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SIMSJMR
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FOREWORD

“Research is to see what everybody else has seen and to think what nobody else has thought”

SIMSJMR is an exclusive research journal for management students, an initiative by the Research Cell of Symbiosis Institute of Management Studies, Pune. The idea is to encourage and inculcate the practice of research among students. In this issue of SIMSJMR we have a wide array of papers covering various domains of Human Resource like migration, expatriation and managing diversity. The journal also includes a case study on talent acquisition, flow of FDI, branding of products and attrition in BPO industry in the country.

First paper is a case study in **Talent Acquisition Process of XYZ (BPO division)**. Talent acquisition is a continuous and demanding process due to high attrition and competition in industry. This case study talks about the processes followed for talent acquisition in this industry.

Second paper is **Effect of Average Rainfall on Migration of Agricultural Labor**. The paper talks about how migration is proceeding in various parts of India and how it is turning out to be increasingly pivotal towards enhancing work status. The objective of research in this paper is to understand the various factors leading to migration of agricultural work force; understand the mindset of the workers as to why do they opt for this option and the various measures that can be taken keep a check on the unwanted migration

Third paper is **Talent Acquisition: Executive Search– A Case Study**. This case is about a company which is facing problems in acquiring talent in order to fill its top management positions for the new businesses into which they have already ventured.

Fourth paper is a paper on **Understanding and Managing the Expatriate Dilemma**. This paper highlights the impact of HR in enhancing the stability of expatriates. The purpose of this study is to find the difficulties that the expatriate goes through psychologically as well as ethnically. It also reveals the difficulties faced by the organizations as well as the HR department in managing the expats and the steps taken by them to counter this difficulty effectively.

Fifth paper is **Best Practices on Managing Diversity in the Information Technology Industry**. The paper discusses that India is considered as a forerunner in software development and a preferred terminus for IT-enabled services in the global markets. With the emergence of the Information Technology sector the diversity challenges faced by the sector have also been on a rise.

Sixth paper is **Evaluating Effectiveness of Methods/Tools Used for Training vis – a – vis the Learning Styles of Employees in the IT Sector in India**. This paper aims to seek information regarding how organizations evaluate the effectiveness of different methods/tools for training, and whether they take into account the varied learning styles of the employees undergoing the training

Seventh is a case developed on **Impact of HFDI and VFDI**. The case talks about flow of FDI and trade and investment policies in ASEAN.

Eighth is a paper on **How to Accommodate Common Disabilities in Organizations**. This paper focuses on disabled people who remain at a significant disadvantage in the labor market, despite recent positive economic development, and are more often either not employed or employed in jobs requiring fewer skills.

Ninth is a case developed on **COOLAGE – “BE YOUNG”**. It is an apparel company and the case focuses on branding of products.

Tenth paper, **"Popularity of Branded Apparels –Appeal to the Youth & Loyalty towards It "** explores the popularity of branded apparels and aims to find out if youth are attracted towards branded apparels or if they prefer non branded apparels. It also explores into the influential factors that lead to the purchase of a particular brand namely; Brand Name, Product Quality, Design, Store Environment, Price and Promotion. This study also tests if there is any significant difference between the degree of brand preference and the level of agreement with the social status that brands depict.

SIMSJMR provides an opportunity for student researchers to enrich the body of knowledge through their valuable research contributions. Original work in all domains of management is welcome by this journal. Kindly login to www.sims.edu to know more about SIMS as well as SIMSJMR.

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TALENT ACQUISITION PROCESS OF XYZ (BPO DIVISION)

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INTRODUCTION

XYZ is India's foremost and truly integrated telecommunications service provider. The Business Process Outsourcing (BPO) Division of XYZ comprises of a strong work force of 5500 employees (inclusive of Management and Agent level) having requisite skills in project, process, technology and Customer Relationship Management. This division mainly caters to fulfill the requirements of its customers, handling the complaints/requests by providing qualitative solutions for the same. And to action this, it requires skilled and well qualified manpower. The Talent Acquisition (TA) team is given the responsibility of providing adequate manpower to the organization.

Recruitment

The TA Team gets monthly manpower requirement planning (MRP) from work force management (WFM) team and then it starts working on the same. There are different sources of recruitment through which the team sources the manpower requirement such as:

1. **Consultancy firms:** Vendors are empaneled through a contract for a year. The recruiter goes for a drive on regular basis at the vendor location. Initial screening of candidate is done by the recruiters followed by an Operations interview round. Vendors get payout depending on 3 factors:
 - Number of candidates
 - Duration of employment
 - Process
2. **Bring your buddy (BYB) program:** BYB is an innovative method of sourcing interested candidates in BPO. Employees participate in referral scheme whereby candidates are recommended. It is a unique platform that allows its employees to refer their friends and relatives. It helps the organization as this reduces costs on placement/recruitment through consultants and motivates the employee by rewarding them if their referred candidates get selected and join.
3. **Direct:** Here no cost is involved since sourcing is done through website, job fairs, campus recruitments, advertisements, SMS blasts, pamphlets and brochures.
4. **Portals:** The internal recruitment team members put up advertisements on portals like Naukari.com. Interested candidates send in their CVs and the recruitment screens them and then calls the suitable candidate for an interview.

Selection

It includes four main steps:

1. Initial screening

The initial screening checks out whether the candidate has minimum qualification and stays within the stipulated boundary. The steps involved are:

1. Candidate walks in through DAKC Gate 3 for the interview between 10am-5pm.
2. Documents Required:
 - Copy of Resume
 - Passport size photos(2)
 - Photo ID Proof
3. Candidate registers his name at Reception Desk.
4. Initial screening includes the following heads:

DATE OF INTERVIEW	NAME	CONTACT NO.	QUALIFICATION	LOCATION	SOURCE	REFEREE NAME/SOURCE	EMP. CODE

2. HR screening

Recruiter meets candidate and verifies the following:

- Minimum Qualification
- Age
- Location of Stay
- Flexibility to work in rotational shifts
- Languages known
- Work experience
- Communication skills- Listening and Speaking
- Articulate and fluency in Hindi and English
- Comprehension skills
- Body Language

3. Operations screening

Candidates qualifying HR Screening have to undergo an Operations interview round by the managers. These interviews are either face-to-face or telephonic. The Ops Team checks on the knowledge, skills and confidence of the candidate. Duly signed Interview Assessment Sheet is handed over to the HR team.

4. Assessment tests

Eligibility Criteria for some processes require conducting tests to check the communication skills of the candidate. These 3 tests are:

- a. ONLINE TEST- This checks the comprehension skills of the candidates
- b. LANGUAGE ASSESSMENT TEST

- This checks up the English grammar of the candidate
- Ratings are given out of 5
- c. ESSAY WRITING
 - Essay of maximum 200 words is to be written and English writing skills are checked

Selected candidates

Final Short listing of the candidates is based upon their performance in HR and Operational screening. HR interviewers give the selected candidates pre joining Personal Information Form which they are required to fill up and submit. It includes the following:

- Full Name
- Address- Present and Permanent
- Contact Number
- Identification Mark
- Height
- Blood Group
- Source of reference-Re-candidate/Direct/Employee Reference/Consultant
- Educational Qualification
- Professional details
- Pre-employment Medical Declaration

On submission of the form (duly filled) the candidate is issued Offer letter signed by the TA team member. HR personnel explain salary structure, date of joining and documents to be submitted at the time of joining.

Induction

Induction is the process of introducing the candidates to the organization. Candidates join in batches for induction for New Hire Orientation Program. It is conducted on Mondays, Wednesdays and Fridays of every week. There are six main sessions which are –

1. Introduction: Candidates are welcomed to the office. Offer letters are collected from them. Joining kits are distributed to them which includes:

- a. Confirmation to work in rotational shifts
- b. Joining Report
- c. Employee Details Form
- d. Personal Accident Insurance Form
- e. Form of Nomination for Payment of the Amount Secured under Group Personal Accident Insurance Policy
- f. Bank Account Details
- g. Nomination and Declaration Form for Non exempted/Exempted Establishments
- h. ID Card Requisition Form
- i. HR Policies and Process Information Kit
- j. Induction Feedback Form

Simultaneously the forms are filled and data is filled in the terminal under the heads:

SR.NO.	DATE OF INTERVIEW	NAME	DESIGNATION	ATTENDANCE	SALARY	DOCUMENTS	SALARY CHANGE	ID CARD ISSUE
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Finally the names entered in the terminals are checked.

2. Documentation: The candidates are required to hand over the following documents:

- a. Identity Proof
- b. Address Proof(Current & Permanent)
- c. DOB Proof
- d. Academic Qualification Certificate-Attested Copies
- e. Work Experience Certificates

In case the candidates are not able to provide their relevant documents they are asked to join the next batch. Employee Codes are generated for those candidates who submit relevant documents.

3. Transportation and Admin Session: Transportation session includes the following topics-

- Transportation Routes
- Details of cabs available for drop facility
- Geo-Coding
- Night Riders

Admin session includes the following topics-

- ID Details
- Safety Procedures
- Cafeteria Facilities

4. Postpaid Plan: Every candidate is required to have a XYZ postpaid plan. A unique postpaid plan is provided to every employee for his lifetime. The in-charge person gives details about the postpaid plan. Candidate can request for a number of his/her own choice (excluding premium numbers). Required forms and documents are filled and submitted. SIM Cards are given and the assurance is given that the new number will be activated within 7 days.

5. Bank Session: Every employee has to open a bank account in the bank mandated by the organization compulsorily for salary purpose. Bank Officials give details about the bank and account. The candidates have to fill and submit form, photographs and required documents. Then they are given a bank account kit.

6. Office Manager Session: The HR Business Partner gives a presentation on HR session which covers the following topics:

- Leave
- Sick/Casual/Privileged

- Maternity/Paternity/Miscarriage/Adoption Leave
- Compensatory Off/Encashment
- Holidays: 10 Fixed Holidays: 4 National Holidays and 6 Festive Holidays
- Portal Details
 - Captures Attendance, Leave, Overtime, Night Shift, Split Shift, Compensatory Off/Encashment
 - Updates on Required Leaves and Attendance Variance
- Dos and Don'ts
- Incentives and Bonuses
- Medical and Term Insurance, ESIC Benefit
- Provident Fund
- Exit Formalities

CONCLUSION

After the induction is complete, the candidate is given his employee code and their appointment letter and respective training schedule for the next day. Immediately after completion of the joining formalities, the new entrants will be put on training. After completion of the training, the trainees have to appear for the tests. After successful clearance of their tests, the new candidates start their career on the Operations floor.

EFFECT OF AVERAGE RAINFALL ON MIGRATION OF AGRICULTURAL LABOUR

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ABSTRACT

The paper talks about how migration is proceeding in various parts of India and how it is turning out to be increasingly pivotal towards enhancing work status. In 2004-05, Indian work power comprised of around 430 million people, growing every year at around 2% (Economic Survey, 2007). Marginally under 3/5th of it is utilized in farming, for the most part living in provincial zones and creating somewhat more than 1/fifth of the household item. Cultivators structure around 2/3rd of the provincial workforce, the remaining are farming specialists. Industry (mining, assembling, development and utilities) utilizes around 18% of the workforce, creating around 27% of the local yield. In spite of NREGS usage in all locale, migration of unskilled and skilled workers has not halted yet; it is proceeding in parts and pieces. Workers and agriculturists whose wage is insufficient that they can have a regarded life, they are settling on some different alternatives. They are relocating towards urban areas to work in manufacturing plants and development ventures and so on. As it has been talked about often that significant relocation is because of failure of Agriculture as standard employment movement; strategy producers ought to investigate ways and intends to restore the significance of Agriculture as far as business. One vital actuality about migration is that it never can be completely halted as it is under the procedure of advancement. Defective execution of a few welfare enactments and plans has driven towards more movement of provincial poor. To the degree, it appears to be vital for minimized and defenseless class of the general public to relocate and have some respectable business choices.

Keywords: Migration, Agriculture, Rural, Workforce, Livelihood, Alternatives

Objectives

- (1) To understand the various factors leading to migration of agricultural work force
- (2) To understand the mindset of the workers as to why do they opt for this option
- (3) To understand the various measures that can be taken to keep a check on the unwanted migration

INTRODUCTION

More than 70% of the Indian population lives in the rural areas and their main source of livelihood is agriculture hence the Indian economy is heavily dependent on agriculture and the livelihood of the Indian farmer largely depends on the Monsoon rains. Around 58 per cent of the total employment in the country is through agriculture. Also, the agricultural sector in our country contributes to around 18 per cent of the GDP.

Southwest Monsoon in India is a four month long affair from June till September. More than 75 per cent of India's annual rainfall occurs during this period itself. The fate of the Kharif

crops depends on the performance of the southwest Monsoon. Good rains during the season result in bountiful crops which further benefit the farmers.

A major portion of the country's crop area is completely dependent on Monsoon rains as they're not equipped with methods of manual irrigation. Simply speaking, the Indian economy gains due to good Monsoon rains in the country. On the other hand, weak Monsoon rains result in crop failure which affects the economy in a negative manner due to lower production. Later on, this translates into price-rise, low industrial output, and other issues like labor migration. Poverty becomes a very grave phenomenon where a section of society is unable to fulfil the basic necessities of life like bread, cloth, house and education. In rural areas people don't get an employment, their main livelihood is mostly agriculture and in some cases seasonal employment in agriculture, that is why workers face a lot of problems.

According to a study by a Government Institute in 2007 it was revealed that, 77% of the population i.e. nearly 840 million Indians live on less than Rs.20 a day. Indian agriculture became non remunerative, taking the lives of 100,000 peasants during the period from 1996 to 2003, i.e. a suicide of an Indian peasant every 45 minutes. Hence, the rural people from the downtrodden and backward communities and backward regions such as Bihar, Orissa, Uttar Pradesh travel to far distances seeking employment at the lowest rungs in construction of roads, irrigation projects, commercial and residential complexes, in short, building the Shining India. This paper aims to understand in depth, the migration of agricultural labour.

Migration: An Overview and Relevant Issues

It is now recognized that migration is a part of the normal livelihood strategy of the poor and does not occur only during times of emergency or distress. Migration reduces the poverty. Nevertheless, the dominant perception of migration among policymakers, academics and officials in India continues to be that migration is only for survival and that migrants remain poor. Out-migration is greater in the poorly developed agricultural areas, and particularly high amongst the landless farmers. Only few farmers are growing second crop after rice, therefore a major group of small and marginal farmers were free during rabi and summer and did not have work so they migrated elsewhere for job and this seasonal migration is main cause of lacking of agricultural laborers. Most of the farmers earn their livelihood from agriculture.

Finding Work

Many migrants do not necessarily leave their source location with the agent who guarantees them employment; instead going to cities to search for the most profitable work through labor markets and agents at the destination. In many cases it was reported that they have to wait for months before they find work or sometimes they find work that would span only for days leaving them unemployed again

Migration Decisions

Much of the literature on migration focuses on the economic and social factors that push a person to migrate out of his place of origin. On an agricultural economy like ours, the impact of monsoons is greater because of almost complete dependability on rain water for irrigation.

Generally, farmers and other workers dependent on the harvest opt for other means of livelihood after the Kharif season or during periods of low rainfall.

Discussion

This paper focuses on major contributors towards labor migration and the status of migrant labor in India

MIGRATION DUE TO PROBLEMS IN AGRICULTURE: Agriculture has been the base of Indian economy. Agricultural laborers constitute the vital input in the agriculture production. Human resources are very important. Agricultural laborers are migrating to different parts of the country for earning their livelihood and in this way there is in-equilibrium between labour demand and supply. India's top agriculture scientist and one of the architects of India's Green Revolution, Dr. M.S. Swaminathan has warned that the country could face a food crisis if agricultural productivity is not increased and farming is neglected. The future belongs to grains to grains not guns says Dr. Swaminathan. India has about 45 percent of its total area under cultivation one of the highest in the world. In China, the net cropped area is only 10% while the world average is 10.7%. Unfortunately, India's per hectare yield compares quite poorly with many countries of the world. Taking the case of rice, it is estimated that India's average yield today is 2.9 tons per hectare. By comparison, China's average rice yield, at 6.3 tons per hectare, is more than double that of India. Increasing productivity and total food grain production is one of the biggest challenges before our planners today. The productivity of grains can be increased by giving attention to seed, soil health, pest management, life saving irrigation and post-harvest technology. The first Green Revolution was a spectacular success in India and became a role model for many developing nations to improve agricultural production and technology in the dry land cultivation. There is now urgency for a Second Green Revolution in the country. Agriculture is the main source of the population of India. The agriculture on which the bulk of the rural population in our country has to depend for the main source of livelihood is itself largely dependent on the precipitation and distribution of rainfall; failure of rain and consequent failure of agriculture greatly reduce the purchasing power of this large segment of population, recurrence of such situation called as drought. In India, droughts occur once in every five years in some parts of India viz., West Bengal, Madhya Pradesh, Kerala, Coastal parts of Andhra Pradesh, some parts of Maharashtra state, like Marathwada, east and west parts of Maharashtra, interior of south Karnataka, Bihar, Orissa, Rajasthan and other parts of India. At present, Cultivators, small and marginal farmers, agricultural laborers, landless laborers etc., have to face the problems of natural calamities in India. Drought is not caused by niggardliness of nature, but failure of the system properly planning and use of land and water resources. Water resources of India are colossal but they are seasonal, regionally distributed and very compressed also. Planning is reduced to combat recurrent droughts and raging floods. However, the problem of chronic under employment in rural areas is thus essentially due to the event of a failure of seasons and lack of resources.

POVERTY: A MAJOR FACTOR BEHIND MIGRATION

The problem of poverty is directly related to the existence of unemployment, underemployment and low productivity. Agriculture is a seasonal occupation, which cannot

open job opportunities round the year to all. In the absence of irrigation facilities permitting multiple cropping, the monsoon agriculture enjoins on a majority of the rural labor force on a extended period of seasonal unemployment. These helplessness dispirited unemployed labor leave their village homes and join to swell the already over populated areas not only in India but also in other parts of the developing and developed countries, whose agricultural labors are shifting to industrial sector, emphasizes the feature of season and disguised nature of unemployment in the agricultural sector. Season ability arises from the problem of in-elasticity of the time pattern of primary production. We are not short of land quantitatively but we are short of land qualitatively, that is to say, arable lands are not as fertile and productive as we would want, the result is that, people move from these poor soil areas to the urban and agro-based industrial areas and create more problems for the government. The marginal productivity of the members of the family is negligible or zero from agriculture, their continuance in agriculture would add no food to the total. The majority of the agricultural laborer's, small and marginal farmers do not get enough work during the off-season; consequently, they migrate from insufficient food and limited sources of geographical areas to job opportunities areas. Therefore, we can say that agricultural laborers and other workers are migrating from drought prone areas to irrigated and industrially developed areas for part time work or seasonal types of jobs. Especially, Workers migrate from their native places to urban areas or other places of work due to various reasons. Most of the farmers are fully dependent on agriculture and after failure the crop by any reason they don't have any other option for their survival and they turn towards suicide. The major reasons for suicide are:

- Family conflicts, domestic violence, academic failures, and unfulfilled needs.
- Voracious appetite for high-end consumer goods spurred by moneylenders and hire-purchase schemes.
- The wide gap between people's aspirations and actual capabilities.
- The disintegration of traditional social support mechanisms as was prevalent in joint families. Emergence of a trend towards nuclear families, alcohol abuse, financial instability and family dysfunction.
- Failure of crops, huge debt burdens, growing costs of cultivation, and shrinking yield

STATUS OF MIGRANT LABOUR IN INDIA: The problem of seasonal migrant workers in agro-based industries is not a new phenomenon in India. This paper takes the example of the sugar industry - There are more than 500 sugar factories in India. The average crushing season of the sugar factories varies from 116 to 165 days. In the country, Agricultural workers migrate from drought prone areas of Maharashtra state to irrigated areas or industrially developed areas of the state for seasonal work in the sugar factories. There are about 12 lakh sugar cane cutters, transporters, sugarcane harvesting seasonal migrant workers in the Maharashtra state. The majority of seasonal workers or poorer live in the rural areas and belong to the categories of landless laborer's, small and marginal farmers, scheduled castes and scheduled tribes and other backward classes. These people have either no assets with very productivity, a few relevant skills and no regular time or very low paid jobs seasonal. Besides, migrant workers are engaged in different types of jobs such as brick kilns,

salt pans, stone quarries, construction (irrigation, canals, dams, road building) in agri-business like harvesting of sugarcane. Large numbers of bonded laborers nowadays are seasonal migrants. State wise data of migrant workers in different sectors of India are- Haryana state provides employment to a large number of migrant workers from Uttar Pradesh and Bihar. Some workers migrate to Tea and coffee plantations in Karnataka states, West Bengal and Assam states employ migrant laborers from Tamilnadu, Andhra Pradesh and Bihar. Besides, more than 12 lakh inter-state migrant workers work in the agricultural sector. Brick kilns provide temporary employment to around 10 lakh Seasonal migrant workers. Various construction workers, road, railway, buildings, dams, canals etc. seem to employ nearly 20 lakh inter-state migrants. Around 45 lakh inter-state migrant workers work for temporary periods in different sectors. Besides, large numbers of seasonal migrants work in the urban informal manufacturing, construction services or transport sectors as casual labourers and so on. In Maharashtra state, there are 10 lakh handloom and power loom workers, 8 lakh workers who are engaged in building and construction sectors. In the Western Maharashtra state, sugar factories engage near about six lakh seasonal migrant workers from drought prone areas of the state.

RECOMMENDATIONS

1. Improvement of the rural subsistence sector

Indian governments ought to take measures to enhance the subsistence segment, in order to raise country livelihoods and diminish the rural to urban migration. The initial step to enhance the monetary execution of this area is the presentation of new forms of village association. Right now villages in some areas are broadly scattered immeasurable regions and as a rule too little to frame reasonable financial units. They ought to regroup into bigger units to encourage simple conveyance of base, agrarian inputs, and different administrations. This type of association ought to be founded on helpful exertion and self-administration. The new units ought to be built up in territories with high rural potential.

2. Establishment of basic social and economic Infrastructure

This involves the construction of feeder roads to ease the transport of agricultural raw materials to processing industries. Roads of quality such that they can withstand the heavy rainfall conditions as well and which need not be reconstructed again and again. Construction of medical services in rural areas to help deal with the diseases during excess or scarce rainfall. In addition to this, agricultural extension services should be developed and provided in rural areas.

3. Decentralization

Since national governments discover it progressively hard to meet the immense assortment of requirements and requests for open merchandise and administrations by populace bunches the nation over, it is privatizing the conveyance of a few products and administrations and it is decentralizing some national government capacity to neighborhood governments in urban and provincial ranges. After decentralization, nearby groups can better well-spoken their needs

and requests, and neighborhood governments are, in any event on a basic level, in a superior position to meet those requests. Nearby governments and groups can take numerous more choices all alone, and adjust improvement arrangements and projects for urban and rustic ranges to suit the particular needs of the populace.

4. Learning How to Make Better Decisions

The capacity to take decisions and make arrangements for improvement does not easily fall into place, but rather should be scholarly. Limit working of neighborhood governments and groups in urban and provincial ranges is basic to make decentralization work. Great administration is especially imperative in this admiration. Great administration implies that basic leadership is participatory and comprehensive and that the execution of the choices is powerful and productive. It implies that there is specific consideration for the requirements of poor people and that the (natural) needs of future eras are checked.

CONCLUSION

Movement in India is for the most part impacted by Social Structures and example of improvement. The advancement approaches by every one of the legislatures since Independence have quickened the procedure of movement. Uneven improvement is the primary driver of Migration. Added to it, are the differences, Inter local and amongst various financial classes. There are two imperative purposes behind rustic work movement:

- (1) Relocation for survival and
- (2) Relocation for subsistence.

The primary demonstrates the extreme social and financial hardships confronted by country workers, a circumstance where relocation gets to be important to stay alive. These people group are for the most part landless, ignorant and drawn generally from Scheduled Castes, Scheduled Tribes and other discouraged positions. The second purpose behind relocation is additionally established in subsistence and emerges due to the need to supplement pay with a specific end goal to fill the holes of regular work. Such people group regularly move for shorter periods and don't normally travel exceptionally a long way from their homes. Movement is a costly and unsafe procedure and this happens predominantly because of a blend of transients being unconscious of their rights; poor training and aptitudes; a contrary arrangement environment that intends to keep rustic individuals in country ranges and effectively disheartens relocation; monopolistic conduct among managers, contractual workers and work market mediators whereby they play the work business sector to their own particular leeway and segregation taking into account position and sexual orientation. Most difficult issue experienced by vagrants is an absence of access to fundamental administrations, for example, people in general sustenance dispersion framework which gives sponsored nourishment; wellbeing and instruction. Kids who go with their folks for a while at once are frequently not sent to class in the destination either in light of the fact that the schools there can't acknowledge them or on the grounds that there is a dialect issue. Not having enough cash to pay for school expenses may likewise be an issue. This propagates the between generational transmission of neediness: uneducated guardians who need to rely on upon working can't offer their youngsters a superior future. Given the colossal size of

movement, such hardship confronted by transients genuinely bargains the possibilities of such districts and populaces meeting the thousand years improvement objectives.

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TALENT ACQUISITION – EXECUTIVE SEARCH

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INTRODUCTION

GREESH CORPORATE Travels Ltd is a leading player in Meetings, Incentives, Conference and Exhibitions(MICE) and Indian Trade Fair market and reigns over 35% of the market share. It provides end-to-end solutions for domestic and international corporate leisure travel through its all network in India across 30 branches. Organization has portrayed vast experience of more than 32 years in executing MICE, Trade Fair and study tour across American, European and Asian Continents.

As a part of its growth strategy, the organization is focussing at expanding its divisions as it has received Private Equity investments from one of the India's largest Investment Firms. The Greesh Group Ltd. is facing problem in acquiring talent in order to fill its top management positions for the new businesses into which they have already ventured. The organization is aware that acquiring niche and top management positions are very difficult and time is not sufficient with the organization to come with arduous hiring processes with no assurance of getting the right talent.

The requirements which they have are so difficult to fill that even they know that in India only 10-15 candidates would be eligible for the role and for that too there is no guarantee the candidates will definitely convert.

The organization is in crisis because their growth strategy will backfire if they don't get right candidates for the position in the coming 3 months. Organization is even ready to provide 30% hike which is more than the industry standards. Finally, the Greesh Group Ltd decides to outsource this to the best EXECUTIVE SEARCH FIRM in the country –**TCF (Talent Consultant Firm)**.

Talent Consultant Firm (TCF) is now hired to assist the organization to fill the above mentioned position in the stipulated time and to bring the best in the domain to the boardroom of Greesh Travels Corporate Ltd.

Talent Consultant Firm has circulated this case study in order to select the best interns to work for this particular assignment.

PROBLEM STATEMENT

The organization is expanding its horizons, it needs to form a fully fledged new top management team to head the same. For the same 2 positions are yet to be filled by the competent person.

The **challenge is to headhunt** in order to bring onboard to fill the below given two positions-

1. **Head – Marketing (Minimum 10 years plus mandatory MBA in marketing)**
2. **Head – Operations & Customer Service. (Minimum 10 years plus mandatory MBA Operations)**

Profile Snapshot

Profile	Time To Fill	Current CTC	Location	Difficulty to find resource
Marketing	3 months	20- 25 LPA	Mumbai	85%
Operations	3 months	16-20 LPA	Mumbai	88%

(Considering no recruiter database access has been given to you and you have to do headhunting to fill this niche positions. Assume the candidate is supposed to get 30% hike and TCF gets 15% commission on the final CTC of each candidate.)

- (a) Bring out the strategy to enlist the target organizations from where the Candidates could be poached which will match the organization's requirement (Brief JDs are attached for reference). **Please keep in mind that each deal should be beneficial to TCF**
- (b) Create a marketing pitch on which the role will be marketed to the PASSIVE candidates
- (c) Project Management to be defined for the entire schedule
- (d) If, the most suitable candidates are currently working in
 - (i) Delhi (ii) Chennai (iii) Kolkata, settled with family in those places and already with one of the top competitors. Why or Why not you will approach them,
 All the above decisions should be considering the **financial aspects** and should be depicted (for e.g. CTC, Relocation etc. (list is not exhaustive)).

Summarised JD:-

Job Title	Head Operations and Customer Service
Job Purpose	To manage and maintain excellent customer experience and avail internal operational activities ; Close coordination with Sales team to aid business in accordance with overall business strategy ; heading and controlling the entire customer services department
Position Reporting to	COO

Job Title	Head – Marketing
Job Purpose	Business Development/ Marketing / Communications/ build and promote GREESH Corporate Travels Ltd, MICE and Leisure businesses in close partnership with Head of Department's by providing strategic leadership and innovation initiatives.
Position Reporting to	MD

SOLUTION should be on similar lines for the above case:-

- (i) **Strategy to target organizations**

- **Organizations in the same domain-** i.e. other Travel domain giants (Amongst Travel domain also – **Online Travel sector** MakemyTrip, Yatra & **Offline Travel Sector** like Club Mahindra, SOTC, Thomas Cook etc.
- **Organizations with required talent from different domain –**
For e.g. Operations & Customer head could be also poached from Ecommerce companies like Flipkart, Amazon etc. Reason being these companies encounter huge traffic of customers and ecommerce companies have a very efficient customer service department (CSD). Thus any candidate who has headed the CSD of giant ecommerce companies could be the potential candidates as they know how to align the operations according to the business strategy
- **Organizations with different categories**
 For marketing role B2C & B2B roles are different.
 - If B2C marketing is being needed then Brand Managers, Marketing Heads who have worked with FMCG giants like HUL, Marico, Godrej Consumer etc could be targeted.
 - For B2B roles companies like IFF, Firmenich, Merryfair etc could be targeted.
- **Candidates falling in required CTC bracket or more**
 If candidate's current salary is 16 lacs p.a which is less than 20-25 lacs p.a bracket. Since the candidate is supposed to get 30% hike and TCF gets 15% commission on the final CTC of each candidate.

Please find the below table (all figures in LACS) -

Case	Current CTC	NEW CTC after hike	Commission to TCF
1	16	20.8	3.12
2	25	32.5	4.875

Thus, Case 2 is more profitable to TCF and thus candidate with better CTC will yield more revenue to TCF's services.

(ii) **Marketing PITCH**

- **Getting Attention** – Make use of TCF's best Executive Search Firm credibility to get attention of the candidate because when candidate knows that they are speaking to the best in the TA field they pay attention to what you are saying.
- **Client Branding** - Current financial status, partners, Top management, snapshot of different categories and opportunities they have for the growth of the candidate.
- **Comparative Analysis of Growth of the candidate in Current and Client's organization**

- **Organization structure** – e.g. Regional Marketing Head but is supposed to report to 4-5 heads and have less authority to take strategic decisions.

In this case, if a role is provided which has to only report to single head and authority to make strategic decisions are available.

- **Last but not the least the CTC growth and promotion** .(this factor is important especially for candidates who don't see any growth in near future in their current organization)

(iii) **Project Management**

Tool like Gantt chart could be used to manage with sure consideration of the contingency plan, meeting deadlines, and backup of candidates

- (iv) Candidates who are available in Mumbai are approached first, Relocation cost shoots up if bringing candidate from another city and chances of him leaving the organization is higher.

UNDERSTANDING AND MANAGING THE EXPATRIATE DILEMMA

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ABSTRACT

When delving into the international market, native strategies are no longer applicable, global markets require a different line of attack which can be applied internationally. Expatriation therefore is a crucial aspect which has been extended to the corporate to make companies a global success. Since there is a positive relationship between adjustment of the expatriate and the success of the organization, hence focus should be on the psychology of the expatriate. This paper highlights the impact of HR in enhancing the stability of expatriates. The purpose of this study is to find the difficulties that the expatriate goes through psychologically as well as ethnically. It also reveals the difficulties faced by the organizations as well as the HR department in managing the expats and the steps taken by them to counter this difficulty effectively. The results of this paper reveal that in order to make the expatriate successful in his project abroad it is important to fully support his pre-departure, during project and repatriation process. The results also disclose that the expatriate should capitalize on his new skills and knowledge for the expatriation process to be a success. The gaps in the paper include utilization of secondary data only and not taking into account the gender and nationality of the expatriate.

Keywords- Future expatriates, psychology, cross-culture, third culture kids(TCK), training

Objectives

1. To understand the predicament that the expatriate undergoes before joining the project abroad, during his stay and after he/she has returned back.
2. To review the planning that the organization and the HR department has in store for the expatriate in order to fully utilize his resources for the project and in addition his expertise after repatriation.

INTRODUCTION

An expatriate is one who lives outside their native country for work purposes and this process is referred to as expatriation. History suggests that the process of expatriation extended even to great artists, poets, writers, and performers who would perform or write remembering their country with nostalgia. Expatriation was usually confused with exile, the former referring to leaving one's country on one's own account and terms. An important event marked in history in initiating the study of overseas assignment is on the arrival of the Peace Corps in the United States. In the Peace Corps, social scientists were involved in assisting soldiers in cross-cultural adjustment (Lundstedt, 1963). This eventually popularized the concept of expatriation. In the present scenario, expatriates are highly skilled employees who are sent to foreign land for an overseas assignment for a momentary phase. They are the basic source of

knowledge transfer amongst the different organizations across the global diversities (Romero, 2002).

Rising existence of international business

Expatriation has now extended to the corporate to make companies a global success by not confining to only the local markets. In this new age of increasing globalization, expat processes are more of a need from the employees' perspective in order to grow in the organization and welcome novel experiences (Ward et al., 2004). It is equally important for the organization to nurture talents in a global era wherein there are no boundaries. International assignment is prevalent because of budding world trade, the saturation of domestic markets, and increasing competition. Still there are some who do not opt for expatriation due factors including moving families, their own fear of a completely new environment, pressures from spouse, future of kids, and so on. Those expatriates who return after the completion of the overseas assignment have shown high level of performance (Ang, Van Dyne, & Koh, 2006).

Expatriates, who adapt to the new cultural norms, experiences and citizens of the host nation, tend to handle the overseas assignment well. They have an inclination of positive attitude to take up the challenge of working in a foreign land and get an exposure to the new life style reflects the organizational value of the expatriate (Hofstede, 2005). Expatriates who are psychologically balanced handle the process in a better way without getting irritated or homesick. Such an outlook is the result of competence that an expatriate possess on the professional as well as personal front (Katz and Seifer, 1996).

Cross-cultural Modification

There are two kinds of adjustments made by the expatriates where in one is psychological and other one is socio-cultural adjustment (Anderson, 2004). Hence, the expatriate needs to modify his behaviour in the host country accordingly which is done through the human resource manager. This ultimately helps the organization in expanding their business throughout the world. A pre-departure expatriate training increases the chances of success of overseas assignment, this in turn facilitates in reducing the number of impulsive returns of the expatriates.

A cross cultural training by the HR managers play a key role in getting the expatriates well acquainted with the new work-culture and organizational behaviour in terms of spoken or non-verbal conduct (Van Dyne et al., 2010). Ultimately, this helps in easing out the learning orientation in terms of the culture for the expatriates as well as the increasing the profitability of the organization. The prospective expatriates must have cultural intelligence "CQ" to adapt to the unfamiliar culture and employees of that organization (Ang and Earley, 2003). The personality of the expatriate impacts the stability and cross-cultural regulation of expatriate in the host country (Caligiuri, 2000).

Discussion

In order to be successful and to create a strong foothold in the international market, organizations need to understand what makes the expatriate process successful. In the

process, understanding the expatriates' point of view is of utmost value. Emphasis should be on increasing expatriate adjustments by enhancing the Knowledge, skills, and attitudes of the potential expatriate.

Pre-departure- Expatriate Psychology

Before donning the role of an expat any individual would go through a lot of mental strain, anxiety and tension as to what a huge transformation this one step would bring to his life. Will it break your family life, take you away from your friends, will it even add to your career? (Boris Groysberg & Robin Abrahams, February, 2014). The expatriate goes through a lot of thoughts but his main focus is always him and his family. We shall consider these two factors in detail-

His own Capital

Any individual before embarking on such a thrilling yet uncertain journey would first consider whether joining an international assignment would add to his skills, his expertise, his knowledge and finally his growth. He/she would also want to fully understand the country that would be his home for a few years down the line. It is also important for the individual to know the sub-culture of his company abroad so that he is well prepared when he reaches. The future expatriate would want to know minor details involving health insurance, the etiquettes followed, the languages, will be an asset to know the local language, etc. The most important factor would for him to consider the repatriation process of the company before he accepts this assignment.

The family factor

The biggest concern for the individual is his family without the support of which the expatriation cannot be a success. Many companies do not take into consideration this important factor of taking the family into the pre-departure process of training and therefore lose out on the satisfaction factor of the employee. This tends to become one of the biggest reasons for the failure of an expatriation process. It is important for the employee to believe that his family would also get an international exposure. The spouse could avail rich international industry experience, join a different industry, and learn a new skill. The children sometimes are at an impressionable stage or age where they learn another language, easily understand and blend into the new culture, learn faster and develop into what we now call as the "third culture kids"(TCK), who are now being called as the "future expatriates". This has given rise to a novel theory involving children who have lived their formative years in another country. These adolescents have attitudes of open-mindedness and tolerance towards other culture, flexible, are multilingual and distinctive characteristics of adaptability. They are thus inherent expatriates.

HR's Role

The Human Resources can conduct a pre-departure orientation for the employee as well as his family. This ensures that the expatriation process is successful and not a waste to the organization or to the employees' career. The steps that can be taken are listed

Psychological Angle

The HR can hold stress management sessions, inform and discuss at length about the how they can adapt to the new environment and culture.

Currency factor

The employee needs to understand the weight of his new country's currency against his old one.

Insurance

Every other country has a new set of policies in place for health insurance. There is even a whole list of countries that has been listed as best for expatriates according to the expense of health insurance in that particular country.

Education for children

Considering there are children involved, it is always important to find the schools that match the budget and requirement of the parents. Also the employee needs to be informed that a school abroad is not only an opportunity but also a major difficulty while adapting to the culture.

Activities outside of work

An employee might have a list to consider a lot of options of interest that they could pursue in an unknown land which might help them to interact with the locals while having a fun session also.

In addition to this the HR can also organize a demo trip wherein the future expat can get an insight as to what he should expect on touch down. This could include the following:

Orientation on reaching the host country-

The future expat should be briefed about the local laws, rules and regulations and also the unwritten laws that might be strictly followed in the host country.

Orientation on the living environment-

This would include the lifestyle, the insurance policies which are a major point followed in some countries, the educational setting and facilities and also the recreational centres.

Examination of further training requirement-

If the individual is found lacking in basic know-how of certain areas like languages or lifestyle understanding he could be trained additionally.

During Expatriation-Expatriate Psychology

Before this phase of the expatriation the expatriation level one has been completed from both the expat and the organizations' viewpoint. The expatriate has settled down in a few appropriate months' time and so has his biggest support- his family. The initial feeling of anxiety and tension has given way to a new kind of trauma which is the coping stage. This is the survival part where the expat is not only dealing with work pressures but also his/her dealing with culture of the host country. He, additionally, is also dealing with the pressures at home from his spouse and children. This is a very crucial stage where he would require his

HR to be a mentor and guide and come up with solutions to his problems not just at the work front but also at a personal level. Sometimes, spouses or even children might become frustrated with their new environment which might pose a threat to the organization. It could also cause pre-mature return of the expatriate from the project which the organization and HR Department should be wary of.

HR's Role

The HR should have a planned strategy in place for the during-expatriation phase as well to avoid employee turnover. Additionally, it also puts the organization in bad light because it gives the impression of not having a proper expatriation process in place. The steps that can be followed by the HR include:

Encouraging expats- locals interaction

An important element to this theory is that the locals can act as mentors to the expats and help them ease into the transition. A proper mentor system in place would ensure expats perform better for both work and outside work events.

Approval of leaves

It is essential to understand that approving leaves for the expat to go to his native country would help him maintain his peace of mind. Sometimes the HR/organization sanctions free home trips to take the pressure off the expats.

Additional leaves

Sometimes the expats are sent to foreign locations where the standard of living is lower than his host country in such a scenario, extra leaves might be allotted.

Continuous review

It always helps to be one step ahead. The HR Department should always be in contact with the individual and see to it that he is taken care of professionally as well as personally which reduces, if not stop, the employee turnover.

Repatriation-Repatriate Psychology

Repatriation is a process wherein the expatriate has completed his assignment abroad and is ready to head back to his home country. Repatriation just like expatriation is an important step which is sometimes not fully planned which could lead to dissatisfaction in the individual resulting in the employee turnover. The repatriate is apprehensive with regard to the career planning that the organization would have in place for him, if any. It is at this moment when the climax of the whole expatriation process takes place. The repatriate is the same employee the organization had sent abroad but he now has additional skills and expertise which can be an advantage point for the organization. The candidate is now going through certain turmoil where he is looking for an opportunity and a position in his home country which would do justice to his new abilities and knowledge. On the home front, he is expecting his spouse and children to get assisted in settling down and get used to the way of living which would again take time depending on the number of years stayed abroad.

HR's Role

The HR is expected to have a well laid out career plan for the repatriate process. It was found that 59% of expatriates were of the opinion that an expatriate assignment would help them progress within their organization (Stahl et al., 2002). It could be broadly carried out in the following ways:-

Same position

The repatriate could be offered a position similar to what he had last occupied on his international assignment.

Higher position

The repatriate, according to his performance, could also be offered a higher position relative to what he had occupied abroad.

Lower Position

In extreme cases, wherein the individual performed very poorly on his project abroad he is sometimes offered a lower position with respect to his last one.

RECOMMENDATION

Organizations should take an initiative to invest more in such pre-departure training to improve the success of the expatriates. The expatriates need to be valued and should be treated fairly. Some of the criteria for the success of the overseas assignment is selection process of the expatriates which could be done through the revising the HR policies and procedures of the organization.

More research needs to be conducted in bridging the gap between the adjustment of the expatriate and adjustment of the family. One of the suggestions would be that of providing mentor in the host country to the expatriate which will be beneficial in dealing with the odds of the new environment. Such a support at the organizational level guarantees the success of the expatriates in the longer run.

Future research could be focused more on the variables such as the impact of age factor in determining the success of the expatriate's stability overseas. Gender could be another variable which needs to be explored with psychological adjustment as a key indicator in managing the stability of expatriates. Research could be focused on the experience of the expatriates in different locations world-wide.

The reduced pre-mature return of the expatriates can result in reduction of cost of the organization which can be achieved by focusing more on the mentor system.

Another option would be to have a good relation with the host countries which would contribute even more for the success of the expatriation.

Historically the expatriates, for the overseas assignment were based completely on the technical skills and ignored the interpersonal skills, but now equal importance is given to both of the ingredients. Hence, in addition to the pre-departure skill training we could make it more customized for the future expatriates.

CONCLUSION

In a recent piece of news, it was reported that the Japanese expatriates who work in India have been made awfully comfortable in India by the Japanese by building an entire Japanese township near Delhi apart from the other already existing 11 townships in India. These townships are a replica of their Japanese home and country (Dipanjan Roy Chaudhury, ET Bureau, December, 2015). This is the level to which organizations are making their expatriates comfortable in order to also make the project a grand success. Thus, taking a cue from this it is imperative to understand that not only is the pre-departure programme necessary but also the whole expatriation experience at the host country could be made equally beautiful. We as future HR's should also concentrate on the repatriation process and come up with such remarkable unheard of innovative practices which are a preferable situation for both the individual and the organization. Also, it is important to give a human touch to the whole process by handling the employees effectively yet sensitively.

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BEST PRACTICES ON MANAGING DIVERSITY IN THE INFORMATION TECHNOLOGY INDUSTRY

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INTRODUCTION

Information Technology Industry is one of the fastest growing industries worldwide, with a significant contribution of 30.7% to the world GDP. The Information Technology industry in the world has constructed up valuable brand equity for itself in the global markets, it comprises of software industry and information technology enabled services, along with the business process outsourcing (BPO) industry. India is considered as a forerunner in software development and a preferred terminus for IT-enabled services in the global markets. The origin of the industry can be traced back to the development of the hardware and software systems which lead to technological changes over a period of time.

In India, the origin can be traced back to when the workstation manufacturer, Burroughs, asked Tata Consultancy Services to transfer programmers for installing system software for its United States client. The origination of the industry was under critical conditions when the market was controlled by the Government and there were no policies for private players to set up their businesses and thus government policy toward private enterprise was hostile. The industry was begun by Bombay-based companies which entered the business by supplying programmers to global IT firms located overseas. During this time the state controlled economy remained indifferent towards the emerging software industry and thus there were no provisions for bank finances for the exporters working for the IT Sector. Also in India particularly the sector emerged as a consequence of the government policy towards the new emerging sectors brought in by Rajiv Gandhi the then Prime Minister. He introduced the New Computer Policy in the year 1984, which reduced the import tariff on hardware and software and recognised software exports as a delicensed industry thus making bank finances available for it. The new emerging sector was also freed from license permit raj and foreign firms were allowed to set up their units in India. All such policies laid the foundation for development of the Information Technology industry. Today Indian Information Technology companies are world renowned for the services they provide their clients. The world IT industry has emerged due to a rapid changing business environment and high dependence on technological advances.

With the emergence of the Information Technology sector the diversity challenges faced by the sector have also been on a rise. Few of them can be listed as follows:

- **Few Women Employees at the Top Positions**

For instance in all well-known information technology companies only 10% tech jobs belong to women globally. The need for gender shifts in tech companies is necessary in order to accommodate diversity at workplace. Gender equality is an integral part of diversity management, which needs to be managed on a global level with best practices which are adopted by companies in recent times.

- **Race and Ethnicity Issues**

Most of the IT companies are spread globally and thus need to accommodate diversity in the form of race and ethnicity. In most tech companies the percentage of whites working is the highest followed by Asians and Hispanics, the blacks working account for the lowest numbers worldwide. Individuals belonging to different cultures and regions bring in different ideas for the industry to progress at a higher rate.

- **Expanding to New Geographies**

With globalization of the world economies the tech companies are expanding in order to capture a higher market share, this leads to greater diversity in terms of regions, cultures and people.

- **Commitment to Equal Opportunity**

With diversity in workplace every company needs to provide equal opportunity to every employee working for it. A challenge which very few employers are providing a solution for.

- **Employing Physically Disabled**

In order to manage diversity in an organization the employers need to accommodate every individual who has the skills and competencies required for the job, male, female or physically disabled. With growing awareness, the challenge to employee physically disabled individuals is another faced by the industry.

- **Identification of Niche Talent**

Niche talent needs to be identified in order to improve practices and processes in the organization. Tech industry needs to identify such talent to increase efficiency and to survive competition in the industry.

With the above mentioned challenges one needs to understand how important diversity in an organization is. For any organization to succeed in the dynamic business environment the employer need to incorporate the element of managing diversity in the workplace. There needs to be consistent and sustained progress in managing diversity of the workforce in order to grow in the business.

In order to substantiate the best practices in the information technology sector a case study of organizations such as Infosys, Oracle and IBM is dwelled into to get further inference into best practices that are a part of the IT industry.

ORACLE

Background

Oracle is one of the biggest software companies in the world. They provide personalized services to various industries. Similarly they also offer a wide variety of Human Resources and diversity inclusion programs that can serve majority of their employees. They sincerely believe that differences among individuals allow various perspectives on a problem making the final solution more creative and hence more successful. The senior director diversity says that their efforts are based on synergizing both the employees as well as the executives in order to create a personalized work environment for everyone. This also makes the company favorable in the eyes of the top talent in the market.

Some guidelines that help the company achieve its goal of diversity inclusion are:

1. Going beyond mere compliances

It is very important that the company wholeheartedly undertakes inclusion practices and not just to fulfil legal requirements. The Company realizes that to meet the changing requirements of a diverse customer base they need to have an equally diverse workforce. This helps to serve them better by giving rise to an innovation boosting environment due to the different perspectives that come with diversity as well as improved decision making.

2. Identification of newer pools of talent:

Since the current talent pool is very scarce, it is imperative that the company looks for newer pools of talent. The company has recognized military veterans as a prospective pool and are introducing training programs to make the transition from military culture to corporate culture easier

3. Facilitate networking of similar people

Apart from inclusion practices it is essential to help people with similar background connect with each other so that they don't feel alien in the organization. This can be done by conducting socializing events, mentoring etc. This helps the employees realize that there more people like him/her who are a part of the organization and thus encourages employee engagement. By looking at the success of people with similar backgrounds, employees gain confidence on organization and thus promote retention.

Other inclusion activities that the company undertakes are focused on women, physically disabled people and racial minorities.

Women

They have a special leadership program that focuses on women's development, giving them various opportunities to hone their leadership skills. They conduct different networking events, mentorship programs both formal and informal, workshops, webinars etc. This helps the women feel accepted and boosts their morale which also helps in retention.

Physically Disabled

The company has programs to include hearing impaired or deaf people as well as those with physical deformities. They have fulltime interpreters for the hearing impaired helping them cope during meetings, training programs, conferences etc. They also have world class tools to help them contribute to the best of their abilities and achieving their maximum potential.

For the employees with physical deformities they have inclusive infrastructure that makes moving around comfortable. Their floor plan is designed keeping in mind the special needs of such employees.

Thus making it evident that diversity practices help organisations grow through increased participation and employee retention.

INFOSYS

Background

Infosys is an Indian multinational corporation that provides various kinds of services such as outsourcing, information technology, software engineering, business consulting etc. It operates in many countries thus employing people from different parts of the country with different nationality. The company has a collaborative distribution model.

A sudden increase in the women joining the IT made it important for the company to create gender sensitivity and create an inclusive work environment. This made them an employer of choice, women had better careers and it helped in retention of women and prepare them for managerial and leadership positions.

In 2003, a team from the company carried out extensive inquiries, focus group discussions with employees, consulted various academicians to understand gender inclusions. They created an initiative which had a goal to include more women in the company. The core team had one basic premise that diversity and inclusion should be business driven and with a belief that the global audience can be served only if they attract diverse workforce.

The initiative of Diversity and inclusion has certain key focus-

- 1) The business model of the company
- 2) Expansion to new geographical areas
- 3) Workforce demographics
- 4) Following the government or legal requirements
- 5) Commitment of giving equal opportunity
- 6) The social responsibility of the organization

The Objectives of the initiative

- 1) To leverage the advantage the company had in being trust Transformation Company to its clients. For this it needed diverse workforce.
- 2) The company had huge success owing to its global Delivery Model thus it was important that with the right talent they had all the systems in place.
- 3) IT saw an increase of women at the entry levels. Thus, this meant that crucial steps were to be taken to encourage them rise to higher levels in the organizations.

Infosys had to face many problems while designing a framework as they had to keep in mind the Indian culture also. They needed diverse talent pool to innovate rapidly and to be able to reflect the best practices for the client. The IWIN team had to do a ground reality check for this and moreover they could not follow the western model or allow employees to work from home because of certain policies. The billed their clients on an hourly basis so using the productivity measuring model to monitor the work done by employees was also not option. Another problem to be addressed was the Indian socio- culture environment. The women in the society are still stereotyped for certain job positions, they are not proactively encouraged to pursue their careers after their marriage or after they have children. These are the main two issues that the team had to address.

The initiative had to ensure that they give equal opportunities for men and women employees in the organization, they had to ensure a safe working environment to the women employees,

they had to identify multiple sources for recruitment and they had to engage the talent that was acquired.

The AIR strategy (Attract, Increase and retain)

The strategy made the company recruit competitive women at entry level and work towards retaining them in the end. It also insisted on making the women grow in the leadership pipeline. The company made it necessary to include this strategy for all the programs. They have seen to it that they maintain a balance in the gender ratio and increase the number of women in the senior management. Some measures that they had to take were to have an unbiased advisory body to influence the management policies and their decisions, to have a forum where the employees could put forward their grievances and to set up measures to shape the attitude and culture.

Some of the programs under this initiative introduced

- 1) Workshops on gender sensitivity were arranged for the senior managers. They were introduces to gender neutral words.
- 2) They team created a portal on which the women employees could share their concerns and thoughts with each other and clarify anything related to the company.
- 3) Parenting workshops were organized for them.
- 4) The team gave peer counselling to women, established buddy system etc.
- 5) Their stay connected programs helped women with who have gone on maternity leave to stay in touch with what is happening in the organization.
- 6) Diversity week was celebrated during which diversity awareness among the employees was increased.
- 7) Mentoring programs were launched which helped the junior level managers to connect with the senior level managers and learn to grow professionally and personally.
- 8) Various guest speakers were invited to speak to the employees especially women guest speakers.

IBM

IBM has come a long way from its origins starting from 1911, where it has met many hurdles down its way and learnt to overcome each one of them step by step. One of the major hurdles which the company has handled very well is its diversity inclusion mechanisms. It has streamlined the entire process and is continuously improvising its process, to obtain a healthy and constructive environment amongst its employees. IBM as a company were the pioneers in responding to various issues which a lot of companies face presently in the world. Issues like recognition of gays and lesbians in an organisation or a harassment free work environment for women in the organisation. Also issues related to people who have disabilities, about any discrimination amongst them or lack of career opportunities in the organisation.

Support to diversity constituencies

IBM incorporated 8 task forces who were asked to look from the employee's perspective of that particular group that the task force belongs too. This helped IBM look from their eyes to look into the issue that the particular group faces from their own lenses. The 8 task forces were Lesbian/Gay/Bisexual/Transgender (LGBT), Hispanic, Black, Native American, Asian, people with disabilities and women. These task forces were asked to answer questions like:

- 1) How will your group feel valued and welcome at IBM?
- 2) How can you increase and maximize your productivity under the umbrella of the company and how can the company contribute for the same?
- 3) How can the company help in increasing the buying decisions of your group?
- 4) Which external organization who addresses your concerns and well-being should the company have relationships with?

This approach helped in forming a Global council and the answers to these questions acted as the guideline for the council to act upon. The council continues to play an integral part in attracting and retaining the best talent from these groups create a healthy and constructive environment fostering creativity and innovation in the company.

Through this initiative, came the establishment of Diversity Network Groups. These groups were defined as volunteer employee groups having a common goal leading the company to success through teaming, meeting, networking, coaching and mentoring. Apart from this, the market development group was established, which was responsible for the growth of products and services in LGBT, global women's marketplace as well as black and Hispanic owned businesses.

Recruitment

The company has a virtual recruitment programme which is open for all candidates, including under-represented minorities, women and people with disabilities. These virtual recruitment sessions take the help of the company's cloud based platform to perform all its actions.

Partnerships**i. Supplier Diversity**

The company finds it's integral to its profitability and strategic objectives to have a diverse supplier base, resulting in solidifying the connection between customer satisfaction and winning in the marketplace.

ii. Market Development

The market development team in the company is responsible for the increase in market share with businesses owned by Women, hispanics, blacks, Asians and native americans. This is done by showing the business owners how to accelerate the growth of their business by marrying and collaborating their technology and business strategies with the company.

IBM also markets businesses which are owned and developed by women in select country, globally. These woman initiatives can be seen in countries like Russia, Japan, China, India, Greece, Germany says

Cultural Adaptability and Intelligence

The company makes sure that each employee must be able to seamlessly and easily collaborate and enable the business to share resources across borders and business units.

CONCLUSIONS DRAWN OUT BASED ON THE STUDY

It is observed that Information Technology is one of the fastest growing sectors worldwide. In order to be a leading competent market player in the industry, every company in the sector needs to develop employees to increase productivity and efficiency. With globalisation the workforce needs to be managed in a manner which will increase employee retention and allow organisations to grow in the sector bringing in higher organisational productivity.

Various companies in the sector are relating to the industry best practices to manage their global workforce in order to manage diversity effectively and efficiently. Organisations believe that differences among individuals allow various perspectives on a problem, making the final solution more creative and hence more successful. Ideas from various individuals belonging to different cultures adds in more innovation and variety to a given solution, making it more practical.

Companies in the sector now believe that diversity management is not just a legal compliance but is a part and parcel of a global workforce management programme.

It is also observed that companies who practice diversity management concentrate on employee interactions within their own culture and outside their culture. Since they believe that by looking at the success of people with similar backgrounds, employees gain confidence on the organization and thus promotes retention.

More and more companies in the IT sector are creating a gender sensitive culture in their organisation for women employees to be an integral part of the management system. Organisations are particularly institutionalising concrete plans and policy structures for inclusion of women employees in the management system, mainly the top level management. The promotion of best practices in the organisations is leading to high level of retention of employees, leading to reduced cost of hiring and increased workforce participation.

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APPENDIX

Diversity inclusion at Infosys

Gender Inclusion - The Infosys Way: Nandita Gurjar

Nandita Gurjar, SVP & Global Head of Human Resources, Infosys Technologies shares gender inclusion practices in Infosys

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Nandita Gurjar

With over 45,000 women in workforce at Infosys we seem to have got our fundamentals right. Thanks to the pioneering work that we started back in 2003 on diversity and inclusion especially gender inclusivity, women form 34 percent of our total workforce today. We may have the distinction of being one of the largest employers of women in the private sector. Work-life policies at Infosys like part time work option, child care sabbatical, satellite office, nursing station, flexible work hours have helped 89 percent of our women join back after maternity leave. Today the challenge at Infosys transcends the purview of attracting and retaining women talent, to planning for programs that assist them in moving to senior management roles.

A series of focused group discussions with women and men followed to ensure we understood what women want to get to leadership positions. This led us to develop an exclusive program designed in partnership with a premier business school in India for women in middle management. The objective is to empower women by helping them identify their leadership style, comprehend behavior criteria critical for leaders, and discover individual strengths and areas of improvement. IWIL (Infosys Women Institute of Leadership) has enabled women to discover latent strengths, re-evaluate their potential and renew their aspirations. The participants are encouraged to not only develop their individual leadership capabilities but also nurture talent in others, a hallmark of true leadership.

Our focus now is to create a talent pipeline at every level to ensure we have a ready pool of talent to take on leadership roles, as and when available. We are using a multi-pronged approach to engage women at different levels through different kinds of programs including mentoring and learning from other women leaders. These efforts will ensure that we have gender balance at every level and make us not only the "Employer of Choice for Women" but also enable us to build tomorrow's enterprise.

Nandita Gurjar is Senior Vice President & Group Head, Human Resources, Infosys

Managing workplace diversity

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Managing workplace diversity

Encouraging diversity can offer many bottom line benefits when employees are reassured that their differences are assets

Nandan Savlani
September 24, 2012 Last Updated at 00:42 IST

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Reverse mentoring

Why should a successful organisation embrace diversity? Some will say [discrimination](#) is wrong, illegal and immoral. Others will talk of the social need for inclusion. There is, however, a larger reason for organisations to embrace diversity. The paradigm through which the organisation sees diversity is crucial and that will shape the organisation's diversity philosophy.

The most common diversity paradigm is the moral paradigm and rightly so. Discrimination is wrong, illegal and immoral. Next is the social need paradigm. India is growing at a rapid pace. India's diversity, too, is growing and is different from the western world (see box: India diversity concerns) and even from our neighbour China. So, our solutions to diversity must be different from the rest. Here, some organisations are going an extra step to ensure that unique needs of genders are identified and met. For instance, a new mother may want to work from home. However, the diversity scope (that is, beyond gender), speed and quantum need to be accelerated.

Finally, the competitive advantage paradigm. India is quite unique and there is a competitive rationale behind the cause of inclusion. India's growth is creating emerging diversity in the markets and to succeed in this reality, the organisation needs people from diverse groups to design, develop and market the solutions. In this paradigm, diversity is not about ratios; it is about recognising that women are different and bring in the famous "woman's perspective." According to Desmond Morris, "In olden days the perception was that men and women are unequal and different. Now, we have come to an era of men and women being same and equal. True benefits will come when we realise that we are equal and we recognise and leverage the differences." It is not about hiring a woman and then "encouraging" her to think and behave like a man. This is true for all diversity groups. In India, organisations must use all of the above paradigms to guide our diversity philosophy.

I will come to the pillars of managing diversity at the work place. Organisations need to understand that these are not phases but ongoing engagements. For instance, communicating a diversity policy is not a one-time activity but a continuous commitment

Diversity Management at IBM

Workforce diversity at IBM: the key driver of organizational performance

Written by [Andreas Gheze](#) on July 24, 2014. Posted in [Articles](#), [Organisational performance](#)

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IBM represents one of the world's leading globally integrated enterprises, which makes a difference through its talented and diverse people.

The company considers diversity a business priority, a ground-breaking business strategy, and moreover, a vital aspect for their achievements and success.

IBM is an American multinational technology company that markets computer hardware and software, along with infrastructure, hosting and consulting services in many IT areas.

The corporation has been supporting [diversity and inclusion](#) for more than 100 years, as in 1914 they hired the first person with disabilities. The "Americans with disabilities" Act was issued only 76 years later. Later on, in 1935, in order to promote gender equality, they hired women on technical job positions, giving them the same wages as men.

IBM is a global organisation, so understanding differences and equal opportunity is fundamental to their business. The company values people, irrespective of their gender, age, sexual orientation, physical ability, culture or personal aspirations. When people are free to be themselves they are more productive, they can develop better relationships with their colleagues and with clients, and that makes good business sense.

IBM works with people all over the world. Having learned how to solve things together and accepting differences in thought, creativity and experience, has helped them build a "smarter planet".

They take into account a variety of perspectives and alternative views, drafted from their diverse workforce. This practice has been credited as one of the keys to the company's success.

Diverse workforce represents one of IBM's [policies](#) of corporate social responsibility.

The company uses more diversity tools, from hiring, to promotion or compensation. IBM takes all policies and equal opportunity laws into consideration when doing business. This, along with cultural adaptability, as all the employees are considered to be "IBMers", no matter their race, gender or religion.

In order to ensure an effective job performance, IBM offers a work-life balance. The company gives employees the opportunity to use personal experiences in their everyday work, encourages women to take senior positions in IT and promotes anti-harassment policies inside their organization.

EVALUATING EFFECTIVENESS OF METHODS/TOOLS USED FOR TRAINING VIS – A – VIS THE LEARNING STYLES OF EMPLOYEES IN THE IT SECTOR IN INDIA

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ABSTRACT

Purpose – This paper aims to seek information regarding how organizations evaluate the effectiveness of different methods/tools for training, and whether they take into account the varied learning styles of the employees undergoing the training.

Design/ Methodology – The sample surveyed for this research paper is based both on primary and secondary data. The primary data consisted of 50 employees and 10 HR personnel across various companies in IT sector in Pune. The data was collected through two separate questionnaires: one for employer perspective and other for employee perspective. All the questionnaires were collected in hand during the office hours. A large amount of secondary research from journals, books and articles also formed the back bone of this research.

Findings – The major findings of the study were that, firstly none of the companies take into consideration the learning styles of the trainees or their learning preferences during training method design. Also, the training that is most popular in on – the – job format is “Job Rotation” and for the off – the – job format it is “E – Learning (LMS)”, and “Interactive methods” or “Gamification” as effective tools are preferred by employees but least opted by employers on the contrary.

Research limitations – The research is limited to the city of Pune and only the IT sector was targeted for collecting information in this paper. Also, the research span was limited to three weeks of study.

Practical implications – The findings from this study can help organizations in understanding the various methods/tools preferred by employees, and the fact that based on their individual learning styles, employees prefer different methods of learning, is in fact an important aspect in making strategic decisions for training the employees.

Originality of article – This is one of the unique studies done in the training and development function and takes into account the real – time perspectives of both employers and employees. It will also help employers understand where the gap lies in their understanding of the preferences of methods of training by employees as well as the relation of this to their learning styles.

Keywords: Training, Methods, Tools, Learning Styles, Development, IT sector

INTRODUCTION

This research paper aims to study the different methods of training adopted by different companies in the IT sector to train their employees. This study can help IT sectors find the

best practices in the field of training and development that is the most effective in training their employees.

Companies at present are setting aside huge budgets for their training and development purposes. This is because in a dynamic and competitive business environment, companies are not willing to leave any stones unturned for increasing their profit margins. Training helps to remove performance deficiencies in their employees. It is an investment in the humans of the organization with a promise of a better return in the future. In addition to this, it reduces dissatisfaction, absenteeism, complaints and turnover of the employees. Training is also required by many organizations to update employees of the market trends, the change in the employment policies and other things.

India is now considered to be one of the biggest IT capitals of the modern world and all the major players in the world IT sector are present in the country. The industry employs about 10 million workforces. More importantly, the industry has led the economic transformation of the country and altered the perception of India in the global economy. The IT industry has also created significant demand in the Indian education sector, especially for engineering and computer science.

Methods for training can broadly be divided into two categories- on the job training and off the job training. On the job training modules would include coaching, mentoring, job rotation, job technology etc., jobs that are done while at work. On the other hand, off the job training includes lectures, conferences, vestibule training, simulation, sensitivity training transactional training etc. depending on what skill is to be imparted and who the trainees are, organizations usually choose one of these method for the purpose of training

Objectives:

1. To understand the different methods/tools of trainings that organizations are providing to their employees at different levels.
2. To find out what method is mostly preferred by employers for meeting training purposes.
3. To study the effectiveness and suitability of each of the training methods.

Limitations:

1. This research is only limited to the city of Pune.
2. Only the IT sector (8 companies in specific) have been targeted for the purpose of this research.
3. The research span was three weeks.

REVIEW OF LITERATURE

Analoui, F. (1994) in the article “**Training and development: The role of trainers**” mentioned that trainers and educators play an important part in achieving the required development objectives and the range of competencies, knowledge and skills which are necessary to meet effectively the training needs of those trainee managers for whose training they are held responsible. He concluded by saying that realization of such objectives requires a conscious attempt on the part of training institutions and of management trainers and the

educators to meet both the maintenance as well as change- agent requirement of the trainees and their organizations.¹

Bedingham, K. (1997) in his paper titled “**Proving the effectiveness of training**” mentions that effectiveness is the primary motive for training. He describes ways to evaluate training’s effectiveness, behavior changes on the job as the most important factor, the ultimate intent being judging the quality of training. He mentions that some of the most effective training programs might be the ones where the happiness rating could be fairly low, where the participants have not simply had a good and easy time but the effectiveness of the programme could have been high which could be measured by measuring the change in the behavior.²

Berge, Z. L. (2008) in his paper titled “**Why it is so hard to evaluate training in the workplace**” aims to explore the reasons behind why it is difficult to properly evaluate the impact of training on employees. He later on concluded that one of the reasons for this is that managers are looking for increased performance and not on the increased learning from such a programme on which trainers usually judge the effectiveness or success of their training. In addition to this he also mentions that it’s possible for the trainers to have imparted the knowledge on a theoretical basis but their inability to apply the same in course of their work makes it difficult to judge the effectiveness of the programme.³

Campbell, C. P. (1995) in his paper titled “**A primer on determining the cost-effectiveness of training**” talks about four methods for justifying a training investment to determine the cost effectiveness of training courses and programs. These four methods include: a) return on investment(ROI), b) Cost benefit ratio) Bottom line evaluation and d) payback period. Also, in his paper he talks about each methods’ advantages and disadvantages along with stating how to calculate the effectiveness of training by using these methods and their appropriateness.⁴

Ghosh, P., Prasad Joshi, J., Satyawadi, R., Mukherjee, U., & Ranjan, R. (2011) in their paper titled “**Evaluating effectiveness of a training programme with trainee reaction**” aimed to determine the aspects of training programme that need to be emphasized while devising an induction programme for managers and non – managers and to asserting if there is any significant difference in their reactions. They conducted a factor analysis which generated six factors namely – clarity of the trainer, the facilities, venue of the programme, food/beverages served, practical application and communication of trainer. It was finally concluded that length of the training programs should be increased for better grasping of knowledge.⁵

Mann, S. (1996) in his paper titled “**What should training evaluations evaluate?**” says that the following four parameters could be the most useful tools for evaluating training. Firstly, measuring the change in the knowledge post training could be of help. But the main limitation is talked about in the second finding that not all what is learnt is ‘known’

¹Analoui, F. (1994). Training and development: The role of trainers. Journal of management Development

²Bedingham, K. (1997). Proving the effectiveness of training. Industrial and Commercial Training

³Berge, Z. L. (2008). Why it is so hard to evaluate training in the workplace. Industrial and Commercial Training

⁴Campbell, C. P. (1995). A primer on determining the cost-effectiveness of training-part 2. Industrial and commercial training

⁵Ghosh, P., Prasad Joshi, J., Satyawadi, R., Mukherjee, U., & Ranjan, R. (2011). Evaluating effectiveness of a training programme with trainee reaction. Industrial and commercial training

immediately after the training programme is ended. Practitioners who wish to evaluate training knowledge should do so in the course of the coming months. Thirdly, he mentions that attitude and reaction level do not predict how well people are able to perform the trained tasks. They merely measure the satisfaction levels.⁶

Rowe, C. (1996) in his paper titled **“Evaluating management training and development: revisiting the basic issues”** talks about the importance of ‘double –loop learning’ in comparison to ‘single-loop learning’. He emphasizes that single loop monitoring is important but insufficient in itself as single loop monitoring will ensure if we are ‘doing the right things’ whereas double loop learning will evaluate whether we set the right objectives in the first place. Also he concludes that double loop learning is important as it helps to focus on the difference between training and development for, without such a question we merely continue to circle in the single loop creating a more satisfactory training course without even asking ‘why’.⁷

Sarabdeen, J. (2012) in his paper titled **“Learning styles and training: train the trainees the way they learn”** stresses on the fact that trainers in organizations should customize their training programs and methods to maximize the outcome of training. Most of the trainees fall under reader or writer and kinesthetic categories. It was later on confirmed in the findings that a person can have more than one learning styles. The survey carried out by the researcher concludes the fact that the learners are having different types of learning styles and there is a need to look into their various learning styles before preparing training materials. This creates enthusiasm and motivation among the learners to learn and practice whatever they have been trained for.⁸

Van der Klink, M. R., &Streumer, J. N. (2002) in their paper titled **“Effectiveness of on-the-job training”** focus on two main questions: On – the – job effective and which characteristics of the trainee, the workplace or the training explain the effectiveness of OJT. The first question was answered by carrying out studies in call centers and the second study was held in post offices. It was later revealed in the results of the two study that trainee characteristics such as self –efficiency, prior experience with the task and workplace characteristics like managerial support and work load turned out to be the most powerful predictors for training effectiveness. The workplace characteristics such as the length of the training, quality of the training delivery did not have an impact on the effectiveness of both the training programs. He later on concluded by saying that the findings of his study did not provide any evidence for the idea that On the job training is an effective training method and more research is needed in the area.⁹

⁶Mann, S. (1996). What should training evaluations evaluate? *Journal of European Industrial Training*

⁷Rowe, C. (1996). Evaluating management training and development: revisiting the basic issues. *Industrial and commercial Training*

⁸Sarabdeen, J. (2012). Learning styles and training: train the trainees the way they learn.

⁹Van der Klink, M. R., &Streumer, J. N. (2002). Effectiveness of on-the-job training. *Journal of European Industrial Training*

FINDINGS

Table I: On – the – Job Training Preferences	
Method	No. of Respondents
Coaching	26
Job Rotation	34
Job Instruction Technique	22

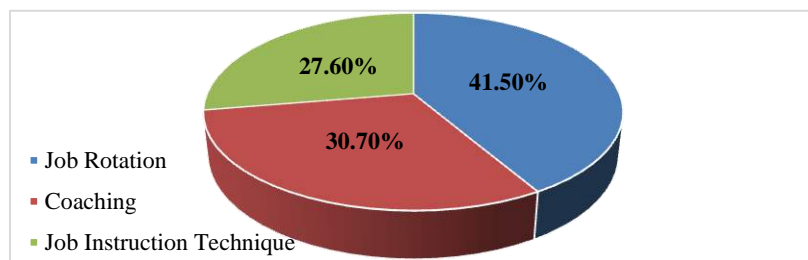


Figure I: On – the – Job Training Preferences

Table II: Off – the – Job Training Preferences	
Method	No. of Respondents
Classrooms	22
E - Learnings (LMS)	50
Workshop	32
Audio/Visual	20
Case Studies	9

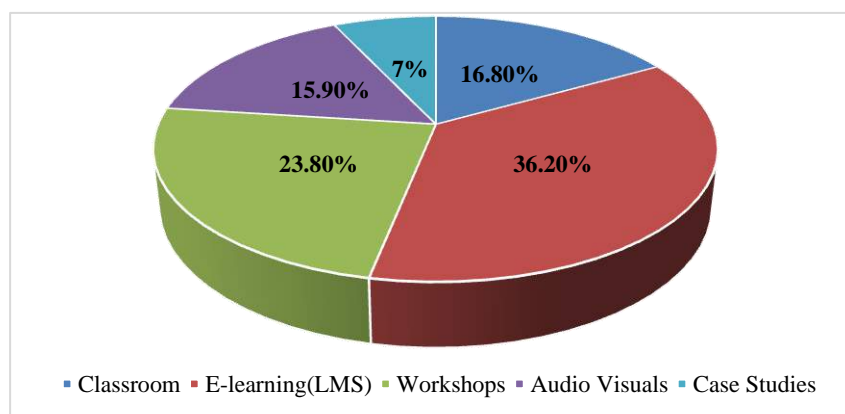


Figure II: Off – the – Job Training Preferences

Discussion: The respondents were given multiple choice to choose the most prevalent methods of both on – the – job and off – the – job training. The study of the data revealed that the training that is most popular in on – the – job format is “Job Rotation” [as shown in Figure I] and for the off – the – job format it is “E – Learning (LMS)” [as shown in Figure II].

Considering that Job Rotation is one of the most influencing in one’s own job responsibilities when it comes to being exposed to real – time challenges, this must be why both employers as

well as employees most opted for its popularity. E – Learning or Learning Management Systems method gives a high degree of flexibility when it comes to learning and applications, hence its popularity in the off – the – job setting.

Table III: Practices Related to Training and Development

Practices	Strongly Agree	Agree	Disagree	Strongly Disagree
Training as per learning styles	5%	33%	55%	7%
Employing visual aids	35%	42%	7%	0%
Applying multiple teaching techniques	33%	45%	5%	0%
Learning through real life scenarios	10%	33%	33%	7%
Using positive reinforcement	12%	57%	12%	3%
Gamification	7%	18%	37%	22%
Corporate e learning modules	42%	42%	0%	0%
Liasoning with educational institutes	22%	42%	18%	2%

Discussion: The respondents were asked to rate the various practices (multiple choices) they incorporate in their organizations with respect to training and development. It was observed [as shown in Table III] that very few organizations map the learning styles before training design. As much as almost half of the population who responded to this option said they do not practice this. Also, although corporate e – learning modules, Liasoning with educational institutes and applying multiple techniques were part of the practices, as less as 7% only strongly agreed to use of Gamification as part of their training techniques.

On the brighter side, using visual aids, learning through real life scenarios and using positive reinforcement for training were some of the practices that organizations in the IT sector deploy while training their employees.

It is important to note that, training imparted is effective only when the employees gains more out of it for their job roles. It is the employee who majorly decides whether the diffusion of learning was there or if the method to train was effective. What matters in the long run is whether the employee is able to translate the learning to their job and help the organization in achieving its overall strategic goals.



Figure III: Comparative Analysis of Differences in Preferences for Methods of Training

Discussion: The respondents were asked to rank the various methods used for training in order of their preference. This data was analyzed as per the matrix in Figure III and it was found that the variations in the responses of Employees and Employers lie in four quadrants. The first one with only point “B” (Interactive Based Method) in it, signifies that this method was ranked highest by both Employers as well as Employees.

The second quadrant with point “C” (Hands – on / Experiential) and “F” (Gamification and New – age methods) in it, signifies that these methods were ranked highest by Employees but lowest by Employers. This shows that employers can make use of these methods instead of those on the third or fourth quadrants in order to bank upon the learning styles and preferences for employees such that the learning is diffused longer and faster as well with less duration and consumption of resources. What this signifies is that, the training that could take weeks through other methods, can be converted to simulations or Gamification and imparted in few days with higher level or learning diffusion.

The third quadrant with “A” (Instructor - led) and “E” (Computer Based) in it, signifies that these methods are considered preferable by employers but not by the employees. The reason behind this could be due to the ease of imparting training and these being the traditional methods. Computer – based learning is also being considered traditional because gone are the days when giving the trainee a computer and teaching them job related yet theoretical concepts was a good practice. Employees are hungry for more interactive settings where they get to do what they would do in real – time challenges faced after the training. That is why interactive methods are most preferred by employees.

The fourth quadrant with only “D” (E – learning / self – paced) in it, signifies that this method although is deputed in IT sector for trainings, is equally or less preferred by both employers and employees. Since our research found that both employers and employees gave an average rank of 4 to it, we consider that it is considered neither worse nor the best method of training. This method has its own benefits and is still considered as a good practice in most companies which have other trending methods for training in addition to E – learning. However, for business units in different geographical areas, this is one of the best methods for training by organizations.

CONCLUSION

For organizations today, what is utmost important is enhancing employees' knowledge. Employees feel more motivated and engaged when they feel that they are receiving productive training for skills which will make them more knowledgeable and even more able to performance their day – to – day work at a higher level. This would in turn reflect in their performance and help the organization achieve its strategic goal while retaining its competitive advantage.

Now all this will be possible by deploying the correct strategy for types of employee training in the real sense. Just as children, adults too are a diversity of learners and different trainees learn better through different learning styles. When an organization plans the training programs, they can tailor the training delivery methods / tools keeping in mind the characteristics of such learning styles of trainees.

Moreover, by personalizing training – to the extent possible – a more engaged and motivated workforce can be created. Employees appreciate the interest and value that their organization shows in them when they feel the personal attention paid to them. Also, there is a deep sense of ownership with the employee since they feel that personalized learning allows for a more unique opportunity that the knowledge facilitated is applicable directly to and valuable for their own personal growth and in turn their part played in the larger team and organizational success.

Furthermore, it is important to understand that diversity of training methods and personalization and subsequent adaptation does not stop at training itself. Employees need to grow long after initial training is complete, and every employee performs differently – not necessarily better or worse, but differently. People in an organization will always be unique. What is more crucial is to focus on utilizing this fact in a positive way of mutual growth.

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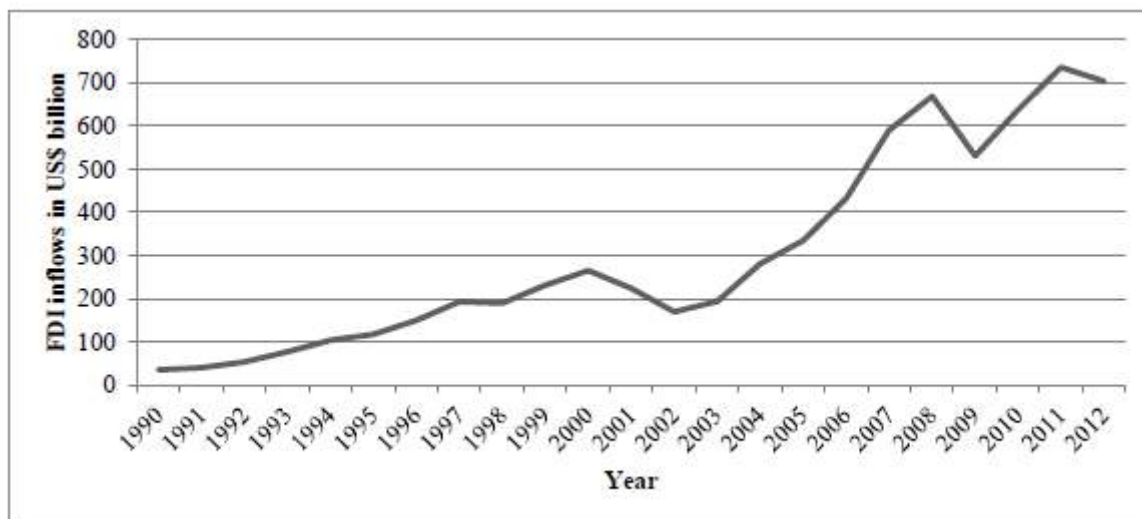
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IMPACT OF HFDI AND VFDI (THE CASE OF ASEAN MEMBERS)

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Financial development is one of the key markers for monetary arrangement producers. A large number of them trust that remote direct speculation (FDI) inflows effect affect the host nation's financial development. These beneficial outcomes can happen in two ways: straightforwardly or through overflow impacts. Direct impacts are portrayed by the expansion in capital stock, livelihood and duty income. Overflow impacts indirectly affect development and happen through different channels, for example, linkages amongst multinationals and neighborhood suppliers and clients, preparing of nearby workers, replicating innovations of multinationals by nearby firms, and expanding rivalry. The faith in the development upgrading impacts of FDI has affected monetary approach making. Especially creating nations are going after FDI by changing and actualizing laws and directions that make their economies more alluring to remote financial specialists.



Total FDI inflows in developing economies in US\$

Source: UNCTAD

The above Figure demonstrates the aggregate FDI inflows in creating economies from 1990 to 2012. The FDI inflows in 2012 are twenty times higher than in 1990; US\$ 35 billion in 1990 and US\$ 703 billion in 2012. Particularly somewhere around 2002 and 2008, FDI inflows expanded a great deal with just about US\$ 500 billion. This expanding pattern in inflows is in accordance with the FDI pulling in arrangements of creating nations. Moreover, two plunges are unmistakable: one in 2002 and all the more critically one in 2009 toward the begin of the worldwide budgetary emergency. In any case, FDI inflows achieved its top purpose of US\$ 735 billion in 2011.

Be that as it may, exact proof is not as clear about the development improving impacts of FDI as hypothesis would recommend. In the most recent two decades, research around there has been escalated and thought of intriguing additionally negating results. A few studies did not

discover noteworthy development impacts of FDI. Additionally, investigations stress that specific host nation attributes assume a critical part in the potential effect of FDI on monetary development, for example, human capital improvement, exchange approach administration, and money related framework advancement.

These uncertain discoveries are sustaining the verbal confrontation about the adequacy of FDI on development and specifically the FDI pulling in financial strategies. In any case, it could be coherently contemplated that distinctive sorts of FDI impact affect development, since the way of the venture impacts the way it influences the nearby economy. This paper adds to the level headed discussion by recognizing diverse sorts of FDI, especially between even FDI (HFDI) and vertical FDI (VFDI). All the more particularly, the instance of the ten part conditions of the Association of Southeast Asian Nations (ASEAN) will be inspected, which are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam. Southeast Asia is one of the quickest developing financial locales on the planet and FDI is one of the basics in ASEAN approach to increment monetary advancement. Along these lines, different laws and directions are actualized to be more appealing for remote speculators. To my best learning, this is the main paper that explores the effect of HFDI and VFDI on monetary development in the ASEAN part states.

The relationship amongst FDI and monetary development has been a principle subject among connected financial experts for a very long while. Notwithstanding the plenitude of FDI-development concentrates, just a couple could think about the impacts of various FDI sorts on development. Directing an uneven board information examination on HFDI and VFDI inflows in the ASEAN part states for the period 1995 – 2011, this study researched the effect of HFDI and VFDI inflows on monetary development, while playing the part of nation qualities into record.

The HFDI results have just inconsequential signs while the VFDI variable has huge negative results in four relapses. These immaterial development impacts are not as per the desires and in this way the main invalid speculation that HFDI and VFDI have both critical development upgrading impacts in the ASEAN locale is rejected. Moreover, this example gives a feeble sign that the consequences for development of HFDI may be bigger than the impacts on development of VFDI given the way that huge negative results are found for VFDI. Notwithstanding, this outcome is not convincingly upheld in the four models and subsequently the second speculation that HFDI has huge bigger development improving impacts than VFDI does not hold either.

Concerning the associations of the HFDI and VFDI inflows with human capital, exchange openness, and money related improvement just positive huge results are found for VFDI and exchange. The other connection terms show inconsequential results. These discoveries negate the hypothesis and past exact studies, which push the significance of a base level of improvement in the host nation to have the capacity to retain the innovation exchange and to ideally profit by FDI.

Trade and investment policies in ASEAN

The essential objective of the ASEAN Economic Community (AEC) is to set up ASEAN as a solitary business sector and creation base that will make ASEAN more focused and element. One of the five centre components of this objective is the free stream of speculations. A free and open speculation administration is basic for advancing ASEAN's aggressiveness and pulling in FDI. The proceeded with speculation inflows will improve financial advancement. Accordingly, a few speculation and exchange understandings are actualized in the ASEAN district to draw in FDI. In February 2009, the ASEAN Comprehensive Investment Agreement (ACIA) was agreed upon. This is the primary assention with respect to venture matters in the zone covering liberalization, assistance, advancement, security and institutional participation. The target of this understanding is to evacuate speculation confinements and obstacles and to advance ASEAN as a solitary venture destination. The ACIA is based on two before ASEAN venture structures: the ASEAN Investment Area Agreement (AIA) and the ASEAN Investment Guarantee Agreement (IGA). With a specific end goal to accomplish the second center component, the free stream of administrations, the ASEAN Framework Agreement on Services (AFAS) was marked in December 1998 to change the administrations part and to dispense with considerable hindrances to exchange administrations. The ASEAN Trade in Goods Agreement (ATIGA) was marked in February 2009 to animate the free stream of merchandise in ASEAN. This assention is centered around decreasing and wiping out levies for exchange merchandise. Through ATIGA, 98.6% of the joined tax lines with levy rates of intra-ASEAN import are not surpassing 5%, where the dominant part of these lines are as of now at 0% tax. ATIGA supplanted the Agreement on the Common Effective Preferential Tariff (CEPT) Scheme for the ASEAN Free Trade Area (AFTA) (ASEAN Investment Report 2012).

Moreover, ASEAN consented to major financial arrangements with a few accomplice nations including the formation of facilitated commerce ranges, liberalization, and empowering ventures. Plus, every part nation has additionally taken individual changes to enhance their business and speculation environment. For instance, ASEAN nations marked 370 twofold tax assessment settlements and 336 reciprocal speculation arrangements in 2012 (ASEAN Investment Report 2012).

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HOW TO ACCOMMODATE COMMON DISABILITIES IN ORGANISATIONS

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INTRODUCTION

In the era of globalization, contours of business management have changed substantially. Corporates are increasingly witnessing "the age of change," "the age of chaos," "the age of surprise," "the age of uncertainty" (Saini, 2005). Due to the breaking of economic barriers across the length and breadth of the globe, the intensity of competition has risen to unbelievable proportions. Thus, it is believed that both at the global and country levels only the best performing companies are likely to thrive over a long period. Today's knowledge economy reflects tremendous complexities and uncertainties in the business environment. But it also provides opportunities to those who are competent to take on their competitors in fighting these complexities.

As the demographic make-up of countries becomes more and more diverse and employment regulation increases, managing diversity in the workforce continues to become a critical issue. Employers who are making efforts to manage diversity should consider accommodating the disabled because "people with disabilities are the nation's largest minority and the only one that any person can join at any time" (Ledman, 1993). The disabled represent a large population of people, many of whom wish to work but remain unemployed. Employers often fail to realize the potential of the disabled as a result of a fear of incurring high accommodation costs. However, common disabilities such as visual, hearing and back impairments can typically be accommodated for a small cost and this minimal cost is usually outweighed by the benefits obtained.

Disability Defined

A disability is a condition or function judged to be significantly impaired relative to the usual standard of an individual or group. The term is used to refer to individual functioning, including physical impairment, sensory impairment, cognitive impairment, intellectual impairment, mental illness, and various types of chronic disease.

According to the Americans with Disabilities Act of 1990, the term disability means, "a physical or mental impairment that substantially limits one or more of the major life activities of such individual; a record of such impairment; or being regarded as having such an impairment" (ADA, 1990). If an individual is unable to perform major life activities including caring for oneself, walking, seeing, hearing, speaking, breathing, or learning, to the extent of the average person, that individual is considered disabled. In addition, a disabled person includes individuals who were disabled in the past or who are, considered to be disabled by some other person or organisation. Furthermore, the law also covers people who are only temporarily disabled, or those that may overcome the disability with the help of some specific device.

Shocking Statistics

Eighty per cent of persons with disabilities live in developing countries, according to the UN Development Program (UNDP). The World Bank estimates that 20 per cent of the world's poorest people have some kind of disability, and tend to be regarded in their own communities as the most disadvantaged. Statistics show a steady increase in these numbers.

- An estimated 386 million of the world's working-age people have some kind of disability, says the International Labour Organization (ILO). Unemployment among the persons with disabilities is as high as 80 per cent in some countries. Often employers assume that persons with disabilities are unable to work. (ILO)
- Even though persons with disabilities constitute a significant 5 to 6 per cent of India's population, their employment needs remain unmet, says a study by India's National Centre for Promotion of Employment for Disabled People, in spite of the "People with Disabilities" Act, which reserves for them 3 per cent of government jobs. Of the some 70 million persons with disabilities in India, only about 100,000 have succeeded in obtaining employment in industry. (NCPED)
- A 2004 United States survey found that only 35 per cent of working-age persons with disabilities are in fact working, compared to 78 per cent of those without disabilities. Two-thirds of the unemployed respondents with disabilities said they would like to work but could not find jobs. (International Disability Rights Monitor, 2004)
- A 2003 study by Rutgers University found that people with physical and mental disabilities continue to be vastly underrepresented in the U.S. workplace. One-third of the employers surveyed said that persons with disabilities cannot effectively perform the required job tasks. The second most common reason given for not hiring persons with disabilities was the fear of costly special facilities. (Dixon, Kruse, Van Horn, 2003)
- The Job Accommodation Network (JAN) of the U.S. Department of Labor's Office of Disability Employment states that the employers in the 2010 study reported that a high percentage (56%) of accommodations cost absolutely nothing to make, while the rest typically cost only \$600. (JAN)
- Companies report that employees with disabilities have better retention rates, reducing the high cost of turnover, says a 2002 U.S. study. Other American surveys reveal that after one year of employment, the retention rate of persons with disabilities is 85 per cent. (Unger, 2002)
- Thousands of persons with disabilities have been successful as small business owners, according to the U.S. Department of Labour. The 1990 national census revealed that persons with disabilities have a higher rate of self-employment and small business experience (12.2 per cent) than persons without disabilities (7.8 per cent). (U.S. Census of Population and Housing, 1990)

The reasons for disabilities include:

- Emergence of new diseases and other causes of impairment, such as HIV/AIDS, stress and alcohol and drug abuse;
- Increasing life span and numbers of elderly persons, many of whom have impairments;
- Projected increases in the number of disabled children over the next 30 years, particularly in the developing countries, due to malnutrition, diseases, child labour and other causes;
- Armed conflict and violence. For every child killed in warfare, three are injured and acquire a permanent form of disability. In some countries, up to a quarter of disabilities result from injuries and violence, says WHO.

The two-way link between poverty and disability creates a vicious circle. Poor people are more at risk of acquiring a disability because of lack of access to good nutrition, health care, sanitation, as well as safe living and working conditions. Once this occurs, people face barriers to the education, employment, and public services that can help them escape poverty.

Dr. Amartya Sen pointed out in his keynote address at the World Bank's conference on disability, the poverty line for disabled people should take into account the extra expenses they incur in exercising what purchasing power they do have. A study in the United Kingdom found that the poverty rate for disabled people was 23.1 percent compared to 17.9 percent for non-disabled people, but when extra expenses associated with being disabled were considered, the poverty rate for people with disabilities shot up to 47.4 percent.

Disability rates in the population are higher among groups with lower educational level in the countries of the Organization for Economic Co-operation and Development (OECD). On average, 19 per cent of less educated people have disabilities, compared to 11 per cent among the better educated. Ninety per cent of children with disabilities in developing countries do not attend school, says UNESCO. In the OECD countries, students with disabilities in higher education remain under-represented, although their numbers are on the increase, says the OECD.

Persons with disabilities are more likely to be victims of violence or rape, according to a 2004 British study, and less likely to obtain police intervention, legal protection or preventive care. Women and girls with disabilities are particularly vulnerable to abuse. A survey in Orissa, India, found that virtually all of the women and girls with disabilities were beaten at home, 25 per cent of women with intellectual disabilities had been raped and 6 per cent of women with disabilities had been forcibly sterilized. Research indicates that violence against children with disabilities occurs at annual rates at least 1.7 times greater than for their peers without disabilities.

Around 15 per cent of the world's population, or estimated 1 billion people, live with disabilities. They are the world's largest minority. This figure is increasing through population growth, medical advances and the ageing process, says the World Health Organization.

Reasonable Accommodation: Defined under the Americans with Disabilities Act of 1990, employers must not discriminate against any individual who, with or without reasonable

accommodation, can perform the essential functions of the job he or she is applying for. The “reasonable accommodation” clause refers to the requirement that employers make any necessary adjustments in the job or job environment to ensure that a disabled worker has the same rights and privileges as other employees. Such accommodations are commonly considered to include the acquisition or modification of equipment, work schedules or office facilities. The nature and cost of the required accommodation is generally limited based on the size and resources of the organisation and the impact the accommodation may have on the firm’s operations. Many employers have the misconception that people who have any type of disability are difficult to accommodate. However, this is not necessarily true as accommodations have typically been low cost and easy to implement. Data collected by the Job Accommodation Network (JAN) provides evidence that employers who have implemented accommodations for people with disabilities have actually benefited financially. In fact, “reports show that more than half of all accommodations cost less than \$500 and that most employers report benefits in excess of \$5,000” (JAN, 1998). People with disability are often characterised by a high degree of dedication and commitment to their role. Employers can access valuable employees who are reliable, skilled and have a great attitude and desire to work when they employ people with disability.

Practices by companies:

IBM: IBM has also developed other products including Screen Magnifier 2, a tool which enlarges computer text for people with vision impairments and Screen Reader 2 which reads aloud information on the screen for computer systems that run DOS operating systems. IBM has also made hiring people with disabilities one of the objectives of its diversity programme. This has proven to be a profitable investment as these individuals gives product designers input about the kinds of devices they need to function in the marketplace. As Dennis O’Brien, product manager for IBM’s special needs systems put it, “it used to be a moral imperative to hire people who are disabled, but now it is a business imperative” (IBM, 1997).

Microsoft: Employees use another type of tool for blind employees. If there are icons, their speech output software will simply read the highlighted icon names and tell the employee which window pane he is in. With a list box such as Microsoft Outlook, he just use the arrow keys, and the software will read him one e-mail at a time. With Web pages, he can turn off the pictures and background images so that they don’t clutter the reading.

Accor Hotel: To hire more people with disabilities, Accor launched various recruitment and training programmes in its local and regional offices. For example, at Accor France, the regional employment managers and the Integrating the Disabled Project Team launched a project called Handicapte. The Team organizes an information day for disabled students so they can meet hotel professionals and learn more about the industry. The project offers a sandwich course (a course consisting of alternate periods of study and industrial work) and apprenticeships in a hotel or restaurant. Selected young people are offered permanent positions within the company. Another initiative is based on an Accor collaboration with Jobin Live, a French company that specializes in creating video résumés for people with disabilities at no charge. Job candidates with disabilities record three-minute video résumés to present themselves, their competences and experiences.

CISCO: Cisco works with disability organizations worldwide to improve the accessibility of its own physical facilities, to increase awareness of disability issues in the workplace and to promote employment opportunities for people with disabilities. For example, it is a gold sponsor of the National Business and Disability Council, a leading US resource centre for innovative ways to integrate people with disabilities into the workplace and has a relationship with Project HIRED, which specializes in helping people with disabilities find work.

Delta Holding: In 2008, the Foundation collaborated with the Creative and Educational Center for People with Mental Disabilities (Kreativno Edukativni Centar za Mentalno Nedovoljno Razvijene Osobe, KEC MNRO), a nongovernmental organization (NGO) assisting employment and work placement opportunities for people with intellectual disabilities, to introduce the Working Integration Project. The project aims to support the social integration of people with intellectual disabilities by including them in the workforce. Before job placement, participants attend training workshops organized by the KEC MNRO for a couple of months. Work training includes classroom-based sessions on effective communication with colleagues and customers and also consists of hands-on training, where participants learn on the job and in the stores. After training, they work in positions such as exhibition assistants, store assistants, or sale assistants in Delta Sport or one of the two Delta M subsidiaries.

Dow: Dow connects chemistry and innovation with the principles of sustainability to help address many of the world's challenging problems, such as the need for clean water, renewable energy generation and conservation, and increasing agricultural productivity. A 16-hour Diversity and Inclusion Training program prepares newly-appointed leaders to cultivate a supportive and inclusive environment for employees with disabilities. The training equips the company's leaders with tools and skills to mentor and enhance the professional growth of disabled employees, as well as positively affecting their retention rate. Dow's Disability Employee Network (DEN) comprised of employees with disabilities, employees who are parents of children with disabilities, and other supporters of the DEN vision, works to improve perceptions about people with disabilities and raise awareness about the contributions they make both at and outside of work.

Ernst & Young: Ernst & Young provides assurance, tax, transaction and advisory services. To promote an inclusive culture, Ernst & Young facilitates understanding among its people by providing resources on topics such as disability etiquette, appropriate language and inclusive work practices. For example, "You don't say" is a guide to appropriate language for use in conversing with or referring to people with disabilities; "Conference call etiquette" provides tips for making conference calls more productive for everyone, especially people who are deaf or hard of hearing; and "Is it okay?" offers tips on how to be respectful of people with disabilities. The firm also offers disability awareness education programs.

Grundfos : It is one of the world's largest water pump manufacturers. Wages for workers are partly subsidized by the local authorities. In 2008, Grundfos Denmark employed 115 people

in its flexible workshops. In addition to the workers in the flexible workshops, employees with physical, intellectual, and mental health disabilities hold a wide range of jobs at the company from production to research to administration. The company has a goal of allowing as many employees as possible to continue on the job if their working capacity is reduced due to disability, illness or other causes. Grundfos provides a variety of accommodations for disabled employees based on individual needs. This includes providing extra rest time, adapted chairs, adjustable desks and adapted equipment. The company also provides easy accessibility to the worksites, for example, by providing ramps for wheelchairs.

CONCLUSION AND RECOMMENDATIONS

Disabled people remain at a significant disadvantage in the labour market, despite recent positive economic development, and are more often either not employed or employed in jobs requiring fewer skills. Their unemployment rate is higher, and women in most countries are in a more disadvantaged position than men. There is no clear evidence of convergence in the areas of employment quotas and the use of sheltered employment. Both have implications for disability mainstreaming. The degree of education and the level of qualification have, as in the core of the labour market, a clear impact on types of jobs and on security of employment. Education must be understood in the broad sense, starting from primary education and continuing through life-long learning. Concerns are raised when 'people with disabilities very rarely participate in adult education' (National Polish Report).

Indeed, for many disabled people life-long learning as adults becomes increasingly important to labour market integration as, when for example the onset or progression of impairment changes the opportunities for certain types of jobs over time. Education is therefore a key area in ensuring equal opportunities where future initiative may be effective, including opportunities for lifelong learning to facilitate easier access to the labour market where disability occurs during the life-cycle.

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COOLAGE – “BE YOUNG”

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In market, you can see a large number of brands of apparels. They offer products from small socks to full size overcoats. Some brands offer only specialized products, while many have diversified into a portfolio of large number of products. Products range from shirts, t-shirts, pants, jeans, trousers, shorts, blazers, skirts, kurtas, ties, socks and what not. Different brands provide range of products with range of varieties.

Coolage started as a T-shirt brand. It has in-house production of t-shirts. The company was based at Jaipur. The owner of the company saw a large number of population of India as young and thought to start this baby company while there were many other companies in the same domain. Initially the company thought of starting production and selling t-shirts online.

The initial strategy of the company was to approach the colleges. Initially it was for Jaipur region only. There are around 50 colleges in Jaipur. On an average each college have 500 to 800 students. On average a student buys 3 t-shirt in a year. That means 1500 to 2400 t-shirts from a single college. 50 colleges means 75000 to 1 lakh t-shirts from a single city. And there are pool of cities in India and pool of colleges.

From the colleges, company selected one student as brand ambassador. The brand ambassador using their referral has to sell the t-shirts in the college as well as nearby areas. It was decided by the management of company that, if the brand ambassador brings 100 orders of the t-shirts from its given area, company will provide the ambassador a remuneration of Rs. 1000 plus a certificate which will add to their resume. The students from various colleges in Jaipur applied for the position to be brand ambassador and one from each college selected to be part of the company.

Some of the student ambassador worked very hard and brought good orders of the product and company benefitted a lot from them. Colleges always have some kind of technical or cultural fests where students need their kind of t-shirts and Coolage has provided them with that. Company sold a huge amount of their inventory by this strategy. Later on it was not only the ambassador who brought orders, other students in the region also started to bring orders for the company. Company was getting its recognition in the Jaipur region.

“Coolage- Be Young”, as a brand has established in the colleges in the area. The company started to provide sponsorship to colleges and gained a brand name in the area.

The company has not used any kind of advertisement but only the college students to be brand ambassadors. Also the company has no big team to distribute profit but a countable number of persons, i.e. 8 people in all.

The company succeeded in its marketing plan in Jaipur region. So now the company approached to all India marketing of its products just using the college students as its marketing team. Colleges from all over India ordered for customised products and company has provided them with the desired product.

Soon it was seen that colleges have only occasional orders and company is not getting enough orders from them throughout the year. The company started to have their inventory filled with products. Only limited orders started to come during the year. The company was only relying on the student ambassadors for their marketing and was providing customized t-shirts to them. The company started making a loss. It has started to cut its production of t-shirts. Company thought of retail chain but now it has stopped its expansion plan, as the company started making loss.

Other entrants also came to the market who are selling only t-shirts. The company has no local office other than Jaipur, so it was doing all its business from there only. Also the company was not offering any discounts to individuals other than ambassador's referrals. Coolage as a brand started to fade from colleges and young people.

The Coolage Company has now thought of reaching to young working people but has no strategy to work on as company can't go to companies where people work to sell their product. There is a large young population working in different cities as single and ready to buy what interests them. The Coolage have to have a strategy to reach out to them. Either they could hire some marketing/sales people to brand their product or could have some freelancer working for them as on incentive per orders. Coolage is also thinking about product diversification but not too much as it is a small company and can provide maximum of 5 kinds of products in the garment domain only.

The company has to show the sales figures in the next 6 months so as to get funding for the business. The Coolage Company is on an edge to work out the plan for their direct sales and do profit or else shut down. What approach should company should go for is the only question left with the management. Company is ready to invest in suitable strategy based on its feasibility. What all changes company has to go through? What all variety of Products Company should provide? Is there has to be any other marketing strategy? Or should it focus to only limited cities?

Appendix 1: No. of colleges in India as per specification

Type of colleges	No of colleges	No of students
Engineering colleges	8000	5600000
management colleges	3000	2100000
Medical colleges	1000	700000
Arts & Commerce colleges	15000	10500000
Others	10000	7000000
Total	37000	25900000

Appendix 2: Type of product bought by individual in a year.

Products	Average per person in a year
T-Shirts	4
Shirts	
* Formal	2
* Casual	3
Trouser	
* Formal	2
* Jeans/casual	4
Shorts	2
Suits	0.5

Appendix 3: Average prices of different products

Products	Average Price
T-Shirts	400
Shirts	
* Formal	1400
* Casual	1100
Trouser	
* Formal	1400
* Jeans/casual	1200
Shorts	800
Suits	7000

Popularity of Branded Apparels – Appeal to the Youth & Loyalty towards It

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Abstract

Purpose – This study explores the popularity of branded apparels and aims to find out if youth are attracted towards branded apparels or if they prefer non branded apparels. It also explores into the influential factors that lead to the purchase of a particular brand namely; Brand Name, Product Quality, Design, Store Environment, Price and Promotion. This study also tests if there is any significant difference between the degree of brand preference and the level of agreement with the social status that brands depict.

Design/methodology/approach – A sample of 80 was examined and data was collected through questionnaires administered to people between the ages 17 -30 and above.

Findings – youth do prefer brands but they are not brand conscious and neither do they buy only branded apparels. Most of them purchase brands casually and others do for special occasions, mostly, birthdays. Levis Strauss is most preferred brand amongst the youth and factors such as Fabric Quality, Design and Brand Name has made it the most favourite amongst the youth...

Practical implications – Companies should not invest heavily on celebrities as it has been determined that most of the population is not motivated to buy branded apparels because it is promoted by stardom presence

Originality/value – To build loyalty, companies can start loyalty programs by maintaining a database of customers who patronize the store often and offering them attractive discounts to encourage future purchases and loyalty to the brand. Companies must focus on improving their quality & design as these factors have been rated as the most important factors for staying loyal to a brand. Companies can think of other avenues of creative investment rather than investing heavily on celebrities for endorsing the brand as the study clearly indicates that celebrities do not influence most of the people in buying branded apparels

The Quality factors may be that the brand that they buy may last longer than other brands. The Design factors maybe that the brand that they buy may provide more variety than other brands. The Brand Name factors might be the reputation of the brand, attraction of the brand to the individual or that the brand might reflect the individual's personality

Keywords: Apparels , Brands, Quality, Design, Loyalty

Paper type Empirical Study

Introduction

"Consumers are evolving entities. Their aspirations & expectations are continuously changing. Today's shoppers are more intelligent, discerning & tuned to their individual preference. They are increasingly fashion and brand conscious and select labels which define who they are or who they want to be. The biggest challenge for all the brands is to create loyal consumer who love them." - Shopper's Stop Ltd

India represents an economic opportunity on a massive scale, both as a global base and as a domestic market. Indian consumer markets are changing fast, with rapid growth in disposable incomes, the development of modern urban lifestyles, and the emergence of the kind of trend-conscious consumers that India has not seen in the past.

Apparel industry is in its growth stage. With the proliferation of western culture, more brands are added to the Indian market. Larger budget is allocated to sales promotion activities that lure the consumers. In such a scenario, it is very essential to study how consumers make their choices in category where there are several brands in the consideration set of a consumer. There is a trend for a high number of consumers in the apparel industry to switch from one brand to another due to sales promotion offers and personal comfort zone. Hence it would of interest to a marketer to learn about the consumer preferences with respect to sales promotion offer; what schemes do consumer prefer for what kind of brands, which media do they prefer to know about the brand, product, and related schemes, who prefers the branded apparel and fashion products, the price range of the fashion products. These are the questions which consumer considers while choosing a brand.

Brands build customer loyalty by delivering excellent value no matter the price point-high, low, or medium. Value includes styling, durability, quality fabrics, and consistent fit. To the consumer, a brand name represents familiarity, consistency, and confidence in performance. Brand names when linked with lifestyle, self-expression, and aspirations epitomize intangibles that are desirable to the consumer.

Objectives

1. To find brand preferences of the youth in buying branded apparel i.e., do youngsters buy only branded apparels? If they do, when do they buy branded apparel?
2. To find which is the most preferred brand among the youth
3. To find what factors influencing the purchase of branded apparels i.e. on what basis do they prefer the brands they purchase
4. To find out if celebrities really have an impact on the minds of youth and does this influences their purchase of branded clothes?

Limitations

1. The present study is limited to consumer the city of Pune only.

Review of Literature

Carpenter and Fairhurst in 2005 said that the findings in “Consumer shopping value, satisfaction, and loyalty for retail apparel brands” are useful because links between the delivery of shopping benefits (e.g. hedonic and utilitarian) and important outcome variables (e.g. customer satisfaction, loyalty, and word of mouth communication) are demonstrated. In the increasingly competitive environment faced by today's retailers, the pursuit of customer loyalty is paramount. In order to be competitive, retailers must identify the key antecedents to customer loyalty and the relationships between the benefits delivered to the consumer and important outcomes (e.g. satisfaction, word of mouth communication). The findings of this study contribute to the development of an organizing framework for such relationships, which is exceptionally important for retailers

Ailawadi and Keller in 2004 in “The Journal of Retailing, Understanding retail branding: conceptual insights and research priorities” said, With the growing realization that brands are one of a firm's most valuable intangible assets, branding has emerged as a top management priority in the last decade. Given its highly competitive nature, branding can be especially important in the retailing industry to influence customer perceptions and drive store choice and loyalty. We integrate lessons from branding and retail image research to provide a better understanding of how retailers create their brand images, paying special attention to the role of the manufacturer and private label brand assortment. We also highlight some important areas that deserve further research in the form of three sets of research priorities

Morling and Strannegard, 2007 The authors in the article elaborate on the emergence of brand-scape a world full of symbolic imagery its genesis and changing conception branding entered in management discourse in late 1980’s according to them and then brand became more important than products even and this change is called moving from substance to image. Branding is not just about creating stories about the companies and offering an insight and a positive image about it. The author contends that a brand is an aesthetic expression expressed in terms of visual images or signs rather than a narrative symbol” of one sided content generation. It is further contended in the article that brands are assets and should be managed carefully. Further, brand equity is said to be comprised of brand name awareness, brand loyalty, perceived quality and brand associations. The paper emphasizes on the brands being visual entities and their consumption being the role logic.

Methodology

Sample respondents are identified as youth in Pune and were asked to fill in their responses. Random samples were taken from each group and the sample size was 80 respondents. Primary Data collection was done by a Questionnaire consisting of 19 questions which were used for collecting primary data for “popularity of branded apparels: appeal to the youth & loyalty towards it”. Secondary data was collected from research journals, case studies and

articles. Pilot Study was done to test the feasibility of the research, a pilot study was conducted on 5 respondents. Statistical tool was used to analyse the data and to prove hypothesis. Hypothesis 1 was There is a significant difference between the degree of preference of branded clothes and the social status that the brands depict and Hypothesis 2 was There is no significant difference between the degree of preference of branded clothes and the social status that the brands depict.

Results/Findings of the Study

While conducting the research of topic popularity of branded apparels: appeal to the youth & loyalty towards it” the questionnaire was filled by various age groups of youth . 14.3% of youth were of age 17-20 Years, 19.5% percent youth were of age 21-23 Years, 35.4% youth were of age 24-27 Years, 10.4% Youth were of age 28-30 Years and 19.5% were of age >30 Years. 71.4% respondents were male, while 28.6% respondents were female.

The first objective of the study was “To find brand preferences of the youth in buying branded apparel i.e., do youngsters buy only branded apparels? If they do, when do they buy branded apparel?”. The data obtained proving objective 1 is that, 64% youth preferred buying formals while 74.9 % youth preferred buying casuals and while youth preferring sports apparels were 59.7., along with this 85.7% youth preferred buying brands casually, while 31.2% preferred buying brands during festivals, 37.7 % youth preferred buying brands on birthdays and only 15.6 % youth preferred buying new cloths during anniversary. The factor which the brands can look into for getting to know the loyalty among youth is that they prefer buying casual clothes casually.

The second objective of the study was “To find which the most preferred brand among the youth is”. The data obtained proving objective 2 states that levis is the most preferred brand for youths in pune.

The third objective of the study was “To find what factors influencing the purchase of branded apparels i.e. on what basis do they prefer the brands they purchase”. The data obtained proving objective 3 states that the brand itself is the biggest influencing factor for them while buying of branded apparels.

The forth objective of the study was “To find out if celebrities really have an impact on the minds of youth and does this influence their purchase of branded clothes?”. The data obtained proving objective 4 states that the youth don’t wear apparels worn by celebrities.

Hypothesis 1 i.e. “There is a significant difference between the degree of preference of branded clothes and the social status that the brands depict” is proved right because 37.7 % prefer wearing branded apparels also the youths are neutral towards what the stance which the brands depicts for them in the society while others strongly disagree to the point that brands which they wear depicts their stance in the society. It was also proved right because 32.5 % youth feel that brands don’t depict their stance in the society..

Statistical tool such as The Karl Pearson coefficient of Correlation was used by correlating the two tables i.e. Table 2 and Table 16, and it came out to be $R = +0.92$, which states there is no significant difference between the degree of preference of branded clothes and social status rejects the null hypothesis "There is a significant difference between the degree of preference of branded clothes and the social status that the brands depict" and the alternate hypothesis which states "There is no significant difference between the degree of preference of branded clothes and the social status that the brands depict" is accepted.

Further, from the research it can be inferred that the youth go by the product quality rather than the design, brand name, store environment promotion or the price of the apparels.

However 32.9% go to a shop where there is a special offer and only 5.5 % decide to go into a store on the basis of window display or advertisement. 28.6% depicts the youths agree to the point that the brands which they wear depicts their attitude whereas 35.1 % youths strongly disagree to the point that the brands which they wear depicts their superiority among their clan.

Conclusion

To a very large extent, youth do prefer brands but they are not brand conscious and neither do they buy only branded apparels. Most of them purchase brands casually and others do for special occasions, mostly, birthdays. Levis Strauss is most preferred brand amongst the youth and factors such as Fabric Quality, Design and Brand Name has made it the most favourite amongst the youth. The Quality factors may be that the brand that they buy may last longer than other brands. The Design factors maybe that the brand that they buy may provide more variety than other brands. The Brand Name factors might be the reputation of the brand, attraction of the brand to the individual or that the brand might reflect the individual's personality. Although people's neutrality did not change when they were asked to rate level of agreement for 2 sentences, "*Brand is a status symbol*" & "*The brand I wear shows where I stand in the society*", a large number of people (29%) have agreed when the statement was reworded as "*The brand I wear shows where I stand in the society.*" in contrary to 25% who disagreed on the statement "*Brand is a status symbol*". The neutrality of the people did not change when they were asked to rate level of agreement with "*I am self-assured when I wear branded clothes*" & "*The Brand I wear depicts my confidence*" as majority (35%) of the sample has taken a neutral opinion in this regard. It is interesting to note that the agreement of people with this statement has increased which is evident from the 27% of the sample who agree with the latter statement, in contrary to the 27% disagreement with the former statement. From this survey, it can be inferred brands indeed depict the status of a person but it does not necessarily make them feel superior to others. Celebrities who endorse brands do not influence the general public to go in for that brand. Companies can rethink before spending a huge chunk on celebrities for endorsing a brand. Therefore, it is evident that branded apparels are widely preferred by the youth even if they are not the only preference.

Recommendations

- To build loyalty, companies can start loyalty programs by maintaining a database of customers who patronize the store often and offering them attractive discounts to encourage future purchases and loyalty to the brand.
- Companies must focus on improving their quality & design as these factors have been rated as the most important factors for staying loyal to a brand.
- Companies can think of other avenues of creative investment rather than investing heavily on celebrities for endorsing the brand as the study clearly indicates that celebrities do not influence most of the people in buying branded apparels.
- Brands are status symbols and therefore care must be taken to improve the brand name in order to attract new customers and retain existing ones.
- Most of the people get information about their brand from Televisions. Hence, this medium must be used to advertise the products.
- Since there is no significant difference between the degree of brand preference and the social status that brands depicts, companies must target their entire customer base equally.
- Companies can innovate and produce apparels catering to a section of people having similar attitude. Advertisements can enforce this in the minds of the people. For example, a jean with different pattern on it can cater to those who are cool and want to stay in fashion.
- Companies must continue producing (in minimal amount) those apparels which are not in current fashion as the study reveals that people do not buy only the latest fashion. For example, straight cut jean may be out of fashion but there may be a loyal customer who still prefers wearing straight cut, she/he might shift to a brand that still manufactures straight cut jeans.

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