire whether commission and incidental charges are high or low because nearly 25 per cent of the respondents are neutral even though 35 per cent were not satisfied and 40 per cent were satisfied about commission and incidental charges in this market. 27.5 per cent of the respondents highly satisfied and 35.8 per cent satisfied with the availability of finance. 35 per cent of the respondents dissatisfied and another 20 per cent of the respondents highly dissatisfied with the availability of export facilities. Nearly 29.2 per cent of the respondents dissatisfied and another 32.5 per cent of the respondents highly dissatisfied with the media support for cashew nut marketing. Nearly 30.8 per cent of the respondents highly satisfied and another 25 per cent satisfied with the payment procedure by the regulated market.

CONCLUSION

In general cashew nut marketer highly satisfied towards Government support for cashew nut marketing, role of regulated market, demand for the product, payment procedure and availability of processing facilities. Less satisfaction level was seen towards availability of finance and price for products.

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CLOUD COMPUTING: PERCEPTION AND SECURITY ISSUES WITH THE B SCHOOL STUDENTS

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ABSTRACT

Cloud computing is a promising technology to facilitate development of large scale, on demand, flexible computing infrastructures. But without security embedded into innovative technology that supports cloud computing, businesses are setting themselves up for a fall. The trend of frequently adopting this technology by the organizations automatically introduced new risk on existing risk. Obviously putting everything into a single box i.e. into the cloud will only make it easier for hacker. This paper presents an overview and the study of cloud computing perception and securities. Also include the several security and challenging issues, emerging application and the future trends of cloud computing.

KEYWORDS: Cloud computing, Security issues, Innovative technology, Perception.

INTRODUCTION

Consumer can use services without paying extra charges of hardware's, software's, networks, people and trainings. In other cases one should have to pay total price of each component is being used. It is observed that some services or utilities charged more when in peak mode. Cloud computing is free of all these issues. Aiming to concentrate and organize information related to cloud security and to facilitate future studies, we identify the main problems in the area and group them into a model composed of seven categories, based on the mentioned references. Namely, the categories are: interfaces, network security, data security, virtualization, compliance, governance and legal issues. Each category includes many potential security problems, resulting in classification with subdivisions highlighting the main issues identified in the base references:

1. NETWORK SECURITY: Problems associated with network communications and configurations regarding cloud computing infrastructures. The ideal network solution of security is to have cloud services as an extension of customers' existing internal networks adopting the same

protection measures and security precautions that are locally implemented and allowing them to extend local strategies to any remote resource or process.

(A) TRANSFER SECURITY: Architectures which are distributed, huge resource sharing and virtual machine (VM) instances synchronization imply more data in transit in the cloud, thus requiring VPN mechanisms for protecting the system against sniffing, spoofing, man-in-the-middle and side-channel attacks.

(B) FIREWALLING: Firewalls protect the provider's internal cloud infrastructure against insiders and outsiders. They also enable VM isolation, fine-grained filtering for addresses and ports, prevention of Denial-of-Service (DoS) and detection of external security assessment procedures. Efforts for developing consistent firewall and similar security measures specific for cloud environments reveal the urge for adapting existing solutions for this new computing paradigm.

(C) SECURITY CONFIGURATION: Protocols configuration and configuration of systems and technologies to provide the required levels of security and privacy without compromising performance or efficiency.

2. INTERFACES: Concentrates all issues related to user, administrative and programming interfaces for using and controlling clouds.

(A) API: Programming interfaces (essential to IaaS and PaaS) for accessing virtualized resources and systems must be protected in order to prevent malicious use.

(B) ADMINISTRATIVE INTERFACE: Enables remote control of resources in an IaaS (VM management), development for PaaS (coding, deploying, testing) and application tools for SaaS (user access control, configurations).

(C) USER INTERFACE: End-user interface for exploring provided resources and tools (the service itself), implying the need of adopting measures for securing the environment.

(D) AUTHENTICATION: Mechanisms required enabling access to the cloud. Most services rely on regular accounts, consequently being susceptible to a plethora of attacks whose consequences are boosted by multi-tenancy and resource sharing.

3. DATA SECURITY: Protection of data in terms of confidentiality, availability and integrity (which can be applied not only to cloud environments, but any solution requiring basic security levels).

(A) CRYPTOGRAPHY: Most employed practice to secure sensitive data, thoroughly required by industry, state and federal regulations.

(B) REDUNDANCY: Essential to avoid data loss. Most business models rely on information technology for its core functionalities and processes and, thus, mission-critical data integrity and availability must be ensured.

(C) DISPOSAL: Elementary data disposal techniques are insufficient and commonly referred as deletion. In the cloud, the complete destruction of data, including log references and hidden backup registries, is an important requirement.

4. VIRTUALIZATION: Isolation between VMs, hypervisor vulnerabilities and other problems associated to the use of virtualization technologies.

(A) ISOLATION: Although logically isolated, all VMs share the same hardware and consequently the same resources, allowing malicious entities to exploit data leaks and cross-VM attacks. The concept of isolation can also be applied to more fine-grained assets, such as computational resources, storage and memory.

(B) HYPERVISOR VULNERABILITIES: The hypervisor is the main software component of virtualization. Even though there are known security vulnerabilities for hypervisors, solutions are still scarce and often proprietary, demanding further studies to harden these security aspects.

(C) DATA LEAKAGE: Exploit hypervisor vulnerabilities and lack of isolation controls in order to leak data from virtualized infrastructures, obtaining sensitive customer data and affecting confidentiality and integrity.

(D) VM IDENTIFICATION: Lack of controls for identifying virtual machines that are being used for executing a specific process or for storing files.

(E) CROSS-VM ATTACKS: Includes attempts to estimate provider traffic rates in order to steal cryptographic keys and increase chances of VM placement attacks. One example consists in overlapping memory and storage regions initially dedicated to a single virtual machine, which also enables other isolation-related attacks.

5. GOVERNANCE: Issues related to (losing) administrative and security controls in cloud computing solutions.

(A) DATA CONTROL: Moving data to the cloud means losing control over redundancy, location, file systems and other relevant configurations.

(B) SECURITY CONTROL: Loss of governance over security mechanisms and policies, as terms of use prohibit customer-side vulnerability assessment and penetration tests while insufficient Service Level Agreements (SLA) lead to security gaps.

(C) LOCK-IN: User potential dependency on a particular service provider due to lack of well-established standards (protocols and data formats), consequently becoming particularly vulnerable to migrations and service termination.

6. COMPLIANCE: Includes requirements related to service availability and audit capabilities.

(A) SERVICE LEVEL AGREEMENTS (SLA): Mechanisms to ensure the required service availability and the basic security procedures to be adopted.

(B) LOSS OF SERVICE: Service outages are not exclusive to cloud environments but are more serious in this context due to the interconnections between services (e.g., a SaaS using virtualized infrastructures provided by an IaaS), as shown in many examples. This leads to the need of strong disaster recovery policies and provider recommendations to implement customer-side redundancy if applicable.

(C) AUDIT: Allows security and availability assessments to be performed by customers, providers and third-party participants. Transparent and efficient methodologies are necessary for continuously

analyzing service conditions and are usually required by contracts or legal regulations. There are solutions being developed to address this problem by offering a transparent API for automated auditing and other useful functionalities.

(D) SERVICE CONFORMITY: Related to how contractual obligations and overall service requirements are respected and offered based on the SLAs predefined and basic service and customer needs.

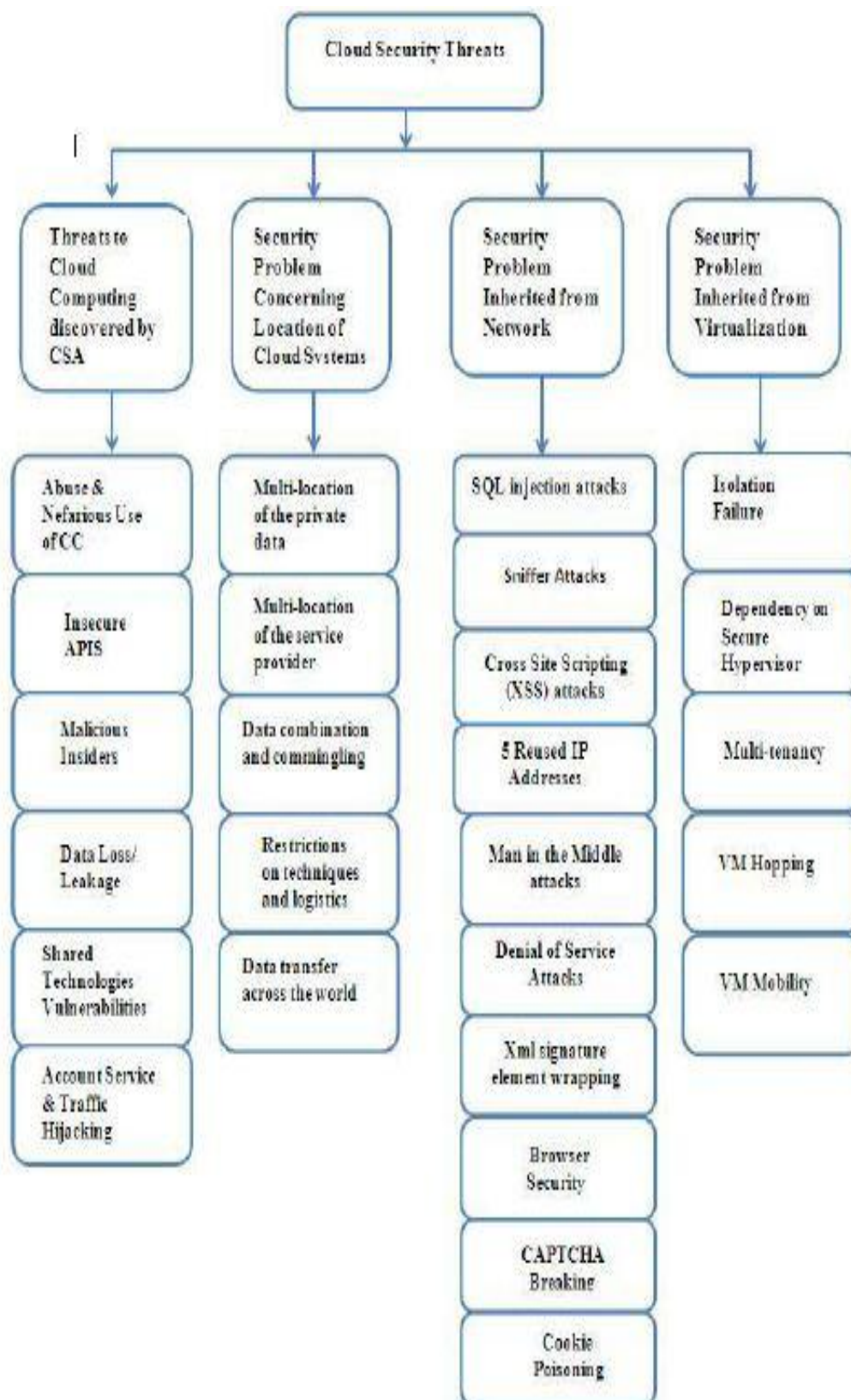
7. LEGAL ISSUES: Aspects related to judicial requirements and law, such as multiple data locations and privilege management.

(A) DATA LOCATION: Customer data held in multiple jurisdictions depending on geographic location are affected, directly or indirectly, by subpoena law-enforcement measures.

(B) E-DISCOVERY: As a result of a law-enforcement measures, hardware might be confiscated for investigations related to a particular customer, affecting all customers whose data were stored in the same hardware. Data disclosure is critical in this case.

(C) PROVIDER PRIVILEGE: Malicious activities of provider insiders are potential threats to confidentiality, availability and integrity of customers' data and processes' information.

(D) LEGISLATION: Juridical concerns related to new concepts introduced by cloud computing.



CLOUD COMPUTING DEPLOYMENT MODELS

Its different level of deployment models and service models made more flexible for education especially. These features enable it to share services of one educational institute to another at deployment and service models of Deployment cloud

PUBLIC CLOUD

Public cloud model offers services like utility services i.e. electricity. It means these kinds of model present services for everyone. These models are usually less secure and it is difficult to define scope of public models.

COMMUNITY CLOUD

These models are usually public but for same community or concerns. Community cloud models have larger in boundary than private models and lesser than public models.

PRIVATE CLOUD

These models are normally designed for a single organization or a university. Different departments of an organization or university can share it services. It is more secured than all other cloud models. It has limited in scope. Only authenticated user can access these services.

HYBRID CLOUD

It is combination of two or more same/ different cloud models. It is more flexible. It is more secured than public and less secure than private model. It can be developed by joining two organizations or universities. It can be treated as public or private. Increasing demand of IT resources especially in educational projects, research and teaching made it essential to find out a way in which maximum resource can be available with low cost. It is difficult for a single university to provide all desired resource at same time. Cloud computing brings hope for those Universities who are located in third world countries like Pakistan. Due to its issues, educational institutes feel reluctant while adopting cloud computing. They do not want to share their campus confidential data. Some consider it will increase misuse of IT services and will lead towards hacking issues. In cloud computing scenario end user have to developed trust on third party which is offering that particular service. It is a tough job for a company or a person that have some confidential data. Everyone needs security about his/her personal or confidential data. Google and Amazon are providing different services as third party. Critics of cloud computing blamed cloud computing for security problems. Security issues are occurred when a person misuse some ones laptop and Computers. If one forgot his/ her password on Google than this it is not a fault of cloud computing it is an authentication problem.

This research work includes the following objectives:

- To focus on the user's general perception about Cloud Computing.
- What sort of security issues they can face while using cloud computing.

SURVEY METHODOLOGY

The survey is taken based on online survey with a questionnaire and results are noted down with 140 samples. The survey has basically two types of questions:

- Perception Based Questions
- Security Based Questions

And later the interpretation is done based on the samples given by different people from different educational background. The participants in the survey are with the educational background Arts, Commerce and Engineering.

The questionnaire is as follows:

Areas	Questionnaire
Perception	Do you know what is cloud computing?
	Do you know how it works?
	Is cloud computing bigger than internet?
	Is cloud computing beneficial for education?
	Do you have practical experience of cloud computing?
	Do you have an idea about cloud computing?
	Do you think cloud computing will bring mega change in IT ?
	Do you think cloud computing is emerging concept and will helpful for every field of life?
Security	Do you think resource sharing is a risk?
	Have repository of your Institute contain confidential data?
	Is sharing of research and development projects of different universities will be harmful?
	Do you think budget is an issue while converting into cloud?
	Do you think working performance of cloud computing is satisfactory?
	Do you think due to confidentiality permission / rights can be an issue?
	Do you convince with service quality of cloud computing?
	Do you satisfy with service availability of cloud computing?
	Is limited data availability is an issue in cloud?

RESULTS AND ANALYSIS

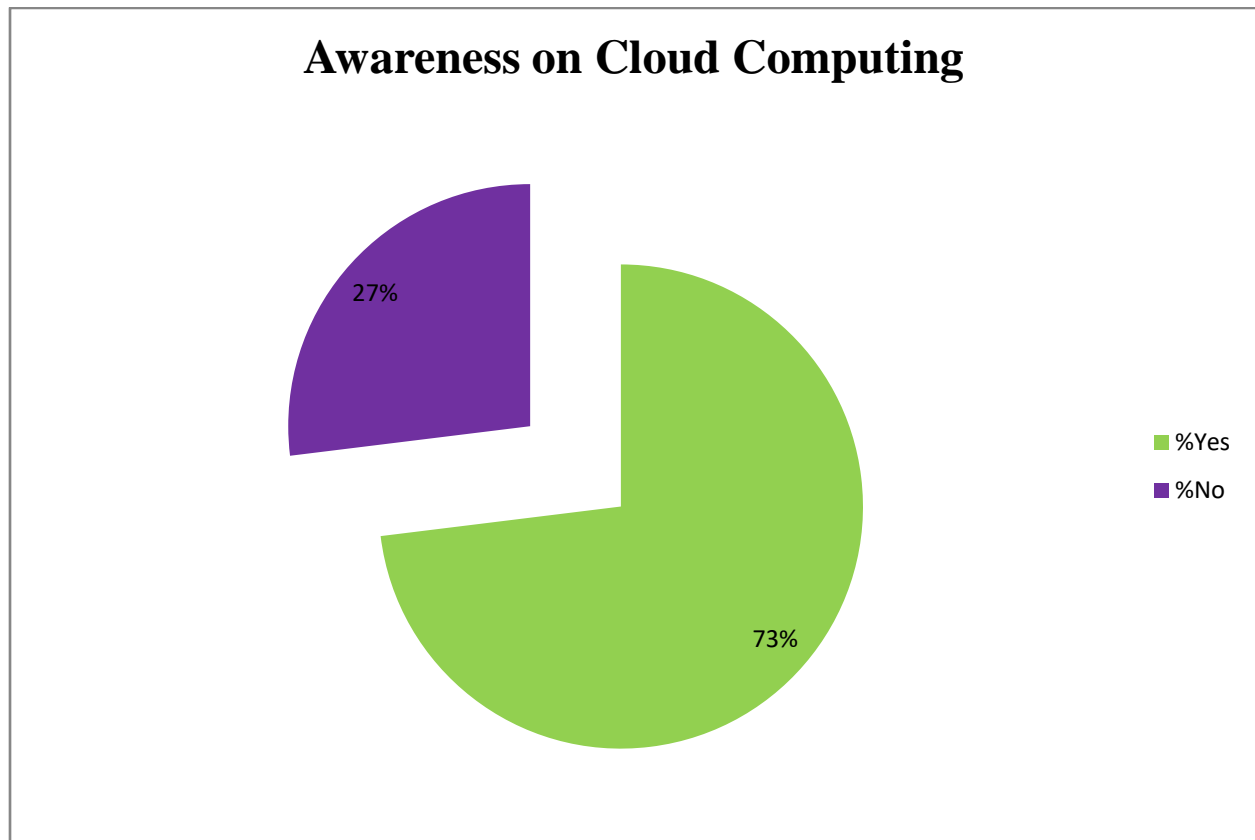


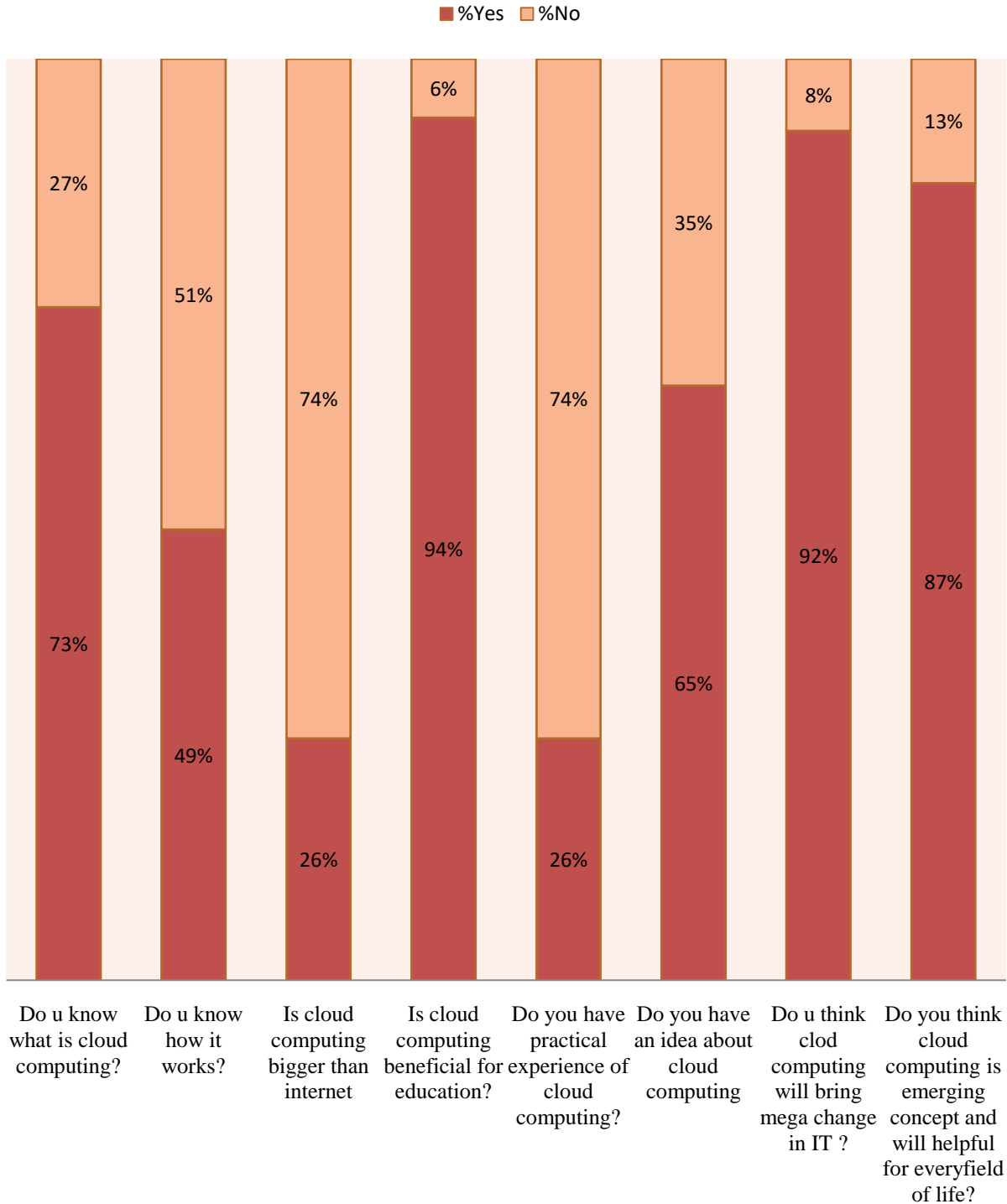
CHART: 1 AWARENESS OF CLOUD COMPUTING: DATA (PRIMARY)

The above Figure is showing about the awareness of cloud computing from the survey. 73% of the participants of received respond are very well aware about the cloud computing while 27% are eliminated due to unawareness of cloud computing.

ANALYSIS ON PERCEPTION BASED QUESTIONS

From the below figure 73% of the people knows about cloud computing and 48% of the respondents know how cloud is working. 94% of the respondents are saying that cloud computing is beneficial for education. 92% of the respondents are thinking cloud computing will bring mega change in IT. 87% of the respondents are thinking the cloud computing is emerging concept and will helpful for every field of life.

Cloud computing perception about professional course students



**CHART:2 PRIMARY DATA: CLOUD COMPUTING PERCEPTION ABOUT
PROFESSIONAL COURSE STUDENTS**

ANALYSIS ON SECURITY BASED QUESTIONS

From the below picture as a part of sharing information 67% says that it is risk. Which shows that perception on risk is not fully accomplished. All the below analysis are the part of security analysis followed by Engineering students on Security which shows us the deviation picture from general scenario.

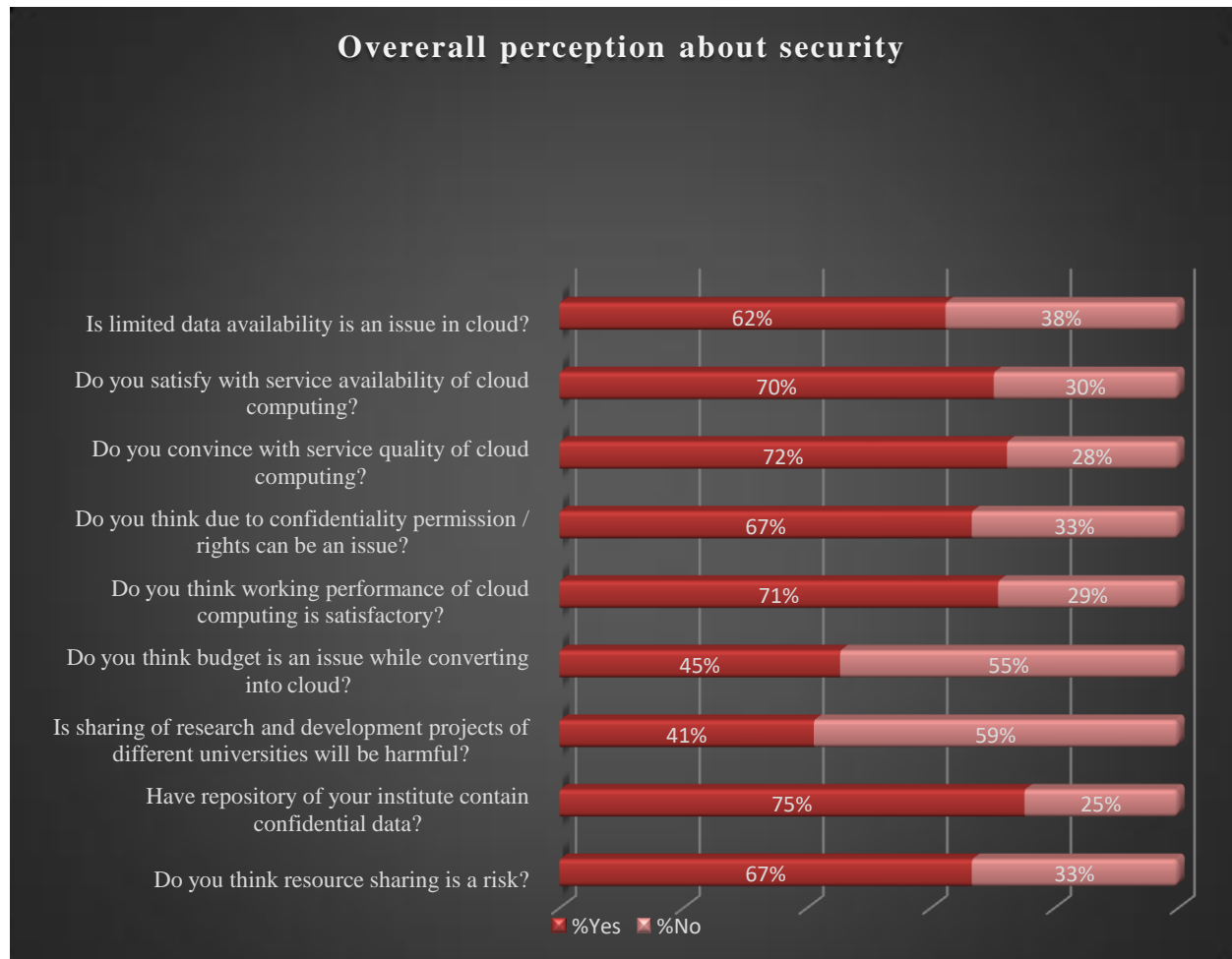


CHART : 3 OVERALL PERCEPTION ABOUT SECURITY

Source : Primary data

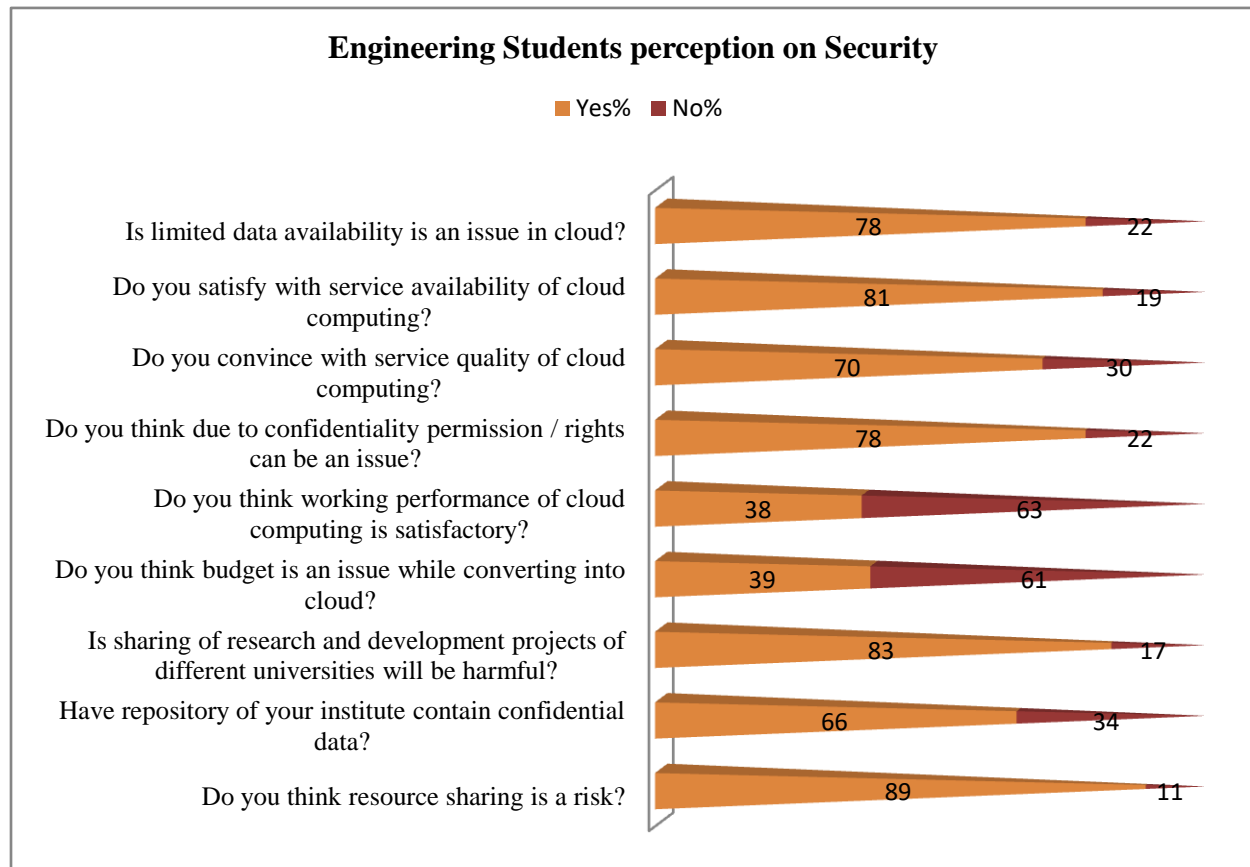


CHART : 4 SECURITY PERCEPTION ABOUT ENGINEERING STUDENTS

Source: primary data

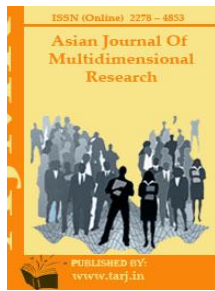
CONCLUSION

Cloud computing paradigm is still relatively young in terms of maturity and adoption. The expectation is that it will undergo several changes in the future, in terms of resources, issues, risks, and ultimately best practices and standards. However, there are some sought advantages that it can potentially provide value for institutions of higher education. On-demand services can resonate positively with the current university tight budgets across the nation and other parts of the world. Several benefits of the transition to cloud computing were pointed out in this paper along with concerns regarding the general implementation. One main conclusion that we draw from this research is that cloud computing may have considerable potential in improving the IT application and infrastructure at higher education institutions. However, since this field is still relatively young, it is strongly recommended that early adopters plan the transition carefully and keep in close contact with organizations that establish industry standards, such as NIST, in order to ensure a uniform and smooth transition. Another outcome is that it may be practical to follow a hybrid approach whereby, depending on the evaluation of the factors outlined above, university IT management and administration may decide to pursue a hybrid approach thus transitioning some application and data to cloud computing while leaving others to be served in-house. One final recommendation,

especially for public universities that receive government funding, is to explore a nation-wide cloud computing offering for higher education institutions that is federally funded. This would ensure that adequate funding is furnished for further research that addresses the concerns raised earlier while encouraging the collaboration across various universities along with official institutions such as NIST and the establishment of standards that would lead to the maturity of cloud computing and its proper adoptions across the industry and academia.

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GAP BETWEEN PERCEIVED AND EXPERIENCED SERVICES: A CASE STUDY OF QUTUB MINAR

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ABSTRACT

As tourism industry is on a high therefore in the research paper the international tourists' perception is sought for Qutub Minar as it is one of the UNESCO World Heritage sites and moreover the most visited tourist spot of Delhi by foreign tourists. An attempt is made to study and analyze International tourist Perception of Qutub Minar on various variables, to study and analyze the level of gap between perceived and experienced services by foreign tourists at Qutub Minar. and to suggest measures to promote Qutub Minar as an international tourist spot. Both primary and secondary sources of data are used in this research study which reveal that no significant difference in the perception of male and female foreign tourists regarding level of gap between perceived and experienced services and different variables at Qutub Minar.

KEYWORDS: *foreign tourists, perceived and experienced services, Qutub Minar.*

INTRODUCTION

In the 21st century the global economy will be driven by three major service industries – technology, telecommunications and tourism. Travel and tourism will be one of the world's highest growth sectors in the current century. Tourism, according to experts is expected to capture the global market and become the largest industry in the world.

The following statistics point to an era of unprecedented growth of tourism around the world.

TABLE 1 INTERNATIONAL TOURIST ARRIVALS (MILLIONS)

Year	1990	1995	2000	2005	2009	2010	2011	2012

World	435	528	674	799	883	940	983	1030
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Source: UNWTO highlights collected in June 2012

Table 1 clearly shows that tourism activity around the globe has experienced growth as the number of foreign tourist arrivals has only increased since 1990. WTO has estimated that international tourism arrivals worldwide would be 1.5 billion by the year 2020. In 2010, world tourism recovered more strongly than expected from the shock it suffered in late 2008 and 2009 as a result of the global financial crisis and economic recession. Worldwide, international tourist arrivals reached 940 million in 2010, i.e. 6.6% up over the previous year and even higher in 2012 and reached 1030 million.

Geographically, the concept of tourism can be sub divided into two categories which are as under:

- **DOMESTIC TOURISM:** It involves traveling by the residents of the given country within their own country Domestic tourism is the foundation on which the entire tourism structure depends. In India domestic tourists' movement in pursuit of leisure activities is estimated at somewhere between 15-20 millions annually and for pilgrimage purposes- many times more.
- **INTERNATIONAL TOURISM:** International Tourism denotes traveling outside the boundaries of a country. India is known for its ancient and rich cultural heritage. We provide many things to all classes of tourists-leisure, pleasure and warm hospitality. Much of our history and culture is still hidden, untapped and unexplored. Therefore, our overseas government tourist offices have to project the correct image of India and make sincere efforts to interact with foreign tour operators and send foreign tourists in large numbers to our country.

Over the decades, tourism has experienced continued growth and deepening diversification to become one of the fastest growing economic sectors in the world . Modern tourism is closely linked to development and encompasses growing number of new destinations. These dynamics have turned tourism into a key driver for socio-economic progress.

Today, the business volume of tourism equals or even surpasses that of oil exports , food products or automobiles. Tourism has become one of the major players in international commerce, and represents at the same time one of the main income sources for many developing countries . This growth goes hand in hand with an increasing diversification and competition among destinations.

This global spread of tourism in industrialized has produced economic and employment benefits in many related sectors - from construction to agriculture or telecommunications.

RATIONALE OF THE STUDY

Tourism in India is a large industry. The World Travel and Tourism Council calculated that tourism generated \$121 billion or 6.4% of the nation's GDP in 2011. It was responsible for 39.3 million jobs, 7.9% of its total employment. As tourism industry is on a high therefore in the research paper the international tourists' perception is sought for Qutub Minar as it is one of the UNESCO World

Heritage sites and moreover the most visited tourist spot of Delhi by foreign tourists as shown in table 2

TABLE 2 MOST VISITED DESTINATIONS IN DELHI

Most visited tourist destination of Delhi	Percentage Count		
	Domestic Overnight Visitors	Domestic day Visitors	Foreign Overnight Visitors
Qutub Minar	51.9	13.9	61.4
Red Fort	45.1	21.8	32
Delhi Zoo	25.1	17	3.6
Pragati Maidan	21	14.7	15.4
Delhi Haat	18.4	11.3	15.8
Jama Masjid	15.2	9	28.6
Akshardham Mandir	12.9	4.1	18.6
Lotus Temple	12.4	4.9	20.4
Hazrat Nizam-ud-din Shrine	11.2	4.7	32.1
National Science Centre Museum	9.3	8.4	4.2

Source: India Tourism Statistics 2010, Annual Report, Ministry of Tourism 2011

Table 2 clearly shoes that Qutub Minar is the most visited monument by the Visitors staying overnight in Delhi Domestic (51.9%) and International (61.4%).

HISTORICAL BACKGROUND of QUTUB MINAR

The Qutub Minar, the highest stone tower in Delhi was built by Qutb-ud-din Aibak, the viceroy of Mohammed Ghori in 1192/1202 & completed by his successor Mohammad-bin-Sam. It was built to celebrate Ghori's victory over Rajputs. It is an Indo-Islamic architectural wonder of ancient India i.e. both Indian & Islamic features are present in it. It is the first monument of Muslim rule in India that heralded the beginning of a new style of art & architecture that came to be known as the Indo-Islamic style. Twenty seven previous Jain temples were destroyed and their materials were reused to

construct the Minar and other monuments. The purpose for building this beautiful monument has been speculated upon apart from the usual role of a minaret-that of calling people for prayer in a mosque. Other reasons are as a tower of victory, a monument signifying the might of Islam or a watch tower for defence. Many historians believe that the Qutub Minar was named after first Turkish Sultan Qutb-ud-din-Aibek but others believed that it was named in honor of Khwaja Qutb –ud-din Bakhtiar Kaki, a saint from Baghdad

ABOUT QUTUB MINAR

Qutub Minar is the most famous monument situated in Qutub complex. It is the tallest brick minaret in the world. It is located at Aurabindo Marg near Mehrauli, 14 km/16 km south of Connaught place in Delhi.

The Minar is a five storey building with a height of 72.5 meters that is 239 ft. It has a diameter of 14.32 meters at the base and about 2.75 meters at the top. The first storey of the Qutb Minar was completed in the lifetime of Qutb-ud-din. His son-in –law and successor, Iltumush added next three storeys .The first three storeys made of red and buff sandstone are heavily indented with different styles of huting, alternately round & angular on the bottom floor, round on the second and angular on the third. The fourth and fifth floors are made of marble and sandstone. It has 379/370 steps from bottom to top. It was damaged by lightening in 1326 & 1368 and was repaired by the rulers of the day, Muhammad-bin-tughlad (1325-51) and FiruzShah Tughluq (1351-88). In 1503, Sikander Lodi carried out some restoration and enlargement of the upper storeys.

QUTAB MINAR-AS A TOURISM HUB IN INDIA

Qutab Minar, the highest brick tower in the world is located in the central part of Delhi. It is a successful tribute to architecture. Owing to the delicate and almost ethereal carvings, it captures tourist's attention. Because entry is open on all days from sunrise to sunset & low charges for entry ticket makes it an attraction point.

OBJECTIVES OF THE STUDY

1. To study and analyze International tourist Perception of Qutb Minar on various variables
2. To study and analyze the level of gap between perceived and experienced services by foreign tourists at Qutub Minar.
3. To suggest measures to promote Qutub Minar as an international tourist spot.

HYPOTHESES FORMULATION

In order to accomplish the above mentioned objectives following null hypotheses have been formulated:

1. H_{01} : There is no significant difference between perception of male and female foreign tourists regarding level of gap between perceived and experienced services at Qutub Minar.

2. H_{02} : There is no significant difference in the perception of male and female foreign tourists regarding different variables of Qutub Minar as an International tourist spot.

RESEARCH METHODOLOGY

This study is descriptive and exploratory. Both primary and secondary sources of data are used in this research study. Primary data have been collected through questionnaire designed to get first hand information from foreign tourists who were approached at Qutub Minar. In total 150 questionnaires were got filled up from respondents selected by random judgement sampling out of which 30 were incomplete questionnaires and only 120 were useable questionnaires. The respondents were asked to rate the different variables of Qutub Minar on a scale of 1-5 (1 – extremely poor and 5- excellent). Secondary data has been collected from various books, articles, print media and internet.

SAMPLE DESIGN

In our sample of 120 respondents 52 (43.33%) are males and 68(56.67%) are females. Out of the total respondents, 76(63.33%) respondents belong to the age category of less than 25 years, 20(16.67%) respondents belong to the age category of 25 to 45 years and the remaining respondents 24 (20%) belong to the age category of above 45 years.

TOOLS OF DATA ANALYSIS

Before analyzing the data, its reliability has been checked by calculating Chron Bach Alpha that comes out to be 0.759. It shows that the data collected is reliable. After confirming the reliability of data collected, the data have been analyzed using independent sample t- test and one way ANOVA on SPSS version 18.

ANALYSIS OF THE DATA

Out of the total 120 respondents, 80(66.67%) of the respondents were visiting Qutub Minar for the first time whereas the remaining 40(33.33%) were revisiting it. As shown in table 3 and figure 1.

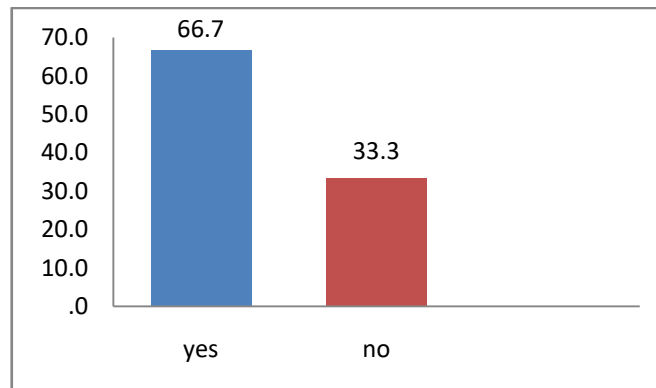
TABLE 3

FIGURE 1

FIRST VISIT TO QUTUB MINAR FIRST VISIT TO QUTUB MINAR

First visit to Qutub Minar	Frequency	Percent
Yes	80	66.7
no	40	33.3

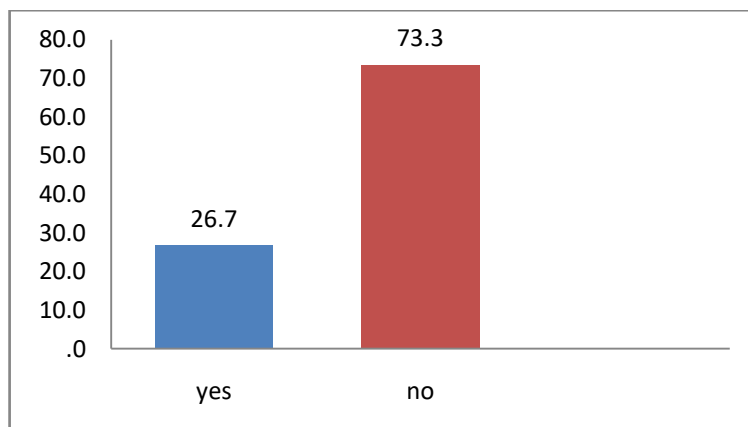
Total	120	100.0
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Out of the total respondents 88(73.33%) of the respondents visited Delhi to see Qutub Minar whereas the remaining 32(26.7%) were not of the same opinion. As shown in table 4 and figure 2.

TABLE 4**FIGURE 2****VISIT DELHI TO SEE QUTUB MINAR****VISIT DELHI TO SEE QUTUB MINAR**

Visit Delhi to see Qutub Minar	Frequency	Percent
yes	88	73.3
no	32	26.7
Total	120	100.0



ANALYSIS OF PERCEPTION OF MALE AND FEMALE FOREIGN TOURISTS REGARDING LEVEL OF GAP BETWEEN PERCEIVED AND EXPERIENCED SERVICES AT QUTUB MINAR

To know the significance of difference between perception of males and females regarding gap between perceived and experienced services at Qutub Minar the following null hypothesis has been formulated:

H_{01} : There is no significant difference between perception of male and female foreign tourists regarding level of gap between perceived and experienced services at Qutub Minar.

To test this null hypothesis the independent sample t-test has been applied the outcome of which is tabulated as follows:-

TABLE 5 INDEPENDENT SAMPLE TEST ON PERCEIVED AND EXPERIENCED SERVICES ON GENDER BASIS

Attributes	Gender	Mean Score (S.D)	T Statistic (P Value)
Level of gap between perceived & experienced services	Male	3.62 (.961)	.373 (.712)
	Female	3.47 (1.125)	

Table 5 reveals the p values of t statistics are more than 5 percent level of significance. Hence at 95 percent level of confidence the null hypothesis H_{01} is accepted. It means there is no significant difference in the perception of male and female foreign tourists regarding level of gap between perceived and experienced services at Qutub Minar. The mean score of this gap in case of both male and female respondents shows that this gap is positive in case of both males and females.

ANALYSIS OF PERCEPTION OF MALE AND FEMALE FOREIGN TOURISTS REGARDING DIFFERENT VARIABLES AT QUTUB MINAR AS AN INTERNATIONAL TOURIST SPOT

In order to check the significance of difference in the perception of males and females about the different variables at Qutub Minar, the following null hypothesis has been framed:

H_{02} : There is no significant difference in the perception of male and female foreign tourists regarding different variables of Qutub Minar as an International tourist spot.

To test this null hypothesis independent sample t-test has been used, the results of which are hereby shown:

TABLE 6 ANALYSIS OF THE VARIABLES ON GENDER BASIS

Attributes	Gender	Mean Score (S.D)	T Statistic (P Value)
Maintenance of the Monument	Male	2.92 (1.188)	.109 (.914)
	Female	2.88(.857)	
Cleanliness around Qutub Minar	Male	2.77(1.092)	.330 (.744)
	Female	2.65(.931)	
Sanitation Facility	Male	2.15(.899)	.437 (.665)
	Female	2.29(.849)	
Guide Availability	Male	2.54(.877)	.611 (.546)
	Female	2.76(1.091)	
Accommodation	Male	2.69(1.182)	.772 (.447)
	Female	3.00(1.000)	
Nearby Food Facility	Male	3.38(1.121)	.991 (.330)
	Female	3.00(1.000)	
Nearby Shopping Facility	Male	3.46(.967)	.688 (.497)
	Female	3.24(.831)	
Ambience	Male	3.23(.832)	.190 (.850)
	Female	3.18(.728)	
Cooperation of locals	Male	2.85(.689)	1.921 (.065)
	Female	3.29(.588)	
Safety Conditions	Male	2.54(.877)	.434 (.668)
	Female	2.71(1.160)	
Connectivity to Qutub Minar	Male	4.31(.480)	.430 (.671)
	Female	4.18(1.015)	
Entry fee	Male	4.00(1.225)	.626

	Female	3.71(1.312)	(.536)
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It is discussed in table 6 that for all the variables of Qutub Minar, the p value for t statistics are more than 5 percent level of significance. Thus at 95 percent level of confidence the above mentioned null hypothesis H_{02} is accepted. It conveys that there is no significant difference in the perception of males and females regarding different variables of Qutub Minar. However the mean scores reveal that for the variables of 'maintenance of the monument', 'cleanliness around Qutub Minar', 'nearby food facility', 'nearby shopping facility', 'ambience', 'connectivity to Qutub Minar' and 'entry fee' the males are more satisfied whereas for the variables of 'sanitation facility', 'guide availability', 'accommodation', 'safety conditions' and 'connectivity to Qutub Minar' the females show more satisfaction levels.

SUGGESTIONS OFFERED BY FOREIGN TOURISTS TO IMPROVE THE FASCINATION OF QUTUB MINAR

In this section the responses given in the form of suggestions offered by foreign tourists to improve the fascination of Qutub Minar have been compiled. Being a descriptive question in itself, the respondents showed reluctance in answering the same. Hence, some of the valuable suggestions obtained with great effort from them have been listed below:

- Adequate safety measures should be adopted with special emphasis on female security.
- There is a need of revolutionary steps to improve cleanliness. There should be more and more trash cans and dustbins placed
- The overall sanitation facility should also be taken care of.
- The food served in India is too oily.
- Overall infrastructure should be developed and improved. The road transport infrastructure should be taken care of and the driving condition should be improved with better management of road traffic.
- Daily necessity things are cheaper but there is a huge difference between the entry fees for locals and foreigners at tourist spots. Better accommodation facilities at reasonable prices should be provided for tourists.

CONCLUSION

India has a huge reservoir of natural and cultural beauty and Qutub Minar is the most valuable asset amongst them. This heritage monument is most visited not only by domestic tourists but by the foreign tourists as well. These international tourists therefore carry the image of tourists' spots as well our country- India to the whole world. The government of India should therefore be very cautious regarding different aspects of such tourists' spots so that the brand India and the places to

visit therein get a positive outlook and more and more international tourists get attracted to visit India.

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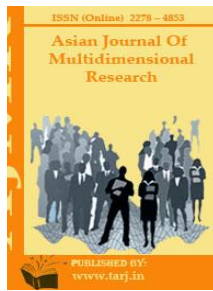
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ECONOMIC RECESSION, EFFICIENCY WAGE AND SKILLED UNEMPLOYMENT: A THEORETICAL ANALYSIS

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ABSTRACT

A three sector specific factor competitive general equilibrium model is developed for a small open economy where unemployment of skilled labour is explained using Efficiency Wage Hypothesis (EWH). In this model efficiency of a skilled worker, which is specific to high skill urban sector, varies positively with its wage and the unemployment rate. Using such a framework we have examined the impact of economic recession on skilled - unskilled wage inequality and skilled unemployment of the economy. We have also analysed the effect of recession on social welfare by considering Gini-coefficient and welfare measure of Sen (1974). The analysis finds that economic recession improves the average unskilled wage of the economy as well as the skilled-unskilled wage gap, but economy - wide effective skilled unemployment might get reduced. Finally it is observed that the impact of recession on Gini-coefficient is indeterminate and, interestingly, overall social welfare and wage inequality might not move in the same direction.

KEYWORDS: *Economic recession, general equilibrium, skilled labour, wage inequality, Efficiency Wage Hypothesis, Gini-coefficient.*

1. INTRODUCTION

The Great Recession of 2008 is the deepest that many countries of the OECD have experienced since the 1930s. It originated in the United States in 2007 and subsequently progressed into a world financial crisis and global economic recession. The worst affected sectors of the economy were construction and finance but from there it spread throughout the economy. It had affected many developing countries including India. The crisis was transmitted to the poorer countries through declining exports, falling commodity prices, reverse migration, and shrinking remittances from

citizens working overseas. This could have major effects in countries which provide large numbers of migrant workers, including Mexico, India, Bangladesh, and Philippines. It had deep implications for employment across the world. It was observed that unemployment went up in all countries of the OECD except for Poland and Germany (Pissarides 2013). Men were affected worse by the recession than the women. The higher incidence among men was pronounced in this recession because of the plight of construction, which is male dominated. Declining growth rate, increasing poverty and massive job losses all have shaken the economic foundation of these countries. Fall in tax revenues due to decline in economic activity was also affecting decisions about the allocation of national resources. The budget constraint was related directly to the ability to finance official development assistance to poorer nations and other programs aimed at alleviating poverty.

The developed countries have desperately fallen back upon monetary and fiscal measures for getting out of the crises. Imports of the developed nations from developing countries fallen sharply. Countries like India and China that are large exporters of high-skill commodities like computer software faced serious problem due to decreased demand from developed countries resulting in lower prices for these products. Decline in prices in turn resulted in lower export earnings, worsening their BOP situation. On the other hand, in order to protect domestic jobs developed countries laid off numerous migrant workers and restricted the entry of new skilled migrants into the country. This type of stringent immigration policies on the part of developed nations adds to the dismay of the developing countries. For example in Spain the Government introduced financial incentives to encourage unemployed migrants to return home.

We consider a static competitive general equilibrium framework to analysis the effect of the recession. Marjit et. al. (2011) also consider a static competitive general equilibrium framework but they have not consider the problem of unemployment in their model. Also, the paper does not consider the overall impact on welfare due to recession. Chaudhuri (2011) in a similar type of set up considered the problem of unemployment and the effect on welfare; but in this paper the problem of recession comes through fall in exogenous foreign demand of non-traded good. None of the paper considers the effect of recession on skilled-unskilled wage ratio.

In our paper, we consider a small open dual economy with three sectors and four factors - land, unskilled labour, skilled labour and capital. All Sectors produce final commodity of which one sector produces an agricultural commodity using land, capital and unskilled labour. In this unorganized sector unskilled workers receive a competitive wage. Another two sectors are urban sectors of which one sector produces a low-skill manufacturing commodity by means of capital and unskilled labour. Unskilled workers in this sector are organized. They successfully bargain with their employers to secure a higher unionized wage, than their counterparts in agricultural sector. Finally, another urban sector uses capital and skilled labour to produce a high-skill commodity. Agricultural sector and high skill urban sector are the two export sectors while low skill urban manufacturing sector is the import-competing sector. Skilled labour, in this model, is specific to high skill urban sector. Unemployment of skilled labour in this model is explained using Efficiency wage hypothesis (EWH). On the contrary, we have ignored the unemployment of unskilled labour as we like to emphasize on the EWH and the resultant skilled unemployment¹. The efficiency function of skilled labour is a simplified version of Agell and Lundborg (1992, 1995), where efficiency of a skilled worker varies positively with its wage rate and the unemployment rate in the labour market.

Using such a framework we derive some interesting results from the model. Economic recession in this structure leads to an expansion of low skill manufacturing sector and contraction of both agricultural sector and high skill manufacturing. It also improves the average unskilled wage of the economy and skilled-unskilled wage gap. Interestingly economy-wide effective skilled unemployment gets reduced as a result of economic recession. Finally, we have analysed the effect of recession on social welfare by considering Gini-coefficient and welfare measure of Sen (1974).

The paper is organized as follows. Section 2 describes the model and the consequences of economic recession are presented in section 3. Concluding remarks are made in section 4.

2. THE MODEL

We consider a small open dual economy with three sectors: one rural and two urban. There are two types of labour, skilled and unskilled. Sector 1 is a rural sector which produces an agricultural commodity using land, capital and unskilled labour. This is an unorganized sector where unskilled workers receive a competitive wage, W . The capital-output ratio in sector 1, a_{K1} , is assumed to be technologically given.² Sector 2 is an urban sector that produces a low-skill manufacturing commodity by means of capital and unskilled labour. Unskilled workers in this sector are organized. They successfully bargain with their employers to secure a higher unionized wage, W^* , than their counterparts in sector 1. Finally, sector 3, another urban sector, uses capital and skilled labour to produce a high-skill commodity. Sectors 1 and 3 are the two export sectors while sector 2 is the import-competing sector. This type of structure is quite realistic because in most developing countries, technologically very advanced sectors still coexist with primitive indigenous sectors using completely different skill categories of labour but having access to the same sources of capital. Capital in this model is in the spirit of financial capital, which have easy thoroughfare between the sectors guided by the return differential. So capital is perfectly mobile among all the three sectors of the economy while unskilled labour is imperfectly mobile between the first two sectors. The efficiency of each unskilled worker is assumed to be exogenously given and is equal to unity. On the other hand, skilled labour is specific to sector 3. We assume that the Efficiency wage hypothesis (EWH)³ is valid and is applicable to skilled workers only. This gives rise to unemployment of skilled labour. On the contrary, there is no unemployment of unskilled labour. The unskilled workers first try to get employment in the higher paid formal manufacturing sector (sector 2) and those who are unable to get employment are automatically absorbed in sector 1 owing to complete flexibility of the wage rate in that sector. As we like to emphasize on the EWH and the resultant skilled unemployment we ignore unemployment of unskilled labour. The efficiency function of skilled labour is a simplified version of that available in Agell and Lundborg (1992, 1995)⁴. This function can be derived from the effort norm of the skilled workers, which is sensitive to both the skilled wage and the skilled unemployment rate. A higher wage rate motivates the worker to work hard; and a higher unemployment rate raises the disutility in the presence of a threat of firing and thus makes him more disciplined.

All the goods are internationally traded and hence their prices are given internationally. As sectors 2 and 3 produce non-agricultural commodities, land is specific to the rural sector (sector 1) where as skilled labour is specific to sector 3. Sector 2 uses capital more intensively with respect to unskilled labour vis-à-vis sector 1. Production functions of each of the three sectors satisfies all standard neoclassical properties including constant returns to scale⁵ with positive and diminishing marginal

productivity to each factor. Rental rate on capital is perfectly flexible and this flexibility ensures full utilization of capital stock. We do not make any assumption regarding the patterns of trade of our small open economy. This is because the results of the model are independent of the trade patterns of the country. The following symbols will be used for formal presentation of the model.

a_{Ki} =amount of capital of type K required to produce 1 unit of output in the i th sector, $i = 1,2,3$;

a_{N1} = amount of land required to produce 1 unit of output in sector 1;

a_{Li} =unskilled labour-output ratio in the i th sector, $i = 1,2$;

a_{S3} =skilled labour-output ratio in sector 3 (in efficiency unit);

P_i =exogenously given price of the i th commodity, $i = 1,2,3$;

X_i =level of output of the i th sector, $i = 1,2,3$;

h =efficiency of each skilled worker;

W_S =wage rate of skilled labour;

$\frac{W_S}{h}$ =wage rate per efficiency unit of skilled labour;

W^* =unionized unskilled wage in sector 2;

W =competitive wage rate of unskilled labour in sector 1;

r =return to capital of type K;

R =return to land;

L =endowment of unskilled labour (in physical unit);

S =endowment of skilled labour (in physical unit);

v =unemployment rate of skilled labour;

K =economy's aggregate capital stock;

N =land endowment of the economy;

θ_{ji} =distributive share of the j th input in the i th sector for $j = N, S, L, K$ and $i = 1, 2, 3$.

λ_{ji} =proportion of the j th input employed in the i th sector for $j = L, K$ and $i = 1, 2, 3$.

" \wedge " =proportionate change.

Given the perfectly competitive commodity markets, the three price-unit cost equality conditions relating to the three industries are as follows.

$$Wa_{L1} + ra_{K1} + Ra_{N1} = P_1 \quad (1)$$

$$W^*a_{L2} + ra_{K2} = P_2 \quad (2)$$

$$\frac{W_S}{h}a_{S3} + ra_{K3} = P_3 \quad (3)$$

Skilled workers in the two high-skill sectors (sector 2 and sector 3) receive the efficiency wage. We assume that the effort norms of the skilled labour depend positively on both (i) skilled wage and, (ii) the unemployment rate of skilled labour. Therefore, we write

$$h = h(W_S, v) \quad (4)$$

The efficiency function satisfies the following mathematical restrictions:

$$h_1, h_2 > 0; h_{11} < 0; h_{12} = 0.$$

The unit cost of skilled labour in sector 3, denoted by ϖ , is given by

$$\varpi = \left(\frac{W_S}{h(\cdot)} \right) \quad (5)$$

Each firm in sector 3 minimizes its unit cost of skilled labour as given by (5). The first-order condition of minimization is

$$h = W_S h_1 \quad (6)$$

where h_1 is the partial derivative of the efficiency function with respect to W_S . Equation (3) can be rewritten as

$$\varepsilon_h = 1 \quad (6.1)$$

where ε_i is the elasticity of the $h(\cdot)$ function with respect to W_S . This is the modified Solow condition as obtained in Agell and Lundborg (1992, 1995).

Full utilization of N, K and L respectively imply

$$a_{N1}X_1 = N \quad (7)$$

$$a_{K1}X_1 + a_{K2}X_2 + a_{K3}X_3 = K \quad (8)$$

$$a_{L1}X_1 + a_{L2}X_2 = L \quad (9)$$

There is unemployment of skilled labour in the economy and the rate of unemployment is v . The skilled labour endowment equation is, therefore, given by

$$a_{S3}X_3 = h(1 - v)S \quad (10)$$

Using (7) and (10), equations (8) & (9) can be rewritten as

$$\left(\frac{a_{K1}}{a_{N1}} N \right) + a_{K2}X_2 + a_{K3} \left(\frac{h(1-v)S}{a_{S3}} \right) = K \quad (8.1)$$

$$\frac{a_{L1}}{a_{N1}} X_1 + a_{L2}X_2 = L \quad (9.1)$$

2.1 THE GENERAL EQUILIBRIUM ANALYSIS AND COMPARATIVE STATICS

In this general equilibrium model there are nine endogenous variables $W, r, R, W_S, h, v, X_1, X_2$ and X_3 and the same number of independent equations; namely, (1) – (4), (6), (7), (8.1), (9.1) and (10). Parameters of the system are P_1, P_2, P_3, L, K and S . The system does not possess the decomposition property. So factor prices cannot be solved independent of factor endowments.

The working of the general equilibrium model is as follows. r is found from (2) as W^* is given exogenously. W_s , h , v are solved from equations (3), (4) and (6). W , R and X_2 are solved simultaneously from (1), (8.1) and (9.1). X_1 and X_3 can be obtained from equations (7) and (10), respectively.

A close look at the price system reveals that given the value of R , sectors 1 and 2 can be conceived to form a Heckscher-Ohlin subsystem (HOSS) as they use two common inputs: unskilled labour and capital. It is sensible to assume that sector 2 is more capital-intensive than sector 1 in value sense with respect to unskilled labour. This implies that

$$\left(\frac{a_{K2}}{W^*a_{L2}}\right) > \left(\frac{a_{K1}}{W a_{L1}}\right)$$

Unskilled workers in this system earn two different wages—either the unionized wage, W^* , in sector 2 or a lower competitive wage, W , in sector 1. The average wage for unskilled labour is given by

$$W_A = \lambda_{L1}W + \lambda_{L2}W^* \quad (11)$$

Where λ_{L1} and λ_{L2} denote the proportion of unskilled labour employed in sectors 1 and 2, respectively.

3. CONSEQUENCES OF ECONOMIC RECESSION

In this section of the paper we are going to examine the consequences of economic recession in the high skilled sector on the informal sector wage and urban unemployment of skilled labour. An economic recession in the skilled labour market results in a decline in the price of the high-skill commodity, P_3 . Sector 2 is also in the formal sector, uses unskilled labor but does not experience similar fall in the price level. Hence $\hat{P}_3 < 0$ but $\hat{P}_2 = 0$

3.1 EFFECTS ON FACTOR PRICES AND FACTOR ENDOWMENTS

From equation (2) we get $\hat{r} = 0$. Differentiating equation (3), (4) and using the condition $\hat{r} = 0$, we obtain following equations

$$(\hat{W}_s - \hat{h})\theta_{s3} = \hat{P}_3 \quad (3A)$$

$$\hat{h} = \hat{W}_s + \varepsilon_v \hat{v} \quad (4A)$$

Combining (3A) and (4A) we have

$$\hat{v} = -\frac{\hat{P}_3}{\varepsilon_v \theta_{s3}} \quad (4B)$$

Differentiating (6) and using modified Solow condition we can obtain

$$\hat{W}_s = \frac{\varepsilon_v h}{h_{11} W_s^2} \hat{v}, \text{ where, } \frac{\partial h}{\partial v} \frac{h}{v} = \varepsilon_v > 0; h_{11} < 0 \quad (6A)$$

This leads to the following corollary.

COROLLARY 1: The unemployment rate, v , and the skilled wage rate, W_s , always change in the opposite direction.

Using equations (4B), (6A) and (4A) one can write

$$\hat{W}_S = \left(-\frac{h}{h_{11}W_S^2\theta_{S3}} \right) \hat{P}_3 \quad (6B)$$

$$\hat{h} = -\frac{1}{\theta_{S3}} \left[1 + \frac{h}{h_{11}W_S^2} \right] \hat{P}_3 \quad (6C)$$

It should be pointed out here that $\frac{h}{h_{11}W_S^2}$ is the reciprocal of elasticity of $\frac{\partial h}{\partial W_S}$ with respect to W_S . From equation (6B) it is clear that W_S and P_3 always move in same direction.

The above results can be summarized in terms of the following proposition.

PROPOSITION 1: A drop in the price of high skill commodity resulting from economic recession (i) expands sector 2 and contract both sectors 1 and 3; (ii) raises the wage rate of informal as well as average unskilled wage of the economy; (iii) lowers wage rate of skilled labour and rental rate of land endowment.

The intuitive explanations of these results are fairly straightforward. As P_3 falls because of recession sector 3 contracts. So, capital releases from this sector and capital availability increases in the HOSS (in sector 1 and 2). This produces a Rybczynski type effect in the HOSS. As sector 2 (sector 1) is more capital- intensive (unskilled labour intensive), sector 2 expands and sector 1 contracts. This leads to a fall in the demand for land endowment in sector 1. As land is specific to sector 1, its return falls. Now from equation (1); as R falls given P_1 ; W increases to satisfy zero profit condition. Finally, both, increase in informal wage, W , and expansion of higher unskilled wage paying sector leads to an increase in average unskilled wage; W_A ; ⁷ which becomes clear if one looks at equation (11). As the high-skill sector (sector 3) contracts the demand for skilled labour also decreases which in turn lowers the skilled wage rate.

Now, wage ratio of skilled labour and unskilled labour in this model is $\frac{W_S}{W_A}$. And, from the above analysis we get another proposition

PROPOSITION 2: A drop in the price of high skill commodity resulting from economic recession lowers skilled-unskilled wage ratio.

3.2 EFFECT ON OVERALL EFFECTIVE SKILLED UNEMPLOYMENT

Let us examine the consequences of reduction in the price of high-skilled commodity due to recession on the overall effective skilled unemployment⁸, denoted by U , and is given by

$$U = v h S \quad (12)$$

$$\text{Differentiating (12) we have } \hat{U} = \hat{v} + \hat{h} + \hat{S} \quad (12A)$$

Using (4B) and (6C), equation (12) gives⁹

$$\frac{\hat{U}}{\hat{P}_3} = -\frac{1}{\theta_{S3}} \left(1 + \frac{1}{\varepsilon_v} \right) - \frac{h}{h_{11}W_S^2\theta_{S3}} \quad (13)$$

$$\text{If } \left[1 + \frac{h}{h_{11}W_S^2} \right] > \frac{1}{\varepsilon_v} \text{ then } \frac{\hat{U}}{\hat{P}_3} > 0.$$

PROPOSITION 3: A fall in the price of high skill commodity leads to an increase in skilled unemployment rate but may reduce economy- wide effective skilled unemployment.

Using (4A), (12A) and assuming S as constant we can write $\hat{U} = (1 + \varepsilon_v)\hat{v} + \hat{W}_S$. From corollary 1 it is observed that the average unskilled wage, W_A , and the skilled unemployment rate, v , are positively related. As sector 2 expands and sector 1 contracts following a reduction in P_3 , W_A rises which in turn raises, v . On the other hand W_S falls as P_3 plummets. Hence the effect on economy-wide effective skilled unemployment, (vhS) is somewhat uncertain. It depends on the rate of fall and increase in W_S and v , respectively. From the above analysis it is clear that economy- wide effective skilled unemployment decrease although the skilled unemployment rate increases, under the sufficient condition $\left[1 + \frac{h}{h_{11}W_S^2}\right] > \frac{1}{\varepsilon_v}$. Economic meaning of this condition is that mode value of the reciprocal of elasticity of $\frac{\partial h}{\partial W_S}$ with respect to W_S plus one is greater than reciprocal of the elasticity of the efficiency function of skilled labour with respect to unemployment rate of skilled labour.

3.3 EFFECT ON WELFARE

Gupta and Dutta (2011) have showed that, in models with unemployment of some kind of labour, skilled-unskilled wage inequality and Gini-coefficient may not move in similar direction. As, we have unemployment of skilled labour in this model, so we consider the Gini Coefficient of wage income distribution as a measure of wage income inequality of working population; and this Gini Coefficient, denoted by G , is obtained as follows¹⁰.

$$G = \frac{S(v-1)\left(1 - \frac{W_S}{W_A}\right)L + G^L(L-1)}{(S+L-1)\left(1 + \frac{S(1-v)W_S}{LW_A}\right)} \quad (14)$$

where

$$G^L = \frac{a_{L1}X_1a_{L2}X_2(W^*-W)}{(L-1)LW_A} \quad (15)$$

Here, G^L is the Gini Coefficient of wage income distribution within unskilled workers. From equation (14), it is clear that Gini Coefficient of wage income distribution of the entire working population depends on the Gini Coefficient of wage income distribution within unskilled labours, unemployment rate of skilled labours; v and on the relative wage; $\frac{W_S}{W_A}$. Also, G rises with increase in G^L .

When P_3 falls v rises (from equation (4B)), leading to a fall in $\frac{W_S}{W_A}$ (from Proposition 2); so G rises given G^L . Now in appendix it is shown that when L is very small G^L falls due to fall in P_3 . So, due to fall in P_3 , G and G^L move in opposite direction. And; the final effect of a change in P_3 on G is indeterminate.

We consider welfare measure of Sen (1974), defined as the per-capita income multiplied by one minus the Gini-coefficient of the income distribution. Let SW be the social welfare measure of Sen (1974) which is given as follows

$$SW = \frac{Y}{(S+L)}(1 - G) \quad (16)$$

Where, Y is total income in the economy expressed as

$$Y = W_S(1 - v)S + W_AL + rK \quad (17) \quad \text{Let}$$

us now try to explain the effect on SW intuitively. Due to fall in P_3 , $W_S(1 - v)$ falls (from equation (4B) and (6B)) and W_A rises (from Proposition 1). So net effect of change in P_3 on per capita income is ambiguous. We have found earlier; due to fall in P_3 ; G rises given G^L but G^L falls. So, G and G^L move in opposite direction. Also, we have noticed that due to fall in P_3 ; skilled-unskilled wage inequality ($\frac{W_S}{W_A}$) falls. But, here welfare rises from the skilled labour perspective and falls from unskilled labour perspective. Hence the net effect on welfare is ambiguous. So due to fall in P_3 ; skilled unskilled wage inequality and overall welfare of the economy may not move in same directions.

4. CONCLUSION

In our paper, we consider a small open dual economy with three sectors and four factors- land, unskilled labour, skilled labour and capital. All Sectors produce final commodity of which one sector produces an agricultural commodity using land, capital and unskilled labour. In the unorganized sector unskilled workers receive a competitive wage. Another two sectors are urban sector of which one sector produces a low-skill manufacturing commodity by means of capital and unskilled labour. Unskilled workers in this sector are organized. They successfully bargain with their employers to secure a higher unionized wage, than their counterparts in agricultural sector. Finally, another urban sector, uses capital and skilled labour to produce a high-skill commodity. Agricultural sector and high skill urban sector are the two export sectors while low skill urban sector is the import-competing sector. Skilled labour, in this model, is specific to high skill urban sector. We assume that the Efficiency wage hypothesis (EWH) is valid and is applicable to skilled workers only. This gives rise to unemployment of skilled labour. On the contrary, there is no unemployment of unskilled labour. As we like to emphasize on the EWH and the resultant skilled unemployment we ignore unemployment of unskilled labour.

This exercise leads to some interesting results. Economic recession in this structure leads to an expansion of low skill manufacturing sector and contraction of both agricultural and high skill manufacturing sectors. It also improves the average unskilled wage of the economy and skilled-unskilled wage gap. So the position of skilled labour worsens due to recession though their overall effective unemployment might get reduced. But the economic conditions of the poor unskilled workers definitely improve. Finally, we have analysed the effect of recession on social welfare by considering Gini-coefficient and welfare measure of Sen (1974). We have shown that due to recession the effect on Gini-coefficient is indeterminate and over all social welfare and wage inequality might not move in the same direction.

However, our model is abstract and does not introduce many important aspects of reality. The problem of market imperfection, which is a salient feature of developing economy, is ignored here. We do not analyze the role of backward institutions on unskilled labour using sectors; and also rule out the possibility of unemployment and of induced inter-sectoral migration caused by inter-sectoral

wage gap. This model does not consider the role of any nontraded final good or intermediate good. Future research should address these issues.

APPENDIX A: DERIVATIONS OF CERTAIN USEFUL EXPRESSIONS

Totally differentiating equations (1),(8.1) and (9.1) respectively we obtain

$$\left. \begin{aligned} \theta_{L1}\hat{W} + \theta_{N1}\hat{R} &= 0 \\ A\hat{W} - A\hat{R} + \lambda_{L2}\hat{X}_2 &= 0 \\ (-\lambda_{K1}S_{NL}^1)\hat{W} - \lambda_{K1}S_{NN}^1\hat{R} + \lambda_{K2}\hat{X}_2 &= (-\lambda_{K3}\hat{S}) + B\hat{P}_3 \end{aligned} \right\} \quad (A.1)$$

Here S_{ji}^k is the degree of substitution between factors in sector k . For example,

$$S_{LL}^1 = \left(\frac{W}{a_{L1}}\right)\left(\frac{\partial a_{L1}}{\partial W}\right), S_{LK}^1 = \left(\frac{r}{a_{L1}}\right)\left(\frac{\partial a_{L1}}{\partial r}\right) \text{ etc. } S_{ji}^k > 0 \text{ for } i \neq j; \text{ and, } S_{jj}^k < 0.$$

Where, $A = \lambda_{L1}(S_{LL}^1 - S_{NL}^1) < 0$;

$$B = \frac{\lambda_{K3}}{\theta_{S3}} \left[\left(1 + \frac{h}{h_{11}W_S^2}\right) - (S_{KS}^3 - S_{SS}^3) - \frac{V}{\varepsilon_v} \right]; V = \frac{v}{(1-v)} > 0 \quad (A.2)$$

If absolute value of elasticity of $\frac{\partial h}{\partial W_S}$ with respect to $W_S < 1$ then $B < 0$.

Solving (12) using Cramer's rule one can derive the following expressions

$$\left. \begin{aligned} \frac{\hat{W}}{\hat{P}_3} &= \frac{\theta_{N1}\lambda_{L2}B}{|D|} < 0; \\ \frac{\hat{R}}{\hat{P}_3} &= -\frac{\theta_{L1}\lambda_{L2}B}{|D|} > 0; \\ \frac{\hat{X}_2}{\hat{P}_3} &= \frac{BC}{|D|} < 0; \end{aligned} \right\} \quad (A.3)$$

Where, $|D| = (\theta_{L1} + \theta_{N1})(S_{NL}^1|\lambda| + S_{LN}^1\lambda_{L1}\lambda_{K2}) > 0$;

As sector 2 is capital-intensive vis-à-vis sector 1 with respect to unskilled labour

$$|\lambda| = (\lambda_{L1}\lambda_{K2} - \lambda_{K1}\lambda_{L2}) > 0.$$

Differentiating equation (7) and using (13) following equations are obtained

$$\frac{\hat{X}_1}{\hat{P}_3} = \frac{\lambda_{L2}B}{|D|} (\theta_{L1}S_{NN}^1 - \theta_{N1}S_{NL}^1) > 0; \text{ if } B < 0 \quad (A.4)$$

(—)

Differentiating equation (11) and using (13),(14) we have

$$\frac{\hat{W}_A}{\hat{P}_3} = \frac{\lambda_{L2}B}{|D|} \{ \alpha\theta_{N1} + \gamma(\theta_{L1} + \theta_{N1})(S_{LL}^1 + S_{NN}^1) \} < 0 \quad (A.5)$$

Here, $\alpha = \lambda_{L1}\frac{W}{W_A} > 0$ and $\gamma = \frac{W-W^*}{W_A} < 0$.

APPENDIX B: DERIVATION OF EQUATION (13)

From equations (4A) and (12A), we have

$$\hat{U} = (1 + \varepsilon_v)\hat{v} + \hat{W}_S \quad (\text{A.6})$$

Using equations (4B), (6A) and (A.6), we obtain

$$\frac{\hat{U}}{\hat{p}_3} = -\frac{1}{\theta_{S3}}\left(1 + \frac{1}{\varepsilon_v}\right) - \frac{h}{h_{11}W_S^2\theta_{S3}} \quad (\text{A.7})$$

Equation (A.7) is same as equation (13) in the body of the paper.

APPENDIX C: DERIVATION OF EQUATIONS (14) AND (15)

$$G = \frac{\bar{\Delta}}{2\mu} \quad (\text{A.8})$$

where

$$\bar{\Delta} = \frac{1}{n(n-1)} \sum_{i=1}^n \sum_{j=1}^n |x_i - x_j|$$

and

μ = Mean Income.

Here,

$$\begin{aligned} \sum_{i=1}^n \sum_{j=1}^n |x_i - x_j| = \\ 2[(W_S - W)a_{L1}X_1S(1-v) + (W^* - W)a_{L1}X_1a_{L2}X_2 + \\ W^*a_{L2}X_2S(1-v)] \end{aligned} \quad (W_S -$$

and

$$\mu = \frac{a_{L1}X_1W + a_{L2}X_2W^* + S(1-v)W_S}{(S+L)} \quad (\text{A.9})$$

Using equations (A.8) and (A.9), we have

$$G = \frac{[(W_S - W)a_{L1}X_1S(1-v) + (W^* - W)a_{L1}X_1a_{L2}X_2 + (W_S - W^*)a_{L2}X_2S(1-v)]}{(S+L-1)(a_{L1}X_1W + a_{L2}X_2W^* + S(1-v)W_S)} \quad (\text{A.10})$$

Using equations (11) and (A.10), we have

$$G = \frac{[(W_S - W)a_{L1}X_1S(1-v) + (W^* - W)a_{L1}X_1a_{L2}X_2 + (W_S - W^*)a_{L2}X_2S(1-v)]}{(S+L-1)(W_AL + S(1-v)W_S)} \quad (\text{A.11})$$

Similarly considering Gini-Coefficient of wage income distribution of unskilled labours

$$G^L = \frac{(W^* - W)a_{L1}X_1a_{L2}X_2}{(L-1)(a_{L1}X_1W + a_{L2}X_2W^*)} \quad (\text{A.12})$$

Using equations (11) and (A.12), we have

$$G^L = \frac{(W^* - W)a_{L1}X_1a_{L2}X_2}{(L-1)LW_A} \quad (\text{A.13})$$

Using equations (A.11) and (A.13), we obtain

$$G = \frac{[(W_S - W)a_{L1}X_1S(1-v) + (W_S - W^*)a_{L2}X_2S(1-v)]}{(S+L-1)(W_AL + S(1-v)W_S)} + \frac{G^L(L-1)}{(S+L-1)\left(1 + \frac{S(1-v)W_S}{LW_A}\right)} \quad (\text{A.14})$$

Using equations (9), (11) and (A.14), we obtain

$$G = \frac{S(v-1)\left(1 - \frac{W_S}{W_A}\right)L + G^L(L-1)}{(S+L-1)\left(1 + \frac{S(1-v)W_S}{LW_A}\right)} \quad (\text{A.15})$$

Equation (A.13) and equation (A.15) are same as equation (15) and equation (14) respectively in the body of the paper.

APPENDIX D: EXPLAINING RELATIONSHIP BETWEEN P_3 AND G^L

From equation (A.13), we have

$$G^L = \frac{(W^* - W)a_{L1}X_1a_{L2}X_2}{(L-1)LW_A}$$

$$\Rightarrow G^L = \frac{(W^* - W)a_{L2}X_2(L - a_{L2}X_2)}{(L-1)LW_A}$$

When P_3 falls W and X_2 increases (from equation (A.2)), W_A increases (from equation (A.5)). $a_{L2}X_2(L - a_{L2}X_2)$ falls as P_3 falls; if L is very small. So if P_3 falls; then G^L falls; if L is very small.

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CONFLICT BETWEEN SELF AND SOCIETY IN ARTHUR MILLER'S PLAY 'ALL MY SONS'

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ABSTRACT

Arthur Miller, a prominent American dramatist, reflects in his plays the average American man's spiritual dilemmas, his inward battles and mental conflicts in a mechanical, competition-ridden society. His protagonists are constantly in an attempt to assert their human dignity on an unwilling and indifferent society. In the play 'All My Sons', Arthur Miller makes it clear that one of the obstacles to man's realization of his true self and the society at large is his imperfect knowledge of the consequences of his own actions. Joe Keller, the central character, in a fanatic allegiance to a family centered dream of success, commits an anti-social action. But when the realization dawns upon him that social interests are larger than the family interests, he commits suicide. Miller attempts to show that along with individual actions, pressures of a materialistic society are also responsible for the final doom.

INTRODUCTION

Arthur Miller is a prominent modern American dramatist and his theatre is essentially a critique of the values and prejudices of the American society of his own time. He reflects in his plays the average American man's spiritual dilemmas, his inward battles and mental conflicts in a mechanical, competition ridden society. He presents in his plays the history of American civilization which is the story of the rise and collapse of the great American dream, a combination of beliefs in the unity of family, the healthiness of competition in society, the need of success, money and the view that America is the great land in which free opportunity for all exists. The American dream was born largely of material aspiration. Up to the end of the nineteenth century and even in the first decades of the twentieth, faith in the unlimited progress and limitless happiness remained viable for the average American. Poverty, stagnation, pessimism and imperfection were considered un-American words. But the 'Depression' of the thirties made the Americans realize that these words, far from being un-American, were, in fact, in-built in its structure. Thus, the period of 'Depression' shattered people's confidence in the 'Great American Dream'.

The socio-political milieu of the Depression decade is the backdrop of the plays of Arthur Miller. He has seized the conflicts and contradictions prevailing in his society in order to dramatize the individual torn between the expected and the actual. His characters find themselves firmly and inexorably planted within a family structure, which in turn reflects the pressures of the society at large. Most of his characters are undistinguished citizens who do not understand themselves or the overwhelming social forces that destroy them; their defects and redeeming qualities are not above criticism, but they have a certain quality of character which may be described as obstinacy, thoughtless obstinacy driving them to a sort of tragic expressiveness. Miller himself attests to this aspect of his characters when he comments:

“The flaw, or crack in the character is really nothing- and need be nothing-but his inherent unwillingness to remain passive in the face of what he conceives to be a challenge to his dignity, his image of rightful status.”¹

The heroes of Miller's drama are creatures afflicted by dilemma and confusion. These are sightless people groping about in darkness. The struggles and fumbling of these men, their desperate and vague search for the identity of the forces, the explanation of their 'bad luck' take in the eyes of Miller, the shape of tragic dimension. In the uncertain, volatile democratic age when values are changing so fast and establishment of human dignity seems to be so much more difficult, the waste of human efforts for self-fulfillment certainly calls for pity and compassion. The heroes contain between them the substance of the tragic material due to their unfulfilled dreams and life long futile struggle.

It is not so that Miller's protagonists dream for the impossible and the unattainable. Reality lies in the seed form in their dreams. But the problem with them is that they want two opposites in an instant. On the one hand, they try to gain family happiness and on the other hand a good name in society. But the democratic society has a tendency to bulldoze the individual into a faceless non-entity. Each of the protagonists is suddenly confronted with a situation which he is incapable of meeting and which eventually puts his 'name' in jeopardy. His inability to answer the question 'who am I?' produces calamity and his ultimate downfall.

In the play 'All My Sons', published in 1947, Miller makes it clear that one of the obstacles to man's realization of his true self and the society at large is his imperfect knowledge of the consequences of his own actions. Joe Keller, the central character, is presented as an avaricious, egocentric businessman nearing sixty. He is the embodiment of the evils of capitalism in which the pursuit of minting money leads to the sacrifice of social as well as human values. Joe has a myopic vision, which is a gift of the same society against which he errs because it is based on the ethics of success. He is a product of the society and also its enemy. His mind and psychology are shaped and distorted by the capitalistic economic system and the chief motivating force behind his shortsightedness is the success code of the society, which he thoughtlessly follows. He is engrossed in false values of the business world where success is aimed at, no matter how it comes. He is a self-made man and has firm faith in the primacy of family. He wants a comfortable home for his family and a successful business to pass on to his sons. In his fanatic allegiance to the family centered dream of success, he allows the supply of no fewer than one hundred and twenty defective cylinder heads to the air force, which leads to the death of twenty-one pilots. He then allows his subordinate, the next door neighbor, Deever, to be imprisoned and disgraced for the former's criminality. His reason for not

telling the government that his cylinder heads were faulty was largely the chilling fear that he would lose his large contract and besides that, his lifetime accumulation of business know-how might be wasted in consequence. In a crucial speech, he tells this to his son:

“I’m in business, a man is in business; a hundred and twenty cracked, you’re out of business; you don’t know how to operate, your stuff is no good: they close you up, they tear up your contracts, what the hell is it to them?”²

Thus, Joe is steadfast in his conviction that his familial loyalty is sufficient justification for his criminal action. He also represents the modern industrialist craving for wealth at the cost of others. However, he is neither malignant nor villainous, rather, one sided and myopic. He knows that a failure in society cannot survive, so, in order to survive in the world of competition, he takes recourse to dishonest means and is not prepared to part with his achievements already made:

“You lay forty years in business and they knock you out in five minutes. What could I do, let them take forty years, let them take my life away?”³

Keller’s reason for committing the crime is not that he never knew what was wrong and what was right but because “his cast of mind cannot admit that he, personally, has any viable connection with his world, his universe or his society.”⁴ An excess of love for his sons makes Keller succumb to the socio-economic pressures of society. The only motivation with him at the moment is to provide to his sons a future based on substantial wealth. He tries to convince Chris, his son, by telling him,

“Chris ...Chris, I did it for you, it was a chance and I took it for you. I am sixty-one year old, when would I have another chance to make something for you”.⁵

However, Chris’s character is the exact antithesis of his father’s character. Joe is committed only to the welfare of his children, whereas, Chris is an idealist whose entire allegiance is to the society. Joe himself aptly sums up Chris’s moral character in a moment of anger when he says,” -----everything bothers him. You make a deal, overcharge two cents and his hair falls out. He don’t understand money”.⁶

In due course of time Keller’s guilt is brought home by the son for whose benefit he had acted like a devil. On knowing his father’s crime Chris holds him guilty of deliberately murdering twenty-one pilots. In consequence of this shocking revelation, the honest son’s love for his dishonest father vanishes. When Keller gives a strange plea that he did all that for him, Chris, with burning fury, indicts his father with the possession of a violent murderous selfishness and exposes his emotional and intellectual myopia:

“For me! Where do you live, where have you come from? For me! ... What the hell do you mean you did it for me? Don’t you have a country? Don’t you live in the world? What the hell are you?”⁷

Keller becomes completely disillusioned when he discovers that Larry, his other son, has committed suicide as a mode of revenge upon his father. The reading of Larry’s letter leaves no doubt in Joe’s mind about the enormity of his crime against humanity. The fact that Larry could have killed his father for what he had done takes away all pretence of ‘family’ as an excuse for his business dealings. He suddenly begins to see through Larry’s eyes and realizes that only his flesh and blood were not his sons but all those who fought in the war:

“Sure he was my son but I think to him they were all my sons. And I guess they were, I guess they were.”⁸

When the realization comes to Joe that the concept of family, which he has been nurturing all his life is not the right one, that there is something bigger than the family and that those who were killed were all his sons, he does put a bullet in his head.

Thus, there is a wide gap between Joe’s dream of a happy and wealthy future for his family and the reality as it is. The dream of success overpowers him to such an extent that he forgets the society and becomes anti-social by betraying the nation at war. Though the responsibility of the crime done is entirely Keller’s own, we cannot afford to forget that the pressures of a materialistic society loomed large behind his decision. Joe has spent a lifetime in building up a business and he knows that if the business is ruined, his and his family’s survival will be at stake. He turns anti-social because he knows that a failure cannot survive in a competition-ridden society.

The problem, thus, Miller explores in his plays is the same which Greek drama puts so powerfully before mankind:

“How are we to live? From what fiat, from what ultimate source are we to derive a standard of values that will create in man a respect for himself, a real voice in the fate of his society, and above all, an aim for his life....”⁹

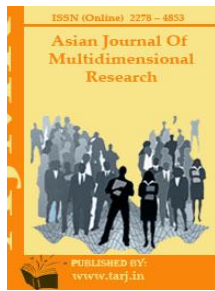
Society, according to Miller, is powerful and mysterious and the personal life of man is inextricably linked with his social existence. Society exists inside man and outside of him as the fish is in the sea and the sea inside the fish. Miller stresses the need rather urgency to build a society where society is not taken to mean a number of houses built adjacently on the same piece of land. Much on the contrary he visualizes a society in which people have a mutually dependent existence sharing alike each other’s joys and sorrows.

Miller seems to believe that a harmonious relationship between the society and the individual can be maintained only when the society as well as the individual tries to understand each other’s complexities. There should be a balance between dreams and obsessions of the individual and the harsh realities of the society. The individual should understand that excessive desire for success brings disaster. The society on the other hand should understand the individual as an essential part of it and that he should not be converted into a cog into the social wheel. Reality of the society should flower into the dream and dream of the individual should be rooted into reality. A healthy recourse can take place only when the individual and the society live as harmoniously as fish lives in water.

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IMPLICATION OF DIFFERENT INDIAN EDUCATION AMMITTEE IN CONTEST OF CONTEMPORARY INDIAN EDUCATION SYSTEM

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ABSTRACT

Knowledge is power and education is a tool to acquire it. Education is one of the most important factors impacting the growth and development of a country's future course. Although globally, the role of education in facilitating economic and social development is well recognised, the importance of education is most evident in developing countries. For them, it is a means for alleviating poverty and engineering social change by controlling population growth, empowering women, promoting democracy and human rights and safeguarding children from exploitation. It reduces economic and social disparity, allowing progress to be shared equally studies indicate that educated people contribute more positively to society and even towards the planet, as they understand the implications of their actions and choices.

INTRODUCTION

Knowledge is power and education is a tool to acquire it. Education is one of the most important factors impacting the growth and development of a country's future course. Although globally, the role of education in facilitating economic and social development is well recognised, the importance of education is most evident in developing countries. For them, it is a means for alleviating poverty and engineering social change by controlling population growth, empowering women, promoting democracy and human rights and safeguarding children from exploitation. It reduces economic and social disparity, allowing progress to be shared equally studies indicate that educated people contribute more positively to society and even towards the planet, as they understand the implications of their actions and choices. Therefore, education is recognised as one of the best financial investments a state can make and it is globally acknowledged that access to good quality elementary education must be treated as a fundamental right (Vimala Ramachandran, Kameshwari Jandhyala and Aarti Saihjee, "Through the life cycle of children: Factors Determining Successful Primary School Completion. Economic and Political Weekly, Vol. XXXVIII, No. 47, November 2003.

“Education is the most powerful weapon, which you can use to change the world.”

- Nelson Mandela

The history of Development of indian education system is very old. Central committee and commission have been set up during British period to improve the education system in India, not only thus, after independence, the Indian government have take some responsible setup to improve the Education system. The description of those committee and commission given as under:-

- The charter Act of 1813.
- The Dispatch of act 1854.
- The Hunter commission of 1882
- The Hartag committee of 1928
- The sargent Report 1944
- National Policy on Education 1968
- Revised national policy on education 1992.
- The 86th constitutional Amendment Act 2002.
- Right to education 2008-09.

CHARTER ACT 1813

The beginning of the system of education in India under the British rule may be traced back to the Clause 43 of the Charter Act of 1813, which governed the functioning of the East India Company. It is stated that a sum of not less than one lakh of rupees in each year shall be set apart and applied to the revival and improvement of literature and the encouragement of the learned natives of India and for the introduction and promotion of a knowledge of the sciences among the inhabitants of the British territories in India. The Act did not specify the term ‘learned natives of India’ and ‘knowledge of the sciences’. It was silent on the medium in which knowledge was to be imparted. As a matter of fact the Clause 43 was of a general nature. It led to a lot of confusion and controversies.

THE DISPATCH 1854 AND ITS IMPACT ON EDUCATION

By 1853 a number of problems had arisen which required immediate solution. As a result of an enquiry made, a dispatch (known as ‘Wood’s Dispatch’) was issued in 1854 reviewing the development of education to date, and proposing certain new schemes for adoption. Sir Charles Wood was the President of the Board of Control in the Coalition Ministry of Earl of Aberdeen (1852-55) in England. Among these the following may be mentioned.

- Departments of Public Instruction under an important officer to be called the Director of Public Instruction were to be created.
- Scheme to establish Universities was to be formulated, whose functions were to hold examinations and confer degrees.
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THE HUNTER COMMISSION (1882) AND ITS IMPACT ON EDUCATION

IMPORTANT RECOMMENDATIONS OF THE COMMISSION

In 1882 an Education Commission, known as the Hunter Commission, was appointed by the Government to report on the whole question of education in the country. The following instructions regarding education were given.

Important recommendations of the commission were as under.

1. Primary education should be encouraged.
2. Grant-in-aid should be encouraged in the field of secondary education.
3. The Government should withdraw from secondary education.
4. There should be two types of courses at the secondary stage: (i) Technical leading to university education, (ii) Technical for commercial and vocational careers.
5. Female education should be encouraged.
6. Certificates should be awarded after school education.

THE HARTOG COMMITTEE 1929 AND ITS IMPACT ON EDUCATION

In 1929, as auxiliary to the Indian Statutory Commission, a Committee was appointed known as the Hartog Committee, to review the position of education in the country. In the opinion of this committee.

- Matriculation examination of the University still dominated the whole of the secondary course.
- The committee recommended that a large number of pupils intending to follow certain avocations should stop at the middle school stage. There should be “more diversified curricula in the schools”.
- The committee also recommended “diversion of more boys to industrial and commercial careers at the end of the middle stage.
- The committee reviewed the position of the training of teachers and the service conditions of secondary school teachers.

THE SARGENT REPORT 1944 AND ITS IMPACT ON EDUCATION

MAJOR RECOMMENDATIONS

In 1944, the Central Advisory Board of education which is an all-India advisory body set up by the Government of India, submitted a comprehensive report on post-war education development containing certain important recommendations.

Recommendations of the Sargent Report relating to secondary education may be summarised as under:

1. The normal age for admission to secondary/high stage should be 11 years.
2. The duration of high schools should be of six years.

3. The admission to high schools should be selective.
4. There should be two types of high schools:
 - (i) Academic high schools providing courses related to arts and sciences.
 - (ii) Technical high schools providing courses related to applied sciences and commerce.
5. Mother tongue (Hindustani) should be the medium of instruction.
6. Girls education should be recommended.
7. Scholarships should be provided on a large school.
8. The curriculum should be flexible.
9. Out of a total annual expenditure of Rs. 312,60 lakhs, an expenditure of Rs. 7,900 was school education.

NATIONAL POLICY ON EDUCATION 1968

The National Policy on Education (1968) stipulated that the implementation of the various educational programmes undertaken in accordance with its directions should be reviewed every five years. However, no such review was done in the next 17 years. It was, therefore, felt that a review should be made. The then Prime Minister Rajiv Gandhi took the initiative in this regard.

The National policy on Education was adopted by the Lok Sabha on May 8, 1986 and the Rajya Sabha on May 13, 1986.

SILIENT FEATURE OF NPE

1. Essence of Education: Education for all and for the all-round development of the individual.
2. National system of Education: (i) Common educational structure of 10+2+3.
(ii) National Curriculum Framework.
3. Education for quality and equality.
4. Child-centered education.
5. Operation black-board.
6. Pace-setting schools.
7. Vocational education.
8. Delinking degrees from Jobs.
9. Investment on education to exceed 6 per cent of the national income.
10. Making the system to work.

REVISED NATIONAL POLICY ON EDUCATION (1992)

The Janata Dal lost power at the Centre to the congress. it appointed the CAGE Committee to review the recommendations of the Ramamurti Committee on NPE. The Committee was headed by Shri

Janardhana Reddy, Chief Minister and Minister of Education, Andhra Pradesh. This committee found little substance in the recommendations of the Ramamurti Committee. On the basis of the Janardhana Committee Report, the NPE 1996 was revised.

Presenting the revised National Policy on Education in both Houses of Parliament on May 7, 1992, the Human Resource Development Minister, Shri Arjun Singh said though the policy formulated in 1986 had stood the test of time, the development during the last few years had necessitated certain alterations.

- Secondary education begin to expose students to the differentiated roles of science, the humanities and social sciences.
- Pace-setting residential schools, Navodaya Vidyalayas, Intended to serve this purpose have been established in most parts of the country on a given pattern, but with full scope for innovation and experimentation.
- The introduction of systematic, well planned and rigorously implemented programme of vocational education is crucial in the proposed educational reorganization.
- Vocational education will also be a distinct stream, intended to prepare students for identified occupations spanning, several areas of activity.

86TH CONSTITUTIONAL AMENDMENT ACT 2002

The 86th Constitutional Amendment Act 2002 has provided for free and compulsory education of all children in the age group of six to fourteen years as a Fundamental Right under Article 21A of the Constitution.

The above act also provides under Article 45 that the State shall endeavor to provide early childhood care and education for all children until they complete the age of six years.

The above Act further provides under Article 51-A (k) that it shall be a fundamental duty of every citizen of India who is a parent or guardian to provide opportunities for education to his child/ward between the age of six and fourteen years.

SILENT FEATURE OF THIS ACT IS

- ✓ Child's Right to Free and Compulsory Education of Equitable Quality.
- ✓ Right of transition Till Completion of Elementary Education.
- ✓ Provision of Facilities for Pre-School Education.
- ✓ Provision of Facilities to Young Persons to Complete Elementary Education.
- ✓ Planning for Provision of Free and Compulsory Education.
- ✓ Responsibility of Schools to Provide Free and Compulsory Education.
- ✓ Prohibition of Screening Procedures and Capitation Fees.
- ✓ Admission to Schools to be Generally done at the Commencement of the Academic Year but not to be Denied at Other Times.
- ✓ Prohibition of Deployment of Teachers for Non-educational Purpose.

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- ✓ Prohibition of Private Tuition by Teachers.
 - ✓ School Management Committees.
 - ✓ Teacher Vacancies in State Schools and Fully-aided Schools not to Exceed 10% of Total Strength.
 - ✓ Accountability of Teachers Employed in State Schools and Fully-aided Schools.
 - ✓ Prohibition of Physical Punishment.
 - ✓ Teacher Training and Innovation.
 - ✓ The salary and allowances payable to, and other terms and conditions of service of, the Chairperson and Members, shall be such as may be prescribed.
 - ✓ Central Government shall, after due appropriation made by Parliament, by law in this behalf, pay to the commission by way of grants such sums of money as the Central Government may think fit to enable the Commission to discharge its functions.
 - ✓ Accounts and Audit of the commission.
 - ✓ It shall be the responsibility of every parent/guardian to enrol his child or ward, who has attained the age of 6 years and above in a school, and to facilitate her completion of elementary education.
 - ✓ Power of Central Government, Appropriate Government and Local Authorities to Issue General Directions.

R.T.E. 2009

After crossing many barriers, the right of children to free and compulsory Education Act 2009 (RTE Act): as passed by the Indian parliament on 4 August 2009 and came into force on 1 April 2010. It provides free and compulsory elementary education to children in the 6-14 age brackets. The new statute makes it obligatory for state governments and local bodies to ensure that every child receives an education in a neighborhood school. The Act's implementation should directly benefit close to ten million children who do not go to school at present.

SILENT FACTURE OF THIS ACT IS**TABLE 1: SCHEDULE OUTLINING NORMS AND STANDARDS FOR A SCHOOL**

No.	Items	Norms and Standards
1.	Number of Teachers	
	For Class I-V	30:1
	For Class VI-VIII	35:1 with at least three subject teachers
2.	Buildings	
		One classroom for every teacher
		An office-cum-store-cum head-teacher's room
		Barrier free access
		Separate toilers for boys and girls
		Safe and adequate drinking water facility
		Kitchen for the midday meal
		Playground and boundary wall
3.	Minimum working days/hours in an academic year	
	For Class I-V	200 working days/800 instructional hours
	For Class VI-VIII	220 working days/1000 instructional hours
4.	Minimum number of working hours per week for the teacher	
		45 teaching hours including preparation hours
5.	Teaching/Learning Equipment	
		Shall be provided to each class
6.	Library	
		Shall be provided to each class
7.	Play material, games, sports equipment	
		Shall be provided to each class

There is a required teacher-student ration of 1:30 at each school that has to be met within a given time frame.

TABLE 2: CONDITIONS OF PUBLIC AND PRIVATE SCHOOLS IN INDIA

Infrastructure for teaching	Government	Private
Per cent of teachers present in school	87.6	89.4

Per cent of teachers trained	85.9	43.8
Per cent of teachers with college degrees	43.7	64.4
Per cent of students present in school	86.9	91.9
Subjects taught in English	26.8	51.1
English Instruction begins in class I	53.2	88.2
Toilet facilities	60.9	78.3
Chairs/desks for all students	29.2	63.5
Blackboards in all classrooms	95.4	98.1
Computers available for students	5.91	29.2
Schools with fans	28.4	63.3
Kitchens for cooked meals	41.3	10.8
Cooks employed by school	74.9	11.1
Teaching materials on the wall	77.3	78.9
Children's work on the wall	67.6	73.9

Source: Human Development Survey 2008, National Council of Applied Economic Research.(--)

CONCLUSION

The committee and commission which is described above has a lot of contribution in the development of Indian education system. Government passed some act to improve the education system on the recordation of these committee and commission. At Present time Indian Education system has reached such a point where every child and person can get education easily. Now the literacy of India is 84.2%. At present time every child and person had the right to get education anywhere in India. This is possible because of these committee and commission. But in the end we want to say that for 100% literacy the Indian government must be taken strong step government and people must be working on the recordation of those committee and commission.

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EVOLUTION OF E-GOVERNANCE

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ABSTRACT

E-governance depends on the use of ICT by mobilization government recourses, and utilizing the internal information resources by the government employees with the help at citizen's acceptability to the changes taking place to provide better services to them. In developing countries, governments are beginning to use e-governance applications to improve their interactions with citizens and businesses and also automate their internal operations. The 1980s marks the end of the first (traditional) era of computer systems and the beginning of the second (micro-based). Overall, the Internet, as a fundamental framework of global and national information infrastructures, provides great opportunities for improving and reshaping interactions among the three constituents of society – government, citizens and businesses. E-governance has facilitated computerization and networking of varied departments and also the delivery of public services. Computerization of internal administration has resulted in automation and improvement in record keeping and file movement. The governments of Singapore, Canada and Switzerland have implemented many citizen-centric portals, and set the benchmarks in this regard. With the help of IT, the government can process citizen to government transactions such as the filing of tax returns, death and birth registration, land records, etc.

KEYWORDS: *E-Governance, Communication, Ethno-Political,*

INTRODUCTION

E-Governance can be simply defined as the application of ever evolving information and communication technologies in the processes of governance, thereby bringing in a profound institutional change in the delivery of government services to the citizens¹. E-governance depends on the use of ICT by mobilization government recourses, and utilizing the internal information resources by the government employees with the help at citizen's acceptability to the changes taking

place to provide better services to them². This process in itself is very complex and varies from one ethno-political culture to another. The nature of polity, public administration units, political culture, ethno-sociological divides, and to a big extent, the divides along economy, geography (urban-rural), gender, define and determine the conditions for good governance. The success of various e-governance projects in different parts of the country bears testimony to this changing situation.

Electronic governance or simply called e-governance has been playing an important role in reengineering and redesigning organizations by integrating information science and technology within the existing administrative and management systems. The nature of the interactive processes and the relations between the citizens and the governments is changing rapidly on a par with new developments and innovations in the field of information and communication technologies³.

In developing countries, governments are beginning to use e-governance applications to improve their interactions with citizens and businesses and also automate their internal operations. Common applications of e-governance include online delivery of government information and services, e-procurement, web-based licensing and registration, online taxation and intra-government systems etc.⁴ E-governance basically aims at improving citizen's access to government information and services. It makes the citizens the focal centre of government in terms of service delivery⁵.

DEFINITIONS

According to the World Bank definition⁶, e-government refers to the use of information technologies (like Wide Area Networks, the Internet and mobile computing) that have the ability to transform relations with citizens, businesses and others arms of government. These technologies can serve a variety of purposes: better delivery of public services to citizens, improved interactions with businesses, citizen empowerment, and more efficient government management.

The United Nations' Public Administration Network (UNPAN)⁷ has defined e-government as utilizing the Internet and the worldwide-web for delivering government information and services to citizens.

The Working Group on E-government in the Developing World defined⁸ e-government broadly as the use of ICT to promote more efficient and effective government, facilitate more accessible government services, allow greater public access to information and make government more accountable to its citizens.

EVOLUTION OF E-GOVERNMENT

Generally, information technology means all the technologies associated with gathering, processing, storing and dissemination of information. Of late, the term has acquired a different connotation. The modern term 'Information Technology' (IT) came into public domain only in the late 1970s and is now used generally to embrace both computer and communication technologies and their common basis – microelectronic technology and all the related software technology.

Up and until the 1970s' computer and telecommunication technologies were regarded as quite distinct, but after remarkable technological changes in microelectronics, software, optics and increased integration of telecommunications with computer technologies, the distinction became increasingly less meaningful. Microelectronic technology has been the common basis both for rapid development and convergence of computer and ICTs. The shift from analogical to digital

technologies in telecommunications has led to switching and transmission systems increasingly resembling computers and embedding increasing amount of software. Many communications facilities are now more or less like computers with special uses.

With the development of networking technology, communications between computers expanded greatly since the early 1960s when on-line computer systems were first developed. Together, these developments have blurred the traditional distinctions between telecommunications and computer technologies and this led to the contemporary definition of information technology. The evolution of information technology – over the past five decades – can be divided into three eras: Mainframe, PC (Personal Computer) plus LAN (Local area network) and the Internet computing. The first functioning electronic digital computer, ENIAC, was built in 1946 in the United States. The period up to 1970s was deemed as the era for organizational mainframe and minicomputer- the era of mainframe. The first microprocessor which was invented by M. E. Hoff, Jr. in 1971 at Intel, a semiconductor company of California, changed the historical trace of information technology development. The central processing unit (CPU) of a computer on a chip became known as a microprocessor. The first personal computer 'the Altair' was developed in 1975. Two years later, Radio Shack introduced first personal computer with keyboard and CRT (Cathode-Ray Tube) display. This was the first complete personal IBM Personal Computer and entered the market in 1981. The PC became an instant hit with the people and the Times Magazine chose the 'personal computer' as its 1982 Man of the Year. Then the local area network revolutionized the way offices functioned.

The 1980s marks the end of the first (traditional) era of computer systems and the beginning of the second (micro-based). The effort that laid the foundation for the Internet started in 1969, known as ARPANET, aimed at building a computer network enabling researchers to share ideas. The initial plan was to link four sites. There were nearly two-dozen sites by the end of 1971 and more than connected hosts rather than networks. It was phased out in 1990 in favour of the more advanced NSFNET, a network established by the National Science Foundation of the United States. NSFNET then served as a technical backbone of the Internet. Simply put, the Internet is a network of networks. It is a huge collection of networks throughout the world.

In the 1990s, the Internet became very popular and embraced by all the peoples with different culture and background. Users of the Internet communicate mainly via electronic mail (e-mail); via Telnet, a process that allows them to login to a remote host; and via implementations of the File Transfer Protocol (FTP), a protocol that allows them to transfer information from a remote host to their local site. Global internetworking and the information superhighway were thus put on the agenda and the concepts of national and global information infrastructures were formulated gradually. Overall, the Internet, as a fundamental framework of global and national information infrastructures, provides great opportunities for improving and reshaping interactions among the three constituents of society – government, citizens and businesses⁹.

The introduction of the system was a landmark, the follow-up action in various states failed to provide it with positive direction, particularly, in the realm of development administration. This paved the way for a crucial national agenda on PR reforms, culminating in the 73rd Constitutional Amendment. Later, several initiatives were launched by non-governmental organizations to involve local communities in managing their own affairs. Many state governments have launched schemes and programmes to promote people's participation. The guidelines of several centrally sponsored

programmes helped community based organizations to formulate and implement development programmes. Among the central ministries, the Ministries of Rural Development, Environment and Forests, Education and Water Resources have taken up remarkable steps. These experiences of utilizing the ICT tools at the grassroots level have increased the transparency and accountability of the state¹⁰.

The Information Technology Revolution Act, 2000, enables the application of information and communication technology in governance – political, economic and social. E-governance has facilitated computerization and networking of varied departments and also the delivery of public services. Computerization of internal administration has resulted in automation and improvement in record keeping and file movement.

E-governance practices in India emerged and evolved mainly from native intuition, but under prescription for a lesser and transparent government by the World Bank and the International Monetary Fund. However, the range of success of e-governance initiatives has not been uniform. The bottom-up demand for delivery of electronic services was bleak initially, but the change in public perception was for the better with the governments roping in private industry and service-oriented organizations gradually. This trend can be established definitely with a review of the success of path-breaking e-governance models in the states of Andhra Pradesh, Karnataka and Kerala. These projects not only caused a jump in the revenue collections of the three state governments, but also timely payment by the citizens. Time and costs for availing public services have come down drastically bringing in a positive change in peoples' perception of e-governance theory and practice. This holds equally true for both the rural and urban populace. The result of all these radical changes in public administration systems is the enhanced satisfaction level of the citizenry on the delivery of public services and simplification of government procedures.

Various state governments have come up with projects and programmes, enabling the online provision of services such as education, medical and health, police, agriculture and extension, employment, passport, registration of vehicles, birth and death certificates, filling of income tax return and the like. The last couple of years have seen e-governance take deep roots in India. Almost every state has an IT policy in place with the aim of evolving itself from being an IT-aware to an IT-enabled government. State governments are fast recognizing the benefits of an IT-enabled working environment.

As of now, e-governance projects are being run only in certain departments. This approach will gradually be extended to all departments eventually, leveraging the power of IT to streamline administrative functions and increase transparency. The governments of Singapore, Canada and Switzerland have implemented many citizen-centric portals, and set the benchmarks in this regard. With the help of IT, the government can process citizen to government transactions such as the filing of tax returns, death and birth registration, land records, etc¹¹.

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