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FOREWORD

We present to you Vol 3 of SIMSJMR.

First paper “**A Study of Social Media with reference to Undergraduate Students**” authored by **Mr. Aniket L. Pande** and **Mr. Piyush V. Mankar** discusses about Social media’s action as a medium of exchange between people to share their information, update profiles and share videos on the internet. The paper concluded that the use of social media is beneficial but up to a certain limit and excessive use of social media may lead to isolations and loneliness. We found that business organizations are also using social media for advertisement purpose and to know about market condition. We also came to know that as per the questionnaire asked to the parents of undergraduates, they answered that their children are using social media to download music, post photos and videos but, according to parents their child is isolating from family.

Second paper “**A Study of Impact of E-commerce on Consumers Buying Behaviour**” authored by **Mr. Om M. Gulhane** and **Mr. Yash. D. Chaudhari** discusses the consumers’ psychology to take any decision to purchase any product and also examines the probable factors which influence consumers’ buying behaviour. Their research focused on internet shopping and consumers' buying behaviour. An attempt has been made to examine various challenges faced by the e-commerce sector, such as cyber prime, internet frauds, etc. Respondents from the respondent were examined using descriptive statistical tools.

Third Paper “**Fintech: Future of BFSI Sector AUTOMATION**” authored by **Vaishnavi Gulhane** and **Pranay S. Gulhane** discusses how a well-formed, structured, well operated, faster and effective business entity always has a good grip on market. BFSI sector has great competition nowadays. Large banks, financial institutions and insurance companies have automated more than 900 processes and are serving customers. This research paper is a report on the study of different processes that are automated, their relative effect on this sector, employment, roles of employees, different data available, effect on economy and the future of automation.

Fourth paper “**Consumer Perceptions towards Sustainable Energy with reference to the Amravati City**” authored by **Ajinkya B. Metkar** got to a conclusion that most of the high-class consumers were in a position to have sustainable energy at their houses. But as far as a middle- class consumer of conventional energy is concerned; they all are unable to have non-conventional sources of energy as resource. The paper concluded that all consumers of conventional energy would like to have non-conventional sources of energy as a resource but only some of them will manage to use it because it is too costly.

Fifth paper “**A Study on Investor Perception towards Stock Market Investment**” authored by **Akash Arvind Ade** discusses the impact of reskilling among the employees in the IT industry and the impact of reskilling in emerging business areas in an organization for sustainability in the IT industry.

Sixth paper “**Impact of Leadership Transformation on PepsiCo**” authored by **Abhishek Singh, Gaurav Kumar, Jyotima Srivastava** and **Vishnu Prasad** discusses Case based research that discusses the strategies which were developed under the leadership of Ms. Indra Nooyi.

Seventh paper **“A case study of Organizational Behaviour and Resistance to Changes in Malaysia’s Commercial Banking Industry”** authored by **Gargi Singhal, Kanderp Goel and Aditya Bailur** discusses how every organisation has issues to handle, and the way the management or leaders handle the issues can affect the organization’s performance as well as the employees’ performance. As a part of the top management, leaders should encourage employees and avoid demotivating attitude to ensure a better work environment. Emotional intelligence is the most crucial aspect that should be observed by everyone in an organisation. A high positive level of emotional intelligence establishes a high level of organisational citizenship behaviour, which further increases organisational performance. When bank employees can express their emotional experiences, both individual and organisational performance becomes enhanced. Hence, this brings down the workplace stress. Successful organisations know the importance of practising positive attitude in various conditions, performance, and employee engagement. Such positivity is very crucial for employees when they later face with a negative work environment. Therefore, training assessment and evaluation of employees are very important as it guides them to learn as well as support the team members at the workplace, while they continue to attain the organisational goals, vision, and mission.

Eighth paper **“Case study on Maruti Suzuki”** authored by **Sanchit Rastogi, Babita Gangurde, Vishakha Chawla and Sonam Mukherjee** discusses strong case for HR executives to increase their involvement at the floor level with the workers in addition to pursuing their professional education and career development. As part of the initial training for the junior manager while joining service, it is important to make it a part of study the nature of an average worker, their social structure, the previous history of union activities, the study of resolutions and decisions taken and the comparison of the facilities given to the worker vis a vis the workers of the competitors. The present peace at Maruti Udyog, Manesar is a brokered peace between the Haryana Govt. and the Maruti management. This certainly is not going to be a permanent solution. As mentioned earlier, an average Haryanvi worker is a hard fighter and it is pointless for the management to encourage, develop and nurture an anti-labour stance among their executives. Communication of intention at all levels plays an important role in reducing trust deficit. Rather than the unions coming to know about their company’s expansion plans through rumours, newspaper or the television, it is in the interest of the company that the management takes the union into confidence about their establishing new facilities in Gujarat or elsewhere. This will go a long way in building confidence among the workers about the honesty and forthrightness of the management.

Ninth paper **“A case study of The Coca-Cola Company India and Addressing Several Organizational Behaviour and Human Resources Issues”** authored by **Swati Padalia and Utkal Patra** discusses a comprehensive analysis of The Coca-Cola Company and addresses several Organizational Behaviour and Human Resources issues. Recommendations are proposed based on the problems that were discovered during the study. The goals of the study are to understand how, why, and where an organization is vulnerable to a crisis.

Tenth paper titled **“A Study on the Impact of Reskilling in IT Industry”** authored by **Nibedita Panda**, discusses the impact of reskilling in IT industry among the employees for value addition to self, organization and in emerging business areas of an organization for sustainability in IT industry. The findings are that after reskilling there are hikes in salary structure, increase in job satisfaction level, increase in value addition level to self (for the employees) and company. There is increase in number of employees who have been reskilled

in Digital and other emerging areas in all the 3 companies in FY 18 than in FY 17. Also, there is increase in revenue from digital and other emerging areas in all the 3 companies in FY 18 than FY 17. There is decrease in attrition rate of BBB and CCC in FY 18 than FY 17, whereas in the same period there is a little increase in attrition rate of AAA.

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A Study of Social Media with reference to Undergraduate Students

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Abstract

Social media provides a platform for undergraduate students all around the globe to share their opinions and issues. Any website can be a social media which can provide a platform for an individual for social interactions. Nowadays, social networking sites have the rapid growth globally. Facebook, Myspace and Twitter are some social networking sites which attracts the teenagers to interact with their family, friends and strangers. Social media has changed the world completely and in different ways. The all generations have the great impact of social media on their life especially, the young generations. Social media has two-fold aspects i.e. it can be used for the welfare of the people and also for harming the society. India is a country of youngsters where social media is popular among all the students. But this study gives focus only on the undergraduate students. The students of Indian country become more addicted to social media due to various reasons. Excessive use of social networking sites in India has been on the rise among the new generation therefore, the study aims to assess the impacts, reasons of use of social media on undergraduate students, also the study aims to create awareness among the youth about positive and adverse effects of social media on their educational, social as well as physical life.

In this research paper a questionnaire is framed to focus on the increase in the use of social media and to examine the reasons behind it. Are the teenagers are giving their most valuable time for good purpose or not?

Keywords: Social Media, impact, awareness, using purpose and popularity, Undergraduate Students.

Introduction

A social media is one kind of forum which helps to build social relationships with other people. All types of information is collected by students through social media such as educational and market information. Social media greatly impacts on the life of students than other people. Nowadays, social media has rapid growth. The life without social media is out of imagination. One can't think life without social media. Many students and people are using their cellphones, laptops, tablets and many more to check the updated status from their friends and family and it is very convenient. Due to the new innovations and up gradation in technology, people are accepting the new lifestyle with the advancement in technology. Social media helps youngsters to become more social and socially capable. Social media provides platform to communicate, exchange information in different form such as blog, micro-blogs, micro-sharing sites, instant messaging, video-sharing sites, virtual worlds, podcasts, etc. social media is largely accepted concept which is mostly used to share information and to maintain long distance connection. Before a couple of decades electronic media is used such a television, radio listeners but nowadays, majority of youngsters are moving quickly from such electronic media to the social media. Youths are more addicted and their shifting rate is also greater. They are much influenced by social networking sites. Social media has amazingly expanded worldwide growth and popularity with a change in time all generations accepted the social media and social networking sites. Undergraduate and teenagers are seeing much active on social media.

Review of Literature

1. Mr. Akashdeep Bhardwaj, (2017). He stated that social media is used for business promotions since, the social media as an online collaborative platform has the power to impact on undergraduate students and their cultures and also it helps to increase their productivity.
2. Mrs. Kavita, (2015). According to professor Kavita, the rise of social networking sites shows a great change in Indian like undergraduate students and adults, teenagers in their life. It has very bad effect on education of students.
3. Mr. Lalith Wickramanayake, (2017). He stated that due to intensive handling of social networking sites on smartphones, social media was extremely popular for knowledge, entertainments and communications between the students and young ones.
4. Mr. N. Khurana, (2015). The researchers found that the social networking sites help us to stay connected with whomever we want to communicate and it also helps to maintain long distance relationship.
5. Mrs. Pratashya Jain, (2013). She concluded that youths devoted to the moral use of social networking sites so that it will direct our society in right way. It also helps to stay out of vulgarity.
6. Mr. Sajeesh Hamsa, (2018). He stated that due to excessive and adverse use of social networking sites, the teenagers and undergraduate students did the cyber-crimes. It is very important to understand the concept of cyber-crimes and to safe guard's future from that.
7. Mrs. Vidyashri Halakerinath, (2017). She concluded in her research that large majority i.e. 60% of respondent say that they like to use social networking sites such as Facebook, twitter, Instagram and WhatsApp to upload and download videos and photographs and mainly for entertainment purpose.
8. Mr. Waseem Akram, (2018). He examined that the social media has become the unbreakable part of every person's life. Social media has completely changed the quality and the rate of combine efforts. Wrong data in social media leads to disappointment and wrong decisions. Thus, the Wrong decisions will influence the productivity of every social media user.

Objectives

1. To know the impact of social media /social networking sites on undergraduate students.
2. To check the awareness of social media on undergraduate students.
3. To check the reason behind the use of social networking sites by undergraduate students.
4. To measure the using time on social networking sites by undergraduate students.
5. To recommend some suggestions for proper use of social media in right directions.

Statement of Problem

There is seen that the undergraduate students become more addictive of social media. They like to invest their valuable time in social media rather than with family. Excessive use of social media leads to an isolation. Therefore, the researcher is interested in knowing impact, causes and awareness of social media and situation of undergraduate students.

The problem was stated as, "A study of social media with reference to undergraduate students with reference to Amravati Town". This problem is undertaken to know the impacts and

reasons of addiction of social media and the researcher will try to provide solution so parents and students can focus on productive activities.

Impacts [negative and positive]

Positive impacts of social media on undergraduate students.

1. Education: -

1. It helps to bring a better communication and co-operation between students and teachers.
2. Social media provides a lot of resources to students from which they can learn more and more things.
3. It helps the student to improve their academic performance.
4. It provides a platform for discussion related to the education and other related topics.

2. Awareness: -

1. Social media helps to spread any news faster than any other kind of media.
2. Academic research can be made easy with the help of social media.
3. Individual can bring the required changes in themselves.
4. Helpful for student because, it is great for marketing professional – connects and find business opportunities.
5. It creates the job opportunities and also it creates awareness among undergraduate students [employees].
6. Social media plays crucial role in the creation of job and employment opportunities.

Apart from above impacts there are some Positive Impacts

Teenagers can access the social networking sites to acquire the answers of their future career doubts or questions. The most important impact of social media is that it helps the people, students to stay connected with their friends, family and etc. Social media also introduce them with new friends, people and students. Through social media undergraduate students can find a person with their required interest. People can also know each and other people very well. Undergraduate students get a platform for sharing their interests, hobbies, their works and many more things with other. Students are using the social networking sites for inviting the people for some events. Through social media some industries such as, film industry can make their publications and advertisement.

Nowadays, there are seen educational departments and institutions which are using social media as an educational tool. According to them, it doesn't have any negative effects and it promotes the overall development of students. Students can develop their skills and expose their hidden talent and caliber through social media.

Social media's benefits are not extended up to the students and teenagers. It includes all categories and all sectors; business sector is one of them. Business organization are also interested in using social networking sites as it makes the advertisement of their products at cheaper rate and at low cost. Business sectors find social media profitable because, the advertisement cost of businesses can be deducted by social media. Through social media business provides a detail information about their products to a customer which increase the knowledge of the users. Business organizations also get information regarding the consumers need, likes, dislikes, and other things. So, business organization can make the product which will fulfill the wants of the consumers and indirectly it will help to increase their sales and profit.

The way of people has been changed by social media to interact with the world. Social media helps to make the life of student to become easier. Nowadays, we can use social media by the help of our cellphones and smartphones. Today's cellphones models are providing social networking sites with inbuilt features. Due to these the use of social media for many purposes i.e. they can update their status, post comments and many more. Mobiles are portable than PC and Laptops therefore the use of social media increases on the cellphones rather than on PCs.

Facebook, Instagram, Twitter My space are some social networking sites which are mostly visited by users. Social networking sites are becoming the more visited sites by teenagers.

Negative impact of social media on undergraduate students

1. Reduce privacy: -

Social apps force users to grant access to their apps for list of things: Access public profile information, user names, profiles pictures, friend's list, birthday, favorite, etc. Students going online while studying scored 20% lower on tests.

For every 106 minutes over the average 93 minutes spent on Facebook daily, college student's grades dropped.

2. Waste of time: -

Constant browsing and replying online posts and blogs, takes the user attention away from core work and often take some time to return to original task.

3. Crimes: -

Criminals browse social media to know user whereabouts and are known to commit crimes when away on vacations.

There are some more negative impacts

1. Kidnapping, murder, robbery can be easily done by sharing details on social media.

2. There are many cases registered in police station here adults target young children and lure them into meeting them. Some useless blogs influence youth extremely that they become violent and can take some inappropriate actions.

Research Methodology

Research Method

For the purpose of the research descriptive method is used. As the area of the research is large so it is hard to collect the data so survey method is adopted for the study

Sampling Method

It is not possible to survey (census) all population. It may be time consuming. Sampling is the processes of selecting units from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen.

Data is collected from undergraduate students of different colleges of Amravati city. For collecting data, the simple random sampling method is used. In the study, we studied undergraduate students of Amravati town.

Sample Size:

Colleges in Amravati	Sample size
Commerce Colleges	100 students
Science Colleges	50 Students
Arts Colleges	50 Students
Total	200 Students

Respondents	Number of Parents	Number of UG students
Total	100	200
Total Sample Size	300	

Data Collection Techniques

Present research was carried out through primary and secondary method of data collection.

Primary Data: -

Primary data is that data which is not existed. It is fresh and newly collected data. In this study primary data is collected from the 300 respondents. Among them 200 are students and rest are from parents i.e. 100. For this study observation as well as questionnaire is used.

Secondary Data: -

Secondary data is those data, which are already available in the form of Newspaper, Magazines, Research Journals and Books etc. For this research work secondary data has collected from internet and research paper.

Data Analysis Techniques

Data analysis is the process in which raw data is ordered and organized so the important information can be extracted from it.

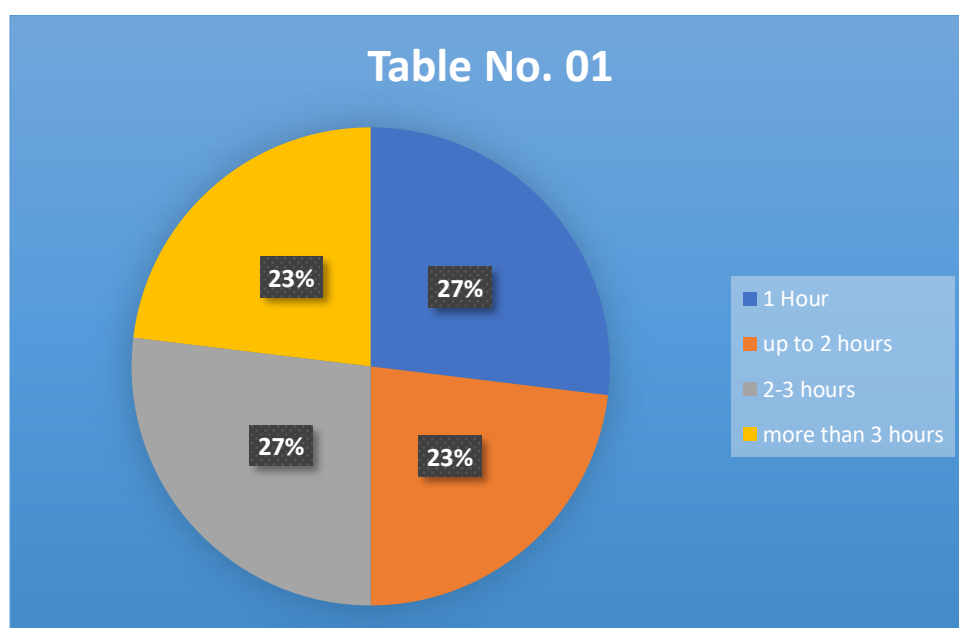
Scope of the study

An attempt has been made to study the contribution of social media in development of students of Amravati town. The scope of this study is restricted only to a study of Amravati Town. Only undergraduate students have taken for the present study. The study focused on impacts, causes and awareness of social media on undergraduate students so, the life and time of students can be saved from its adverse effects.

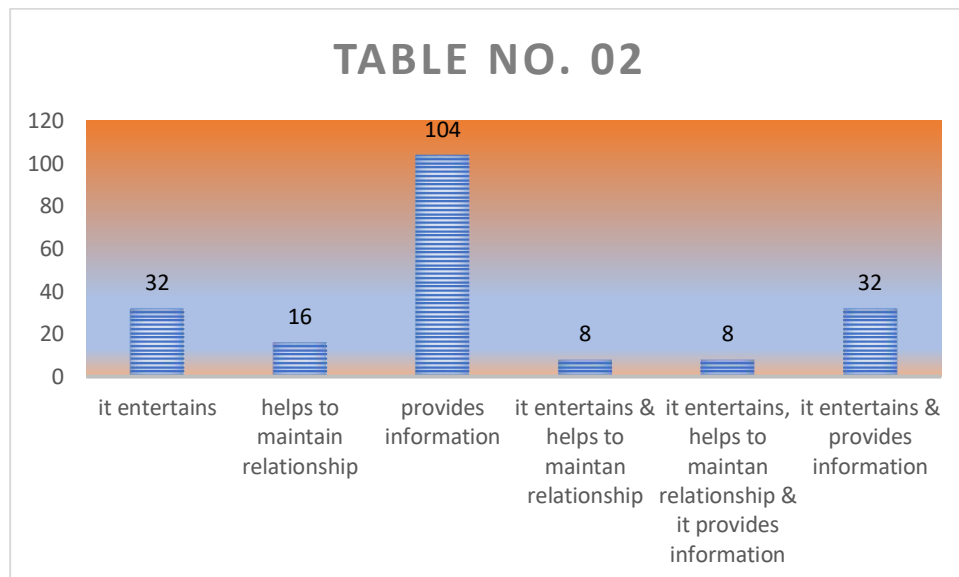
Limitation

Despite the researcher's best effort the present study is suffering from various limitations as the study will not cover the entire population of Amravati Town due to limitation of both resources and time. The research is conducted only for Amravati town it covers only sample size. The present study is based on sample survey. So, it carries some limitations of sample survey too. The reliability of the study may depend on the authenticity of the information supplied by the respondents.

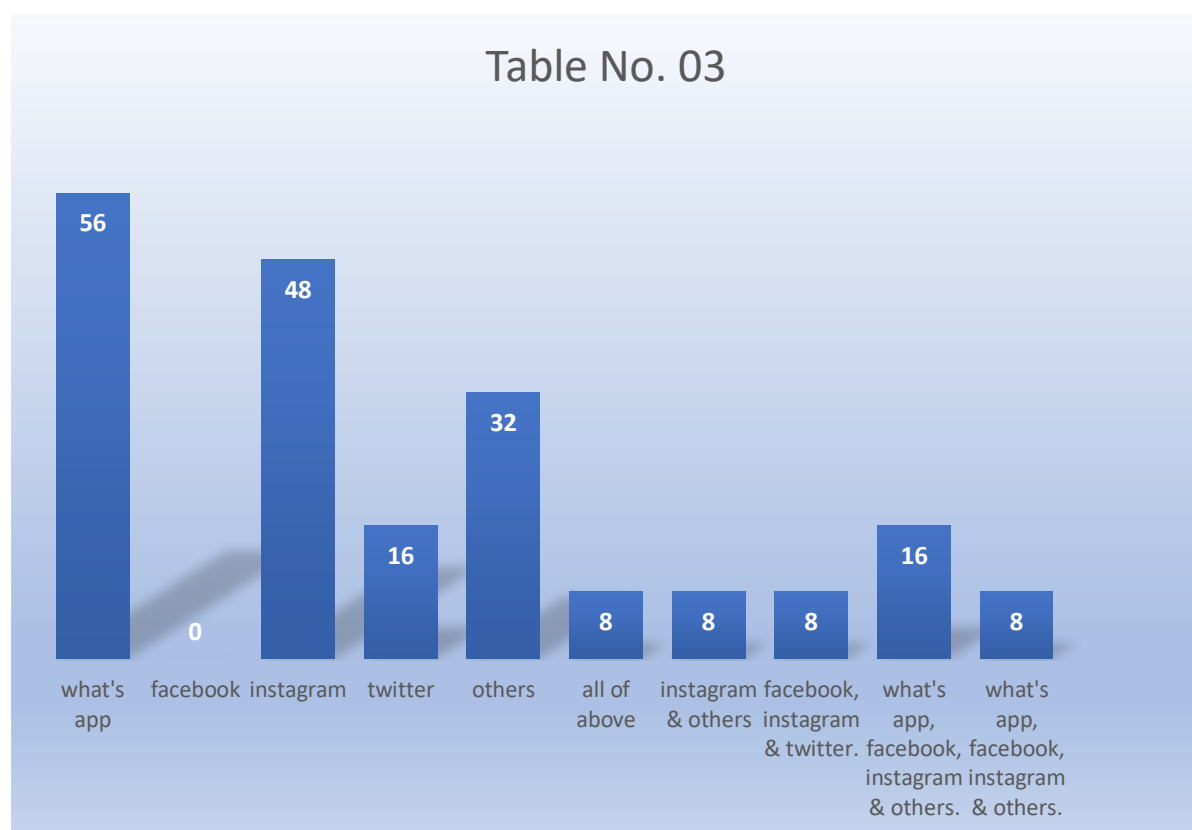
Q.1) How much time do you spend on social media?



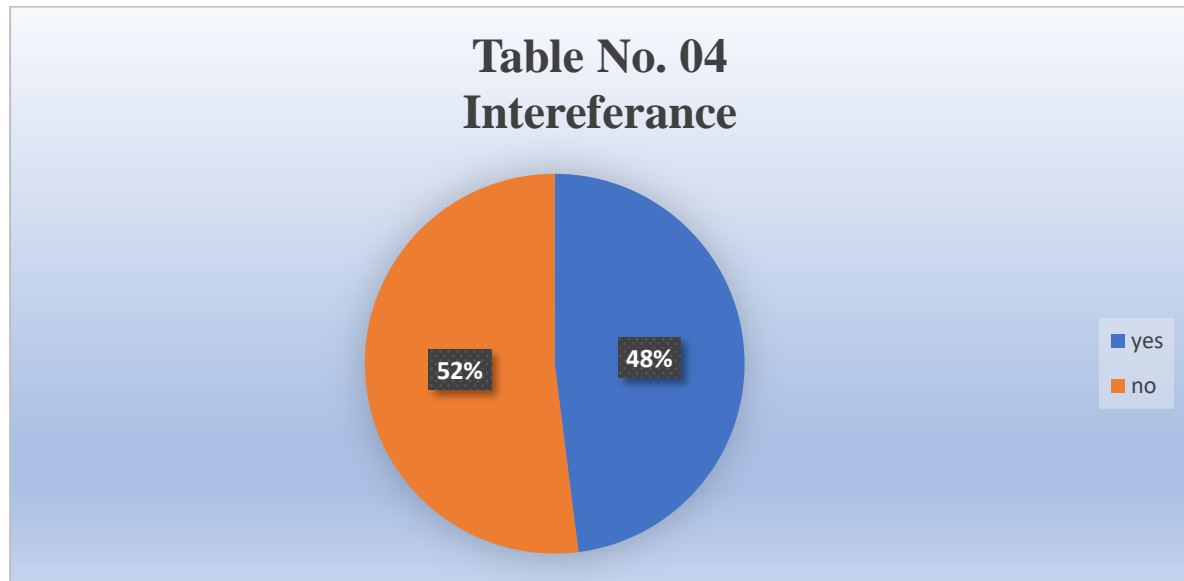
Q.2) what fascinates you towards social media?



Q.3) which is your favorite social networking sites?

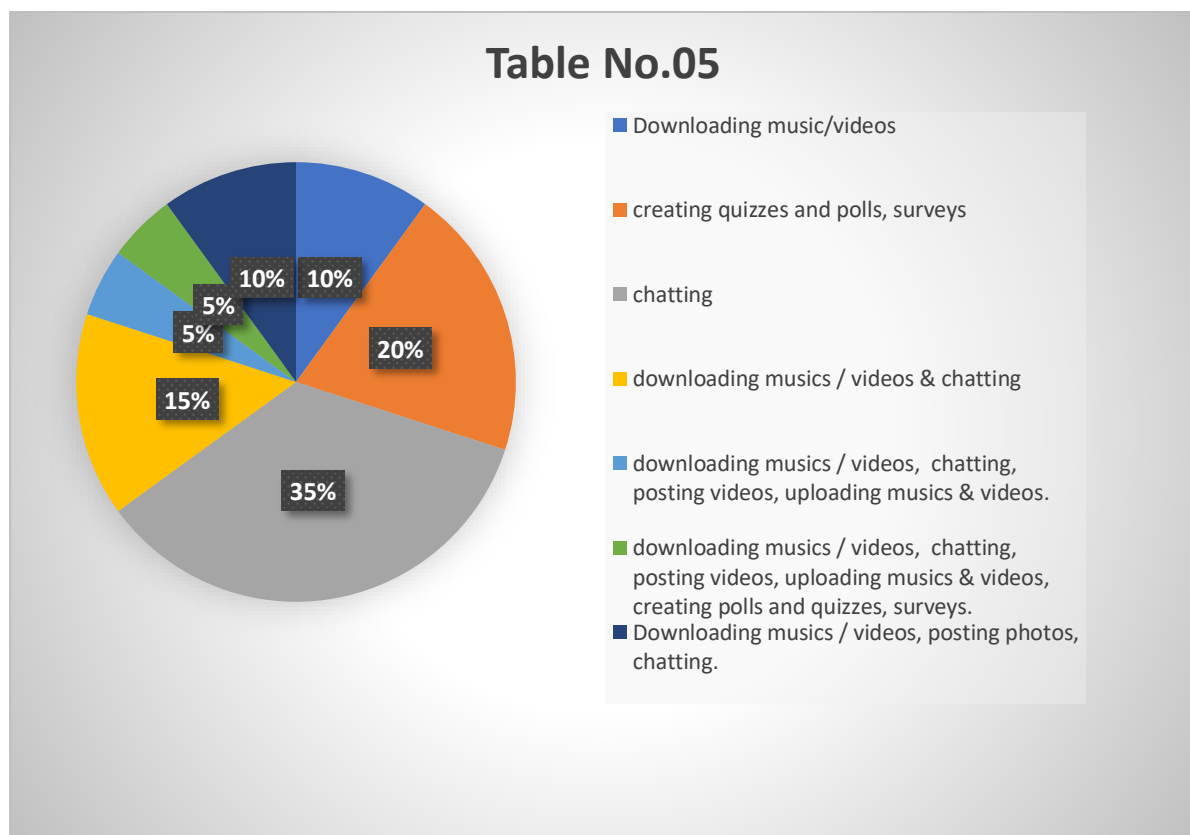


Q.4) Is social networking sites hamper in your personal life?

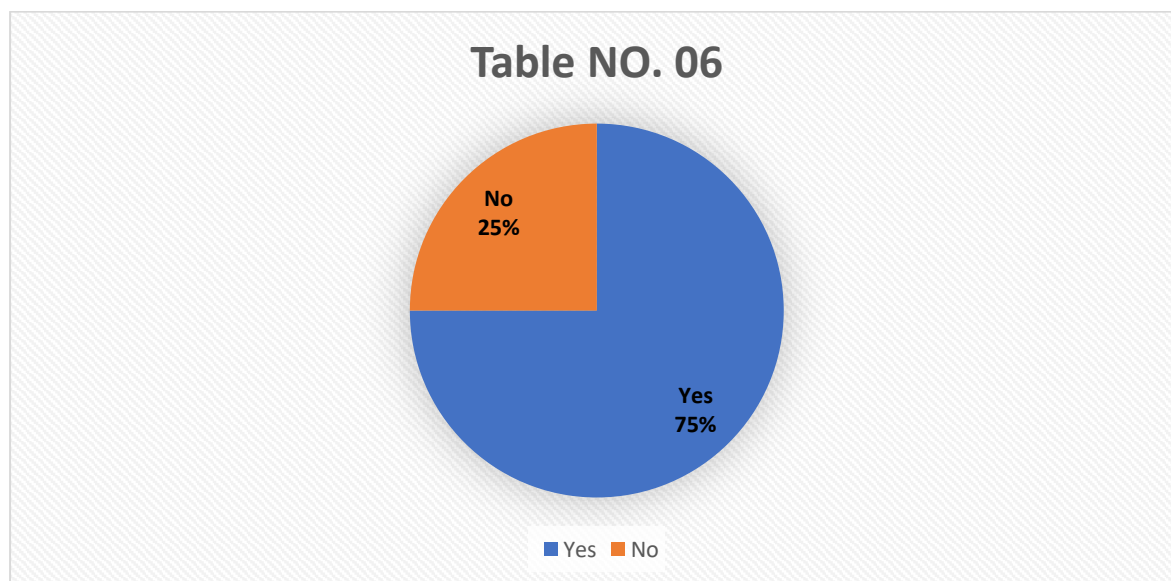


Parents Questionnaire

Q.5) Choose from the following, for what purpose social media is primarily used by your child?



Q.6) Does social networking sites hamper in your child's personal life?



Findings

- According to survey, 27% of undergraduate students i.e. 54 spend their valuable 2 to 3 hours in using social media. Whereas, 23% of students i.e. 46 like to spend time on social media for more than 3 hours and also the same percentage of undergraduate students spend time up to 2 hours. While the remaining percentage of undergraduate students i.e. 27% spend only 1 hour per day on social networking sites.
- By using the information collected through survey, we conclude that or it is the response of the respondents that the information provided by the social networking sites fascinates them most.
- The few undergraduate students said that the social networking site entertains them and helps to maintain relationship but, these things have not any great impact on their fascinations.
- As whole social networking sites have a great impact on undergraduate students but, among them what's app is one of the most popular social networking site. Students are interested to spend their more time on what's app rather than any other such networking sites.
- The Facebook is first emerged social networking site. At its initial stage Facebook is more popular than any other social networking site in that era but, at the present scenario Instagram is on the way to acquire that position of Facebook.
- As per questions asked to both students and their parents. The responses from them are totally opposite from each other. According to most of the undergraduate students, that the social networking sites don't hamper in their personal life but, the parents response say that the social media hampers most in their Academic as well as in their social life.
- As per the question asked to the parents of students, they said that their child usually use social networking site for chatting with their colleague. 35% of students are using social media for chatting. Secondly, 20% of students are using social media for creating polls and quizzes. For downloading videos / music and posting photos / videos 10% students use social media.

- In this study it is founded that social media is useful for youngsters as well as it also helps to youngsters in connecting with each other. Through social media information can be transferred and exchanged from one place to another place.
- In the present days it is critical for each and every one so in this time period youngsters find that social media is the platform for the information. Youngsters use social networking sites for obtaining answer for their career.
- In this study it is also observed that youngsters waste their valuable time on social networking sites. These sites are used by this group of people for chatting with their friends and their relatives which influenced their health. These sites also affect their behavior and disturb thinking of youngsters.
- In this research, it is observed that many respondents think Social Media is the best way for Publicity.

Conclusion

Social media acts as a medium of exchange between people to share their information, update profiles and share videos on the internet. Due to these research papers we came to know that youngsters are much more addicted of social media and they are wasting their precious time. Undergraduate students use social media. Beyond the time limit. Social media is very advantageous but as we all know that every coin has two sides therefore, it has disadvantages also. Wrong information on social media misguide youngsters. On social media private information's of users are required and the leakage of private information may leads in discomfort for users. Thus we concluded that the use of social media is beneficial but up to a certain limit and excessive use of social media may leads in isolations and loneliness we found that business organization are also using social media for the advertisement purpose and to know about market condition we also came to know that as per the questionnaire asked to the parents of undergraduates they answered that their child are using social media to download music, post photos and video but, according to parents their child is isolating from family.

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A Study of Impact of E-commerce on Consumers Buying Behaviour

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Abstract

In today's era, as there is much invention is introduced in the field of technology, that's why the term e-commerce gates highly important and therefore it is necessary for all of us. to know the pre caption of today's era. At present, in e-commerce sectors, many MNC's companies are well established and provide 24*7 facilities to their consumers.

This paper mainly focused on the impact of e-commerce on consumer buying behavior. It also states some principle factor in consumer behavior. Nowadays, consumers have trust in online shopping, therefore, this influence purchasing decisions and consumers take risks to purchase from the online market. E-commerce reduces the human efforts of consumers for purchasing products rather than in the traditional methods due to this behavior of consumers. The demand for many goods is an increase every year due to reducing human efforts and companies' strategies to increases consumers. Nowadays, many consumers attracted to online purchasing, that's why it is necessary to examine consumer behavior.

In this research paper, a questionnaire was formed which focuses on consumer's mentality and factors that influence consumer behavior. The core objective of the study is to know consumer presentation towards e-shopping. An attempt has been made to examine various challenges faced by the e-commerce sector, such as cyber prime, internet frauds, etc. Respondents from the respondent were examined by showing date tabulation such as a pie chart, Bar graph, etc.

Keywords: - E-commerce, Consumer behavior, Online shopping, consumer trust, companies' strategies.

Introduction

E-commerce grows continuously with the increase of mobile internet penetration, now in India 500 million people are using the internet on smartphones and PC, and this index also will increase in feature, India is the 3rd largest economy in e-commerce. In e-commerce, most of the consumers are doing online shopping for purchasing electronics goods. In India, 47% of electronic goods sells grows every year. Now consumers are also attracted to the online shopping of clothes, rather than shopping in a traditional way 33% market of cloths is increasing every year.

Consumers can shop for any products on the internet. Due to Arability of the internet most of the people like buy any product on the internet rather than the traditional method because some reasons like those product consumes like to purchase that is not available in market or some products are rarely available, but in the case of online shopping any product easily available in the websites and with the many choices.

In feature online shopping gets more importance with the increase of awareness and penetration of mobile internet this funded by our "Global E-Tailing 2025".

Increasing awareness of e-commerce many use the internet for the booking Tickets of Train, Airplanes and also rooms in the hotel, consumers can do anything anywhere in his how office, etc. with the single click on the internet. Retail shoes give limited facility like it's open in limited hour service of retailer is limited, but in case of online shopping consumes can buy at

any time 24*7 and direct communication with the companies their services is prompt at any time. The introduction of 4 G technology makes faster the speed of the internet, which makes faster availability of net surfing. Now the consumer can select various shopping sites at a particular time. Before 4 G speed, the transaction in banking services was slow and somehow interrupted. Which cause failure of transactions; therefore, consumer hesitates to purchase online. Now a day's online banking is more secure and safer, therefore, the consumer feels secure and safe online transactions.

Review of literature

1. Arpita Khare, Sapna Rakesh (2011)

The result examines that the students belong to Indian countries are more possessive to buy online due to attitude towards online shopping, prompt services, maintain transference and secularism of updated technology. Due to modern trends, many people attract towards online shopping, their study indicates that websites affect intention to buy more goods online as per their study most of the male students those who have a positive attitude towards online shopping as compared to female.

2. T. Kavitha (2017)

This study analyzed the effects of online shopping on consumers' buying behavior. With the increases in internet penetration, online web stores improve their services like offers, reasonable prices, maintain transference. For the awareness of consumers' websites improves their service strategies. Their study shows that all online shopping should improve their promotional service strategies to make the consumer aware of the latest technology and consumer should build their positive attitude towards online shopping and improve the level of online shopping with maximum satisfaction.

3. Dr. Hemant Kumar & Dr Umakant's, (2017)

This study focuses on increases in demand of e-commerce. e-commerce has made the market online and self forward toward modern technology. Customers are getting to see tremendous change in the market because 'high quality and low price their study general focused on young generation purchasing from an online store. The customer finds suitable products or services for these needs. Also, an online store needs to enhance its detail information about the product. Online web store needs to be more update about the needs of consumer; hence, it helps to satisfy consumer wants.

4. Nisha Gupta and Rajiv Jain (2017)

He examines that people take time for trust on websites and shopping with them. Most of the consumers feel hesitated on online transaction. At the time of online shopping, there is a fear of fraud in the consumer's mind, consumers are not satisfied with the quality of product and services. As per their study shows that online marketing is a new concept so it will take some time for people to trust in it. Most people are afraid of fraud in online shopping that people moving towards traditional shopping.

5. Debnath Burman and Dr. Aartee Agrawal (2015)

Their study focused on how e-commerce has made life easier for peoples. Improving services, maintain transparency and faster transaction helps with online shopping. They also focused on consumers buying behavior and also mention some factors which help consumers for purchasing any product online.

6. Sarv Devraj, Rajiv Koli (2002)

This paper reports the results of a study that measures consumer satisfaction. According to their survey, E-commerce has created new opportunities for businesses and provides a platform to the consumer for buying and selling any product online. This helps the consumers in satisfying their wants. They mainly focused on consumer satisfaction and business opportunities.

7. Dr.Raja Sekar.S &Sweta Agrawal(2016)

The growth of e-commerce is depending upon IT technology as well as consumers. E-commerce is an asset for common people. With the increase of mobile internet penetration in public due to these new brands are comes into existence because it is an opportunity for a new business organization to build their brand.

Objectives

1. To know the awareness of e-commerce in the public.
2. To understand how satisfaction gets by the consumers to online shopping.
3. To study popular e-commerce sites and their strategies to attract consumers.
4. To find the barriers to online shopping and online payment transaction.
5. To study the e-commerce impact on consumer psychology.

Research Methodology

Research Method

For the research, a descriptive method has used. As the area of the research is large, so there will be hard to collect the data so the survey method will be adopted for the study.

Sampling Method

For any study is it not possible to have interaction with the total population, due to various reasons such as time, cost, etc. sampling is the process of selecting sample size from the total population. Data is collected from consumers. For collecting data, the simple random sampling method is used.

Sample Size: The total sample size is 400.

Respondence	Age	Number of Review
College going students.	16 - 30	250
Peoples.	31 - 50	100
Other consumers.	Any	50
Total Response		400

Data Collection Techniques

Present research was carried out through primary and secondary methods of data collection.

Primary Data: -

This data is collected by the researcher it is called primary data. Primary data can be acquired from questionnaires, observation, and interviews. It is original in status. Once the primary data is used for any other purpose it becomes secondary data.

Secondary Data: -

The data which is acquired from internal and external sources is known as secondary data. It has been collected from published Books, Reports, Periodicals, Journals, Annual Reports, Research papers, Newspapers. For the present study the secondary data will be collected from, Newspaper, Magazines, Periodicals, Research Journals, Articles, and Publications, etc., Internet, Websites.

Data Analysis Techniques

Data analysis is the process of getting significant information within the processing of untreated data. However, analysis of the data is a process of examining, picking, modifying and modeling data to highlight useful data, recommending a conclusion and helping conclusion planning. There are different ways to analysis of data. So, for the analysis of the data percentage method was used and analyzed data will be presented in the form of various tables and graphs.

Scope of the study

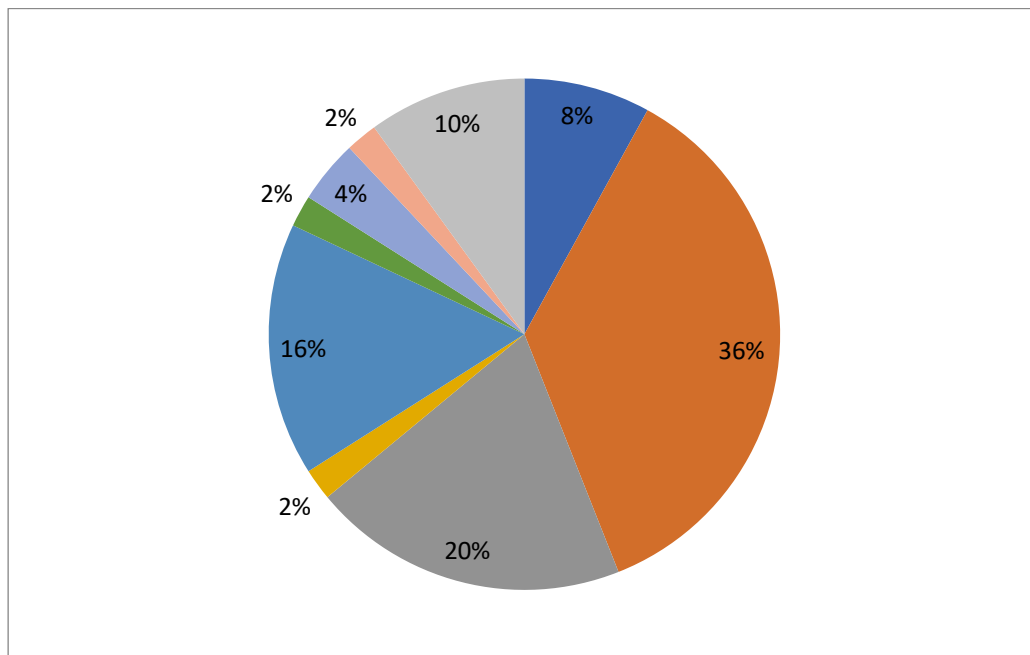
The scope of the study is restricted only to Amravati Town. The study focused on the impact of e-commerce on consumer buying behaviors.

Limitation

1. This study is limited up to Amravati town.
2. All the information provided by the respondents is written in the paper and the authenticity of the study depends on the information provided by respondents.
3. This study is done within a short period.

Data Analysis- and Interpretation

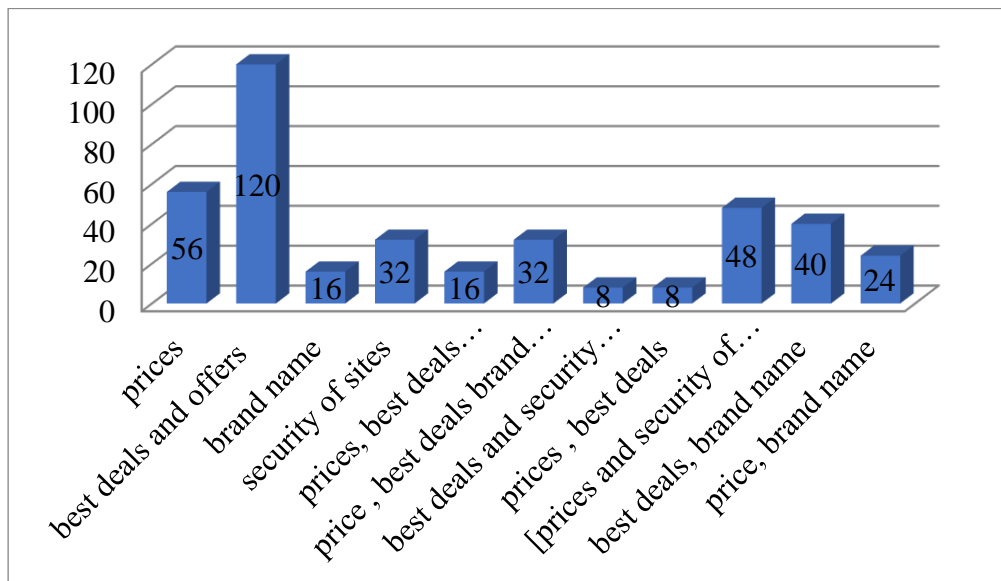
Q.1) Where are you mostly like to shop on the Internet?



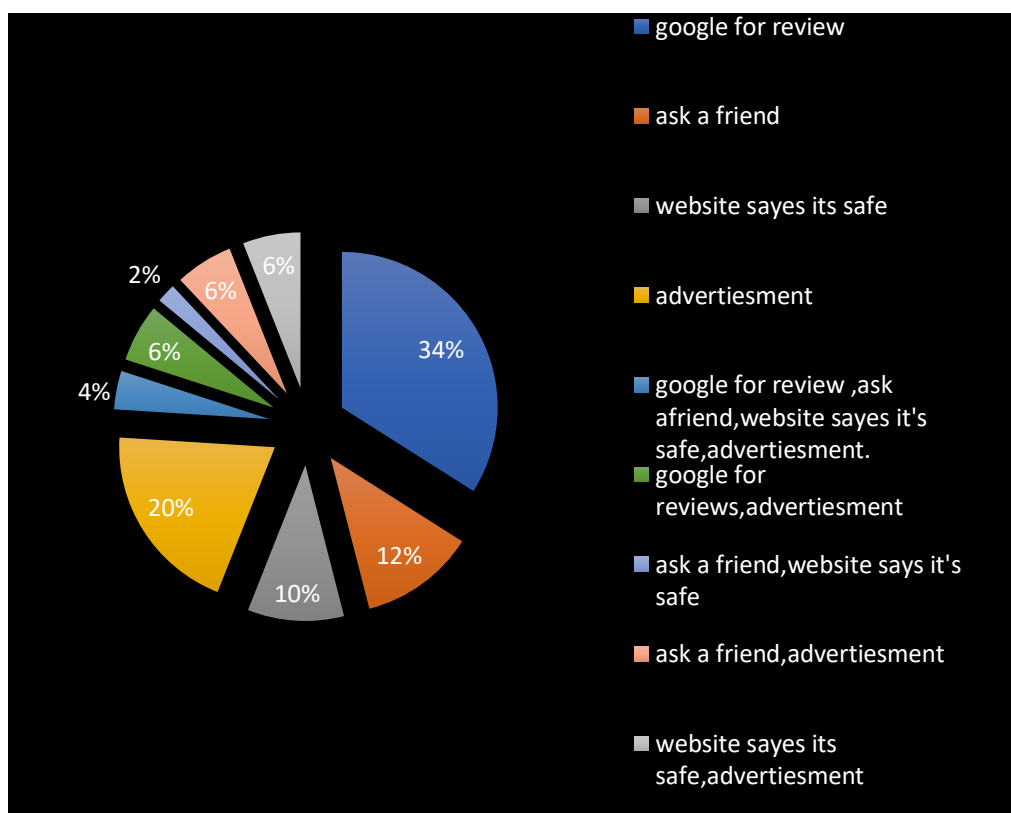
Analysis

From the collected data it is clear that maximum respondents i.e. 36 % are using Amazon and among remaining respondents, 20% have given preference to Flipkart, 16% said Amazon and Flipkart. 10%, 8%, 4%, 2%, 2%, and 2% are local shops, amazon & Flipkart, local shop, local shops and Flipkart, local shops and eBay, local shops and amazon, eBay and Flipkart.

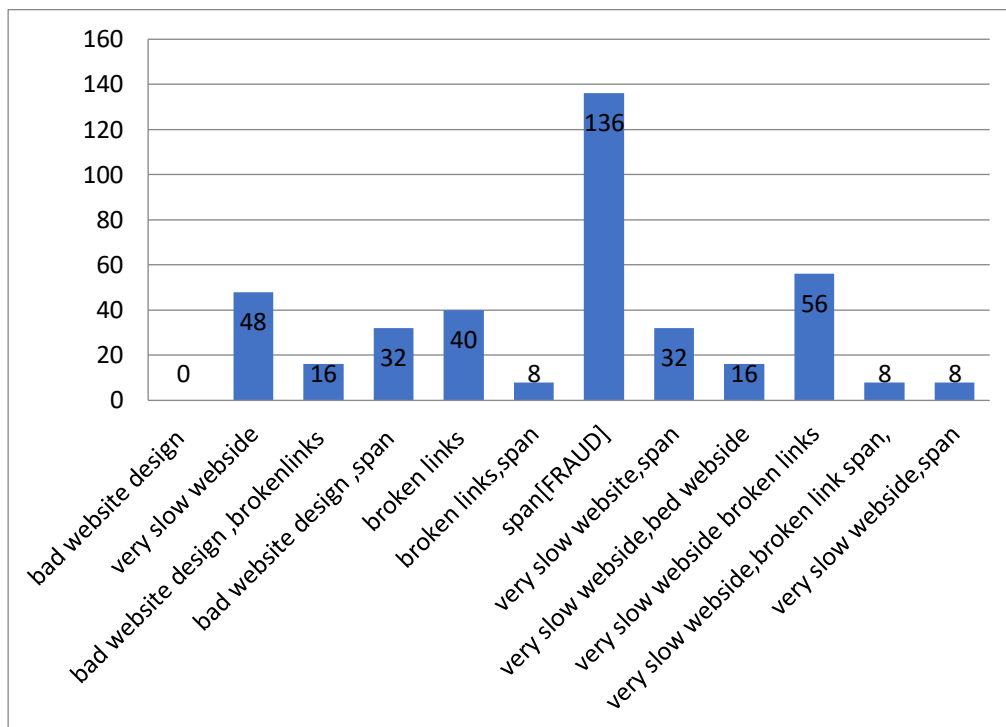
Q.2). As per your point of view which thing is most important when you shop on the internet?



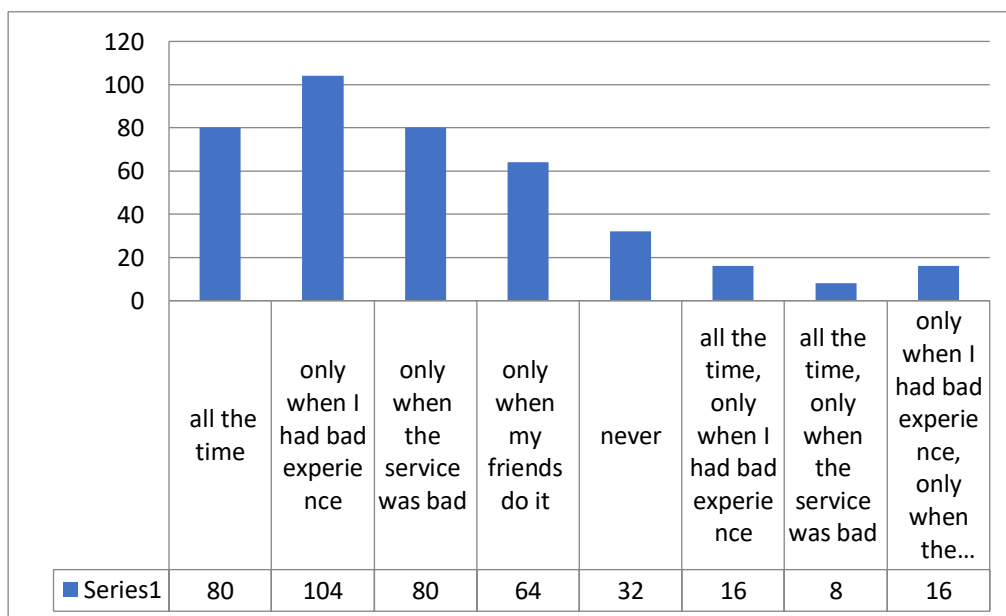
Q.3) At the time of online shopping, how do you recognize the website is secure and not harmful to you?



Q.4) Which thing you would not like when try to visit on the website?



Q.5) When do you like to give a review on any product of the web stores?



Q.6) Problems on Online Shopping

Name of problems	Reviews
Late delivery	40
Fake websites	14
Low quality goods	56
Refund problem	54
Damage goods	36
Personal touch	20
Communication problem	101
Some websites provide Duplicate product.	79
Total	400

Findings

1. Most of the people use amazon because they have faith in it. Amazon is the greatest online shopping store all around the globe because their service attracts the customers. Flipkart also has a good impact on the customer because it is user-friendly but their services are not as good as amazon there are many complaints about the quality of the product.
2. As per the survey, deals and the offers provided by the sites play a very crucial role while buying any product online. Price has a direct relation to demand; the price of the product affects the customer buying behavior. The security of the sites also increased the trust of the consumer.
3. As per the survey, consumer takes the help of Google review, advertisement before using any sites. The consumer also takes a review from there culling and friends who use the sites previously. Sometimes websites are also indicating that it is safe to shop on it.
4. Most of the people do not like to shop on the internet due to spam [fraud] of the websites. Broken links and very slow websites are also creating barriers while doing shopping. Sometimes sites don't fulfill the customer demands and due to this lacking customer don't like to visit again on the same sites.
5. According to the survey, we find that costumers mostly like to review only when they get bad experiences. But some customers review the sites all the time when they visit. Sometimes the site provides poor services to their customers at that time also the customers are interested to review sites. In a small percentage, some customers never give any review.
6. With the development in the services of web stores, consumers can dare to do online transactions. Now, most of the consumers have faith in the online shopping and services of the online shoppers.
7. At the 21centhure time is very important to everyone so in the e-commerce Consumers get more option to buy goods with the option of fast delivery. Some consumers choose online shopping due to their daily busy schedule.

8. Every e-consumer or internet shopper wants from the web stores or online companies to provide good services like fast websites, attractive website designs, all the information about the product should be given, fast delivery, faster internet connectivity, does not give broken links.
9. The shopping in the traditional market is as same as the online market, but somehow it gets different from each other, such as Internet shopping gives more continent services as a comparison to the traditional market.
10. According to the survey, consumers want to get more transparency in online transactions like information as regards Provides GPS tracking in the global market to get daily updates of his delivery, provide information regarding the advantages and disadvantages of the product and proof of the existence of companies.
11. Peoples are mostly attracted to online shopping as compare to traditional shopping. But many people are not satisfied with the services of online shopping stores, due to problems like late delivery, damage of the product, refund of money and the online shoppers are not capable to cater the needs of the consumers.
12. Now at that time, everything depends on technology and it is the most essential factors which affect consumers buying behavior, Due to an increase in awareness of technology young generation mostly attract to online shopping.
13. In this research study, we came to know that the consumers are increasing day by day due to the offers given by the online shopping sites. It attracting the consumers rapidly and increasing their market.
14. Online web stores provide many facilities like cash back offers on online payment and also provide many suggestions at the time of online payment, this offer fascinating the large number of customers to buy online.
15. Some websites use aggressive advertisements for the attraction of consumers, but they didn't provide the qualitative product to the consumer. What they saw on the web store and after delivering that product are not the same.

Conclusion

This study mainly focuses on the consumer's psychology to take any decision to purchase any product and also examine to recognize the probable factors which influence consumers buying behavior. With the increase in the technology and awareness of technology, most of the young generations are taking a benefit for the well-being of the other age group peoples. Amazon and Flipkart are shopping sites which are more preferably used by youngsters. This increases the demand for goods purchased from online stores.

The research focused on internet shopping and consumers' buying behavior. That factor where look at examined to make known the influence of online consumers' behavior. The main reason for the influencing demand for online shopping is the availability and choices of goods at a variable price, but some sites are misguiding the consumers due to charging discriminate prices. Nowadays, most of the young generation like to prefer new trending (fashionable, electronic goods, etc.,) products, but those, trending goods are not easily available in the local shops that's why the maximum population attracts towards online shopping on the internet. It is also one of the reasons for increasing online shopping.

Suggestions

1. It was found during the research that the customers are using the e-commerce platform for banking, travel and tourism, stock exchange, clothing, and fashion accessories and daily usage items. To maintain their reputation companies should work properly, honestly, truthfully to achieve the trust of the customers and to make a more secure pathway of the transaction.

2. Every website maintains transparency to their customers by providing information about company address, contact number, service center address, etc. web stores need to provide qualitative product.
3. During the survey, it was found that the consumers are not aware of the online shopping, they feel hesitate during the transaction. Hence E-commerce companies marketing team should concentrate on improving the knowledge among the People who are not aware of the process.
4. There are many fake ad shows on the internet regarding a stock exchange, products with very low prices, e-commerce regulatory companies must be a ban on those types of ads because it creates a negative impact on consumers' minds. Web stores need to provide qualitative product.

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BFSI Sector: In the version of 21st Century

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Abstract

Interaction of technology with BFSI sector has revolutionized the sector and brought to a next level of its up-gradation. Automation is the use of software technology that replicates human labor even more efficiently and consumer friendly. BFSI sector being vast and providing services to each and every other sector and also due existing in era of technology demands proper investment of human resource which refers to their use for more critical tasks instead repetitive and rule-based task. Since, this sector has to cater with demands of increasing pervasion in rapidly growing economies with huge population needs to be technologically advanced to provide services timely cost effectively and conveniently with information accuracy to clients. This has led the BFSI sector towards integration with automation. BFSI sector is accounted for largest revenue share in RPA which is more than one fourth of Global Robotic Processes Automation by the year 2018. RPA is seen to save cost of various services over 30% and is found to bring down processes' execution timing up to 68%. Hence, automation is said to increase scale of operation and reduce overhead cost. Automation since will have huge penetration in this sector, thence sector will have to reorganize and re-identify the roles of employees and their collaboration with automating software for betterment for sector. As BFSI sector is key sector in development of any economy, its automation will also bring rapid changes in that economy.

This research paper is the report on study of different processes that are automated, its relative effect on this sector, employment, roles of employees, different data available, effect on economy, future of automation.

Keywords: Human Resource, Revenue Share, growing economies, scale of operation, overhead cost, key sector.

Introduction

BFSI sector in its own is another world of information. This sector is creator, analyzer and transmitter of huge data daily, challenging handling of this data. One of the best ways to survive in the competition today in this sector is to provide more and more services at cheaper costs but more importantly it should be rapid, convenient and instant, this demand of the sector can be catered easily if a tool named automation is introduced such as to assist costumers anytime, anywhere and in every way possible to meet costumers' satisfaction.

Automation is the contrivance that facilitates the rule based, repetitive tasks without human interference but do not have its own intelligence or cannot move out of its boundaries of rules and learn itself. As humans are prone to do repetitive tasks automation can prove a better option. Hence automation can be said a firearm use which is aimed to achieve more and more costumers' satisfaction.

Hence, such rule based and repetitive processes where structured data and predefined rules exists investment of human resources is not at all a good deal and also there are chances of mistakes and errors by humans leading RPA a good automation tool to be recommended.

Objectives

This paper aims to study various aspects of incorporation of technology with BFSI sector which affect every aspect of economy.

- To study technologies that BFSI entities uses and plans to use to automate services.
- To study automated services with their manual form.
- To study pros and cons of incorporation of several technologies by BFSI entities.
- To study adoption of these technologies in global market and investments taking place.
- To study future of technology in BFSI sector and services they offer.

Research Methodology

- Research type: - Descriptive research.
- Data collection: - For the research paper, required data was collected from various websites, articles, newspapers, surveys of different organizations, research papers and journals i.e. secondary data and there is no use of primary data.
- Primary data: - In this research primary data has not been used by researchers.
- Secondary data: - This research is mainly dependent on secondary data which had been collected from several sources mentioned.

BFSI Sector Embracing Automation Technology

Banking and Automation

History

Around 2000 BC in Assyria, India, and Sumeria prototype banks which used to lend grains loans to farmers, inter-city traders. Also, in Greece, Roman Empire lenders based in temples used to bestow loans and accept deposits. Since then banking has evolved to its modern form with lots of alterations and changes as per requirements and change as per requirement and today banking is transforming itself towards automation.

Need of automation regarding current changes

BFSI sector is a service sector, world's population as United Nation's estimate on July 2019 is 7.7 billion. Whereas about 85% of total population may reside in developing countries by 2030 which will perceive an addition of 1.2 billion people. As needs of developing countries accrue and there is even hefty growth in population of these countries as well, ergo it can be forecasted that there will be a colossal stress on this sector in coming years. Whilst one of the most popular automation tools in this sector i.e. ATM bypasses about 49 billion transactions per year worldwide and became a paradigm that how automation can prove a helping hand.

1. As this sector impetrates to be very precise in collecting, arranging and storing data, automation can prove adroit step. For example, BFSI sector entities spend a lot in **Tax Accounting** activities which are very repetitive similar in every case can be saved using RPA as a tool for automation.

2. In banal cases **Invoice Generation** is even a very suspicious task, where credibility of costumers can be attained with automation. Zoho is an invoice generation software that automatically generates invoices and compares anomaly instantly.
3. **Reconciliation** is a very diligent task in BFSI sector as manually reviewing transaction and maintaining and separating all invoices by the year is very flinty job, also errors occurring can be prevented by incorporating automation as data will be made available in fraction of time and be reconciled handily .ICICI Bank in integration with Zoho has automated reconciliation. All transactions are fetched automatically by Zoho Books which reconciles transaction and also helps to rebuild missing data easily.
E.g.: - Bank of America is using optical character recognition (OCR), AI and Machine learning to recognize and match past payments which helps in reconciliation resulting in reduce reconciliation cost, and its quick operation.
4. In the case of banks globally 1.7 billion adults i.e. 31% of adults as on 2017 were unbanked and this number was 2 billion in 2014. Such rapid penetration and nothing novel to do in opening an account making automation an instantaneous relief. **E.g.:** - Axis bank transformed 85% of household and **Saving Account Opening** through tablet.
5. According to 2018**Identity Fraud** Study by Javelin Strategy & Research, reported an increase of 8% in identity fraud with \$16.8 billion been stolen. RPA techniques can detect fraud transaction from normal timely. RPA can track transactions real time, and access data from multiple sources and alerts to manage such cases. It can occlude such fraud transaction from being completed. e.g. Bank of Ceylon became partner of Clari which provides financial crime risk management software to fight against financial terrorism.
6. **KYC** is a semi-automated process that is designed for risk assessment with costumers. Here analyst spends significant time in performing risk reviews of costumer based on risk tolerance of institution by analyzing databases internal and external, aggregating data points and analyzing and annotating result which is performed manually, and requires enormous efforts and time with the inclusion of human errors. This process can be made more effectively with Robotic Process Automation. It will improve quality, reduce time of review, and lower cost for review. After integrating with automation process beings with transferring consumers information from KYC database software transfers information to a document and save time. Then software search information in internal and external databases and perform a holistic review of costumer's transaction and finds a pattern, search's alert and cases and documents each make output in PDF and save result in specified folder and repeats for all name associated. This template will then analyst review, and summarize finding making task more effectively.

Automation technologies adopted by banks

- **Chatbots**

Chatbots are basically software that interacts with customers, so that, their problems can be resolved at any time irrespective of work load on bank's employees. Chatbots are confined to some specific problem and not very complex condition. E.g. Bank of America's chatbot named Erica.

- **Natural Language Processing**

Chatbots are very limited with answerability and hence they are being advanced using deep learning and natural language processing technology, so as to make conversation with consumers in a very realistic manner leading customer satisfaction. **E.g.** U.S. Bank offers its banking services on three major voice assistants named Amazon's Alexa, Apple's Siri and Google Home.

- **ATM & Branch Automation**

ATM is the mostly used automation tool in the world which is an electronic banking outlet for various transactions. They are so popular that there are about 3.5 million ATMs in operation. Branch automation is another form of automation that agglutinates customers service desk in bank office with customer records that curtail human's intervention and replaces human tellers.

E.g. Bank of America have opened fully automated branches.

- **Robotics and Cognitive Automation(R&CA)**

R&CA is higher stage of RPA that has cognitive capabilities that enables it to go beyond rules and deal tasks as human intelligence do. It is RPA with advance analytics, neural network, data mining and big data processing. R&CA as is capable of self-learning needs to be equipped with data legacy. Use of R&CA will aid insurers in providing quality and personalized experience to customers.

Dominant Technologies in Automation

- Artificial Intelligence
- Robotic Process Automation (RPA)
- Business Process Automation (BPA)
- Digital Process automation (DPA)

Artificial Intelligence

Artificial Intelligence, the largest technological trend today is a shade under which its constituent technologies like machine learning (ML), computer vision, deep learning, big data are springing up in several sectors one of which is BFSI sector where a lot is to be done yet for incorporating these technologies. Artificial intelligence being a technology with machines having own intelligence has already shake hands with this sector in the form of Natural language processing software for customer's support, risk management, fraud detection, security. PwC in its Fintech India Report in 2017 have notified that global AI market has reached \$5.1 billion which was \$4 billion in 2014. Several large size banks whether public or private are already using AI to enhance services and many are planning to do so also insurance and finance sector are showing interest.

Robotic process automation (RPA)

RPA can track real time transaction, and without any delay it can block account to stop transaction e.g. whenever there is a need to change address on the number of systems input for change is to be given by human whereas robotic system will change address on each of the platform it has access to, in this condition elimination of bots leads to high chances of errors. Ascendancy of RPA can be understood best by example of mortgage loan and fraud detection. Basically, approximate period required for approval of mortgage loan is about two months,

whereas RPA can turn this period into minutes although following same procedure like credit check, repayment history check and other confirmations making is followed.

Finance sector is very delicate to every change that betides in the world, and hence a quick and real time access is demanded. Automation in this case is very apt to access financial instruments and is cushy for financial intermediates to access them and in automation of finance sector RPA plays vital role processes can either be automated fully or may have some human intervention called as semi-automated processes, such processes are complex and are beyond specific criterion or can be performed by humans more effectively. In this condition part of the process is automated and then vest pocketed to humans.

E.g. ICICI Bank has about 750 robots that handle about 20 lakh transactions per day.

Business Process Automation (BPA)

Banking, financial services and insurance sector is the largest costumer of IT sector. RPA basically automates task not complete process whereas BPA automates a process completely. RPA cannot handle even a small change in data but this is not a problem with BPA. It allows costumer to interact any time to these process automated using BPA like sales, order or appointment. BPA is called as a long-term strategic initiative for automation that may also have RPA component.

Digital Process Automation (DPA)

Digital Process Automation is an evolution Business Process Automation that aims to enhance costumers' experience and not cost saving primarily. Though DPA as an automation technology does not automate a process completely it is very much dependent on humans like costumer support representative. RPA and DPA are strategically incorporated supportive to each other but can also be implemented separately.

Technologies Aiding Automation of BFSI Sector

- Big Data
- Blockchain Technology

Big Data

Big data is a handy technology for BFSI sector as it creates a huge amount of data. Big data is technology that facilitates analysis, extraction, storage, transfer, and updating the information is very useful for training of artificially intelligent systems by feeding this data into machine learning algorithms. This technology can play a very important role in this sector as it has capability to deal the data beyond capacity of traditional database and software technologies.

Blockchain Technology

Blockchain Technology is a new technology that stores data permanently in blocks linked through chain forming a network and data can be accessed by parties involved in the procedure of transactions only. Blockchain technology has a huge potential and is capable of transforming BFSI sector, save cost, save time and most importantly reduce risk of fraud at a higher extent. Due to availability a very reliable data through blockchain unit aids reconciliation and save cost for reconciliation.

Blockchain technology not only creates secure database but also eliminate middlemen in transaction allowing it to be peer to peer, and due to creation of a permanent database

that cannot be tampered and also creates transparency in transactions. This technology has wide scope for applications in digital currency (cryptocurrency), trade finance, security servicing, supply chain financing but due to unavailability of international standards for comparing blockchain systems its interoperability is limited.

Advantages of Automation

- Cost saving up to 25% to 50%.
- Services become more bobbish and flexible.
- Centralization of data.
- Reduce process execution time by about 60%.
- RPA do not require any new infrastructure.
- Automation speed up all kinds of approvals.
- Reduce risk of fraud.
- Soothes reconciliation.
- Short return period on investment in automation.

Complications in Implementing Automation

- General data protection Regulation (GDPR) violation results in heavy penalties and BFSI companies in the sector don't want to be at the risk of cyber security and data privacy by a bot which will penalize them for the infringement of data privacy under GDPR and hence separating themselves from use of automation technologies.
- It is very clear that execution of automation will result in departure of the humans from most of the jobs that we see today, but whole structure of entities of BFSI sector will have to be rearranged properly, redefine roles of humans and machines in the companies and conduct a new flow of gradual changes.
- Integration of many services to avail new costumer and costumer's satisfaction, introducing new products of which many are obtained by adding new features to existing one or bringing change in procedure has made such processes very complex in their structure and hence encompassing automation here will itself be a challenge than implementation.

Impact of Automation on Employment

BSFI sector used to be considered a very reliable sector in job production. There used to be hundreds of processes to be done manually and human intervention was the only way to perform them. But with the course of time situation has undergone changes, and it's time for automation to upgrade industry. No doubt that it will reduce cost, implementation timing, enhance customer's experience but at the end of the day the thing is it will also reduce or replace humans from jobs. Various survey conducted has reported decline in job production as well in existing jobs. FICCI-NASSCOM and EY future of job-report has noted risk over 20%-25% job that exists today whereas employees about 15%-20% are expected to be shifted to jobs that do not exist today.

E.g. In traditional bank branch there is a teller that is being replaced rapidly by automatic teller machine and this job is now at the stage to vanish from whole sector. Some jobs that seems to be extinct in coming years are data entry teller, operator, data verification personnel, teller, cashier whereas sector is seen to give rise to introduction of some jobs that are new, for example, cyber security specialist, credit analyst, robot programmer, blockchain architect and process modeler expert.

Literature Review

BFSI sector has reached a stage where rapid automation is not a vapor but in today's world this sector is finding new ways to achieve faster, economical and less risky procedure with improved customer services and sector has even been more fiducial to support and accept alternative IT developments in past 10 years. This has opened doors for rapid and large-scale automation of business processes. Hence, companies working in this sector has a grand opportunity to automate itself which need not be missed.

Joao Dias

Principal in McKinsey's Cologne office.

Implementation of RPA not only means cost saving, but also results in higher paying jobs more professional position, RPA has shown a happier workforce as its result. A person spending whole day with spreadsheets behind a window will not found doing same very soon. Instead, talent, energy of employees will be redirected towards profit of company and his/her carrier development.

Albert Barsoumian,

Managing Director,

DISYS.

Indian banking system has served long form its early days and journey seems tempestuous ahead i.e. interesting as well challenging for banking entities because of structural changes in the nation's economy. Employment of newer technology finds application basically categorizes as customer centered applications (internet banking anywhere banking and mobile banking) and high-end applications (risk management and credit monitoring). In terms of automating branch, banks have taken care of branch requirement.

Mr. V.M. Uchil,

Chairman,

Nextstep Infotech Pvt Ltd

Some challenges that are that are broadly affecting banking system are changes in the need of costumers added along with several regulatory reforms brought in action in recently. Competition even with maintaining asset's quality and coping up with technology upgradation along with sustaining and maintaining costumers adds up to this.

R. M. Nayak,

MD and CEO,

Lord Krishna Bank.

Case Study: - I

Emma

- Owned by: - OCBC Bank
- Conversation logged in: - 20000 conversation
- Duration of record of conversation: - 3 Months (January 2017 to April 2017)
- Number of chat sessions converted into mortgage loan sales prospect: - 10% (During record period)

- Customer's satisfaction rate: - 90%
- Automation Technology: - Chatbot
- Kind of Chatbot: - Home and renovation loan Artificial-Intelligence powered chatbot.
- Developed by: - OCBC's home loan team and CogniCor.
- Bank's Corner: -

Emma enabled the leads of bank to have conversion rate up to four times than done via traditional channels. Whenever customer asks for information that is already available either on website or is in Q&A or FAQ section to Emma, difference can be experienced in level that Emma responses with than search engine.

Cedric Dias,

Head of digital and product marketing,

OCBC Bank.

Case Study: - II

ICICI Bank

- Number of software robot employee: 750 software robots
- Transaction carried out per day: 20lac by software robots' transactions daily
- Response timing for customer's queries: Reduced up to 60%
- Error rates in processes: Fall down very close to zero
- Number of processor automated: 950 processor
- Chatbot launched: ipal(in February 2017)
- Technology incorporated with ipal: Natural language processing abilities led by AI
- Language used to communicate with customer: English
- Simple queries and tasks solved by bot: More than 75%
- Accuracy of ipal: 90% accuracy
- Transaction taking place digitally: More than 82%
- Number of targeted processors to be automated: More than 82%
- Bank's corner:

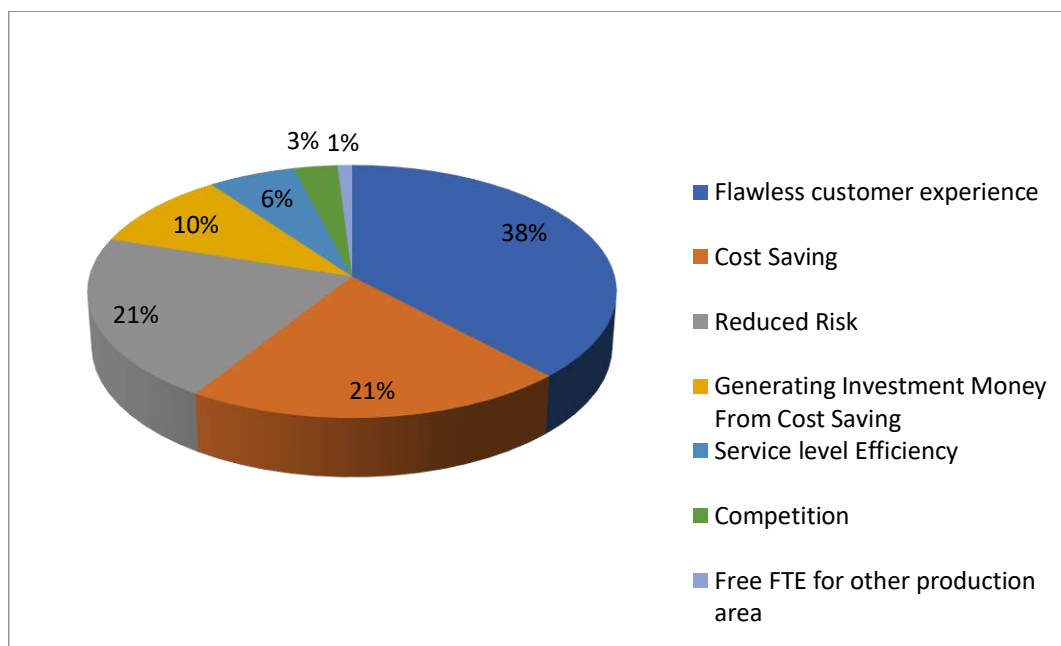
Automation in the sector has brought down error rates that are close to zero and productivity improvement is seen. Departure of employees from manual processes help them to convince that processes are designed correctly and malfunctions handed quickly. Employees are thus free to focus on customer service. Robotics manages high volume of data, conducted repetitive processes efficiently. Bank was helped most in processes were large amount of data to be moved from one application to another. For example, demographic data validation insuring streamline performance of operation.

Anita Pai,

Senior General Manager,

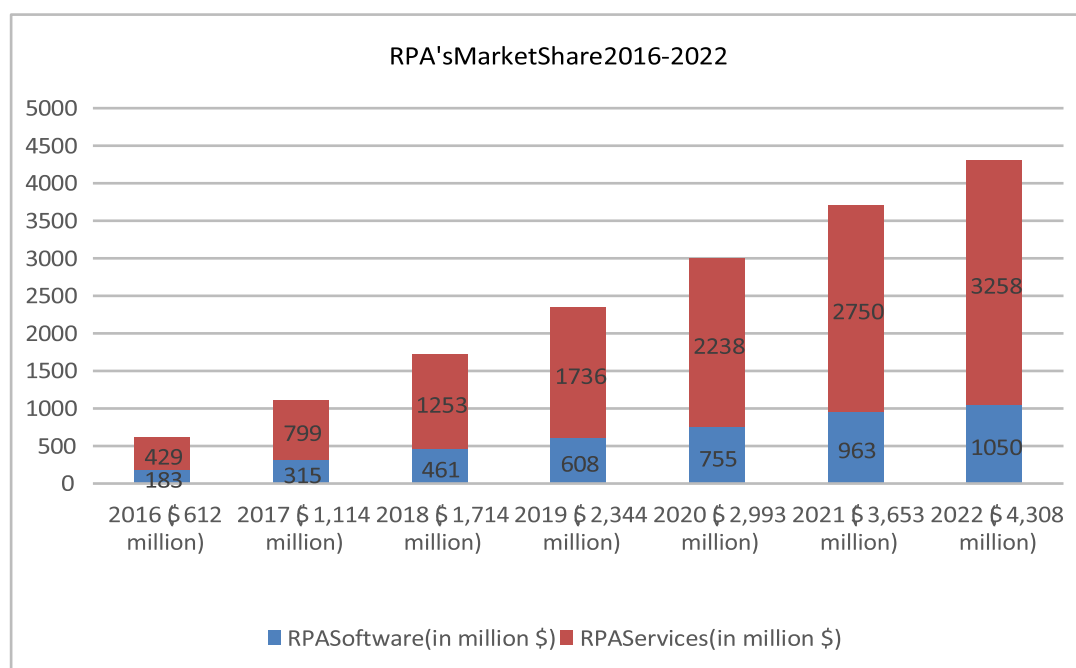
ICICI Bank.

Benefits in Clasp Automation



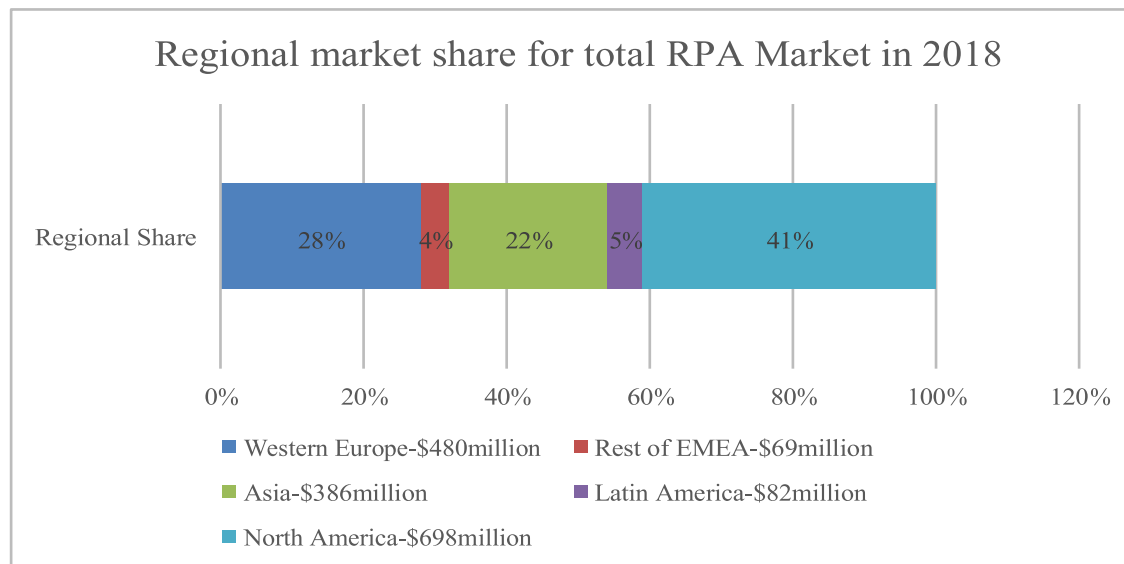
- Source: Cognizant
- Response Base: 302 business leaders at North American Financial Institution.

Cognizant's this report clearly states that financial institutions are very interested in automation and believes that it will help them to reach costumers easily and costumers reach easily to them as well convenience, time effectiveness, cost savings, and benefits in competition. These institutions are very happy and satisfied with automation as their customers are satisfied.



Source: HFS Research

This survey report of HFS, published in October 2018 is about RPA's market that is consistently growing annually. This report is based on survey they had conducted in which values from 2016 to 2018 is as per real market value and 2018 to 2022 is estimate made. This consistent growth of RPA market will continue even after 2022 with it's potential to bring revolutionary transformations in this sector.



Source: HFS Research

This was another survey by HFS in which share of regions were calculated over global market of RPA. In this report, as indicated by graph North America has the largest market share and is at third rank. As power centers and economic centers are moving towards East market share of Asia is estimated to grow in coming years.

Suggestion

Small banks, financial institutions should also be brought in the stream of automation otherwise they will lack in the competition of services and service costs, inhibiting growth of their financial health and may also result in closure of some of banks, freeing their employees permanently and if condition continued may result rural sector to move out of reach of BFSI sector. This will again overstress the sector. All these changes will take place when sector will claim for its structural reforms defining roles of employees and bringing abilities in employees to have proper co-ordination with technology.

Whatever the technological advancements are taking place, sector must ensure a very tight security and protection to confidential information to protect against cyber-attacks like Ransom ware or as revealed by Russian central bank official that hackers stole nearly \$31 million from Russia's central bank, as there are no issues with investment and availability of technology.

SWOT Analysis for Automation in BFSI Sector

Strengths

1. Automation reduces cost of services.
2. Service execution time is reduced.
3. Make service more flexible.
4. Reduce risk of fraud.
5. Short redaction period on investment.

Weaknesses

1. Complex business processes are very difficult to automate.
2. Companies don't want to automate and be at risk under GDPR.
3. Services automation is not been undertaken in broad sense.
4. Small companies are not showing interest.
5. Due to large size redefining role of everyone will be very difficult.

Opportunities

1. Use of AI and ML can personalize customers experience and improve financial health of bank.
2. Heavy investment is taking place.
3. Great scope for automation.
4. Decision making processes can be improved using the latest technologies.

Threats

1. Jobs will take away from humans.
2. It will be difficult for comply with qualities of large companies.
3. Intense cost competition can be seen.
4. Limited regulatory exposure.

Conclusion

A well-formed, structured, well operated, faster and effective business entity always has a good grip on market, BFSI sector has great competition nowadays, large banks, financial institution and insurance companies has automated more than 900 processes and is serving customers. A huge revenue share of total global revenue for automation is diverted in automating BFSI sector that is more than one fourth of total revenue. Automation is taking this sector towards great deal of transformations and costumers faster. Smoother and all-time services various foreign banks and insurance companies are working hard and altering for automating processes but Indian banks whether from private or public are also at front foot in automation. It is a tool, a facility that works on disengaging humans from activities with a little or no use of its intelligence and shifts towards some very productive task. When processes are automated by coupling with AL, ML and other technological advancement trends, costumers are found to have more satisfaction and personalized experience with improved services. Regardless of all its advantage its impact on employment is seen negative surveys conducted but lost jobs are said to be compensated in a new form. It can be said that automation will not only revolutionize BSFI sector but will prove a renovation to comply with this tech buddy civilization's era.

Sector being very sensitive to each structural change taking place in economy, when incorporating and upgrading with advanced technology is facing challenges not only with system but also costumers are facing challenges in accepting.

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Consumer Perceptions towards Sustainable Energy with reference to the Amravati City

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Abstract

The present paper focuses on perceptions of consumers of conventional energy towards sustainable energy. In today's scenario the whole world is facing a huge problem of 'Global Warming'. Most of the countries in the world were already start taking steps to overcome from this global problem. Since last decade India also taking various step to tackle this problem. And that is the reason various non-conventional sources of energy have been innovated to utilize the natural resources as a source of energy. In this study an attempt has been made to examine whether the perception of consumer towards conventional energy and non-conventional sources of energy. Author has taken view of some consumers of conventional and non-conventional energy users. The study has revealed those day by day consumers are moving towards sustainable energy. Because, in future era due to the exploitation of environment the conventional sources of energy will become limited. The present paper is prepared on the basis of primary data as well as secondary data.

Keywords: - Global warming, Non-conventional energy, Solar energy and perception.

Introduction

In today's scenario the whole world is facing a huge problem of 'Global Warming'. And to tackle this problem various measures has been taken by all the countries in the world. Now a days, most of the countries across the world heavily depend on fossil fuel [oil, coal and natural gas] as sources of energy to power their economies. Many developing countries observe that in future era due to the exploitation of environment the conventional sources of energy will become limited. And because of this many countries started adopting non-conventional sources of energy such as solar energy, wind energy, etc. In India also many consumers of conventional energy are shifting towards sustainable energy which is popularly known as non-conventional sources of energy. And this is the reason that present study is focused on 'consumer perceptions towards sustainable energy with reference to the Amravati city'.

Sustainable energy describes a collection of energy technologies i.e. solar, wind, geothermal derived from sources that are never-ending and can be replenished time after time. The most widespread sources of sustainable energy are as follows: -

1. Wind: - This takes advantage of wind motion to generate electricity. Wind motion is brought about by the heat from the sun, and rotation of the earth, mainly via the Coriolis Effect.
2. Solar: - Taps heat from the sun to produce energy for generation of electricity, heating, lighting homes and commercial buildings.
3. Hydropower: - Utilizes moving water to produce electricity. Moving water creates high energy that can be harnessed and turned into power.
4. Biomass: - Together with snow and rain, sunlight is essential for plant growth. Organic matter that constitutes plants is referred to as biomass, which can be utilized to generate electricity, chemicals or fuels to power vehicles.

5. Ocean: - Takes advantage of rising and falling tides to generate electricity.

6. Geothermal: - Leverages heat from underneath the earth to generate electricity.

Above mentioned contains are the components or we can say different types of sustainable energy. As per present study sustainable energy contains several advantages and disadvantages which are as follows: -

Advantages

1. Eco-friendly: - It is a clean source of energy; it has low or zero carbon and greenhouse emission. Fossil fuels emit high levels of greenhouse gas and carbon dioxide, which are greatly responsible for global warming, climate change, and degradation of air quality.

2. Less maintenance of facilities: - Once infrastructure for the harnessing of the non-conventional resources is laid down, there is low to zero maintenance required.

3. Leads to job creation: - Non-conventional energy makes real economic sense because it is a cheaper alternative to most traditional sources of energy. Since the inception of non-conventional energy, new and stable jobs have been added to most world economies.

4. Stabilized global energy prices: - Change up to non-conventional sources of energy means stability of energy prices across the globe. This is because the cost of sustainable energy depends on the initial cost of installation of sustainable energy technologies as opposed to fossil fuels, which increase and decrease depending on the current inflation and availability of the resource. Respective governments would only need to cater to the initial costs and that's it.

Keeping all above-mentioned facts related to the sustainable energy researcher has taken opportunity to highlight perception of consumer towards the non-conventional source of energy i.e. sustainable energy.

Review of Literature

According to researchgate.net/article/Nov.2010:- As we know, not many countries use sustainable energy. However, there have been several of them which start to study about sustainable energy solutions for more reliable energy. It will be better if we all can begin to use sustainable energy as soon as possible. Let us tell you some reasons why it has to be that way. First, the fossil energy sources are getting depleted. Second, the overpopulation issue increases the needs of non-conventional sources of energy. Last, the use of conventional source has developed climate change to Earth.

The other importance of it is that it can give us a lot of benefits. That includes no global warming, environmental quality and public health improvement, inexhaustible energy, and more stable energy prices. Due to the importance and benefit of it, there have been some organizations intend to help introducing renewable energy worldwide. One of them is Sustainable Energy for All (SE4ALL).

Research methodology

- Research type: - Descriptive research
- Research design: - Simple random sampling
- Sample Size: - 30
- Universal: - Amravati

Research Problem

Research would like to find out the perception of consumers towards sustainable energy, keeping this in view study was undertaken titled as "Consumer perceptions towards sustainable energy with reference to the Amravati city".

Objectives

- To analysis which energy is more preferable by consumer.
- To understand the various benefits of non-conventional energy.
- To understand the problems of conventional energy.
- To study the consumer perceptions towards the non-conventional energy
- To study how non-conventional energy helps in maintaining healthy environment.

Scope of the study

- Researcher came to know the various benefits of using sustainable energy.
- Helpful to the dealers of sustainable energy who wants to know the perception of middle-class people.
- Helpful to the students for their project work.

Data Collection & Analysis

1. Primary Data: -

For this research, researcher has visited the consumers of conventional energy and non-conventional energy personally and collected the information related to the topic. In this research, researcher collected data from questionnaire.

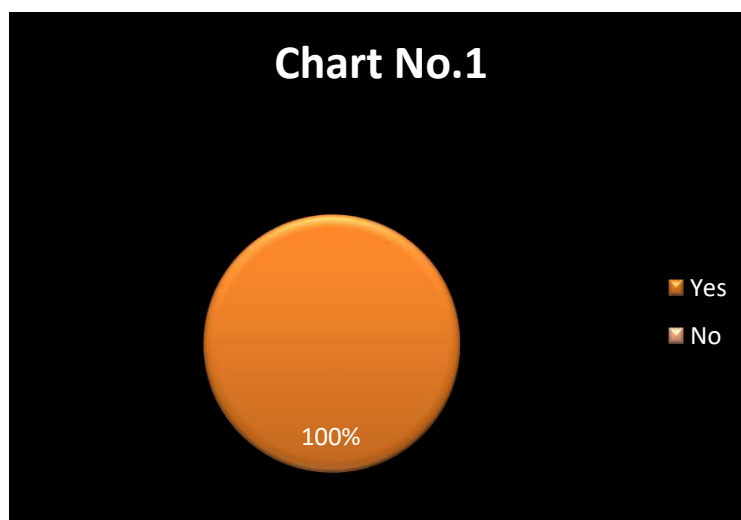
2. Secondary Data: -

For this study the researcher used the secondary data such as the data from books, journals, magazines, articles, etc.

Data Analysis and Interpretation

1. Are you aware about conventional or non-conventional energy?

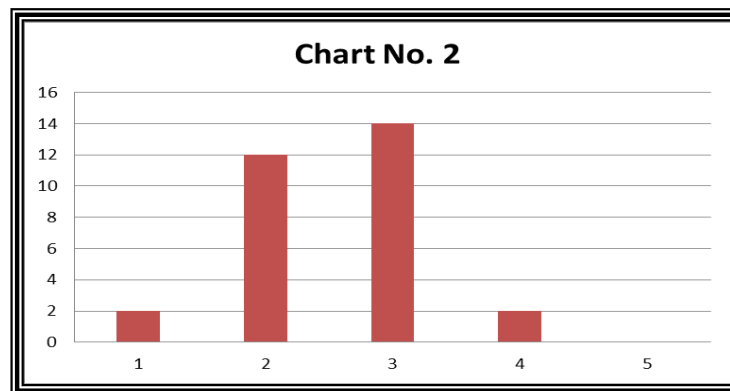
Particular	Respondents	Percentage
Yes	30	100 %
No	-	-
Total	30	100 %



Description: - All respondents are aware about the conventional energy as well as non-conventional sources of energy because now a day both energies plays crucial role in the survival of society. Many campaigns were also started to promote especially non-conventional sources of energy.

2. What is your monthly electricity bill?

Particular (In Rs.)	Respondents	Percentage
Below 500	02	6.67%
More than 500	12	40%
Above 1000	14	46.66%
More than 2000	02	6.67%
Total	30	100 %



Description: Among the 30 respondents, 14 respondents have their per month electricity bill above 1000 which is about 46.66 % and then it falls gradually to 12 respondents which have their bill more than 500 which is about 40% and then there are 2 respondents who have below 500 and 2 more than 2000.

3. Have you thought of using non-conventional as resources?

Particular	Respondents	Percentage
Yes	18	60%
No	12	40%
Total	30	100%

Description: Among 30 respondents, 18 respondents have thought of using non-conventional energy as a resource, and remaining respondent didn't have thought to use it as a resource.

Particular	Respondents	Percentage
Yes	29	96.67%
No	01	3.33%
Total	30	100%

Particular	Respondents	Percentage
Yes	09	75%
No	03	25%
Total	12	100%

4. If No, are you planning to use in future?

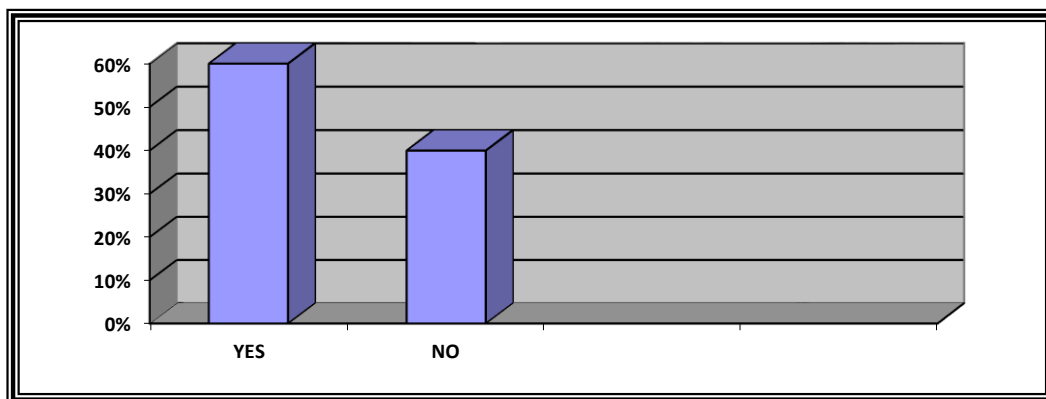


Chart No. 3

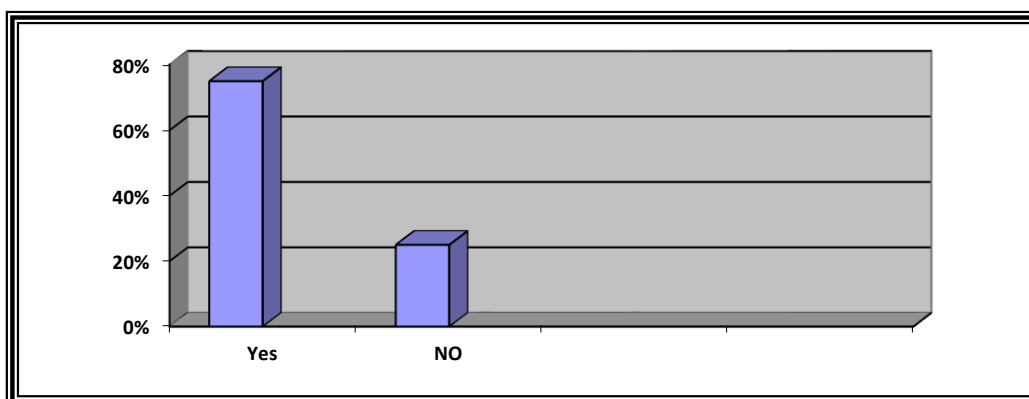


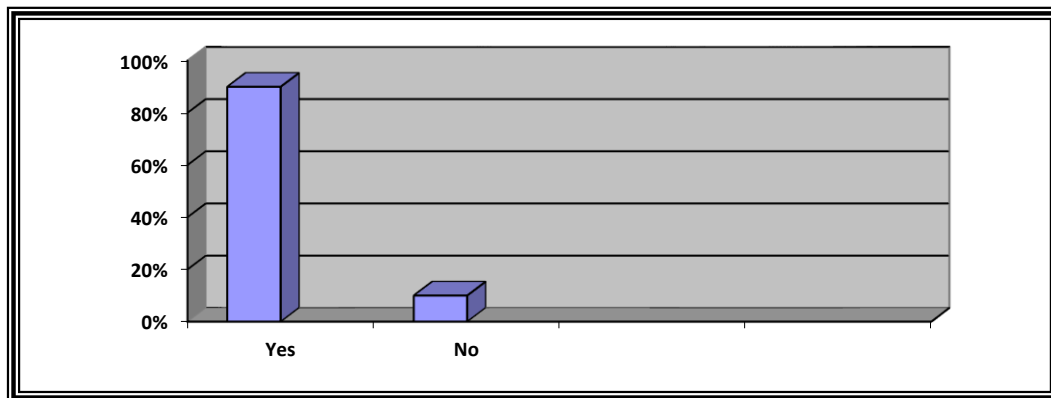
Chart No. 4

Description: - Among the 12 respondents, 09 respondents are planning to use non-conventional energy as a resource in future and remaining are not planning to use it in future.

5. Do you know the benefits of non-conventional source?

Particular	Respondents	Percentage
Yes	27	90%
No	03	10%
Total	30	100%

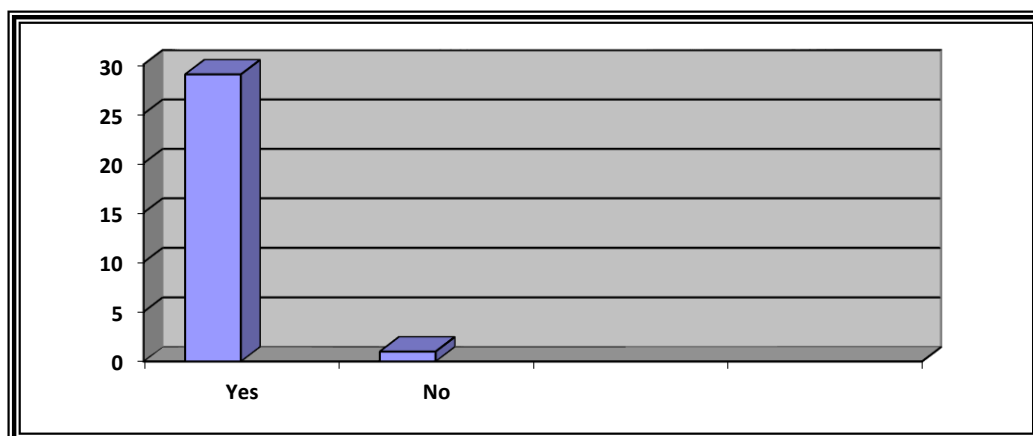
Chart No. 5



Description: - Among the 30 respondents, 27 respondents know the benefits of non-conventional source and remaining are not aware about the benefits of it.

6. Have you heard about solar has an option for conventional resources?

Chart No. 6



Description: - Among the respondents, 29 respondents are heard about solar has an option for conventional resources and remaining not heard about it.

Data Interpretation

1. As far as research is concerned all consumer of conventional energy are aware about the non-conventional sources of energy because, now a day's sustainable energy dealers are create effective marketing.
2. As per this study 60% consumer have thought of using non-conventional as a resource in future because, now a day's conventional energy sources will become limited day by day. Another reason is that they are aware about the benefits of non-conventional sources of energy.
3. 40% of consumer didn't have thought of using non-conventional energy as a resource because of its expensiveness they are unable to afford it.
4. All consumer of conventional energy is aware about the benefits which they will get by using non-conventional source of energy.

Limitations of the study

1. An attempt has been made within a short period of time.
2. This study is limited upto the perception of consumers in Amravati city only.
3. The sample size of this research is quite short i.e. 30.

Findings

1. In today's digital word all consumer of conventional energy is aware about the non-conventional sources of energy. E.g. - solar energy, wind energy, etc.
 2. After attempting this study, researcher came to know that many consumers of conventional energy do not wished to use non-conventional source of energy because of it is too expensive.
 3. An individual whose monthly average income is about 20000 and his average monthly electricity bill is approximately 900, so his monthly expenses are well managed within this income. But instead of this when he started using non-conventional source of energy e.g. solar energy, so he will require to invest more money than earlier and it create direct impact on his monthly budget of various expenses, he is not in position to managed his monthly expenses in proper manner. And that is the main reason that most of the middle-class consumers are not willing to have sustainable energy as a source of energy.
 4. Another finding from this research is that, having non-conventional sources of energy require more space to set it and also it requires lots of maintenance expenses.
 5. Some consumer of conventional energy feels that during cloudy and rainy days the efficiency of non-conventional sources of energy dropout and it became useless e.g. solar energy.
 6. One thing which is quite similar among the all the respondents is that, all middle-class consumer is only aware about a type of non-conventional sources of energy i.e. solar energy. They all are not aware about the wind energy, geothermal energy, hydropower, etc.
- Need to focused on incentives development of better-priced alternatives
 - Need to make communities central to the solution
 - Government need to formulate some welfare so that a middle-class people are also in position to have non-conventional source of energy.
 - Government also need create awareness about the benefits that an individual gets by using sustainable energy.

Conclusion

After conducting this research, researcher would like to conclude that most of the high-class consumers were in a position to have sustainable energy at their houses. But as far as a middle-class consumer of conventional energy is concerned, they all are unable to have non-conventional sources of energy as resource. At last researcher would like to add that all consumer of conventional energy would like to have non-conventional sources of energy as a resource but only some of them will managed to use it because it is too costly.

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A Study on Investor Perception towards Stock Market Investment

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Abstract

Today the field of investment is even more dynamic than it was a decade ago. In present time youths are more interested in stock market due to high return. World events are rapidly growing that alter the values of specific assets. The investors have many sources to get the information regarding investment in stock market. Media occupied significant place in spreading information and building positive image of stock exchange in society. The key to a successful financial plan is to keep apart a larger amount of savings and invest it intelligently. These investments are not totally safe from risks, so one should try to understand what kind of risks are related to them before taking action. Before taking investment decision in stock market investors must have sufficient information regarding it. This research paper examines what investors' thinks about stock market. Research work has been done in Amravati District (M.H.) with the help of primary data. Primary data is collected from 50 respondents by using convenience sampling method and reviewed the related research papers for conceptual understanding.

Keywords: Stock Market, Investment, Attitude and Investors.

Introduction

Indian Economy is a growing economy where people are interested to investment their surplus. In India presently people have many options to invest their surplus as well as saving. Stock market and Stock Exchange both are similar terms. Today stock market is one of the best options and has potential to provide high return, but people have negative approach for investing their money in the stock market. For this problem there are many reasons behind hesitation about stock market, such a lack of awareness, lack of guidance, fear of loss, and in India when people hear about stock market there is common myth in them that share market is all about gambling.

Investment is the utilization of resources in order to increase income or production output in the further investment means putting your money work to earn more money done wisely it can help you your financial goal the government and local authority and its regarded as capital market the money derives from private investors , insurance companies , pension fund and bank and usually arrange by issuing houses and merchant bank stock exchanges are also part of capital market which provides a market for the share and loan that represent the capital once it has been raised. Stock market is place where the securities can be sold and purchased at an agreed price. The concept of stock comes to India in 1875, when Bombay Stock Exchange (BSE) was established as a native share and stock broker association 'We know it, the Bhaji (Sabji) market' in your neighbored is a place where stocks shares are bought and sold. The stock market is a place where stocks are bought and sold. The term investment refuse to the commitment of funds at present in anticipated of return in future course of time. There are three type of investment namely conservative investor, moderate and aggressive investors. Over the past few years investing is a method of purchasing assets inwards to gain profit in the form of reasonably predictable income (dividends, interest or rent) and appreciation over the long problem to identify where to invest, why to invest and how to invest.

There is no single strategy followed by investors in stock market everyone has different risk return profile and hence uses best suitable plan to investment some investor believes and calculations and other believe and a graphical prediction.

Literature Review

According to Suresh G Lalwani (1999): - He commented that the security market is a 'vicious Animal' and there is more than a fair chance of improving the situation could deteriorate.

According to Bhanu Pant and Dr.T.R. Bishonoy (2001): - They Found that Indian stock market indices for random walk during April 1996 to June 2001. They found that Indian stock market indices did not follow random walk.

According to Mittal M and Vyas R.K (2008): - Explored the relationship between various demographic factors and investment personality exhibited by the investors empirical evidence suggested that factor such as income, education and material status affect an individual investment design further the results that investors in India can be classified into four determinant investment personalities namely casual technical informed and causation.

According to chittedi (2009): -They identified the factors that could derail rally like rising interest rates, high inflation fueled by firm global crude oil prices slowdown in the economy and in corporate earning fluctuation in currency markets, sluggish pace of economic reforms, political instability and others.

Research methodology

Research methodology is a systematic approach of identifying the problem collecting information and analyzing the information and providing alternative solutions. It is a tool used to measure characteristics of the market to obtain the information needed for forecasting, to evaluate new product ideas and assist the management in better decision making.

Research Approaches: -

In this research, researcher used "Descriptive approach".

Research Objective

1) Primary Objective: -

- a) The main objective of the study is to evaluate the awareness of investor for investments in stock market.

2) Secondary Objective: -

- a) To know opinion regarding investment in stock market
- b) To analyze the investment habit of the people of Amravati city.
- c) To know investor information source
- d) To identify which segment People are investing more.

Data Collection





There are two types of data: -

Primary Data: -

Primary data may be described as those data that have been observed and recorded by the researchers for the first time to their knowledge. Primary data may obtain from groups of individuals, institutions or specific respondents. In any case individuals are involved. Therefore, the individual is the basic source of primary data. The selection of particular sources depends on the purposes of research. In this research, primary data has been gathered from different media user. In this research to gather primary data questionnaire was prepared and survey had been conducted. Questionnaire consists of questions related to research objectives.

Secondary Data: -

Secondary data means data that are already available i.e., they refer to the data which have already been collected and analyzed by someone else. the researcher collected secondary from following sources such as,

-  Website/Internet
-  Journals
-  Book
-  News paper

Sampling: -

A sampling is a selection of units from the entire group called the population or universe of interest. A sample is a particular segment or part of the society and it is the focus for making various policy that can be applied to the entire society. A proper sampling plan is very important in the research process and it also makes the research process easy. It includes the sampling elements, sample size and sample area.

Universe: -

All the user of Amravati city was targeted as universe for the sampling process.

Sample size: -

Sample size for this research were 50 respondents.

Contact Method: -

Personal

Sampling Technique: -

For this research, researcher used simple random technique.

Data Analysis: -

The analysis will be collected data and tabulated data will be done by the use of simple mathematical and statistical tools.

Scope of the Research

1. The research will be useful to students, researchers and professionals in further study and making policy.
2. It also helps stock brokers to make improvement in their marketing program for creating awareness regarding investment in securities.
3. It is helpful to learn the concept and role of stock market.

Limitations of the Research

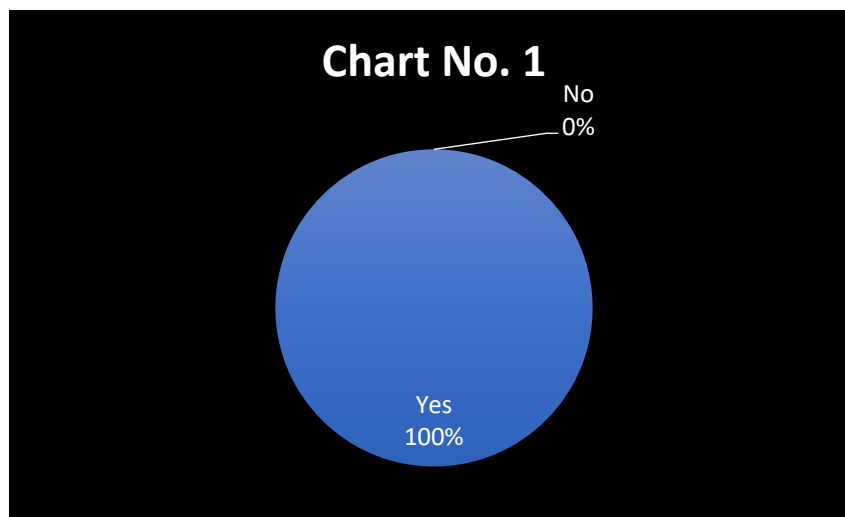
1. Data was collected from 50 respondents only as the time restriction is there.
2. Due to restriction of the time and area data was collected only from Amravati city.

3. Sometimes the respondents were giving dual opinion.
4. Some respondents are too busy and they hesitate to give exact information.

Data analysis and Interpretation

Q1) Do you aware about stock market investment?

Particular	Respondents	percentage
Yes	50	100
No	00	00
Total	50	100%

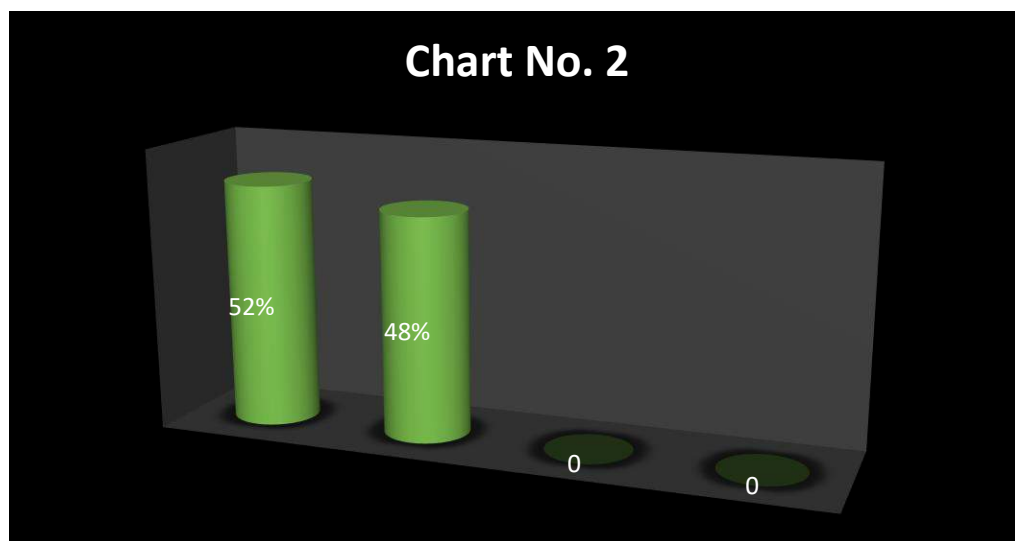


Interpretation: -

For the collected data 100% respondents are aware. Due to high return in short term as well as social media and T.V. Channels.

Q2) Do You Believe Stock Market Investment?

Particular	Respondent	Percentage
Yes	26	52%
No	24	48%
Total	50	100%

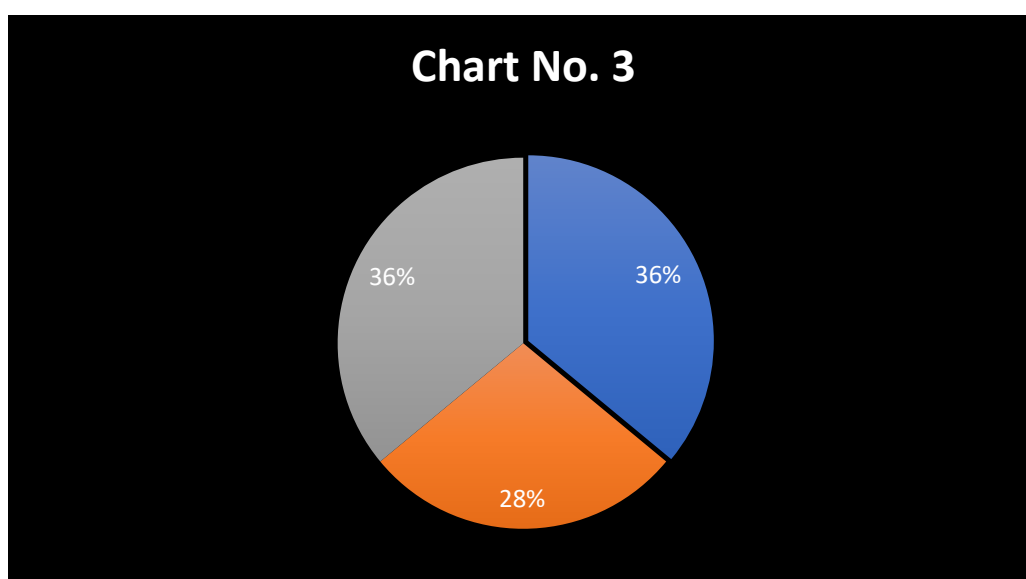


Interpretation: -

For the collected data 52% respondents believed about stock market. And 48% people are not believed in stock market investment. They said share market is one type of gambling. If we invest our money then we are lost our money that's why they are avoiding investing money.

Q3) From where Do You receive the information regarding stock market?

Particular	Respondent	Percentage
Broker and News	18	36%
Relative and friends	14	28%
Other	18	36%
Total	50	100%

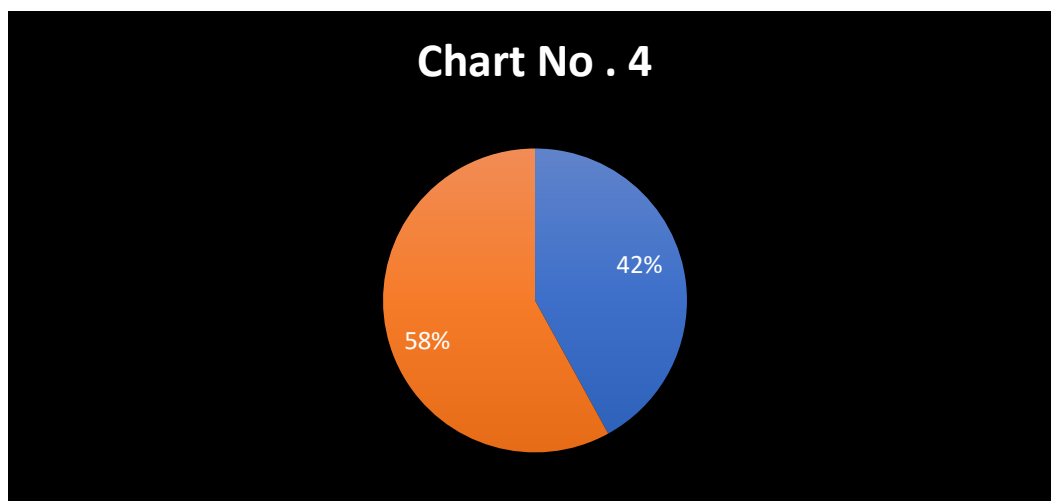


Interpretation: -

From the collected data 36% respondents are getting information from Broker and News. 28% respondents are getting information from Relatives & Friends and 36% are receiving information from others.

Q4) Why Do You invests in stock market?

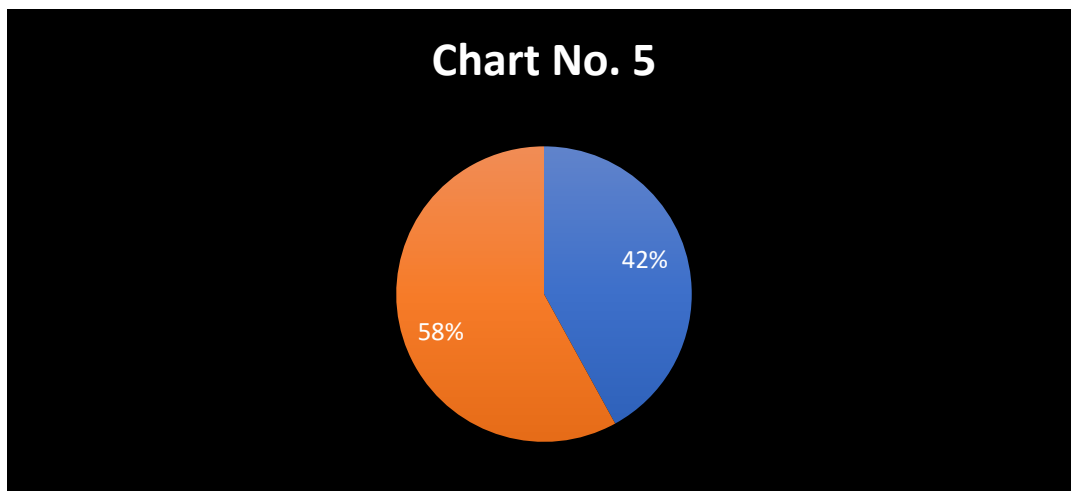
Particular	Respondent	percentage
High Return in S.T.	21	42%
High Return in L. T.	29	58%
Total	50	100%

**Interpretation: -**

From the collected of the data 42% respondents invest their money for high return in short term period. 58% respondents invest their money for high return for long term investment.

Q5) Which factor affects when you are going to invest in currently available option?

Particular	Respondent	Percentage
Good Governance	21	42%
Company Growth	29	58%
Total	50	100%

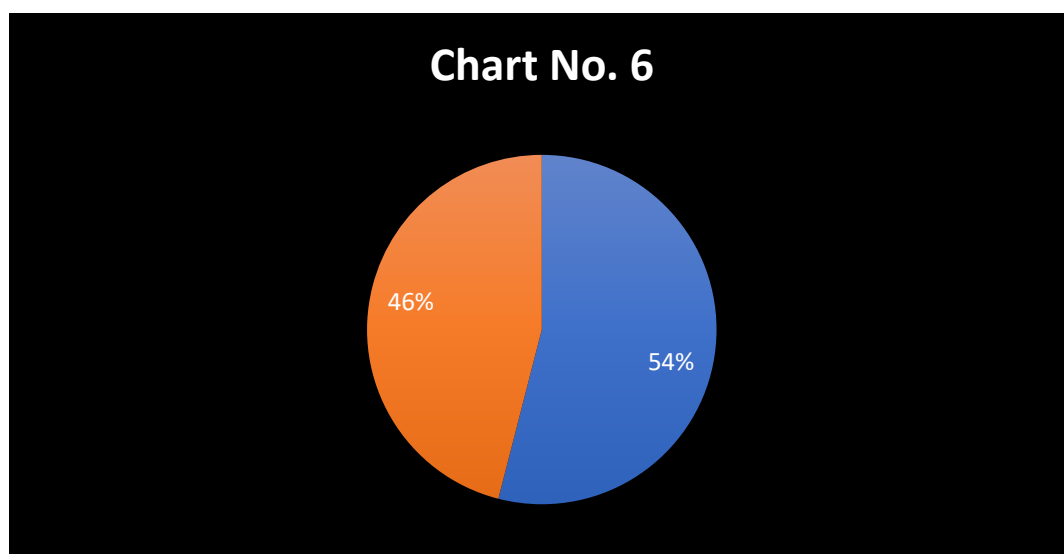


Interpretation: -

From the collected data, it can conclude that Good Governance and Company Growth are the responsible factors in influencing investment decision.

Q6) Where Do you invest other than stock market

Particular	Respondent	Percentage
L.I.C & F.D.	27	54%
Real Estate, L.I.C, F.D. & Mutual Funds	23	46%
Total	50	100%



Interpretation: -

From the collected data 54% respondents invest their money in LIC & F.D. 46% people invest in Real estate, L.I.C, F.D, Mutual Fund.

Findings

1. As per collected data or survey it is found that all respondents are aware about stock market investment due to promotion or continuous marketing through the News Channels and other sources.
2. Maximum respondents said yes, they believe or prefer to investment their saving and surplus in the stock market. They said before invest, if investors done proper study of market and company so it will provide high return in very short period as compare to other investment avenues such bank deposits, R. D. and LIC etc.
3. As per conducted study finally it can conclude that maximum respondents have same opinion regarding information. They said information from Brokers, Relatives and friends because these are active personality of market.
4. As per this study maximum respondents are investing because it provides high return in short term and stock market is a place where an individual can earn as much as profit. Therefore, people prefer to invest their saving and surplus.
5. Company growth and high return are the major factors which influenced investment decision of investors.
6. Other than stock market people would like to invest in LIC, Gold and Real Estate due to security and there is very low scope for loss.

Suggestions

1. Avoid heard mentally

The typical buyer's decision is usually heavily influenced by the action s of his acquaintances, neighbors or relatives. Thus, if everybody around is investing in a particular stock, the tendency for potential investor is to do the same. if we invest any stock at least stay minimum 3 to 5 yr. for multiple money.

2. Take informed decision

Proper research should always be undertaken before investing in those particular stock. Investor generally go by the name of company or the industry they belong to. This is not a right way to putting money in to the stock market.

3. Invest in business you understand

Never invest in stock. Invest in a business instead. And invest in a business you understand. In the words, before investing in a company. You should know what business company is in.

4. Follow a disciplined investment approach

Historically it has been witnessed that even great bull runs have shown bouts of panic moments. The volatility witnessed in the markets has inevitably made investor lose money despite the great bull runs. However, the investor who put in money systematically, in the right share and held on their investments patiently.

5. Do not let emotions cloud your judgment

Many investors have been losing money in stock market due to their inability to control emotion, particularly fear and greed. In a bull market, the lure of quick wealth is difficult to resist. Greed augments when investor here stories of fabulous returns being made in the stock market in a short period of time. This leads them to speculate, buy shares of unknown companies or create heavy positions in the future segment without really understanding risks involved.

6. Create a proper portfolio

Diversification of portfolio across asset classes and instruments is the key factor to earn optimum returns on investments with minimum risk. Level of diversification on each investors risk taking capacity.

7. Have realistic expectations

There's nothing wrong with hoping for the best from your investment, but you could be heading for trouble if your financial goals are based on unrealistic assumption. For instance, lots of stocks have generated more than 50 percent returns during the great bull run of recent years.

8. Invest only your surplus funds

If you want to take risk in a volatile market like this, then see whether you have surplus fund which you can afford to lose, It is not necessary that you will lose money in the present scenario. Your investment can give you huge gain too in movement to come.

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A Study on the Impact of Reskilling in IT Industry
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Abstract

Topic: To study the impact of reskilling in IT industry among the employees for value addition to self, organization and in emerging business areas of an organization for sustainability in IT industry

Purpose: There are 2 objectives of this study: to study the impact of reskilling among the employees in the IT industry and to study the impact of reskilling in emerging business areas in an organization for sustainability in the IT industry

Methodology: A sample size of 3 leading companies (for confidentiality purposes the names are not highlighted, they are represented by AAA, BBB, CCC) and 20 different individuals were selected for this research. Questionnaire method was selected. 2 different questionnaires were prepared, one for employees and other for HR executives of companies.

Findings: After reskilling there are hike in salary structure, increase in job satisfaction level, increase in value addition level to self (for the employees) and company. There is increase in number of employees who have been reskilled in Digital and other emerging areas in all the 3 companies in FY 18 than in FY 17. Also, there is increase in revenue from digital and other emerging areas in all the 3 companies in FY 18 than FY 17. There is decrease in attrition rate of BBB and CCC in FY 18 than FY 17, whereas in the same period there is a little increase in attrition rate of AAA.

Research Implications: The employees who have done reskilling in the new technologies like Artificial Intelligence (AI), Digitalization, Internet of Things (IOT), Machine Learning, etc. will be extremely benefitted. Also, the companies who encourage their employees in reskilling, provide infrastructure for same will be able to meet future need of skilled resource.

Originality: This research is done on 20 employees and 3 companies in IT industry to get the immediate feedback of their reskilling process.

Keywords: Reskilling, IT industry, Emerging Technologies, Skilled resources

Introduction

Rapidly evolving technologies in the IT industry are changing technology consumption patterns, creating new classes of buyers within the enterprise, giving rise to entirely new business models and therefore new kinds of competitors. This is resulting in increased demands on the Company's agility to keep pace with the changing customer expectations. The strategy being followed by the IT Companies in combating this problem is to gain scale on newer technologies and capabilities through a massive reskilling exercise.

Investment in human capital by equipping employees with skills – soft skills, design skills, multi-technology skills, and domain skills – has been one of the biggest drivers of value creation in the IT industry. All most every Company in the IT industry has been navigating through the Digital wave by investing in re-skilling its workforce and working to continually deepen and broaden employees' skills in those new technologies. The sheer scale and rapidity of technology change has required a reimagined approach to reskilling, quickly and on scale.

The Organisation can encourage their employees in reskilling towards emerging technologies in prospective business areas based on employees' interests and Organisation's future need of skilled resource. If the act of reskilling is encouraged from Organisation's end, then more employees will be interested in enhancing their skills. This can be done by providing proper infrastructure for reskilling to the employees in parallel with the existing project work, so that while working in the existing project the employee can upgrade his/her skill. The cost of reskilling is borne by the Organisation as this adds value to the employee and the Organisation and in the process reduces attrition.

In today's business environment, a large number of jobs are getting obsolete due to the introduction of new technologies like Artificial Intelligence (AI), Digitalisation, Internet of Things (IOT), Machine Learning, etc. Hence reskilling of employees in these emerging technologies is the only available way for sustainable growth of the Organisation.

Objectives:

1. To study the impact of reskilling among the employees in the IT industry
2. To study the impact of reskilling in emerging business areas in an organisation for sustainability in the IT industry

Limitations:

1. This study is limited to the IT industry
2. This study is limited to reskilling in technical domain.

Review of Literature

Emerging technologies in IT industry - loss of jobs:

Richa Verma Dr. Srinivas Bandi (2018) analysed in the study "A Study on Retention of Talent and Reskilling of Workforce in IT Sector" that emerging technologies like big data, machine learning, artificial intelligence, virtual reality and robotics process automation changes technology implementation in IT sector.

Melly Maitreyi (2018) analysed in the study "Future Skills Platform to revolutionize reskilling, upskilling of IT workforce" that NASSCOM identified eight new technologies that could drive IT jobs in future; many jobs are becoming obsolete due to the introduction of new technologies, but indirect jobs are created.

Reskilling instead of new hiring:

Richa Verma Dr. Srinivas Bandi (2018) analysed in the study "A Study on Retention of Talent and Reskilling of Workforce in IT Sector" that need to retain the talent and reskilling of workforce, reskilling data related to Wipro, Cognizant, HCL, TCS, Capgemini, Infosys.

Zairus Master (2017) analysed in the study "Re-skilling 15-20 times could be new normal for millennial workforce" that industry has now become so volatile that some skill sets that seemed important until last year have become irrelevant this year; individuals need to reskill approximately 15-20 times.

Research Methodology

1. Selection of Topic:

This topic was selected to study the impact of reskilling in IT industry among the employees for value addition to self, organisation and in emerging business areas of an organisation for sustainability in IT industry.

2. Sample size and type:

A sample size of 3 leading companies (for confidentiality purposes the names are not highlighted, they are represented by AAA, BBB, CCC) and 20 different individuals (male/female) with different demographic details (such as age, educational qualification,

working experience, salary structure, work locations) working in leading IT companies across India, USA, Australia were selected for this research.

3. Pilot Study:

For the pilot study a draft questionnaire was prepared to identify the growth of employee considering several factors of previous and current scenario (example: Technology, Role, Designation, Domain, Industry Vertical etc.). Also, there was several questions regarding feedback of reskilling: like hike in salary structure, job satisfaction, value addition to self and company, overall reskilling experience etc. 3 employees of IT industry were selected for this pilot study.

4. Hypotheses:

Hypothesis -1:

H₀: Reskilling does not make any impact among the employees in the IT industry for addition of value to self and organization.

H₁: Reskilling impacts among the employees in the IT industry for addition of value to self and organization

Hypothesis – 2:

H₀: Reskilling does not make any impact in organization's emerging business areas for sustainability in the IT industry

H₁: Reskilling impacts in organisation's emerging business areas for sustainability in the IT industry

5. Collection of Data:

Primary data was collected through final questionnaire. Secondary data was collected from journals, newspaper articles.

6. Analysis of Data:

In Analysis of Data –

- The data obtained through primary sources has been presented in tables and figures and discussed.
- Appropriate statistical tools have been applied to analyze the data and test the hypotheses.

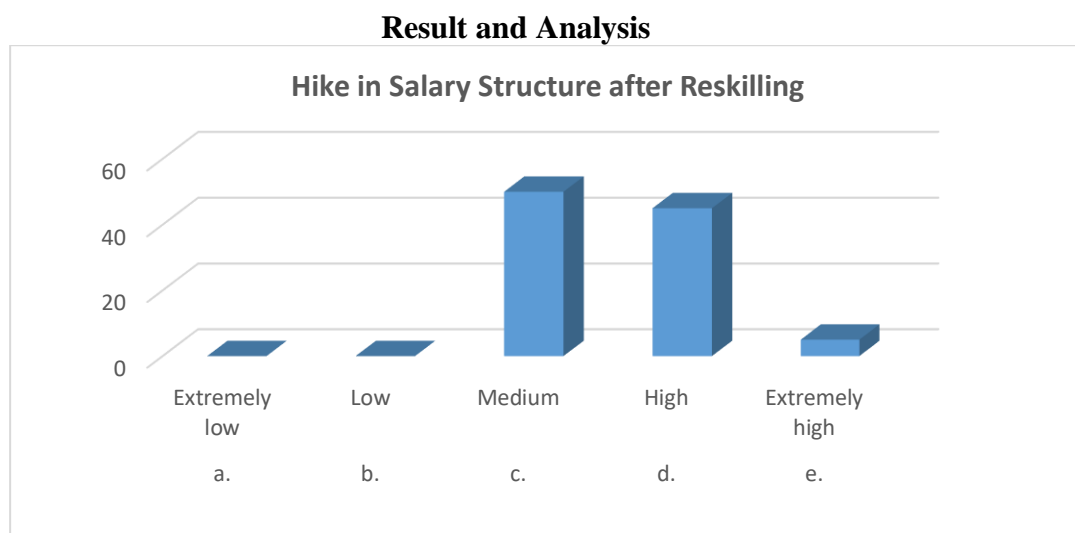


Figure 1: Hike in Salary Structure after Reskilling

Majority (50%) of respondents have hike in salary structure as medium, least (5%) of respondents have it as extremely high.

The above data fulfil the 1st above objective which states that “To study the impact of reskilling among the employees in the IT industry”.

Table 1: Job Satisfaction in Current Job Profile

S.No	Job Satisfaction in current job profile after reskilling	n=20	Percentage
a	Extremely Dissatisfied	0	0
b	Dissatisfied	0	0
c	Neutral	3	15
d	Satisfied	16	80
e	Extremely Satisfied	1	5

Majority (80%) of respondents are satisfied in current job profile, least (5%) of respondents are extremely satisfied.

The above data fulfil the 1st above objective which states that “To study the impact of reskilling among the employees in the IT industry”.

Table 2: Value addition to Self after reskilling

S.No	Value addition to self after reskilling	n=20	Percentage
a.	Did not value add at all	0	0
b.	Value added very little	0	0
c.	Value added	11	55
d.	Value added in better manner	8	40
e.	Extremely value added	1	5

Majority (55%) of respondents have value added to self after reskilling, least (5%) of respondents extremely value added in it.

The above data fulfil the 1st above objective which states that “To study the impact of reskilling among the employees in the IT industry”.

Value addition to Company after reskilling

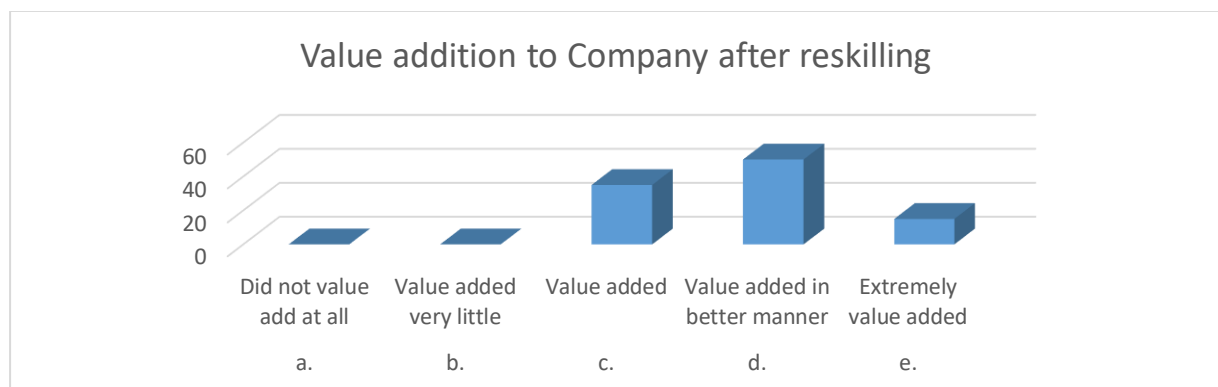


Figure 2: Value addition to Company after reskilling

Majority (50%) of respondents made value addition to company in better manner after reskilling, least (15%) of respondents extremely value added in it.

The above data fulfil the 1st above objective which states that “To study the impact of reskilling among the employees in the IT industry”.

H₀ of Hypothesis-1 is rejected based on tables 1,2 and figures 1,2. So H₁ of Hypothesis 1 is accepted.

Table 3: Attributes of company AAA

S.No	Attributes of Company AAA	FY17	FY18	Difference in FY17 and FY18
a	Total no of employees	387000	394000	7000
b	Employees reskilled in Digital & other emerging areas	200000	247000	47000
c	Percentage of employees reskilled in Digital & other emerging areas	51.68	62.69	11.01
d	Total Revenue (Rs. Crs)	117966	123104	5138
e	Revenue from digital & Other Emerging Areas (Rs. Crs)	19333	26100	6767
f	Percentage of revenue comes from Digital and other emerging areas (Rs. Crs)	16.39	21.2	4.81
g	Percentage of attrition rate	10.5	11	0.5

Table 4: Attributes of company BBB

S.No	Attributes of Company BBB	FY17	FY18	Difference in FY17 and FY18
a	Total no of employees	8500	9200	700
b	Employees reskilled in Digital & other emerging areas	8000	9000	1000
c	Percentage of employees reskilled in Digital & other emerging areas	94.12	97.83	3.71
d	Total Revenue (Rs. Crs)	3033.654	3206.6255	172.9715
E	Revenue from digital & Other Emerging Areas (Rs. Crs)	904.774	1224.106	319.332
F	Percentage of revenue comes from Digital and other emerging areas (Rs. Crs)	29.824	38.17	8.346
G	Percentage of attrition rate	15.40%	14.90%	0.5

Table 5: Attributes of company CCC

SNo	Attributes of Company CCC	FY17	FY18	Difference in FY17 and FY18
a	Total no of employees	116000	120000	4000
b	Employees reskilled in Digital & other emerging areas	13000	27365	14365
c	Percentage of employees reskilled in Digital & other emerging areas	11.21	22.8	11.59
d	Total Revenue (Rs. Crs)	46402.9313	52144.2545	5741.32325
e	Revenue from digital & Other Emerging Areas (Rs. Crs)	5940.90575	7663.968	1723.06225
f	Percentage of revenue comes from Digital and other emerging areas (Rs. Crs)	12.8	14.69	1.89
g	Percentage of attrition rate	16.8	15.4	1.4

In company AAA: Number of employees reskilled in Digital & other emerging areas in FY 17 and FY 18 were respectively 200000 and 247000, with difference in FY17 and FY 18 was 47000. Revenue from digital & Other Emerging Areas (Rs. Crs) in FY 17 and FY 18 were respectively 19333 and 26100, with difference in FY 17 and FY 18 as 6767.

In company BBB: Number of employees reskilled in Digital & other emerging areas in FY 17 and FY 18 were respectively 8000 and 9000, with difference in FY17 and FY 18 was 1000. Revenue from digital & Other Emerging Areas (Rs. Crs) in FY 17 and FY 18 were respectively 904.774 and 1224.106, with difference in FY 17 and FY 18 as 319.332.

In company CCC: Number of employees reskilled in Digital & other emerging areas in FY 17 and FY 18 were respectively 13000 and 27365, with difference in FY17 and FY 18 was 14365. Revenue from digital & Other Emerging Areas (Rs. Crs) in FY 17 and FY 18 were respectively 5940.90575 and 7663.968, with difference in FY 17 and FY 18 as 1723.06225

H_0 of Hypothesis-2 is rejected based on tables 3,4,5. So H_1 of Hypothesis 2 is accepted.

Conclusion:

The 1st objective of study was “To study the impact of reskilling among the employees in the IT industry”. It is getting supported with the below facts:

1. Employees are able to reskill themselves through change in technologies and skillset, example - Development Angular JS, Development Dot Net, Development MSBI, QA, Automation in QA using Selenium, Support Java.
2. There is change in roles of employees after reskilling, example- Senior Software Developer, Developer, Team Lead.
3. There is change of designation of employees after reskilling, example - Senior Software Developer, IT Analyst, Systems Engineer.
4. Some of the employees are able to change the Domain and Industry Vertical after reskilling. Preferred area of reskilling is Big Data, Artificial Intelligence, Azure, Angular JS, and Digital Technology.
5. There is a hike in salary structure of the employees starting from medium to extremely high. Job satisfaction in the current job profile of the employees (after reskilling) vary from Satisfied to Extremely Satisfied.
6. Employees are able to value add to self and company through reskilling. The overall reskilling experience of the employees vary from useful to extremely useful.
7. Employees are very much enthusiastic in further reskilling.
8. The main reason of reskilling for the employees is only for sake of learning of new part. Some employees are doing reskilling for getting better role, removing stagnancy with initial job description.
9. The 2nd objective of study was “To study the impact of reskilling in emerging business areas in an organisation for sustainability in the IT industry”. It is getting supported with the facts of 3 different companies as mentioned below:
10. For Company AAA, in FY17 and FY 18, total number of employees are respectively 387000 and 394000, so the difference in FY 17 and FY 18 are of 7000. In FY 17 and FY 18, number of employees reskilled in Digital & other emerging areas are respectively 200000 and 247000, so the difference in FY 17 and FY 18 are of 47000. The percentage of employee reskilled in Digital & other emerging areas in FY 17 and FY 18 are respectively 51.68 and 62.69, so the difference in FY 17 and FY 18 are of 11.01. In FY 17 and FY 18, total Revenue (Rs. Crs) are respectively 117966 and 123104, so the difference in FY 17 and FY 18 are of 5138. Revenue from digital & Other Emerging Areas (Rs. Crs) in FY 17 and FY 18 are respectively 19333 and 26100, so the difference in FY 17 and FY 18 are of 6767. The percentage of revenue comes from Digital and other emerging areas (Rs. Crs) in FY 17 and FY 18 are respectively

16.39 and 21.2, so the difference in FY 17 and FY 18 are of 4.81. The percentage of attrition rate are respectively 10.5 and 11, so the difference in FY 17 and FY 18 are of 0.5.

11. For Company BBB, in FY17 and FY 18, total number of employees are respectively 8500 and 9200, so the difference in FY 17 and FY 18 are of 700. In FY 17 and FY 18, number of employees reskilled in Digital & other emerging areas are respectively 8000 and 9000, so the difference in FY 17 and FY 18 are of 1000. The percentage of employee reskilled in Digital & other emerging areas in FY 17 and FY 18 are respectively 94.12 and 97.83, so the difference in FY 17 and FY 18 are of 3.71. In FY 17 and FY 18, total Revenue (Rs. Crs) are respectively 3033.654 and 3206.6255, so the difference in FY 17 and FY 18 are of 172.9715. Revenue from digital & Other Emerging Areas (Rs. Crs) in FY 17 and FY 18 are respectively 904.774 and 1224.106, so the difference in FY 17 and FY 18 are of 319.332. The percentage of revenue comes from Digital and other emerging areas (Rs. Crs) in FY 17 and FY 18 are respectively 29.824 and 38.17, so the difference in FY 17 and FY 18 are of 8.346. The percentage of attrition rate are respectively 15.4 and 14.9, so the difference in FY 17 and FY 18 are of 0.5.
12. For Company CCC, in FY17 and FY 18, total number of employees are respectively 116000 and 120000, so the difference in FY 17 and FY 18 are of 4000. In FY 17 and FY 18, number of employees reskilled in Digital & other emerging areas are respectively 13000 and 27365, so the difference in FY 17 and FY 18 are of 14365. The percentage of employee reskilled in Digital & other emerging areas in FY 17 and FY 18 are respectively 11.21 and 22.8, so the difference in FY 17 and FY 18 are of 11.59. In FY 17 and FY 18, total Revenue (Rs. Crs) are respectively 46402.9313 and 52144.2545, so the difference in FY 17 and FY 18 are of 5741.32325. Revenue from digital & Other Emerging Areas (Rs. Crs) in FY 17 and FY 18 are respectively 5940.90575 and 7663.968, so the difference in FY 17 and FY 18 are of 1723.06225. The percentage of revenue comes from Digital and other emerging areas (Rs. Crs) in FY 17 and FY 18 are respectively 12.8 and 14.69, so the difference in FY 17 and FY 18 are of 1.89. The percentage of attrition rate are respectively 16.8 and 15.4, so the difference in FY 17 and FY 18 are of 1.4.

Recommendation

Recommendation to IT industry:

1. Companies in IT industry can provide better infrastructure for reskilling to the employees. Thus, more employees will be involved in reskilling. This will give positive impact in reskilling towards emerging business areas in an organisation for sustainability in the IT industry
2. Cost of reskilling can be borne by the organisations. The employees do not need to pay for reskilling. This will attract more employees towards reskilling. So the employees will be more interested in reskilling while working in a project.

Recommendation to IT employees:

1. The employees can utilise more time for getting trained in new emerging technologies like Artificial Intelligence (AI), Digitalisation, Internet of Things (IOT), Machine Learning etc.

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Impact of Leadership Transformation on PepsiCo.

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Introduction

Indra Krishnamurthy Nooyi (Nooyi) became the primary lady chief operating officer of PepsiCo Incorporated (PepsiCo) in 2006 at the age of fifty. She was listed among Time magazine 's World 's one hundred Most cogent folks in 2008⁵. in a very poll conducted by Forbes Magazine for the World 's one hundred Most Powerful women in 2008, she was hierarchical range three. In Fortune Magazine 's annual ranking of America 's leading business women titled fifty Most Powerful women in Business⁶, she was graded No.1 for Three consecutive years in 2006, 2007, and 2008 (Reference to Exhibit I shared below for awards and recognitions received by Nooyi).

Nooyi joined PepsiCo as Senior Vice President (SVP), Strategic coming up with, in 1994. As SVP, she directed the company's international strategy. She initiated and planned out variety of PepsiCo 's strategic choices together with the spinning off of its edifice business, the merger with Quaker Oats Company, associate degree yank food conglomerate and also the acquisition of Tropicana, among alternative contracts.

In 2000, Nooyi was promoted as PepsiCo 's Chief money dealer (CFO). She was conjointly provided a seat on the Board of administrators and appointed the extra role of President with associated responsibilities for PepsiCo 's company functions together with finance, strategy, business-process optimization, and knowledge technology.

In 2006, Nooyi became the fifth chief operating officer of PepsiCo. As CEO, she continued to steer PepsiCo supported the vision of —Performance with Purpose. ‖ She enforced variety of measures to boost the property of the company's operations and image by specializing in enhancements within the health implications of PepsiCo product. Measures like removing trans-fats from PepsiCo snacks, product innovations within the Quaker Oats whole to return out with a variety of shopper perceived healthy snacks, categorization of its snacks into 3 classes named fun for you, sensible for you, and higher for you were taken under her leadership. Nooyi's strategic measures to tackle the slow-down within the beverages and snack food trade enclosed a productivity improvement program, the advantages of that were expected to the tune of US\$ one.2 billion over successive 3 years starting a pair of 0098. alternative measures beneath her leadership enclosed aggressive enlargement into the rising markets of Brazil, Russia, China, and Bharat and products and method simplification across the organization (Refer to Exhibit II for PepsiCo 's organizational structure as of 2008).

When Nooyi was SVP, the strategic measures that she planned and enforced resulted in a very growth in PepsiCo's sales and profits. the corporate's overall sales increased from US\$ twenty, 337 million in 1996 to US\$ twenty-six,935 million in 2001 and earnings doubled from U.S. \$ one,149 million to US\$ a pair of,662 million within the same amount. when she became the CFO and President, sales recorded an additional growth from US\$ twenty five,112 million in 2002 to US\$ thirty five,137 million in 2006 once she was promoted because the chief operating

officer (Refer to Exhibit III and to Exhibit IV for monetary Highlights of PepsiCo throughout Nooyi's Tenure as CFO and CEO).

However, Nooyi conjointly had her share of critics, WHO found fault with what they known as her lack of operational skills, her mercenary handling of the PepsiCo chemical content issue in Bharat, as conjointly her depicting PepsiCo product as healthy whereas in line with the health specialists, they weren't. Marion Nestle (Nestle), faculty member of Nutrition at the Big Apple University and author of the book, —What to Eat and —Food Politics, criticized PepsiCo spoken language, —What PepsiCo is doing is surprising, it's sharply selling food as food.

Nooyi As A Strategist

Within two months of Nooyi connection PepsiCo as SVP, the company's eating house business, that it had non-inheritable a decade earlier and during which it had invested with billions of bucks to make up, entered a sluggish section with lower sales, volumes, and profits. Nooyi worked with Roger Enrico (Enrico), Chairman and chief operating officer of Frito-Lay, WHO had been asked to require charge of PepsiCo's edifice business as Chairman and chief operating officer of PepsiCo Worldwide Restaurants, and switch it around. Together, they investigated the matter and created efforts to investigate what was wrong with the business¹⁰. They complete that the matter was with PepsiCo attempting to adopt a management and distribution model that was additional appropriate for a foodstuff trade instead of a chain within the services trade. The management and distribution of an edifice business needed bigger capital investment than its potable and snacks business counterpart, and conjointly generated lower returns than these businesses¹¹. Nooyi believed the edifice business had reached a stage wherever it may well be spun off into associate degree freelance business because it failed to slot in with the core PepsiCo businesses of snacks and beverages. It absolutely was this strategic call that Led PepsiCo to by-product its edifice business into freelance businesses.

In 1996, Nooyi found that PepsiCo's international beverages business had over-expanded and also the repercussions were being felt on its record. PepsiCo's Venezuelan manufacturer was bought off by its competition and 2 bottlers in Brazil and Argentina suddenly met monetary issues. Consequently, PepsiCo's international business denote losses amounting to US\$ 576 million in special charges and quality impairments, international write-offs, associate degreed restructuring leading to an operative loss of US\$ 846 million¹². whereas PepsiCo's worldwide sales increased by five-times-hitter to US\$ thirty-two billion, its earnings reduced by twenty eighth to US\$ one.1 billion over one⁹⁹⁵. However, excluding one-time charges, earnings born solely by {6 june one⁹⁴⁴|6 June 1944} to US\$ 1.9 billion¹³.

Nooyi worked with Enrico on US\$ thirty-five billion price of deals that enclosed spin-offs and divestitures to place PepsiCo back on the quick growth track. Enrico and Nooyi assessed sturdy brands, sensible money flows, and a robust man as PepsiCo's strengths. Between 1996 and 1999, Enrico initiated rigorous monetary controls to maximize PepsiCo's money flows. The target of this move was to make sure that management and monetary resources were prioritized and judiciously accustomed expand the international business in core areas and rising markets. In doing thus, Nooyi's role of a deviser was used extensively to achieve money-spinning moves like strategic mergers and acquisitions, rising markets infrastructure development, and stock buy-back. These measures helped PepsiCo's performance to step by step improve.

In 1998, once Steve Reinemund, Head of the Frito-Lay snacks business of PepsiCo, determined to revamp Frito Lay's distribution system, he asked Nooyi to assist him out. Together, they created a brand-new distribution system for PepsiCo that reduced overall prices and gave sales representatives longer with customers. The Direct Store Delivery (DSD) system worked on the strategy of directly stocking the shelves of the retailers through its sales division. It conjointly enabled the distributor to order provides directly from PepsiCo. beneath this method, the

PepsiCo employee would frequent the shop a hard and fast range of times in a very offer chain cycle, pay a hard and fast range of hours which might be divided into devoted time for marketing the merchandise to the distributor, stocking its shelves, taking orders for renewal and contemporary provides, and conjointly interacting with the patron. This method had the twin advantage of reaching customers directly and serving to PepsiCo to eliminate middlemen (distributors and wholesalers) to scale back prices. The strategy conjointly enabled PepsiCo to achieve a foothold over Coke, which had a standard distribution model.

Between 1994 and 2001, Nooyi used her expertise in strategic coming up with and execution¹⁴, to undertake variety of strategic initiatives at PepsiCo including the following:

The Tricon-Restaurant Spin-off: constituting Taco Bell, Kentucky Fried Chicken (KFC), and Pizza Hut was spun off into an independent company Tricon Global Restaurants, Inc., which was later renamed as Yum! Brands Inc. This amounted to the divestiture of the company's larger restaurants to PepsiCo's existing shareholders, while its smaller restaurants such as Hot'n Now, Chevys, California Pizza Kitchen, D'Angelo Sandwich Shop, and East Side Mario's were sold to new investors.. This resulted in a very loss of revenues of roughly US\$ ten billion for PepsiCo, though it achieved Nooyi's desired objective of separating the service chain from the foodstuff businesses.

Nooyi and Enrico had visited every of the restaurants across the country and conjointly visited some the competitor's restaurants to induce a close bottom up read of what had gone wrong with the chain, the profitableness of that had come back down drastically within the 1990s¹⁶. They found that the trade was saturated and also the alimentation chains were competitory sharply with one another. Moreover, they conjointly found that PepsiCo's edifice chains failed to create complete use of the scarce realty they were housed in. They catered solely to breakfast or dinner or specific areas of feeding, much underutilizing the opposite slots. Later on, Nooyi argued with Enrico, that PepsiCo couldn't add enough price to the alimentation trade with this service chain. The chain needed higher capital investment, was labor intensive, and conjointly generated a lower level of returns as compared to PepsiCo's potable and snacks businesses. Initially, PepsiCo had non-inheritable these restaurants as tiny units and engineered them up into massive independent chains. Therefore, these might currently be spun far from the most PepsiCo business, she said. Even when the by-product, however, PepsiCo continued to own a period of time contract with these restaurants to stock its product. This call helped PepsiCo specialize in its core areas of operations specifically, beverages and snacks, whereas providing the chain with the desired level of autonomy to perform severally.

The Tropicana Acquisition: Nooyi guided PepsiCo for the US\$ three.3 billion acquisition of Tropicana, the world's biggest juice whole, seventeen in 1998 from Seagram Company Limited¹⁸. it absolutely was the most important acquisition in PepsiCo's history¹⁹ and helped the brands encroach upon the healthy beverages market. It conjointly helped it vie on an excellent footing with its arch rival Coca-Cola²⁰, that had non-inheritable a rival juice whole named Minute Maid at that point. Nooyi place in a very heap of effort on assessing the benefits of the Tropicana acquisition for PepsiCo not solely in terms of rising the company's whole image as containing a healthy and convenient foods and drinks portfolio however conjointly in terms of its addition to PepsiCo's earnings. within the negotiation, she was even able to accept a lower come back on Investment (RoI) chiefly as a result of she had assessed that the whole possessed nice potential to boost PepsiCo's bottom line.

The by-product of cola Co's Bottling Operations into Pepsi Bottling Group: Nooyi had studied Coke's development ways over the last decade. She created a presentation to the PepsiCo's Board on Coke's growth model and explained however the corporate had with success reaped the advantages of upper margins by separating its bottling operations in 1986. The bottling business, she had found, needed higher levels of investment and was terribly labor-intensive.

She visualized that if the bottling business were spun off into a separate business, PepsiCo may benefit from higher margins within the method. Nooyi initiated the by-product of the company's bottling operations into cola Bottling cluster (PBG) in 1999. The initial public providing of PBG was valued at US\$ a pair of.3 billion. The company, however, continued to retain a majority stake in PBG. However, this move had a negative impact on PepsiCo's revenues to the extent of US\$ seven billion.

PepsiCo's revenues, that had declined from US\$ thirty-two billion in 1996 to US\$ twenty-two billion in 1998, increased to US\$ twenty-seven billion in 2001. Operative margins improved marginally from 100% in 1996 to eleven.6% in 1998 and more to seventeen.70% in 2001. Operative money flows conjointly improved from US\$ one.5 billion in 1996 to US\$ three.1 billion in one998 and US\$ four.2 billion in a pair of001. Alternative positive trends enclosed a rise reciprocally on Investment (ROI) from 15 August 1945 in 1996 to eighteen in 1998 and twenty sixth in 2001.

Nooyi Becomes Cfo

Nooyi was promoted because the Chief money dealer at PepsiCo in February 2000. A year later, she was promoted because the President and conjointly provided a seat on the Board of administrators. As a CFO, she was answerable for innovation, finance, procurements, capitalist relations, strategy, and knowledge technology functions.

The strategy that Nooyi adopted to realize the target of golf stroke PepsiCo on the quick growth track enclosed acquisition and development of recent product and achieving product synergies. For this purpose, Nooyi used the Quaker and Tropicana brands extensively to initiate and develop a complete vary of snacks that may well be positioned as healthy. Group action the multiple brands, however, proven to be quite challenge for PepsiCo.

When Nooyi was CFO, PepsiCo non-inheritable well-liked non-carbonated potable maker SoBe (South Beach potable Company²²) for US\$ 337 million in 2001, beating Coca-Cola, that was the primary to initiate talks with the corporate for its acquisition.²³ SoBe factory-made teas with seasoning ingredients and a product known as 'Life Water' that claimed to be enriched with Vitamins B, C, and E in varied fruity flavors²⁴ and energy drinks that were well-liked among the yank youth. It so official a prized acquisition to feature to PepsiCo's potable portfolio within the non- effervescent beverages section.

The Quaker Oats Merger

Nooyi was the key negotiate within the merger of Quaker Oats Company with PepsiCo at a value of US\$ thirteen.8 billion in 2001²⁵. Quaker Oats was expected to assist PepsiCo establish its presence within the healthy snacks and beverages business. The merger enabled the corporate acquire possession of Gatorade, a number one sports drink that accounted for eighty-three.6% of the U.S. retail marketplace for non- effervescent beverages.²⁶ It conjointly provided PepsiCo with a platform to launch snacks that were projected as healthy. Its existing Frito Lay whole couldn't be used for making a breakfast snack and be pictured as healthy. The merger of Quaker Oats helped bridge this gap.

While group action Quaker Oats, PepsiCo baby-faced variety of provision issues. The two freelance sales forces of Quaker and PepsiCo struggled to promote the new product as one force. Nooyi took charge of a Business method optimization set up in February 2003 that concerned combining the benefits of Frito-Lay's existing distribution systems with many of Quaker's foundational management practices. beneath this set up, it absolutely was determined that many distribution centers would be incorporated and a standard enterprise code platform adopted exploitation Quaker's Enterprise code implementation strategy and employees from the affected divisions with the exception of dedicated info systems employees. though Nooyi had envisaged a value reduction of US\$ 800 million between 2003 and 2005 amount as a result of the optimization program, it suddenly met plenty of integration issues.

The set up forced Quaker to prevent its Enterprise code implementation program, that it had already part completed and to maneuver back to its former systems, leading to calculable losses of US\$ forty to one hundred million to PepsiCo. However, Nooyi persisted in taking the acquisition and integration method forward, smoothing out the variations by tweaking PepsiCo's distribution chain DSD system and moving to a more robust pre-sell system, that separated the ordering and presales time of the sales division and combined it with the optimization program and its 'Power of One'28 strategy to realize the desired synergies. Subsequently, PepsiCo denote a seven per cent annual sales growth in 2002. The investment within the Quaker Oats and Tropicana brands and also the divestiture of its non-core businesses began to pay off. The Gatorade whole provided PepsiCo with a foothold within the non-carbonated beverages market whereas its health foods section helped its Frito Lay business to expand on the far side salty snacks.

Challenge of Achieving Integer Growth Rates

One of the foremost challenges for PepsiCo was to assess its new competitors as Coke was now not its sole rival within the markets it had ventured into. The new competition ranged from the food large Kraft²⁹ on the one hand and alternative smaller drinks and dish manufacturers on the opposite. To tackle these competitors, Nooyi created innovations in PepsiCo product and adopted contemporary sales ways to bridge the gap with its competition.

As a region of PepsiCo's growth strategy, Nooyi reorganized Frito-Lay's operative structure from its existing 2 divisions – Frito-Lay North America (FLNA) and Frito-Lay International (FLI) to a few broad units, by establishing 2 new corporations – Frito-Lay Europe/Middle East/Africa and Frito-Lay Latin America/Asia Pacific/Australia — and group action the present FLI cluster into new operative corporations. On the lines of existing units, FLNA, Pepsi-Cola North America, Pepsi-Cola International and Tropicana, every new company functioned as associate degree freelance unit, with its own President and chief operating officer and ultimately reportable on to Reinemund.

Nooyi and Reinemund felt that by effecting this reorganization, the huge potential of all rising markets for the snacks business may well be abreact utterly as individual businesses.

As of 2000, Frito-Lay operated in forty countries outside the U.S. and North American country. Frito-Lay Latin America/Asia Pacific/Australia spanned twenty-three markets and generated sales of US\$ three.5 billion and Europe/Africa/Middle East created sales of US\$ a pair of.4 billion from seventeen countries from the United Kingdom to continent, together with joint ventures. The international salty snack market grew from US\$ ten billion in 1990 to US\$ sixteen billion in 2000, driven by Frito-Lay. Through a mix of internal growth and acquisitions, Frito-Lay's international business with revenue growth of four-hundredth became a major contributor to PepsiCo revenues from 1996.

The changes that Nooyi initiated like the acquisition of Tropicana and Quaker Oats and also the by-product of the cola Bottling cluster helped propel PepsiCo past Coca-Cola in market price in December 2005 —the 1st time in its history that it absolutely was doing this. PepsiCo entered the drinking water and sports drinks market sooner than its rival. In 2006, PepsiCo's Aquafina whole of drinking water had the most important market share, whereas Coke's Dasani took second place. Within the sports drinks market, Gatorade accounted for eightieth market share. PepsiCo's Snacks business conjointly accounted for hour of the snack food market within the U.S. at that time in time.

Analysts gave the credit to Nooyi as CFO for reworking the company's international strategy at a time once each Coke and cola were facing sluggish and saturated sales surroundings in their most significant market —the domestic market — for effervescent soft drinks³². The main focus of the customers had modified to health-conscious product and juices and water sales had been substituted effervescent soft drinks, leading to bigger sales within the juices and

drinking water segments. Point of entry Hemphill, Senior VP, Info Services of Potable Selling, a Trade Journal, commented,

—They were the primary to acknowledge that the patron was moving to un-carbonated product, and that they innovated sharply. ¶33 In line with analysts, when Nooyi became CFO in 2000, the company's annual revenues rose by seventy two over the amount between 2000 and 2006, whereas cyberspace profit quite doubled, to US\$ 5.6 billion in 2006. ¶34

Nooyi As Chief Operating Officer

In Oct 2006, Nooyi was promoted as PepsiCo's chief operating officer. Analysts felt that her numerous data of worldwide markets and ethnic background were the explanations for her changing into chief operating officer. On her appointment as chief operating officer, Reinemund said, —She not solely co-authored our vision and written our strategic blueprint; she features a sharp talent for turning perceptive ideas and plans into realities and for developing and replenishing our talent base.

Nooyi believed that as chief operating officer, she required to gift PepsiCo as an honest, property international company. She believed that companies like PepsiCo had a responsibility to perform as moral and property corporations as they were larger than some economies in size. She stated, —Of the world's one hundred largest economic entities, sixty-three square measure countries. The opposite thirty-seven square measure corporations. ¶36 Nooyi cited the samples of however an international corporation might injury its name in markets across the planet by failing to stick to ethics and property norms.

Therefore, Nooyi adopted the vision of —Performance with Purpose¶ whereby the main focus wasn't strictly on profits however on creating PepsiCo one among the process companies of the twenty first century. By this, she meant that PepsiCo should specialize in the property of the surroundings during which it operated and its men.

In 2007, PepsiCo's portfolio across its product segments of foods, snacks, and beverages consisted of three different components (Refer to Table I). As a region of PepsiCo's property efforts, Nooyi initiated changes within the composition of the company's product portfolio. This demanded increasing the proportion of —better for you" and —good for you" snacks to five hundredth, up from half-hour, as against its —fun for you" snacks cluster and embrace additional grains, nuts, and fruits in its product portfolio. By doing thus, Nooyi had conjointly helped form a model that enabled PepsiCo to initiate and convey out new product. In her words, —We may be viewed as not simply a life-style company that brings a slice of joy to you however conjointly as a nutritionally accountable company. That has been our acquisition flight over the previous couple of years and that i assume all our innovation, our strategic direction is headed that method.

Under Nooyi's leadership, PepsiCo shifted its focus from the saturated U.S. markets to the rising international markets. Nooyi increased the scale of her government team to twenty-nine permitting a broader distribution of management higher cognitive process power. She continued to emphasize the—diversity ideology of her predecessors by appointing associate degree Italian native, Massimo-d'Amore, to go PepsiCo's U.S. soft drinks business, and recruiting a former salad dressing Clinic medical specialist to go PepsiCo's R&D division. In line with her, —Succession coming up with is crucial. Our succession coming up with method is meant to spot the varieties of experiences our leaders would like. Once known, we tend to place folks in assignments that modify them to make those ability sets.

Nooyi created positive that the talent PepsiCo recruited was numerous. This method, in line with her, needed associate degree understanding of the precise wants of the varied men. Nooyi declared, —We set goals and time frames and command folks in command of about to them.

the primary step was obtaining folks in, however that's solely [*fr1] the matter as a result of if they leave, it's additional painful for the organization. Step 2 is inclusion. For instance, if a girl says one thing, don't forthwith interpret it as if a person same it, or expect a girl to react to a comment within the same method as a person. You may have a unique dynamic with girls, African-Americans, or Latinos as a result of every cluster could be a product of their socio-economic culture.

Nooyi believed that whereas implementing strategic changes within the organization, it absolutely was vital to speak clearly the explanations for the amendment so as to require the workers with the organization through the amendment. once Nooyi clearly communicated the strategic explanation behind the by-product of PepsiCo's edifice business to the workers, there was no resistance to the resultant amendment. Nooyi stressed that communication and if necessary, —over-communication was necessary from time to time to align the changes going down within the organization with the goals and expectations of the workers. In her words, —The start is admittedly understanding the points of read of every of the those that square measure concerned so attempting to craft the new or higher vision for them so taking them together with you. It's communication all the time. i might say you may even argue that it's over-communication.

Nooyi believed in leading by example. She was conjointly referred to as a troublesome negotiant WHO knew once to steer away and once she might form the ideas of her management team into concrete ways. She was glorious to expect high standards from her staff. in line with Tim Menges, President of PepsiCo's Asia-Pacific region, associate degree example of however Nooyi intended staff to get ideas was once she asked his team to search out a cheap different to vegetable oil for PepsiCo's product in Siam. He said, —She unbroken pushing and pushing, saying, I hear you, I hear you, thus what's the proper solution? 'till we tend to come up with one: rice bran oil. However, don't attempt to delegate up, as a result of she's going to bounce it right back in your face!

Strategic Acquisitions as Chief Operating Officer

As CEO, Nooyi undertook variety of strategic acquisitions to bridge the gap in PepsiCo's product portfolio. These acquisitions were a region of her vision of Performance with Purpose. 'PepsiCo non-inheritable Bluebird Snacks (2006) and Izze (2006), a Brazil-based company that factory-made snack foods and drinks; Sandora, a Ukraine-based juice company (2007); and Naked Juice (2006), a US-based manufacturer of organic juices and soy drinks. PepsiCo conjointly signed a ready-to-drink tea venture with Unilever and increased its presence within the healthy retail foods section like Whole Foods Market Iraqi National Congress., and introduced a vegetable and fruit primarily based snack known as Flat Earth fruit and vegetable chips (2007).

Nooyi conjointly completed PepsiCo's biggest acquisition deal of Lebedyansky at a value of US\$ thirteen.8 billion in 2008. Lebedyansky was a Russia-based juice company, deemed to be the most important in Europe and also the sixth largest within the world in terms of market size⁴⁴. She conjointly proclaimed PepsiCo's intention to take a position US\$ one billion in China over four years starting 2009 as a region of the target of increasing into rising markets and finishing the gaps in its international product portfolio.

RESPONSE TO international ECONOMIC holdup

PepsiCo baby-faced variety of economic challenges in 2008. Hiked fuel and energy costs, rising prices of raw materials and alternative commodities, and increased packaging prices across economies had become a cause for concern. PepsiCo proclaimed that it might be raising its costs across product classes in Apr 2008, to offset the upper prices of vegetable oil, oats, wheat, corn, and energy. Nooyi had expressed considerations that if corrective measures weren't undertaken shortly by the United States, it might considerably bog down shopper

payment within the US\$45. She, however, realized that PepsiCo had been recession treated by the actual fact that its —good for you! snacks that comprised the most important share of PepsiCo's U.S. product portfolio, acted as food to customers throughout the downswing, therefore retentive their growth momentum.

By reorganizing PepsiCo to focus additional on the expansion in rising markets, Nooyi even that she was able to minimize and diversify the risks related to the recession within the U.S. economy. the corporate conjointly adopted evaluation measures to offset inflation, each through innovations and new product introductions and a {mixture|a mix} of mix management, product weight-outs (for example, reducing the quantity of potato chips per bag that is taken into account a legal different to raising costs of a product worldwide), and absolute increment ways.

In Oct 2008, Nooyi same in a press unharness, —While we tend to can't management the macro-economic state of affairs, we are able to enhance PepsiCo's operative gracefulness to retort to the dynamical surroundings. To do so, we tend to square measure implementing a broad-based productivity program, that we tend to expect can manufacture US\$ one.2 billion in pre-tax savings over 3 years.

The bulk of the savings are invested with in our businesses. A primary focus is restoring growth to our North yank potable business. We tend to were adversely wedged by continued weakness within the U.S. liquid refreshment potable class, which resulted in dissatisfactory performance in our domestic potable business. We tend to square measure taking vital steps to revitalize our potable portfolio. At constant time, we are going to increase our investment in developing markets, create selective investments to continue growing our international snacks business, and accelerate our international R&D initiatives to assist secure our future innovation pipeline. We tend to firmly believe that now's the time to take a position in our future growth.

While saying PepsiCo's quarterly ends up in Oct 2008, Nooyi same the corporate had introduced the Productivity for Growth' program to boost the company's productivity to combat the impact of the worldwide holdup. The program concerned simplifying all processes across segments of the organization for simpler and timely decision-making. So as to realize these objectives, it planned to boost value aggressiveness across its offer chain and to upgrade and contour its product portfolio.

The program entailed eliminating three, 300 positions globally. Of these, four-hundredth associated with the closing down of six plants and alternative capability rationalization actions. As a result of this, PepsiCo was expected to incur a pre-tax charge of roughly US\$ 550 million to US\$ 600 million within the fourth quarter of 2008, comprising, severance and alternative prices of US\$ 275 million, quality impairments because of plant closures at US\$ two hundred million and alternative prices amounting to US\$ one hundred million.

The Criticism

Notwithstanding her prospering stint in PepsiCo, Nooyi conjointly had to face criticism on many fronts. She was criticized for her lack of operational expertise. Nooyi had joined PepsiCo when six years in consulting and at PepsiCo too, had worked as a deviser before changing into CFO and later chief operating officer.

Critics believed that Nooyi was just anticipating the laws and following shopper trends instead of creating acutely aware efforts to create PepsiCo's product healthy. A study conducted by the town University London, on the world's twenty five largest food corporations together with PepsiCo, on their conformity to the new international diet and health agenda in 2006,⁴⁷ found that PepsiCo had not adopted the standards regarding limiting the portion size, on having a particular health policy on advertising, and on initiating staff-health programs. Nestle believed that PepsiCo was just following health and nutrition standards to avoid avoidrupois connected lawsuits. She said, — they're inquiring the motions. The moment the agency same they were

attending to need trans-fat labeling; cola had the trans-fats out of its product and was advertising it. I don't assume they are golf stroke anyplace close to the selling effort into their healthier product. For me, it's a philosophical issue. Could be a healthier food a more robust junk food?

Critics felt that the efforts taken by PepsiCo to scale back the adverse impact of its product on the health of its customers weren't enough. for instance, the company's stance of limiting selling to youngsters aged below twelve years was cited by critics as going out an awfully vital and growing class of customers — high school youngsters. They were still targeted by PepsiCo and merchandising machines in high faculties continued to stock effervescent beverages. They more intercalary that the present non-soda alternatives offered by PepsiCo were low on nutrition and contained high levels of sugar content and additional calories than were suggested as a part of a healthy diet for youngsters.

In 2003, PepsiCo came under fire from environmental teams in Bharat for having high levels of chemical content in its beverages. The teams claimed that the corporate was permitting chemical residue to enter their regionally factory-made beverages from the groundwater employed by them. The teams even created take a look at results to back their claim that the chemical residue content was more than the prescribed standards within the world. It conjointly showed that the results of those tests were at intervals prescribed parameters for samples taken from the beverages marketed by the corporate within the U.S., whereas for Indian samples they exceeded the norms.

Critics felt that Nooyi had been unable to place associate degree finish to those allegations even when changing into chief operating officer. She controversial the results of the take a look at and urged the Indian government to ascertain a procedure to hold out freelance tests on PepsiCo's drinks for chemical content — a pricey and long project and unlikely to be enforced shortly by the Govt. for these terribly reasons. whereas Bharat accounted for a comparatively tiny portion of PepsiCo's revenues, analysts felt that these allegations had had the impact of tarnishing the company's image worldwide.

Exhibit I

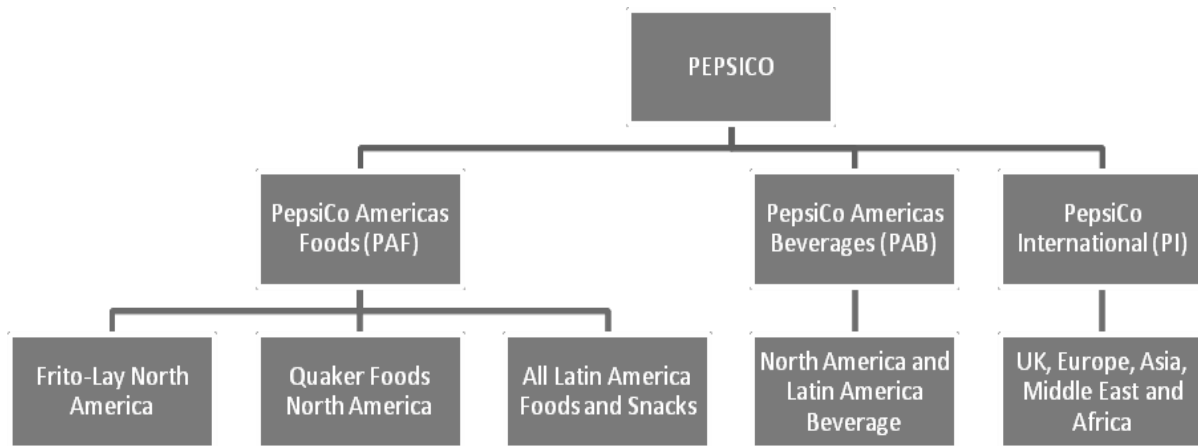
Awards and Recognitions Received by Nooyi

Year/s	Organization	Awards, Rankings and Recognitions
2006, 2007 and 2008	Fortune Magazine	Ranked #1 in the World's 50 Most Powerful Business Women list
2003	US Pan Asian Chamber of Commerce (USPAC)	Woman Pioneer Award
2006, 2007, 2008	Forbes Magazine Poll	#4, #5 and #1 respectively in World's 100 Most Powerful Women
2006	Columbia University	India Abroad Person of the Year
2007	Government of India	Padma Bhushan Award, Indian Government's third highest civilian award, for her contribution to Global Business
2007	US Citizenship and Immigration Services, US Government	American By Choice for her achievements as a naturalized American Citizen
2008	Time Magazine	World's 100 Most Influential People in 2008
2008	Chicago United	Chicago United Bridge Award 2008 honoring exemplary leadership in support of advancing diversity and inclusion

Compiled from Various Sources

Exhibit II
PepsiCo's Organizational Structure (2008)

As of 2008, PepsiCo consisted of three main divisions: PepsiCo Americas Foods (PAF), PepsiCo Americas Beverages (PAB), and PepsiCo International (PI). PAF included Frito-Lay North America, Quaker Foods North America and all Latin America food and snack businesses, including Sabritas and Gamesa businesses in Mexico. PAB included PepsiCo Beverages North America and all Latin American beverage businesses. PI included all PepsiCo businesses in the UK, Europe, Asia, the Middle East, and Africa. PepsiCo manufactured and sold around 500 products catering to consumers of all age groups, in nearly 200 countries and generated sales at the retail level inclusive of franchisees and partners of more than US\$ 98 billion in 2008.



Adapted from www.pepsico.com.

Exhibit III
Financial Highlights of PepsiCo and its Subsidiaries (2000-2005)

(In million US\$)

Statement of Income	2005	2004	2003	2002	2001	2000
Net Sales	32,562	29,261	26,971	25,112	23,512	25,479
Costs and Expenses:						
Cost of sales	14,176	12,674	12,379	11,497	10,750	10,226
Selling, general and administrative expenses	12,314	11,031	9,460	8,958	8,574	11,104
Amortization of intangible assets	150	147	145	138	165	147
Merger-related costs			59	224	356	—
Other impairment and restructuring charges	—	150	147	—	31	184
Total Costs and Expenses	26,640	24,002	22,190	20,817	22,914	21,661
Operating Profit	5,922	5,259	4,781	4,295	3,636	3,818
Bottling Equity Income	557	380	323	280	160	130

Interest Expense	-256	-167	-163	-178	-219	-272
Interest Income	159	74	51	36	67	85
Income Before Income Tax	6,382	5,546	4,992	4,433	3,644	3,761
Less: Income Tax	2,304	1,334	1,424	1,433	1,244	1,218
Net Income	4,078	4,212	3,568	3,000	2,400	2,543

Source: "PepsiCo Annual Reports," www.pepsico.com.

Exhibit IV
Financial Highlights of PepsiCo and its Subsidiaries (2006-07)

	2007	2006
Net Sales	39,474	35,137
Less: Costs and Expenses		
Cost of sales	18,038	15,762
Selling, general and administrative expenses	14,208	12,774
Amortization of intangible assets	58	162
Total Costs and Expenses	32,304	28,698
Operating Profit	7,170	6,439
Bottling Equity Income	560	616
Interest Expense	(224.00)	-239
Interest Income	125	173
Income Before Income Tax	7,631	6,989
Less: Income Tax	1,973	1,347
Net Income	5,658	5,642

Source: "PepsiCo 2007 Annual Report," www.pepsico.com.

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A case study of Organizational Behaviour and Resistance to changes in Malaysia's Commercial Banking Industry

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Abstract

The primary issue in this case concerns about a manager's engagement toward employees in an organisation. The low level of attitude displayed by the manager creates a negative impact on employees' performance. The organisational outcome is also affected by the negative attitude of the managers. In this case, the key issue is about the employees' satisfaction and dissatisfaction with the negative attitude of the manager. The positive mindset of employees is affected, and they develop dissatisfaction with the negative mentality of the manager. The case also investigates the aspect of resistance to changes, whereby, negative thinking is reduced, and positive management thinking among employees and managers in the organisation is increased. Overall, this case describes a management dilemma on how employees' job satisfaction levels caused serious levels (turnover intention increased) in the commercial banking industry. Survey instruments have been used to measure employees' attitude or behaviour. The finding indicated that 60 percent of the negative attitude of manager caused dissatisfaction among employee. In this case, the dissatisfaction among employees was due to the negative behaviour of the manager who penalised staff who could contribute towards the success of a project. In addition, dissatisfaction was also due to the lack of recognition received, whereby, achievement rewards were given to the manager who lacked in the contribution of knowledge and ideas for the company development.

Introduction

In August 1975, Bank X was established in Malaysia. Being the sixth biggest banking group in Malaysia, it comprises of Bank Y and its subsidiaries Bank A, Bank B, Bank C, Bank D and Bank E. This group of banks offers a wide range of investment banking, commercial banking, retail financing, and related financial services, which includes Islamic banking, underwriting of general and life insurance, stock, share and futures broking, investment advisory as well as asset, property and unit trust management.

The core philosophy of Bank X incorporates a deep-seated commitment to the satisfaction of its broad range of customers, with numerous customer-driven initiatives woven into all configurations of communication and interaction with all client groups. The Group provides new and innovative products and services to its clients with its strategic partnership with Australia and New Zealand Banking Group (ANZ), one of Australia's leading banks. In order to improve their service and support, Bank X embraces the following vision; "As Malaysia's preferred diversified, internationally connected financial solutions group, we hold pride in developing your future with us". The bank operates with principles focused on achieving the organisational goals and objectives. The values practised by Bank X are based

on the concept of pace, which stand for principled, proactive, appreciative, connected, and evolving.

Bank X has its own criteria for staff nomination. A few years ago, Bank X appointed Mr Simon, who previously worked in another bank, as the new general manager. Simon is currently the general manager of the DSS unit, and he handles and coordinates this unit. He has 26 years of experience in the banking industry. He previously held a clerical position, and due to his desire for self-improvement, he furthered his education by enrolling in diploma and degree courses. The outcome of his determination led to him being appointed as the general manager of DSS unit. Simon, being an energetic man, displayed dedication and punctuality in everything. His attachment to the unit resulted in a high turnover. However, all the staff did not like his attitudes that were full of conventions. Twenty employees resigned because of his attitude and character caused job dissatisfaction among employees. To date, he has served in this unit for six years, and the new subordinates are tormented by his position and demeanour. Meanwhile, manager is an individual who likes to encourage his staffs to be involved in CSR activities. However, he has the habit of claiming others work as his personal achievement. He often fails to acknowledge the staff that did the job, and claims the rewards offered by the top management for himself. This consequently results in the subordinate feeling unjust, demotivated, as well as dissatisfied with their job.

Situation in the Bank

In this case study, the application of operationalisation is used to determine the terms of a process (or a set of proof tests) that are needed to regulate the nature of an item or phenomenon. In this case, researchers determined some operational definitions in terms of organisational behaviour, negative behaviour, positive behaviour, negative attitude, positive attitude, job satisfaction, job dissatisfaction, and job performance. Organisational behaviour focuses on trying to understand the different types of human behaviour and its advantages as well as its disadvantages. It considers how phenomena like motivation can influence human behaviour, attitude, individual, team and group work in organisations (Veličkovska, 2017). Negative behaviour and positive behaviour can be classified as an organisational behaviour because both of it influences human's attitude in the organisation. Negative behaviours or attitudes act as facilitators and barriers to effective mutual workplace relationships among workers in organisations (Almost et al., 2015). According to Hoppock (1935), job satisfaction is defined as a blend of mental, physiological, and natural circumstances that enable employees to speak honestly about his/her satisfaction toward the job that they hold in the organisation.

In this case, Alex is well-educated, and he holds a master's degree from the United Kingdom. Additionally, he has over 25 years of experience in the banking industry. As a senior executive, Simon's negative attitude annoys and disappoints him, hence, resulting in him being dissatisfied with his job. Simon also penalized Alex by taking away his promotion, increment, and bonus; leaving the employee to work under pressure. Other subordinates were also not satisfied with the job because of Simon's behaviour, and they ceased from the task. Generally, Alex has his own perception about the job, and he wants a peaceful working environment instead of opposing and conflicting opinions which often lead to arguments between them. How does Alex manage Simon's negative attitudes which create employees' job dissatisfaction? Additionally, how does Alex manage Simon's negative attitudes to become positive attitudes that can enhance employees' job satisfaction? Figure 1 and Figure

2 relates to this case study, and it shows how the managers' negative attitudes and positive attitudes in the workplace can create job satisfaction and job dissatisfaction among employees.

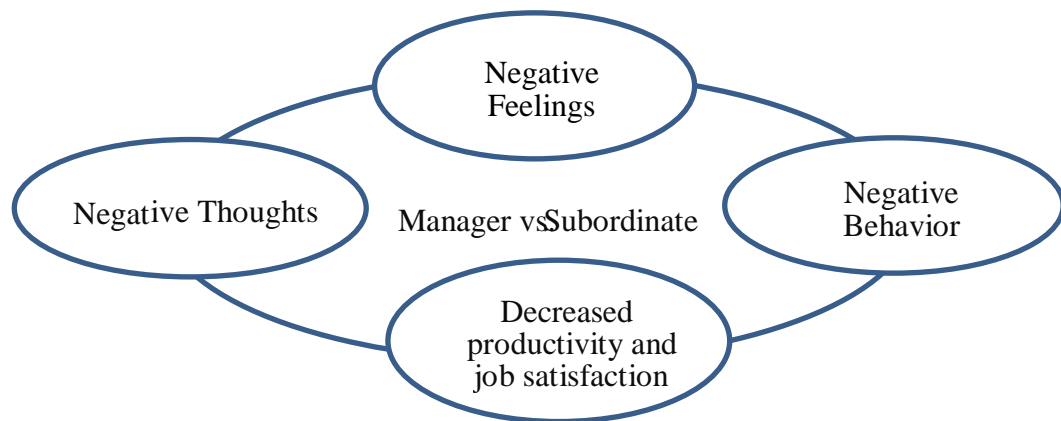


Figure 1. Negative attitude makes employee's job dissatisfaction (Source: Hemaloshinee et al., 2017)

Figure 1 illustrates that managers' negative attitudes can create employees' job dissatisfaction due to the arguments that arise between the manager's and subordinate. Often, the arguments are caused by differing opinions, behaviors, and feelings in handling the position. In this case, Alex being a subordinate must listen to Simon because Simon is the general manager. It believed that both their leader-member relationship and interpersonal communication is not good. Simon's persistent negative feelings, thoughts, and attitudes toward Alex, decreases Alex's productivity and job satisfaction. In other words, Simon, being free to display his negative attitudes in any position, affects the employees working moods, hence, demotivating them and causing job dissatisfaction. However, negative thoughts are acceptable to a certain level as it enables a manager to observe employee every day and every time to identify their fault; although this is not a great issue for the business organisation. In certain events, negative thoughts can grow into negative feelings, which in turn may result in managers hurting their subordinate by sending e-mails to HR requesting for actions against small mistakes. This childish attitude makes employees uncomfortable with their manager. Employees further develop a big change in behaviour (negative attitudes). This kind of changes in behaviour can affect both sides, as it causes negative productivity and job satisfaction that spills over to existing co-workers.

Methodology

The findings were evaluated by interviewing the respective employee and manager to identify the issue of the case. Interviews were conducted among employees to find their response towards respective manager's attitude toward employees. Fifteen respondents were interviewed in a group to understand Simon's attitude and Alex's job satisfaction. The data were analysed using the software Microsoft Excel.

Based on this dilemma, the researcher believes that poor management and leadership could discourage employees from working. Previous surveys found that to resolve this sort of problem, the following steps should be considered (Abdulwahab, 2016):

- a) Two-way communication enhances employee engagement
- b) Give satisfactory opportunities for growth and promotion

- c) Give employees appropriate leadership or motivation training
- d) Possess a strong feedback system
- e) Build a typical corporate culture
- f) Focal point for top performing employees

Recent studies conducted on the importance of employee engagement to build a good relationship between employees and leaders found that meaningfulness, safety, and availability could influence the relationship. If employees liked their work and found it to influence their work position and public presentation significantly, they were more self-directed and motivated to grow in the organisation. Hence, the positive attitudes of employees make them maintain their high standard of performance among subordinates. Similarly, the manager should encourage the subordinate to show outstanding performances. Following are several issues that made Alex dissatisfied with Simon's attitude:

- a) Failing to provide constructive criticism on employee
- b) Penalizes employee for unreasonable matter
- c) De-motivates employee

In conclusion, managers displaying negative attitudes in the workplace can create job dissatisfaction among employees because they limit an employee's space for contributing and sharing ideas with others. Such act further hinders employees from achieving the outlined objectives. A manager's negative perceptions about employees further ruin the employees' relationship with the manager. With such mind-set, managers fail to value the performances of their employees due to their preconceived negative thoughts. As a leader, they should have positive thinking, feelings, and behaviour towards subordinates to sustain them in the workplace and achieve the organisational goals. The values and motives depend on the employee's job and their satisfaction toward the job (Siddika, 2012). All the same, the employers face challenges in determining what employee engagement is and what values create it; as there are many hypotheses that are unclear concerning this subject (Saks and Gruman, 2014). Most employees feel comfortable working in challenging and stimulating environments that fulfil their satisfaction. In this case, the bank management is required to provide all kinds of satisfaction to employees at the workplace. To resolve this kind of problems, resistance to change in the organisation should be implemented in three levels such as individual, group and organisational.

Resistance to Change

It is a difficult task for organisations to avoid changes because new ideas can promote employees to grow in the organisation. In organisations, changes occur for many reasons such as new staff roles, increase or decrease in funding, achievement of new engineering, new missions, visions or goals, to attain new members or customers, and due to changes from negative to positive behaviour. Resistance to change can be a challenge to an employee and employer, especially when resolving the troubles. According to Burke (2008), people protest the imposition of change which is borne as a general truth. However, resistance can also be proactive resignation or planned to damage (Kreitner and Kinicki, 2010). Any form of changes must be discussed at three levels; organisational, individual and team or group level.

Organizational Level

Resistance mostly occurs at organisational levels because it involves the implementation of new ideas which will be used in all departments in the banking industry. Adjustments

implemented by leaders are expected to showcase some resistance within the organisational levels. In this case, the manager will need to enforce the changes at organisational levels. By taking charge, they can lead and develop their skills, knowledge, and ability to execute in an organisation. There are four aspects of organisational resistance that should be considered; the threat to establish, the threat to expertise, limited focus of changes and structural inertia.

Individual Level

Individual resistance is the beginning of changes in human characteristics. It helps mould their personalities and achieve their demands. This individual change creates a reaction process that contributes towards their career. This modification serves to evolve an individual indifference measure of their capacity.

Team / Group Level

Team levels are very important in organisations because teamwork can develop the organisational goals. Teamwork can increase employees' performance and loyalty, which in turn enables them to contribute a fair share of their opinion to ensure that modifications can be developed very fast.

Reason For Resistance To Change

The reason for resistance to change at the organisational, team and individual levels are because the staffs are outmoded, ego in terms of position, and practice stake and effort indifference. Change produces anxiety, uncertainty, and makes employees feel uncomfortable because everything looks different. Routines, otherwise are more automatic, hence, making them feel great while standing in the same shoes, in their comfort zone. Employees and managers are the causes of resistance to change. The resistance by employees are as below:

a) Poor Communication

The poor communications are one of the reasons for resistance to change in an organization. The lack of communication will result in a lack of information or inaccurate information analysis received by the employee. This causes them to feel that they have insufficient knowledge to perform their jobs.

b) Lack of understanding of the vision and the need for changes.

The main reason for employee resistance is that employees do not understand the vision of changes.

c) Comfortable with the status quo and fear of the unknown.

Employees tend to be satisfied because the current way of doing business had been in place for a long time. The employees are fine with the current processes and systems, and they do not desire for the changes until it forces them out of their comfort zone. Their fear for the new system causes them to want to continue with the old way in which they are comfortable with.

d) Fear of Job Loss

The fear of losing their job is persistent in employees. Hence, they perceive changes in business as a threat to their own job security. Some employees feel that changes would eliminate the need for their position, whereas, other employees lack confidence in the importance of their own abilities and skills in the new environment.

Moreover, resistance by managers also makes employees feel dissatisfied with the job.

Following are several reasons for the display of resistance by managers:

a) Loss of power and control.

The most important reason for the resistance to change at the managerial level is the fear of losing power and control. Managers perceive changes as infringements on their autonomy, and some employees indicate that changes are even perceived as a personal attack on the managers. Manager's reactions to the change initiatives can be described as a "battle for turf."

b) Overload of current tasks, pressures of daily activities, and limited resources.

Managers show their resistance to changes because they relate the change as an additional burden for them to think and implement. Limited resources also contribute to the resistance, because changes seem like extra work, and resource strain at a time when the pressures from daily activities were already high, makes things worse.

c) Lack of skills and experience in managing the change effectively.

Managers fear the new demands that would be placed on them by the business change. They felt uncomfortable with their role in managing the change because they lack skills. Additionally, some fear recrimination, whereas, others lack the experience or tools to manage their employees' resistance effectively.

d) Fear of job loss.

Managers are always afraid of losing their job when handling the changes which they are afraid to perform due to their lack of skills and knowledge. The middle management is often the victim of large-scale business changes. One participant reaffirmed this fear; "They were eliminated in the change, so no resistance was recorded".

Common Organizational Issue

One of the common issues faced by organisations when they decide to bring changes to the current routine is strategic issues or management development issues. Among the issues faced are (1) lack of instruction and guidance, and (2) lack of focus while making major decisions. Lack of direction and counselling is provided to employees due to the poor communication between employees and the higher management. Sometimes, the organisation lacks in focus when making major decisions concerning the employees' attitude and behaviour. Organisations should have proper planning to ensure they are certain of their actions. Unclear objectives and lack of communication can make employees feel dissatisfied.

Conclusion

Every organisation has issues to handle, and the way the management or leaders handle the issues can affect the organisation's performance as well as the employees' performance. As a part of the top management, leaders should encourage employees and avoid demotivating attitude to ensure a better work environment. Emotional intelligence is the most crucial aspect that should be observed by everyone in an organisation. A high positive level of emotional intelligence establishes a high level of organisational citizenship behaviour, which further increases organisational performance. When bank employees can express their emotional experiences, both individual and organisational performance becomes enhanced. Hence, this brings down the workplace stress. Successful organisations know the importance of practising positive attitude in various condition, performance, and employee engagement. Such positivity is very crucial for employees when they later face with a negative work environment. Therefore, training assessment and evaluation of employees are very important as it guides them to learn as well as support the team members at the workplace, while they continue to attain the organisational goals, vision, and mission.

Teaching Notes:

Q1. What causes the employee to feel dissatisfied at the workplace?

Ans: Manager cannot control the subordinate's thoughts and opinions, as well as penalize an employee. This is because being a leader, a manager is responsible for the subordinate and the work that they do. A manager should consider the employees' position and behaviour while making certain decisions, as to not disassemble the spirit in the team. Managers and leaders are prone to give a negative comment when employees provide suggestions and thoughts. As employees usually work hard to bring positivity and improvement, harsh and unsupportive remarks may demotivate them. Demotivated employees further express their dissatisfaction by coming to work late, taking frequent medical leaves and disregarding the works assigned by the supervisor. An employee has the right to take actions on such managers, but very often they do not. Throughout an employees' working life, encounters with ill-behaving managers are unavoidable. As there is no alternative way to ignore this kind of working environment, employees often resort to resignation. As leaders, managers should guide, their subordinates and not ignore employees. Managers should cultivate positive thinking, constructive opinions, and ideas to sustain the workplace culture and improve the leader-member exchange relationship. Figure 2 exhibits the negative attitudes of manager that causes employees' job dissatisfaction.

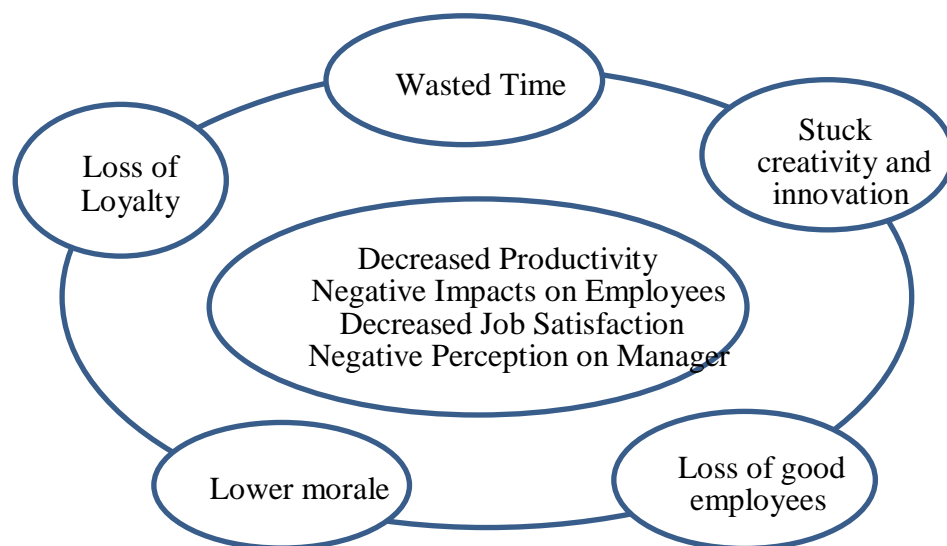


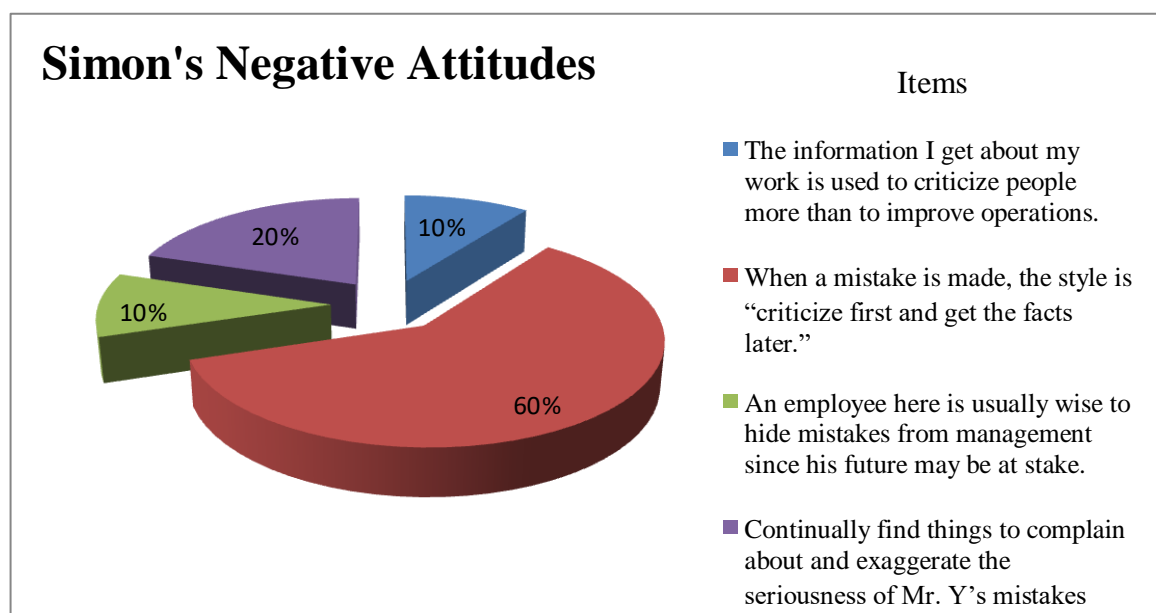
Figure2: Negative attitudes cause job dissatisfaction

Figure 2 illustrates that how negative thinking can result in negative attitudes that erode an individual's working journey. Managers who have negative thinking and attitudes often wear down their subordinate because they do not like their subordinate to hold their position. Besides that, staffs with negative feelings can also steal the bliss of their co-workers; often spoiling the working ambience and energy of every employee. As per the case study, individuals who can drain other workers' energy and mood, often controls everyone's activities in the workplace. In such events, the employees feel dissatisfied and unhappy and often decide to stop their job as they do not wish to stay in the demotivated situation. Things are further worsened by the lack of concern displayed by the manager, who thinks that he is right, and nobody can question him. Daily, employees feel that they have wasted their time by managing all the work because all they receive are negative remarks from the manager who does not desire to appreciate his employees' work. Such managers often cage their employees' mind by not permitting them to share their opinions and suggestion due to

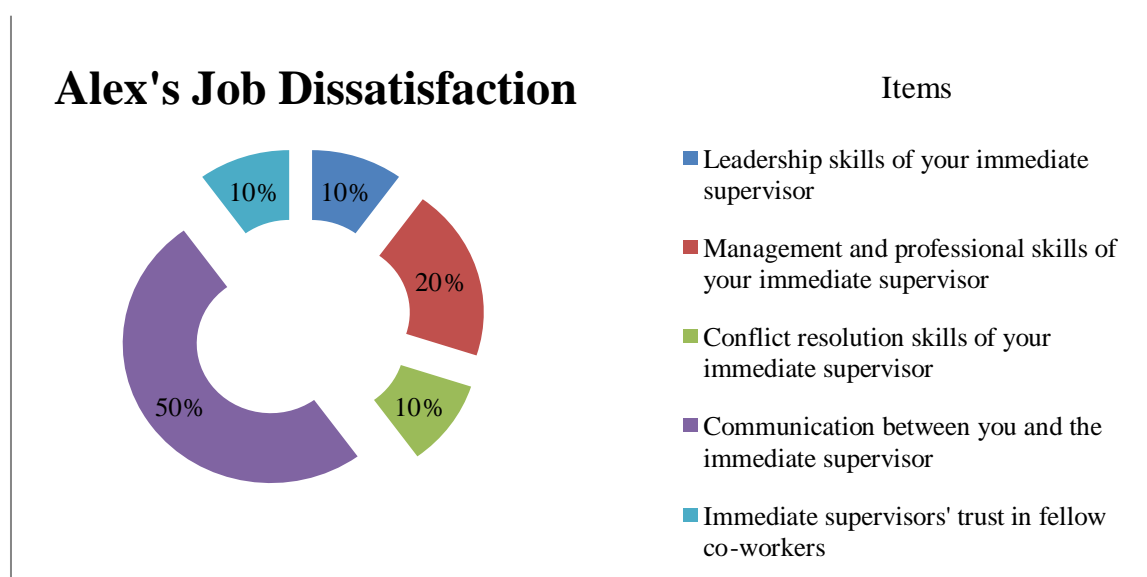
presumptions that employees lack in creativity and innovation. In this case, Simon lost a competent employee, Alex, because of his negative attitudes that decreased employees' job satisfaction. Simon's behaviour also created low morale among other subordinates. He lost the trust and value that the subordinates had on him. The interpersonal communication between leader-member was categorized as low-quality relationships because both often misunderstood in all the situations.

Q2. How Simon's negative attitudes affect to the employee's job dissatisfaction?

Findings and Discussion



Pie Chart 1. Simon's negative attitudes on Alex's job dissatisfaction



Pie Chart 2. Simon's negative attitudes on Alex's job dissatisfaction

The Pie Chart 2 shows that Simon's negative attitudes are positively correlated with Alex's job dissatisfaction. Simon was found to have negative perceptions of Alex's ideas at the highest percentage (60%). This finding can be further supported by Simon's attitude,

whereby he often criticized Alex's work before summoning the facts because he had negative thinking and feelings about Alex. As a result, Alex was dissatisfied with his job, particularly in terms of communication. Fifty percent was the highest percentage that identified both people do not communicate well after confrontations. Communication stopped after Alex became dissatisfied with Simon's attitude. Alex felt that Simon lacked leadership skills as a general manager because of his preconceived notions about his subordinates. Ten percent for leadership accomplishment as obtained in this study is an extremely low value for a managerial level. Good leadership styles among middle manager and subordinates is essential qualities. This finding justifies Alex's claim on Simon's lack of credibility for the managerial position. Distressed by all these situations, Alex lost his passion for working in Bank X as he did not want to be penalized by a person with a lower level of mentality. Alex decided that he lacked job satisfaction because of Simon's negative attitudes.

Q3. Why is resistance so important in organizations? Discuss briefly and relate to the case study.

Ans: The reason for resistance to change at the organisational, team and individual levels are because the staffs are outmoded, ego in terms of position, and practice stake and effort indifference. Change produces anxiety, uncertainty, and makes employees feel uncomfortable because everything looks different. Routines, otherwise are more automatic, hence, making them feel great while standing in the same shoes, in their comfort zone. Employees and managers are the causes of resistance to change. The resistance by employees are as below:

- a) Poor communication.
- b) Lack of understanding of the vision and the need for changes.
- c) Comfortable with the status quo and fear of the unknown.
- d) Fear of job loss.

Q4. What kind of change strategies should this organization adapt to turn around its performance and move to a greater height?

Ans: It is a difficult task for organisations to avoid changes because new ideas can promote employees to grow in the organisation. In organisations, changes occur for many reasons such as new staff roles, increase or decrease in funding, achievement of new engineering, new missions, visions or goals, to attain new members or customers, and due to changes from negative to positive behaviour. Resistance to change can be a challenge to an employee and employer, especially when resolving the troubles. According to Burke (2008), people protest the imposition of change which is borne as a general truth. However, resistance can also be proactive resignation or planned to damage (Kreitner and Kinicki, 2010). Any form of changes must be discussed at three levels; organisational, individual and team or group level.

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Case Study on Maruti Suzuki

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Abstract

In current scenario employees plays a very important role in the success of the organization. Without employees the organization cannot achieve the profitability. Now a day it is very necessary to satisfy the employees, so that they can work enthusiastically. If the organization is unable to satisfy the employees, they use strike as a very powerful weapon to get their demands accepted. It generally involves quitting of work by a group of workers for the purpose of bringing the pressure on their employer so that their demands get accepted. When workers collectively cease to work in a particular industry, they are said to be on strike. But strike negatively affects the organization as well employees.

Company Background

Maruti Suzuki India Ltd (formerly Maruti Udyog Ltd) is India's largest passenger car company, accounting for over 50 per cent of the domestic car market. The company offers full range of cars from entry level Maruti 800 & Alto to stylish hatchback Ritz, A-star, Swift, Wagon R, Estilo and sedans DZire, SX4 and Sports Utility vehicle Grand Vitara. The company is a subsidiary of Suzuki Motor Corporation of Japan. The company is engaged in the business of manufacturing, purchase and sale of motor vehicles and spare parts (automobiles).

The other activities of the company include facilitation of pre-owned car sales, fleet management and car financing. They have four plants, three located at Palam Gurgaon Road, Gurgaon, Haryana and one located at Manesar Industrial Town, Gurgaon, Haryana. The company has seven subsidiary companies, namely Maruti Insurance Business Agency Ltd, Maruti Insurance Distribution Services Ltd, Maruti Insurance Agency Solutions Ltd, Maruti Insurance Agency Network Ltd, Maruti Insurance Agency Services Ltd Maruti Insurance Agency Logistics Ltd and True Value Solutions Ltd. The first six subsidiaries are engaged in the business of selling motor insurance policies to owners of Maruti Suzuki vehicles and seventh subsidiary, True Value Solutions Ltd is engaged in the business of sale of certified pre-owned cars under the brand 'Maruti True Value'.

Maruti Suzuki India Ltd was incorporated on February 24, 1981 with the name Maruti Udyog Ltd. The company was formed as a government company, with Suzuki as a minor partner, to make a people's car for middle class India. Over the years, the company's product range has widened, ownership has changed hands and the customer has evolved. In October 2, 1982, the company signed the license and joint venture agreement with Suzuki Motor Corporation, Japan. In the year 1990, the company launched India's first three-box car, Sedan. In the year 1992, Suzuki Motor Corporation, Japan increased their stake in the company to 50. The Gurgaon Manufacturing Facility has three fully integrated manufacturing plants and is spread over 300 acres. All three plants have an installed capacity of 350,000 vehicles annually but productivity improvements have enabled it to manufacture 700,000 vehicles annually. The Gurgaon facilities also manufacture 240,000 K-Series engines annually.

The entire facility is equipped with more than 150 robots, out of which 71 have been developed in-house. The Gurgaon Facilities manufactures the 800, Alto, WagonR, Estilo, Omni, Gypsy and Eeco. The Manesar Manufacturing Plant was inaugurated in February 2007 and is spread over 600 acres. Initially it had a production capacity of 100,000 vehicles annually but this was increased to 300,000 vehicles annually in October 2008. The production capacity was further increased by 250,000 vehicles taking total production capacity to 550,000 vehicles annually. The Manesar Plant produces the A-star, Swift, Swift DZire and SX4.

Overview

- India's largest passenger car company, accounting for over 45% of the domestic car market.
- First company in India to mass-produce and sell more than a million cars.
- Annually exports more than 50,000 cars
- Manufacturing facilities are located at two facilities Gurgaon and Manesar.
- It offers 14 brands and over 150 variants ranging from people's car Maruti 800 to the stylish hatchback.

Table 1: History of strikes: 7 strikes in last 16 years

DATE	DURATION	WORKER DEMAND	IMPACT
April 1995	3 days	More wages	Production stopped at Gurgaon Facility
March 25, 1998	2 days	Local Issue of workers	Production cut at Gurgaon facility
Oct 12, 2000	89 days (Longest ever at Maruti)	More wages	Production stopped at Gurgaon Facility
June 4, 2011	13 days	To form a new independent union for Manesar Facility	Production stopped at Manesar Facility
August 29, 2011	33 days	Manesar Workers refuse to sign "Good Conduct Bond"	50% Production cut at Manesar Facility
September 15, 2011	2 days	In support of striking workers from Manesar facility	Full closure of Suzuki Motor's India Operation
October 7, 2011	14 days	Restore service of 1,100 Contract workers at Manesar Plant	Full closure of Suzuki Motor's India Operation
July 12, 2012	34 days	To form a new independent union for Manesar Facility	Started a fire that killed a company official and injured 100 managers

Objectives

The primary objective of this case study is to give business, social and historical perspective of the reasons behind the series of incidents that took place at the Manesar plant of Maruti Udyog Limited in 2012 which lead to the murder of a senior HR executive and extensive damage to property. In that, the take away for the reader is to,

- Know the occurrences at Maruti Udyog Limited Manesar plant which took place in December 2011 and in July-September 2012
- Understand the background of industrial relations at Maruti Udyog since its inception.
- Take into cognizance the business dealings and the changes which took place in the management of Maruti Udyog Limited.
- Comprehend the social milieu of the Manesar area, its people, their aspirations and the triggers for criminal acts which took place in 2012.
- Understand the Japanese philosophy of industrial relations and management and in that background as to how the local populace identified themselves with their employer.
- Assess the possible causes for the criminal acts which took place in 2012 at Maruti Udyog considering all the factors mentioned above

The secondary objective of this case study is to highlight the future implications of the unpleasant incidents which took place at Maruti Udyog Limited and to encourage the reader to think of the further effects of the same in the industrial relations and business scenario in India from the long-term point of view.

Reasons for strike

Cockroaches and dead flies found in the food in the hurried lunch-break that workers earn in the canteen half km from the working station. The teas were without tea leaves or sugar in the 7 minute break. The company doctor gives heavy doses of medicines even on minor complaint so that disruption of work could be prevented. One day's wage cut of Rs.1500, two day's Rs.2200, three day's cuts of Rs.7-8000 is implemented, so that almost the total month's wage is cut. One second late into punching-card entry is a day's wage cut, but they have to give full production for that day too.

Demand of the Workers

Worker's demand to establish an independent union Maruti Suzuki Employees Union (MSEU) in the company. Currently, the company has one recognized union Maruti Udyog Kamgar Union which is dominated by workers at the Gurgaon plant.

Reaction of Government

Oct. 8: The Haryana Labour and Employment Minister, Mr Shiv Charan Lal Sharma, has expressed disappointment with the striking workers at Maruti Suzuki's Manesar plant for violating the agreement signed with MSIL.

List of Events That Took Place

IN DECEMBER 2010

The Manesar workers began discussing how to field their own candidates for a new union instead of being folded into the Maruti Udyog Kamgar Union (MUKU), the only recognised company union. MUKU is viewed as a management- controlled union mainly for the Gurgaon plant workers, whose spirits were crushed during their own agitations in 2000. MUKU has traditionally not held elections. Workers know that the time-honoured management tactic is to fire their leaders. Since December, the Manesar workers and management have played a game of hide and seek.

ON 3 JUNE

The Manesar workers formally applied to form a separate union called Maruti Suzuki Employees Union (MSEU). They say the company responded by suspending 11 workers and sending bouncers to force them to sign blank pieces of paper.

ON 4 JUNE

The workers struck work on 4 June and held a sit-in inside the plant for 13 days till their 11 colleagues were reinstated, though the main issue of unionisation remained unresolved. They allege the management next resorted to things like putting cockroaches and dead flies in their canteen food-fact or angry rhetoric, there's little way of verifying.

Meanwhile, the file to register MSEU in the labour office was cancelled.

Reasons:

- The employees resorted to an illegal strike
- Among those who'd signed for a new union, many still retained MUKU membership
- Some signatures didn't match with the registered ones.

The revolting works say they'd all resigned from the old union and these technical reasons merely indicate how hand-in-glove the Haryana government is with Maruti Suzuki.

JULY 2011

The Trade Union Act says the union should be of the worker's choice and should have annual elections; else the labour commissioner can disband it. After the June agitations, MUKU perhaps felt compelled to hold its first elections in almost a decade in July 2011. The Manesar workers say they'd have abstained anyway from voting for this pocket union but the elections were designed to happen without their participation.

ON 28 AUGUST

Throughout the current crisis, the company has had on its side the police, the labour commissioner, the politicians, its bouncers as well as most of the media. On 28 August, Maruti Suzuki called a large police backup inside its Manesar plant and suspended 21 workers on charges of —sabotaging production and deliberately causing quality problems, and terminated or suspended some others too. The alleged sabotage is of —vehicle door not properly clamped leading to doors falling during production, cutting wiring harnesses, dents on the body and critical components not fitted on vehicles, but the spokesperson presented no evidence to TEHELKA of these charges except pointing to declining production and Quality OK numbers on 23, 24 and 25 August. The spokesperson wouldn't confirm if there's any video evidence

from the numerous surveillance cameras but did claim to have photographs. In the following days, there was a plant lockout with the company saying only those who signed a Good Conduct Bond could work, so that it gets the legal right to fire anyone who indulges in go-slow, intermittent stoppage of work, stay-in strike, work-to-rule, sabotage or any other activity having the effect of hampering normal production. Plus, a double whammy if they didn't sign, they'd be considered on strike. The workers have refused, demanded their 49 colleague's reinstatement and held regular demonstrations.

31 SEPTEMBER

MARUTI, WORKERS NEAR DEAL

The crisis at the Manesar plant is set to be headed for a resolution with the carmaker agreeing to several of the demands of the agitators, including taking back a majority of dismissed and suspended workers as well as giving them the sole authority to represent workers at the troubled plant. However, a final solution still hinges over the outcome of the talks to end the labour trouble at the company's engine plant, Suzuki Powertrain India Ltd (SPIL). The management and the leaders representing the Manesar workforce agreed to a truce early this morning in the presence of Haryana government officials. While talks went on through Wednesday night, on Thursday afternoon, there were indications of a consensus. But some ticklish issues held back an agreement. Senior bureaucrats, led by state labour commissioner and Gurgaon deputy commissioner, have been negotiating with the unions of SPIL and Suzuki Castings and union representing workers from Maruti Suzuki and Suzuki Motorcycles for over 36 hours. The absence of state government nominees for the first 10 days of the strike have raised eyebrows at the Centre and the management has also voiced its concern. It is believed that Maruti has offered several concessions to the workers as it is trying to end the stalemate before Diwali. The strike has landed the company in a deep crisis as the production halt has seen long waiting periods on its cars and also resulted in loss of business as customers move to rival brands.

- Out of the 94 workers who have been dismissed or suspended on various grounds, it has agreed to take back 64. It has also decided to work out the fate of the remaining 30 workers in a span of ten days.
- The company has agreed to form two labour-management committees under the Industrial Disputes Act, importantly without any representation from the workers of its Gurgaon plant. There would be a grievance redresser committee and a labour welfare committee'. These would comprise workers from the Manesar plant and the Maruti management and would primarily take care of all issues related to workers.
- Also, the management has agreed to resume the bus service to ferry workers. The company has also agreed to take back about 1200-odd contract workers when it will increase production at Manesar.

21 OCTOBER

STRIKE AT MARUTI SUZUKI'S MANESAR PLANT ENDS; 64WORKERS TO BE TAKEN BACK

The 14-day-long strike at Maruti Suzuki India's Manesar plant has been called off this morning following a tripartite agreement between the management, workers and the Haryana Government.

- As part of the agreement, the management has agreed to take back 64 permanent workers but another 30 will remain suspended. It has also been agreed that around 1,200 casual workers would also be reinstated.
- Setting up of two committees for grievance redressal and labour welfare was also agreed in order to provide a harmonious working environment at the plant
- Before reaching the agreement, it is understood that MSI management individually considered the cases of all employees against whom disciplinary action had been taken and evaluated the severity of indiscipline in each case.
- Wherever the charges were not serious, the sources said, MSI management decided to take back the employees. The agreement provides that 64 employees will be taken back, they said.
- However, in case of another 30 employees, the charges were found to be of serious nature. The agreement provides that these employees are suspended.
- As far as the casual workers are concerned, the MSI agreed to take them back to meet requirements of the ongoing expansion at the Manesar plant.
- Workers at the plant have been on strike since October 7 demanding reinstatement of about 1,200 casual workers and 44 permanent workers who have been suspended following an agreement signed on October 1 to end a 33-day-long standoff, along with 50 workers who have been dismissed or suspended during the current stir.
- As per the agreement, worker will face no work, no pay for the duration of the strike.
- A 'Grievance Redressal Committee' will be set up and it will have representation from the management and workers.
- Also, a Labour Officer from the state government will be a permanent invitee to the committee and will review its proceedings.
- The agreement also provides for the setting up of a 'Labour Welfare Committee' to promote measures for good relations between the management and workers. The committee will comprise members from the management as well as workers.
- It is understood that the company has also agreed to arrange for transport services for workers in line with shift timings.
- The agreement was signed in the presence of senior State government officials including Deputy Commissioner (Gurgaon) PC Meena, Sub Divisional Magistrate Satyendra Duhan, Labour Commissioner Smt. Satwanti Ahlawat and Assistant Labour Commissioner Nitin Yadav.
- Workers at Suzuki Powertrain India Ltd (SPIL) and Suzuki Motorcycle India Pvt Ltd. (SMIPL) who had also gone on strike from October 7 in support of their colleagues at Maruti Suzuki India (MSI) have also agreed to call off their strike.

Problems Faced by the Company Due to Strike

1. **Demand of the product is getting reduced**
2. Expected fall in demand during crucial festive season, when car sales touch the peak. The Manesar plant is the hub for the key Swift model, which runs a huge backlog in the retail market. The bookings for the new Swift and waiting list of customers are very high. Delay in production affect the delivery of cars resulting in disappointment among customers.
3. **Amount of output is getting reduced**
4. Estimated loss of more than 90 million dollars. On August 24, 1,230 cars were planned to be produced, but only 437 were assembled. Out of which, just 96 cars could pass quality check.
5. Market value of the company is affected Shares fell as much as 2 percent on the news to close at Rs 1,080 on the Bombay Stock Exchange. SOURCE: TIMES OF INDIA 11/8/2011
6. The company stopped operations for 10 working days in June
7. The firm lost Rs 400 crore because of the strike.

Conclusion

The entire episode presents a strong case for HR executives to increase their involvement at the floor level with the workers in addition pursuing their professional education and career development. As part of the initial training for the junior manager while joining service, it is important to make it a part of study the nature of an average worker, their social structure, the previous history of union activities, the study of resolutions and decisions taken and the comparison of the facilities given to the worker vis a vis the workers of the competitors. The present peace at Maruti Udyog, Manesar is a brokered peace between the Haryana Govt and the Maruti management. This certainly is not going to be a permanent solution. As mentioned earlier, an average Haryanvi worker is a hard fighter and it is pointless for the management to encourage, develop and nurture an anti-labour stance among their executives. Communication of intention at all levels plays an important role in reducing trust deficit. Rather than the unions coming to know about their company's expansion plans through rumours, newspaper or the Television, it is in the interest of the company that the management takes the union into confidence about their establishing new facilities in Gujarat or elsewhere. This will go a long way in building confidence among the workers about the honesty and forthrightness of the management.

Teaching Objectives

1. To enable students to identify the factors that cause an HR strategy to fail and lead to industrial unrest.
2. To discuss when and under what circumstances even an educated and highly skilled workforce might engage in violence, either inadvertently or as part of a union's IR strategy.
3. To understand why and in what context workers, especially younger "Gen Y" workers, might decline to cooperate in developing their employer's neo-pluralist IR strategy, for example, by not becoming a part of MSIL's Gurgaon plant union.
4. To understand how, when an MNC practices ethnocentrism in managing personnel in a host country, cross-cultural complications may ensue.
5. To examine the interest, power, and role of the state in IR in the era of globalization, and to what extent and for what reasons it might use its power, especially within the IR framework in India.

6. To understand how an organization can, plan and promote a “high performance work system” in partnership with a trade union following a violent IR breakdown.
7. To enable students to appreciate the lessons one can learn from the dynamics of labour-management power struggles, mistakes, strategies and counter-strategies.

Teaching Note

Maruti-Suzuki India Limited (MSIL), a subsidiary of Suzuki Motor Corporation of Japan (Suzuki), is the largest passenger-car manufacturing company in India. The company has been carrying on operations at its plant in Gurgaon, Haryana state, since 1983. It added another plant in Manesar, also in Haryana, in 2007. MSIL's senior management is discussing which strategic action areas to focus on in the next 20 years. Senior management is aware of a major power struggle between the union and management from October 2000 to January 2001, which the workers lost badly. A Human Resource (HR) strategy specialist was hired in 2003 and introduced some strategic HR interventions, mainly for managers, and did a good job on that count. The company decided to promote new values and successfully implemented a strategy for building cooperative unionism, but some saw the move as one involving a management-sponsored union. When the Manesar plant started operations in 2007, MSIL implemented the same HR policy as the one followed in the Gurgaon plant. But the same long accepted policy was not perceived in the same way when implemented in Manesar. There the workers felt they were operating under stressful work conditions, tight schedules, supervisor indifference and other negative industrial relations issues. The Gen-Y workers were much younger than those at the Gurgaon plant, internet-savvy and conscious of employee rights.

Around May 2011, activist Manesar workers decided to form and register an independent trade union to improve their lot. They went on strike three times from June to October 2011 on union-formation and related issues. Management initiated disciplinary action against the workers' leaders but after a settlement, took back most of the dismissed or suspended employees, except for 12 key union activists. These were forced to retire from the company in return for hefty secret payments. The workers succeeded in registering an independent union on February 29, 2012. They also obtained critical support for their struggle from contract workers at the Manesar plant, which helped them to close down the plant entirely during the strikes, which put great pressure on management.

The IR situation was getting tenser every day. The union leaders were already bitter about management buying off the key activists and weakening the union's power. One day, a worker assaulted a supervisor and was suspended. Talks on July 18, 2012 in relation to this issue were deadlocked when angry and inexperienced union leaders insisted on instantaneous withdrawal of the suspension order and management refused. That provoked workers to engage in violence and they beat management personnel indiscriminately. Offices were set on fire. Tragically the plant's HR chief, who was highly respected by most workers, was burned alive while 96 executives were injured and hospitalized. Management declared a lockout that lasted for 34 days, resulting in Rs 25 billion in production losses. MSIL terminated the services of 547 core workers who had participated in the protest leading to death and arson. Of these 547 workers, 72 obtained bail after being in jail for nearly 34 months, while 68 are still in jail facing criminal prosecution.

MSIL instituted several HR initiatives to promote a better ambiance for workers. These included opening a training academy for workers, implementing umbrella mentoring; training supervisors on how to handle worker unrest, ending contract worker employment in the

Manesar plant, mixing older workers from the Gurgaon plant with younger ones at Manesar, initiating family-company bonding activities, obliging supervisors to interact with workers informally during break-time and introducing relief workers. Unfortunately, these changes did not have the intended effect. Core workers remain extremely angry at management due to large numbers of their colleagues having been put in jail, as well as the refusal to reinstate discharged workers.

Some interesting developments have occurred that worry management. In the trade union officer elections, the jailed workers sponsored a panel that won 11 out of 12 positions, while the management-sponsored panel garnered only one victorious candidate. This also had an impact on the Gurgaon plant union elections some days later, when 10 of the 19 union executive seats were won by a group supported by the jailed Manesar workers. On May 1, 2014 the Suzuki head office further tightened its control on MSIL. It took away executive powers from the three most senior Indian officers (including the HR and operations heads), partly as a way of holding them responsible for the Manesar debacle. Local managers in general are not happy with being reduced to implementing parent company directives along with increased head office control.

The newly elected Haryana government discovered in December 2014 that the former chief minister had hired an extremely expensive lawyer to argue the prosecution's case against the 147 Manesar workers facing trial. This was seen as a clear case of government attempting to help a powerful employer.

While the discharged workers are contesting their termination cases in labour court, senior management is concerned with the considerable influence the discharged workers continue to exert on trade union activity at MSIL's plants. The union persistently demands the discharged workers' re-instatement. This is adversely affecting employee engagement at the Manesar plant. Several strategic HR interventions have been less than effective, despite MSIL receiving a great deal of government assistance.

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A Case study of the Organizational Behavior at Coca Cola India

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Abstract

This case contains a comprehensive analysis of The Coca-Cola Company and addresses several Organizational Behavior and Human Resources issues. Recommendations are proposed based on the problems that were discovered during the study.

The goals of the study are to understand how, why, and where an organization is vulnerable to a crisis.

Introduction

The Coca-Cola Company was founded in 1892 and established its Headquarters in Atlanta. The Coca Cola Franchise is the World's biggest Beverage Industry. It dominated a 48% of the global Market share. In total the Franchise is responsible for over 160 different beverages within a market consisting of 200 Countries. Examples of their products are Coke, Sprite and many more. Their products range from Sport's Beverages, Juices, Tea, Coffee and Water.

Mission Statements:

- To refresh the world
- To inspire moments of optimism and Happiness
- To create value and Make a difference

Vision and Objectives:

- Be a great place to work where people are inspired to be the best they can be.
- Bring to the world a portfolio of quality beverage brands that anticipate and satisfy people's desires and needs.
- Nurture a winning network of customers and suppliers, together we create mutual, enduring value.
- Be a responsible citizen that makes a difference by helping build and support sustainable communities.
- Maximize long-term return to shareowners while being mindful of our overall responsibilities.
- Be a highly effective, lean and fast-moving organization.

Background

The Early Days

Coca-Cola was created in 1886 by John Pemberton, a pharmacist in Atlanta, Georgia, who sold the syrup mixed with fountain water as a potion for mental and physical disorders. The formula changed hands three more times before Asa D. Candler added carbonation and by 2003, Coca-Cola was the world's largest manufacturer, marketer, and distributor of nonalcoholic beverage concentrates and syrups, with more than 400 widely recognized beverage brands in its portfolio. With the bubbles making the difference, Coca-Cola was registered as a trademark in 1887 and by 1895, was being sold in every state and territory in the United States. In 1899, it franchised its bottling operations in the U.S., growing quickly to reach 370 franchisees

by 1910.10 Headquartered in Atlanta with divisions and local operations in over 200 countries worldwide, Coca-Cola generated more than 70% of its income outside the United States by 2003 (See Exhibit 3).

International expansion

Coke's first international bottling plants opened in 1906 in Canada, Cuba, and Panama. By the end of the 1920's Coca-Cola was bottled in twenty-seven countries throughout the world and available in fifty-one more. In spite of this reach, volume was low, quality inconsistent, and effective advertising a challenge with language, culture, and government regulation all serving as barriers.

Coke in India

Coca-Cola was the leading soft drink brand in India until 1977 when it left rather than reveal its formula to the government and reduce its equity stake as required under the Foreign Exchange Regulation Act (FERA) which governed the operations of foreign companies in India. After a 16-year absence, Coca-Cola returned to India in 1993, cementing its presence with a deal that gave Coca-Cola ownership of the nation's top soft-drink brands and bottling network. Coke's acquisition of local popular Indian brands including Thumbs Up (the most trusted brand in India. Limca, Maaza, Citra and Gold Spot provided not only physical manufacturing, bottling, and distribution assets but also strong consumer preference. This combination of local and global brands enabled Coca-Cola to exploit the benefits of global branding and global trends in tastes while also tapping into traditional domestic markets. Leading Indian brands joined the Company's international family of brands, including Coca-Cola, diet Coke, Sprite and Fanta, plus the Schweppes product range.

By 2003, Coca-Cola India had won the prestigious Woodruff Cup from among 22 divisions of the Company based on three broad parameters of volume, profitability, and quality. Coca-Cola India achieved 39% volume growth in 2002 while the industry grew 23% nationally and the Company reached break-even profitability in the region for the first time.

Encouraged by its 2002 performance, Coca-Cola India announced plans to double its capacity at an investment of \$125 million (Rs. 750 crore) between September 2002 and March 2003.24 Coca-Cola India produced its beverages with 7,000 local employees at its twenty-seven wholly-owned bottling operations supplemented by seventeen franchisee-owned bottling operations and a network of twenty-nine contract-packers to manufacture a range of products for the company. The complete manufacturing process had a documented quality control and assurance program including over 400 tests performed throughout the process.

Description of the Case

When Coca-Cola entered the Indian market in 1933, it struggled gaining consumer preference and sales. In response, the company revamped its marketing strategy and focused on positively impacting society in India through various local levels. By 2003, Coca-Cola's efforts were rewarded by becoming one of the most favored beverage brands in India.

This all changed in August 2003, when the Center for Science and Environment (CSE) – an environmental activist group in India – released to the public that the company's soda contained high amounts of pesticides threatening the health of India's citizens.

On August 20, 2003 Sanjiv Gupta, President and CEO of Coca-Cola India, sat in his office contemplating the events of the last two weeks and debating his next move. Sales had dropped

by 30-40% in only two weeks on the heels of a 75% five-year growth trajectory and 25-30% year-to-date growth. Many leading clubs, retailers, restaurants, and college campuses across the country had stopped selling Coca-Cola and only six weeks into his new role as CEO, Gupta was embroiled in a crisis that threatened the momentum gained from highly successful two-year marketing campaign that had given Coca-Cola market leadership over Pepsi.

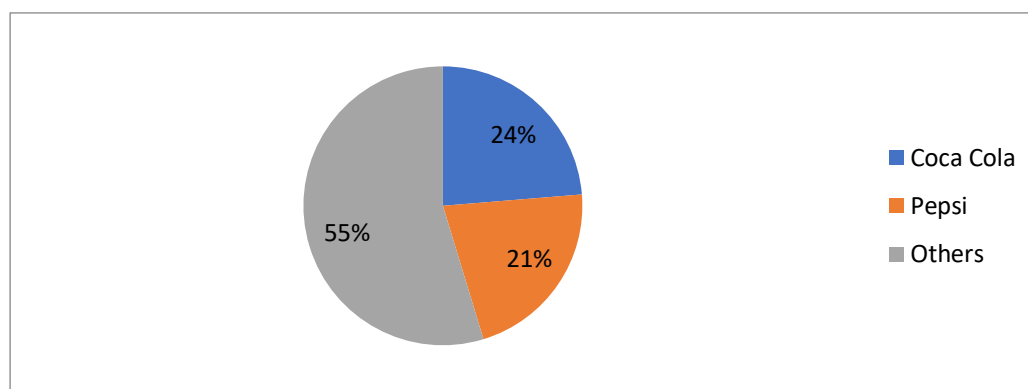
On August 5th, The Center for Science and Environment (CSE), an activist group in India focused on environmental sustainability issues (specifically the effects of industrialization and economic growth) issued a press release stating: "12 major cold drink brands sold in and around Delhi contain a deadly cocktail of pesticide residue". According to tests conducted by the Pollution Monitoring Laboratory (PML) of the CSE from April to August, three samples of twelve PepsiCo and Coca-Cola brands from across the city were found to contain pesticide residues surpassing global standards by 30-36 times including lindane, DDT, malathion and chlorpyrifos. These four pesticides were known to cause cancer, damage to the nervous and reproductive systems, birth defects, and severe disruption of the immune system.

In reaction to this report, the Indian government banned Coke and Pepsi products in Parliament and state governments launched independent investigations, sending soft drink samples to labs for testing. The Coca-Cola Bottling Company (Coke) stock dipped by five dollars on the New York Stock Exchange from \$55 to \$50 in the six sessions following the August 5 disclosure, as did shares of Coca-Cola Enterprises (CCA).

Pepsi and Coca-Cola called the CSE allegations "baseless" and questioned the method of testing but the CSE claimed it had followed standard procedures documented by the US Environmental Protection Agency including Gas Chromatography and Mass Spectrometry. Pepsi's own tests conducted at an independent laboratory showed no detectable pesticides and led Pepsi to file a petition with the high court questioning the credibility of the CSE's claims while Coke's Gupta commented: "The allegation is serious and it has the potential to tarnish the image of our brands in the country. If this continues, we will consider legal recourse."

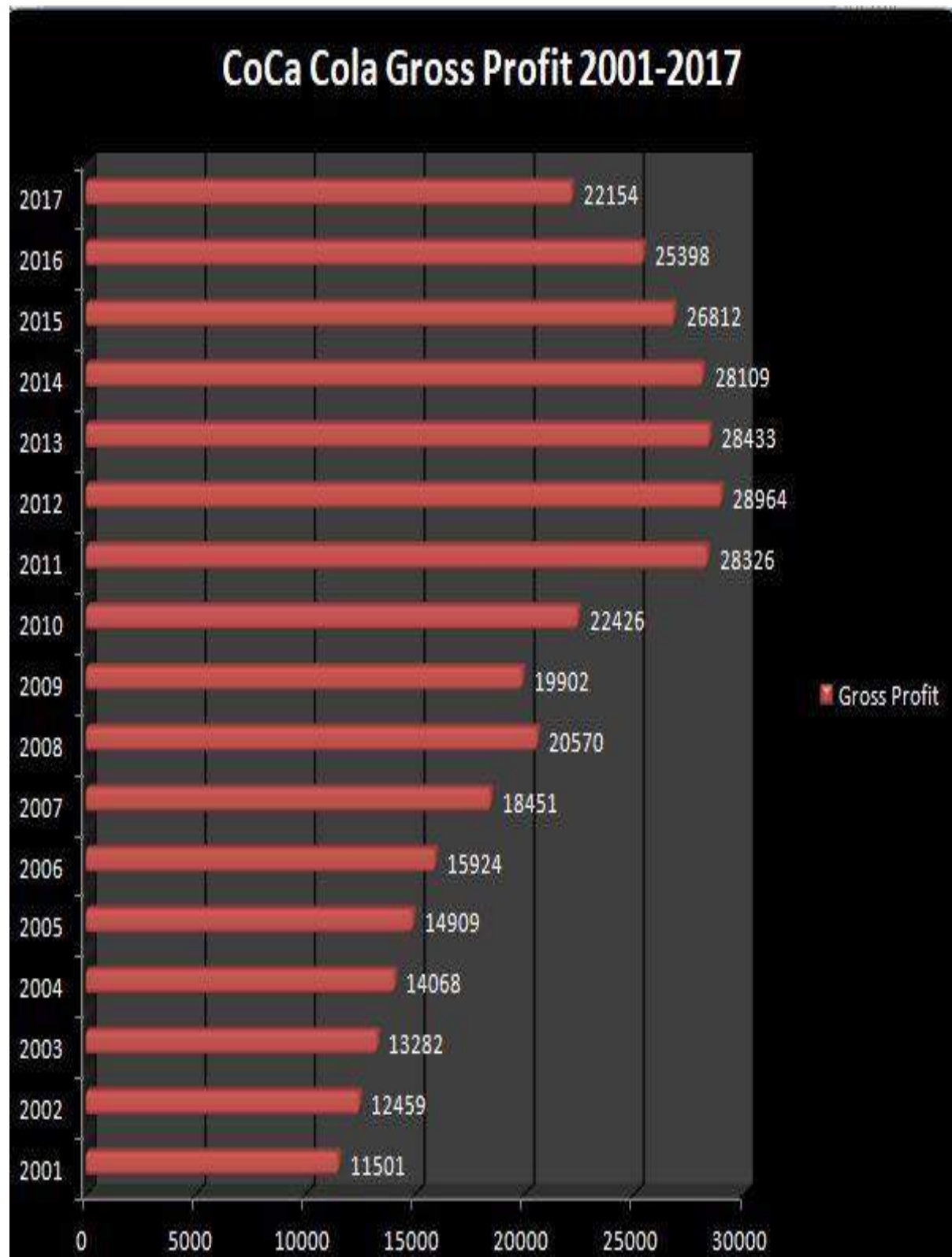
Despite Coke and Pepsi's early responses denying the validity of the CSE's claims and threatening legal action, a survey conducted in Delhi a few days after the CSE announcement found that a majority of consumers believed the findings were correct and agreed with parliament's move to ban the sale of soft drinks.

It was clear that the \$1 billion Indian soft drink market was at stake and Gupta had to act.



Market Share of Coca Cola in 2003

Table -1: Coca Cola Gross Profit 2001-2017



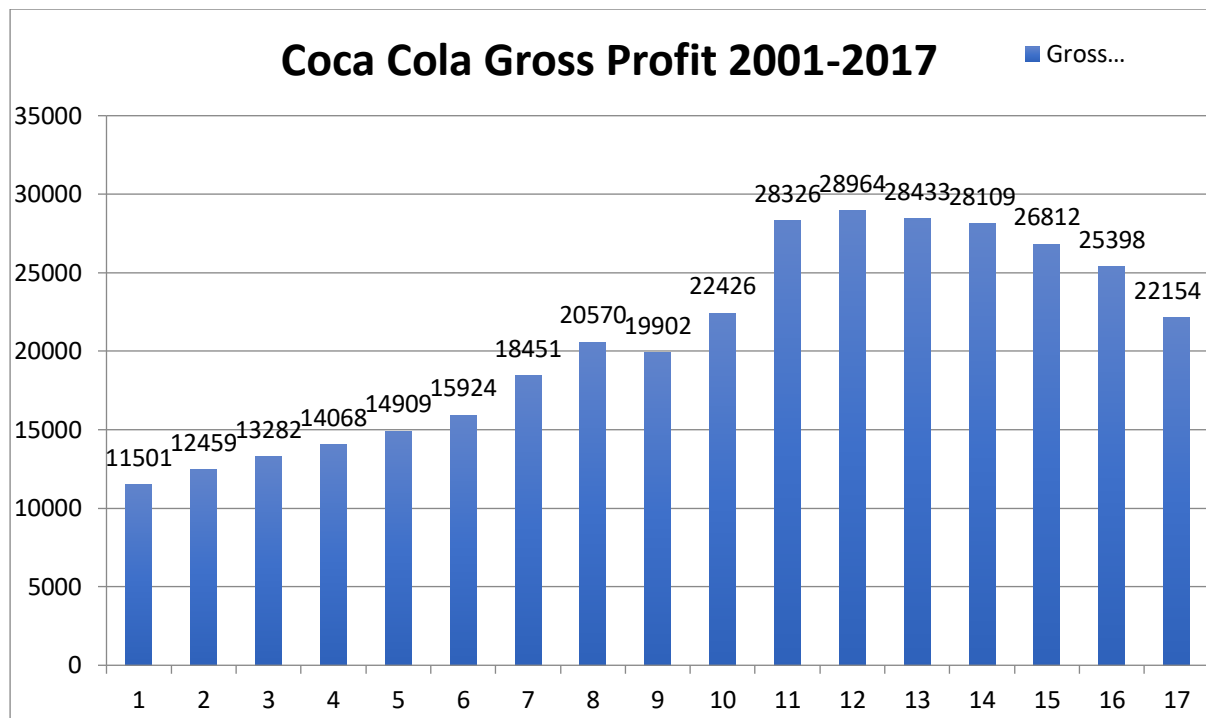


Figure -1: Coca Cola Gross Profit 2001-2017

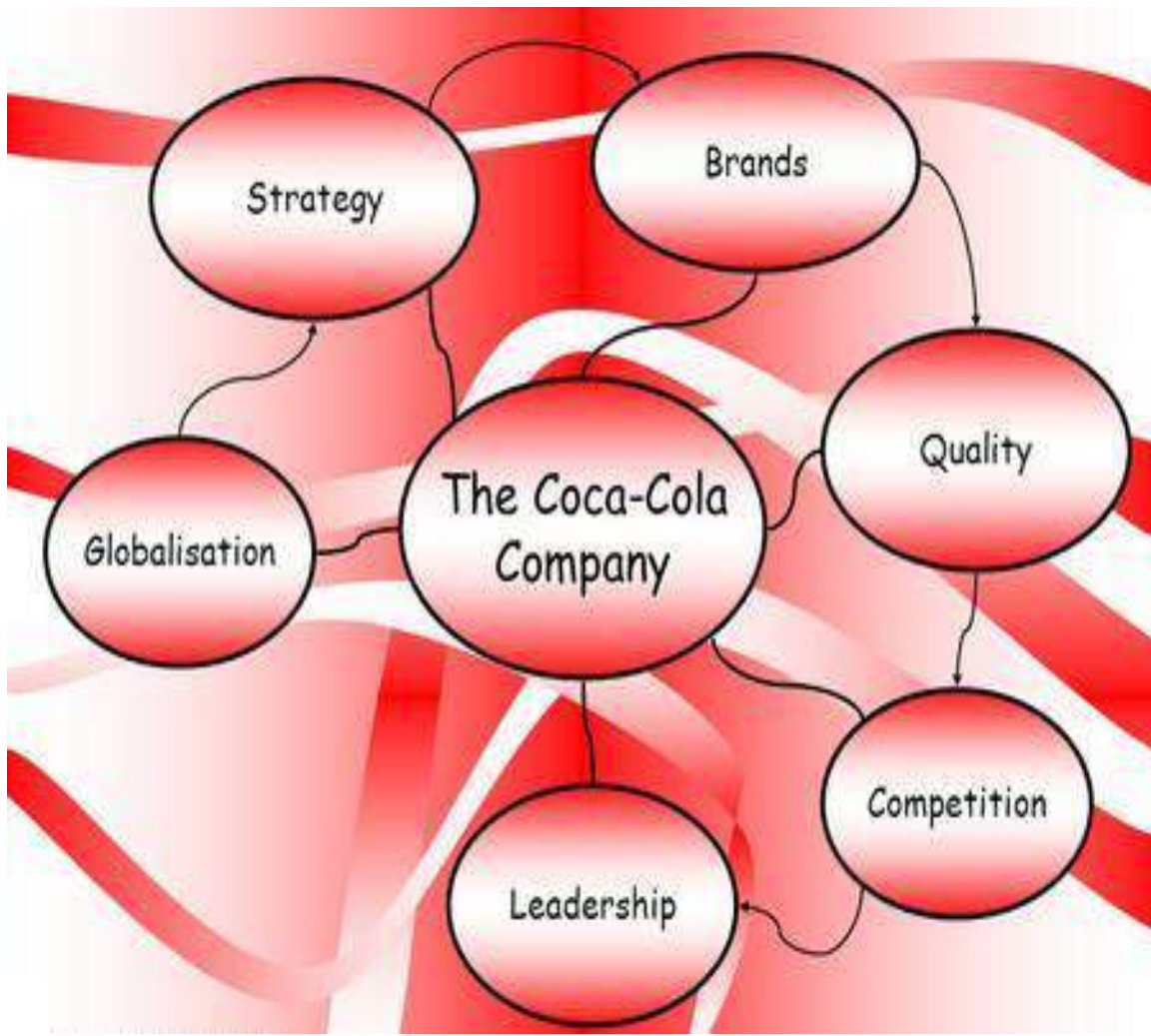
Discussion:

Figure 1 and Table 1 show that the graphical representation of Gross Profit from the year 2001 to 2017. Coca cola made profit margin of Rs. 13282 crores in 2003 and Rs. 14068 in 2004. It shows that pesticides issue in 2003 didn't impact much on the profit margin of the company and Coca cola continued to make profit after the year 2003 but this pesticide issue did slow down the pace of the growth of the company.

Organization culture:

The culture of The Coca-Cola organization is mission driven. It is focused on refreshing the mind, inspiring optimism, and making a difference. The rich history of the organization has allowed the company to compile hundreds of stories of consumers and employees. These stories share real life examples of what Coca-Cola means to their consumers and give employees a sense of pride to be a part of something that means so much for so many people. They also inspire new employees to make a positive impact on the world.

The company has been trying to change the culture by allowing employees to essentially shape and reform the goals of The Coca-Cola Company. The positive stories that the company chooses to focus on, provide a foundation to encourage employees to be not only model workers, but model citizens.



Issues at the Organizational level

1. Communication Issues:

- Coca-Cola India failed to conduct research on its audiences. It did a poor job gathering information on individuals living in rural India, the CSE, pesticide regulations, and the 11 soft drink companies that were also accused of contamination. This lack of knowledge was a major mishap in Coca-Cola's response to the CSE's allegations.

2. Theoretical Approach:

- In 2001, Coca-Cola found extreme success in creating two different marketing strategies – one for the rural community and one for the urban community. The company acknowledged that these audiences received and reacted to information differently. However, Coca-Cola didn't use this tactic in its CSE campaign. While posting the "Myth vs. Fact" section on its website was a good idea in theory, Coca-Cola didn't take into consideration that the rural community may not have access to computers and the Internet

3. Threatening Legal action against CSE:

- Another tactic Coca-Cola employed was threatening legal action against the CSE and filing a gag order following the incident. Not only did this action exacerbate the already deepening divide between Coca-Cola and its public, but also it made Coca-Cola appear conspicuous and guilty. Gag orders are not historically used often in crisis communications and are widely viewed as unconstitutional, so employing one had a negative connotation that further damaged Coca-Cola's image. Regardless of intent or culpability, Coca-Cola only succeeded in showing that it might have something to hide.

4. Lack of Collaboration:

- When Coca-Cola did answer to the public, it reacted by attacking the credibility of the CSE, a defense mechanism that only produced more discord (Kaye, 12). By doing this, Coca-Cola lost an opportunity to collaborate with the CSE in finding a solution that met all party's needs.

DANGER IN A BOTTLE					
Brand	Toxic substance (mg/L)				
	Anitmony	Lead	Cadmium	Chromium	DEHP
Sprite	0.015	0.007	0.003	0.015	0.016
Coca Cola	0.006	0.009	0.011	0.026	0.026
Mountain Dew	0.012	0.006	0.016	0.017	0.014
Pepsi	0.029	0.011	0.002	0.017	0.028
7UP	0.011	0.004	0.012	0.017	0.018

No permissible limits set in India but any presence of these harmful. Tests by All India Institute of Hygiene and Public Health of samples in PET bottles; report submitted

Coca Cola SWOT Analysis:

Strengths:



Advertising and marketing capabilities:

The Coca-Cola Company's annual advertising spending was US\$3.499 billion, US\$3.266 billion and US\$3.342 billion in 2014, 2013 and 2012, respectively. Advertising expenses accounted for 6.9% of total revenues each year. In 2014, The Coca-Cola Company was the largest advertiser in the beverage industry in the world. The company's large advertising budget provides competitive advantages such as:

- => Helping to introduce new products to the market
- => Promoting the brand
- => Informing consumers about the product's features
- => Communicating brand's message to the public
- => Increasing sales.

In addition, the company's total marketing expenses reached US\$7 billion (or 15.2% of total revenue in 2014), generating US\$45.9 billion in revenue. It is one of the largest marketing budgets in the beverage industry and it is used very effectively. Only PepsiCo uses its marketing budget more effectively, spending just US\$3.9 billion to generate US\$66.7 billion in revenue.

Strength in size and financial clout

The company wields considerable financial muscle with strong acquisition capability and funds for marketing, which are crucial for expansion and retaining consumer loyalty during a time of difficult market conditions.

Global strength from geographic spread

The company has a very strong global geographic mix. Large volumes of sales are made outside core-developed markets, vastly improving the company's resilience to regional economic downturns.

Weaknesses:

Heavy reliance on carbonates

While company has expanded its soft drinks portfolio of late, it remains highly dependent on carbonates. Hence, it is vulnerable to a downturn in this category.

Image from "high sugar" carbonates

As consumer awareness of the risks of a high sugar diet has grown, the sugar content of regular Coca-Cola could hinder the company as the consumer agenda increasingly switches to looking for healthier food and drink options.

Opportunities:

Health and wellness

A growing trend in soft drinks is that of health and wellness. Consumers increasingly understand the importance of healthy diets and are actively looking for healthier drinking options.

Emerging markets

India and China, in particular, represent good volume opportunities. Carbonates, juice drinks and bottled water should be the focus for the company.

Threats:

Strong competition

PepsiCo remains a considerable foe in soft drinks and having stolen a march in terms of bottler buyouts, it has possibly a crucial advantage in terms of repositioning itself in a redefined marketplace.

Cannibalization in low calorie categories

In some cases, and in particular in low calorie carbonates, the company's brands can sometimes be found in direct competition with each other and at risk of cannibalization.

SWOT Analysis

Strengths <ul style="list-style-type: none">• Brand recognition• Customer loyalty• Worldwide network of bottlers/distributors• Geographic diversity• Market leader	Weaknesses <ul style="list-style-type: none">• Relatively established in the markets it operates in• Growing health-conscious consumers• Not many sub-industries in the beverage market that Coca-Cola does not operate in
Opportunities <ul style="list-style-type: none">• 2020 Vision• Expansion in new & existing markets• Potential for acquisitions	Threats <ul style="list-style-type: none">• PepsiCo• Strong competition in all geographic regions• Higher commodity prices• Battle against obesity



Questions

Q.1) The CSE attacked Coke for this same issue surrounding bottled water in February of the same year. Should they have seen it coming and been prepared?

Q.2) NGO's have automatic credibility while corporations; particularly large multinationals automatically lose credibility when under attack. How should this inform Coca Cola's approach to the attack?

Q.3) Coca-Cola is a valuable brand and that value is largely driven by the image of the company and its products. How does a company that derives a disproportionate amount of its value from its image manage reputational risk?

Q.4) Should Coca Cola have taken on a leadership role and help create higher standards for food and beverage safety?

Teaching Notes

1. Communication:

- In order to have reached its target audience with its campaign, Coca-Cola should have conducted research to find out what media its audience was exposed to and how they received information. This way the company could have ensured that its main consumers — rural communities — were actually seeing that it was being responsive to the CSE's allegations.
- Coca-Cola should have surveyed how many people living in rural communities heard of the allegations and how they heard of them. This would have been beneficial in figuring out which mediums Coca-Cola could have used to reach the rural audience during its campaign.
- The company should have conducted research on the CSE's history and its previous claims against other beverage companies. This would have helped to determine the organization's credibility. • In order to properly defend itself, Coca-Cola should have better familiarized itself with India's pesticide regulations within the beverage industry.
- Coca-Cola should have researched the other 11 companies that were similarly accused and taken their tactics into consideration. This could have helped the company understand how the other companies were handling the situation.

2. Practical Approach:

- Coca-Cola should have better planned its campaign to utilize avenues of communication that the rural population had access to. In turn, its response to the CSE's allegations would have spread throughout the rural population more productively.

3. Better Approach and Effective Communication:

- Coca-Cola should have avoided filing a gag order altogether.

- Gag orders are not commonly used in public relations. This demonstrates that Coca-Cola could have communicated and navigated its crisis without one.
- The organization should have only taken this route as a last resort if all other options had been exhausted.

4. Effective Collaboration:

- Instead of attacking the CSE, the organization should have released a statement announcing that they would look into this issue and conduct more research.
- Next, it should have partnered with the CSE and hired researchers to look into the matter further. In turn, this would have shown cooperation and have potentially swayed public opinion.
- The Coca-Cola Company's decision-making process does not fit into its structure or mission, vision, and values. Their decision-making process is more centralized, and when compared to everything else going on at the Coca-Cola Company. The Coca-Cola Company has a more organic structure and their mission and values preach creativity and employee involvement. They can improve their decision making and enforce their organic structure by implementing a strategy for organizational learning. They can begin by shaking things up more often by changing managers for different departments on a periodical basis. This will force managers to think outside the box when making decisions.
- This will also enforce a learning organization and instill the organic culture into everyone's mind frame, as a result the Coca-Cola Company will have the ability to solve large problems more quickly and become a stronger community as a result.
- Another way the Coca-Cola Company could match their decision-making skills to their structure is by making sure that employees do get involved. They should implement an open-door policy in which any employee can go to their manager and suggest ideas for solving different problems. This will allow the management to become aware of small problems before they become large ones.
- By changing their decision-making process, they will also become more accustomed to their recently adopted mission, vision, and values. By including more, lower level employees in their decision-making process, they are promoting leadership and inspiring collaboration and innovation.

Conclusion

- Coca-Cola positively reacted to the CSE's allegations in several ways recognizing that it needed to reach out quickly to the media and Indian public. One of Coca-Cola's strongest tactics was identifying its opportunity to work with its rival Pepsi, who was similarly accused by the CSE. Because the two companies were the leading beverage manufacturers in India, they recognized it would be productive if they addressed the CSE's allegations together.
- The companies held a press conference as their first communicative step, knowing that their partnership would generate high attention from the media. Another good tactic Coca-Cola executed was releasing a public statement to the Indian Public via CEO: "We take these allegations extremely seriously. I want to reassure you that our products in India are safe and are tested regularly to ensure that they meet the same rigorous standards we maintain across the world". Additionally, the statement concluded by guiding the public to view a "Myth vs. Fact" section on Coca-Cola India's website. Although it's likely that a majority of India's

concerned citizens did not have access to the Internet, this strategy factually answered many questions, concerns and rumors that had generated throughout the public.

- Overall, the statement showed that Coca-Cola was being responsive to the CSE's allegations and public's concerns. It defended the company's reputation for producing high quality products, and its intention was to sway public opinion into questioning the validity of the CSR's allegations.
- If this situation were to happen today, the best way for Coca-Cola to protect its reputation would be to penetrate its brand image into the rural areas of India since that's where a majority of its population resides. Research shows this audience identifies with brands through word of mouth, and the best way to engender talk is by targeting education and televisions.

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