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FOREWORD

It is indeed a delight to pen the foreword for this issue of IASMS Journal of Business Spectrum.

The editorial team at IASMS has worked on collecting the perspectives about post COVID 19 industry dynamics and we have some interesting reads in this issue.

This issue offers you technological revolutions that have happened in the educational sector, emerging business trend post COVID in private security services from the standpoint of social science, e-commerce and its impact on business growth post pandemic, Changed employability perspective and a new employability model post COVID and an insightful case study on occupational health and safety management in Bharat Electronics Ltd.

The education sector has seen a transformation in terms of use of technology. The concept of Self Organized Learning Environments (SOLE) facilitated by the 'Hole in the Wall' experiment and the thought of building a school in the cloud started by Dr.SugataMitrahas gained true momentum and grown wings during this pandemic. Online classes, webinars, conferences etc. brought in the much needed paradigm shift to the industry. We have an article titled "A study of technological revolution in Dynamic Education Sector Post COVID-19 by Dr. Leelavathi R and Preetha V.

Bharat Electronics Ltd. Is one of the Navaratna companies in India and cares immensely for Occupational health and safety management. Health of employees at workplace is extremely critical. In a manufacturing setup it is that much more important as the workers are exposed to many hazards on the shopfloor. Coupled to this, safety of the workforce is a mandatory aspect which manufacturing organizations have to focus on. We have an extremely insightful case study on "Occupational Health and Safety Management at Bharat Electronics Ltd" by Anushree Mahur, Chitra Singla, Dhananjay Deswal, Jai Chaudhry, Janvi Arora, Kanishk Vats.

COVID-19 Pandemic has changed the entire business landscape. The dynamics of every industry has changed with automation and technology taking over all spaces. People have been venturing into professions which are backed by passions and hobbies have been dawning in the horizon. Security services also follows suit. We have an interesting article titled "Emerging Business Trends Post COVID-19 in private Security Service from the Standpoint of Social Sciences" by Dr. V. Rangarajan.

The brick and mortar shops saw lean turnouts if not no turnouts during lockdown in the COVID-19 scenario. E-commerce took over and filled the shoes so that many discerning buyers were not put into hardship. We have an article titled E-Commerce and its Impact On The Business Growth (In The Indian Context, During Pandemic Time) by Dr. Vivek I Sarikar and Arunkumar L S.

Finally the employability perspective across industry has changed and the insights will be experienced in the article "Post Covid 19 - Changed Employability Perspective [CME] and Designing New Employability Model [NEM]" by Yuvaraj Halage.

Readers will be definitely enriched from the wisdom contained in this journal

Happy Reading.

Dr. Srinidhi K. Parthasarathi

Editor-in-Chief

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Emerging Business Trends Post Covid-19 Businesses Built On Needs

R A Suresh *

Abstract

Covid-19 has made big changes in the lives of the people across the globe. Millions of people lost their jobs, Many industrialists lost their businesses, thousands of people changed their way of living due loss of income. Covid-19 impacted negatively many businesses such as Tourism, Hotel, Textile, Airlines travels and many others. The supporting industries of these businesses also suffered immensely. Physical distancing made many businesses to struggle for reaching out their customers. Lower income during the Lockdown period made individuals and organisations to cut their expenditures to the lowest and made them to spend conservatively even on essentials. These issues pose new challenges to the organisations to shape up their strategies to face the challenges of the existing scenario and grab the future opportunities. This paper discusses about digital marketing and its trends in the industries and comparison with traditional marketing and its benefits which will play important role in post covid-19 growth for the industries.

Introduction:- Business Agility

Organisations are created to produce products, services, both for individuals and other organisations to make profit. Excellent organisations achieve these goals and sustain outstanding levels of performance to meet or exceed the expectations of all their stakeholders. In recent times enterprises large and small are forced to revisit their business strategies, change spending patterns, overhaul their operations and be creative in figuring out how they can survive and operate in a constantly dynamic business environment.

Business environment and its impact

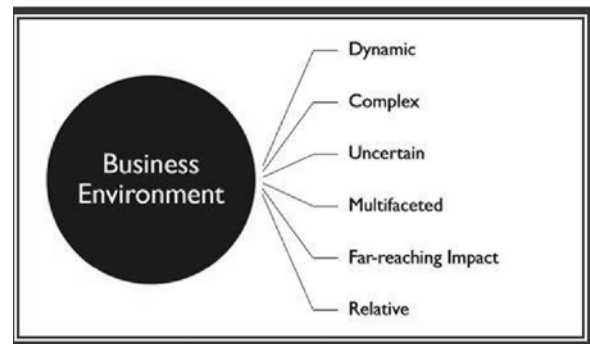


Figure 1.1: Business environment

* DGM, Industrial Engineering Dept., BEL

Today, the business organisations have to exist in complex environment with many challenges to face. From the g.1, it is evident that business organisations have to function under Dynamic, Complex, Uncertain and Far-reaching impacted environment. The organizations face numerous uncertainties of varying consequence. Managers deal with challenges by relying on established structures and processes. These are designed to reduce uncertainty and support calculated bets to manage the residual risks. In a serious crisis, however, uncertainty can reach extreme levels, and the normal way of working becomes overstrained. At such times traditional management operating models rarely prove adequate, and organizations with inadequate processes can quickly find themselves facing existential threats.

Therefore, there is a very strong relation between aligning business operations with the dynamics of business environment. Stronger the relation and better will be the performance of the businesses.

Business trends (Pre Covid-19)

Organisations work in six generic fields to reach its goals. They are Markeing, Manufacturing, Research and Development, Information Technology, Finance and Human Resources.

There are many inventions, Innovations and discoveries carried out day to day in these fields and brought to use by Research organisations, Scientists and Entrepreneurs. There are new business trends like Digital Marketing, IOT, Block-Chain, Robotics, Artificial Intelligence, Nano Electronics.

Digitalisation of Marketing

Marketing field focuses on taking the product and services to the customers. The traditional theories provided by the books like Philip Kotler establishes the basic principles of Marketing. The traditional marketing faces many difficulties in reaching its customers for sales or support. The new development of Digital marketing” brings down most of the traditional difficulties and provide customer delight which is the goal of marketing.

Digital marketing encompasses all marketing efforts that use an electronic device or the internet. Businesses leverage digital channels such as search engines, social media, email, and other websites to connect with current and prospective customers. While traditional marketing might exist in print ads, phone communication, or physical marketing, digital marketing can occur electronically and online. This means that there are far more possibilities for brands to reach customers, including email, video, social media, and search engines.

The fields in the digital marketing are Search Engine Marketing, Social Media Marketing, Mobile Marketing, Email marketing, Web analytics, Business analytics and Websites. The developments in these fields are phenomenal.

Significance during Covid-19

Covid-19 has been a sudden attack on human life and the business world. Considering the abrupt halt we are facing, marketers are sailing through this time with digital marketing. At a high level, digital marketing refers to advertising delivered through digital channels such as search engines, websites, social media, email, and mobile apps. Using these online media channels, digital marketing is the method by which companies endorse goods, services, and brands. In the times of pandemic, consumers heavily rely on digital means to research products. For example, Think with Google marketing insights found that 48% of consumers start their inquiries on search engines, while 33% look to brand websites and 26% search within mobile applications.

While modern day digital marketing is an enormous system of channels to which marketers simply must on board their brands, advertising online is much more complex than the channels alone. In order to achieve the true potential of digital marketing, marketers have to dig deep into today’s vast and intricate cross-channel world to discover strategies that make an impact through engagement marketing. Engagement marketing is the method of forming meaningful interactions with potential and returning customers based on the data you collect over time. By engaging customers in a

digital landscape, you build brand awareness, set yourself as an industry thought leader, and place your business at the forefront when the customer is ready to buy.

By implementing an Omni channel digital marketing strategy, marketers can collect valuable insights into target audience behaviours while opening the door to new methods of customer engagement. Additionally, companies can expect to see an increase in retention. According to a report by Invesp, companies with strong Omni channel customer engagement strategies even during the crises retain an average of 89% of their customers compared to companies with weak Omni channel programs that have a retention rate of just 33%.

As for the future of digital marketing, we can expect to see a continued increase in the variety of wearable devices available to consumers. Forbes also forecasts that social media will become increasingly conversational in the B2B space, video content will be refined for search engine optimization (SEO) purposes, and email marketing will become even more personalized.

“Digital is at the core of everything in marketing today-it has gone from ‘one of the things marketing does’ to ‘THE thing that marketing does.’”

Current Trends of Digital Marketing

i. Facebook

There are 20 million business pages operating their businesses in Face-book. It is easy to create ads, videos, and posts in the Facebook to market the organisations marketing requirements targeting the audiences. There are tools t analyse the data through Facebook analytics

ii. Instagram is a Hit with the Kids

Instagram’s meteoric rise has already seen it pass one billion users, an impressive achievement. That means it’s one of the most rapidly growing social media platforms and, perhaps more importantly, much of its user base is the coveted younger demographic, The new feature of Instagram is \ Instagram Stories” which makes effective and beautiful videos and pictures of the products and services and reach the targeted audience.

iii. Chatbots Will Dominate Customer Service

Chatbots are artificial intelligence (AI) software that acts as a virtual “concierge,” communicating with users and assisting them in completing their goals. Chatbots interact with humans in a natural way, primarily through the use of text chat windows, but verbal interactions are also possible. Over time, as the system collects more data insights, the AI learns more about the customers, making it possible to o er a continuously-improving service. 80% of businesses claim they want to start using chatbots this year. When you consider the benefits, it’s easy to understand why: 1) 24-hour service 2) Instant responses to customer queries 3) No need for breaks, vacations, or overtime pay

iv. Video is No Longer an Option

In a mobile-mad world, people are watching more video than ever be-fore, using smartphones to watch and share videos about everything, learning more about brands, and what they have to o er. 70 % of consumers have shared a brand’s video. 52 % of consumers claim that watching product videos makes them more con dent and guides their online purchasing decisions. 72 % of businesses believe video content has improved their conversion rates.

v. Good Content Marketing (and Now Context Matters More!)

Content marketing continues to be an essential component of digital marketing, although there’s an increasing emphasis on nuance in con-tent. The quality is always going to matter, but now there’s more emphasis on the context and targeting.

vi. Email is Getting More Personalized

When you can trigger your email marketing to something specific, such as a user browsing a particular product, and then follow up with a promotional price or demo video in a personalized email, this can be very effective. Email is often the trigger to motivate an action, especially when combined with your remarketing techniques.

vii. Interactive Content Will Become Mainstream

Interactive content is anything that people can click on, swipe, or interact with online. According to Outgrow, 93% more companies will experiment with interactive content types, such as:

- Quizzes and polls
- Augmented reality ads
- 360-degree videos

viii. Voice Interaction Continues Upward

Thanks to Siri, Google, Alexa, and a host of other 'smart' devices, verbal interaction with devices is continuing to rise. The real lesson for us is that people like to talk and that is a preferred way of interacting. And now, machines are finally catching up to the way people want to search, shop and discover new things.

ix. Marketing in Messaging Apps

Businesses in all industries have taken a significant interest in apps like Facebook Messenger and WhatsApp in recent times, and it's no surprise when you consider the opportunities:

- 1.3 billion monthly users are active on Facebook Messenger, sending more than 10 billion messages every month.
- WhatsApp has 1.6 billion active users, sending over 55 billion messages every day. Marketing through Facebook Messenger generates 10 to 80 times more engagement than organic posts on the Facebook News Feed. Messaging apps allow companies to reach a broad audience with short, personalized texts. 63% of online consumers are more likely to return to a company website if it has a live chat option, hammering home

the need for companies to take this channel seriously.

x. Search engine optimization(SEO) and Search Engine Marketing (SEM)

The way customers search for their queries are analysed using search engine marketing methods for effective marketing. The SEO optimizes.

the websites for driving traffic to the website and SEM is used to market the products and services. Various Business analytics tools are used for gathering and analysing the data.

The end of Traditional Marketing

Traditional marketing has been on the decline for years. However, the COVID-19 may have put the final nail in the coffin for the field. Digital marketing has been steadily growing in popularity, and the field has adapted incredibly well to the new global conditions set by the pandemic.

But why did traditional marketing become obsolete in the first place?

The ongoing impact of coronavirus (COVID-19) is still widely visible and is significantly impacting a number of industries. Supply chains have been disrupted, unemployment rates have skyrocketed, and the public health crisis has escalated in many countries. Yet there are few sectors that have witnessed an unprecedented future growth. Let us compare the traditional Marketing and Digital Marketing.

Table 1.1 Traditional V/s Digital Marketing

Description	Traditional Marketing	Digital Marketing
Target Audience	It's easy to reach out to local audience/consumers with the traditional marketing methods	Digital marketing lets you reach the targeted audience/consumers/customers globally from all over the world.
Marketing Approach	Traditional marketing is more of a personal approach as it is very easy for marketers to have a person-to-person relationship in informing the public or promoting their brand's name.	The physical presence of the marketers is not at all required in digital marketing, yeas physical presence will be a bonus but is not required and digital marketing allows the marketer to reach a finite number of consumers easily.
Documentation	Traditional methods of marketing provide the hard copy of product(s)/service(s) description which can be read again and again.	Digital platforms provide the description in softcopy over the website, or through videos, youtube, etc. which can be accessed anytime anywhere as per the consumer's requirement and it provides paper-free documentation.
Consumer Interaction	Very less interaction is involved in traditional marketing as the promotion mediums are not flexible enough to incorporate the customer's interaction.	Digital marketing, on the other hand, offers a number of digital platforms to the consumers/customers/buyers like social networking sites, e-commerce websites, different apps for collecting their feedbacks where they can put their views about the product(s)/service(s).
Marketing Cost	Traditional marketing is expensive as it involves printing, radio/tv advertisements which cost more to the company.	Digital marketing is less costly than the traditional method of marketing as everything is online and the use of social websites does not cost even a penny. Based on the marketing requirement the business can opt for paid ads if they want to.
Marketing Analysis	The result analysis is complex with traditional marketing as the companies need to rely on the surveys and the findings of the market.	On the other hand, in digital marketing, data and facts are recorded and stored online which makes it easy for the marketers to analyze the marketing result.
Real-Time Result	With traditional marketing methods, the company must wait for weeks or months to get the result.	Online marketing or digital marketing gives quick results and thus it is easy to get real time marketing results.

Impact of Covid-19 on Businesses and Best Performing Industries

Covid-19 has caused several changes in our daily life and impacted severely in the way businesses are carried out. Covid-19 has created major changes in the way customer behaviour pattern to buy or sell.

It has made customer to become conservative. Physical distancing has made the businesses in reaching their customers to become more difficult. There is huge economic losses to individuals and businesses. Large number of people and entrepreneurs lost their jobs and businesses and income has reduced drastically.

Best Performing Industries during COVID-19

The economic impact of the 2020 coronavirus pandemic in India has been largely disruptive. India's growth in the fourth quarter of the fiscal year 2020 went down to 3.1% according to the Ministry of Statistics. The Chief Economic Adviser to the Government of India said that this drop is mainly due to the coronavirus pandemic effect on the Indian economy. But some industries have shown positive trends in these challenging times.

1. Pharma Industry
2. Information Technology (IT) Industry
3. Telecommunication Industry
4. E-commerce Sector
5. Fast Moving Consumer Goods (FMCG)
6. Paint Industry
7. BFSI Sector
8. Online Streaming, Gaming and EduTech
9. Home Fitness

It is very evident that all these industries use "Digital marketing" as the primary method for reaching out their sales and profit maximisation and the Covid-19 also helped them implement them to faster the implementation strategies.

Analysis of Pre Covid-19 Business trends and Performance during Covid-19

From the pre Covid-19 business trends and the best performing Businesses during covid-19, there is a strong correlation that, the business development are taking place in the same direction as the Covid-19 has pushed us. Physical distancing made Digital marketing, AI, IOT Robotics and many other Fields grow even faster than it was expected. The financial difficulties made people to think in terms of easier, faster and cheaper opportunities of businesses progressed. The Impact of Covid-19 has increased the speed of development rather than slowing down the developments. The setbacks being faced by the industries are seems to be temporary and the businesses will bounce back.

Conclusion

Summing up all the points it is evident that digital marketing is taking over traditional marketing because of a greater number of advantages and facilities being offered to the consumers/buyers. Consumers are independent and not bound to patronize any brand and online marketing offers hassle-free marketing, returns, and cashless transactions.

From the analysis it is evident that the Digital Marketing trends are in the right direction to cater to changing customer needs. The customer requires Cheaper, faster and reliable products and services irrespective of the pandemic impacts. Basically the customer needs have increased apart from FMCG products and businesses built around these needs tend to not only survive but also grow in the long run. The Digital Marketing trends indicate large number of smaller business opportunities are available and hence many micro small enterprises can grab these opportunities in the related industries. Digital Marketing is yet to pick in the business to business sector and huge number of digital marketing implementation strategies and number of opportunities will be available Post covid19, these Businesses will grow faster than expected without effects of Covid-19 on the emerging Businesses

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A Study on Technological Revolutions in Dynamic Educational Sector Post COVID -19

Dr. Leelavathi R *, Preetha V **

Abstract

This study aims to understand the readiness of academicians to learn, relearn & unlearn the technology changes in education sector. Continuous Professional Development (CPD) is the latest catchword in the education field. Professional Development is a continuous process and a lifelong journey in digitalized era; it is interlinked with significant factors such as unlearning, learning, and relearning. The need for academicians to focus on Professional Development has been highlighted in different ways in the recent past. Academicians become better teachers when they willingly and continually take steps to enhance their domain knowledge and pedagogical skills. In order to be dynamic in their profession, teachers are required to prove their professional competence and also demonstrate their effectiveness in the technology enabled classrooms. This study specifically identifies the various digital sources available to academicians. The Study variables have been identified from the electronic database. Questionnaire has been used to collect data from primary sources. The sample has been chosen based on Convenience Sampling Method. The results of study confirm the applicability of Continuous Professional Development in digital world with significant influence of factors- unlearning, learning, and relearning.

Key Words: Learn, Unlearn, Relearn, Continuous Professional Development (CPD), and Technological Revolutions.

Introduction

Until a couple of months ago, academicians and students had certainly not thought that they would be exposed to the digital world. But with the lockdown and online education gaining pace, it has become clear that academicians need to gain knowledge on how to make use of their digital literacy creatively. The ongoing pandemic situation has given teachers an opportunity to understand the need for integrating technology into education. As a result, many academic institutions changed their base to digital platforms, and academicians have updated

their technological knowledge and education. Majority of teacher were not equipped, as they did not have proper training in online education. Fortunately, they have accepted the challenges and adapted themselves to the new normal. In few cases, these technological skills are introduced to academicians by students. Academicians have become learners in order to become better teachers. What a paradigm shift!

True academicians are always considered as constant learners. Teachers believe that, in order

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to be successful in the classroom, they have to unlearn out-dated ideas and concepts, and relearn what is helpful and applicable to society. The Pandemic situation has supported many academicians understand their potential and become creative. Many teachers have used virtual methods of teaching and online assessment and evaluation of student's knowledge. As a result, they have gained pedagogical skills and self-confidence.

Digital Sources Available to Academicians

Digital source has made it more comfortable, speedy and easy to use the stored intellect. Digital resources are comfortably accessible in remote areas. Digital information sources are becoming very significant for the teaching community. It controls the overflow of information, storage problem, and provides opportunity for a collaboratively learning atmosphere. The choice of digital resource can be done according to the want and request of users. Common Digital sources available to academicians' like E-Book, E-Journal, E-Newspaper, E-Thesis and E-forms and E-communication tools (Google classroom, Meet, Zoom, Team, Go to webinar and etc.).

1 Need for digital sources:

- Access to all information by all; from anywhere in the world
- Recovery of digital resources is faster than normal print
- Students can be directed to the information by giving a link.
- Quicker to search the information
- Most of the software and apps can guide in finding the accurate information

2 Imagine we were born in 1900.

Period	Challenges/Difficulties Faced
1914-1918	World war 1(22 Million Dead)
1918-1920	Spanish flu (50 Million Dead)
1929	Global crisis
1933	Nazis power
1939-1945	World war 2 (60 Million Dead)
1952	Korean war
1964-1975	Vietnam war

A child born in 1985 thinks, his grandparents have no idea; how difficult education and life is, but they have survived successfully several wars, disasters and Global crisis. Today we have all the comforts in our new virtual world, among a new pandemic. But we complain because we need to wear masks. We complain because we stay confined to our homes where we have food, electricity, running water, wifi and Netflix. Today we have all the facilities in our Education System to survive the pandemic. None of that existed back in the day.

Literature Review

To develop clarity in systematic research, it is important to review the past studies. The result of past studies would assist the researcher in framing the objectives, setting the hypothesis, improving and modifying the analytical structure in the correct direction.

Jamaludin, R., Mc KAY, E., & Ledger, S. (2020) The perception, readiness and change involved in the implementation of Education 4.0 within the region of Association of Southeast Asian Nations (ASEAN) among policymakers, enablers (lecturers) and receivers (students), within globalisation, referred here as the Fourth Industrial Revolution

Aahavan (2020) states that organisational unlearning promotes organisational relearning, thereby improving strategic flexibility. Organisational relearning fully mediates the relationship between organisational unlearning and strategic flexibility. Therefore, firms should regard organisational unlearning and relearning as interactive enablers for strategic flexibility rather than solely focusing on one.

Ratten. V (2020) finds that managing the Covid-19 crisis is difficult for entrepreneurs who are in education industry because of the unavailability of practical and real life examples. This requires the use of augmented reality and artificial intelligence is needed to simulate the real environment a better understanding about how communities of educational stakeholders including teachers, students and institutions can facilitate a more proactive and positive attitude.

Crawford, J, Butler-Henderson, K, Rudolph, J, Malkawi, B, Glowatz, M, Burton, R, Magni, P and Lam, (2020) states that there is a recognition that the sector needs to unite to postulate a future where students can be supported digitally, without compromising academic quality and standards of the curriculum. Universities have a role in the transition to support a society that needs to stay at home for period of time, and higher education may be valuable addition to their productive home environments in the short and potentially medium-term.

Oke, A., & Fernandes, F. A. P. (2020) indicate the opportunity for the education sector to harness the innovations associated with 4 IR through research and teaching to enhance learners' experience; however, this may require a significant improvement in education curricula, as well as investments. The findings contribute to the theory and practice of technology in education and the limited literature on 4IR in the education sector, particularly in Africa.

Significance of the Study

COVID-19 pandemic situation has created a high demand of dynamic changes in the field of academics. The current study is significant in understanding the need for the academicians to learn, unlearn and relearn. It is also necessary to have a realistic view on the effectiveness of virtual learning in the current situation. Thus, the study has become a platform for highlighting the changes and transformation occurring in the academic field due to technological revolutions.

Objectives of the Study

- To analyse the readiness of academicians to learn, unlearn and relearn the technological changes in education sector
- To identify various digital teaching resources available for academicians
- To study the effectiveness and usefulness of virtual learning

Hypotheses

Hypothesis-1

H0- There is no relationship between learn and unlearn

H1- There is a relationship between learn and unlearn

Hypothesis-2

H0- There is no relationship between unlearn and relearn

H1- There is a relationship between unlearn and relearn

Hypothesis-3

H0- There is no relationship between relearn and learn

H1- There is a relationship between relearn and learn

Methodology

The Study is 'Descriptive' in nature. Primary Data was collected through Convenience Sampling Technique with the sample size of 50 from academicians from educational institutions across Bangalore. Secondary data was also used to gain in-depth knowledge in the domain area. The sources for secondary data were newspapers, journals, articles, online sources and so on.

Research Limitation

Research concentrates only on Technological Revolutions in Dynamic Educational Sector Post COVID -19. The study results may be affected by respondent bias. The study is restricted to academicians in Bangalore city alone.

Data analysis and results

Table 1: Reliability and Descriptive Analysis

Sn	Variable Name	Cronbach Alpha	Mean	Std	No of items
1	Learn	0.81	4.26	0.56	6
2	Unlearn	0.85	4.37	0.56	6
3	Relearn	0.94	4.01	1.01	5

Table-1 value shows that the Cronbach alpha for learn, unlearn and relearn is .081, 0.85 and 0.94 respectively. In most of the social science research situations if Cronbach alpha value is more than 0.7 It is acceptable. The analysis of data suggests that the items have relatively high internal consistency.

Table 2: Correlation Analysis

No	Variable Name	Correlation Analysis		
1	Learn	1.00		
2	Unlearn	0.32	1.00	
3	Relearn	0.19	0.16	1.00

Table-2 value shows that Correlation analysis value indicates the direction of the relationship among the variables. The study value 1 is more than 0 indicates a positive association; hence the study variables such as learn, unlearn and relearn have a positive relationship.

Table 3: Composite reliability and convergent validity were checked.

Variable Name	No. of Items	CR	AVE
Learn	6	0.883	0.538
Unlearn	6	0.873	0.631
Relearn	5	0.915	0.730

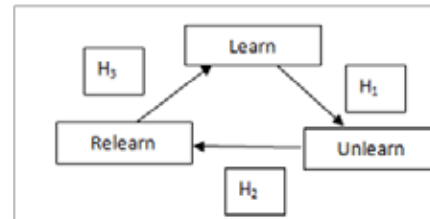
Table-3 Composite reliability and validity were checked in order to develop the model. The composite reliability value is 0.883, 0.873, 0.915 learn, unlearn, relearn respectively. And average variance extended value is 0.538, 0.631, 0.730 learn, unlearn and relearn. The above table-3 value are as per the specified reference range. Hence proceed with model development analysis.

Table 4: Hypothesis testing.

Hypotheses	S.D (Reg) (β)	P-Value	Remarks
H1: Learn → Unlearn	0.19	>0.001	Supported
H2: Unlearn → Relearn	0.17	>0.002	Supported
H3: Relearn → Learn	0.33	>0.001	Supported

The above table shows different values drawn from test of hypothesis. It is concluded that all the above mention hypothesis has relationship because Table -4 P-value is less than 0.05. Hence, all alternative hypothesis (H1, H2 and H3) is accepted and all null hypothesis (H1, H2 and H3) is rejected

Model-Technological Revolutions in Dynamic Educational Sector Post COVID -19 Pandemic



Learn, unlearn and relearn are interlinked with each other. It has significant relationship with each other. Learning is the 1st stage but Academicians must be prepared to accept the virtualization of delivery of education. On other hand unlearning is difficult because teachers may not be comfortable. Slow and steady learning environment always make us happy and efficient. Successful unlearning makes relearning easier because it makes forum for new practices.

Findings

- In the conventional classroom method, Academicians are considered information sources and students just observer. Such academicians never realise the requirement for updating their potential knowledge and skills. As a result, their skill set becomes obsolete.
- In current scenario, Academicians are ready to learn, unlearn and relearn the new concepts, ideas and technology aspects.
- However, many academicians have become technologically literates during the past few months, they now require to learn how to use their virtual literacy innovatively and creatively.
- Result of the study found that in virtual era academicians prioritize students learning over teaching.

Suggestions

- Academicians should be happy to accept and passionate to undergo a paradigm shift. They need to become innovative.
- Post Covid-19 technological revolutions has taken education sector to the subsequent level, breaking the obstacles of class area walls. Academicians need to understand that technology has become an integral part of our daily lives.

- Changes is the unchanging law of nature. In the name of technology, the student's teacher human relationship should not be lost.
- In the 21st century students must be considered as co-creators of skills and knowledge.

Conclusion

This study offers a powerful overview of the current state of technological revolutions in dynamic educational sector post COVID-19 Pandemic. This study provides means of understanding virtual learning and also study explored the learn, unlearn and relearn can be used to support effective learning and education industry's shifting paradigm. In the 21st century academicians should be happy to accept technological revolutions in dynamic educational sector and willingness to undergo a paradigm shift. Study result concludes that effective teaching in the virtual era requires a high level of potential knowledge and pedagogical skills.

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Case Study

“Occupational Health and Safety Management at Bharat Electronics Limited”

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Abstract

The case study summarizes the various hazards and safety concerns faced by the workers of the electronics and defence public sector undertaking - Bharat Electronics Limited (BEL) in India, and its approach to employee safety, health, and wellness. It elaborates the Occupational Health and Safety Management (OHSM) system of BEL and its Occupational Health & Safety (OH&S) policy.

The case study describes the common risks and health hazards, both physical and chemical perils, faced by the workers employed in hazardous roles like welding, semiconductor wafer fabrication job, soldering, waste disposal etc. Next section elaborates the hiring criteria of workers and different training provided to them. The structure of Safety Committee and its role in the organization, along with the duties of Safety Officer, has also been discussed. The case study also gives an over view of the implementation of international standard ISO 45001:2015 adopted by the company to improve occupational health and safety, eliminate hazards and minimize OH&S risks (including system deficiencies) and address OHSM system non conformities associated with its activities. Precautions taken by the company to ensure safe working conditions for its employees during the COVID19 pandemic and future goals of the company with respect to OHSM has also been discussed.

Key Words: Sustainable development, GDP, DIPP, FDI

Objective

The objective of this OHSM case study is to study the practices relating to occupational safety and health, which are being developed in the electronics industry by citing the example of Bharat Electronics Limited. To identify the practice of ISO 45001 implemented using the available tools for management of occupational health and safety (OH & S), and to identify its implementation and cost. The safety management elements were identified, and the practices were analyzed.

Introduction:

The goal of an OH & S program is to promote healthy occupation and life in the organisation. Occupational Health and Safety Management (OHSM) is the branch of healthcare that deals with all aspects of health and safety at the work place.

ISO 45001 is an (ISO) standard for the management systems of occupational health and safety (OH&S). It was published in March 2018. The goal of ISO 45001 is to reduce occupational injuries and diseases, including

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promoting and protecting the health of the workers, both mental and physically, in the occupation. Occupational health can be defined as the highest degree of mental, physical and social well-being of individuals within the occupation.

The factors which pose a risk or hazard to the health and safety of the workers at the workplace are physical agents like noise, vibrations & radiation, chemical agents, biological agents, or physical hazards like falling, workplace transport, dangerous machinery, and electricity, and work-related stress. Therefore, for any OH&S measure to be effectively implemented, it is of prime importance that the risks and the hazards are identified correctly, and the potential damage that they can cause is assessed realistically. Then corrective measures are implemented to reduce the hazard. Advancing technology, discovery, and inventions of new materials, new processes, and techniques of manufacturing have all added on to the requirement of continually reviewing the occupational safety and health standards.

According to the Joint International Labour Organization (ILO)/ World Health Organization (WHO) Committee on Occupational Health, "The main objectives of occupational health are:

- (i) Maintaining and promoting the health of workers and their working capacity
- (ii) Improving the environment in which they work and their work to become good for safety and health and
- (iii) Developing the organizations and their working cultures in a way that supports the health and safety of the workers and also promotes a positive atmosphere and smooth operation and may also enhance the productivity of the undertakings." [1]

About BEL:

Bharat Electronics Limited (BEL) is one of the nine PSUs under the Ministry of Defense in the Indian Government. It is primarily into defence related equipment production. It has around nine factories and several regional offices across

India and corporate office at Bengaluru. It was founded in Bengaluru, Karnataka in 1954.

It primarily manufactures advanced electronic and defence products for the Indian Armed Forces. It offers products and services in a vast range of technology like Radars, Naval Systems, Military Communications, Electronic Warfare Systems, Telecommunications, Sound and Vision Broadcasting, Tank Electronics, Opto-Electronics, Solar Photovoltaic Systems, Embedded Software, and Electronic Components. With the experience developed over the years, the company also provides Turnkey systems solutions. Some products are also manufactured with the help of ToT (Transfer of Technology).[2]

Hazards In Electronics Industry:

Types of manual/manufacturing works carried out in BEL are welding, soldering, plating, painting, FRP work (Fibre-reinforced plastics), water treatment, working with the generator, working in hazard disposal areas.

Chemical Perils:

Various chemicals are used in any Electronics industry. These chemical can be toxic or corrosive. Although most of these are generally used in isolated and enclosed workspace, there can be accidental exposures and leaks. Cleaning agents like acids, soldering materials like tin and lead alloys, and soldering fluxes are common chemicals used. Dermatitis, asthma, neuropsychological impairment are some of the problems that can be caused by different chemicals at different levels of exposure.

Physical Perils:

Noise and radiations can cause physical hazards in an Electronics industry. Radiations can be ionising or non-ionising and can cause hazards on accidental exposure. Apart from this enclosed clean rooms have very low humidity, a factor that is known to cause dermatological symptoms. Musculoskeletal problems can be caused due to continuous assembly line work. Eye Strain can be caused due to prolonged visual inspection works, requiring the use of microscopes.

Typical effects(based on Exposure) on the human body. [3]

Exposure	Current Effect
0.5 - 3 mA	Tingling sensations
3 – 10 mA	Muscle contractions (painful)
10 – 40 mA	“Can’t Let Go” phenomena
30 – 75 mA	Respiratory paralysis (possibly fatal)
100 – 200 mA	Ventricular fibrillation (likely fatal)
200 – 500 mA	Heart clamps tight
1.5 A	Tissue and organs begin to burn

Nature of Electrical Accidents:

Three Common root causes of an electrical accident

1. Using equipment that is untested and unsafe
2. Unsafe Environment and working condition (i.e. wet environment/presence of flammable vapours)
3. Unsafe work performance

Personal Protective Equipment (PPE) is an essential part of any employee’s safety program. According to OSHA, the use of PPE is an efficient way to protect the workers, but still, they should only be used as a final line of defence. There are certain restrictions in the usage of PPEs, and all the workers must be fully aware of those.

BEL uses the following different PPEs :

- ◆ PPE for the Head
- ◆ PPE for the Eyes & Face
- ◆ PPE for the Body (Flame Resistant Clothing)
- ◆ PPE for the Hands (Gloves)

Maintenance of PPE:

PPE and insulating equipment must be inspected properly for damage before each day. PPEs can be damaged and can become unfit for use due to the following:

- ◆ Embedded foreign objects (metal slivers, splinters)
- ◆ Holes, punctures, tears or cuts
- ◆ Ozone damage (fine cracks)
- ◆ Swelling, softening, sticky or hardening
- ◆ Damage from chemicals

Protective Equipment Testing Schedule of BEL:

Equipment	When to Test
Gloves	Before the first issue of the equipment and every six months after that
Blankets / Sleeves	Before the first issue of the equipment and every 12 months after that
Line Hose / Covers	Upon indication that insulating value is devalued

Training for PPE:

All the BEL employees who are required to use PPE are given prior training so that they know very well:

1. When PPE is required
2. What kind of PPE is required
3. How to use, wear and adjust the PPE
4. How to dispose and maintain of the PPE

Apart from these, the employees are also made aware of the limitations of different PPEs. If the trained workers still lack the understanding or skills required to use PPE, then re-training is done. If there are significant changes in the work place or the type of PPEs in use, the workers are re-trained.[4]

Hiring Criteria and on Job Training:

Before getting hired, the applicants need to pass certain medical tests apart from the job-specific tests. Medical tests include eye testing for inspection jobs, blood pressure testing and diabetes testing for hazardous works like welding soldering and audio metry tests for noisy works.

Before the start of the job, OJT (On Job Training) is mandatory according to the company guidelines. They are trained about how to use the equipment, how to use the chemicals, and what are safety precautions. Emergency training is also provided. In case of any hazards, they are trained how to address and report the sheazards. They are trained to use/read ata sheets (a document providing the specification for a particular product).

Safety Committee In BEL:

Safety committee in BEL is a perfect equilibrium of executives and workers participation. Persons from every department/division are being nominated/elected; they represent their department/division in the safety committee. These representatives are responsible for presenting the issues faced by the workers of their division related to workplace safety and health hazards and work together to build viable solutions to the problems faced. The safety officer is the secretary of the Safety Committee, and the committee is headed by one of the top management officials, who acts as the chairman of the committee.

Roles And Duties Of The Safety Officers:

The safety officers are responsible for developing safety policies which are to be followed by every employee so that the workplace is free from any health and safety hazard. They are responsible for identifying hazards at the workplace and any unsafe conditions. They participate in planning meetings to identify health and safety concerns associated with any work. They verify and inspect all the equipment on a weekly or monthly basis. If the equipment is damaged, then they are responsible for the repair of equipment. In case of either major or minor accidents, they are responsible for finding the cause of the accident along with investigating further dangers on site. Also, they form rules and policies, in such a way that the accidents in the future could be avoided. They carry out drills and exercises to train the employees to manage emergencies. Safety training programs are conducted and managed by them in order to review the excavation and electrical safety measures. A review of existing rules and policies is done by them, along with the updating policies in accordance with legislation. They conduct risk assessment and enforce preventive measures. They prepare reports on the occurrences of hazards and provide statistical information to the management. Carry out Permit-to-work (PTW) monitoring and review.

Precautions Taken By BEL During Covid-19 :

BEL has implemented various preventive measures to ensure the health and safety of its employees during the COVID-19 Pandemic and continuity of its business activities.

The measures taken by the company comply with their internal health and safety policies and are aligned with the guidelines of the Government of India (GOI) and recommendations provided by the Centres for Diseases Control and Prevention (CDC)and the WHO. BEL strictly observes social distancing, use of hands-free sanitizers and masks. It promotes regular and complete sanitization of their entire workplace once a week.

After the factory commenced its regular physical operations with its workforce, BEL implemented the following measures:

- ◆ Concept of Staggered entry was implemented, i.e. 1600 people were divided in a balanced way to form 3 shifts. Only 1/3th of the employees were present in the factory at a time
- ◆ At the main entrance gate, hands-free sanitizers are installed, and temperature screening using a no-contact thermometer is carried out
- ◆ Stickers were placed on the roads and floors to maintain social distancing
- ◆ Biometric punches were converted to card punches to avoid touching the surface
- ◆ Workplaces in the factory and corporate offices are sanitized thoroughly using sodium carbonate once a week
- ◆ Every entry and prominent places around the workplace have hands free sanitizers
- ◆ People are asked to bring their own sanitizers for more safety and are required to wear masks

Additional precautions taken by the company are:

- ◆ Employees of 55 age and above were tested for their oxygen levels

- ◆ Employees having Comorbidities were tested twice for their oxygen levels
- ◆ Oximeters as safety kits were distributed in all Divisions. Punching clock was there, in need of an oximeter. The workers could punch their cards and collect their kit

Safety Measures Adopted By BEL:

BEL uses the following for ensuring safety from electrical hazards:

- ◆ De-energize the circuit
- ◆ Work Practices
- ◆ Insulation
- ◆ Guarding
- ◆ Ground Fault Circuit Interrupters(GFCI)
- ◆ Grounding (secondary protection)
- ◆ Barricades, along with safety signs, are also useful to prevent accidents
- ◆ Corrosive safe and non-slip flooring
- ◆ Exhaust ventilation in territories where harmful gases or vapour are radiated;
- ◆ Insurance of electrical hardware and material from wet or moist environmental factors;
- ◆ Restriction of eating, drinking, and smoking in work regions;
- ◆ Eye-shower and medical aid gear;
- ◆ Defensive dress including gloves, rain boots, eye assurance, corrosive safe articles of clothing made accessible and worn;

ISO-45001 Implementation and OH & S Policy In BEL:

BEL has implemented ISO 45001:2018, which specifies requirements for an occupational health and safety (OH&S) management system. It allows organizations to provide a safe and healthy workplace by preventing ill health and work-related injuries, as well as by proactively improving its OH&S performance. In the case study till now we have discussed the safety hazards faced by the workers in BEL, ISO 45001:2018 is a recent measure taken by the company for improving worker safety, reducing workplace risks and hazards and creating better, safer working conditions.

Role of Leadership and Commitment In Health and Safety Management:

Top management in BEL demonstrates leadership and commitment concerning the OHSM system of the organization:

1. They take overall accountability and responsibility for the prevention of ill health of the workers and work-related injury, as well as the provision of safe and healthy workplaces and activities;
2. They ensure that the OH&S policy of the company and related OH&S objectives are established, communicated and documented and are compatible with the strategic direction of the organization;
3. They ensure that the resources needed for OHSM system are available;
4. They communicate the importance of effective OHSM and of conforming to the OHSM system requirements;
5. They ensure that the OHSM system achieves its intended outcome(s);
6. They develop, lead and promote a culture in the organization that supports workers health and safety;
7. They ensure that the organization establishes and implements a mechanism for participation and consultation of workers and encourages the establishment and functioning of health and safety committees in the organization.

OH & S Policy:

Top management, along with the recommendation of the safety committee and in accordance with the standards, statutory and legal requirements, has established the OH&S policy for BEL that:

1. Includes a commitment to provide a healthy and safe workplace for the prevention of work-related injury and ill-health
2. Includes a provision to identify OH&S risks and hazards in the workplace
3. Provides a framework for setting the OH&S objectives

4. Includes a provision of consultation and participation of workers, and workers' representatives along with the formation of the safety committee and various bodies at different organizational level to address worker's concerns and issues

The OH&S policy is available as documented information. It is communicated within the organization to the workers and the interested parties through published minutes of meetings, official circulars, updates on website and daily bulletin.

Under ISO-45001 implementation, BEL follows a four-step iterative management method to control and continuously improve the health and safety processes to safeguard workers.[5]

Planning Phase:

The "Plan" Phase of ISO-4500 comprises of actions to address risks and opportunities and OH&S objectives and planning to achieve them. Planning is a continuous process, anticipating and adapting to changing circumstances and determining risks and opportunities, continually both for the workers and for the OHSM system.

Planning encompasses hazard identification, assessment of risks, determining legal requirements and other requirements, i.e. other commitments the organization had made and setting objectives for improvement. The Risk Management Committee is responsible for carrying out the planning phase efficiently.

The Risk Management frame work of BEL has three-tier Structure, with the Board of Directors (BoD) (represented by Risk Management Committee (RMC) of the Board) at the Apex Level and the Corporate Risk Management Committee (CRMC) at Corporate Level and Unit Risk Management Committees (URMCs) at the SBUs/Units/R&D Centres. If it is higher than the threshold value, then we appoint a Risk manager is appointed (for proper structured risk management). Appointment of safety managers is a part of Risk management. The Company level risks are monitored by CRMC, which is headed by a "Functional Director", and senior management of corporate at General Manager Level are its members.

Hazard Identification:

Hazards can be defined as a 'source with a potential to cause injury and ill health. Hazard identification helps the organization to recognize and understand the potential hazards in the workplace and to the safety and health of workers, in order to assess, prioritize and eliminate hazards or reduce OH&S risks. When considering hazards, the organization considers those that are most likely to occur as well as hazards that have the most impact and can pose major risks to the organization.

Hazard identification includes normal day to day work activities, along with non-normal days (e.g. absenteeism cover and holidays) or events that cause additional pressures on work schedules. It should also include routine and non-routine activities, e.g. maintenance and breakdowns, as well as what happens when things don't go as planned, e.g. staff accidents or incidents, emergency protocols being implemented, the very nature of these non-normal events can lead to hazards in them self. Say, for example, a fire evacuation, if not managed in a controlled manner it could lead to risks to workers and any responding emergency services.

Assessment Of Risks Of The Ohsm System:

OH&S risk can be defined as the combination of the probability of occurrence of a work-related hazardous event and the severity of the in jury and ill health that can because dbythat event to the workers. After identifying various hazards related to the health and safety of the workers, the organization assesses OH&S risks from the seidentified hazards, while taking in to account the effectivenesss of existing controls. The organization also determines and assesses other risks related to the establishment, implementation, operation and maintenance of the OHSM system.

It then prioritizes and analyses different kinds of risks using Risk Score. Based on Risk score, each risk is categorized into different impact ranges- very low, low, medium, high and very high. If the risk score is >40, then it is a high impact risk, and mitigation plans and Operational Control Procedures (OCPs) are developed. The

organization establishes OH&S objectives, processes and resources required to deliver results per the organization's OH&S Policy and to mitigate these risks, provided they also meet the statutory and regulatory requirements.

A HIRA (Hazard Identification and Risk Assessment) document is created, which is a risk assessment document that can be used to assess and record which hazards pose the most significant risk in terms of probability of their occurrence and how significant their potential impact maybe.

Emergency Preparedness And Response Planning :

The organization has established and maintained a set of procedures that are needed to follow in case of potential emergencies, as identified in the Planning Phase. This includes the provision of first aid kit; training for planned responses; periodic tests and exercise of planned response capability; evaluating performance and making necessary changes in planned responses. After the occurrence of emergencies; the organization communicates and provides relevant information to all workers, contractors, government authorities on their duties and responsibilities.

The types of emergencies included are fire, explosion, toxic releases, injuries and rescues in the hazardous events. This plan improves local, district, state and national capacity of companies to respond to disasters and public health emergencies, scaling up the actions with vulnerable communities in health promotion, disease prevention and disaster risk reduction.

Leve I6 document in BEL calls for Emergency Preparedness and Response Plan (EPRP). Such a plan gives the guidelines for employees, contractors, transporters and Visitors etc. The EPRP not only defines the responsibilities but also informs about prompt rescue/evacuation/coordination operations and some more.

Three significant roles during EPRP are-

1. Controlling Officer (nominated by top management) who is responsible for taking appropriate decisions during the emergency

and takes the ultimate control of the situation. His duties are to:

- a. Assess the magnitude of the incident and decide if staff needs to be evacuated from their assembly points to identified safer areas
 - b. Implement direct operational control over the areas other than the affected ones
 - c. Communicate with senior officials of Police, Fire Brigade, Medical and Factories Inspectorate and provide information about possible effects of the incident on areas outside the factory premises
 - d. Look after rehabilitation of affected persons after the discontinuation of emergency
2. Incident Controller, who has to visit the incident site and evaluate the situation and suggest appropriate measures to deal with the emergency and then reports to the factory manager. His duties will be to:
- a. Stop all operations in affected areas and make sure that safety of personnel is top priority, followed by minimum damage to the plant, property and environment and minimize loss of materials
 - b. Ensure that non-essential workers/staff at the areas affected are evacuated to the appropriate assembly point, and the areas are searched for casualties
 - c. Setup communication points to establish contact with the Emergency Control Centre(ECC) incase of electricity and communication failure
 - d. Report on all significant developments at the scene to the communication officer and
 - e. Preserve the evidence in case for future inquiries for cause and circumstances that caused the emergency
3. Communication Officer and Coordinating Agencies: Coordinating Agencies are responsible for the management of workers at the safe refuge point. The Communication Officer who also works as a Liaison Officer and is stationed at the main entrance during the emergency. He is responsible for handling the police, media and other enquiries. He maintains a regular communication with the Incident Controller.

- a. Ensure that casualties receive adequate attention or arrange for additional help if required and inform their relatives
- b. In case of a prolonged emergency, arrange for the relief of employees and organize refreshments food
- c. Ensure availability of alternative transport in case the need arises and control traffic movements into and out of the factory
- d. Maintain a log of the emergency/ incident on tape for official record

Mock drills on emergency planning are being conducted periodically, which involves the following teams:

- ◆ Task Force and repair team
- ◆ Firefighting team
- ◆ Security Team
- ◆ Transport Team
- ◆ First aid and medical team

As soon as an emergency is reported, security blows the emergency siren (at a higher noise level), the workers are supposed to assemble at a dedicated place called the assembly area. In that area, the positions are marked according to the divisions and the workers have to report to their designated divisions.

During the time of an emergency, nobody can go inside or come outside the factory. The head count of the workers is taken and matched with the morning attendance. If suppose any health hazard has taken place during the emergency, the first aid team and the ambulance (present on campus) are ready.

The sequences of events are always recorded for improving the mock drill exercise of the future while the high officials of the organization monitor the planning.

BEL maintains documented information in regard to all aspects of emergency planning, training, testing, performance and reviews.

Assessment Of Opportunities For The OHSM System:

OH&S opportunity is defined as a circumstance or set of circumstances that can lead to

improvement and enhancement of OH&S performance while taking into account planned changes to the organization, its policies, its processes or its activities. The organization implements opportunities to adapt work, work organization and work environment to workers; to eliminate potential hazards and reduce OH&S risks and other opportunities for improving the OHSM system.

Determination Of Legal Requirements and Other Requirements:

The organization not only determines health and safety requirements but also other legal requirements such as building, environmental etc. The organization maintains processes to determine and have access to up-to-date legal and other requirements that are applicable to its hazards, OH&S risks and OHSM system; determine what needs to be communicated and take these requirements into account when establishing, implementing, maintaining and continually improving its OHSM system. The organization maintains and retains documented information on its legal requirements and other requirements and ensures that it is updated to reflect new changes.

Planning Action:

The organization plans actions to:

1. address the risks and opportunities identified;
2. address legal requirements and other requirements;
3. prepare for and respond to emergencies

OH & S Objectives :

An OH&S objective is defined as the 'result to be achieved set by a person or group of people, to achieve results consistent with the OH&S policy of the organization and directs the organization to prevent adverse effect on the physical, cognitive or mental condition of the workers performing work-related activities in the organization and to provide as a fework place for the workers of the organization.' Objectives are meticulously monitored by dedicated officials, communicated to all the workers and interested parties and are updated as appropriate.

Once OH&S objectives have been decided by the organization's top management, they will need to be planned and documented, and this should also identify the method to be used to evaluate results. OH&S objectives can be strategic, tactical or operational, and their measurement can be qualitative or quantitative.

Do Phase:

The "Do" phase of ISO-4500 deals mainly with organization and implementation. After risks and hazards at the workplace are identified, they are organized for proper implementation. Implementation includes instructing, supervising and training the employees for following the procedures to ensure very one competently carries out their work. Along with, it also includes the usage of the correct equipment and their maintenance. The documents and reports must also be revised and checked regularly. In particular, this phase aims to involve workers participation and communication between the organization and the workers.

Operational Planning And Control:

In Operational Planning and Control, initially, BEL identifies the requirements of products and services. Then standards for processes are made in accordance with the requirements and simultaneously, adoption of specific criteria that will be followed for accepting the product is done. BEL must know the resources that will be required for product formation. Then, it checks that the processes are implemented properly. Lastly, a record is to be made for the processes whether they are followed properly or not, and it should also include information about the product.

Management Of Change:

Introducing change to products, services, resources, and processes introduces new risks, the established control measures are no longer sufficient to mitigate the hazards effectively. The organization has established a process for planning, managing and controlling planned temporary and permanent changes that impact OH&S performance. Changes are not only related to tangible products such as machinery, materials, new equipment, work

conditions technology, facilities, etc. but also less discernible items such as work procedures and instructions, new working practices, legislation, industry guidance, best practices, training, etc. The organization, firstly, reviews the HIRA document or otherwise reviews it after every 2 years, makes the necessary and appropriate changes and action plan to deal with the new risks. Due diligence needs to be taken to ensure changes do not introduce unintended or unforeseen hazards. The organization reviews the consequences of unintended risks generated due to changes, taking action to mitigate any adverse effects, as necessary.

Hazard Elimination And Reduction Of OH & S Risks In BEL:

BEL identifies the risks and hazards associated with the equipment and production of products. Based on this, it identifies processes in such a way that the hazards and risks at the workplace are minimized. The first plan of action is the elimination of the hazard which includes all the risks associated with it. If elimination is not feasible or possible, the organization follows a substitutions strategy where in they try to replace more harmful hazards with less one. Some physical barriers are also used as engineering controls to ensure safety from hazards. In case all the strategies fail, then Personal Protective Equipment (PPE) kits are provided to the workers to ensure their safety. PPE examples; Hand gloves, coveralls, respirators, safety glasses, high-visibility clothing, safety footwear, etc.

Workers Participation Is Ensured In BEL:

Various levels of organizations have been built up in BEL so that the workers can participate, or they can communicate their worries or issues. This is done through 4 levels of the organization–

1. ApexTeam–This team meets once in a year where all the Heads, General Managers, management representations of each department and divisions meet to discuss the agenda and address major OH&S concerns of the workers such as employee fear during Covid pandemic
2. Core Team - It includes representatives from every department. It is a team of around

50 members. They work with the agenda points and deal with all the issues related to the health and safety of the workers in their departments and provide a forum to solve the significant issues faced by the workers. Their meetings are organized after every two months

3. Divisional Team - This team conducts the meetings quarterly. Workers are supposed to put up their issues, complaints and concerns with the Division Manager. The Divisional Team addresses these concerns on the divisional level

If the issue/complaint of the worker is not solved, then it is brought to the notice of the Core team and then the Apex team, in case it is not absolved by the core team as well

4. Register of Regulation (ROR) - ROR is responsible for managing and keeping track of your regulation documents to avoid hindrances and comply with regulatory authorities. There are 27 regulations which are applicable to any industry. 13 of these regulations are applicable to BEL. ROR reviews the implementation of the regulations. The measures and objectives are prepared, monitored, reviewed and improved

Check Phase:

In the "Check" phase of ISO 45001, the organization monitors, measures and evaluates the OH&S performance of the established objectives and measures and determines the effectiveness of the OHSM system. Also, the causes of accidents, incidents or near misses are investigated and properly documented.

Monitoring, Measurement Analysis And Performance Evaluation:

Methods of monitoring, measurement and analysis are monitored to ensure valid results.

BEL also identifies monitoring and measurement schedules, when the results from the same will be analyzed, evaluated and communicated.

OH & S Improvement:

BEL reviews and improves its HSE (Health Safety Environment) policies by -

Via Internal Audit: BEL does the following as part

of the internal audit programme:

1. Establishes, Plans & Implements programmes and maintains the frequency, methods, responsibilities, planning requirements and reports.
2. Audit criteria is defined according to the domain where it will be conducted.
3. Then Auditors are selected such that objectivity and impartiality of the audit process are maximized.
4. After the completion of the audit programme, results are reported to workers or their representatives and other concerned parties.
5. Then action is taken to address nonconformities to improve OH&S performance continuously.
6. As usual, documented information is retained as evidence of implementation of the audit programme and its results.

Internal audit is conducted on 42 locations, where trained auditors visit with a checklist. Areas, processes, possible hazards and the results are checked. Whenever nonconformities are observed, the auditors document this on the audit report, and this issue is reported to the company. Based on the nature of the non-conformity, the auditor provides containment action, through root cause analysis, and then suggests corrective measures/actions be done.

Via External Audit: External Audits are done yearly to review the processes and make sure they follow proper standards. Wherever a gap is found between the standard process requirements and the existing processes, they raise non-conformity issues and then corrective measure is suggested and implemented so that processes are improved.

1. By continually monitoring, reviewing and improving OH&S objectives
2. Recommendation of the safety committee and safety audits

Act Phase:

In the "Act" phase of ISO 45001, actions are taken to continually improve to include findings of incidents, addressing non-conformance, audit findings and inspection reports.

Incident, Non-Conformity And Corrective Action:

The organization has established and maintained a process, for reporting, investigating and taking action, to determine and manage incidents and nonconformities.

When an incident or a non-conformity occurs, the organization:

1. Takes action to control and deal with the consequences
2. Evaluates it by investigating and determining the cause of the incident or non-conformity
3. Determines and implements any action needed
4. Assesses OH&S risks that relate to new or changed hazards before taking action
5. Reviews the effectiveness of any action taken, including corrective action
6. Retains documented information as evidence of the nature of the incident or nonconformities and any subsequent actions taken, along with the results of the actions and corrective actions taken, including their effectiveness.

FORUMS FOR IMPROVEMENT IN BEL:

BEL has four gateways, where the stakeholders can raise their concerns or issues to improve the existing OH&M policy –

1. Customers – They can raise the issue through Product Support. Recently, BEL has set up a Customer Coordination Cell. The customers of BEL comprise members of the Army, Navy, Air Force, paramilitary, Coast Guard (India, Seychelles, Maldives, Sri Lanka), Police, Doordarshan, All India Radio, Department of Telecommunications and consumers of professional electronic components. They are allowed to register their complaints with the Customer Coordination Cell.
2. Vendor - If the vendor finds that the product is not safe. They can raise their issues through sub-contract division /product support.
3. Government Of India - GOI can change, upgrade or recommend new practices or issues through HR.

4. Society - Nearby society or areas surrounding the company, have a forum raise on any health hazard or unsafe practices.

Other Certification/Standards Followed In BEL:

Along with ISO 45001 , BEL follows multiple other certifications to ensure Environmental Safety, Quality Management, Information Security Management etc.

- ♦ ISO 14001:2015: It helps the organization to improve their environmental performance by using resources efficiently and reducing creation of waste, gaining a competitive advantage over other companies as well as the trust of share holders. [6]
- ♦ The AS9100 Revision D standard is a set of guidelines for implementing a High-Quality Management System to be used by aviation, space, and defence organizations (often noted as the aerospace industry). [7]
- ♦ ISO 9001: 2015 is an ISO standard that states the requirements for a quality management system(QMS) .[8]
- ♦ ISO27001: 2013 was developed to help all types and sizes of organizations to protect their information systematically and cost-effectively, through the adoption of ISMS, which is Information Security Management System. [9]
- ♦ ISO/IEC 17021, published in 2015, is a standard that was developed for assessing the competence of certification bodies and to ensure that they conform to all types of management systems. These organizations are usually known as Certification Bodies (CBs) or registrars. [10]
- ♦ CMMI Level 3: Capability Maturity Model Integration or commonly known as CMMI, is a process improvement model that helps the organizations to follow the best practices. The model can be used as a guideline for process improvement on any project or a department or even the entire organization. CMMI Level 3 is one of the five “Maturity Levels”, also known as the “Defined” level. The CMMI Level 3 is successfully achieved when the organization completes a SCAMPI A appraisal,

which substantiates that the organization is operating at Level 3. This means that an organization's engineering processes have a defined process are as such as Decision Analysis and Resolution, Integrated Project Management, Organizational Process Definition, Organizational Training, etc. [11]

Cost Incurred To Implement ISO 45001:

A rough estimate of the amount spent on properly and effectively implementing ISO 45001 in BEL is about 15-20 lakhs. This implementation cost includes the cost of training selected employees for the role of the lead auditor. Courses for training cost around Rs.30,000 per candidate and around 12 employees are trained for this skill, totaling to around Rs.3.6 lakhs. Along with this, employees are trained and educated about all the aspects of the standard. Internal cost includes the time and effort the employees of BEL spend to build and implement the system according to the needs and specifications of the organization. A major portion of the total amount is spent on creating and maintaining documents and publishing various manuals and documentation and creating audit reports. There are some other variable costs such as duration of audits, hidden costs (travel time, application fees and annual management fees) and cost of external audits.

Waste Disposal In BEL:

Proper and careful disposal of waste is also necessary to ensure the safety of workers. The waste is split into four categories, namely Hazardous waste, E-waste, Biomedical waste, and solid waste.

- ◆ The manufacturing processes generate seven types of hazardous waste. The principle of reduction, re-use, and recycling is observed when handling hazardous waste. Different

ways are used to dispose of different types of hazardous waste. A protected site is allotted for safe storage of these waste before their treatment. BEL has to take a license approval from the GOI or the UP Pollution Control Board for disposal of these hazardous wastes

- ◆ For other waste, a dedicated area is present for their disposal called Salvage areas where used batteries/paint boxes, used oil drums are disposed of
- ◆ E-waste such as Computers, CPUs, Peripherals, Printers, Scanners, Printed Circuit Boards, Laptops, etc., are recycled in an environmentally conscious way to recover the raw materials
- ◆ Other waste generated during the manufacturing of products are separated at source and are handed over to Pollution Control Board authorized agencies for scientific processing, recovery, and recycling as a manufacturer
- ◆ Biomedical wastes generated in the BEL dispensary and medical centres are collected and disposed of scientifically as per regulatory guidelines

Future Goals:

BEL aims to execute ISO 45001 and ISO 14001 more effectively to protect the health and safety of its workers and protect the environment as well. In future BEL plans to implement ISO50001 which is a company level certification based on a standard published by the ISO. Its purpose is to use energy more efficiently by implementing an Energy Management System. The standard is based on a continuous improvement management system model. The certification requires the company to develop an energy policy, establish goals to meet the policy, utilize data to meet goals, measure policy effectiveness, and continually make improvements to the policy. [12]

Conclusion:

Through this case study, we can realize the importance of a strong and effective OHSM system in the organization, along with the proper implementation of standards and certifications to protect and safeguard workers. A properly implemented OHSM system means establishing operational controls procedures to manage OH&S risks and hazards, emergency plans, a mechanism for accessing incidents and improving processes through monitoring and reviewing continuously. It contributes to the minimization and reduction of risks. It involves increasing awareness about the measures adopted by the organization, amongst workers through worker's consultation and participation, in compliance with applicable legal and other requirements.

BEL has been successfully implementing ISO 45001:2015 to ensure the safety and health of its workers. Along with this, it implements other standards and certification like ISO 9001:2015, ISO 14001:2015 etc. and in future aims to implement ISO 50001 for establishing an effective energy management system. Every standard/certification contributes in its own way to protect the health and ensure safety of the workers. Investments in the safety and health of workers and the working environment contribute to reducing business cost in the long run, through fewer absences due to sickness, cutting healthcare costs, encouraging the workforce, in general, to remain active. It positively contributes to increased productivity of the employees and enhances employees' commitment to the organization as a whole, thus building a stronger organization. By demonstrating that the organization addresses its safety and health obligations, the company can protect and enhance its credibility and reputation. This shows the customers that the

business is committed to working within a set of safety and health principles, thus giving more confidence to the potential clients and customers to start or continue cooperation with the company, which leads to increased business competitiveness and building the brand. Therefore, the financial benefits of ISO certification and strong OH&S policy of the organization almost always outweigh the up front costs.

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“Emerging Business Trends Post COVID-19” in Private Security Service from the Stand Point of Social Science

Dr. V. Rangarajan *

Abstract

WHO declared Covid 19 as Pandemic with host of medical and health safety measures to all the nations. The mankind is bowed to this single virus which had entered into the lives of millions and millions of people across the globe. The economy fell so is the whole lot of industries. Amidst the measures and steps taken by various bodies the recovery seems to be arriving. People and industries of all sorts are physically, emotionally, financially hit by this Pandemic. The Private Security Service is no exception to this impact. Physical security and human being are inseparable by nature. Therefore the workforce is viewed from Stand point of Social science in this relationship. The social science is a study of mankind in relationship with other disciplines like psychology, anthropology, sociology etc. The relationship between the security workforce and various stake holders need a scholastic scrutiny from the Social Science perspective. The private security is 2nd largest private employer in India employing 75 lakhs workforce after the agriculture with the turnover of 20,000 crores. Yet the security employees for long have not occupied a due place in the industry like that other jobs. The demand and supply of manpower in physical security is a mismatch always. Yet they are underpaid, unmotivated and untrained. The fall out of covid 19 is a severe death blow. Private security service sector in no exception.

Key Words: *Pandemic, Private security service, social science, 2nd largest employer, turnover 20,000 crores*

Introduction

Security service is gaining as a subject of importance from the dimension of social science because the service is required and rendered in any settings by the human beings rather resources. This peculiarity is due to the nature of function rendered by them. Their services are nearly comparable to State Police or Armed forces as both of them discharge their duties to protect the country's people, properties and of course the border from the external intrusion, threat etc. Similarly the immeasurable lives and crores worth of properties of business are protected continuously by the private security service personnel 24x7 irrespective of business

objectives, nature, place and the background. Social science is a study of people under different, peculiar and in ordinary circumstances. More so, the social science is necessarily seen as study of relationship of people of different background in building the business, economy. Least to say it deals with complex human nature in building and motivating the relationship amongst the individuals to reach the next higher order in pursuit of the individual or collective goals. Therefore on micro and on macro levels, the study of private security service in scholastic journey is not yet seriously attempted consistently atleast in Indian context where there has been a

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tremendous demand over last decade while the supply is alarmingly and increasingly low given the several attributes attached to the function and the individuals taking up the security job.

Review of Literature

Jeffery. Sheppard. & Jesse O. Mintz-Roth Policy (2005) The researchers had studied the security performance of Private Security Personnel by interview method wherein they had interviewed about 100 private security officers in 39 A class 46 commercial findings. After analyzing the response of the respondents they found many observations. These include Standards of security officers are far below the standards, Security officers' wages are low, health care benefits are unaffordable or not offered, most officers had lesser training than New York State stipulates.

Dr. Sanjay Upadhyaya, (2011) had elaborately discussed about the study he conducted in Delhi in NCR region with 40 security agencies wherein about 200 security guards were interviewed. It was a detailed study on the working conditions, wages paid to security personnel, training, motivation amongst the security operations. His recommendation include better training, better wages, better working conditions, various welfare measures and benefits to the security personnel. No doubt all these factors are favourable to motivate the security personnel to continue to put in the best performance. Besides, the outcome of such performance is pro active steps on the incidents of pilferage, thefts, information theft, connivance, fraud, white collar crime. The motivation drives the workforce to act ears and eyes of the management especially to HR and Admn wings of the organization. He further recommends various incentives, non financial welfare measures, reduced working hours, more number of uniform dress etc. All these factors collectively shape a ordinary working employee to highly motivated workforce over a period of time.

Jeffrey Zisner (2011) has researched about the private security industry since deadliest terrorist attack in what is called as 9/11 in World Trade Centre, USA. The attack has woken up the protection; professional both public and private

enterprises Amongst many observations, low rate of wages to unarmed normal security guard occupies top most and primary factor for low performance of security guard. This means these are not fully trained guards as the trained ones do not come to such low remuneration to the clients. Some of the recommendations put forth by them are, companies need to only offer a trained and professional staff to their clients. Providing low tier, low paid staff drags down the industry, companies need to conduct payroll accurately and as scheduled, companies need to provide as much information as they can about every job. Security people hate surprises, company management need to make their employees feel appreciated which may include awards for good service, continuing occupational training, and varying of assignments and companies need to be realistic in their promises. The study had summarized that the security guards can be motivated by many conventional and contemporary means in order to bring out the optimum level of performance from them.

Bhupinder SinghBhullar (2015) traced the Private security Industry in India and examined the various factors including the growth and reasons for the same. They have made several recommendations including the training area which demands serious consideration in order to sustain the growth and provide consistent service in tune with the needs, demands of the business in various industries. As 95% of present security is manpower intensive, it is necessary for the various stake holders to invest in training the workforce to protect the people and properties which is the core and primary function of Private security service in any industry. The investment into training will definitely pay rich dividend in the long run. Therefore it is right to infer that the training serves a motivational factor to enhance the knowledge of security personnel --in a non financial means – to perform

NSDC-KPMG Report (2018) The report traces the history of Private security service since a decade across India. It observed that any individual between the age of 18 to 65 can join in the private security service. It turned out to be that these persons have by and large failed in the gainful occupations and/ or rejected in other

job markets. This raises the question whether the fitment either at the age of 18 or later at 60s in the employment is possible given the harsh nature of the job or occupation in the security service in different business conditions. The total numbers of registered security agencies is 4347 with highest number 700 in Tamil Nadu alone. This indicates the industrial development, demand in the locations and skill gap in the state.. The inherent negative factors in security job include social stigma, absence of social welfare measures otherwise available in the other industries, distressed migration from different states in the demand driven states, high attrition rates due to stressful job nature. From this report it can be inferred that amongst the various performance gaps of security personnel , skill gap is the most critical one. To remove the social stigma from the job a security guard performs, he or she has to be adequately and consistently motivated through several means. One of the glaring motivational factors is the training to security personnel and the training enables the personnel to be “ job fit”

Objectives of the Descriptive study

1. To understand the Private security service Profile and analyse the same from Social Science point of view
2. To study the relationship model between the Private security service and 2 other stake holders
3. To understand the impact of Covid 19 in Private Security Service and analyse the road ahead/trend post Covid 19

1. Discussion on Objective 1

The basic instinct of any human being is to survive first and foremost and later it turns out to be growth, success etc in various levels and circumstances. If social science is a comprehensive study of relationship between the people, results arising out of this, the complex web of human behaviour & other traits, then a study of security service from the stand point of social science is certainly a worthwhile scholastic pursuit to uncover much of the subject of security personnel.

The humanness and the security function are

inseparable and one cannot exist without the other. Being so, it is the duty in scholastic journey by a scholar to study the private security personnel from different view points and perspectives. The study from social science angle is more relevant now than before as the business and the people are under various threats, aggression inside and outside as different businesses are placed in different economic, social and industrial conditions. It is not merely for the sake of protecting the people and the properties but also for the purpose of according the due respect to the fellow beings well within the frame work of business and duty. It simply does not mean that protection is the only duty of the security force but it is one of the primary responsibilities of the security. It is to be noted that in economic sense the capital in different forms is the centre of industrial development which in turn drives the economic growth especially in market and mixed economy. In mixed economy the capitalist and socialist play a equal role in different times and they are always intertwined for a nation’s well being as a society. In both the ideologies the people are the central force. The theories in social science are centred around human beings and their progressive behaviour only. Therefore it would not be out of context to state that security service is a subject of social science in business or in people sense. . Some are politicians, bureaucrats, Engineers, doctors and the title list is endless. One such position is Security Guard or Security officer in security service industry. It is so common that Security Guard is instantaneously associated with duties connected with the theft, control, checking, uniforms and some times not so favourable factors of human side. The studies conducted by the FICCI, Earnest and Young, NSDC put the figure of 75 lakhs of workforce employed in the Private security service sector as of 2019. It is slated to touch 100 lakhs in just a few years. They are second largest private employer after the Agriculture sector in our nation. Yet it is only in little over last decade, this industry is receiving the attention. In the after math of Terrorist attack in World Trade centre in U.S.A 9/11 and subsequent attacks in Mumbai and in Delhi Parliament, the security industry as an important function started getting its due place

in business especially when the Govt started realising that it's defense forces cannot provide the security to business locations. Thus security service is witnessing the phenomenal growth for decades before Covid 19 These terrorists attacks are accompanied by the destruction and damage of properties beyond repair, loss of lives in business and otherwise. These impacts have direct bearing in business and growth of industry. The attacks continue even today to bring in disaster, fall in the economic growth in different parts of world. Prior to beginning of 21st century security service is of no significance or nearly non existent for all purposes bearing a few instances of business establishments.

The security service is not in the employment search list by the people of employable status. The very nature or perception of security job does not indicate any positive human response not even as a revenue generating activity to an individual. The tag attached to security is demeaning, inferior, unworthiness of individuals, disrepute and generally does not get a due recognition or place it truly deserves. On the other hand, the whole gamut of industries is in dire need of security service personnel in order to protect the lives and properties on which heavy investment is made in an increasing phase to promote the industry. The researcher has ample evidence to prove that the security personnel do not have any provision to protect themselves from these social and economic evils.

Therefore as a subject of social science this study is related and concerned to some of the features of security functions, importance and other aspects of Human resources. In order to understand this it is of paramount importance to dwell upon the nature, profile of private security industry and its personnel.

2. Profile of Private Security Service

Aftermath of Mumbai terrorist attack in business hub of the nation, brought wide awareness that it is not only our country and people that need protection, but also industries where the actual seed of economic progress is sown. The limitation of government is that it is neither their constitutional duty nor has the adequate resources to protect the private sector at all

times. Given the limitations many private sector players in Private Security Industry took the initiative to secure their properties by training, deploying the civilians to guard the commercial establishments. Although the industry has come a long way but it is yet to be matured given the inherent limitations and nature of the security service. Many security agencies are started with the help of ex-defence or ex- police personnel because of their expertise, technical know how and management skills. Interestingly the Private security Industry's turn over is pegged around Rs.20,000 crores with employment to 75 lakhs of people by 2020. Yet this is not properly regulated by statutory bodies nor any collective efforts are consistently taken by industry bodies.

The foremost challenge faced by the industry is dearth of talented workforce, the training adequacy, infrastructure for organized training and lack of training professionals to train the workforce to enable them to perform their duties diligently. The stakeholders namely customers, private security organisations, front line security practitioners, administrators have a vital role to play in running the security set up in their sphere given the economic, labour and knowledge constraints to protect the people and assets of the organisations. On one hand security cover is required in different proportions to different needs for the industry. Undoubtedly the volume is growing exponentially. On the other hand, there is a lack of trained security workforce cutting cross all states to run the business and to secure the properties. Coupled with this, unwillingness on the part of industries, Statutory agencies and business enterprises to attract the right talent seemingly for economic reasons for sustained business development. Clearly state police and CISF are out of reach atleast by numbers as they themselves are running short of manpower.

3. Demographic characteristics of PSS:

India's competitive advantage has been its competitive wage structure and availability of manpower. A large number of youth within the age group of 15-19 fall below the poverty line as they drop out of formal education and have limited avenues for employment. The 6 Key regions from where manpower is mainly

sourced include Bihar, Uttar Pradesh, Jharkhand, Madhya Pradesh, Rajasthan and Assam. Most of these resources come to urban cities in search of better employment opportunities. The youth from urban cities, associate the security industry with low aspirational value owing to lack of social security schemes, long working hours and poor working conditions. However, the private security industry continues to be one of the largest employers in India. Over 90per cent of this workforce consists of security guards who are at the base of the pyramid, with little to no relevant experience or expertise. Most individuals come in search of employment to urban centres and resort to working as security guards as the last option.

4. Attributes of Security personnel for performing the duties:

- a. Physical fitness to withstand the long hours of standing, walking or cycling in the work location in difficult, different weather conditions and business locations
- b. Basic written and oral communication skills in 2 languages one of which should be local or regional language
- c. Eye for details on routine or unusual working atmosphere
- d. Disciplined conduct
- e. Integrity and Honesty in discharging the duties, the traits of which are subjected to regular checking measures many a times on and off duty

Discussion on Objective 2

1 Relationship model in Private security service in Social science

1. The relationship between Private security personnel and the Customers

The relationship between the security personnel and the customers is characterised by the following features.

- a. It is legally binding between them and it is by nature the Contractor and the Principal Company.
- b. Governed by the specific rules and regulations designed by the customer organisation.
- c. Specific and time bound in terms of service period of security personnel.

- d. There is no permanency of job for the workforce in customers place.
- e. The human angles such as recruitment, promotion, remuneration are not binding or applicable or considered by the customers.

2 Relationship between the security personnel and the service providers who are normally called Security agencies under whom the security personnel are employed in different locations with various duties and responsibilities.

- a. Here again the relationship is vague leaving the interpretation to the agencies.
- b. Rules are dictatorial by nature and designed by the agencies.
- c. The workforce has no choice but to abide by the rules of the agencies.
- d. There is no job guarantee here also to the workforce irrespective of tenure.
- e. The salaries payable to security personnel are not uniform as it is directly proportionate to the service charges or rates agreed between the agencies and clients i.e principal employer
- f. There is no uniformity in working hours in this relationship.
- g. Deductions from the salaries in the form of fines, penalty are common and in league with the customers instructions.
- h. Basic statutory benefits like Holidays, weekly offs, leave, rest are in the hands of agencies who employ them.
- i. Workforce is highly subjected continuous supervision, control and monitoring depending on the posting or place.
- j. Being sensitive and confidential nature of job, the individualism is simply of out of purview.
- k. Human elements like job satisfaction, motivation, career building and training are seldom followed in agencies.
- l. The relationship between the workforce and agencies is purely job and customer centric. Any grievances of workforce are met with whims and fancies of the agencies.
- m. Very often the quality or the standards of the service is below the bench mark due to the poor supply or diminishing manpower availability to take up the security job.

- n. Out of 13,000 registered agencies in India in different location of small, medium and big size, only 5% is able to make revenue for many years and are able to supply the workforce in thousands . Thus these many agencies only are able to retain the manpower.
- o. The attrition rate in the industry is rising alarmingly to the extent of 50% annually.
- p. In this sector only top 15 security agencies with or without overseas collaboration have pan India presence with more than 50,000 work force

The industry is predominantly is labour driven, which is subjected to manipulation of all sorts. Thus the very nature of job renders the workforce susceptible to all kinds of unscrupulous, unfair work practices in which the workmen become the silent victim or surrender to the apathy of the management.

Discussion on Objective 3

Reports suggest that ongoing extensive research on SARS & MERS had, though identified trends, however no exact prediction of its fallout could be made. The spread of Corona virus has caught us all unaware and impacted the global population, health and economy. The Pandemic is a declared Epidemic in India and has the potential to wreck huge havoc. The collateral causes and effects are global recessionary trends, oil war between the Russian block and Saudi/US blocks, weakening of INR against the Dollar, stock markets crash, etc.

1 Predicaments of the Indian private security services industry

Almost all industries are facing severe downturns or recessionary pressure. The banking sector considered as the blood line for all industries.. Manguarding strength is consistently being reduced thereby impacting severely PSAs' revenues and profitability. Many PSAs have succumbed to recession and collapsed, many are struggling to remain afloat. This is as a result of Bank M&As, banking transactions shifting from cash to online, e-lobbies replacing large number of stand alone ATMs, rapid adoption of electronic security & remote surveillance of physical vulnerabilities, evolved policies in BCM in banking sector, etc. At many Banks the role of

Security Guard is completely rehashed for the Bank to best utilize its available resource. Other industries face similar predicaments with respect to security needs and existing security guards.

The World Health Organization (WHO) has declared corona virus a pandemic and the Ministry of Home Affairs, Government of India declared as "Notified Disaster". This is a big Black Swan event for the world which can snowball into a major global catastrophe if not controlled in time.

2 Risks faced by security guards

Like healthcare staff, Security Guards too face the occupational hazard of direct and close proximity to mass contact exposure. The spread of this virus could affect the employees health and well being. Thousands of people place their fingers or entire hands on biometric readers at access control points at malls, multiplexes, corporate parks, etc., where our guards perform their routine activities of crowd control, pedestrian management, frisking, checking baggage and interacting with people. It is therefore imperative to safeguard the life and health of guards and their families by preventing passive assent of this disease. Any lapse can affect our business continuity as well as that of our Clients'. Hence; Personal and organizational accountability and responsibility is absolutely essential rather than panicking about it.

3 Prevention is better than cure

For the long term, perhaps, remote access control devices, body-worn video cameras, surveillance cameras can make manned security less exposed to communicable diseases. However, for the instant, wearing of gloves, face masks, headgear, goggles or clear glass, full sleeve shirts, trousers and well fitting socks would keep the guard's body well covered. At high risk areas like international airports full body anti contamination suits are a must.

DO'S & DON'T'S for all employees especially security guards

- l. Wear special protective gears like masks and goggles to cover eyes, nose and mouth. Especially during the active working hours and shift changing time

- II. Other items of clothing must be hygienic, clean and sanitized as much as possible. In particular those who are involved in checking and frisking
- III. Do not come in direct physical contact with your bare hands or uncovered or unprotected body with people while checking, frisking, searching, guiding, etc.
- IV. Maintain social distance of a minimum of 1.5mt (4.5 feet) to avoid person to person contamination. Security workforce in despatching and inward job
- V. After arriving home from duty take proper bath with preferably medicated soap. The security people is exposed to different types of people
- VI. Keep travel to the minimum, avoid crowds while commuting to home & work
- VII. Sanitize the duty belt, radio, gear and other equipment can lower the risk of infection

Private Security Industry

On manpower side in business location

1. Manpower from North and North Eastern states are likely to return to their job destination thus reducing the gap between the demand and the supply.
 2. As the production and manufacturing activities accelerate gradually, the planned pre covid workforce is likely to return to job with active support of their employers.
 3. As a general advisory to the public by the Govt, some section of manpower in local and from other states, may differ to take the job when they are known to be in vulnerable age group and also to have other related ailments which may be risk to their lives and that of others at workplace.
 4. As the security job is highly physical oriented in any business establishment, persons who are affected by the flu, severe lung and heart related ailments are unlikely to return.
 5. The customers will be wary in recruiting the manpower whether through agency or on their own, utmost care and caution are required with Personal Safety Equipments.
 6. The sanctioned strength in a particular location and the available strength of manpower in security department will continue to be grossly inadequate.
7. The customers in almost all the business sectors, are yet to resume the normal capacity. Therefore the effect of this will be directly felt in security force. For instance in Retail industry the footfall of the customers determine the number of security force required in side the shop. In the covid scenario the picture is not encouraging to bring the personnel in large number.
 8. As the customers are following safety protocol in their establishments, the security personnel deployed there are also expected to adhere to the same. In that case the masks, hand sanitizer and other hygiene related equipments have to be provided to them without passing on the cost to them.
 9. Most of the safety protocol measures are in the domain of House keeping, which in turn works in tandem with the security department. They must not collide with each other in any way in the interests of the organisation.
 10. As the security workforce by nature has to deal with the employees in group and individuals constantly, the meeting or daily brief has to adopted through online meetings which would replace the physical meeting except in special circumstances.
 11. The security personnel manning the gate are expected to handle the visitors of all sorts. Therefore there must a detailed SOP in place and it has to be displayed prominently in a place where the visitors are expected to interact with security department as a first level contact.

6 On the Materials and Vehicles movement side

- The materials despatch will quickly turn around and they are subjected to regular checking and monitoring by the security personnel.
- As the business is picking up now gradually , the movement of vehicles and the materials are not as it used to be earlier. The materials and the vehicles from different states have to undergo different state protocols which may

delay the delivery side. Yet at the delivery point the guards are less in numbers and are expected to perform the duties related to this sector meticulously.

- Hand parcels, small packets for despatch and delivery have to strictly undergo the safety protocols.
- The logistics staff must cooperate with the Security department in counting, checking and packing the parcels, boxes, high valued orders especially when the security personnel are small in numbers.

Research Methodology

The researcher has used Descriptive mode, as the research fundamentally rests on the varied experience of the researcher armed with case studies analysis. Descriptive is one of the research methods that describes the characteristics of the population or phenomenon that is studied. In this case the population of study are varied such as HR manager, front line security personnel with different ranks, security agencies, decision makers and front line field officers, clients. This approach focuses more on the “what” of the research subject than the

“why” of the research subject. This method primarily focuses on describing the nature of a demographic segment, without focusing on “why” a particular phenomenon occurs. In other words, it “describes” the subject of the research, without covering “why” it happens.

There are 3 types of Descriptive Research namely Observational method, Case study method and Survey Research method. Benefits of the descriptive research include Primary data collection, varied information, diverse and thorough data collection methods are used which takes minimum time and are inexpensive. The data is gathered in the natural environment of the respondents and it is expected to be of high quality, spontaneous and reliable. It gives a holistic understanding of the research topic.

The size of the population is very vast and spread over vast geographic locations. As almost all the business irrespective of the size in any industry uses security as a part of the business affairs, Random Sampling is applied. Random samples are taken for all the segments of different stake holders as mentioned in the preceding para.

Tables showing the different segments of sample in the study and the size in each segment

Front line security workforce Group 1	HR or administrative manager Group 2	Decision makers for total security affairs Group 3	Security agencies among the first 10 ranks Group 4	Clients of small, medium and big size Group 5	Field officers who manage the show Group 6
100 samples	10	10	10	20	50

Findings from the study:

From Group 1: 62.8% of front line security workforce said that they are hit badly economically and socially due to pandemic.

From Group 2: 80% of HR and Admn officials agree that Conditions in security workforce is showing progress in terms of return of the manpower, consistency and absenteeism.

From Group 3: 70% strongly agree that Security force suffers for want of hygiene, proper salary and tougher work atmosphere.

From Group 4: 80% of security agencies strongly agree that they are finding it difficult to source

the manpower but gradually conditions are showing a marked difference after unlock measures.

From Group 5: All the companies officials holding the position of importance agree that they are worried about the security performance during lock down and after the unlock measures due to their unwillingness to come to work regularly and also due to the down ward revision of their salaries.

From Group 6: 48% of the field officer who control the day to day operations strongly agree that their deployment of the workforce is affected due to sudden absence and on the health issues of workforce.

Conclusion

Since the outbreak of Covid 19, the impact and fall out is disastrous and long lasting. Scientists predicted this to stretch till the end of 2021 only when the vaccine is available, the economy will recover slowly. Therefore it is undoubtedly foolish and impractical to expect the normalcy sooner. All the nations which are affected by Covid 19 in one way or other, are cautious in opening the industries of all sorts in one go. Security Industry is also one such industry which is hit by this pandemic. Those industries like IT and ITES that employee security in large numbers have adopted WFH mode. Therefore those security personnel under these circumstances would find hard to take any other job as their skills set are unlikely to match with other jobs. The trend in Private security service will continue to be dismal as predicted by the industry experts. The positive signs are that testing active cases and casualties are in declining mode thus, raising the hopes of revival of the economy sooner than later. Yet there are some positive signs of normalcy as the industries are in the revival path.

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E-Commerce and its Impact On The Business Growth (In The Indian Context, During Pandemic Time)

Dr. Vivek I Sarikar *, Arunkumar L S **

Abstract

Most of the countries in the world are adopting digitalization which uses electronic mode for receipts and payments. As most of the developed economies in the world like USA, Japan etc. were using more and more online transactions which provided benefits to the consumers and producers by saving time, availability of products and services at a lower cost and reducing the cost of transportation for purchasing any products in the country, like education, banking, insurance, hotel services and other commerce sectors. India is one of the fastest growing developing economies in the world after China, with an average GDP (Gross Domestic Product) of around 7 percent from 2015-2019, India's internet economy is expected to double from US\$ 125 billion as of April 2017 to 250 billion by 2020. India's E-Business revenue is expected to jump from US\$ 39 billion to US\$ 120 billion in 2020, growing at an annual rate at 51 percent, due to Covid-19 most of the states in India were in Lockdown situation after March 2020, there is a need for all the sectors in the economy for Digital inclusion to achieve the goal of the country that is "Digital India". India can try to improve to make payments and receipts in unorganised sectors through online digital mode, like digital card payments ATM (Automated Teller Machine), Rupay, Visa, Maestro, online shopping by promoting central governments schemes like "Make in India", export promotion trade schemes. India can use this global pandemic situation by making flexible investment destination in the globe, As most of the global giants are spacing away from China to make investment or to open start ups in China. The purpose of this study is to Make India self-reliant by implementing various schemes, E-Business promotion during covid-19 epidemic situation.

Key Words: E-Business, Digital technology, Covid-19, Indian Economy and business growth, and online education.

Introduction

India's E-Business is gaining its significance during covid-19, as most of the consumers are not interested in offline shopping, because shops, malls, theatres and educational institutions are closed during lockdown period. Covid-19 has caused an inflexion in E-Business penetration in the globally driven by the consumers need for

consumer convenience and safety. Even in India, online is gaining salience due to consumers unwillingness to step out to buy commodities in shops, malls and restaurants. Teaching in Indian institutes are conducted in online mode from March 2020, especially the private institutes and universities are importing digital technological

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tools and applications, like “Google meet, Zoom cloud meetings, Lark” etc, to increase digital presence in the education sector. India has a greater challenges during and post Covid-19 situation, first and foremost is to invest and implement Digital technology in both public and private sectors in education and e-commerce, as digitalisation saved the day during covid-19 situation, second one is to ensure improvement in the growth of the nation by increasing the GDP (Gross Domestic Product) by technical inclusion in the Indian economy, third one is to promote e-commerce in the Indian economy in primary, secondary and tertiary sectors through digital inclusion in making India more self-reliant in post Covid-19.

Need of The Study

1. Ecommerce is a positive factor for sustainable development of the Indian Economy, with greater accountability and convenience during covid-19 lockdown situation
2. The emergence of Covid-19 is posing challenge to the Indian Economy to resume economic activities internally and externally
3. To understand government fiscal policies, packages to overcome the problem of health crises, with suitable fiscal policies to achieving India’s goal “Self Reliant India or Atmanirbhar Bharat”
4. India has to implement proper government schemes like digital India and Make in India etc., as India still struggles in research and development areas and still use most of the foreign developed technology in some sensitive fields

Statement of Problem

Covid-19 has brought uncertainty in resuming supply and demand in economic activities in India, most of the developed economies use online transaction or e-transactions in all

economic and business activities, But India is slowly gaining the importance of e-commerce, from March 24,2020 lockdown, the government of India has to offer more and opportunities for the manufacturers to produce, innovate globally efficient products of global standard, to increase the demand for self reliant India scheme through usage of e-commerce and technology.

Objectives Of The Study

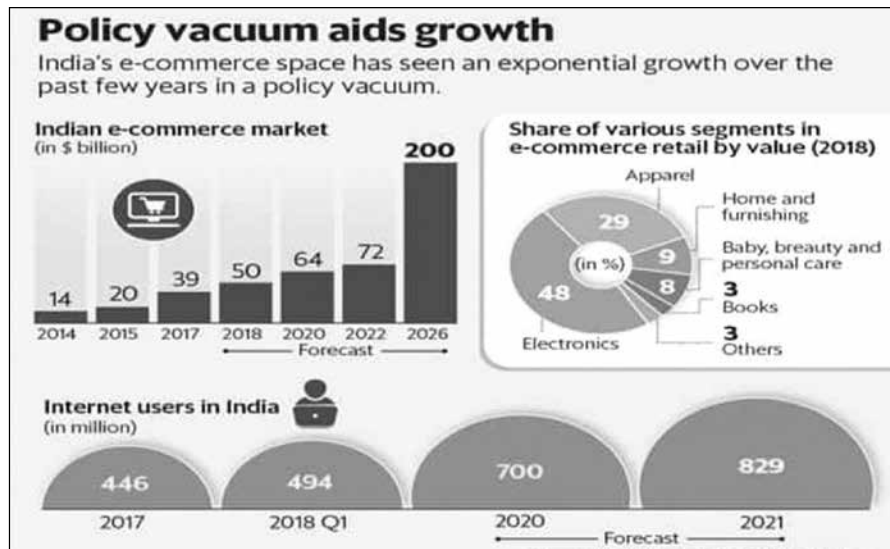
1. To understand the economic, social impact caused by Covid-19 epidemic in India
2. To understand the importance of e-commerce and government economic policies to promote India into self-reliant economy
3. To enables sustainable growth of e-commerce, production and promotion of domestic goods internally and externally during covid-19 and post covid-19 by Indian Economy
4. Indian Economy can make use of Covid-19 situation, by using the present pandemic, where most of the developed Economies, MNC’s (Multi National companies) are moving away from China, or they are not interested in investing in China. India can try to invest in technology for the promotion of e-commerce
5. India can pursue to be a digital economy, by facilitating more e-transactions with relation to exports and imports in this lockdown and can try to increase economic growth in various sectors, especially in education, trade etc.

Research Methodology

This research output is the outcome of an overview conducted on covid-19 and its impact in India, opportunities to promote digitalisation in e-commerce and making India self-reliant. It uses secondary data for analysis, discussion with expert part of research work.

Result and Discussion

Fig 1.1 – Policy Vacuum aids growth



Source : Forrester research online forecast 2015-2020, Asia Pacific

The graph indicates that the future of the Indian E-commerce space is in development stage, where India may reach \$200 billion in E-commerce by 2026, with the increase of internet users from last one decade, India has increased its online

trading, purchases during covid-19 pandemic situation. Many forecasts have indicated that India is within top 5 positions in number of internet users in the world.

Fig 2.2 – Online Retail Spending in India 2015-2020



Source : Forrester research online forecast 2015-2020, Asia Pacific

The graph shows the increase in the number of internet users in Indian Economy, stated in the report of Asia Pacific, the recent trend of shopping of all consumer goods are purchased through E-transactions, which indicates the growth of E-commerce sector in India, but in 2020 the statistics indicates that there is a highest increase in online

shopping as compared to past years due to the fear of Covid-19. Majority of consumers are not interested in offline shopping. India has comparative advantage in growth of E-commerce due to free service and multipolarism by trading online, MNC'S and e-commerce entrepreneurs in India will pave the way ahead for a self-reliant India.

Findings

1. Covid-19 has emerged as a bigger challenge for Indian Economy and to retain development in various sectors especially the service sector which may cause inflationary pressure in the Economy.
 2. According to reports published by International Monetary Fund (IMF) and Central Statistics Office (CSO), India is among the fastest growing economies in the world. Among several factors, a conscious patronization of online commerce, and an emergence of retail as a dominant market segment have contributed to the unprecedented growth of ecommerce in India.
 3. For the financial year 2016-17, ecommerce sales reached the US \$16 billion with a projection of a seven fold growth within the next two fiscals as estimated by Morgan Stanley. By 2020 online commerce sales is expected to cross \$120 billion which is one of the positive factor for India's goal of Atmanirbhar Bharat
 4. India can emerge as a major producer of medical, pharmaceutical, technology based innovative products in primary, secondary and tertiary products in global standards, as India is 3rd largest PPP (Purchasing Power Parity) economy, and India can try to become major exporter of the above products where India has comparative advantage through technical implementation.
3. Relief packages for the promotion of MSME (Micro, Small and Medium Enterprises) which contributes around 30 percent of Indian GDP (Gross Domestic Product) should be given higher priority and start ups should be given more fillip to overcome the economic crisis in Indian economy due to pandemic.
 4. Covid-19 has its impact in India and global world causing economic and business crisis due to imbalances in demand and supply of various products. India has on absolute advantage in production of Agricultural, pharmaceutical products, small scale industries, MSMSs and some other sectors. India can turn the tide by producing and exporting in these absolute advantage sectors for the global needs to ensure "Make in India" becomes successful.

Conclusion

Indian Economy can be said as one of the top markets for MNC's for selling their consumer goods in Indian markets. Agriculture contribution was the backbone of the India's growth after independence until 1991 after which LPG (Liberalisation Privatisation and Globalisation) was implemented which resulted in the growth of various sectors which in turn contributed to the growth of the Indian economy. But India still struggles with issues like imports of oil, petroleum products from OPEC countries, technology from developed nations, defence equipments from USA, Russia and Israel, and elite and educated people moving abroad to increase their standard of living. Covid-19 emergence has made Indian economy aim for a self-reliant India form of Atmanirbhar Bharat Abhiyan, which was announced by PM Modi on policy announcements in June 2020 was hard to achieve due to pandemic situation.

Indian government has announced some essential schemes like Make in India, self reliant India, and Start up India in recent years to increase its production, efficiency, output in domestic industries and other sectors, but Covid-19 has made Indian government to announce 20.97 lakh crore economic stimulus package between March 26 and May 17 for balancing demand and supply of oil, food grains and packages for

Recommendations

1. The three principal driving factors are growth of ecommerce sector in India, participation of niche companies in online trading and unmatched FDI (Foreign Direct Investment) which will ensure that the Indian economy faces the challenges like Covid-19 or post covid-19 imbalances
2. Uniform GST (Goods and Services Tax) is a positive factor in the growth of E-commerce, but India has to invest largely in infrastructure so that increasing online trading will reach to the last person in the country, villages, and rural remote areas. Online education, sales promotion in commercial companies has to increase which will make India's economy more prosperous.

unorganised sector workers which has made Indian economy's growth to slow down, India has to rethink its investment and need for innovative fiscal, monetary measures to overcome three challenges that India is currently facing. This is to control or to overcome covid-19, which is health emergency. This is to increase in quality and quantity of output that is export value with promotion of E-commerce for achieving Digital India and Self reliant India. This is India should aim to become a global power in production in all the sectors that is primary, secondary and tertiary sectors to overall increase the national Income.

LIMITATION

1. Covid-19 has created imbalance in demand and supply in the Indian Economy in various growth sectors and their contribution has been standstill due to 40 days of the India's lockdown.
2. E-commerce sector of India has to be promoted in global level, to increase the potential of India's exports. India's trade policy has to liberalise according to the need of present development.
3. There is huge role to be played by the Indian government to be self reliant, and five pillars of it has to be improved by essential fiscal policies that is Economy, Infrastructure, system, demography and demand. Out of all these pillars, Indian infrastructure, system is not up to the mark when compared to the other developed economies.
4. Indian government preference to health emergency due to pandemic has made India's GDP growth rate prediction to be below 4%, according to the report of ADB (Asian Development Bank)
5. Indian economy is projected to contract by 10.3 percent in 2020, and to bounce back to 8.8 percent, according to data projected by IMF (International Monetary Fund).

SCOPE

Covid-19 has made Economic crisis worldwide, affecting billions of people around the globe including India, Economists and business analysts are not sure about the end of pandemic or when the specific vaccine will be available, but the scope of the research has widen the areas for Indian Economy to bounce back as one of the fastest growing Economy (fastest developing country) in the world. E-commerce is expected to increase significantly in the next 5 years, according to the recent reports of WTO (World Trade Organisation). The availability of 3G/4G users in India has increased 10 percent annually in 2018, and are expected to increase in year 2020. E-commerce has led to innovations which has reduced delivery time and hassle free functioning of digital transactions which has paved the way to make Indian Economy more prosperous. India can be self reliant within some years through flexible fiscal and monetary policies to boost the growth supporting sectors, that is service sector, e-education, e-commerce, by the use of technology in the Indian Economy.

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Post Covid 19 Changed Employability Perspective [CME] and Designing New Employability Model [NEM]

Yuvaraj Halage *

Abstract

Indian higher education system is the 3rd largest and one of the fastest growing higher education systems in the world. But the global rankings of universities by various agencies have revealed shocking statistics about Indian higher education system. Besides the 3rd largest education system in the world, very few institutions are able to share the space in the top 200 universities in the world. This has led to several debate and discussions on quality of higher education in India. Out of such debates and discussions, one term is oftenly coined by academicians, corporates, researchers and other spectators and that is 'employability'. India produces close to 1.5 million engineering graduates and 2 to 3 lakh management graduates every year, but only 20% or less than that are placed. This is primarily because of the lack of focus of institutions on skill component of a graduate. Employability is a set of hard skills and soft skills a person is expected to possess in order to perform a certain job. Graduates in India lack employability skills and thereby unemployment rate is increasing year on year. Unfortunately, the year 2020 witnessed the journey of Corona Virus Disease, which is considered to be a global pandemic. Especially, post covid-19, the issue of employability has taken a very paramount importance due to rising concerns of job losses across the sectors of the economy. In this regard, the present research paper tries to examine the employability issues post covid-19 and also proposes a new model to address the employability issues amongst he graduates. The researcher has borrowed views from important stakeholders like academicians, researchers and corporates and thereupon built the research paper.

Key Words: Employability, Post Covid-19, Employability Model, Graduates, Skill set.

Introduction

India is now globally recognized as one of the fastest growing education hub in the world. At the same time, government and regulatory bodies also wish to widen the national and global participation of students into Indian higher education system. But Indian higher education system has been paralysed with several key issues and one amongst such is 'Employability'.

Employability can be referred as one's ability to perform a certain job. The term can even be extended as 'Maintaining employment and learning related skills'. Knowledge; Skills and Attitude can be considered as 3 core components of employability. A graduate with sound knowledge (General knowledge+Domain knowledge), Skill set (Hard skills+Soft skills) and

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Attitude (Adaptability+Open mindedness) can execute any given job in a more effective and efficient manner.

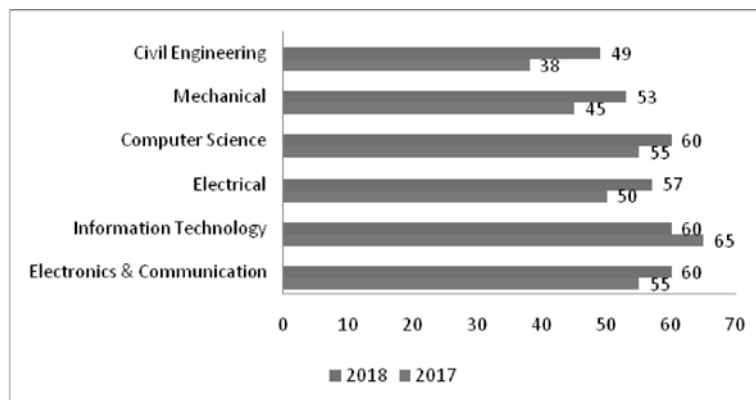
Background Of The Study

The role of higher education is significant as it can contribute potentially to the growth of any nation in terms of academic research and innovation. Since the 21st century economies are largely referred as knowledge based society, value addition in terms of employment opportunities also need to be looked at. The higher education is offered in disciplines such as arts and humanities, basic sciences, engineering, medicine, law, commerce and management, culture and so on. The number of private sector institutions are also on an increasing trend year on year, but the concerns of employability of graduates is never ending saga in India.

Despite of continuous measures, the employability of graduates is declining continuously. The mushroom growth of engineering and management institutions has resulted in deterioration of quality of education. MBA was once considered to be the domain where most employable graduates used to come but today the scenario is totally pathetic. The research says that there exist such jobs in the market that do not require any engineering courses. Hence, curriculum of many courses needs to be revised according to industry requirements.

Except Computer Science and Information Science, other engineering disciplines have completely failed to add any value to the job market. The employability rate of Civil Engineering is reported to be the lowest among all other engineering discipline.

Graph 1: Engineering Course Wise Employability



Source: India Skill Report 2019

Covid Scenario And Employability

Corona Virus Disease which is popularly referred as Covid -19 was found to be detected in the year 2019. It is an infectious disease which causes primarily to respiratory illness. The World Health Organization has reported that, it is pandemic and has the possibility to transmit via air by sneeze or cough.

Though, the disease was detected in 2019, the journey of Covid 19 got accelerated sometimes in the month of March 2020 in India. The government of India took very serious steps to shut down the economy for almost close to

5 months in a phased manner. This lockdown limited the movement of people, stopped the operations of manufacturing industries, pause on public services and so on.

But post lockdown, the government started witnessing severe problems in the economy due to the shutdown of the economy. Pre-Covid, job market was little optimistic as considerable number of jobs were available in both organized and unorganized sectors of the economy. But after lockdown due to Covid-19, job market found to be more challenging and pessimistic.

There was a very serious concern of employability in the job market, as existing skills were predated. Most of the manufacturing firms started re-engineering the whole processes and thereby leading to the requirement of new age skilled workforce.

It was reported in the media that during lockdown, an estimated 140 million people lost their jobs, most of the people experienced salary reductions, the wage structure got modified, new skills were demanded and so on.

Attributes Of Employability

Post Covid-19 has made several industries to undergo major changes like automation, machine learning, artificial intelligence, big data and analytics. At the same time, according to the research, the workforce is expected to increase to 27% during 2020-2. But the major concern again lies with 'Employability Issue' of graduates in Indian higher education institutions. Key attributes like communication skills, problem solving skills, adaptability skill, inter-personal skill, conflict resolution, team building, and leadership traits are referred to be attributes that constitute the employability quotient.

Table 1: Scoring on Non technical skill

PSYCHOMETRIC TEST SECTIONS (NATION WIDE SCORES)	% SCORES
Learning Agility	71.73%
Adaptability	63.01%
Interpersonal Skills	67.71%
Emotional Intelligence	74.96%
Conflict Resolution	70.17%
Self Determination	75.9%
Communication Skills	63%

Source: India Skill Report 2019

Literature Review

RajkumarPaulrajan (2011) in his study entitled "Employability Skills In Chennai Retail Market, India" The objectives of the study were, to understand the requirement of skill set for jobs and to investigate method of developing employability skills nor estimate human resource requirements of organised retailing industry and to assess the employability skill set. Statistical tools used are Skill Matrix and Analytic Hierarchy Process. Finding of the study is, the underlying skill set required in getting and sustaining employment in the organised grocery and vegetable retail industry. The study concludes that, the mix of academic qualifications, important vocational skills and personal skills are selling skills for entry level jobs. Employers in retail industry are looking for people for their managerial jobs with different skill set of factors such as academic qualifications, communication skills, leadership skills, teamwork skills and work experience.

Padmini.I (2012) in her study entitled "Education Vs Employability- The Need To Bridge The Skill Gap Among The Engineering And Management Graduates In Andhra Pradesh "Education and training create assets in the form of knowledge and skills which increases everyone productive capacity of manpower and this is referred to a human capital. The purpose of the study was to throw light on the employability skills required for technology and management graduates, to discuss the initiatives taken by the State Government towards skill building of technical students, to explore how soft skills can be integrated with curriculum thereby grooming the professional students for employment the author used secondary data that soft skill are identified to be the most critical skill and the current job market especially in the area of technology. It's concluded that the HR in term of quality and quantity are India's biggest assets, to gear up education system through various innovative and initiatives.

Divya Shukla (2012)¹¹ in her study entitled "Employability Skill Among Professionals – Chagrin of Hr Executives In Indian Labour Market: A Study On Engineering Graduates Of Bhopal" The objective of the study was, to identify the level of employability skill among students. Its differences based on the respondents' demography details and to facilitate suggestive measure in this regard. Tools such as used t-test. The study concluded that, the redesigning of the university curriculum with more apprenticeship and live industry projects will facilitate the pre job training which will surely enhance the employability among graduates.

Hari Prasad .N et al (2014)¹⁹ in his study entitled "Alarming Employability Skills Deficiency Among Budding Engineering Graduates – A Study On Engineering Graduates In Chittoor District" The objectives of the study was, to identify the employability skills among aspiring engineering graduates. To identify and evaluate CTEEP (Corporate Training and Employability Skill Empowerment Program) and STEP (Student Training and Empowerment Program). The study concluded that, Peer Group Impact and Personal experiences plays key role in developing skills. Focus group discussions and professional networking can help to attain quick employment. Continuous interview attempts and answering updated questioners related to technical aspect helps to attain and sustain corporate employment.

From all the literature collected and analyzed, it can be interpreted that employability is really a growing concern in Indian higher education institutions. The curriculum should be designed in such a way as to equip the student with all

sorts of job readiness skills. Skill development centres should be set up to wide spread the culture of imparting employability skills in higher education.

Statement Of The Problem

The biggest concern in Indian higher education at present is the issue of employability of graduates. The issue of employability took a serious attention post lockdown, as most of the industries laid off employees and new age skills were demanded. Academia is not able to produce graduates who can meet the industry requirements. Industry is terming this state as gap between industry and academia.

Research Objectives

- To identify the perception of employability Post Covid 19
- To find out employability skills that are expected in industry Post Covid 19
- To develop a new model of employability for graduates

Research Methodology

The present research is the result of data from primary sources as well as secondary sources. Primary data was undertaken through a structured questionnaire shared across academicians, corporates and students. Secondary data was obtained from various websites, journals and magazines.

Research Design:

The views from academicians, corporates and students have been collected through a structured questionnaire. Different set of questions are asked to all the 3 spectators and their views and inputs are received.

Data Analysis

Academicians Point Of View:-

Q No.	Aggregate % Respondents				
	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
Q1	13.3%	33.3%	13.3%	40%	0.1%
Q2	6.7%	13.3%	13.3%	40%	26.7%
Q3	6.7%	6.7%	20%	53.3%	13.3%
Q4	6.6%	6.7%	6.7%	60%	20%
Q5	6.7%	13.3%	6.7%	46.7%	26.7%
Q6	13.3%	13.3%	20%	40%	13.3%
Q7	20%	6.7%	20%	40%	13.3%
Q8	13.3%	6.7%	20%	53.3%	6.7%
Q9	6.7%	20%	6.7%	53.3%	13.3%
Q10	6.7%	6.7%	26.7%	46.7%	13.3%
Q11	6.7%	6.7%	26.7%	33.3%	26.7%
Q12	6.7%	26.7%	26.7%	26.7%	13.3%
Q13	13.3%	33.3%	6.7%	20%	26.7%
Q14	6.7%	13.3%	20%	33.3%	26.7%
Q15	13.3%	13.3%	20%	26.7%	26.7%

Interpretation:-

Higher education programs in India are at par with global standards

40% of the academicians have responded 'Somewhat Agree' and only 0.1% have strongly agreed that higher education programs in India are at par with global standards.

Higher education programs help to develop both hard skills and soft skills

26.7% of the academicians have strongly agreed that higher education programs help to develop both hard skills and soft skills.

Graduates have the ability to communicate effectively within the team and outside

53.3% of the respondents somewhat agree that graduates have the ability to communicate effectively within the team and outside.

Graduates have the ability to take initiation and responsibility

Only 20% of the academicians have strongly agreed that Graduates have the ability to take initiation and responsibility.

Graduates have the decision making skills

46.7% of the respondents somewhat agree that graduates have the decision making skills.

Graduates have the ability to identify and solve problems and conflicts

20% of the academicians have responded neutral & 40% of the respondents somewhat agree that graduates have the problem solving skill.

Graduates are keen to adopt new skills/ ready to adopt changes if any

20% of the academicians feel that graduates are not keen to adopt any new skill or adopt any change.

Graduates have the ability to take risk

53.3% of the respondents somewhat agree that Graduates have the ability to take risk & 13.3% of the respondents strongly disagree that graduates have the ability to take risk.

Graduates are organized

Only 13.3% of the respondents strongly agree

that graduates are organized & 6.7% of the respondents strongly disagree that graduates are organized.

Graduates possess strategy making skill

Only 13.3% of the respondents strongly agree that graduates have strategy skill & 6.7% of the respondents strongly disagree that graduates have strategy skill.

Graduates have the ability to use the data and analyse

26.7% of the respondents strongly agree that graduates have the ability to use the data and analyse.

Curriculum is the main reason for lack of employability of graduates

26.7% of the respondents somewhat agree that Curriculum is the main reason for lack of employability of graduates.

Curriculum of higher education programs help to apply classroom learning in realtime work place

33.3% of the respondents somewhat disagree that curriculum does not have practical application.

Curriculum of higher education programs help to develop professional ethics amongst graduates

26.7% of the respondents strongly agree that curriculum develops professional ethics amongst graduates.

Higher education institutions have poor interaction with industry on matters of curriculum design or training

26.7% of the respondents strongly agree that Higher education institutions have poor interaction with industry.

Corporates Point Of View:-

Graduates that are hired by you are equipped with workplace skills

66.7% corporates feel graduates are equipped with workplace skills and 33.3% feel that graduates do not have workplace skills.

Commonly lacking in any graduate

Most of the respondents have stated that lack of soft skills and problem solving skill are very much lacking in graduates.

Skills that are expected from graduates

Most of the respondents have stated that good communication skills, strong reasoning ability, analytic mindset and problem solving skills are most sought after skills from graduates.

Gap between industry and academia

66.7% of the corporates have felt that there is a gap between industry and academia.

Please rate the following (1-Least Important, 2-Important, 3- Very Much Important)

Communication Skills:- 86 % of the respondents rated communication skills as very much important and only 14% of felt it as least important.

Team Player:-

86% of the respondents rated team player role as very much important and only 14% of felt it as least important.

Problem solving skills:-

67% of the respondents rated problem solving skills as very much important and only 33% of felt it as important.

Work under pressure:-

67% of the respondents rated work pressure roles as very much important and only 33% of felt it as least important.

Domain knowledge:-

86% of the respondents rated Domain knowledge as very much important and only 14% of felt it as least important.

Data analysis & Interpretation:-

67% of the respondents rated Data analysis as very much important and only 33% of felt it as least important.

Inter-personal Skills:-

86% of the respondents rated Inter-personal

Skills as very much important and only 14% of felt it as least important.

Technical skills (Computer Literacy):-

86% of the respondents rated Technical skills as very much important and only 14% of felt it as least important.

Post Covid- 19 job market is challenging

100% of the respondents felt that post covid-19, job market seems to be quite challenging.

Students Point Of View:-

Q. No.	Aggregate % Respondents				
	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
Q1	4.8%	3.2%	23.8%	52.4%	15.9%
Q2	1.6%	1.6%	25%	39.1%	32.8%
Q3	1.6%	3.1%	32.8%	42.2%	20.3%
Q4	1.6%	7.8%	25%	50%	15.6%
Q5	1.6%	6.3%	18.8%	56.3%	17.2%

Course enables you to develop all skills that are required by industry

Only 15.9% students strongly feel that the course helps them to develop the job readiness skills, while 4.8% students strongly disagree that course helps them to develop the skills.

Course helps you to develop communication skills effectively

32.8% students strongly feel that the course helps them to develop communication skills.

Course provide any space for creative thinking skill

42.2% students somewhat feel that the course enables them to develop creative thinking, while 32.8% students are neutral to the statement.

Manage and interpretation of any data

50% students have responded that they can somewhat manage and interpret the data, while only 15.6% students strongly feel that they can manage and interpret the data.

Problem Identification and solution

56.3% students have responded that they can

somewhat identify the problem and solve, while only 17.2% students have strongly responded that they can identify problem and solve.

Results & Discussion

- Both hard skill and soft skills are needed to perform any job effectively.
- Skill imparting should be executed at all higher education institutions, as graduates lack in skill set heavily. Especially, post covid-19, job market has turn out to be quite challenging and pessimistic.
- There is a poor interaction between industry and academia, which is leading to gap between industry and academia. The academia is not aware about the developments in the industry and industry in turn also fails to facilitate proper training deployment.
- Skill based curriculum has to be implemented as industry and students feel that existing curriculum does not promote practical application.

• **Proposed New Employability Model:-**

The higher education institutions can adopt the following 3 mechanisms Skilling, Networking and Placing in order to boost the level of employability in graduates.

SKILLING	• Modern day skills :- Data Science/ Artificial Intelligence/ Machine Learning/ Algorithm/ Block chain (Students to be given hands on orientation about all these areas)
	• Skills that are must to be inculcated:- Communication skill, problem solving skill, agility, creative thinking and tech know how
	• Verified certification courses (Advanced excel or Analytics to be trained upon and to be certified by proper training vendor)
	• Focus on domain knowledge (Basic concepts to be strong and application of fundamental concepts in real time business problems)
	• Training to be followed by assessment (Online assessment tools can be used to assess and actions to be taken)
NETWORKING	• Profiling of students (Based on career prospects; interests; skill set; academic scores history)
	• Network building (Linked-in/Job sites/NCS/Social media/Virtual video resume)
	• Industry connections (Regular visits and assessing the learning outcomes)
PLACING	• Pre-placement tour (Uploading resumes in websites, understanding Job Description)
	• Mock Group Discussions and Personal Interviews/ hands on exercises on written aptitude tests
	• Follow-up and feedback from HR (Feedback system to be in place to receive the inputs from corporates and to channelize towards areas of improvement)

Conclusion

Impact of covid - 19 on job market has been very tough. Most of the sectors in the economy have been showing negative growth rates over the quarters. The rising concern of job losses has been ever increasing and this issue needs to be fixed. The researcher, based on empirical study and few observations from academicians, corporates and students, concludes that post covid-19, job market is turning to be challenging. New age skills are demanded by the industry and only by then nurturing these skills amongst graduates, the increased rate of employability can be foreseen. In this regard, researcher has proposed a model that encompasses the skilling, networking and placing as core mechanisms. Having been implemented, institutions can find the positivity in the rate of employability in the graduates.

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