PEASANTRY AFTER THE GREEN REVOLUTION
IN PUNJAB

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Abstract

The success of Green Revolution in Punjab has attracted a lot of attention of the researchers belonging to different disciplines attempt to study the progress of the Green Revolutions and its implications. The introduction of high yielding varieties, use of fertilizers, pesticides, insecticides and machinery in agriculture brought significant changes in the agrarian economy of the Punjab. The major changes were such as wheat-paddy rotation in the cropping pattern, level of employment, income and farmer-farm workers relationship. There is no denying the fact that the farming community in particular and agricultural population in general benefited from the new agricultural strategy.

The Green Revolution has changed the socio-economic scene in the village. It has not only brought prosperity to the peasantry of Punjab but also changed its psyche, mindset and pattern of living. The success of the Green Revolution has considerably changed the profile of Punjab farmers from the old traditional farming to an aggressive and commercialized modern farming system. It has provided a new value system and new outlook to the human relations at the family and community level [1]

The Changing Caste System

The traditional pattern of agricultural relations in Punjab were generally known as *Jajmani System.* It was based between landowners on the one hand and tenants, artisans and service castes on the other. One who paid in kind is called a *Jajman* and one who provided services was known as *kamin. Kamins* also got special gifts at festivals and other social ceremonies. *Begar* was also performed by these *kamins* under this custom. Work was done without getting any payment. In the traditional agricultural system, the practice of *sepi* performed an important role.[2]

Under this system, labourers were permanently attached to landowning households.[3] With the introduction of new agricultural strategy, the *Jajmani System* has undergone changes. The conditional mutual rights and obligations between patrons and clients is being replaced by the contractual transactions. The   Green Revolution   lead to owner-servant

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relationship between farmer and agricultural labourer. Relationship between the farmers and labourers has become more instrumental and commercial. The traditional Jajmani System has lapsed quite fast. The practice of sepi and begar has nearly gone out except in the less developed parts of the Punjab. Mutual help practices and informal co-operations have declined. Materialism has increased. Intimacy and personal social relations between the landowners and agricultural labourers have declined. Cash payment has replaced payment in kind.[4]

Most of the cultivators in Punjab, whether big or small mainly belong to the Jat community. On the other side, agricultural labourers mostly belong to the lower castes. They generally lived on the fringe of the villages and were looked down upon by the cultivating and other higher castes. They were treated as untouchables.

In the post-Green Revolution period, the social status of agricultural labourer has improved. Most of the degrading discriminatory practices suffered by them before the Green Revolution period have disappeared. They can now enter the village Gurdwaras and fetch the water from village wells. Now, the lower caste agricultural labourer can sit with the high castes and participate in the village politics. Their children can attend the village school and enter any job for which they are capable off. The farmers also participate in the social ceremonies of agricultural labourers. Caste based locations for rural residences of the pre Green Revolution era have breached in the post-Green Revolution period.[5]

The social scene in the post-Green Revolution village is altogether different. Many a time the same meals are shared by the cultivators and the labourers because even a short absence of owners from the field might affect the economic benefit of the cultivator. Most of the cultivating families of the Punjab, at least one male member do the manual work in the farm along with low caste hired labourers. It has reduced the social distance between the castes. The traditional artisan castes which earlier served the cultivators, also have upgraded their entrepreneurial skills and education. They have shifted to towns and taken up variety of new occupations for the betterment of their career.

The Changing Family System

The Green Revolution not only brought prosperity to the peasantry of Punjab but also changed its psyche, mindset and pattern of living. The spread of the Green Revolution has considerably changed the profile of the Punjab farmers from the old traditional farming to an aggressive and commercialized modern farming system. It has provided a new value system and a new outlook to the human relations at the family and community levels.

Joint Family System carried the farm work smoothly in the traditional agriculture pattern. Maximum family members participated to carry out different farm operations. But after the advent of new education system during colonial period a few would send their

children for higher education. In the joint family system, only one or two individuals could get higher education. They mostly settled in cities, giving little help to the joint family back in the village. Usually, in a joint family system all the members are not ready to share responsibilities equally but they insist on equal distribution of income. Farmers usually do not keep a date wise account of the expenditure incurred on different inputs and other activities. The income from the produce would give a false data. Some members of the family would insist on regarding it as net income rather than gross income. Sharing of the responsibility and distribution of profits often led to tensions. The Hindu Joint Family has been held responsible for many of the evils of Indian Society. It is said that its pooling income system encouraged laziness and discouraged enterprise.[6]

After the onset of the Green Revolution, the joint family system started breaking away among farming community as well as among low castes agricultural labourers. The aspirations of individual family members have risen and a sense of competition had developed. It has increased the commercialization of the social relations.[7] Single family system started replacing joint family system. The authority of the elders in family has broken. The young ones argue and challenge their authority. The young married couples living separately are common features in the families. One of the cause of such change in family system is inequality in income increase.[8] Disintegrations of the joint family system and shift to the nuclear family has given serious challenge to the stability of village life.

As a result of fragmentation of holdings, the operational holdings could not remain viable. It has eliminated many families from agriculture. The security of individual which was assured in the joint family system came under a serious threat. The elimination of individuals from the patriarchal professions has shifted the youths to the non-agricultural occupations within their country as well as abroad in search of better.

These issues came up during interviews and most of the elders felt that the joint family system started breaking away.

The new agricultural strategy has led to individualism. The economic gains as a result of the Green Revolution is leading to family disputes over its proper distribution. The young generation would not like to continue with the joint family system because disputes over land have been increasing day by day.[10] Before the advent of Green Revolution, the practice of Trinjan was a striking force among the women of a joint family. All the women of the family sat together, to do group spinning in the late hours of the night after finishing their meals. The late night get-together helped to create an atmosphere of nearness, respect, helpfulness and love for each other. Misunderstandings would often clear up due to this close gatherings. This practice has vanished because mill-made clothes has taken over as cheap option and the necessity for spinning is not much required. Moreover, after the Green

Revolution, due to multiple cropping, the women hardly find time for such activities. Rural women has now to provide services at house as well as fields. It has put her life comforts on the cross.

Education

Economic gains harvested from Green Revolution and the process of substitution of hired labour for family labour has provided opportunities to wards of peasantry for education. The new agricultural strategy has provided a new hope for prosperity and economic development. It motivated the farmers to send their children to school.

The Government has opened Primary, Middle and Higher Secondary Schools in rural areas. The number of schools have increased after the advent of the Green Revolution from a total of 9,641 in 1970-71 to 18,451 by 1992-93. Senior Secondary Schools have increased by 200 percent, High Schools by 115 percent, Middle Schools by 40 percent and Primary Schools by nearly 90 percent.[11] There is increase in the number of educational institutions for higher studies. The number of Arts, Science, Commerce and Home Science Colleges have risen from 122 to 179 in the period from 1970-71 to 1996-97. Vocational Training Institutes have also increased considerably. Technical, industrial, art & craft schools have shown the highest rate of growth. Their number increased from 36 to 118 in the same period. The major increase occurred in the decade of 1970-80. A large number of recognized schools and colleges have increased in the rural areas. In 1971, there were only two engineering, technology and architecture colleges. Their number rose to 16 in 2000.[12] There has been vast progress in higher education after 1960. There has been significant expansion not only in institution building but there is considerable progress in enrollment also.

Figures in the table given below show the comparative expansion from 1980 to 2000.

Expansion in Higher Education

Sr No	Institutions	Year 1980	Year 2000	Increase (Absolute)
Expansion in Education Institutions				
(i)	Universities	4	7	3 (75%)
(a)	General courses	3	3	- (-)
(b)	Professional courses	1	4	3 (300%)
(ii)	Colleges	188	287	99 52.7%)
(a)	General courses	162	204	42 (25.9%)
(b)	Professional courses	26	83	57 (219%)
Expansion in Enrollment				
	Total Enrollment	91254	193665	102411 (112.2%)
(a)	Post Graduate Level	6901	13848	6947 (100.6%)

(b)	Graduate Level	84353	179817	95464 113.1%)
Enrollments of Women and Scheduled castes to Total Enrollment				
(i)	**Post Graduate Level**			
(a)	Women	50.5%	69.6%	(19.1%)
(b)	Scheduled Castes	7.4%	9.1%	(1.8%)
(ii)	**Graduate Level**			
(a)	Women	39.9%	51.0%	(11.1%)
(b)	Scheduled Castes	8.9%	10.3%	(1.4%)

Source – *Punjab Development Report*, 2002.[13]

After the onset of the Green Revolution the level of education has increased for all sections of society. The peasantry of Punjab wanted better educational facilities for their wards. The well-off farmers could even afford to send their children to Public schools than to Government schools. The big farmers started sending their sons and daughters to cities for higher education. Even the small farmers and agricultural labourers started sending their children to Government schools for education. The percentage of school going children has risen in the case of both farmers and farm labourers.[14]   Due to higher economic gains of Green Revolution, the rural students were turning up for college education in large number.[15] Most of the agricultural labourers were illiterate but young ones of many of them have got education up to primary level.   They are sending their children to schools in the hope that they may achieve better employment opportunities to lead dignified life. The literacy rate however is still very low among girl child of both poor farmers and scheduled castes.

Literacy rate in Punjab has increased from 26.7 percent in 1961 to 33.7 percent in 1971 to 40.86 percent in 1981.[16] It has gone up to 52.77 percent in 1991. The male literacy rate has increased from 50.54 percent to 60.71 percent from 1981 to 1991.   The female literacy has gone up from 33.52 percent to 43.85 percent during the same period.[17] In short, the farmers are aspiring for higher education for their children which has been possible only because of the higher economic gains harvested from the Green Revolution.

Eating Habits and Dress Pattern

In the pre-Green Revolution period, India was a food deficit country. Farmers remained under nourished, which effected the growth and nutritional   requirements 17. *Economic Survey of Punjab, 1977-98*, Office of the Economic Adviser to Government of Punjab, Chandigarh, 1997-98, p. 178, Himmat Singh, *Green Revolutions Reconsidered,* p. 191. among the growing children. But now India is a food surplus country. The quality and

quantity of food grains have improved. It was observed that a majority of children in the rural areas got only about half to two thirds of the actual requirement of calories of food in the pre-Green Revolution period. The major deficiency was protein-calorie malnutrition. Under the new agricultural strategy, the application of nitrogenous fertilizers has improved protein and lysine   contents in cereals. [18]

The traditional pattern of food consumption has also changed.   In pre-Green Revolution period, the farmers would eat one vegetable grown in their fields for many times. Vegetables were grown only for home consumption.   Now the farmers grow their vegetables for market requirements. They are also able to buy variety of vegetables for their home consumption.   Taste for the variety is a major change in the eating habits of rural people. Every change is not for the positive. With the rise in income, soft drinks have taken the place of lassi or milk to entertain guests.

In the post-Green Revolution period, even the consumption patterns of marginal and small farmers of the Punjab has also changed. They are not much behind middle as well as big farm families in the consumption of essential food items such as cereals, milk, pulses and vegetables. Even, the lowest category of cultivating households in the rural Punjab are able to arrange a required meal.   The nutritional standards of their food items are not much inferior. The difference between the upper and the lower level of the peasantry is only in superior foods and other luxury items.[19]

Average monthly expenditure per villager on food was Rs. 270.67 in 1999. It was Rs. 188.89 at   national level.   On the other hand, the urban dweller's   average monthly expenditure was Rs 309.95 in 1999 where as it was Rs 271.49 at national level for the same time. The consumption basket of an average villager and that of a town

dweller displayed same noteable differences. While food accounted for 64 percent of the expenditure for a village, the comparative figure for an urban dweller was 45 percent.[20]

The increase in income has also increased the habit of drinking.   Liquor consumption is not a new phenomenon in Punjab. But according to Malcolm Darling drink was rarely a cause of debt in Punjab.[21]   But as a result of Green Revolution, farmers receive cash throughout the year. Allied professions such as poultry, dairy, Bee keeping, mushroom cultivation, floriculture and fisheries have also increased the income of the peasantry. The rich farmers have started spending more money on liquor drinking.   The liquor consumption by the affluent farmers is found two times more than the small farmers and agricultural labourers. The consumption of foreign spirits, wine and beer has also increased. The large and medium farmers use foreign as well as country made liquor. Small and marginal farmers mostly consume homemade liquor. Though they also buy inferior quality of liquor.[22] The consumption of liquor both at domestic level and social gatherings in the Punjab has

increased after the onset of Green Revolution. It is becoming the daily habit of the farmers of Punjab. As per the study of S.S. Gill, it was concluded that the consumption of beverages in Punjab during post-Green Revolution period recorded 4.23 to 9.05 percent of the total domestic expenditure.[23] It was also observed that sometimes farmers provided liquor and opium to the labourers to get more work out put.

As far as the intoxicants are concerned, the average monthly expenditure of a Punjabi farmer on intoxicants was Rs. 6.18 as compared to Rs. 3 at national level during 1999. In the urban area of Punjab, average monthly expenditure per person was Rs.7.80. On the other hand it was Rs. 2.89 at national level for the same period.[24]

Increased use of liquor has created many social problems. Many crimes are done under the influence of liquor. It has led to non-cordial relations within family and between the families. It has also affected the farm efficiency and farm management. Moreover, liquor addiction has not only harmed the health of farmers but also created problems like mental disorder, divorce, crime, economic suffering, absenteeism and problem to traffic.

With the overall increase in income of all the categories of the peasantry, the dress habits of the people has also changed. Hand woven khadi clothes were replaced by the synthetic fabrics. They were durable and easy to wash. Traditional shoes are worn by elders only. The young generation has started wearing foot wears of new types. The rich farmers when wear more costly clothes, the children of the poor also want to follow them. However, in the matter of per capita expenditure on clothing and footwear, the lower categories of the farm families remain far behind the upper peasantry.[25]

Average monthly expenditure per person on clothing in rural area of Punjab was Rs. 14.03 and Rs 21.78 at national level in 1999. In the urban area of Punjab, it was Rs. 51.45 as compared to the national level of Rs. 28.11. The average monthly expenditure on footwear in the rural Punjab was Rs 6.09 in 1999 where as it was Rs. 3 at the national level.[16]

Social Ceremonies

The Green Revolution has not only affected the eating habits and dress of the rural people but also influenced their social and cultural life. In the traditional agricultural system, there was lack of multiple cropping. As a result, farmers had a lot of time after harvesting the major *rabi* crop. Therefore, most of the marriages used to take place in the month of May and June after harvesting of wheat was over. Marriage parties used to stay for two or three days at girl's place and relatives used to be there for much longer period.

A marriage in the village was the affair of the whole village. People used to contribute milk, rice, clothes etc without charging a single rupee.[27] But in the post-Green Revolution period, the marriage has become practically a family affair. Now a days, social ceremonies have become highly expensive. These are celebrated with lavish parties.

Extravagance is very common even among those who cannot afford it. However, due to the multiple cropping pattern, marriages have become only one-day affair. But, the dowry system has grown stronger after the Green Revolution period.[28]

In the pre Green Revolution period, dowry generally included a bicycle, a sewing machine, a watch, radio set etc. But with more money, it has become a status symbol to include costly items. Buffaloes, Cows, Motorcycle, Scooter, Sofa Sets, Television, Fridge and Beds are common items given by the farming community. Affluent farmers have started giving even a car in dowry. It has created problems for the small and marginal farmers. Demonstrations of the affluent farmers motivate others also to spend huge amount of money on marriage and social ceremonies because of community life. It puts pressure on poor peasantry. They are facing difficulties in finding suitable matches for their daughters. The small and the marginal farmers who try to follow the footsteps of affluent farmers, mainly in the performance of marriage ceremonies ruin themselves as they have to spend beyond their capacity. The social ceremonies have added to tensions of the farming community. They spend the loan money drawn for productive purposes on these ceremonies. They fail to repay the loans timely. The problems over the dowry in the family relationships have also increased. The number

Houses and Material Possession

With the increased income structural changes started taking place in the villages. Katcha houses were progressively converted into cemented and concrete pucca houses. The rich farmers started constructing luxurious houses. Many of them have shifted their residences outside the traditional village boundaries often into the midst of their tree plantations and orchards.[30]

D.R. Arora, B.K. Aggarwal and A.K. Gupta conducted a study to know the socio-economic structure of Punjab. Total number of large farmers selected in Ludhiana district were 164 while it was 114 in Gurdaspur. According to the findings of the study, the investment in house building is divided in three phases. About 68 percent of the large farmers in Ludhiana and 74 percent in Gurdaspur constructed new houses after 1968. The percentage of such farmers who built their houses during 1967-73 and 1974-78 was 25 and 43 respectively in Ludhiana. The percentage of such farmers who constructed their houses during same period in Gurdaspur was 33 and 41 respectively.[31] The increase in *pucca* houses in the number of small farmers and agricultural labourers is negligible as compared to the middle and big farmers. It was because of their poor resources.

In the rural Punjab, the average monthly expenditure per person on rent in 1999 was Rs. 0.60 as compared to national level of Rs. 0.74. It shows the majority of the people in the villages live in their own houses.[32]

Bullocks have vanished from the cemented courtyards of the farmers. The milk cattle are being moved out to new constructed sheds. This new pattern of house and house hold is coming under the influence of urbanization. Resources are provided for a healthy life style by the increased production under the new agricultural strategy. With increased gains, the rural people are shifting to goods of comforts. Before the Green Revolution period, only a few farmers owned fans in their houses. Now majority of farmers have this facility. A large number of agricultural labourers also own it.[33]

As per my survey it was also found that there is gradual increase in luxury goods such as television, scooter, refrigerators and cars among the rich farmers. Small and marginal farmers are also buying television or scooter. But they buy luxurious items from allied sources than agriculture. Average monthly expenditure per person on durable goods in rural Punjab was Rs. 11.58 in 1999. It was Rs. 16.12 at national level. In urban Punjab, it was Rs. 37.82 as compared to Rs. 22.89 at national level.[34] As compared with mid sixties, a remarkable change has taken place in the rural life of Punjab in post-Green Revolution period. The standard of living has improved. Every house has been electrified. Almost every house of the farming community has installed a hand pump. The traditional scene, a group of women fetching water from the well has vanished.[35] All the villages are linked with link roads. The noise of scooters, motorcycles and tractors is becoming a common feature. There is a change in the market facilities in the villages. Almost every village has general store. Vegetable shops and liquor shops have also opened up in big villages. The villages of Punjab have, within the radius of a few kilometers, the facility of marketing yards for agricultural produce, banks, schools, primary health care centers, post offices, co-operative societies and even colleges and telephone facilities in sharp contrast to other parts of India. After the onset of Green Revolution, the people of Punjab witnessed the similarities of civic amenities, communication and education facilities between rural villages and small towns.

Satisfaction Regarding Occupation

Punjab is basically an agrarian state. More than 75 percent of its population depend on agriculture. Agriculture is regarded as the best profession in Punjab. Jat Sikh farmers have been known for their remarkable farming skills. In the post-Green Revolution period, farming has not remained an attractive profession for competent people. Although the Green Revolution increased food grain production and per capita income, but the uncertainty of the market and non-availability of various farm inputs at the required time have given rise to many tensions to the farmers. Stagnation in the production of important crops, the rising cost of the farm implements and inputs, labour shortage and increasing indebtedness among the peasantry has further contributed to the tension in the farming community.[36] Despite the increase in family income, the quality of life of the farming families are no match with

non- agricultural families with similar incomes. The living standard of the non-farm professions particularly belonging to the urban area is better than the agriculturists. All the categories of the peasantry want their children to adopt professions other than agriculture. [37]

As per the my survey it was observed that the increased level of mechanization has changed the attitude of farm families towards labour. The youth from farming families have stopped working in the fields. They limit themselves to driving tractors and attending to other machines. In several families, hired labour performed even these jobs. Work culture mainly manual labour has deteriorated among the peasantry of Punjab. The younger generation of peasantry is very clear about their dislike for

agriculture. They want to move ahead in life out of their villages and move to the life of urban middle class and to the comforts of consumer good. [38]

The growing level of education among the rural youth has mainly turned them away from farming. The competent, active, risk absorbing and enterprising people prefer other attractive professions for prosperity. They succeed in getting white collar. Those who are not absorbed in other professions take to farming. This attitude has effected agricultural productivity and production. Farming also demand hard working, risk absorbing and enterprising peasants.

Immigration

It is also observed that the Green Revolution forced the small farmers to leave farming. It is not a new phenomena. Before Independence, Punjabis migrated to western Punjab and then to Uttar Pradesh in search of bigger farms. They also migrated to America, Canada, England and Australia. About 20 Lakh Punjabi farmers had migrated to these countries by 1911. [39]

Division of holdings has resulted in uneconomically holdings as they cannot give work to all the members of family. It has forced the small and marginal peasant to leave their country for better opportunities in U.S.A., Canada and Australia. A number of Punjabis have also migrated to Arab world, oil rich gulf countries, Africa and South-East Asian countries. [40] Individualism and materialistic attitude has developed among people. Rural youth of Punjab now prefer going abroad than shifting to non- agricultural occupations within the country. [41]

Punjabi families living in other countries continue to regard themselves as full members of their ancestral village in Punjab. They regularly send a large sums of money from their saving to their family members and relatives. Some Punjabis have bought large agricultural holdings with their saving from foreign countries and others have significantly improved them. In some cases, the migrant Punjabi farmers send agricultural machinery to their home. With the help of foreign money, many of the farmers are in a position to buy

better quality better implements.[42] Finance capital from abroad has to a remarkable extent, contributed to the success of the Green Revolution. It is reflected from the average per capita deposits in various savings accounts in Banks and Post Offices in the Punjab. As per the 1974 Statistical Abstract of Punjab, it was Rs. 287.8 for Punjab state while the national average was Rs. 152.6 only.[43]

In the post-Green Revolution period, foreign savings have increased the process of expansion of large holdings on the one hand and increase of the landless on the other side. The poor and marginal farmers are compelled to sell their land due to increasing indebtedness. With the help of foreign money, the rich farmers have purchased those land. This is not a new phenomena. Even in the early 20th century, the peasants had gone abroad because of indebtedness. The majority of the Ghadries who came from California (USA) to make a revolt in India in 1915 had left the country because of growing indebtedness.[44] But now a new phenomena is visible. It has become a craze among Punjabi youth to go to foreign countries. Small and marginal peasants sell their land for this purpose. Many of them, neither have connections abroad nor employment opportunities. They are generally cheated by foreign travel agents. Ultimately, they return home in most miserable conditions. It has further added to tension in the peasant society.

The Green Revolution has brought over all prosperity to peasantry in Punjab. However, the gains of the new agricultural technology have been distributed more or less in proportion to the initial land holdings position. The marginal and small farmers despite their limited land base, have been able to record almost as much total crop output per acre as the big farmers. They are able to achieve higher cropping intensity through utilization of their family labour.

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CATALYZING THE ROLE OF PANCHAYATI RAJ INSTITUTIONS (PRI) IN MATERNAL HEALTH CARE: A STUDY ON JSY SCHEME IN THREE SOUTH INDIAN STATES

Dr. D.C. Nanjunda

Abstract

Maternal and infant mortality has become a major issue in many rural parts of the country. The Government of India has launched the National Rural Health Mission (NRHM) chiefly to make stronger health services focusing rural areas. In that programme Janani Suraksha Yojana (JSY) has been included focusing safe motherhood interference. The basic objective of JSY is reducing maternal and neo-natal mortality by increasing institutional delivery among the poor pregnant women including post-partum care particularly focusing low performing states in the country It is a 100% centrally funded scheme and it providing funding support with delivery and post-delivery care for the young mothers who are in the below poverty line. This scheme is being delivered through Primary Health Centers (PHCs) in rural parts, line. PRI system has crucial role in the successful implementation of JSY programme. The paper intends to study about to conduct an in-depth review of the structural, organizational and operational framework of PRI structures in three south Indian states. This study concludes that functioning of PRIs have some impediments and need more training for the PRI members for the effective implementation of JSY scheme in rural parts.

Background:

The state of maternal, newborn, and child health in India is of worldwide significant issue. Various reports says in 2010, more than 98,000 (24%) of 687200 maternal deaths, and more than 1.3 million (31%) of 4.4 million neonatal deaths occurred in India (Mutharayappa 2010).The Janani Suraksha Yojna (JSY) is a government of India's' vital scheme for speedy decreasing maternal and infant mortality rates with a specific focus on escalating institutional and safe deliveries for the families belongs to the below poverty line (BPL) category in the country. JSY is a part of National Rural Health Mission (NRHM) covering all pregnant women who belong to the true BPL group, are over 19 years of age or those who have had two live births. Actually JSY was launched in the year 2003 and it was a modified version of National Maternity Benefit scheme which provides improved diet for the pregnant women below the poverty line. Pregnant women usually die in India due to a grouping of vital factors

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like, poverty, literacy, unhygienic, poor reproductive health, high-priced health services, lack of political, executive and organizational will etc (ICMR,2012). Apart from supplying a healthy diet plan for pregnant women, the JSY actually provides antenatal care and help in the form of cash during pregnancy stage. Next, this system focuses the poor women who would usually be short of cash and it is guaranteed that the money support given in this scheme is made accessible to her in shortest possible time easily. Further, execution of Janani Suraksha Yojana (JSY) has shown merely prominent advancement with number of women benefiting out of it slowly growing significantly over the last few years in the country (Shrivastava, 2012). This evaluation study has been conducted in three south Indian states with the funding support from the Indian Council of Medical Research (Govt. of India).

Panchayats in India are an age-old institution for governance at village level. Through the 73rd Constitutional Amendment, Panchayati Raj Institutions (PRI) were strengthened with clear areas of jurisdiction, authority and funds. PRI's have been assigned several development activities including health and population stabilization. The Gram Sabha acts as a community level accountability mechanism to ensure that the functions of the PRI respond to people's needs. Progress in engaging PRIs have been uneven across states. While fiscal devolution is a significant issue, lack of institutional modalities and clear guidelines on PRI participation and variable capacity among PRI are key lacuna

The National Population Policy 2000 and the National Health Policy, 2001, include decentralization and convergence of service delivery at village levels and recognize the PRI as the agency responsible to ensure this. In 2001, the Planning Commission's Task Force reviewed PRI involvement and found that: Currently the PRI are not equipped to take on such planning and monitoring functions, nor is there a cognizance in the health system of the role of PRI. The Tenth Plan document also emphasizes the critical role and function of PRI in development. In August 2003, the Central Council of Ministers of Health and Family Welfare, resolved "that the States would involve PRI in the implementation of HFW programmes by progressive transfer of funds, functions and functionaries, by training, equipping and empowering them suitably to manage and supervise the functioning of health care infrastructure and manpower and further to coordinate the activities of the works of different departments such as: Health and Family Welfare, Social Welfare, and Education which are functioning at the Village and Block Levels.

Objective and Methodology :

The primary objective of the current study is to determine whether the necessary infrastructure (both man power and material) had been created in every PRI system and to evaluate knowledge and perceptions focusing Janani Suraksha Yojana among various levels of PRI members. This study has been conducted in the selected districts in Karnataka, Tamil

nadu, Andra Pradesh (undivided) states of south India. Around 77 Panchayat members were selected from 9 districts through random sampling technique and have been interviewed with a schedule. Data has been analyzed using SPSS software.

Background Characteristics of Panchayathi raj Members Tab 1

Particulars	Karnataka	Tamil Nadu	Andra Pradesh	Total
N	27	21	29	77
Age (in years)				
1. 25-30	57. %	67.2%	53.5%	59.2%
2. 30-40	17.3%	13.1%	18.8%	16.4%
3. 40-45	15.0 %	10.3%	16.3%	13.8%
4. Above 50	10.7%	9.4%	11.4%	10.5%
Gender				
1. Female	67.0%	74.0%	58.65	66.6%
2. Male	33.0%	26.0%	41.4%	33.4%
Educational level				
1. Primary	47.4%	51.7%	59.3%	52.8%
2. High school	2.5%	8.4%	12.5%	7.8%
3. College	14.4%	11.0%	8.6%	11.3%
4. Illiterates	10.5%	9.6%	8.3%	9.5%
5. Neo-literates	25.2%	19.3%	11.3%	18.6%
Family Income (in Rs.) pm				
1. 5000-10,000	15.7%	19.3%	13.2	16.45
2. 10,000-20,000	60.1%	49.2%	62.5	57.2%
3. Above 20000	24.2%	31.5%	24.3	26.4%
Social groups				
1. SC	21.4%	28.35	29.3%	26.3%
2. ST	7.4%	8.2%	9.2%	8.2%
3. OBC	25.1%	24.1%	20.355	23.1%
4. Others	46.1%	39.4%	41.2%	42.2%
Occupation				
1. Skilled labour	23.6%	26.25	19.4%	23.0%

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2.	Full time politician	8.2%	6.3%	11.2%	8.5%
3.	Business	6.5%	8.6%	13.6%	9.5%
4.	Agriculture	31.7%	29.4%	25.5%	28.8%
5.	Unemployed	10.6%	7.1%	12.4%	10.0%
6.	Housewife	13.0	14.8%	9.3%	12.3%
7.	Other	6.4%	7.6%	8.6%	7.5%
Family type					
Joint		36.4%	46.4%	49.4%	44.1%
Nuclear		64.3%	54.3%	51.3%	56.3.%
Length in Panchayath Service					
Recent entry		19.3%	22.4%	31.8%	24.5%
Since last 3-5 years		59.2%	61.7%	49.6%	56.8%
From more than 5 years		31.5%	15.9%	18.6%	22%

Knowledge and Awareness about Functions and Powers of PRIs under NRHM Tab 2

Particulars	Karnataka	Tamil andu	Andra pradesh	Total
N	27	21	29	77
Are you aware about functions and powers of PRIs under NRHM				
Yes	43.1%	45.2%	51.6%	46.6%
No	42.2%	33.7%	32.4%	36.1%
Some time	18.5%	34.9%	42.2%	31.8%
Are you aware of different programmes covered under NRHM				
Yes	33.2%	53.7%	54.5%	47.1%
No	48.8%	14.9%	38.7%	34.1%

Some time	19.7%	33.4%	8.6%	20.6%
Does your Panchayath conducts IEC activities				
Yes	57.9%	43.4%	64.2%	55.1%
No	34.8%	19.3%	48.4%	34.1%
no idea	32.5%	22.1%	11.8%	22.1%
Did your Panchayath constituted all required committees				
Yes	45.2%	51.4%	64.7%	53.7%
No	24.4%	17.7%	28.5%	23.5%
No idea	31.8%	22.6%	8%.1	20.8%
Does your Panchayath have any specific health policy/programmes of its own?				
Yes	46.2%	63.9%	54.7%	54.9%
No	37.7%	32.7%	28.6%	33.0%
No idea	17.6%	5.5%	18.2%	13.7%
Does PRI is monitoring NRHM programmes in your jurisdictions				
Yes	47.4%	41.4%	57.4%	48.7%
No	36.2%	36.8%	19.2%	30.7%
Not regularly	16.0%	22.4%	23.4%	20.6%

Knowledge and Awareness about JSY Progrmame Tab 3

Particulars	Karnataka	Tamil Nadu	Andhra Pradesh	Total
N	27	21	29	77
How would you rate JSY in your jurisdictions				
Very good	75.3%	81.2%	73.6%	76.7%
Just good	20.2%	16.6%	20.0%	18.9%
Fair success	4.4%	2.2%	6.4%	4.3%
Poor	0%	0%	0%	0%
What is all about JSY scheme?				
For institutional delivery	57.5%	51.7%	43.2%	50.8%
Type of maternal health programme	67.1%	77.0%	53.5%	65.6%
Type of infant and child health programme	68.2%	60.2%	58.9%	62.3%
Women health development scheme	45.0%	78.6%	76.1%	66.5%
No idea	27.1%	31.2`%	32.4%	30.2%
Never heard	33.0%	31.6%	25.3%	29.9%
Problems with panchayath in promoting JSY				
Delay in releasing fund from the government	23.1%	31.0%	41.2%	31.7%
MajorityPanchayhats Members are unskilled	61.6%	47.1%	54.4%	54.3%
Malpractices in disbursements	76.4%	50.5%	52.2%	59.7%

No facility for capacity building of ASHA workers	43.2%	68.3%	71.6%	61.0%
Lack of reserved fund	42.0%	37`.1%	52.1%	43.7%
Village health and sanitation committees are dysfunctional	39.2%	36.7%	24.8%	33.5%
Strategy for promoting JSY at village level				
Promotion through NGOs and SHGs	47.2%	53.1%	31.2%	43.8%
ASHA workers need more support from Panchayath	57.0%	37.9%	33.9%	42.9%
Workshops/ meetings at each village level	54.9%	61.7%	42.6%	53.0%
Wall paintings at all SC/PHC/CHCs	41.5%	68.5%	66.6%	58.8%
Establishing grievance redresses cell	29.0%	36.9%	38.8%	34.9%
Advisory board at Panchayath level is essential	39.4%	23.1%	42.9%	35.1%

Details about Meetings and Training of PRI members Tab 4

Particulars	Karnataka	Tamil Nadu	Andhra Pradesh	Total
N	27	21	29	77
Have you undergone any training programmes conducted by the Govt.				
Yes	67.6%	67.5%	40.6%	58.5%
No	29.1%	30.3%	38.0%	32.4%

Training by NGO	3.3%	2.6%	21.4%	9.1%
Are you conducting regular meetings of health and sanitary committee				
Yes	74.2%	77.9%	69.5%	73.8%
No	14.8%	19.6%	19.8%	18.0%
Some time	11.0%	2.3%	10.7%	8%
Are you involving local people in your meetings?				
Yes	64.0%	67.5%	51.1%	60.8%
No	26.7%	25.4%	43.2%	31.7%
Some time	9.3%	7.1%	5.7%	7.3%
Common issues discussing in the health committee meeting				
Functioning of the health staff	54.2%	54.8%	54.7%	54.5%
Functioning of the health centres like Sub Centre, PHC, CHC, district hospital etc.	68.7%	58.4%	63.8%	63.6%
Implementation of health schemes	56.5%	59.9%	57.6%	58%
Safe drinking water and sanitation	48.4%	58.0%	53.7%	53.3%
Health education	48.6%	38.0%	53.8%	46.8%
Epidemics	43.5%	38.2%	38.5%	40.0%
Health plan and health budget	45.0%	42.1%	21.0%	36.0%
Others (Specify)	31.2%	22.2%	11.3%	21.5%

Policy and Capacity Building Issues of PRIs   Tab 5

Particulars	Karnataka	Tamil nadu	Andra pradesh	Total
N	27	21	29	77
Does your Panchayath have provision for health care in it's the budget?				
Yes	51.7%	47.6%	57.8%	52.3%
No	44.5%	21.4%	18.4%	28.1%
No idea	5.2%	32.2%	25.9%	21.1%
Have you taken special measure to provide safe drinking water and sanitation				
1. Yes	83.2%	65.9%	73.2%	74.1%
2. No	17.7%	32.4%	21.4%	23.8%
3. Some time	0.9%	13.6%	6.7%	7.0%
More health decentralization is must today				
1.Yes	82.0%	96.4%	73.4%	83.9%
2. No	17.4%	6.8%	22.6%	15.6%
3. Some time	1.3%	0%	5.7%	2.3%
Capacity building of PRI is must today				
1. Yes	77.4%	73.4%	78.7%	76.5%
2. No	11.8%	14.8%	8.6%	11.7%
3. Don know	12.2%	13.4%	14.4%	13.3%
Are you involving in planning and				

implementation process				
1. Yes	89.2%	68.6%	87.4%	81.7%
2. No	55.8%	14.4%	10.7%	26.9%
3. Dont know	6.7%	18.2%	3.6%	9.5%

Discussion :

Background characteristics of the panchayath members are crucial in the overallmanagement of the programme. In case of age group of the members, the maximum percentage (59%) of the respondents is in between 25-30 years while 10% of the respondents belong to the age group above 50 years. In Tami nadu more than 67% of them belong to the age group of 25-30 years. Gender wise analysis says 66% are woman and rests of them are male members. We found no significant difference in case of age between men and women members. Education is an instrument of socio-economic developments and political maturity of a society. It can be seen that a larger number of respondents have studied up to the primary level (52.8%) whereas only 11% of them have studied up to the college level. However, around 9.5 % respondents are illiterate. Regarding family income, maximum respondents (57.2%) have a monthly income between Rs. Rs.10,000-20,000/- and 26% of them are having monthly income above Rs.20,000/-pm. In case of social group 26% of them belong to SC, more than 8% of them are STs and 23% of them are belong OBC category. Highest percent of SC members can be seen in Andra Pradesh. In case of length of service 56% of them are serving since last 3-5 years as Panchayath members who have little experiences in managing the panchayats'(Tab 1).

We tested the knowledge and awareness about functions and powers of PRI's under NRHM. We found 46% of members are aware of NRHM programme and its components. Rests of them are not even heard about NRHM programme. More than 47% of them are partially aware of the different programmes covered under NRHM. We found 55% of respondents are admitted their PRIs are involved in IEC activities using various approaches. In many studied district PRI folk media are being used to create awareness about various segments. We found 53% of them said their panchyths have constituted different committees like RKS and VHSC etc, However they are not fully functioning. Some of the panchyaths are having their own health programmes as per the requirement of the local people. Regarding monitoring 48% of them said PRI is monitoring NRHM under whereas 30% of them said

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discussion with these people have raveled that no serious monitoring of the progrmme are being done. The main reason is majority of them are not competent enough to carry out such activities. We also found their perception about village health infrastructure for the success of NRHM programme . Majority of them are demanding for good health services. We found ZP/TP are providing technical inputs to the gram panchayths and are helping GP incase of implementing and monitoring of NRHM. We found GP members are not getting proper training about awareness about NRHM programme. They are getting some information through meetings only. More over these members are not specifically interested to get any training because they are all full time politicians(Tab 2).

PRIs are playing a key role in implementing the NRHM programme including JSY. We probed selected PRI members about the implementation. 76% of them claimed programme quite successful in their areas. Whereas 18% of them said success rate is just good. We also enquired about their knowledge about JSY programme. Majority of them were aware of the aims and objectives of JSY scheme. Around 65% of them said it is about maternal health programme. Overall members have had fair knowledge about the scheme but not completely. More than 30% said they never heard about the scheme. We also probed about problems with PRI to implement the scheme. PRIs are not getting fund regularly from the government. Also they admitted about majority members are unskilled because of low level of education. Also PRIs lack of reserved fund. In some cases village health and sanitation committees are dysfunctional. We also found in some PRIs such committees are not really functioning. We also noticed abut PRIs strategy for promoting JSY. They are following promotion through NGOs, SHGs. Also they also opined supporting ASHA in a different way by PRIS is need of the hour and awareness meetings at village level also required to promote JSY programme. We also observed certain PRIs have opened up grievance redresses cell to handle JSY issues. PRI members are well aware about the ASHA and her functions. PRI members have urged for performance based incentives and good service norms for ASHA. Interestingly 34% of them opined ASHA must be from different social groups because some ASHA workers are practicing caste system. Also 41% of them said ASHA must be from the local areas only for an effective management of the scheme. Further, we probed their perception abut rural health infrastructure for JSY scheme. PRI members opined shortage of the specialist's doctors is a big issue. Also they say PHCs/CHCs needs to be upgraded to 24X7 and more than 58% of them say quality treatment is needed in all PHCs/CHCs (Tab 3).

We investigated training and meeting details of the PRI members. More than 58% of PRI members have undergone government training programme. Hence, these members have

some good knowledge about NRHM/JSY. More than 73% PRIs are conducting regular meeting of health and sanitary committee. But JSY agenda will be very rare as opined by few PRI members. We found there will be no such serious discussion will takes place in such meetings. Some time PRI will involve local people in such meetings. We probed about common issues normally being discussed in the meeting. Usually they are discussing issues including functioning of PHCs/CHCs in their jurisdiction, functioning of health staff, implementation of health schemes etc. Some time they also includes about epidemics, health education etc. However, we suspect any serous meeting over these issues as majorly members are full time politicians and do not have any time. They have hardly having 2/3 meetings in a year. We also found few lacunae in their functioning and they are not properly using united fund in many cases. Here some time no accountability mechanism can be seen. But none of the PRIs are following government guidelines in framing such committees. Also they are not maintaining any registers properly. We also noticed that village health committees and RogiKayanaSamithi discuss JSY issue often focusing distribution of Incentives to the benificisiers and ASHA. In some cases they also invite PHC/CHC doctors for the meeting (Tab 4).

We also probed about certain policy issues. Regarding budget 52% of PRIs have provision of budget. Around 74% PRI have taken steps to provide safe drinking water and sanitation. In some PRIs they don't have enough funds to take up this work. In many instances programmes are being put on hold because of shortage of funds. We also asked about health decentralization aspects. For this 83% PRI members urged for more autonomy is required in case of programme formulation and grants. Because of this more than 76% of them said more capacity building measures for the members in must for the good performance of the PRIs. Village health action plan has become a rare phenomenon among the studied PRIs. We also found none of the PRIs are using Rashtriya Gram Swaraj Yojana Scheme or Panchayat MahilaEvamYuva Shakti Abhiyan towards capacity building initiatives, by making use of these, the members can effectively perform the functions and schemes entrusted to them. Under the scheme, training/sensitization programs can be organized for women representatives and elected young representatives. Hence active participation in water supply, sanitation and health programmes at GP level will be possible for the PRI members(Tab 5).

Conclusion:

This study has shown PRI members have superficial idea about JSY programme. We suggest at the outset capacities of Panchayat Raj Institutions and the Public health institutes should be enhanced to manage the grass root health system focusing JSY related strategic and operational planning, budgeting, human resources, service delivery, and monitoring and evaluation of JSY program. Effort is also required to find out does the degree of

decentralization under the NRHM correlate strongly with perceived decision space of health officials and PRI members at the district level and below. Further, that study must generate recent geographically specific data to assist in identifying how PRIs institutional delivery can be mobilized for sustainable and speedy JSY management in the border spectrum of NRHM programme. PRI members need more training here.

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A STUDY OF ADJUSTMENT OF TEACHERS AND ORGANIZATIONAL CLIMATE IN SECONDARY SCHOOLS

*Dr. Vijay Kumar

Abstract

Present study is conducted with an aim to find out the institutional differences in terms of adjustment and organizational climate perceived by secondary school teachers. Using descriptive survey method, sample was selected through random sampling technique. 154 teachers participated in the study from suburb and urban settings of jalandhar district, Punjab. Data was analysed using t test and karl pearson correlation technique. The results of the study indicated that a) private schools teachers scored higher on 'Esprit', 'Controls', 'Production Emphasis', 'Humanize Thrust' dimensions of organizational climate than government school teachers; b) government school teachers had scored higher on 'Psychophysical Hindrances' dimension of organizational climate than private school teachers; c) private school teachers scored higher on 'Adjustment with Academic and General Environment of the Institution', 'Professional Relationship Adjustment' & 'Financial Adjustment and job satisfaction' dimensions of adjustment than govt. schools teachers; d) adjustment of teachers has been found to be related with different dimensions of organizational climate.

Keywords: Adjustment; Organizational Climate; Government; Private; Secondary School teachers

Introduction

Man is the member of complex society. If we examine the various activities of man's life we will find that most of them evolve the adjustment of individual to his vocational,

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social and economic problem.

The adjusted and satisfied persons are the greatest assets of any organization. No organization can successfully achieve its goals unless and until those constitute the organization are well adjusted in their job. So, if the teachers are adjusted with their job, they will carry out various activities with full zeal and enthusiasm. Only the teachers who are adjusted with their job can uplift the standard of the education. It is believed that the adjustment in the job is the powerful force that gives happiness. So the teacher should be well adjusted with his work as the optimum level of the performance is dependent upon optimum level of adjustment.

To understand the adjustment in the job and what it means is not only desirable but a critical aspect of life for both the organization and individual.

1.1 Adjustment

The concept of the adjustment is as old as human race on earth. Systematic emergence of this concept starts from Darwin. In those days the concept was purely biological and he uses the term adaptation. Man among the living beings, has the highest capacity to adapt to new situations. Man as a social animal not only adapt to physical demands but also adjust to social pressures of the society. Biologist uses the term adjustment for varying conditions of social or interpersonal relations in the society.

Adjustment is dynamic rather than static in quality. We change, our environment changes too, and our relation with environment changes. Sometimes in some areas of life adjustment efforts may seem to be minimal; sometimes they may be of heroic proportion. Whether minimal or heroic, one's efforts are never at an end. A person's adjustment can be expected to change from situation to situation and it can also be expected to change over a period of time in a particular situation.

Adjustment is a two way process- we influence our environment as well as are being influenced by it. Adjustment as a process is of major importance for psychologists, teachers and parents and describes the ways and means of an individual adaptation to himself and his environment without reference to the quality of such an adjustment or its outcome in terms of success or failure. It only shows who an individual or a group or groups of people can cope with under changing circumstances otherwise known as adjustment as a process.

According to Dictionary meaning, "To adjust means to make suitable, to regulate, to adapt, to accommodate."

A person does not always get success according to his desirous efforts. The reason for this lies either in unfavorable situations or in the limited capacities of the individual. But a person makes efforts to adjust himself somehow in his environment. Adjustment is that process through which a person tries to strike a balance between his requirements and situations. An analysis of adjustment reveals that the person has an objective but hurdles appear in its achievement. Due to obstructions the response of the person gets scattered into reactions. With the help of these different reactions the man reaches a solution or remedy in the end or the person becomes adjusted in his life.

Arkoff (1968) has enumerated the family, school or college, vocation and marriage as the important areas of adjustment. Similarly, Joshi and Pandey (1980) in their research study covering school and college students have given11 dimensions of an individual's adjustment: health and physical development, Finance, living conditions and employment Social and recreational activities, Courtship, sex and marriage, Moral and religion, Home and family, Vocational and educational, Adjustment to school and college work, Curriculum and teaching, Social psychological relations, Personal psychological relations.

Adjustment of groups with better facilities tends to adjust better. Asha (1978) found that creative groups among the boys showed significant differences in emotional adjustment. Socially disadvantaged and the socially non- disadvantaged significantly differed with regard to their academic adjustment scores (Ushasri, 1978). Sharma (1979) pointed out that the adjustment of Harijans, Scheduled caste and backward class students was very unsatisfactory.

Also, adjustment of different individuals in different situations is affected by different factors. Some factors influence it positively and some negatively. Adjustment is influenced by attitude towards teaching as career and personality maturity (Gupta, 1988); drive and adjustment (Goyal, 1988); better perception of community support (Subrahmanian, 1989); higher Scio-economic status (Gupta, 1990); home environment (Wilson and Wilson, 1992) positively. Also, frustration (Goyal, 1988) is found to influence adjustment negatively.

Researchers have shown gender wise differences in terms of adjustment. The differences are significant in different adjustment types i.e. Kumar (1980) concluded that the academic adjustment of the female students was significantly much better than that of the male students. However, Anto Boopalarayan and Annaraja (2003) concluded that boys were better in social adjustment than girls. But, no significant differences prevailed between emotional and total adjustment of students at different levels of social climate of the school (Singh, 2006).

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1.2 Organizational Climate

Organization as a concept has been discussed by different authorities in different ways. In the human organization like school, we find a number of individuals are working together towards a common goal. Each of these individuals is bringing to the work situations different background of personal and social experiences. These individuals differ in their demands of their jobs. These demands depend on an individual's physical and social needs.

Organizational climate may be defined as a set of the properties of the work environment which are specific to a particular organization that may be assessed by the way the organization deals with its employees and its societal and task environment.

Forehand and Vonhallergilmer (1965) defined organizational climate as the set of characteristics that describes an organization and that distinguishes one organization from other organization, is relatively enduring over time, Influences behavior of the people in the organization.

Lonsdale (1964) stated that Organizational climate might be defined as the global assessment of the interaction between the task achievement dimension and the needs of satisfaction dimension with the organization or in other context of tasks needs integration.

Halpin and Croft (1963) chose to name the ends of the organizational climate continuum as "open" and "closed". An "open" climates characterized by functional flexibility, where Esprit, Thrust and Consideration are high; Disengagement, Hindrance, Production Emphasis and Aloofness is low; and Intimacy is average. A "closed" climate is characterized by functional rigidity, where Hindrance, Production Emphasis, and Aloofness are high; Esprit, Thrust and Consideration are low; and Intimacy is average.

Farber (1969) stated that singled out disengagement as the best single dimension indicator of a school's organizational climate. The number of the students enrolled in a school had no significant relationship to the organizational climate of a school: nevertheless, as the size of the school increased, the climate tended to become more closed.

Brickner (1971) found that the principals perceived significantly higher spirit and consideration and trust, disengement and hindrance than their faculties; Leadership behavior was significantly related to organizational climate; Leadership behavior was not significantly related to faculty size.

Gupta (1987) studied the relationship between administrative leadership behaviour

and organizational climate. He found that flexibility in the Principal's behaviour and disharmony in the organizational climate are significantly related at .05 level. Achievement orientedness was found to be significantly related to academic emphasis at .05 level. The behavior of the Principal was not related to the facilities in the college.

Shelat (1975) conducted a study of organizational climate, teacher morale and pupil motivation towards in secondary schools of Baroda District. He found that organizational climate in rural school was autonomous and paternal, whereas in urban schools closed and open types were predominant. Most of the high schools had closed climate and vice-versa. Open and autonomous climate contributed to boys academic achievement whereas, controlled and familiar climate contribute to girls academic achievement and paternal climate contributed both the academic achievement of both boys and girls.

Samrong Pengnu (1976) conducted a study on organizational climate and teacher morale of secondary schools. The objectives of the study were: to identify organizational climate of each of the sampled schools. He found that open climate schools had higher mean score on dimensions of Espirit, Intimacy, Thrust and consideration.

Gandhi (1977) conducted a study of school climate as a function of personality of school personnel, of pupil control ideology. The findings were significant differences were found to exist among open, intermediate and closed climate schools; teachers serving in relatively open schools were significantly more humanistic in their pupil control ideology than their counterparts, belief systems of teachers in open and closed climate schools differed significantly

Amarnath (1980) conducted a comparative study of the organizational climate of govt. and privately managed higher secondary schools in Jalandhar District. He found that the government and privately managed schools as a group did not differ significantly in their organizational climate but differed from school to school.

Joshi (1980) investigated into organizational climate of High and Secondary Schools of Rajkot City. The findings were: all categories of climate were available in the schools. There was no difference with respect to category of organizational climate between government schools and private schools, high or low performing schools, those with varying size, location and different streams.

Gaba (1980) found that teachers of both government and privately managed schools did not different in their behavior as a group except on the variables of disengagement, Espirit, aloofness and trust where the differences were significant at the 0.05 level.

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Mehrotra (2002) revealed that, teachers of government schools are found to be more satisfied than private schools and factors responsible for it are less pressure of work, low supervision and high job security and a comparison was also drawn on the eight dimensions of the organizational climate between the government and private schools. This revealed no significant difference on either of dimensions.

1.3 Significance of the Study

Secondary education forms an effective link between the elementary and university education and put emphasis upon forms of climate that support the development of whole school's organizational climate. At this stage of secondary education students are greatly influenced by teachers. Therefore, teachers must maintain spirit of learning by keeping themselves abreast with current professional training. The organizational climate of a school depends upon mutual understanding between principal and teachers. Institutional functioning determines the organizational climate of different organizations. The study is important as it will highlight the status of teachers' adjustment and bring to knowledge about the influence organizational climate recurs on the adjustment of teachers.

1.4 Objectives of the Study

The present study is designed to achieve the following objectives:

1. To study the adjustment and organizational climate of secondary school teachers.
2. To compare the adjustment of government and private school teachers.
3. To compare the organizational climate of government and private secondary school teachers.

1.5 Hypotheses of the Study

The following hypotheses are tested to achieve the set objectives:

1. There is no significant difference in the organizational climate scores among government and private secondary school teachers.
2. There is no significant difference in the adjustment scores of government and private secondary school teachers.
3. There exists no significant correlation between various dimensions of organizational climate and adjustment scores of teachers.

2.1 Research Design

Adjustment of the secondary school teachers and perceived organizational climate

has been studied in relation to institution viz. Government and Private. Pearson's product moment Correlation is used to trace interrelationship between the two variables

2.2   Procedure

Firstly, sample of 154 government and private teachers has been selected through They have been selected through stratified random sampling technique from government and private secondary schools of Jalandhar District. Adjustment inventory and school organizational climate descriptive questionnaire were administered to the selected sample to know their adjustment and organizational climate scores. After the collection of data scores were subjected to statistical analysis.

2.3   Tools

The following tools has been administered to conduct the present study:

1.   Mangal Teacher Adjustment Inventory developed by Dr. S. K. Mangal is used to know the adjustment of teachers in school in terms of Adjustment with academic and general environment of the institution; Socio-psycho-physical adjustment; Professional relationship adjustment; Personal life adjustment; and financial adjustment and job satisfaction.

2.   School Organizational Climate Descriptive Questionnaire (SOCDQ) by Sharma and Sharma (1978) is used to identify climate of the schools. The SOCDQ measures climate of the institution, in terms of Disengagement; Alienation, Esprit; Intimacy; Psychophysical Hindrance; Controls; Production Emphasis; & Humanized Thrust.

2.5   Statistical Techniques

Following statistical techniques has been used to analyze the data:

1.   Descriptive statistics are used to understand the nature of the data.

2.   t- test is used to measure the difference between means.

3.   Pearson's product moment correlation is used to study relationship between various dimensions of Adjustment and Organizational Climate.

3.   Results

Institutional differences have been calculated using 't' test for the adjustment and organizational climate scores. Karl Pearson correlation technique was used to calculate the relationship between various dimensions of adjustment and organizational climate. The results are presented below under different headings.

3.1 Institutional Differences in terms of Organizational Climate perceived by school teachers

The table below shows the means, S.D's and 't' values for the various dimensions of organizational climate between are calculated and presented below in the table 1.

Table 1					
Summary of the 't' Values of Scores of Organizational Climate of Government and Private School Teachers					
Dimensions of Org. Climate	Government		Private		't' Value
	Mean	S.D	Mean	S.D	
Disengagement	18.3	3.8	16	4.355	0.298
Alienation	9.5	3.181	9.053	2.08	0.661
Esprit	20.71	18.56	22.54	4.008	3.54**
Intimacy	18.56	3.642	18.76	3.9	0.32
Psychophysical Hindrances	13.39	2.83	13	3.013	3.2**
Controls	13.91	2.98	15.16	3.013	2.6**
Production Emphasis	16.63	3.22	18.57	3.588	3.64**
Humanized Thrust	32.08	5.547	34.18	5.6	2.8**

* Significant at 0. 05 level of confidence   N=154

** Significant at 0. 01 level of confidence

From table 1, it has been observed that t value for institutional difference for 'Esprit', 'Psychophysical Hindrances', 'Controls', 'Production Emphasis', 'Humanized Thrust' dimensions of organizational climate are found significant at the 0.01 level of confidence. Thus the hypothesis (1) namely, "There is no significant difference in the organizational climate scores among government and private secondary school teachers" is rejected. From means analysis, it is clear that private schools teachers scored higher on 'Esprit', 'Controls',

'Production Emphasis', 'Humanize Thrust' dimensions of organizational climate than government school teachers. However, government school teachers had scored higher on 'Psychophysical Hindrances' dimension of organizational climate than private school teachers.

3.2   Institutional Differences in terms of Adjustment perceived by school teachers

The table below shows the means, S.D's and 't' values for the various dimensions of adjustment between are calculated and presented below in the table 2.

Table 2					
Summary of the 't' values of scores of adjustment of govt. and pvt. school teachers					
Dimensions of Adjustment	Government		Private		't' Value
	Mean	S.D	Mean	S.D	
Adjustment with Academic and General Environment of the Institution	78.1	14.75	85.25	16.96	2.79**
Socio- Psycho- Physical Adjustment	109.8	18.75	112.5	19.47	0.88
Professional Relationship Adjustment	67.42	14.4	73.07	13.12	2.04*
Personal Life Adjustment	102.9	14.497	101	22.98	0.76
Financial Adjustment and Job Satisfaction	49.53	10.07	51.93	9.95	2.105*

* Significant at 0. 05 level of confidence   N=154

** Significant at 0. 01 level of confidence

From table 2, it has been observed that 't' value of 'Adjustment with Academic and General Environment of the Institution' 'Professional Relationship Adjustment', 'Financial Adjustment' and 'Job Satisfaction' dimensions of adjustment are found significant either at the 0.05 or 0.01 level of confidence. Thus the hypothesis (2) namely, "There is no significant difference in the adjustment scores of government and private secondary school teachers" is rejected. From means analysis, it is clear that private school teachers scored higher on 'Adjustment with Academic and General Environment of the Institution', 'Professional Relationship Adjustment' & 'Financial Adjustment and job satisfaction' dimensions of

adjustment than govt. schools teachers.

3.3 Relationship between Various Dimensions of Adjustment and Organizational Climate perceived by school teachers

The co-efficient of correlation between the scores of various dimensions of adjustment and organizational climate were calculated and the results have been presented below in the table 3.

Table 3			
Pearson's Product Moment Correlation Between Various Dimensions Of Adjustment And Organizational Climate			
	N	154	76	78
	Dimensions of Org. Climate	All teachers	Private Schools	Government Schools
ADJUSTMENT	Disengagement	- 0.298**	-0.189	-0.377**
	Alienation	- 0.0226	-0.069	0.184
	Esprit	0.344**	0.392**	0.238*
	Intimacy	0.048	-0.109	0.233*
	Psycho-physical Hindrances	- 0.157	- 0.069	-0.241*
	Controls	0.192*	0.018	0.340**
	Production Emphasis	0.262**	0.212	0.256*
	Humanized Thrust	0.223**	0.160	0.247*

* Significant at 0. 05 level of confidence

** Significant at 0. 01 level of confidence

From table 3, it has been observed that 'r' value for relationship of adjustment with 'Disengagement', 'Esprit', 'Controls', 'Production Emphasis', & 'Humanized Thrust'

dimensions of organizational dimate are found to be significant at the 0.05 and 0.01 level of confidence among all teachers. Among private school teachers, 'r' value for relationship of adjustment with 'Esprit' dimension of organizational dimate is found to be significant at the 0.01 level of confidence. Similarly, among government school teachers, 'r' value for relationship of adjustment with 'Disengagement', 'Esprit', 'Intimacy', 'Psycho-physical Hindrances', 'Controls', 'Production Emphasis', & 'Humanized Thrust' dimensions of organizational dimate are found to be significant at the 0.05 and 0.01 level of confidence. Thus, the hypothesis (3) namely, "There exists no significant correlation between various dimensions of organizational climate and adjustment scores of teachers" is rejected.

Discussion on Results

From the results it can be concluded that different type of institutions are having different organizational climates. The teachers working in private schools feel that they enjoy their job; their morale is high; and their social needs are met adequately in comparison to teachers working in government schools. Also, teachers working in private schools feel more controls of principals; more close supervision of the staff and they are on mercy and sometimes whims of principals for everything than their counterparts. Finally, teachers working in private schools feel that principals are motivating and lead teachers through personal examples to the greater extent and at the same time they are more unmistakably task-oriented than the principals of government schools. The finding is in line with **Zeenat (2012)** who also reported that private school teachers scored higher on Espirit, Controls, Production emphasis, and Humanized Thrust dimensions of organizational climate than government school teachers. Contrarily, teachers working in government schools felt more psychophysical hindrance than teachers working in private schools. This again highlight towards more administrative work, routine duties and management work load in government schools than private schools. This all concludes that private schools exhibit more leader behavior characteristics and focus on task orientation than government schools. The same type of climate needs to be developed in government schools.

On adjustment also the teachers working in private schools were found to be better than teachers working in government schools. Teachers working in private school are better adjusted with Academic and General Environment of the Institution; Professional Relationship; & Financial Adjustment and job satisfaction' than teachers working government schools. This might be due to long association with one school which is not there in government schools due to frequent postings. The psycho physical hindrances and low morale might be one of the contributor to poor adjustment of government school teachers.

The teachers' adjustment tendency and status of organizational climate are found to

be correlated with each other and proved through the findings of the results. It is found that there is positive relationship between adjustment and 'Esprit', 'intimacy', 'Controls', 'Production Emphasis', & 'Humanized Thrust' dimensions of organizational climate. However, negative relationship existed between adjustment and 'Disengagement' and 'Psycho-physical Hindrances' dimensions of organizational climate.

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1857 REVISITED:THE NARRATIVE OF MUTINY IN PUNJAB AND IT'S SUBJUGATION

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Abstract

 The Indian Mutiny has an important place in British Colonial History. There were various causes of this rebellion . Over thirty thousand soldiers including Muslims and Hindus rebelled together against the British authority. It spread out to many parts of India including Punjab. But this research paper showed the various measures adopted by the Punjab Administration to prevent spreading of Mutiny of 1857. Despite terrorization of the people , the revolt did spread , through not to the extent as in Delhi , Lucknow , Kanpur and Jhansi.

The Punjab was the last province to be annexed by British in 1849 . Immediately after its conquest , the British Imperialists disbanded the Sikh army so that they could not dare to revolt against them. Then all over North India , revolt of 1857 occurred, which was nothing more than an attempt by Marathas to bring back the old order of *Mughals*. Revolt in British armed forces was encouraged and several hundreds of British women ,children were murdered by the mutineers . Bahadur Shah Jafar(*Mughal* Emperor) who was 80 years old had been made leader of mutineers. In this revolt, the Hindus hoped to put the Maratha rulers back into power and the Muslims desired to bring back the rule of Muslim rulers. So the leaders of both Hindu and Muslims together put up a common front against their common enemy , the British .But at this juncture, the Sikh community was leaderless and they were too disorganised to get back their lost kingdom. This paper focuses on the diplomacy of British to keep people of Punjab away from mutiny and on the quite different situation in the Punjab as prevailed in the rest of India during the revolt of 1857.

The information of the outburst of the uprising at Meerut and the seizure of Delhi by the mutineers was conveyed by a telegraph clerk at Delhi to Ambala on the afternoon of May 12,1857. Major General Henry Barnard , the military officer, conveyed the message immediately along the line to all accountable persons right up to extreme frontier and by post to every location of the grand trunk road[i].The news reached Lahore , the capital of Punjab on 12th May . John Lawerence ,the Chief Commissioner was away to the Murree

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hills[ii](Rawalpindi). Robert Montgomery , the Judicial Commissioner , next to him in power took a quick decision to check the spread of the fire of Mutiny and for the preservation of peace in the land of five rivers[iii] .Disarming of soldier was the first measures adopted by him . He deprived three Native Infantry Regiments and one Regiment of Cavalry , comprising about 3000 soldier and *sowars*(horse –soldier), with the help of Europeans forming less than one- eight of their numbers , on May 13 at all important places in the province and within three months the Hindustani soldier were rendered safe by taking away their arms and keeping them under the strict supervision and guards of the Europeans and the 'loyal Punjabi Regiments'[iv].

The next step undertaken by British govt. was the control of the post offices . British put censor on the posted letters of the local people because these were considered the most important sources of spreading of sedition through letters [v].District Officers were given instructions to remove post offices to the most secured places . All the letters to and from the soldier and civilians were either read by the Deputy Commissioners themselves or by trusted subordinates. This measure was carried out sincerely throughout the province . It went a long way in exposing many underground movements in progress and indicated alarm and consternation . Barne , the commissioner of Cis –Sutlaj Division seized three seditious letters of Ram Prashad Bairagi of Subathu in Solan discrict. Two of them were addressed to a Subedar of the Nasiri Battalion to raise him against the British and the third was directed to the Raja of Patiala to exert himself in the cause of the mutineers. The author of the correspondence was apprehended at once by the Assistant Commissioner , Kasauli, arrested and sent to Ambala where he was tried and shortly executed. Fredrick Cooper , the Deputy Commissioner of Amritsar had discovered the Muhammadan conspiracy . The Deputy Commissioner of Gurdaspur seized many doubtful letters and mysterious documents from the post office , which helped him in knowing several manoeuvrings going on in some of his departments. Many *Munshis* in the Canal department were found to be in league with the outside mutineers. Rani of Jutogh (Shimla Hills) tried to lay conspiracy and her letters were traced on the way which were addressed to Sham Lal , Extra Assistant Commissioner of Gurdaspur who agreed to communicate intelligence and advice to the Rani[vi]. Later as Indians became aware of preventive measures taken by British , they started adopting safer measures by sending envoys and sent their messages in code languages under the deception of sending commercial news[vii] .But Britishers were very active , the Deputy Commissioner of Ambala intercepted many letters in English language in very unlaudatory terms through periphrases and puzzling sentences like "Remarks on the absence of white sugar and the abundance of *gur* or of decrease of white pepper and the increase of black pepper were intended to convey to comrades at a distance actual information regarding the weak state of European garrison or

forces"[viii].

As press was playing an important role to spread awareness among people. The British Government put the Punjab Press under a strict censorship. At Peshawar, the editor of the Murtizai was imprisoned on the charge of publishing 'treasonable matter 'and his paper was stopped. Another paper and its editor at Multan met the same fate. The editor of the Ghama-i-Faiz at Sialkot was issued a serious threat and warning . He was ordered to remove his establishment from Sialkot to Lahore , and his paper along with two others weeklies was put under rigid surveillance.[ix] As a result, the newspapers found to have made slightest reference to the revolt that went against the British interests, directly or indirectly , were severally dealt with.

Another important preventive measure of the British was the guarding of the ferries, as Punjab being a land of many rivers and streams ,these ferries afforded a vital means of passage. All the Divisional Commissioners of Punjab were instructed to place guards at each ferry of a strength proportionate to the number of boats and the importance of the passage .Strong guards were posted at the principal ferries. These guards were instructed to prevent any poorbeas , faqirs and beggars crossing the river without pass and to keep the boats if possible in midstream. The guards were ordered to throw a small defensive work in which they might hold their ground against any sudden attack. Later for the efficient control , the number of ferries were decreased . Besides , the boats that were not required , were ordered to be sunk or disposed of so as to save from coming into the hands of the mutineers.. All the small ferries were closed .All Deputy Commissioners of Punjab like Gurdaspur ,Amritsar , Sialkot , Kangra adopted preventive measures seriously. The Deputy Commissioner of Kangra being in a hilly region had to guard the hill passes along with the ferries. Strong picket at both these places did not allow beggars, and faqirs etc., to pass through. As a result , many persons were caught and brought to the main ferry at Phillour[x].

For the first time in Punjab, the measures of travelling with a passport was adopted to check the movement of undesirable elements who spread treason and sedition in the province. The person who wanted to travel had to apply to the District Officer for a passport, which was given only after making a thorough inquiry. The travellers were required to produce their passports to guards while crossing a hill pass, entering another town or passing through a ferry. Those who were caught travelling without passports were detained and sent to Deputy Commissioner before being allowed to proceed further.Almost all the Sahdus and the faqirs were suspected to be messenger soldiers from Delhi and their movements were checked. Proclamation were issued to keep strict eye on these Sahdus and faqirs as they were liable to be detained. Even the places of pilgrimage were guarded and no pilgrim was allowed to visit them during the disturbances. Mosques, Temples etc. were watched in large towns and all the

new arrivals in religious places were informed to Deputy Commissioners.

The Civil population was also disarmed seriously as a precautionary measure .First of all, at Shrine of Mian Mir, and bazaars people were disarmed by Brig. Corbett. Later Major General Gowan who disarmed all the cantonments of Punjab then Judicial Commissioner issued orders to all the civil stations to disarm the people residing therein. His orders were carried out so seriously that in Ambala ,not only the people living in towns and cantonments were disarmed but the police were also disarmed. During the execution of their duties , they were supposed to carry sticks and not weapons. In the disarming operations carried out in each district , an enormous load of arms was taken in possession from Thanesar,Shahbad , Kaithal, Ludhiana and Shimla etc.

Another important step was to hire the trustworthy informers who were sent out and every means was taken at hands to ascertain the temper of certain influential individuals whose past history justified some degree of distrust and whose example might have been likely to influence the people. Sentiments of the Sikh aristocracy and other influential Punjabis ,especially those who had served under the Sikh rule , were strictly watched. In consequence of such measures , many bairagis , faqirs , who wee informed to be in league with the mutineers were arrested in Amritsar district . Bhai Maharaj Singh , an influential man of Amritsar , who was believed to be an instigator of rebellion was arrested at once from his residence. Bedi Bikram Singh , a priest whose conduct was reported unsatisfactory by the spies commissioned by the Deputy Commissioner of Amritsar , was put under strict surveillance and was prohibited even horse exercises for six months[xi]. Mian Pratap Singh and his chief confederates of Kullu were detained and executed because they were instigating hill population against British Government.

The British govt. adopted the policy of making several examples of the disloyal persons[xii] .To fill terror in the mind of the civil population ,Britsh Govt. had adopted various measures such as – the indiscriminate hanging of guilt and doubtful persons, general burning, plunder of villages etc. which had deeply terrified large communities .Much more brutal deeds were done on those soldiers who were not standing under the shadow of his English officer . They were termed as rebel and awarded death sentences[xiii]. At Ludhiana , Amritsar, Jullandhar and Ferozpur, many soldiers were executed. On 13th June 1857, 10 soldiers were executed by blowing up from the mouth of guns . The story of execution at Ajnala was terrible .There about 282 soldiers who were unarmed , panic-stricken ,famishing with hunger and exhausted with fatigue were executed by Fredrick Cooper , the Deputy Commissioner of Amritsar, on August 1, 1857.They were stuffed into a dirty bastion , and 237 were out of them were pinioned , tied together and brought out in batches of 10 and shot dead from a point-blank range, the remainder refused to come out of bastion where they died of suffocation.

These execution and brutalities made a tremendous effect upon the hearts of the people. Many more bloody dramas were enacted at several places to terrify the population.

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GOVERNMENT INITIATIVES TO BOOST ECOMMERCE IN INDIA: ROLE OF DIGITAL INDIA IN THE GROWTH OF E-COMMERCE

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Abstract

The current markets globally are dynamic with fast changing technology and organizational setups. The speed of this change is highest in India. In current global environment, India has already emerged as a potentially huge retail market due to high middle-class population having high disposable income as a result of economic reforms started way back since 1990's. The current trend in India which is e-business is the result of growth of information technology in all forms of the business. Due to the growth in IT along with telecom industry and mobile market, India is on the fast track. Businesses are moving from person driven to person independent where in products and services are getting marketed and distributed in 'e' - way and slowly moving on to 'm' platform i.e. mobile platform. Till last 5 years these technological advancements were visible in urban India, but with the Digital India Initiative, where in internet is targeted to reach every village in India, it will open-up access to very huge potential market. To take advantage of this, one has to understand the environment and buying preferences of Indian population. The E-Commerce is prospered and stands for booming growth in Rural India. Their success depends on the understanding of the market, quantity of consumers and offering various features. This paper gives an impact of digital India in the future of E-Commerce; represent the various opportunities for vendors, consumers, E-Commerce Industries and factors influencing trust in rural Indians. We found that the Overall E-Commerce will increase drastically coming years in the emerging market. Combination of E-Commerce and Digital India project make easier contact can be made to anywhere in the world in seconds. By online trading, businesses open themselves in global marketplace. Indians should call Digital India Vision or Digital Bharat Vision or Digital Hindustan Vision projects moving forward. This paper is concerned with current scenario of internet users in India, how government campaign- Digital India can connect maximum number of rural Indians to all over the world through Internet and how E-Commerce Industries can convert this mass of rural Indians for trading.

Keywords: E-Commerce, Digital India, Online retailer, CoD, Digital Future, Digital Payment

1. Introduction

With the poor economic conditions of most of the countries in world, India is one of the few relatively strong economies which is still in growth phase. Moreover, world is

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looking at India as the biggest market segment. The primary reason for this is India is having population almost 1.3 billion with peculiar characteristics. Almost 31% of this population is from urban area and consists 0.1 billion population most of which is tech savvy and with high disposable income at hand. Thus as mentioned by P. Chhabra in paper 'A study on Gen Y & its effect on markets & brands' future markets will be driven by Internet. Though the internet penetration is increasing in India but with global average which is 50% according to internet world stats, international telecommunication union, internet live stats, India is still behind with only 35% penetration. UAE tops the list with 99% followed by Japan with 93% and UK at 3rd position with 92% penetration.

Overall environment is also in favor of e-business and hence e-commerce which is one of the most important components of e-business is strengthening its roots in India. Government of India is also contributing to this growth with one of the critical initiative where in government is focusing on digital revolution in the country. This is flag ship project of Prime Minister of India Mr. Narendra Modi which is known by the name 'Digital India'. With Digital India initiative, population which is in rural India which is 69% i.e. 833 million will be digitally equipped. Out of this 26% i.e. 217 million populations is Gen Y which is potential ecommerce/m-commerce customers. With digital India initiative, India can certainly be in a position to reach to the tops of list of internet penetration.

Direct selling is one of the fastest growing non-store retail formats in India majority of the transactions here happen through e-commerce mode. According to report by KPMG, direct selling Industry in India has the potential to engage 18 million Direct Sellers by 2025 and to reach a size of $640 million by 2025 which is huge growth.

While the environment is very much positive from e-commerce perspective, vendors operating in this environment certainly have to understand the behavioral aspect of the Indian consumers in e-commerce space to maximize their benefit.

1.1 Objectives

There is a considerable change in e-commerce market potential in Indian due to Digital India initiative. Also it is equally challenging also to cater to the need of this without understanding the consumer preferences. Thus objectives for the study are summarized as below:-

- To analyze potential benefits of Digital India initiative of government of India from global e-commerce perspective.
- To study the consumer preferences on e-commerce platform for product categories and preference for web site / mobile usage.

2. Literature Review

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The e-commerce growth is consistent since quite some time now. In one of the report by Accel Partners in India had pointed out in 2014 that there is significant increase in average order value on e-commerce platform along with users becoming more comfortable on online purchases. Fashion category sales have doubled in 2014 since 2012. There is increase in mobile shopping also seen over last few years, potential increase of women influenced sales. Accel partners report has also pointed out the start of penetration of e-commerce from Mega cities to tier 1 cities to tier 2 cities in India.

As per the report of Suresh Venkatachari in Budget: Incentivise innovations to drive Digital India cost-effectively the Union Cabinet provide Rs.1 lakh crore to take it forward and complete by 2019, connecting the rural areas and bringing all under the same network. This programme is expected to provide Broadband services to 2.5 lakh villages and 4 lakh public internet access points. Mobile Phones are used as a backbone to make this program successful.

Almost 31% of this population is from urban area and consists 0.1 billion population most of which is tech savvy and with high disposable income at hand. Thus as mentioned by P. Chhabra in paper '*A study on Gen Y & its effect on markets & brands*' future markets will be driven by Internet. Though the internet penetration is increasing in India but with global average which is 50% according to internet world stats, international telecommunication union, internet live stats, India is still behind with only 35% penetration. UAE tops the list with 99% followed by Japan with 93% and UK at 3rd position with 92% penetration.

According to Forrester, with increase of smart phone users, by 2020 every 1 in 5 sales will originate from data collected through mobile devices. As discussed by Channana, N., & Goele, S. in their paper on *Future of E-Commerce in India*, stated essential factors identified primarily are convenience, return policy, location based services, payment options, price comparison. Mukesh, Bansal founder of *Myntra.com* in their article on "*e-commerce in India – Present and Future*" talks about game changing factors in e-commerce industry like Cash on delivery, customer experience for building trust.

Next important factor which will have huge impact on overall digital scenario in India and e-commerce/m-commerce will be Digital India initiative of Government of India. Government of India has come up with Digital India website giving the details of its vision and mission statement and also all of the initiatives which are part of this massive movement. It also focuses on involving community at large to contribute to this initiative in every possible way. Its main focus is on improved infrastructure, simplification of government approval processes and increasing the digital literacy across the country with aim of transforming India not only in urban areas but more in Rural India where majority of the population is.

"The next few years promise to bring about a transformation in technology usage

among India SMBs as they embrace an online presence," opined Neha Jalan Goenka, Senior Manager of Client Services at AMI. "The success of vendors and website developers in helping SMBs meet their e-commerce goals depends on the former's ability to convince customers of the relevance and value of their solutions," continued Goenka. With more and more businesses embracing e-commerce and many of the roadblocks such as connectivity and logistics being sorted out, AMI forecasts that by 2019, close to three in ten internet SMBs will offer online purchase facilities via their websites.

In a recent report published in collaboration by CII and Deloitte, the study emphasize that there is significant raise in the demand from consumers for digital payment modes. Many merchant establishments are keen on using the digital payments as the solution for retaining the customer base.

India's mobile phone subscriber base recently reached 1.12 billion, and the country had 391 million internet users as on December 31, 2016, according to the Telecom Regulatory Authority of India. This number is expected to nearly double by 2020 according to a NASSCOM-Akamai report

3. E-Commerce in INDIA

E-Commerce has changed the way business is done in India. E commerce allows people to browse a wider range of goods, look for more specific products and compare prices more easily than traditional stores. The Government of India has taken several initiatives for modernization and improving the e commerce sector. The Digital India programme aims to offer government services online. Demonetization, reduction in cash transactions, improved net banking facilities and technology enabled innovations like digital payments and e marketing also helped in faster growth of e commerce sector.

E-Commerce is one of the booming industries in the world. In India, it is growing at a faster rate. More people are opting for online shopping as it saves time and cost. Earlier, Internet based purchases in India have been primarily travel-related with train tickets and visas being ordered online. But companies selling other goods online such as electronics, clothes, and household items have gained popularity during the past 4-5 years, with consumers becoming comfortable with making purchases over the internet.

Online shopping in India is growing fast, aided by the fact that the number of Indians with access to broadband internet and smart phones is increasing by leaps and bounds every year. Companies such as Flip kart, Snap deal, Amazon and lime road have grown rapidly. Today, online shopping in India is huge. According to an estimate, 14% of India's population buys online on a regular basis. In other words, considering India's population of 1.25 billion, the number of online shoppers in India is equal to almost half of the US population. According to a study by ASSOCHAM- IAMAI study-the online shopping industry in India is expected to cross the $100 billion mark by 2020.

India will be the world's second largest ecommerce market by 2034 because of massive surges in internet penetration, population growth and growing number of mobile users. Online shopping is increasing its share in the total internet usage in India, improved data connectivity in both urban and rural areas will boost this trend. India is expected to see more online shopping due to 3G/4G networks which is available at affordable prices.
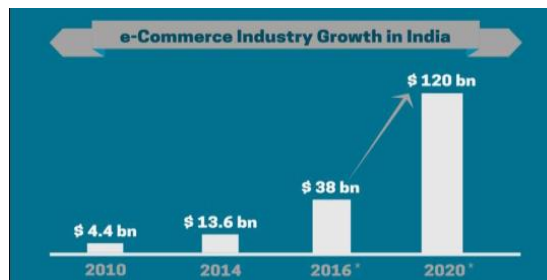

Fig.1 E-Commerce Industry Growth in India
(Source: Assocham, Industry Reports)

Retail-e commerce sales in India are expected to increase to approximately $45.17 billion by 2021. The Government of India has been active in leveraging and embracing ecommerce digital platforms. The Government has launched an e-commerce platform to link the farmers with the vegetable markets of various states to sell the agro commodities
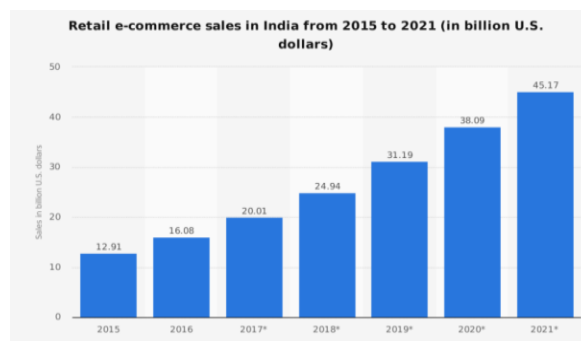
Fig.2 Retail E-Commerce Sales in India from 2015 to 2021
(Source: https://www.statista.com/statistics/289770/india-retail-e-commerce-sales/)

The Indian economy has been consistently showing good signs of growth, with the average GDP growth rate at 7.5% in 2015-163. The retail sector is showing a promising trend of 11% CAGR, growing from an estimated size of USD 600 Billion now to USD 1 Trillion in 2020.
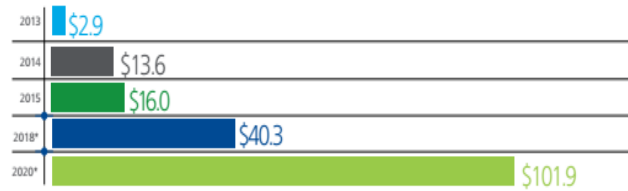
Fig. 3 Size of e-Commerce industry in India
(Source: IAMAI, Deloitte analysis)

3.1 Factors Driving Indian E-Commerce:

The growth of e-commerce is tremendous in Indian context, considering that traditionally India has been a cash oriented economy with offline retail stores driving purchases by the consumer. Currently, India adds 6 million new consumers to the e-commerce industry, every month. This scale of growth is unprecedented in any other market and goes to show the potential of the Indian e-commerce market. The following key drivers of Indian e-commerce are almost unique to India, as some of these points are intrinsic to Indian consumer behavior:

3.1.1 Convenience & Trust: It took some time for e-commerce players to gain the trust of the consumer and shed the initial belief that products available at some of the largest online marketplaces were used products. This is because for a long time, the Indian e-commerce space was dominated by e-bay which used to sell used products in India, operating in a marketplace environment. However, as prominent players entered the market backed by a solid supply chain and great marketing & communications, the quintessential Indian consumer realized the convenience of e-commerce and developed a trust with the portal.

3.1.2 Price: A typical Indian buyer is very price conscious and bargains heavily. They are always looking out for deals. This perception is widely regarded as being true. Price has always been the trump card for Indian e-commerce players as most of the products that are available online are cheaper than the same products available offline.

3.1.3 Payment Options: With the advent of digital wallets and UPI (Unified Payments Interface), the payment options have grown over the years. Earlier on, most e-commerce players grew because of the success of the Cash on Delivery (COD) model, which was rather prevalent in India, due to a large amount of Cash being circulated in the economy. It is only in recent times, due to the demonetization drive, Indians have jumped on to the electronic payments bandwagon.

3.1.4 Digital India: The government of India's Digital India initiative has been a key factor in enhancing internet penetration across the country, which has led to a whole host of services being digitally delivered. The invariable result of increase in internet penetration has been the fact that apart from accessing essential services digitally, the consumer has taken to

online shopping and online payments, big time.

3.1.5 Domestic Consumption: Any world renowned economist will tell you that the India growth story has been driven by domestic demand and the high consumption of the ever inspirational Indian consumer. The obvious macroeconomic scenario had to play out in the e-commerce space as well.

3.1.6 Language: Most e-commerce portals in India are in English and that has played a big role in the growth of the industry, as India has the largest English speaking middle class population. Moreover, the regional language versions of popular sites have nonetheless played a critical role in the growth of large scale e-commerce portals.

3.2 Overview of the Indian E-Commerce industry:

The e-commerce market in India was estimated at USD27.5 billion in 2016, and is expected to grow at a CAGR of 31 per cent to touch USD80 billion by 2020. The online travel segment comprises about 61 per cent of the e-commerce industry in India, including travel and e-ticketing websites. Ticketing accounts for the largest share of the online travel market, with domestic air ticketing driving growth.**2** E-commerce retailing is the second largest and fastest-growing segment. This is followed by the financial services and classified segments, job searches and online matrimony which contribute to about 15 per cent of the market by value.

3.2.1 Online retail in India as a percentage of total retail: Indian retailers are yet to capitalize upon the power of the online space due to lack of internet penetration, along with a much smaller population of online shoppers and low transaction sizes7. The penetration of online retail in the total retail market is expected to rise from 2.5 per cent in 2016 to 5 per cent by 2020. Of the total organized retail market, online retail penetration is likely to increase from 6 per cent in 2014 to 25% in 2020.

Fig. 4 Online Retail penetration in India

(Source: http://www.emarketer.com/Article/Indias-Retail-Ecommerce-Sector-Small-Still-Growing/1014342The state)

3.2.2 Technology in e-commerce: The boom in the Indian e-commerce sector could be attributed to the enhanced use of technology, which has helped improve e-commerce in areas across the supply chain, inventory management, improved customer experience and loss prevention. From an increased usage of mobiles and tablets, the availability of COD services, superior technology platforms, inventory tracking and automated fulfillment centres, etc. have

all been driving growth in this sector. The increased penetration of internet services and faster internet services like 3G and 4G have contributed to the ease of selling and buying/purchasing products online. Additionally, with increasing smartphone penetration, the e-commerce retailers are also focusing on mobile apps as against websites. More than 50 per cent of the orders for e-commerce retail giants are generated via mobile applications. In this context, the COD option has been instrumental in driving retail e-commerce growth in a developing market like India, with low penetration of debit or credit cards or even bank accounts to make online purchases. Features such as: 'online only discounts'; online coupons and free shipping facilities could further help in the expansion of this sector. The growth in e-commerce along with low credit and debit card penetration has also led to an increased usage of mobile wallets in the country. One of the largest players in the mobile wallets market in India has more than 104 million users who carry out over 75 million transactions per month.

a) Increase in internet-enabled devices: The rapid growth in affordable electronic devices to access the internet, including personal computers/ laptops, mobile phones (particularly smart phones), internet television and tablets are driving growth for e-commerce retailing in the country. Mobile phones (including smart phones) internet users are likely to grow 2.5 times by 2019, to touch 457 million10 thereby enabling a corresponding growth trend for the online shopping industry in India. More than 50 per cent of the orders for e-commerce retail giants are generated via mobile apps. In terms of traffic, bigger e-commerce retail companies draw as high as 50 to 70 per cent of their total traffic through mobile.11 In the coming years, potentially 40 million shoppers in the age group of 19 to 24 years are expected to spend time and money online.12This trend is rapidly aligning with e-commerce retailing, to facilitate the sector's growth.

b) Focus on tech-enabled logistics: Large retailers are now investing in tech enabled start-ups. Several food-delivery apps are now linked to the Google Maps app as well as to the taxi-apps, thereby allowing users to track and monitor deliveries from the restaurants. Also, the food-delivery apps are charging customers for delivery or reverse logistics. Some food tech-apps are also linked via GPS which allow the app to automatically pick up delivery location instead of manual entry by customer.

4. **Digital INDIA**

Digital India is one of the Indian governments Project which ensuring the government services are available to citizens electronically by reducing paperwork. And also includes connect rural areas with high-speed internet networks. Digital India is a flagship project of

government of India focusing on transforming India using digital technology. Digital India Advisory group chaired by the Ministry of Communications and IT will monitor and control this scheme. "Digital India" is a government initiative that aims to improve India's digital infrastructure and increase access to information technology services, particularly in semirural and rural areas. India's mobile phone subscriber base recently reached 1.12 billion, and the country had 391 million internet users as on December 31, 2016, according to the Telecom Regulatory Authority of India. This number is expected to nearly double by 2020 according to a NASSCOM-Akamai report. Since an increase in mobile devices and access to affordable mobile data and internet services is a key driver of the e-commerce sector, the government's initiatives for promoting internet connectivity are expected to boost growth of e-commerce transactions in the future.

4.1 Pillars of Digital India Initiative:

The following pillars identified on which Digital India initiative is based up on:

4.1.1 Broadband Highway:

a. Broadband for all- Rural: 2, 50,000 villages Panchayat would be covered under the National Optical Fibre Network (NOFN).

b. Broadband for all- Urban: Virtual Network Operators would be leveraged for service delivery and communication infrastructure in new urban developments and buildings would be mandated.

c. National Information Infrastructure (NII): NII would integrate the network and cloud infrastructure in the country to provide high speed connectivity and cloud platform to various government departments up to the panchayat level. These infrastructure components include networks such as State Wide Area Network (SWAN), National Knowledge Network (NKN), National Optical Fibre Network (NOFN), Government User Network (GUN) and the MeghRaj Cloud.

4.1.2 Universal Access to Mobile Connectivity:

a. This initiative focuses on network penetration and filling the gaps in connectivity in the country.

b. There are around 55,619 villages in the country that do not have mobile coverage.

c. As part of the comprehensive development plan for North East, providing mobile coverage to uncovered villages has been initiated.

d. Mobile coverage to remaining uncovered villages would be provided in a phased manner by 2018

4.1.3. Public Internet Access Program:

a. The two sub components of Public Internet Access Programme are Common Services Centres (CSCs) and Post Offices as multi-service centres.

b. Common Service Centres - CSCs would be strengthened and its number would be increased to 250,000 i.e. one CSC in each Gram Panchayat for maximizing delivery of e-Services to the citizens.

c. Post office as multi-service Centres - A total of 150,000 Post Offices are proposed to be converted into multi service centres.

4.1.4. E-governance: Reforming government through technology:

a. Government Process Re-engineering using IT to simplify and make the government processes more efficient is critical for transformation to make the delivery of government services more effective across various government domains and therefore needs to be implemented by all Ministries/ Departments.

b. The guiding principles for reforming Government through technology are:
- Form simplification and field reduction
- Online applications and tracking
- Online repositories: Use of online repositories e.g. for certificates, educational degrees, identity documents, etc. should be mandated sothat citizens are not required to submit these documents in physical form
- Integration of services and platforms Integration of services and platforms e.g. Aadhaar platform of Unique Identity Authority of India (UIDAI), payment gateway, Mobile Seva platform, sharing of data through open Application Programming Interfaces (API) and middleware such as National and State Service Delivery Gateways (NSDG/SSDG) should be mandated to facilitate integrated and interoperable service delivery to citizens and businesses.
- All databases and information should be in electronic form and not manual

4.2 Launch of More Digital Payment Solutions
- Though India is cash based economy, slowly the transition has started towards digital economy.
- RBI issuing payment bank licenses to many fintech companies like Paytm and many competitive mobile wallet solutions emerging from existing banking companies lead to foray of digital payment options available for stakeholders like merchants and consumers.

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- Strategic launch of UPI solutions like BHIM by Government of India, to enable hassle free digital transactions on a government platform leads to more secured platform for consumers.
- Aadhaar based payment solutions that are emerging strongly in to the Indian market signifies potential scope of carrying out digital payments even with feature phones.

5. Key Trends Driving E-Commerce in INDIA

The E-Commerce industry in India has been propelled by the rise in internet penetration due to major improvements in the telecom infrastructure. With 3G and 4G services making way into India along with declining data tariffs, spend on internet data is growing significantly. While India ranks the lowest in Asia when it comes to internet speed, data rates in India are 2X cheaper than in China and 3X cheaper than in the US. Government schemes such as National Optical Fibre Network (NOFN) can significantly increase internet penetration in the rural communities as well as provide a means to e-Commerce companies to tap the huge market potential there.
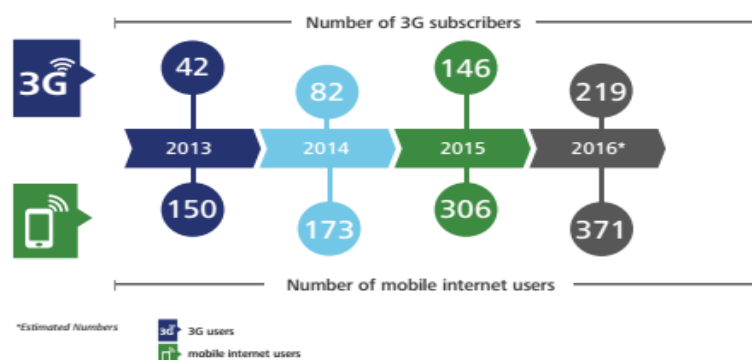
Fig. 5 Number of 3G and Mobile Internet Users in India
(Source: Mobile Internet in India, 2015 IAMAI)

Smartphones are outpacing feature phones and are expected to exhibit massive growth in the coming years. The widespread adoption of smartphones is being propelled by several factors such as: high competition leading to low prices, prevalence of internet enabled services and ease of accessibility to content. According to a report by venture capital from KPCB, India has the highest share of mobile based e-Commerce sales globally at 41%14. The leading e-Commerce companies state that almost 70-75% of their online traffic comes from mobile phones and thus higher revenues are coming from mobile applications. For e.g. 50% for Flipkart while 70% for Quikr.

Cash-on-Delivery (CoD) remains a popular mode of payment for Indian e-Commerce transactions. Cash transactions result in high administration costs even for the e-Commerce companies which reduces their margins. Hence, new digital payment

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solutions are evolving to address these challenges. Further, the Indian government's initiative to extend banking facilities to its previously unbanked citizens through the 'Jan Dhan Yojna' scheme has added significant number of debit cards (over 110 Million) thereby providing these customers access to electronic payments. There has been launch of electronic wallets and also digital payment products from traditional banks for faster check-in and check-out of e-Commerce transactions to ease the payment process in e-Commerce. The launch of Unified Payments Interface (UPI) by Reserve Bank of India is aimed to transform the mobile banking. UPI is expected to benefit the e-Commerce industry as well by reducing the number of failed e-Commerce transactions due to complicated transaction flows in the current payment systems. The implementation of UPI will enable the e-Commerce delivery staff to collect money electronically for even CoD transactions. For early adaptability, several e-Commerce companies have already started building applications that will facilitate mobile payments on UPI. However, the challenge will be to balance safety, integration and mass-adoption.

Fig. 6 Modes of payment used in E-Commerce in India
(Source: Company data, Deloitte Research)

5.1 Government's Role and Participation:

5.1.1 Increase Internet penetration: At the heart of the e-Commerce lies the ability to not just stay connected online but also to do so at a fast speed. India ranks relatively lower when compared to its Asian counterparts, the U.S. and China in respect to Internet speed. Additionally, many parts of rural India are yet to receive broadband connection. While efforts have been made in this direction, the Government plans to facilitate Internet connectivity for over two lakh Gram Panchayats. PPP (Public Private Partnership) projects in this space would become instrumental in enhancing the reach of the Internet to rural parts of India.

5.1.2 Promote digital modes of payment: CoD is a major portion of e-Commerce transactions today. This results in risks of carrying cash and inefficiencies in cash lifecycle management, thus digital payment though credit/debit cards, net banking, wallets etc. should be promoted.

Customers could be incentivized to promote payments via digital mode. Launch of the Unifed Payments Interface (UPI) is likely to address CoD challenges.

5.1.3 Innovation in Payments: The ever increasing use of digital wallets together with the newly launched UPI platform, will foster innovation in payments. The UPI platform will be leveraged to offer innovative payment modes to customers and also make CoD seamless by cashless fulfillment at the time of delivery. This would make payments even more seamless and will hopefully reduce goods return.
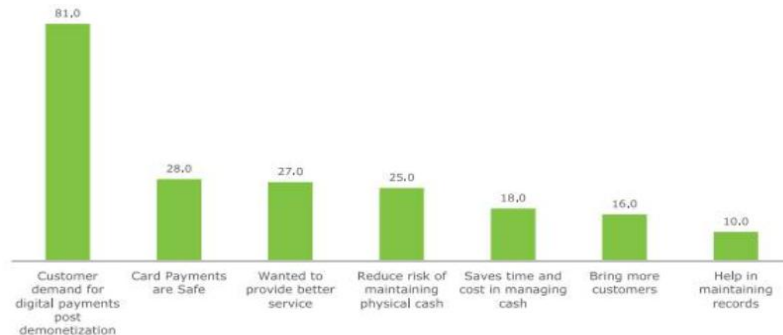
Fig. 7 Impacting Factors for Digital Payments

(Source: Demonetization and Merchants | The Promise, The Potential and The Practicality, Deloitte, http://www.communicationstoday.co.in/images/reports/20170217-demonetisation-for-small-merchants-final-report.pdf)

From the represented fig.8, it is imperative that the customer demand for digital payments is on high than the earlier periods.

5.2 Government Initiatives:

Since 2014, the Government of India has announced various initiatives namely, Digital India, Make in India, Start-up India, Skill India and Innovation Fund. The timely and effective implementation of such programmes will likely support the e-commerce growth in the country.

- In the Union Budget of 2017-18, government has allocated US$ 1.55 billion to BharatNet Project, announcing availability of high speed broadband connectivity on optical fiber and accessibility of wifi hot spots and digital services at low tariffs in more than 150,000 gram Panchayats, by the end of 2017-18.

- A DigiGaon initiative will be launched to provide tele-medicine, education and skills through digital technology.

- Finance Minister Mr Arun Jaitley has proposed various measures to quicken India's transition to a cashless economy, including a ban on cash transactions over Rs 300,000 (US$ 4,655.1), tax incentives for creation of a cashless infrastructure, promoting greater usage of non-cash modes of payments, and making Aadhaar-based

payments more widespread.

- The Ministry of Electronics and Information Technology (IT) issued the draft rules for digital payments for public consultation, which aim to address the issues of consumer interest and security concerns.

- Government announced the launch of BHIM app. It will help increase digital payments in the country. BHIM app has been adopted by 12.5 million so far. The Government will launch two new schemes to promote the usage of BHIM; these are, Referral Bonus Scheme for individuals and a Cash back Scheme for merchants.

- Under the Digital India movement, government launched various initiatives like Udaan, Umang, and Startup India Portal etc.

- The recent announcement of GST roll out, another significant reform would help e-retail competitors streamline their supply chain and simplify their tax structure, while rationalizing seamless integration of goods and services across the country. Moreover it will eliminate the dual taxes being imposed on the current ecommerce eco system.

- In order to increase the participation of foreign players in the e-commerce field, the Indian Government hiked the limit of foreign direct investment (FDI) in the E-commerce marketplace model for up to 100 per cent (in B2B models).

- The Government of India has distributed rewards worth around Rs 153.5 crore (US$ 23.8 million) to 1 million customers for embracing digital payments, under the Lucky Grahak Yojana and Digi-Dhan Vyapar Yojana.

6. E-Commerce and Digital INDIA (Empowering INDIA Through Online Media)

According to the Forrester global online population forecast for 2014 to 2019, in 2015, 206 million online users in India, nearly half are mobile-only Internet users. This number will only increase in the future as more people in rural India access Internet through their mobile devices first.

Digital India is a dream project of the government blessing for the citizens and Industries of India could help in connecting the various past and present projects to bring India to a global platform. Through this project government services are available for urban and rural citizens digitally or electronically. It will help to digital innovation and create positive impact in the people lives rural and urban. It will attract investment in all product manufacturing industries

As per the report of Suresh Venkatachari in Budget: Incentivise innovations to drive Digital India cost-effectively the Union Cabinet provide Rs.1 lakh crore to take it forward and complete by 2019, connecting the rural areas and bringing all under the same network. This

programme is expected to provide Broadband services to 2.5 lakh villages and 4 lakh public internet access points. Mobile Phones are used as a backbone to make this program successful. E-Commerce companies can attract rural Indians through mobile apps or website in regional or rural languages through Digital India Facilities. In 2013 only 5% of the E-Commerce transactions were made through a mobile device but today more than 13% of all E-Commerce transactions happen using mobiles ,which is not only develop convenience of customer but also building customer loyalty for various brands or products.

The proliferation of mobile devices combined with internet access via affordable broadband solutions and mobile data is a key factor driving the tremendous growth in India's e-commerce sector, says AMI-Partners research. Mobile platforms have emerged as a major gateway for customer purchases as smartphones are increasingly replacing PCs for online shopping.

The surge in the growth of online retail transactions via marketplaces such as Snapdeal, Amazon and Flipkart is due to the underlying mobile technology and the ready availability of online access. Competition is heating up among online retailers.

Even previously closed marketplaces are now opening up, encouraging smaller players to embrace e-commerce and list their products on their platforms thereby increasing product selection. Smaller players are likewise attracted by the incremental revenue potential arising from selling products via these online marketplaces which typically have a significantly large customer base.

Besides online marketplaces and online retail, other fast growing areas within the e-commerce sector include online travel, online deals and classified listings. Increasingly, the online route is being used for information-seeking and for making travel arrangements. A growing number of internet-savvy consumers are posting and accessing classifieds for jobs, large-scale purchases such as property, and even for matrimonial purposes.

The Indian Government's "Digital India" initiative is also expected to boost the e-commerce industry. The bulk of online transactions already arise from tier 2 and tier 3 cities. Once the Digital India project takes off, the government will deliver services via mobile connectivity and in doing so, is expected to bring the internet and broadband to remote corners of the country, thus providing the underlying connectivity for e-commerce. This will further expand the reach of the e-commerce market into India's tier 4 towns and rural areas. Furthermore, the Indian Government is also modernizing India Post and aims to develop it as a distribution channel for e-commerce related services. This will significantly improve delivery services and cash transactions (via cash on delivery payment options) in more remote and rural areas, thus increasing the reach of e-commerce players and expanding the potential market.

AMI-Partners research shows that small and medium businesses (SMBs) are increasingly investing in website development and maintenance, in order to achieve an online presence and offer online purchasing capabilities. According to AMI-Partners' Global Forecast Model, 15% of India's internet-connected SMBs have already launched a website with e-commerce capabilities. In the last year alone, SMBs in India spent $937 million on website development, hosting and maintenance.

"The next few years promise to bring about a transformation in technology usage among India SMBs as they embrace an online presence," opined Neha Jalan Goenka, Senior Manager of Client Services at AMI. "The success of vendors and website developers in helping SMBs meet their e-commerce goals depends on the former's ability to convince customers of the relevance and value of their solutions," continued Goenka. With more and more businesses embracing e-commerce and many of the roadblocks such as connectivity and logistics being sorted out, AMI forecasts that by 2019, close to three in ten internet SMBs will offer online purchase facilities via their websites.

6.1 How Digital India will Impacts E-business and E-commerce:

Though Digital India initiative has its own agenda, it certainly has created huge market potential for online business i.e. e-business and e-commerce. The main challenges for E-business are:

6.1.1. Availability of high speed network:
a. As part of broadband highway, 2, 50,000 village Panchayats would be covered under the National Optical Fibre Network (NOFN).
b. Currently the minimum speed is 510kbps and average speed of 4 MBPS the immediate target is to increase the minimum speed 4 times to 2mbps so that 5G network can be established improving the average speed also.
c. 400,000 Public Internet Access Points.
d. Wi-Fi in 2.5 lakh schools, all universities

6.1.2. Knowledge to use digital media:
a. Increase in internet Penetration from 35 % to 70%.
b. IT Trainings to people in smaller towns and villages

6.1.3 Highly integrated services:
a. All the services will be integrated under Digital India initiative.
b. All financial services including banking are also integrated ensuring Payment process linkage with logistics in e-commerce

6.1.4. Ease of operations:

a.   All forms are to be simple and requiring minimal information

b.   Reduction of Number of clicks as all personal information is digitally stored and linked

6.1.5. Online payment option:

Since all the services are integrated, multiple payment options available including credit card, debit card, net banking, BHIM app, e-wallet and cash on delivery.

6.2 Digital India Power to Empower- Methodology:

According to report Digital India: for digitally empowered society and knowledge economy states that Project uses some proven technologies like Cloud, Machine-to-Machine (M2M), Analytics, Mobile (web-based interface). Today, Indians live in an era of Smart Phones, Internet and social technologies and they are powered by cloud. Cloud Technique is to be promoted.

- The department of telecommunications C-DOT, launched broadband products developed for the Digital India initiative

- Long Distance Wi-Fi systems have developed to extends Wi-Fi and IP connectivity to the remote parts of India in a less cost and power-efficient manner, and it's able to provide 100 Mbps broadband speed.

- The solar-powered Wi-Fi system operates in bands of 2.4 GHz and 5.8 GHz. It's specifically designed for outdoor environments where there is no guarantee for continuous power like in rural areas, hilly areas, highways and in tunnels. It can also be used as link for Wi-Fi hot spots, cellular base stations, ATMs etc.

- While the 100 GBPS OFC link will used for increasing demand of superior bandwidth, high speed and power efficiency.

- C-DOT's less expensive next generation network (NGN) solution used for changing telecom scenario and enables to make a smooth transition through time division multiplexing (TDM) technology to advanced Voice over Internet Protocol Telecom technology

6.3 Digital Future

Report of Serving India's Digital Consumer (2013) CII - AT Kearney White Paper on Serving India's Digital Consumer states some happenings in a digital India estimated by 2020:

- 600 Million Mobile Internet Users
- 200 Million Broadband Connected Devices
- 300 Million of users of instant messaging Services

- 900 Million monthly app downloads
- 80 Million annual m-commerce purchases
- 40%-50% Smartphone Penetration

7. Conclusion

There is a huge scope of e commerce. The current generation completely belongs to e-services. Today, every business and service is going the 'internet' way. Everyone prefers eservices and e-governance which is the most preferred ways to connect to the people around the world from buying groceries to furniture, train tickets, movie tickets to tea, coffee and clothes, e commerce has empowered the consumers. Few years back, e commerce was synonymous with PC and Browser based interaction but now GPRS enabled mobile phones also play an important role in online transactions. There are several areas in which India is trying to improve its digital economy, which include more technologically advanced digital payment systems, increased merchant acceptance, improvements in UPI, which allows monetary transfers between any two bank accounts via a smart phone, as well as a reduction in cash-based transactions. E commerce is the future of shopping. With increasing number of internet users, more products will be bought online and internet economy will continue to grow robustly.

In global scenario, India is quite behind on various aspects of e-commerce. The primary areas of concern are internet penetration due to lack of internet infrastructure, speed of internet, digital literacy of users etc. But still India has tremendous potential for growth in e-commerce space with huge population yet un-tapped which is still in rural part of India. Digital India is one of the initiatives of Government of India, success or failure of which will have significant impact on overall target segment of consumers from this rural areas. The digital infrastructure, digital awareness, integrated systems and hence ease of doing business are the key benefits which will be delivered by Digital India initiative addressing major bottlenecks of e-commerce hence making India one of the strongest e-commerce market in the world.

The Digital India programme are looking promising and will revolute the E-Commerce sector through the internet and broadband to remote corners of India. It's not only increase trade, efficient warehousing and will also explore a huge market for product buying and selling. Most of the products consume and sold by rural citizens in local market that means the products may not get an effective price due to lack of demand for the products in the limited local market. Limited demand implies a low turnover resulting low income for the E-Commerce industries, as these consumers are not conscious of the quality.

To attract the mass of rural area E-Commerce Industries have to launch mobile apps to influence them as well as vendors for buying and selling products/Services through mobile

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internet. Rural Indians recognize the differences between the opportunities available to them through which they can aware about new products and services available in E-Market.

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CORPORATE GOVERENCE: A POTENT TOOL FOR GROWTH AND SURVIVAL OF BUSINESS

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Abstract

In India most of the companies raised capital from the market at high valuation of their shares by projecting wrong picture of the company's performance and profitability. The investors suffered a lot due to unscrupulous management of corporate that performed much less than reported at the time of raising capital. The need for corporate governance has arisen as responses to a growing sense of corporate wrongdoing and also for increasing concern about the non-compliance of standards of financial reporting and accountability by boards of directors and management of corporate inflicting heavy losses on investors. Good Corporate Governance is key to growing Profits and Reputation. Organizations have to rely upon healthy relations with all these stockholders for their survival and growth. Hence they need to provide not only good returns for shareholders but also good jobs for employees, reliable products for consumers, responsible relations with the community and a clean environment. Good corporate governance should look at all stakeholders and not just the shareholders alone. Corporate governance is not something which regulators have to impose on a management, it should come from within. Corporate Governance in a organization represents the relationship among stakeholders that is used to determine and control the strategic direction and performance of organizations. Corporate governance is meant to run companies ethically in a manner such that all stakeholders including creditors, distributors, customers, employees, the society at large, governments and even competitors are dealt with in a fair manner. This paper attempts to explain why the good corporate governance movement should generate in the form of widely accepted prescriptions for improvement of business behavior to the satisfaction of the "constituents" of business, i.e. the major stakeholders.

Introduction : Corporate governance broadly refers to the mechanisms, processes and relations by which corporations are controlled and directed. Governance structures and principles identify the distribution of rights and responsibilities among different participants in the corporation (such as the board of directors, managers, shareholders, creditors, auditors, regulators, and other stakeholders) and include the rules and procedures for making decisions in corporate affairs. Corporate governance includes the processes through which corporations' objectives are set and pursued in the context of the social, regulatory and market environment.

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Governance mechanisms include monitoring the actions, policies, practices, and decisions of corporations, their agents, and affected stakeholders. Corporate governance practices are affected by attempts to align the interests of stakeholders.

History & Need of Corporate Governance

Corporate governance concept emerged in India after the second half of 1996 due to economic liberalization and deregulation of industry and business. With the changing times, there was also need for greater accountability of companies to their shareholders and customers. The report of Cadbury Committee on the financial aspects of corporate Governance in the U.K. has given rise to the debate of Corporate Governance in India.

Good and Bad Governance

Bad corporate governance can cast doubt on a company's reliability, integrity or obligation to shareholders. Tolerance or support of illegal activities can create scandals like the one that rocked Volkswagen AG in 2015. Companies that do not cooperate sufficiently with auditors or do not select auditors with the appropriate scale can publish spurious or noncompliant financial results. Bad executive compensation packages fail to create optimal incentive for corporate officers. Poorly structured boards make it too difficult for shareholders to oust ineffective incumbents. Good corporate governance creates a transparent set of rules and controls in which shareholders, directors and officers have aligned incentives. Most companies strive to have a high level of corporate governance. For many shareholders, it is not enough for a company to merely be profitable; it also needs to demonstrate good corporate citizenship through environmental awareness, ethical behavior and sound corporate governance practices.

Definitions of Corporate Governace

Cadbury Committee (U.K.), 1992 has defined corporate governance as such: "Corporate governance is the system by which companies are directed and controlled. It encompasses the entire mechanics of the functioning of a company and attempts to put in place a system of checks and balances between the shareholders, directors, employees, auditor and the management."

Corporate Governance is a means not an end, Corporate Excellence should be the end. Once, the good Corporate Governance will be achieved, the Indian Corporate Body will shine to outshine the whole world The concept of **corporate governance** hinges on total transparency, integrity and accountability of the management and the board of directors. The importance of Corporate Governance lies in its contribution both to business prosperity and to accountability.

In the age of globalization, global competition, good corporate governance helps as a

great tool for corporate bodies. It existed from Vedic times as the Highest standards in ArthaShastra to today's set of ethics, principles, rules, regulations, values, morals, thinking, laws etc as good corporate governance.

Mainly we will deal with the perspectives of corporate governance from three points of view:

1. Shareholders (Capital Market) – Control perspective
2. Organization (Management) – Control perspective
3. Stakeholders – Control perspective

1. **Shareholders:** as providers of a risk capital have final control on resource allocation decisions.
2. **Organization:** have the main purpose is to control i.e. through skills, intelligence, innovation, ideas, professionalism etc. Therefore, here in this perspective, resource allocation decision should rest with them.
3. **Stakeholders:** here, it says that for long term business, only shareholders value maximization should not be seen as sole goal but it should be for well being of all groups with stake of long run of business and it should be goal of corporate governance

Important Issues in Corporate Governance

There are several important issues in corporate governance and they play a great role, all the issues are inter related, interdependent to deal with each other. Each issues connected with corporate governance have different priorities in each of the corporate bodies.

The issues are listed as below:

1. Value based corporate culture
2. Holistic view
3. Compliance with laws
4. Disclosure, transparency, & accountability
5. Corporate governance and human resource management
6. Innovation
7. Necessity of judicial reforms
8. Globalization helping Indian companies to become global giants based on good corporate governance.
9. Lessons from Corporate failure

1. Value based corporate culture: For any organization to run in effective way, it needs to have certain ethics, values. Long run business needs to have based corporate culture. Value

based corporate culture is good practice for corporate governance. It is a set of beliefs, ethics, principles which are inviolable. It can be a motto i.e. A short phrase which is unique and helps in running organization, there can be vision i.e. dream to be fulfilled, mission and purpose, objective, goal, target.

2. Holistic view: This holistic view is more or less godly, religious attitude which helps in running organization. It is not easier to adopt it, it needs special efforts and once adopted it leads to developing qualities of nobility, tolerance and empathy.

3. Compliance with laws: Those companies which really need progress, have high ethical values and need to run long run business they abide and comply with laws of Securities Exchange Board Of India (SEBI), Foreign Exchange Regulation Act, Competition Act 2002, Cyber Laws, Banking Laws etc.

4. Disclosure, transparency, and accountability: Disclosure, transparency and accountability are important aspect for good governance. Timely and accurate information should be disclosed on the matters like the financial position, performance etc. Transparency is needed in order that government has faith in corporate bodies and consequently it has reduced corporate tax rates from 30% today as against 97% during the late 1970s. Transparency is needed towards corporate bodies so that due to tremendous competition in the market place the customers having choices don't shift to other corporate bodies.

5. Corporate Governance and Human Resource Management: For any corporate body, the employees and staff are just like family. For a company to be perfect the role of Human Resource Management becomes very vital, they both are directly linked. Every individual should be treated with individual respect, his achievements should be recognized. Each individual staff and employee should be given best opportunities to prove their worth and these can be done by Human Resource Department. Thus in Corporate Governance, Human Resource has a great role.

6. Innovation: Every Corporate body needs to take risk of innovation i.e. innovation in products, in services and it plays a pivotal role in corporate governance.

7. Necessity of Judicial Reform: There is necessity of judicial reform for a good economy and also in today's changing time of globalization and liberalization. Our judicial system though having performed salutary role all these years, certainly are becoming obsolete and outdated over the years. The delay in judiciary is due to several interests involved in it. But then with changing scenario and fast growing competition, the judiciary needs to bring reforms accordingly. It needs to speedily resolve disputes in cost effective manner.

8. Globalization helping Indian Companies to become global giants based on good governance: In today's age of competition and due to globalization our several Indian Corporate bodies are becoming global giants which are possible only due to good corporate

governance.

9. Lessons from Corporate Failure: Every story has a moral to learn from, every failure has success to learn from, in the same way, corporate body have certain policies which if goes as a failure they need to learn from it. Failure can be both internal as well as external whatever it may be, in good governance, corporate bodies need to learn from their failures and need to move to the path of success.

Principles of Corporate Governance

Contemporary discussions of corporate governance tend to refer to principles raised in three documents released since 1990: The Cadbury Report (UK, 1992), the Principles of Corporate Governance (OECD, 1999, 2004 and 2015), the Sarbanes-Oxley Act of 2002 (US, 2002). The Cadbury and Organisation for Economic Co-operation and Development (OECD) reports present general principles around which businesses are expected to operate to assure proper governance.

Rights and equitable treatment of shareholders: Organizations should respect the rights of shareholders and help shareholders to exercise those rights. They can help shareholders exercise their rights by openly and effectively communicating information and by encouraging shareholders to participate in general meetings.

Interests of other stakeholders: Organizations should recognize that they have legal, contractual, social, and market driven obligations to non-shareholder stakeholders, including employees, investors, creditors, suppliers, local communities, customers, and policy makers.

Role and responsibilities of the board: The board needs sufficient relevant skills and understanding to review and challenge management performance. It also needs adequate size and appropriate levels of independence and commitment.

Integrity and ethical behavior: Integrity should be a fundamental requirement in choosing corporate officers and board members. Organizations should develop a code of conduct for their directors and executives that promotes ethical and responsible decision making.

Disclosure and transparency: Organizations should clarify and make publicly known the roles and responsibilities of board and management to provide stakeholders with a level of accountability. They should also implement procedures to independently verify and safeguard the integrity of the company's financial reporting. Disclosure of material matters concerning the organization should be timely and balanced to ensure that all investors have access to clear, factual information.

Shareholder recognition is key to maintaining a company's stock price. More often than not, however, small shareholders with little impact on the stock price are brushed aside to

make way for the interests of majority shareholders and the executive board. Good corporate governance seeks to make sure that all shareholders get a voice at general meetings and are allowed to participate.

Board responsibilities must be clearly outlined to majority shareholders. All board members must be on the same page and share a similar vision for the future of the company.

Ethical behavior violations in favor of higher profits can cause massive civil and legal problems down the road. Underpaying and abusing outsourced employees or skirting around lax environmental regulations can come back and bite the company hard if ignored. A code of conduct regarding ethical decisions should be established for all members of the board.

Accountability: Accountability is a liability to explain the results of one's decisions taken in the interest of others. In the context of corporate governance, accountability implies the responsibility of the Chairman, the Board of Directors and the chief executive for the use of company's resources (over which they have authority) in the best interest of company and its stakeholders.

Independence: Good corporate governance requires independence on the part of the top management of the corporation i.e. the Board of Directors must be strong non-partisan body; so that it can take all corporate decisions based on business prudence. Without the top management of the company being independent; good corporate governance is only a mere dream.

Mechanisms and controls

Corporate governance mechanisms and controls are designed to reduce the inefficiencies that arise from moral hazard and adverse selection. There are both internal monitoring systems and external monitoring systems. Internal monitoring can be done, for example, by one (or a few) large shareholder(s) in the case of privately held companies or a firm belonging to a business group. Furthermore, the various board mechanisms provide for internal monitoring. External monitoring of managers' behavior, occurs when an independent third party (e.g. the external auditor) attests the accuracy of information provided by management to investors. Stock analysts and debt holders may also conduct such external monitoring. An ideal monitoring and control system should regulate both motivation and ability, while providing incentive alignment toward corporate goals and objectives. Care should be taken that incentives are not so strong that some individuals are tempted to cross lines of ethical behavior, for example by manipulating revenue and profit figures to drive the share price of the company up.

Internal corporate governance controls **:**Internal corporate governance controls monitor activities and then take corrective actions to accomplish organizational goals. Examples

include:

Monitoring by the board of directors: The board of directors, with its legal authority to hire, fire and compensate top management, safeguards invested capital. Regular board meetings allow potential problems to be identified, discussed and avoided. Whilst non-executive directors are thought to be more independent, they may not always result in more effective corporate governance and may not increase performance. Different board structures are optimal for different firms. Moreover, the ability of the board to monitor the firm's executives is a function of its access to information. Executive directors possess superior knowledge of the decision-making process and therefore evaluate top management on the basis of the quality of its decisions that lead to financial performance outcomes. It could be argued, therefore, that executive directors look beyond the financial criteria.

Internal control procedures and internal auditors: Internal control procedures are policies implemented by an entity's board of directors, audit committee, management, and other personnel to provide reasonable assurance of the entity achieving its objectives related to reliable financial reporting, operating efficiency, and compliance with laws and regulations. Internal auditors are personnel within an organization who test the design and implementation of the entity's internal control procedures and the reliability of its financial reporting

Balance of power: The simplest balance of power is very common; require that the President be a different person from the Treasurer. This application of separation of power is further developed in companies where separate divisions check and balance each other's actions. One group may propose company-wide administrative changes, another group review and can veto the changes, and a third group check that the interests of people (customers, shareholders, employees) outside the three groups are being met.

Remuneration: Performance-based remuneration is designed to relate some proportion of salary to individual performance. It may be in the form of cash or non-cash payments such as shares and share options, superannuation or other benefits. Such incentive schemes, however, are reactive in the sense that they provide no mechanism for preventing mistakes or opportunistic behavior, and can elicit myopic behavior.

Monitoring by large shareholders and/or **monitoring by banks and other large creditors**: Given their large investment in the firm, these stakeholders have the incentives, combined with the right degree of control and power, to monitor the management. In publicly traded U.S. corporations, boards of directors are largely *chosen* by the President/CEO and the President/CEO often takes the Chair of the Board position for him/herself (which makes it much more difficult for the institutional owners to "fire" him/her). The practice of the CEO also being the Chair of the Board is fairly common in large American corporations.

While this practice is common in the U.S., it is relatively rare elsewhere. In the U.K.,

successive codes of best practice have recommended against duality.

External corporate governance controls

External corporate governance controls encompass the controls external stakeholders exercise over the organization. Examples include:

Competition,

Debt covenants.

Demand for and assessment of performance information (especially [financial statements](#)),

Government regulations,

Managerial labour market,

Media pressure,

Infosys is India's best company for corporate governance: Asiamoney

Infosys topped a poll on best practices in corporate governance conducted by Asiamoney. Infosys ranked # 1 across categories of 'disclosure and transparency, responsibilities of management and the board of directors, and shareholders' rights and equitable treatment'.

Percentage of votes

Corporate Governance - 17.74%

Disclosure and Transparency - 20.90%

Responsibilities of management and the board of directors - 18.75%

Shareholder's right and equitable treatment - 20.93%

Asiamoney reports that the biggest winners in its poll are companies that inspire confidence among investors and financial backers through sound corporate governance. The magazine recognized Infosys as the 'best managed large cap company' in India for growing its global footprint, increasing profitability and controlling costs.

Importance of Corporate Governance

The need, significance or importance of corporate governance is listed below.

Changing Ownership Structure : In recent years, the ownership structure of companies has changed a lot. Public financial institutions, mutual funds, etc. are the single largest shareholder in most of the large companies. So, they have effective control on the management of the companies. They force the management to use corporate governance. That is, they put pressure on the management to become more efficient, transparent, accountable, etc. The also ask the management to make consumer-friendly policies, to protect all social groups and to protect the environment. So, the changing ownership structure has resulted in corporate governance.

Importance of Social Responsibility : Today, social responsibility is given a lot of importance. The Board of Directors have to protect the rights of the customers, employees, shareholders, suppliers, local communities, etc. This is possible only if they use corporate governance.

Growing Number of Scams : In recent years, many scams, frauds and corrupt practices have taken place. Misuse and misappropriation of public money are happening everyday in India and worldwide. It is happening in the stock market, banks, financial institutions, companies and government offices. In order to avoid these scams and financial irregularities, many companies have started corporate governance.

Indifference on the part of Shareholders : In general, shareholders are inactive in the management of their companies. They only attend the Annual general meeting. Postal ballot is still absent in India. Proxies are not allowed to speak in the meetings. Shareholders associations are not strong. Therefore, directors misuse their power for their own benefits. So, there is a need for corporate governance to protect all the stakeholders of the company.

Globalisation : Today most big companies are selling their goods in the global market. So, they have to attract foreign investor and foreign customers. They also have to follow foreign rules and regulations. All this requires corporate governance. Without Corporate governance, it is impossible to enter, survive and succeed the global market.

Takeovers and Mergers : Today, there are many takeovers and mergers in the business world. Corporate governance is required to protect the interest of all the parties during takeovers and mergers.

SEBI: SEBI has made corporate governance compulsory for certain companies. This is done to protect the interest of the investors and other stakeholders

Wide Spread of Shareholders: Today a company has a very large number of shareholders spread all over the nation and even the world; and a majority of shareholders being unorganized and having an indifferent attitude towards corporate affairs. The idea of shareholders' democracy remains confined only to the law and the Articles of Association; which requires a practical implementation through a code of conduct of corporate governance.

Changing Ownership Structure: The pattern of corporate ownership has changed considerably, in the present-day-times; with institutional investors (foreign as well Indian) and mutual funds becoming largest shareholders in large corporate private sector. These investors have become the greatest challenge to corporate managements, forcing the latter to abide by some established code of corporate governance to build up its image in society.

Corporate Scams or Scandals: Corporate scams (or frauds) in the recent years of the past have shaken public confidence in corporate management. The event of Harshad Mehta scandal, which is perhaps, one biggest scandal, is in the heart and mind of all, connected with

corporate shareholding or otherwise being educated and socially conscious. The need for corporate governance is, then, imperative for reviving investors' confidence in the corporate sector towards the economic development of society.

Greater Expectations of Society of the Corporate Sector: Society of today holds greater expectations of the corporate sector in terms of reasonable price, better quality, pollution control, best utilization of resources etc. To meet social expectations, there is a need for a code of corporate governance, for the best management of company in economic and social terms.

Hostile Take-Over's: Hostile take-over's of corporations witnessed in several countries, put a question mark on the efficiency of managements of take-over companies. This factors also points out to the need for corporate governance, in the form of an efficient code of conduct for corporate managements.

Huge Increase in Top Management Compensation: It has been observed in both developing and developed economies that there has been a great increase in the monetary payments (compensation) packages of top level corporate executives. There is no justification for exorbitant payments to top ranking managers, out of corporate funds, which are a property of shareholders and society. This factor necessitates corporate governance to contain the ill-practices of top managements of companies.

Globalisation: Desire of more and more Indian companies to get listed on international stock exchanges also focuses on a need for corporate governance. In fact, corporate governance has become a buzzword in the corporate sector. There is no doubt that international capital market recognizes only companies well-managed according to standard codes of corporate governance.

Conclusion: Corporate Governance is a means not an end, Corporate Excellence should be the end. Once, the good Corporate Governance will be achieved, the Indian Corporate Body will shine to outshine the whole world. Further, in the context of liberalization and globalization there is growing realization in the emerging economies including India that a country's business environment must be maintained and operated in a manner that is conducive to investors' confidence so that both domestic and foreign investors are induced to make adequate investment in corporate companies. This will be conducive to rapid capital formation and sustained growth of the economy.

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ANALYSIS & CAMPARISON OF DIFFERENT SCHEDULING ALGORITHMS IN CLOUD ENVIRONMENT

*Bindia

Abstract

The goal of cloud scheduling is to achieve high system throughput and to allocate various computing resources to applications. Scheduling with meta-heuristic algorithms is one of the active research area in cloud computing. The problem of scheduling increases with the size of the task and becomes highly difficult to solve effectively. Many different techniques have been proposed to solve this problem. Some of the methods are based on heuristic techniques that provide an optimal or near optimal solution for tasks i.e., large in size. In this paper we study different scheduling algorithms in different environments with their respective parameters.

Keywords*:* CSP, RRA, PGA, PCO, ACO, GA.

Introduction:

The whole work that is related to cloud computing works in a virtual environment. To get the advantages of cloud, user needs to only connect to the internet and after that user can easily use the powerful computing and capacity of storage[1]. Cloud computing services are provided by CSP (cloud service provider) as per user requirements. In order to fulfill the demand of different users, they provide different quality of services[2].

Scheduling is the one of the most prominent activities that executes in the cloud computing environment. To increase the efficiency of the work load of cloud computing, scheduling is one of the tasks performed to get maximum profit. The main objective of the scheduling algorithms in cloud environment is to utilize the resources properly while managing the load between the resources so that to get the minimum execution time.

Why is there need of Scheduling in Cloud?

Datacenters are the essential parts of cloud computing. In a single datacenter generally hundreds and thousands of virtual servers run at any instance of time, hosting many tasks and at the same time the cloud system keeps receiving the batches of task requests. During this context, one has to notice few target servers out many powered on servers, which can fulfill a batch of incoming tasks. So scheduling is a valuable issue which greatly influences the performance of cloud service provider. Traditional approaches that are used in optimization are deterministic, fast, and give perfect answers but often tend to get stuck on local optima.

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Complexity of the task scheduling problem belongs to Non Polynomial complete involving extremely large search space with correspondingly large number of potential solutions and takes much longer time to find the optimal answer. There is no readymade and well outlined methodology to solve the problems under such circumstances. However in cloud, it is tolerable to find near best solution, preferably in a short period of time. In this framework IT practioners are focusing on heuristic methods.

Scheduling In Cloud:

There are many algorithms for scheduling in cloud computing. The main advantage of scheduling algorithm is to obtain a high performance. The main examples of scheduling algorithms are FCFS, Round-Robin, Min-Min algorithm, Max-Min algorithm and meta-heuristic algorithms (ACO, GA, Simulated annealing, PSO, Tabu search and many more).

FCFS: First come First serve basis means that task that come first will be execute first.

Round-Robin Algorithm (RRA): In this Scheduling algorithm time is to be given to resources in a time slice manner.

Min-Min Algorithm: Min-Min algorithm selects the smaller tasks to be executed first.

Max-Min algorithm: Max-Min algorithm selects the bigger tasks to be executed first.

In this paper I will discuss other scheduling algorithms i.e., Heuristic algorithms. Procedure of Scheduling in cloud computing can be categorized into three stages. VI, V2 and V3 are virtual machines.

1)   Discovering a resource and filtering them.

2)   Selecting a target resource (Decision stage).

3)   Submission of a particular task to a target resource
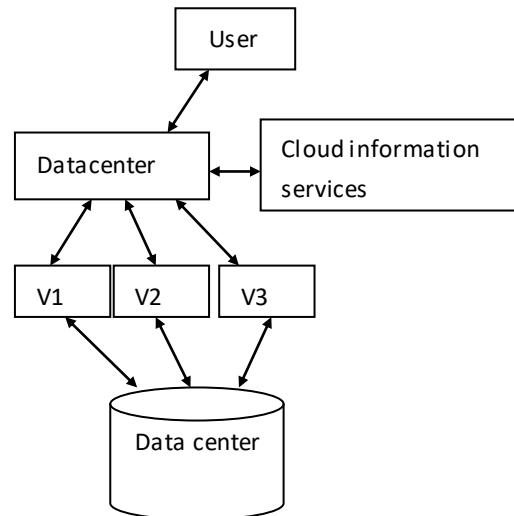
Figure 1

Literature Survey Regarding Scheduling Algorithms:

The main motive of all these traditional and meta-heuristics scheduling algorithms are proper utilization of resources. Some of the algorithms are studied below with details of their work.

User-Priority Guided Min-Min scheduling Algorithm: In this paper, an improved load balanced algorithm is introduced on basis of Min-min algorithm in order to maximize the utilization of resource[3].

Improved Cost Based algorithm: This algorithm improves the traditional cost-based scheduling algorithm for making appropriate mapping of tasks to resources. It grouped tasks according to the processing capabilities of available resources[4].

Pre-emptable shortest job next scheduling algorithm: This algorithm is proposed in a private cloud. In this paper they combine the pre-emption technique of Round-robin algorithm with shortest process next (PSN). This algorithm gives cost benefits and improve the response time and execution time[6].

Shortest Job scheduling: This algorithm is proposed in a public cloud environment. This paper includes the allocation of resources on different clouds under over-load and under-load conditions[7].

Optimized Activity based Costing algorithm: The main goal of this optimized algorithm is to gain more profit as compare to the traditional ones. This is the scheduling algorithm of measuring the object's cost as well as the performances of activities[8].

Scheduling algorithm based on QOS: In this paper the proposed algorithm is based on quality of service driven. It computes the priority of tasks on the basis of different attributes of tasks and after that apply sorting on tasks onto a service which can further complete the tasks.

Ant colony Optimization: The basic idea for Ant colony optimization is to simulate the foraging behavior of ant colonies. When a group of ants tries to search a food, they use a pheromone (chemical) to communicate with each other. Another paper that implements the ACO based modified algorithm in scheduling but in grid environment and proposed the modified pheromone rule[8,9,10,11]. There are number of scheduling algorithms that are already implemented not only in a private cloud but also in a hybrid cloud.

Comparison of different Scheduling Algorithms:

Scheduling algorithm	Scheduling Parameters	Objective	Tool	Scheduling factors	Environment
PSJN	Cost and time	Effective and fast execution of task	Private cloud	Group task	Cloud environment
Shortest Job scheduling	Arrival time, process time, deadline and I/O requirement	Effective resource allocation under defined parameters	MATLAB	Group task	Cloud environment
Optimized ABC Algorithm	Cost, profit and priority	Measure the cost and performance more accurately	SimGrid	Array of task	Cloud environment
Improved Cost Based algorithm	Cost and task grouping	Minimizing the cost and completion time	Cloudsim	Group task	Cloud environment
User-Priority Guided MinMin scheduling Algorithm	Makespan	To promised the guarantee regarded the provided resources.	MATLAB	Independent task	Cloud environment
Ant Algorithm	Pheromone updating rule	Enhance the performance of basic ACO	Cloudsim	Independent task	Cloud environment
MACO	Pheromone updating rule	Improve the performance of grid system	Gridsim	Independent jobs	Grid environment
ACO for scheduling data intensive application	Cost and time	Improves the efficiency and reliability in all conditions	Gridsim	Group task	Grid environment

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THE SCHLIEFFEN PLAN : A FAILED PLAN
OR FAILED EXECUTION ?

*Anil Kumar

Abstract

 For more than a century now, the Schlieffen plan has had many theories suggesting it had flaws and there also have been theories suggesting that the plan was a masterpiece and if there were any flaws, it were in the way the plan was executed. Originally drafted in 1905 by Alfred von Schlieffen, the Schlieffen plan was Germany's answer to a two frontier war. Although von Schlieffen retired in 1906, his plan remained and was Germany's only plan for war. Alfred von Schlieffen was succeeded by Helmuth von Moltke the Youngerand he was the one who actually implemented the Schlieffen plan during the first world war. Germany eventually lost the war and was humiliated by the Allied powers by making them sign the Treaty of Versailles. But a question kept haunting the German mindsfor long after the war –What was the reason for Germany's defeat? A failed plan or failed execution?

Introduction

From the 1870s, German military officers pondered over a particular strategic concern: if Germany ever found itself at war with both France and Russia, itwould be surrounded and forced to fight on both, its eastern and western front. This would distribute Germany's armies and resources which was very dangerous. Alfred von Schlieffen was planning a strategy to tackle this problem. His plan was to knock out one of the enemies quickly and then concentrate on the other enemy – but this was easier said than done. The French had built a chain of forts and defences and strengthened their eastern border with Germany. These fortifications made sure that an invasion of France was a very difficult prospect. So, von Schlieffen devised an idea to send a majority of German army to France through Belgium and encircle the French army at their border, and after France were under Germany's control, the armies at the western front had to be quickly relocated to the eastern front and fight the slowly mobilizing Russian army. Once France and Russia had succumbed to the German power, Germany's position in Europe and eventually, the entire world would be strengthened impeccably.

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The Schlieffen Plan : A Failed Plan or Failed Execution?

The SchlieffenPlan was a military plan devised by Alfred von Schlieffen, chief of German military from 1891 to 1906, to defeat both France and Russia. This plan was the outcome of Germany's position in Europe, both political and geographical. In 1879, Germany had signed a secret treaty with Austria against Russia. Italy too, joined this treatyin 1882. [xiv] The centre of Europe thus, became a fortress with Russia and France who were allies, on either side of this fortress. The British policy bowed to the pressure of events as the German Navy situated on its north sea harbors flourished rapidly. During this time, the old rivalry with France became insignificant to the British and so, on 8th April, 1904, France and British finally became allies.[xv] It was followed by Britain's understanding with Russia as it was France's ally.

The Central powers were therefore, encircled by the Allied powers. More importantly, Germany was stuck between two enemies, Russia and France. Germany's relations with Russia were worsening every day and they knew that a war with Russia was imminent. Germany also knew that in case of such a war, Germany would also have to fightFrance as it was Russia's ally. This meant Germany had to fight on two frontiers which was practically very challenging. Having foreseen this challenge, Alfred von Schlieffenhad devised the Schlieffen plan between 1892-1906. According to the plan, a huge German army would enter the neutral Belgium and Netherlands and make it's wayto Paris and other parts of France from there, thus leaving the French army at the German frontier encircled between strong German armies. Then quickly transporting these armies to the eastern front, they would outplay the Russian military there and capture Russia as well. Although an overambitious plan, Germany sure had the strength and might to carry it out successfully.

The Schlieffen plan was primarily based on a few important assumptions –

- The Russian Mobilization would take more than six weeks.
- The French would be baffled by Germany's actions which would prevent them from mobilizing & defending themselves.
- France would be captured by Germany in a time span of around forty days.
- Belgium & the Netherlands would not resist and would let Germany through.

Germany considered France as their main opponent as Russia was comparatively, weaker than France. They estimated that Russia would take about six weeks to mobilize their army. These calculations were made by Schlieffenbased on the humiliating defeat of Russians in the Russo-Japanese War of 1905. Schlieffen thought that Russia would take time to recover from this war and hence, would not be a major threat to them. So, only 10% of Germany's army was deployed to the eastern frontier alongwith the Austrian troops. The

remaining 90% were sent to fight against the French at the western frontier. France was blessed with strong forts at the German frontier. German knew that a 'head-on' engagement with France thus, would lead to a battle of inestimable length. Whereas, enveloping French armies and attacking their rears and flanks was both effective and time saving.

On 5th August 1914, the Schlieffen Plan finally came into operation when the German Army invaded Luxembourg and began the battle with Belgium. Liege was the first point of impact in Belgium. Belgian army was very weak as compared to the German army. Germany had to get past Liege as quickly as possible to reach Paris while also attacking the flanks and rears of the French army at the German frontier. However, the German army that boasted of a million conscripts, four million trained reserves, a total potential of about ten million and the best artillery in the world, surprisingly received great resistance from the Belgian army. As a result, the Belgian army managed to give the first blow to Schlieffen plan's objective of capturing France within forty days. Meanwhile in East Prussia, counting on slowness of Russian mobilization allowed only 9 divisions of German – Austrian armies to hold the Russians. But on 17th August 1914, Germany was shocked by the Russian Army's advance into East Prussia. Britain's decision to uphold the 1839 Treaty withBelgium was not something the Germans were expecting. "For a scrap of paper, Great Britain is going to make war?" said the amazed Bethmann-Hollweg.[xvi]

The German 1st Army was attacked by the French 6th Army at the Marne on the morning of 6th September. General Alexander von Kluck positioned his entire force to meet the attack in such a way that it opened a fifty kilometre gap between his own forces and the German 2nd Army which was led by General Karl von Bulow. The British Expeditionary forces and the French 5th Army now advanced into this fifty kilometer gap that had emerged as a consequence of splitting the two German armies.For the next 72 hours, the German forces persisted hard but were unable to break through the strong line of Allied powers. At one stage in the north of Paris, Germany fought brilliantly and came very close to victory but the French 6th Army just managed to hold ground by using Paris taxis to send 6,000 reserve troops to the front line. As a result on 9th September, General Helmuth von Moltke who was the German Commander in Chief, had to order General Karl von Bulow and General Alexander von Kluck to retreat for about 35 miles. The Schlieffen plan had been proceeding positively until now. But now that the British and French forces were able to cross the Marne, the Schlieffen plan's fate was in serious danger. Although the French had actually won the battle, they could not exploit their victory as the German armies had not been destroyed and even though they had retreated, they still weren't driven off the French soil.

After this defeat,General Helmuth von Moltke resigned and was replaced by Erich Georg Anton von Falkenhayn. The allies had managed to push Germany away from Paris and

had forced the Germans to dig trenches to protect themselves. With this, the dreams of the Schlieffen plan ensuring a German victory had come to an end as this plan primarily relied on mobility and aggressiveness from both sides, which was not possible with the advent of trench warfare. In terms of warfare and military, the Schlieffen Plan was a partial victory as it successfully penetrated rapidly into France. But the nature of this penetration brought about its own problems. The pace with which German advanced into France placed great strain on its infantry. Within a month German troops had reached the Marne River, to the immediate north-east of Paris – but they were tired and fatigued, battle-weary from marching.

Alfred von Schlieffen's plan relied more on moving aggressively and maintaining the time table of 6 weeks. He believed that France had to be finished within 6 weeks. He believed that the plan needed Germany to be fearless enough to let go of Alsace and Lorraine for some time as that would let the German right wing to enter France through Belgium easily and thus encircle the French army.

Moltke's implementation of the Schlieffen plan, on the other hand, failed because Moltke was a conservative strategist. He was not willing to give away any piece of Germany away to make the plan work. He wasn't willing to be bold and fearless which the plan demanded Germany to be. Concerned with maintaining Schlieffen's time table, Moltke decided to intimidate the Belgian people. In order to do that, the German army began destructing Belgian landmarks and soon after they also started executing civilians. This only resulted in the strengthening of resistance of the Belgian army and as a result, instead of immediately surrendering, Belgium settled in for a long fight and played a significant role in tearing down the Schlieffen plan. The Schlieffen's 6 week timetable played with the minds of German commanders too as they decided to forgo the plan of attacking France at its undefended rear and instead finalized on a full-frontal attack on the Franco-German border. This proved to be one of the gravest mistakes of the Germany; the full-frontal attack began where the line was strongly guarded by the French.

Eventually it is difficult to decide if the Schlieffen plan's failure was entirely the outcome of a flawed plan or failed execution. Alfred von Schlieffen had indeed underestimated both Russia and Belgium but setting those things aside, it is certain that, being the inventor of the plan, he had a better and clearer vision of the plan and was brave enough to carry out the plan more fearlessly. Had he been in power during the war or had Moltke been a less conservative and followed the original plan, Germany would have had control over entire Europe and ultimately over the entire world.

Conclusion: The Schlieffen plan was based entirely on agility and mobility. The fact that the plan was drafted by one person and implemented by the other did affect the final outcome of the plan.

The execution of the plan was one of the prime reasons of Germany's defeat, but the plan wasn't a perfect one either. It had its own flaws. Germany underestimated Russia and

Belgium which strongly influenced the plan and eventually affected the final outcome of the war.

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LEGAL ETHICS AND ACCOUNTABILITY OF LAWYERS

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Abstract

The legal profession plays an important role in the administration of justice. The lawyer assists the court in arriving at a correct judgment. The lawyer collects legal materials relating to the case and thereby helps the Court or Judge to arrive at a correct judgment. Without the assistance of the lawyer it would be a super human task for the Judge to arrive at a satisfactory judgement. Justice P.N. Sapru has stated that the justification for the existence of counsel is that each side to the controversy should be in a position to present its case before an impartial tribunal in the best and most effective manner possible. Actually the law is very complicated .The language of Acts and Regulations is often found to be very complicated and confusing and not easy to be understood. The citizens of the country require the advice of the advocate to understand the exact meaning of the provisions of the Act and Regulations. Actually the legal profession is a profession is a profession of great honour. It has been created not for private gain but for public good. It is a partner with the judiciary in the administration of justice. An advocate is an officer of the court. The court acts on his statements. This paper concerns with the legal ethics of lawyers and their accountability.

Introduction

Professional ethics is that code of conduct which lawyers have to observe primarily with themselves, public at large, their clients and courts during the course of their profession. Legal ethics may be said to be that body of rules and practice which determine the professional conduct of lawyers. It is a written code of conduct for layers. The observance of this code of ethics for the legal profession is necessary for stable growth of a clean and efficient bar in the country. The code of conduct is necessary for maintaining dignity of the profession as well as development of cordial relationship between all persons connected with the legal profession.

Ever since the beginning of legal profession, the utility of professional ethics of lawyers, has been amply experienced by those persons who were at the helm of affairs of legal profession. The legal profession has always been guided by such persons who were not

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only experts of law rather who had collected vast experiences of the practical life of lawyer. Chief Justice Hugues of the American Supreme Court has correctly observed in this context as follows:

"If democratic institutions are to survive, it will not be simply by maintaining majority race and by swift adoption to the needs of the moments, but by the dominance of a sense of justice which will not long survive if judicial processes do not conserve it".

An eminent Advocate, K.V. Krishna Swami Iyer of the Madras High court, has also observed in this context, that "The legal profession calls for wide knowledge, high mental capacity, great culture and integrity. The capacity to analyze and sift facts, to penetrate, the most recesses of the human mind and to discover there, the sources of men's actions and their true motives, and to perceive and present them with directness and accuracy and force, are the qualities which the practice of legal profession demands and develops. His genius in achieving results and his peculiar gift of mastering and disentangling complex situations have won for the lawyers the reputation that can achieve anything".

Edmund Burke has combined the element of learning and nobility in the legal profession. He states, "The law is one of the first and noblest of human sciences, a science which does more to quicken and invigorate the understanding, then all the parts of learning put together".

Thus profession ethics include professional etiquette. The members of the legal profession have not only to observe decency, elegance and dignity but also to maintain cordial relationship among companion lawyers with a bond of brotherhood and friendliness. The duties and liabilities of lawyers involve a chain of human relationship, which is tested and tried in their daily routine of life. The lawyer should be able to accept the challenges of various aspects of life with full mental, moral and physical faculties to cope with the situations. Besides being competent to maintain cordial relation with brother-advocates, he should successfully maintain with utmost satisfaction good relation with members of the judiciary and the society at large.

Explaining the advantage of the legal ethics learned C.L. Anand has stated that advocate being a public functionary any one taking to practice at the Bar should have a correct knowledge of privileges as well as of the ethical obligations of the members of his profession. He should be able to distinguish between right and wrong in matters of professional conduct without difficult or hesitation. This is necessary for the satisfaction of his own conscience, for the honour and good name of the profession, for the protection of the client and other concerned in litigation and for the welfare of the general public. It is the duty of the state to protect persons not only from incompetent lawyers but also from those who will disregard the obligations of professional service.

Sir Sivaswamy has rightly observed that it is of course true that men are not necessarily made moral by courses of lectures ethics but it must be remembered that lapses from the traditional standard are often due to ignorance and that a diffusion of knowledge of the rules applicable to the professions must contribute to the maintenance of a high standard of integrity. The observation of the canons of legal profession will, no doubt, raise the profession in the public estimation.

Legal profession is not a business but a profession. It has been created by the state for the public good. Consequently, the essence of the profession lies in the three things:-

(1)   Organization of its members for the performance of their function.

(2)   Maintenance of certain standards, intellectual and ethical, for the dignity of the profession; and

(3)   Subordination of pecuniary gains to efficient services.

Professional Ethics :

Section 49(1) (c) of the Advocates Act, 1961, empowers the Bar Council of India to make rules so as to prescribe the standards of professional conduct and etiquette to be observed by the advocates. It has been made clear that such rules shall have effect only when they are approved by the Chief Justice of India.

1.   Duty to the Court

The Bar Council of India has made certain rules so as to prescribe duties of an advocate to the court. Such duties may be explained as follows:

1.   During the presentation of the case and while acting otherwise before the court an advocate is required to conduct himself with dignity and self-respect.

2.   An advocate is required to maintain towards the court a respectful attitude bearing in mind that the dignity of the judicial office is essential for the survival of a free community.

3.   The rule has made it clear that no advocate shall influence the decision of the court by any illegal or improper means.

4.   The rule requires the advocate to use his best effort to restrain and prevent his client from resorting to sharp or unfair practice or from doing anything in relation to the court, opposing counsel or parties which the advocate himself ought not to do.

5.   An advocate shall appear in court at all times only in the prescribed dress and this appearance shall always be presentable.

6.   The rule requires the advocate not to wear bands or gowns in public places other than in court except on such ceremonial occasions and at such places as the Bar council of India or the court may prescribe.

7. An advocate shall not act or plead in any matter in which he is himself precunarily interested.

In the case of D.C. Saxena the Supreme Court has made it clear that the counsel or party appearing before the court should not indulge in writing in pleadings, the scurpilous allegations or scandalisation against the judge or court. He should maintain dignity and decorum of the court. If the reputation or dignity of the judge who decides the case are allowed to be prescribed in the pleadings the respect for the court would quickly disappear and independence of the judiciary would be a thing of the past.

In U.P. Sales Tax Service Association v Taxation Bar Association, the supreme court has made it clear that if an advocate attends the court with firearms, his conduct will not be consistent with the dignity of the legal profession and it should be deprecated. In this case an advocate, instead of arming himself with armory of precedents, was armed with licensed revolver and was attending the courts with licensed fire-arm. He pretended to provide himself with the revolver to shoot in self-defence. The court observed, "it is regrettable that advocates attend court with firearms, it is not befitting to the dignity of the legal profession and is a distressing features".

In Smt. Poonam v Sumit Tanwar, the Supreme Court has held that in case, the counsel for the party is not able to render any assistance the court may decline to entertain the petition. The counsel Cannot just raise the issue in his petition and leave it to the court to give its decision on those pointers on going through the record and determining correctness thereof. In absence of proper assistance to the court by the lawyers, there is no obligation on the part of the court to decide the case for the simple reason that unless the lawyer renders proper assistance to the court, the court is is not able to decide the case. It is not for the court itself to decide the controversy. Besides, if the judgment is decided in such cases the judgment given may be violative of principles of natural justice as the opposite counsel would not have fair opportunity to answer the like of reasoning adopted on this behalf such a judgement may be violative of the principle of natural justice.

Duty to the client

Section II of the Bar Council of India Rules provides duties of advocates towards their clients. According to the Bar Council of India Rules, following are the duties of an advocate towards his client:

1. Rule 11. An Advocate is bound to accept any brief in the courts or tribunal or before any authority in or before which he professes to practices at a fee consistent with his standing at the bar and the nature of the case. Special circumstances may justify his refused to accept a particular brief.

In S.J Choudhary v. The State, the Supreme Court has held that in case an advocate accepts the brief of a criminal case, he must attend the case day to day and if he does not do so, he will be liable for breach of professional duty.

In New India Assurance Co. Ltd. v A.K. Saxena, the supreme court has held that the remedy for an advocate in case of unpaid remuneration cannot be agitated through a write petition before the high court or the supreme court. An advocate has no lien over the papers of his client. It is to be decided in an appropriate forum.

2. Rule 12 providing that on advocate shall not ordinarily withdraw from engagements once accepted without sufficient cause and unless reasonable and sufficient notice is given to the client. Upon his withdrawal from a case, he shall refund such part of the fee as has not been earned.

3. Rule 13 makes it clear that an advocate should not accept a brief or appear in a case in which he has reason to believe that he will be a witness.

In Kokkanda B. Poondache v K.D. Ganpath, the court has held one party to proceedings cannot cite advocate representing the other side as witness without disclosing as to how his testimony is relevant as it will result in depriving the other side of services of the advocate.

4. Rule 14 provides that an advocate shall, at the commencement of his engagement and during the continuance thereof, make all such full and frank disclosure to this client relating to his convention with the parties and any interest in or about the controversy and are likely to affect his client's judgments in either engaging him or continuing one engagement.

5. Rule 15 provides that it is the duty of an advocate to uphold the interest of his client fearlessly by all fair and honourable means without regard to any unpleasant consequence to himself or any other.

6. Rule 16 provides that an advocate appearing for the prosecution of a criminal trial shall so conduct the prosecution that it does not lead to conviction of the innocent.

7. Rule 17 provides that an advocate shall not commit (directly or indirectly) a breach of the obligations imposed by section 126 of the Indian Evidence Act, This section provides in relation to the professional communications.

8. Rule 18 provides that an advocate shall not, at any time, be a party to fomenting of litigation.

9. Rule 19 makes it clear that it is the duty an advocate not to act on the instructions of any person other than his client or his authorized agent.

10. The fee of an advocate depending upon the success of the suit is considered as opposed to the public policy. A contract for contingent fee is also hit by section 23 of the Indian contract act. Agreement to share the proceeds of the litigation may amount to champerty. To prevent such an agreement rule 20 provides that an advocate shall not stipulate for a fee contingent on the results of litigation or agree to share the proceeds thereof.

11. Rule 21 provides that an advocate shall not buy or traffic in or stipulate for a agree to receive any share or interest in any actionable claim. However, it has been made clear that nothing in this rule shall apply to stock, shares and debentures or government securities or to any instrument which all, for the time being, by law or customs negotiable or to any mercantile document of title to goods.

12. Rule 22 provides that are advocate shall not directly or indirectly, bid for or purchase either in his own name or in any other name, for his own benefit or for the benefit of any other person, any property sold in the execution of a decree or other proceedings in which he was in any way professionally engaged.

13. Rule 23 provides that an advocate shall not adjust fee payable to him by his client against his own personal liability to the client which liability does not arise in the course of his employment as an advocate.

14. Rule 24 provides that an advocate shall not do anything whereby he abuses or takes advantage of the confidence reposed in him by his client.

15. Rule 25 provides that an advocate should keep accounts of the client's money entrusted to him.

16. According to Rule 26 where money are received from or an account of a client, the entries in the accounts should contain a reference as to whether the amounts have been received for fees or expenses and during the course of the proceedings, no advocate shall, except with the consent in writing of the client concerned, be act liberty to divert any portion of the expenses towards fees.

17. Rule 27 provides that where any amount is received or given to him on behalf of his client, the part of such receipt must be intimated to the client as early as possible. If the client demands the payment of such money and in spite of such demand the advocate does not pay him, he will be guilty of professional misconduct".

18. Rule 28 provides that after the termination of the proceeding the advocate shall be at liberty to appropriate towards the settled fee due to him any sum

remaining unexpanded out of the amount paid or sent to him for expenses or any amount that has come into his hands in that proceeding.

19. Rule 29 provides that where the fee has been left unsettled, the advocate can deduct out of any moneys of the client remaining on his hands at the termination of the proceeding for which he had been engaged, the fee payable under the rules of the court in force for the time being or by then settled and the balance shall be refunded to the client.

20. Rule 30 makes it clear that a copy of the client's account shall be furnished to him on demand provided the necessary copying charge is paid.

21. Rule 31 requires an advocate not to enter into arrangements whereby funds in his funds are converted into loans. This makes it clear that an advocate shall not enter into arrangements whereby funds in his hands are converted into loans.

22. Rule 32 prohibits an advocate to lend money to his client for the purpose of any action or legal proceedings in which he is engaged by such client.

23. Rule 33 provides that an advocate who has, at any time, advised in connection with the institution of a suit appeal or other matter or has drawn pleadings or acted for a party, shall not act, appear or plead for the opposite party.

Fiduciary Relationship with the Client

An advocate has fiduciary relationship with his client. He has to serve the interest of his client by protecting him the litigation to the best of his capacity and ability in the court of law. He is not only agent for his client rather something more than that. Although the relationship of an advocate with his client is of contractual nature still it involves the highest order of trust and confidence although their relationship is taken to that of an agent and principal, but it is essentially a relationship of faith and fidelity.

In Sharan Bihari Lal v Kenhaiya Lal, it has been held that a mortgage taken by a legal practitioner on the course of his money lending business and in contravention of Rule 26 of Allahabad High Court Rules is void, as being prohibited by law or oposed to public policy.

In P.D. Gupta v Ram Murti another, the supreme court has held that an advocate buying disputed property under litigation at a throw away price from his client, whose title to the property was in doubt and securing the same to a third party for profit, was unbecoming of his legal profession, which brought the process of administration of justice into disrepute. The court further held that the advocate was guilty of professional misconduct.

The supreme court has held in **state of Orissa v Nalini Kanta Muduli** that as the members of the Bar are officers of the court, they have bounden duty to assist the court, and not mislead it. The court further held that citing the judgment of a court which has

been over-ruled by a larger bench of High Court or Supreme Court without disclosing the fact that it has been over-ruled, is a matter of serious concern, and amounts to professional misconduct.

Keeping Accounts of the Client's Money

Other rules of Bar council of India regarding the advocates duties for keeping accounts of his client's money are also of great importance Rule 25 provides that the advocate should keep accounts of the client's money entrusted to him, and the accounts should show the amounts received from the client or on his behalf, the expenses incurred for him and debits made on account of fees with respective dues and all other necessary particulars. According to Rule 26, where the money are received from or an account of a client, the entries in the accounts should contain a reference as to whether the amounts have been received for fees or expenses, and during the course of the proceedings, no advocate shall except with the consent in writing of the client concerned, be at liberty to divert any portion of the expenses towards fees.

The Supreme Court has held in **New India Assurance Co. Ltd. v A.K. Saxena**, that no advocate has a lion over the papers of his client. Therefore, the advocate cannot retain files of his client on the ground that his fee has not been paid by him. The question as to whether fees are payable or not to the advocates, cannot be decided in the proceedings by the client claiming return of his money or papers. The advocate may, however, resort to legal remedies for his unpaid fee or remuneration in an appropriate proceeding in a court.

Restrictions on Appearance for the opposite Party

According to Rule 33 an advocate who has, at any time, advised in connection with the institution of a suit, appeal or other matter or has drawn pleading or acted for a party, shall not act, appeal or other matter or has drawn pleadings or acted for a party, shall not act, appeal or plead for the opposite party. This duty of the advocate does not remain only upto the duration of that suit rather it continues even after that. Under Section 126 of the Indian Evidence Act, 1872, it has been provided that "No barrister, attorney, pleader or Vakil shall at any time be permitted, unless with his client's express consent, to disclose any communication made to him in the course and for the purpose of his employment as such, barrister, pleader, attorney or Vakil by or on behalf of his client, or to state the contents or condition of any document with which he has become acquainted in the course and for the purpose of his professional employment, or to disclose any advice given by him to his client in the course and for the purpose of such employment.

Provided that nothing in this section shall protect from disclosure.

(1)   any such communication made in furtherance of any illegal purpose.

(2)   any fact observed by any barrister, pleader, attorney or Vakil, in the course of his employment as such, showing that any crime or fraud has been committed since the commencement of his employment.

It is immaterial whether the attention of such barrister, pleader, attorney or Vakil was or was not directed to such fact by or on the behalf of his client. The object behind providing privileged communication to the advocate is, to provide him an opportunity to defend his client with his knowledge and power while discharging his functions effectively.

Further section 129 of the Indian Evidence Act, 1872 provides that no persons shall be compelled to disclose to the court any confidential communication which has taken place between him and his legal professional adviser, unless he offers himself as a witness, in while case he may be compelled to disclose any such communication as may appear to the court necessary to be known in order to explain any evidence which he has given, but no others.

However, an advocate is advised not to appear for the opposite side in any subsequent proceedings, during the course of that case. In this respect Rule 33 is relevant for discussion, which provides that an advocate who has, at any time, advised in connection with the institution of a suit, appeal or other manner, or has drawn pleadings or acted for a party, shall not act, appear or plead for the opposite party.

In Baijnath v S., An Advocate of Unnao, it was held that it would be unprofessional for an advocate to appear on the other side. In order to prevent counsel appearing for a party, he must have a definite retainer with a fee paid, or he must have such confidential instructions from one of the parties as it would make it proper for him to appear for the other party. Charges of misconduct must be clearly proved.

A pleader while attending an important case absented himself from that important case. He certainly threw on his own account the proceedings of an important client in favour of the interests of an important client and in so doing he committed an offence, which is deserving of the most serious censure.

Duty to the opponent

Section III of Bar council of India rules provides for the duties of an advocate to the opponent party. According to Rule 34 an advocate shall not, in any way represented by an advocate except through that advocate. Rule 35 provides that an advocate shall do his best to carry out all legitimate promises made to the opposite party even though not reduced to writing or enforceable under the rules of the court.

It is the duty of an advocate that he should be fair to his opponent. He should give due importance to his opponent advocate. He should not mislead by concealing or

with holding facts to his opponent. The advocate must not forget that he is not fighting the battle of his client but he is also assisting the court in the administration of justice. **In Chandra Shekhar Soni v Bar council of Rajasthan & others** the supreme court has held that an advocate may change side if express consent is given by all concerned after a full disclosure of facts. But it is not in accordance with professional etiquette for an advocate while retaining the brief of one party to accept the brief of the other.

Duty to Colleagues

Rule 36 provides that an advocate shall not solicit work or advertise (either directly or indirectly) whether by circulars, advertisements, touts, personal communications interview not unwarranted by personal relations, furnishing or inspiring newspaper, comments or producing his photograph to be published in connection with case in which he has been engaged or concerned. The sign-board or name-plate should be of a reasonable size.

Rule 37 provides that an advocate shall not permit his name to be used in aid of or to make possible the unauthorized practice of law by any agency. Rule 38 makes it clear that an advocate shall not accept a fee less the fee taxable under the rules when the client is unable to pay the same.

According to rule 39 an advocate shall not enter appearance in any case in which there is already a vakalatnama or memo of appearance filed by an advocate engaged for a party except with his consent in case such consent is not produced and he shall appear only after obtaining the permission of the court. The object of this rule is to secure goodwill among the advocates. The advantages of the rule have been well summed up by **C.L. Anand**, in his book, **General Principles of Legal Ethics.** It prevents the temptation of seducing clients from counsel who have already been engaged.

Other Duties
Duty to Pay membership subscription

The residual duties of an advocate have been described under section IV-A of the Bar council of India rules. Under section IV-A, Rule 40 provides that every advocate borne on the rolls of the state bar council shall pay to the state bar council a certain amount every third year. Rule 42 provides that an advocate may be suspended due to non-payment of subscription.

Rule 45 provides that it is improper for an advocate to demand or accept fees or any premium from any person as a consideration for importing training in law

under the rules prescribed by a state bar council to enable such person to quality for enrolment under the Advocates act, 1961.

Duty to render legal aid

Rule 46 provides that every advocate shall in the practice of the profession of law bear in mind any one genuinely in need of a lawyer is entitled to legal assistance even though he cannot pay for it fully or adequately and that within the limits of an advocate's economic condition, free legal assistance to the indigent and oppressed is one of the highest obligations an advocate owes to the society.

Restriction on other employment

Rule 47, 48, 49, 50, 51 and 52 of bar council of India rules prescribe restrictions on other employment of an advocate. Rule 47 provides that an advocate shall not personally engage in any business but he may be sleeping partner in a firm doing business provided that, in the opinion of the appropriate state bar council the nature of the business is not inconsistent with the dignity of the profession.

Rule 50 provides that an advocate who has inherited or succeeded by Survivorship, to a family business may continue it, but may not personally participate in the management thereof. He may continue to hold a share with others in any business which has descended to him by Survivorship or inheritance or by will provided he does not personally participate in the management thereof.

Punishment for professional and other misconduct

According to Sub-sections (I-A) of Section 35, the State Bar council may, either of its own motion or an application made to it by any person interested withdraw a proceeding pending before its disciplinary committee and direct the enquiry to be made by any other disciplinary committee of state bar council shall fix date for the hearing of the case and shall cause a notice thereof to be given to the advocate concerned and the Advocate – General of the state.

Sub-section (3) of section 35, provides that the disciplinary committee of a state bar council after giving the advocate concerned and the advocate-general on opportunity of being head, may make any one of the following orders, namely:

(a)   dismiss the complaint or where the proceedings were initiated at the instance of the state bar council, direct that the proceedings be filed;

(b)   reprimand the advocate;

(c)   suspend the advocate from practice for such period as it may deem fit;

(d) remove the name of the advocate from the state role of advocates.

Sub-section (4) of section 35, lays down that where an advocate is suspended from practice under clause (c) of sub-section (3), he shall during the period of suspension, be debarred from practicing in any court or before any authority or person in India.

Conclusion and Suggestions

In this way, it is clear from these provisions as well as from the provisions of bar council of India rules that an advocate may be punished for professional or other misconducts according to the provisions of the advocates act. The courts have attempted to define the terms, "misconduct" in various cases in the matter of **Mahbub Ali Khan**, it was held by Andhra Pradesh High Court that the term, "misconduct" usually implies an act done willfully with a wrong intention and as applied to professional people, it includes unprofessional acts even though such acts are not inherently wrongful. Following are the remedies available to the advocates against the order of punishment.

(1) The disciplinary committee of a bar council may on its own motion or otherwise, review any order within sixty days of the date of that order, passed by it.

(2) Any person aggrieved by the order of the disciplinary committee of a state bar council made under section 35 or the advocate general of the state may within 60 days of the date of communication of the order to him, prefer an appeal to the Bar council of India.

(3) Any person aggrieved by the order of the disciplinary committee of the bar council of India under section 36 or section 39 or the Attorney General of India or the Advocate General of the state concerned, as the case may be may within 60 days of the date, on which the order is communicated to him, prefer an appeal to the supreme court, and the supreme court may pass such order, including the order varying the punishment awarded by the disciplinary committee of the bar council of India, thereon as it deems fit.

References :

I.   C.L. Anand, General Principles of Legal Ethics, p. 69.

II.   See Aiyer, Professional Ethics, Foreward.

III. C.L. Anand, General Principles of Legal Ethics, p. 30.

IV.   In re D.C. Saxena, AIR 1996 SC 2481

V.   AIR 1996 Sc 98.

VI.   AIR 2010 Sc 1384

VII. AIR 1984 SC 1755

VIII. (2004) 1 SCC 117.

IX.   AIR 2011 SC 1353

X.   In the matter of P.J. Ratnam AIR 1962 AP 201.

XI.   AIR 1953 Allahabad 276.

XII. AIR 1998 SC 283.

XIII. AIR 2004 SC 4272.

XIV. AIR 2004 SC 311.

XV.   AIR 1934 Oudh 58.

XVI. In the Maner of N, a pleader, AIR 1929 Patna 153 (F.B.).

XVII. C.L. Anand, General Principles of Legal Ethics, p. 193.

XVIII. Ibid.

XIX. Ibid.

XX.   Ibid.

XXI. AIR 1958 A.P. 116

MARITAL RAPE: A CRIME UNRECOGNISED

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Abstract

This paper investigates the important issue of marital rape. Marital rape is a non-consensual sex in which the offender is the victim's spouse. It is a form of domestic violence and sexual abuse. Marital rape is not recognized crime in India. Indian criminal Law makes it as an exception to the offence of rape as it is presumed that in marriage there is implied consent by both the partners, which is not so in reality. Most of the developed countries have criminalized marital rape as it is a violation of fundamental and human rights. In India it is not criminalized although it was recommended by Law Commission.

Introduction

Women in India are subjected to criminal atrocities such as domestic violence, sexual harassment, trafficking, rape and forced prostitution. This is just a small list of never ending crimes against women. The most heinous of all sexual offences which not only subject women to thoroughly detestable physical conquests from which there can be no retaliation is rape. Among all instances of rape the most invidious and yet largely unreported form of sexual violence is marital rape. The traditional belief that marriage provides a husband with the license to have 'sex' there by exempting him from any prosecution for having the sexual inter-course against the will of his wife is still persistent in the 21th century. It was held in the case of Mrs Rita Nijhawan V Mr Bal Kishan Nijhawan[xvii] that a marriage without sex is an anathema. Sex is the foundation of marriage and without vigorous and harmonious sexual activity it would be not possible for any marriage to continue for long. Since the consolidation of criminal laws in India i.e. with the enactment of Indian Penal Code, 1860, we in India have viewed marital rape as an expectation to the offence of rape. It was suggested by the Law Commission of India in its 42nd report which was presented in the year 1971 that marital rape should be criminalized in our country[xviii]. Marital rape is generally present in all form of marriages regardless of age, social class, race and ethnicity. The expression 'Marital Rape' refers to unwanted sexual inter-course by a man with his own wife obtained by force, threat of force, physical violence or when she is unable to give consent. The term unwanted inter-course includes all sorts of penetration (whether oral, vaginal or anal) perpetrated against her will or without her consent. Marital rape broadly may be classified in the following parts as:-

- Battering rape- In this form both physical and sexual violence are present. The

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majority of rape victims fall under this category. In this women are battered and raped by husband.

- Force- only- rape- In this form, husband uses only that amount of force which is necessary to coerce his wife.
- Compulsive/ Obsessive rape- In this form, assault involves torture and perverse sexual acts and are often physically violent[xix].

Rape is violation of victim's fundamental right under Article 21 of the constitution. It was held in the *State of Punjab V Ramdev Singh*[xx] that a sexual violence, apart from being dehumanizing act, is an unlawful intrusion on the right of privacy and sanctity of women. It is a crime against human rights and also violets the most cherished fundamental right guaranteed under Article 21 of the constitution.

An Appraisal of Rape laws in India : Rape is the most morally and physically reprehensible crime in the society, as it is an assault on the body, mind and privacy of the victim. The Supreme Court of India while defining the rape in the case of *Deepaka Gulati V State of Haryana*[xxi] gave a very strong view that while a murderer destroys the physical fame of the victim, a rapist degrades and defiles the soul of a helpless female. Rape reduces to a woman to an animal, as it shakes the very core of her life. By no mean can a rape victim be called as accomplice. It leaves a permanent scar on the life of the victim and therefore a rape victim is placed on a higher pedestal than an injured witness. Rape is a crime against the entire society and violets the human rights of victim. Being the most hated crime rape tantamount to a serious blow to the supreme honour of women and offends both her esteem and dignity. It causes psychological and physical harm to a victim, leaving upon her indelible work[xxii]. In Indian legal system, Indian Penal Code 1860 is a substantive criminal law which lays down the component of the offence of rape and its punishment. The provisions relating to rape is provided in the section 375-376. Until the recent amendment of criminal laws in the year 2013 there were many discrepancies in the law of rape, the law commission of India in its 172nd report made the following recommendations[xxiii]:-

A) Rape should be placed by the term 'sexual assault'.

B)   'Sexual intercourse' as contained in section 375 of Indian Penal codes should include all form of penetration such as penile/ vaginal, penile/oral, finger/vaginal, finger/ anal and object/ vaginal.

C) In the light of *Sakshi v Union of India*[xxiv], sexual assault on any part of the body should be construed as rape.

D) The offence of rape should be made gender neutral as custodial rape of young boys has been neglected by law.

E) A new offence under section 376 E with the title unlawful sexual conduct should be created.

F) Section 509 of the IPC was also sought to be amended, providing higher punishment where the offence set out in the said section committed with sexual intent.

G) Marital rape: exception of section 375 of I.P.C should be deleted. Forced sexual intercourse by a husband with his wife should be treated equally as an offence as it has been done by a stranger. On the same reasoning section 376A was to be deleted.

The Report of Justice Verma Committee on Amendment to Criminal Law.

The constitution of this committee was in response to the country- wide peaceful public outcry of civil society led by the youth, against the failure of the government to provide a safe and dignified environment for the women of India, who are constantly exposed to sexual violence. The immediate cause was the brutal gang rape of young women in the heart of the Nation's capital in a public transport in the late evening of December 16, 2012 (Nirbhaya Case). On December 23, 2012 a three member committee headed by Justice J.S Verma was constituted to recommend the amendments to the criminal law so as to provide for quicker trial and enhanced punishment for criminals, accused of committing sexual assault against women. The verma committee was of the view that rape and sexual crime are outcome of expression of power but not of passion. Rape should be retained as a separate offence and it should not be limited to penetration of the vagina, mouth or anus. According to the committee's report any non- consensual penetration of a sexual nature should be included in the definition of rape. The Indian criminal law differentiates between rape within marriage and outside marriage. The Indian Penal Code provides that the sexual inter-course without the consent of a woman is a crime[xxv] punishable in section 376 of I.P.C. However an exception to rape exists in relation to un-consented sexual intercourse by a husband upon a wife [xxvi]. This committee recommended that exception to marital rape should be removed. Marriage should not be considered as an irrevocable consent to sexual acts. Therefore with regard to an inquiry about whether the complainant consented to the sexual activity, the relationship between the victim and accused should not be at all relevant[xxvii]. After the Verma committee report, there were major amendments in the criminal law especially relating to the offence of rape. Prior to the Amendment Act of 2013, rape was defined in Indian Penal Code as a sexual intercourse by a man with a woman without her consent. The word sexual intercourse was not defined in Indian Penal Code, but courts interperated sexual intercourse to mean penile-vaginal penetration and further ruled that ejaculations is not required for intercourse to be rape[xxviii]. Through this interpretation any other penetrative act, such as oral sex or penetration by object

were excluded from the purview of rape law. But after the Amendment Act of 2013 the definition of rape as under:-

 Section 375 defines rape as, a man is said to commit rape if he:-

a) Penetrates his penis, to any extent into the vagina, mouth, urethra or anus of a woman or makes her to do so with him or any other person; or

b) Inserts to any extent any object or a part of the body, not being the penis , into the vagina the urethra or anus of a women or makes her do so with him or any other person; or

c) Manipulates any part of the body of a women so as to cause penetration into vagina, urethra, anus or any part of such body of such women or makes her to do so with him or any other person; or

d) Applies his mouth to the vagina, anus, and urethra of a woman or makes her to do so with any person.

Whereas the other recommendation of Justice Verma Committee report and of Law Commission of India, that exception II to section 375 should be deleted was not accepted by the government.

A Legal History of Marital Rape in India

The Apex court of the country in the case of State of Karnataka V Krishnappa[xxix] once again reiterated that "A murderer destroys the physical body of his victim; a rapist degrades the very soul of the helpless female". In Indian society marriage is regarded as a sacrament and we cannot deny the fact that religious beliefs, customs, norms and traditions have been the source of contemporary modern laws. According to Manu Smriti wives are property of the husband and should be under the custody of the husband. Moreover wife should procreate and worship her husband and must not seek separation from him. Manu Smriti also states that wife should dress nicely so that her husband will remain always attracted to her[xxx]. The rape law is based on and legitimizes several patriarchal presumptions and attitudes regarding male and female sexuality. While purporting to provide justice to raped women, the laws in actuality reinforce patterns of heterosexual dominance in which women are seen as inferior, sexually passive within marriage and the sexual property of the husband. The rape laws in our country sanctions sexual abuse of women within marriage by not recognizing marital rape as a legal category under section 375 of Indian Penal Code. The law does offer protection from marital rape for judicially separated married women[xxxi], however this clause is nullified by the provisions in Hindu law i.e. the restitution of conjugal rights[xxxii]. Decrees of restitution of conjugal rights have been granted by the judges on the grounds of the duty of Hindu wife to live with her husband. In the case of Tirath Kaur V

Kirpal Singh[xxxiii] due to the wife's employment in school caused her to reside in a separate location from her husband. She was unwilling to resign her job and join her husband at his instance. The husband applied for restitution of conjugal rights under section 9 of Hindu Marriage Act, 1955. The wife pleaded that she wanted the marriage to continue and was willing to visit her husband and to allow him to visit her occasionally. The Judge refused to dismiss the restitution plea and held that wife's first duty to her husband is to submit her obediently to his authority and remain under his roof and protection. The wife's carrier and work outside the house and her refusal to resign her job is construed as an act of rebellion that must be crushed by injunctions of wifely obedience. Refusal to live with husband is only justified in case of violence or the refusal of husband to maintain the wife. The judgment negates the assertion of women's economic independence. Fortunately there is a trend in other direction also, Justice Katju of the Allahabad high court held that mere refusal of the wife to resign from her job at the instance of husband is not a sufficient ground for granting the decree of restitution in favour of the husband, as wife's taking up of job even contrary to the wishes of the husband would not amount to withdrawing from the society[xxxiv]. Further in the case of *T Sareetha V T Venkatasubbain*[xxxv] the Andhra Pradesh high court held that the clause on restitution of conjugal rights legitimizes the marital rape. The court said enforcing restitution of conjugal rights constitutes the starkest form of government's invasion of personal identity and the individual's zone of intimate decisions. While this judgment has been seen as positively upholding married women's rights over her body.

Marital rape is also condoned in other civil laws relating to marriage and divorce. In one case filed under Indian Divorce Act (section 18 and 19(1)), applicable to Christians, the husband filed for divorce on the ground that the wife refused to consent to sexual intercourse immediately after marriage. The Bombay High Court supported his claim and granted relief[xxxvi]. Sexual control of husband over his wife is similarly emphasized in the adultery law which is part of criminal laws of the country[xxxvii]. Section 497 therefore punishes the man who has a sexual relationship with married women, not a woman who is unmarried, divorcee and widow. Feminists have argued that adultery law is a throwback to brahmanical patriarchy, because in Hindu scriptures the very word used for adultery is "connection with other man's wife", rather than general understanding of the word as meaning lack of sexual fidelity with once own spouse or another's or lack of chastity[xxxviii]. In Islam there is a conflict of opinion regarding marital rape. Some says that a husband cannot force his wife to have sexual intercourse and if he does so, it is a crime. However on the other hand some say that woman is not allowed to deny sex to her husband even she is not willing. A husband can dominate her and can force her to have sex with him[xxxix]. A husband is incharge of wife and a wife should not be disobedient to him. If a wife denies sex to her husband and if a husband spends the

night angry with her, she will be cursed by angles.

Marital Rape: Position in India : Several states have recognized marital rape as an offence breaking the chauvinistic view. Most of the common law countries like Australia, South Africa and Canada have followed the England system and have abolished marital rape exemption. Though we have advanced in every possible field, marital rape is not considered as offence in India. Indian legislature seems very lethargic in making a step forward to recognize it as criminal offence. Section 375 of the I.P.C makes a classification in terms of an exemption hat does not regard a forceful sexual intercourse within a marriage as rape. Therefore in our country, marital rape came under cruelty clause of section 498 A of I.P.C. This section covers both physical and mental harassment; punishment of this is imprisonment for a maximum period of three years and with fine. Another remedy available to wife is under the Protection of women from Domestic Violence Act, 2005, which deals with protection of women from physical and mental cruelties of all forms, including sexual abuse. Family Courts as well Magistrates provide counseling to the husband under domestic violence laws, this Act only provides a civil remedy. The only lasting solution to the problem of marital rape is legal separation or annulment of the marriage itself. A legally separated wife can only file a complaint for rape against her husband under section 376A (8). Another loophole against the criminalization of the marital rape is provided in section 122 of the Indian Evidence Act. It provides that no person who is or has been married, shall be compelled to disclose any communication made to him during marriage by any person to whom he is or has been married; nor shall he be permitted to disclose any such communication, unless the person who made it, or his representative in interest, consents, except in suits between married persons, or proceedings in which one married person is prosecuted for any crime committed against the other. Since marital rape is not an offence the evidence is inadmissible, although relevant. English court in the case of *Reg V R* has held that there is no longer a rule of law that a wife is deemed to have consented irrevocably to sexual intercourse with her husband; and therefore husband can be convicted of the rape or attempted rape of this own wife where she has withdrawal her consent to sexual intercourse.

Conclusion : Marital rape reflects the perversity of not just the husband but also the legislature and the criminal justice system and Indian society in general. It ravishes the dignity and sexual privacy of the victim. It is immaterial whether women are married or unmarried. Rape is rape irrespective of fact that who commits it either husband or stranger. Marital rape should be covered under the anti-rape laws in India because she should be allowed to protect her dignity. There is a need for change in the social outlook on the issue of marital rape and also for the empowerment of women so that they can themselves fight for their personal rights. It can be concluded that only criminalization of marital rape could protect the dignity,

integrity and sense of security in married women.

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RECENT PROMOTIONAL STRATEGIES:
A STUDY OF START UPS IN INDIA

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Abstract

Present study is concerned with marketing strategies adopted by start-ups in India. A brief introduction of marketing strategies of star bucks, red bull and marketing strategies adopted by start-ups come under the purview of this study. The main focus is to identify the strategies with almost no amount of money because of budget constraints faced by start-ups. Failure and success of business depends upon the level of marketing done by the company. Start-ups require extensive marketing to run their business. Without marketing plan, company cannot survive in future. Depending upon the target market, budget and many other factors, an organisation will make the marketing plan. Each type of marketing strategy has its own virtues and shortcomings so careful marketing strategy is done while making a marketing plan. The main aim of business is to satisfy the customer and improve the brand identity. So extensive marketing is to be done by the start-ups for the long term survival of business and measure the effectiveness of this strategy.

Keywords : Marketing strategies, Start-ups in India, Search Engine Optimisation, Social Media Marketing

1. Introduction

The heart of every business is marketing. It is the significant aspect of business. Marketing doesn't mean only selling the product; it includes analysing the product, designing the product, customer satisfaction, feedback from customers, market research and many more things. Success of any business depends upon the level of marketing. Marketing is something without which your business cannot run. Nowadays there are many start-ups coming up and to be successful there should be high level of marketing. Since there are always budget constraints with new start-ups and many marketing strategies require huge amount of money so these are the following strategies with almost no amount of money and results in lead generation. In this paper different marketing strategies are discussed which are generally followed by start-ups in India.

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2. Research Methodology

This is an exploratory study. Secondary data is used to achieve the objectives. The data is collected from various authentic official websites of companies.

2.1 Objectives of study

2.1.1   To study the recent marketing strategies opted by start ups and different companies.

2.1.2   To get awareness on current market scenario regarding promotional strategies with the help of real life examples.

3. Recent Promotional Strategies

3.1 Pay Per Click

It is a marketing tool in which advertiser pays to the publisher only when any person clicks on the advertisement which the advertiser displayed on different search engines. That's why it is named as pay per click.

Characteristics

- Advertiser pays only for the clicks made by user.
- Cheap tool of marketing kit.
- There are some keywords which the user type on search engine and any ads related to that keyword will automatically be displayed on search engine.
- The ad auction is a bidding system. Advertiser bid on terms they want to display and search engine performs the complex calculations and ads are displayed in the order in which bid is highest.

Examples

you have a business of jewellery , any person who wants to buy some jewellery item may enter keyword "earrings" whenever users ask the question search engine displays the ads in the order in which bid is highest. DEAL XPRESS marketing pvt. Ltd. Company which offers a discount booklet consists of discount coupons of apparels, gym, bars, restaurants; spectacles, cafe etc use this marketing strategy to sell their books.

3.2 SEO (Search Engine Optimisation)

It is the recent trend which one can add in its marketing tool kit. SEO is the process of improving the quality of the content on your website so that any search engine wants to shows you r ads on the top of the list. For improving the ranking of page, various companies are hiring content writers, bloggers, SEO executive so that more traffic is diverted towards your website. Page traffic is one of the best examples of SEO service agency which provides wide variety of services to the businesses to reach its goal.

Characteristics

- Quality of content which helps to get edge over other competitors.
- More customer access to website.
- Ads are displayed on top of the list
- Brand credibility will improve and helps the business to improve its visibility.

Examples

Real estate business, bars and restaurants, medical facilities generally use this marketing strategy to get the most out of it.

3.3 Blogging

Blogging is the strategy for search engine optimisation. Posting relevant and valuable content drives traffic to your website and also increases your ranking in search engines. In fact marketers who blog are 13 times more likely to get return on investment.

Characteristics

- Blogs means updating the useful content which helps in improving the visibility of content.
- Blogs are updated frequently.
- Success of blogger depends upon 2 fundamental things i.e consistency of posting and quality of content.
- Blogs allow for reader engagement i.e it allows the reader to engage in a conversation and give feedback to blogger so that he can improve its product.
- There are so many benefits of blogging like flexibility , portability , keep clients up to date, help to build trust and make money

Example

Companies like Google, Dell, and Microsoft use mainly blogging as a marketing strategy. Coco cola, Disney also use blogging to increase visibility.

3.4 E-mail Marketing

It costs nearly nothing to execute and make it one of the best tools for marketing. E-mail open rates have increased 180% on mobile devices since 2014 .E-mail works better than any other mobile forms of notification like text message .They don't cost the customer anything , can be accessed on devices other than phones .

Characteristics

- Cheapest form of marketing technique
- Maintain relationship with customers as there is clients' engagement.

Examples

Uber, insurance companies, consulting companies, private college generally uses e-

mail marketing. They collect the data from companies and then send the e-mails to promote their companies.

3.5 Team up / partner up / cross promote

It is also known as co marketing. It is the collusion between two businesses with the motive of developing a marketing strategy formed to meet their respective business objectives. The need of partnership marketing arises when both organisations wants to have the synergic effect by taking advantage of strength of different organisation like customer base having same business area.

Characteristics

- Organisations having same business area can collaborate.
- Each of the organisations can achieve its goal by leveraging the strength of the organisation.
- This programme provides more return with fewer amounts of time and money.
- Better brand image, customer base and properly management of budget.
- Customer trust towards one brand will help in maintaining the trust in other organisation with which they collaborate.
- Both org. share the content, money, marketing strategy, goodwill, distribution channel.

Examples

Uber has collaborated with different restaurants and launched an uber eats app. Doctors have tied up with medicine shops so that both can refer to each other .Apple pay has tied up with Master card . Apple pay is the payment system which helps in secure payment transactions via apple devices. Master card was the first company to offer services through apple pay. Success of apple pay is because of huge customer base of master card.

3.6 Webinar

It is the fusion of web and seminar. Webinar is the seminar in the form of presentation, lecture, events which is conducted online. One can reach to large no of viewers from a single place. Viewers can participate in webinar through any computer, laptop, and apple devices. It is a two way communication as the participants can chat with the presenter, ask a question, and can give feedback also. These seminars are conducted free of cost and in order to attract the viewers, topic should be tempting. One can introduce their brand, the product, get the feedback, ask the grievances and get in touch with the customers.

Characteristics

- Conducted online and online presence of viewers.

- Viewers engagement since viewers have the option to chat , ask , poll and survey
- Conducted free of cost.
- Contact and interact with the customers.
- Save time, money and efforts.
- Duration of webinar is short so that there is no boredom and person can make time out of their hectic schedules.
- Giving free gifts and discounts to person attending may help the presenter to convert lead into sales.

3.7 Omni Channel Marketing

It is a type of marketing which uses all those same channels but in a way that best fits the customer need like phones, email, social media, face to face, website, and print medium. Customers can contact with a company by going to physical store or online applications or mobile app. The main aim of this type of marketing is to provide the best services to customers and get in touch with every customer. There are so many alternatives available to customer and he can choose which is best fit for them. Company can take the advantage of all the mediums and give the amazing experience.

Characteristics
- Company use different mediums to satisfy the customer.
- Phone, e-mail, online store, physical stores, social media, print media are different channels used.

Examples

Disney , apple , Starbucks are the major leading companies which are using omni channel marketing Every apple store is filled with employees, armed with I pads and i-phones to make purchases , check if products are in store , schedule support appointments , finalise purchase from anywhere in store , send receipts through e-mail.

3.8 Live Video Streaming

Startups with fewer budgets can go for free live video streaming either on facebook, instagram, and youtube. Because of good power and connectivity this is in trend. It is also a two way communication where person can chat at that time and give feedback .Live video streaming is one step ahead of social media marketing. Social media marketing generally includes posting pictures, content on social networking sites but live video streaming means online video recording and broadcasted to viewers immediately. Facebook , instagram and youtube lives are the most common platform for the startups due to budget constraints .

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Characteristics

- Any user following you on instagram or subscriber on youtube can participate in live video
- Users can chat; ask a query from the person who is live.

Examples

Test-book an application for Bank PO learning material usually go live on instagram, at the moment there is any notice of exam or changes in exam pattern. Generally coaching institutes prefer this type of marketing strategy.

3.9 Referral Programme

It is a type of marketing in which products or services are promoted to new referrals by word of mouth. Satisfying customer will always refer a product to another customer by giving a positive feedback about a product. The more satisfying the customers are, the more will be the word of mouth. The product will be in talk of the town if customers are satisfied. Referral programmes are the tactics which incentivise the person for referring and also the newly referred customer.

Characteristics

- Incentives are given to referrer and newly referred customer.
- Less advertising cost as oral message is spread through satisfied customers.
- Cordial and long term relations are maintained with the customers.
- Motivate the existing customers to get the incentives.
- There will be a win win situation for everyone.

Examples

Swiggy, uber eats, uber rides, ola reward money or discount to a person who refer and also newly referred user.

3.10 Affiliate Marketing

If your business develops products or services for general audience, then you can go with affiliate marketing promoted by reputed professionals, Famous bloggers, Social media influencers Persons like bloggers, micro influencers, publishers, content writer who write about your business receives a commission for sales generated through the links listed on their websites. Payments can be done through 3 ways. One is Pay per sale which means affiliate marketers will earn commission for every sale made through their links on the websites Second is Pay per click which means advertiser pays when any person clicks on their ads. Third is Pay per lead which means commission based on number of leads generated through their links.

Characteristics

- It is a marketing in which you can earn commission by stimulating other people to buy.
- The more the sales through your links, the more the commission you will get.
- It is performance based marketing.

Examples

Amazon associates is the affiliate marketing platform where there are so many sellers promoting their products.

4. Conclusions

The marketer irrespective of the area, size of business, turnover gives importance to marketing. Young generation is coming up with different start-ups because of wide gap between job seekers and job givers and less job opportunities. So to run the business different marketing strategies is to be followed after careful monitoring the highs and lows of each aspect. A sincere attempt has been made in research to examine the different marketing strategies for start ups in India. This will help them to device their plan and increasing the return on investment in real time. An attempt has been made to discuss about the social media marketing, ways to improve the ranking of the page and advertisement, recent trends in marketing.

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HIGHER EDUCATION IN INDIA: ISSUES AND CHALLENGES

*Ms. Monica

Abstract

Higher education sector in India is undergoing rapid transformation and change. Many private universities and colleges are increasing rapidly and provide the best higher education. Education is one of the significant factors which help to the development of a country. Country like India now has the largest higher education system in the world in terms of number of institutions, it holds the second largest place in terms of student enrollment but India is still facing the issues in promoting the higher education. No doubt Growth is there but the ratio of this growth is not satisfactory. This may be due to Rising commodification, substandard quality, inappropriate measures of assessment, lack of focus on quality research and development, poor infrastructure and faculty shortages are some of the enormous issues that the education sector is currently grappling with. This paper finds out the scenario of higher education in India, the issues and challenges that higher education sector faces and also suggests the solution to this problems and issues.

Introduction

India's higher education system is the third largest in the world, next to the United States and China. The main governing body at the tertiary level is the University Grants Commission, which enforces its standards, advises the government, and helps coordinate between the centre and the state. Accreditation for higher learning is overseen by 15 autonomous institutions established by the University Grants Commission (UGC. As per the latest 2011 Census, about 8.15% (68 millions) of Indians are graduates, with Union Territories of Chandigarh and Delhi topping the list with 24.65% and 22.56% of their population being graduates respectively. Indian higher education system has expanded at a fast pace by adding nearly 20,000 colleges and more than 8 million students in a decade from 2000–01 to 2010–11. As of 2016, India has 799 universities, with a break up of 44 central universities,

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540 state universities, 122 deemed universities, 90 private universities, 5 institutions established and functioning under the State Act, and 75 Institutes of National Importance which include AIIMS, IIT's and NIT's among others Other institutions include 39,071 colleges as Government Degree Colleges and Private Degree Colleges, including 1800 exclusive women's colleges, functioning under these universities and institutions as reported by the UGC in 2016. Colleges may be Autonomous, i.e. empowered to examine their own degrees, up to PhD level in some cases, or non-autonomous, in which case their examinations are under the supervision of the university to which they are affiliated; in either case, however, degrees are awarded in the name of the university rather than the college.

Objective of the study

To find out the recent growth of higher education in India

What are the challenges higher education faces

Recommend the solution to these problems so that higher education will have a positive growth

Present Scenario of Higher Education in India

Higher Education System in India compare to developing / developed countries needs substantial improvement. The percentage of students taking higher education is hardly about 13 % whereas the same is varying between 28 to 90 %, across the world. The lowest % being 28 % and the same is as high as 90 % in developed countries.

At one end we claim that India would rank 3rd among all countries by 2020 in education. If we observe overall ranking of relevant institutions seen that in the year 2000, out of 500 there were 2 Indian Universities / Institutes were featured in the list, and 1 institution from China.

Now almost after a decade in 2010 the tables have changed with only 1 institution from India being featured and 32 institutions are featured from China.

It categorically spells out, how much we are lagging behind in terms of overall % of higher educational institutions, number of students pursuing higher education. We are not only beaten in by the developing and developed countries in terms of GDP, Exchange of foreign currency but also in terms of number of students pursuing higher education.

Budget allocation by Govt. of India as per 2012 plan is about 6 % which is not going to be adequate, and therefore allocation must be made appropriately, i.e. minimum 10 % in

order to improve the scenario. Basic education must reach to maximum number of children from different strata of the society so that they are eligible to pursue higher education.

Over and above, institutions must also concentrate on giving away quality inputs to the students. Institutions must look into constantly updating the syllabus in order to help students adapt with the changing market scenario. To start with they can look at making education liberal, introduce new practices & applied research work; updating the course curriculum frequently. If such developments take shape in its true sense in our country students would be attracted to pursue higher education which will in turn fulfill corporate expectations. Efforts should also be taken to guide, mentor students and parents to develop and retain interest amongst students.

In addition to above, curriculum should also include sports, hobby classes, vocational skills development program, employability enhancement & soft skills development programs, entrepreneurship development modules, specialization wise clubs and committees of students, practical assignments related to their field, industry interface related modules such as internships, industry visits, guest lectures / workshops / seminars, participation in summits, management quiz etc.With evaluation / monitoring system so as to ensure continual improvement in the same.

Special emphasis must be given to communication and presentation skills, especially for students coming from rural background / remote locations and that for student's studies in vernacular languages so that they can perform well in the corporate world, across the globe.

Institutions should also inculcate multitasking abilities amongst students, foreign languages, advanced IT knowledge so that they can perform better in the chosen field. Student exchange, cultural exchange should be encouraged and various ways and means should be found to enhance student's interest level & participation.

Higher Education's Role : Higher education has historically included economic development as part of its core mission. The colleges and universities serving the region have allocated fiscal, physical, and human resources and created entrepreneurship systems within the institutions to advance economic development.

Help to have a quality workforce by growing, training, and attracting the finest talent graduate – with the help of higher education graduates acquire good knowledge which helps the economy as well as nation

Help the entrepreneurs- entrepreneurs acquire latest and innovative knowledge through higher education. This education helps the entrepreneurs to apply their innovative techniques in their business.

Disseminate research and promote technology transfer – various technology and research are promoted through higher education.

Employ diverse students- In India higher education is provided by various reputated universities like Thapar University, Chitkara University and many more. Youth take admission across the world due to best level higher education

Increase foreign reserves – when youth come from different different countries this will generate high foreign reserves which boost the economy of India

Issues with Higher Education in India

Teaching Quality-The first issue that higher education in India is facing is decreasing teaching quality. Teachers are not well trained and qualified for the job they are assigned to. Some colleges recruit young graduates as professors who have no experience or knowledge. So, this is a big problem.

Financing - Financing is also an issue with higher education in India. Yes, India is already spending very much on higher education and it can't spend more. However, if the quality of higher education has to be improved then more financing is needed.

Privatization - Privatization is also a big problem that higher education faces. Privatization of higher education is the way to go. However just privatization is not going to solve the problem. You need to foster the culture of creativity, imagination and learning new skills in young students.

Quota System - Debating quota system is very controversial. But if you are being honest then I must tell you quota is not good for the quality of higher education. Talent and merit is more important than your identity. However, quota system is still a challenge.

Political Factor -Political influence is also a bad thing and an issue with higher education. Governing bodies do not want any political influence or interference in their affairs.

Other Problems with Higher Education in India

Gap in Supply and Demand - India's gross enrollment rate (GER) is just 19% which is not good. GER is 6% below the world average and at least 50% lesser than developed world like Australia and US. This has to change if we have to really improve state of higher education in India.

Mushrooming of Low Quality Institutes - Mushrooming of low quality institutes all over the country is not good for higher education. These new colleges lack capacity and they are all about fleecing money from students and their parents. There is too much glamour and less quality of education.

No Project Based Learning - Higher education lack project-based learning. Young graduates need to learn new skills especially vocational skills that can give them job. So, we are not focusing on project-based learning at all. Just theory is not enough; we also need practical knowledge is also.

No Strategy - There is no strategy for higher education in India. We don't have foreign students coming to the country and studying here. Government has no plan for this and this is a big challenge.

Suggestions

Introduce innovation in curriculum: Thesyllabusof Indian Higher Education System is outdated and not at all innovative. We need a curriculum which is progressive in nature and not despotic. Students should be allowed to pursue multiple courses in the first year and should be given an option to choose a specialization after that. More focus should be there on innovation and projects rather than exams. However, this does not mean that exams should not be there at all. It's just that exams should be complimented with incentives for innovation.

Need for some young professors: The other problem with our Higher Education is that we have all the professors above the age of 60s and 70s in the academic curriculum board. With due respect to them, there is also a need for some young professors now. This is because the younger ones would be more aware of the technological changes and the new age needs of the students. But as it's apparent, hardly any youngster goes in the line of teaching. The reason, certainly, is low pay. Once the pay of the lecturers is increased, the quality faculty will start coming in, the people who actually want to teach and who are worth the caliber of teaching.

Rise of industry interaction: Industry interaction with students is one of the vital

pillars in the growth of education. Companies should be sought out for such interactions, if they don't agree to it, then the universities should use their advantage. When companies come for placements, there should be a basic qualification criteria for their eligibility for the placements. For instance, they should have contributed an investment of 2 to 4 lakh in order to become eligible for the placement. As human capital is far more important than these petty sums of money, the IT companies would certainly agree for it.

Realize the power of alumni: One of the major drawbacks of Indian Higher Education is that we do not realize the power of alumni. Other than the few top institutes, the concept of alumni networking is non-existent. Alumni networking are really helpful as they understand the various problems of the students being the part of the same institute once. Also, alumni are themselves eager of sharing their academic excellence and experience with the students it's just that the system needs to be more transparent.

Incentives to Teachers and Researchers- Industry and students are expecting specialized courses to be offered so that they get the latest and best in education

And they are also industry ready and employable. Vocational and Diploma courses. Need to be made more attractive to facilitate specialized programs being offered to Students. Incentives should be provided to teachers and researchers to make these Professions more attractive for the younger generation.

Innovative Practices- The new technologies offer vast opportunities for progress in all walks of life. It offers opportunities for economic growth, improved health, better service delivery, improved learning and socio-cultural advances. Though efforts are required to improve the country's innovative capacity, yet the efforts should be to build on the existing strengths in light of new understanding of the research-innovation-growth linkage.

To mobilize resources- The decline in public funding in the last two plan periods has resulted in serious effects on standards due to increasing costs on non-salary Items and emoluments of staff, on the one hand, and declining resources, on the Other. Effective measures will have to be adopted to mobilize resources for higher education pay for the cost. So that, students at lower economic levels can be given highly subsidized and fully subsidized education.

Coming of Information Age- The world is entering into an Information Age and

developments in communication, information and technology will open up new and cost-effective approaches for providing the reach of higher education to the youth as well as to those who need continuing education for meeting the demands of explosion of information, fast-changing nature of occupations, and lifelong education. Knowledge, which is at the heart of higher education, is a crucial resource in the development of political democracy, the struggle for social justice and progress towards individual enlightenment.

Conclusion

Higher Education System in India compare to developing / developed countries needs substantial improvement. The percentage of students taking higher education is hardly about 13 % whereas the same is varying between 28 to 90 %, across the world. The lowest % being 28 % and the same is as high as 90 % in developed countries.

Now almost after a decade in 2010 the tables have changed with only 1 institution from India being featured and 32 institutions are featured from China. It categorically spells out, how much we are lagging behind in terms of overall % of higher educational institutions, number of students pursuing higher education. We are not only beaten in by the developing and developed countries in terms of GDP, Exchange of foreign currency but also in terms of number of students pursuing higher education.

The problem which India faces in higher education is Financing Yes, India is already spending very much on higher education and it can't spend more. However, if the quality of higher education has to be improved then more financing is needed.

Privatization is also a big problem that higher education faces. Privatization of higher education is the way to go. However just privatization is not going to solve the problem. You need to foster the culture of creativity, imagination and learning new skills in young students. Introduce innovation in curriculumthesyllabusof Indian Higher Education System is outdated and not at all innovative.

We need a curriculum which is progressive in nature and not despotic. Students should be allowed to pursue multiple courses in the first year and should be given an option to choose a specialization after that.

More focus should be there on innovation and projects rather than exams. However, this does not mean that exams should not be there at all. It's just that exams should be complimented with incentives for innovation.

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PROPERTY RIGHTS OF WOMEN: AS REFLECTED IN MANUSMRITI

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Abstract

In this paper attempt has been made to understand the concept of Stridhana as absolute property right of women in Manusmriti.Manu is being considered as one of the celebrated legislators of dharmaśāstra tradition of ancient India. The famous code of law i.e. Manusmrti derived from him which follows Vedas that define its validity.

Introduction

Manu has defined the concept of Stridhana as six fold property of woman what was given before the nupitat fire, what was given on the bridal procession, what was given as a token of love and what was received from her brother, mother or father.[xl] Whatever given by her husband with affection was also included in it. The issue of Stridhana become more confusing when Manu describes the property of woman in terms of yautaka, Stridhana, dhana, vitta, riktha, Vasu, etc.,[xli] it raised the question whether literally or technically the term *Stridhana* was used.

Even Manu, did not mention the rules for the husband regarding rights over Stridhana. But he says that a wife should take permission from her husband if she wants to spend anything from *Stridhana*.[xlii] Though there are restrictions on the free use of *Stridhana* but wife has right over her *Stridhana* and husband cannot deprive her. If the wife was inimical to the husband,[xliii] in that case on temporary basis the husband can take *Stridhana* of his wife. But it is not described anywhere that in time of need, the husband can use property of his wife. It is also said that the relatives will be punished like thieves[xliv] if they use her *Stridhana* in a matter of need also. Manu states further, "those relations who live on the property of woman commit sin and sink into hell."[xlv] The jewellery of the widow cannot be divided which she has worn during the life time of her husband, if such act is performed then such people considered to be out castes.[xlvi]

Thus; it can be deduce that from the Vedic times, over *pariṇahya* the wife had full rights which can be termed as *Stridhana*. Infact Manu has not given rights to anyone for the use of *Stridhana* with exceptions of fire need. According to Manu, the mother's estate will be

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divided among the uterine sisters and brothers equally at her death.[xlvii] Otherwise the unmarried daughter only has the right to get mother's property.[xlviii] In case husband is alive and woman dies then her offspring will be given annadhrya gifts and gifts she got from her husband also.[xlix] He further states that if the woman married according to first five forms of marriage and dies childless then her *Stridhana* will go to her husband. On the other hand, in Asura form of marriage, the *Stridhana* will be given to the parents if she dies without a child.[l] He also mentions that not all the daughters but unmarried daughter alone can take her *Stridhana* if no sons are there.[li]

Manu says that the uterine brothers and uterine sisters divide the mother's property after her death among themselves. He further states that *yautaka* i.e. mothers separate property will be given to the unmarried daughters only.[lii] Though *Yautaka* property is not mentioned in the *Arthasastra*. Manu does not explain the nature of *yautaka* type of property clearly. In the six kinds of *Stridhana* also, he has not mentioned this term in it. This shows that it must be some earning or a private hoard of her.

But the articles of the household, ornaments and clothes are movable things which can be taken by daughter as part of the property of the mother. The *yautaka* of mother is not given to the daughters who are married. It seems that the married daughter must be well of who does not need it in the manner in comparison to the unmarried daughter. But to share *Yautaka* was not arise in the case, when whole property of the father will be given to the married daughter if father has appointed her as *putrika*. The property of the mother can be inherited by unmarried daughter only. In the views of Manu some contradiction is noticed that at one place the separate property of the mother will be given to the unmarried daughter.[liii] Whereas on the other hand it is said that all the brothers and sisters equally divide the property of the mother among themselves.[liv] Though property of mother includes separate property also then how unmarried daughter will be giving some remaining property.

According to Manu, even to the daughters of those (daughters) something shall be lovingly given, as is quit proper, out of the property of their maternal grand-mother.[lv] However, the grand-daughter does not have any legal right in the property of grand-mother it is mentioned here just as a token of love, share should be given to them. It seems that Manusmriti favours only daughters whereas no place was given to the daughters of the sons in the inheritance.

In the early Indian law, nowhere so tenderly the position of daughter was define. Manu say that the daughter was defined. Manu says that the daughter is not an heir directly but indirectly she can inherit her father's property through her son. In the case, if son is not there, then daughter is appointed as a *putrika* and her son will do all the spiritual duties as a son.[lvi] Manu suggests that the inheritor of the property will perform pindan to the owner. He

further lays down that ``Between son's son and daughter's son there is no difference neither in respect of worldly matters nor in sacred duties, for their father and mother have sprung from the body of the same man.''[lvii] In the absence of the son, for appointed *putrika,* he justifies the words, ''A son is even as oneself, a daughter is equal to a son, how can another heir take the estate while such a daughter is there.''[lviii] Manu prefers to the *putrika`s* son who offer *piṇḍas* for his grand-father thus becomes the rightful heirer of the property. Thus the brotherless daughter *Putrika* has the right to inherit the property of her father through her son.

According to Manusmriti the private property of husband cannot become the sole property of widow. With his propinquity in case no one exists, then preceptor can take over the property, after him his disciple and if he is also not there, then the king. Further, Manu recommends that deceased son's mother can inherit her property rather the widow if no son is there. Manu further states that the property of men who has sons and died the property will not be divided until the widow is alive and as guardian of the sons, widow holds such property.[lix] Manu's says that in the property of the family, mother was given rights and in her life-time, the sons cannot divide property. If she is alive, unfortunately her sons were dying, she was considered as legal heir. Manu has given inheritance right to the grandmother of her grandson as in the same case of mother.

Thus, it is reflected from the *Manusmriti* that Manu has given six fold property rights to women as *Stridhana.* Though the wife has to get permission from the husband to use *Stridhana* but husband cannot deprive her as she has right over her *Stridhana.* The mother's property will be given to unmarried daughters. The granddaughter i.e. daughter of the daughter can get right in grandmother's property. But, this right is not given to the daughter of the son. The appointed daughter (*putrika*) has given the right to inherit father's property through her son. The widow who has son can hold property of the husband as guardian. In case, if the widow has no son then the property of the deceased son will go to the mother.

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