EDITORIAL

For an organisation knowledge creation, dissemination, and application are necessary for achieving organizational objectives such as improved performance, competitive advantage and innovation. It is called knowledge management. Knowledge management is relatively a new concept. It enables organizational learning, and benefits both the individuals and the organization. Knowledge is a valuable commodity. If it is put to use, in an effective manner, can create value in new ways. The first two articles published in this issue are on Knowledge Management. Based on an in-depth review of literature and content analysis, the first article aims at understanding Knowledge Management in public sector organizations. In the second article though the authors agree the fact that the concept of knowledge management in the corporate world arose approximately two decades ago, they argue that it existed in the form of knowledge sharing and transmission from the times immemorial. In support of their argument they have quoted several instances of knowledge sharing and transmission from the great epics like Ramayana and Mahabharata. They say the wars ended not with the triumph but with the transmission of knowledge. The authors opine that core knowledge is perpetual, knowledge management is a continuous process, and the pragmatic knowledge is what the world is in need of.

In today's competitive world, where men and women are considered to be equally responsible and proficient enough to take up the challenges at their respective workplaces, it is inevitable for them to surpass their traditional family roles. The increasing level of education and awareness has enhanced the career aspirations among women. It has resulted in the pursuance of simultaneous careers by both husband and wife. The third article is on "Work- Life Loyalties: A New Outlook for Dual Career Couples". Dual career couples are those couples where both wife and husband pursue their respective careers and at the same time manage their family life. This study tries to explore the issues and dilemmas encountered by dual career couples while managing their professional and personal lives. In the light of literature review, various parameters such as career transitions, role conflict, work life balance, role overload, spousal rivalry etc. have been considered for the purpose. Statistical tools and tests such as ANOVA and t-test have been used in the process of analysis. On the basis of the findings a few valuable suggestions have been given by the authors.

'Family' is the basic unit of human life. The family passes through different stages of birth, growth, decline and extinction. These different stages are described as family life cycle. Different changes do occur in the family while passing through different stages of the life cycle. These different changes in the family life cycle may have either positive or negative effects on the members of the family. Whenever changes occur in the family, the family members should know how to manage those changes. The fourth article examines management of changes in the life cycle of families in Mankessim in the Central Region of Ghana. The paper, an outcome of a descriptive research, helps in understanding the family process, changes that are likely to occur in the family process, problems that arise out of the changes in the family and helps in managing the changes.

Many people talk of women empowerment but how many think of gender budgeting as a means of empowering women. In the fifth article, titled "Impact of Indian Gender Budgeting", the author traces the origin of gender budgeting in India and discusses the rationale of gender budgeting. This paper also highlights the status of women in India, the magnitude of Gender Budgeting in India, various segments of gender budgeting, and the role played by the ministry of rural development in exercising gender budgeting in general and through MGNREGS in particular. The author has also made an attempt to evaluate the impact of MGNREGS on employment. The tools used to analyze and interpret the results include trend analysis, correlation analysis, paired sign test and Mann-Whitney test. The study is useful in understanding the role played by the Ministry of Rural Development in women empowerment, in evaluating MGNREGS and in understanding gender budgeting in India.

Post-globalization era has witnessed a number of mergers and acquisitions. M&A is a strategic move made by some organisations to consolidate, to strengthen, and to expand. In a merger and / or in acquisition, selection of the target company is a vital decision to be taken by the acquirer company. The acquirer company cannot afford to ignore the feelings of the equity investors. Sixth article provides investors' suggestions to Acquirer Company in selecting the target company in a merger deal. The study is based on primary data collected from equity investors by administering a well-structured interview schedule. The statistical tools such as simple mean, cluster analysis, discriminant analysis, chi-square test, correspondence analysis, ANOVA, post-hoc analysis and canonical correlation have been used to analyze the data. The suggestions offered by the study are useful in taking a decision relating to merger and / or acquisition.

The Indian telecommunications sector is an example of successful deregulation, having witnessed fundamental structural and institutional reforms in the post-Liberalisation period. India has emerged in recent times as one of the fastest growing telecommunications markets in the world, particularly by the unprecedented growth in mobile telephony. Mobile Number Portability (MNP) allows a subscriber to change his service provider without changing his mobile phone number. MNP was launched in India in Nov. 2010 - Jan. 2011. The introduction of MNP was expected to promote more competition in the sector, and force service providers to improve service quality and reduce prices. The authors of the article titled "Impact of Mobile Number Portability on Student Segment in India", studied the awareness level of MNP among the students, explored the brand-switching behaviour of students by using 'mobile number portability' facility and tried to understand the factors influencing students towards 'mobile number portability'. This helps the service providers in understanding the intentions behind shift in the loyalties by an important consumer segment i.e., student community. I hope these article make a worthwhile reading material to the readers.

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Management Today (An International Journal of Management Studies)

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Knowledge Management in Public Sector Organizations: A Strategic Approach

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ABSTRACT

Organizations can build a new kind of relationship with citizens, putting skills and resources directly at their disposal and enabling them to play a much greater role in public policy. They can also harness the "power of us" and pull people together to create public value in new ways if the knowledge is put to use in an effective manner (Baporikar, N. 2004). Globalization and liberalization may have brought to the forefront the issue of a pervasive declining trust. This statement is not to imply any cause and effect relationship, but merely to suggest that through globalization, the public's awareness of the worldwide phenomenon of a declining trust in organizations and government has increased. It is also instructive to note that GDP growth is high when people trust in one another. Knowledge is the new "commodity" to be captured and exploited. Changing a culture that has long been prevailing is not an easy task. KM is not a cure all; however, how it can play a significant and supporting role to ensure effectiveness if a strategic approach to knowledge management (SAKM) is adopted especially in public sector organizations is the core of this paper. Based on in depth literature review and content analysis of secondary data the papers aims to understand KM challenges in public sector, steps to be taken and roadblocks in adoption of KM as a strategic approach. Furthermore, a well-planned strategy can create more efficiency, accountability, transparency and can rebuild trust, improve service delivery, reduce corruption and empower citizens.

Literature Review

New knowledge always begins with the individual. A brilliant researcher has an insight that leads to a new patent. A middle manager's intuitive sense of market trends becomes the catalyst for an important new product concept. A shop-floor worker draws on years of experience to come up with a new process innovation (Nonaka, 2007). In a knowledge creating company all levels of management play a key role. Top management is responsible for identifying

knowledge sources (both tacit and explicit) and take measures to transform individual knowledge into organizational knowledge. According to Nonaka (1988), top management creates a vision or dream, and middle management creates and implements concrete steps to solve and transcend the contradictions arising from gaps between what exist at the moment and what management hopes to create. To align the vision or dream with the steps undertaken by middle and first level management it's important to have streamline flow of information across all levels. Ambiguous and incomplete information flow can happen if there is lack of direction and support from the top management. According to Wyman (2007), although most companies aspire to operate with a knowledge-based, empowered work force, their internal organizations often cling to a rigid, top-down hierarchy where senior executives mandate initiatives to middle managers, who then turn this direction into tasks to be carried out by front-line workers. Often, with no sense of power or task ownership, they are not readily able to associate their daily activities with long term objectives.

Japanese organizations like Toyota Motors, Honda Motors etc. have demonstrated how clearly defined goals and roles and responsibilities facilitate team-work, autonomy and innovation. To challenge existing paradigms it's important to introduce process and integrate wide range of information and ideas. In teams, members share a huge amount of managerial information while interacting with top management and as the degree of information sharing increases; individuals identify themselves with the team as a whole (Nonaka, 1998). To translate this information into knowledge, the role of middle management is crucial as they integrate the shop floor to the top floor. In knowledge driven supply chains, the middle management act as enablers sourcing ideas from the first level employees and providing necessary resources to channelize them into real products and services.

Indian organizations are not far behind in this journey of knowledge management. Wipro technologies limited have identified teams comprising of line managers and practitioners drawn from across domains. According to Rajakannu, Wipro as an organization is divided into vertical functional domains like finance, government, manufacturing and horizontal technology domains for e-business, data warehousing and collaboration and KM. There is a full time team pulled from across these domains to institutionalize KM and develop best practices. Patni computer systems limited have too undertaken a format initiative to enhance interaction and exchange of knowledge. According to Kapada (2006), Patni is organized into a number of strategic business units (SBU) and centers of excellence, each having its own knowledge rich repositories. The KM objective was to share the learning and existing knowledge across SBUs by bridging these islands of information. To achieve the same, excellent human resource policies have been developed which include support of the top management and recognition of contribution to encourage knowledge flow. At Tata Steel limited, India's biggest steel manufacturer, the profile of employees includes executives, managers, engineers and shop-floor employees. Khanna et al (2005), who spearheaded the KM initiative at Tata Steel, believes that the knowledge requirements of top executives are quite different from that on line managers, which in turn is different from that of shop floor workers. While there are systems and processes to enable knowledge sharing across all levels, involving shop-floor workers is difficult. At Tata Steel, the role of the middle manager who is knowledgeable and expert in a particular subject is to conduct Knowledge Manthan session and to trigger new ways of thinking and challenge old business practices. A study by Soo et al (2002) of 317 firms across wide range of industry sectors found internal stickiness as one of the reasons why knowledge does not travel to other parts of the organization. This silo mentality is attributable to organizational structures which often results due to lack of culture of knowledge sharing and lack of appropriate rewards and recognition in place.

KM and Public Sector

KM is the acquisition and use of resources to create an environment in which information is accessible to individuals and in which individuals acquire, share and use that information to develop their own knowledge, and are encouraged and enabled to apply their knowledge for the benefit of the organization. It encourages them to apply their knowledge for the benefit of the organization so that competitive advantage and service excellence are achieved. The direction is towards policies that respect and recognize the requirements of knowledge workers as individuals, and towards human resource development activities that support the changing managerial role and promote an understanding of organizational culture. Success will be seen in creating a culture that supports the sharing of knowledge and information, creates fluid organizational boundaries and focuses on bringing resources together creatively to deliver social outcomes in case of public sector. All of these activities require a highly skilled workforce with a compatible person-job fit and person organization fit. Managing the knowledge of employees and existing knowledge within the organization is therefore important to make sure that gaps in knowledge are not overlooked and filled, as well as avoiding mistakes or errors. Moreover, by utilizing the knowledge of committed employees efficiently and effectively, the public sector would be able to offer improved quality services (Baporikar, N. 2014), to the people which would subsequently enhance people's satisfaction thereby lead to an increased trust in government.

KM concepts and tools have been tried and tested in the private sector. KM is also becoming a key enabler of competitiveness in Government organizations which are knowledge based organizations. There is a great need to convert massive information available into good knowledge which would enable to formulate polices and deliver effective services with increased transparency and trust. As public sector cannot choose their customers, there is a change in mentality taking place, with governments viewing citizens and businesses as customers. Aside from investing in IT technologies, there must also be investments in human capital to facilitate the acquisition of knowledge by individuals. KM tools such as Communities of Practice, Best Practice Transfers and the Apprentice model are beginning to become popular in terms of facilitating the sharing of knowledge. Executive involvement and strong inter-organizational collaborative skills are also key success factors. Multiple forms of funding are available to finance KM projects. Government funding and traditional cost justification of KM systems remains fundamental still in some cases but progressive organizations at least have closed the book on the funding issue by integrating it into their general budget structure. Although knowledge management (KM) is not purely -- nor even primarily, a matter of technology, the increasingly digital environment within which the public sector must operate and adapt, is central to the financing of KM strategies and mechanisms. Large scale information technology projects are often costly and notoriously difficult to implement and manage (OECD 2001). Measuring their payback in terms of direct and indirect impacts on results can be equally complex (Reed 2004; Eggers 2005). A basic premise of this paper, then, is that KM must be properly understood and situated as an enabler of improved governance (often referred to today as 'transformation') before matters of financing and cost and benefit flows can be appropriately addressed.

Successful organizations are those which are able to manage uncertainty through knowledge creation and dissemination throughout the organization. According to Nonaka (2007), very few organizations understand what knowledge is and what companies must do to exploit it. This knowledge residing in the mind of the stakeholders is the one sure source of lasting competitive advantage. Be it the top, middle or first level employee, each level has roles and responsibilities that determine how each level views the process of knowledge management. For successful knowledge management initiatives, it's imperative to have a common vision and understanding on how to manage knowledge. It is therefore natural to expect that the various dimensions of knowledge management would be perceived similar by different levels of hierarchy. While KM implementation in different industries has been studied in detail by researchers, there are few studies related to the KM process in public sector organizations. Therefore, there exists a research gap in terms of how KM is perceived, the status of KM and the approaches to KM of public sector organizations. This paper attempts to identify what are the various dimensions of KM in public sector.

Beginning

The term 'Knowledge Management' has been borrowed from the corporate world, which has used it as a strategy to seek as well as capture the knowledge residing in people's heads and consciousness to help the business remain on the progressive path standing in a keen competitive environment. The main target of application of KM in profit-seeking organizations is to gain competitive advantage and to increase turnover to make a profit by enhancing and improving operations systems. It is defined as 'KM is about putting information and people's competence to work together', and 'KM refers to transfer of knowledge into capabilities for effective action.'

Significance

Knowledge is the business asset of any progressive organizations that get ahead. The implementation of KM helps the information flow in the organization and in implementing organization-learning practices. KM is not just managing or organizing books or journals, searching the Internet for users or arranging for the circulation of materials. KM is enhancing the use of organizational knowledge through information management and organizational learning. The purpose is to deliver direct value to the business. The knowledge is embedded in the processes and experiences, skills, wisdom and capabilities of people.

KM rests on two foundations, i.e., utilizing the organized information and application of people's competencies, skills, talents, thoughts, ideas, imaginations, etc., KM aims to draw out the tacit knowledge people have, what they carry around with them, what they observe and learn from experience, rather than what is usually explicitly stated. Managing knowledge goes much further than capturing data and manipulating it to obtain information. Thus the strategic perspective for KM in business must be to become more competitive through the capacities of their people.

Process

Though KM is a conscious strategy of getting the right knowledge to the right people at the right time and helping people to share and put information into action in ways that strive to improve organizational performance, KM is a process, 'about acquisition, creation packaging and applications or reuse of knowledge', it is also said to 'consist of identification acquisition, developing, sharing and distributing, using and preservation of knowledge'. KM process includes all the terms and terminology described below:

- Tacit Knowledge - includes the individual employee's expertise, memories, values and beliefs, viewpoints and values.
- Explicit knowledge - is the process of communication from one place to another in a systematic way through documents and is more formal and codified.
- Corporate memory - is the connection of know-how of an organization. This know-how relates to problems – solving, project experiences, and human resources management.
- Intellectual assets/knowledge assets/capital - similar terms, which comprises knowledge assets regarding products, technologies, and market that a business owns.
- Information economics - a study of the clear value of information to an organization.
- Data mining - the exploration and analysis of automatic and semiautomatic means of large quantities of data in order to discover meaningful patterns and rules.

- Knowledge representation - the process of describing and presenting usable way of knowledge known by a person.
- Knowledge mapping - finding existing knowledge in an organization and creating a detailed picture of skills. Maps can be simple directories of names to search online databases of human expertise, research materials and pre-recorded information.
- Concept mapping - the visual summary of ideas or topics and these ideas or topics are related to each other.
- Knowledge engineer - a person responsible of acquiring knowledge and developing data and rules for expert systems.

Steps

1. Knowledge capture: A systematic procedure for organizing, structuring knowledge to make it accessible and usable to people.
2. Knowledge organization: An organization that values and uses its own knowledge in reflective ways that leads to profound shifts in directions, values, beliefs and operating assumptions.
3. Knowledge preservation: Once the knowledge is collected, and codified it has to be stored in a suitable form in the organization's knowledge base. The knowledge can be stored in forms such as individual employees, and by computer knowledge base. The advantage with the computer is its unlimited memory and instant access. Intranets and the knowledge bases are the tools, which store the organizational knowledge.

Current Necessitate

Why do we need to manage knowledge? Ann Macintosh of the Artificial Intelligence Applications Institute (University of Edinburgh) has written a "Position Paper on Knowledge Asset Management" that identifies some of the specific business factors, including:

1. Marketplaces are increasingly competitive and the rate of innovation is rising.
2. Reductions in staffing create a need to replace informal knowledge with formal methods.
3. Competitive pressures reduce the size of the work force that holds valuable business knowledge.

The amount of time available to experience and acquire knowledge has diminished. Early retirements and increasing mobility of the work force lead to loss of knowledge. There is a need to manage increasing complexity as small operating companies are trans-national sourcing operations. Changes in strategic direction may result in the loss of knowledge in a specific area. To these observations the other three which can be added are:

1. Most of our work is information based.
2. Organizations compete on the basis of knowledge.
3. Products and services are increasingly complex, endowing them with a significant information component. The need for life-long learning is an inescapable reality.

In brief, knowledge and information have become the medium in which business problems occur. As a result, managing knowledge represents the primary opportunity for achieving substantial savings, significant improvements in human performance, and competitive advantage.

Roadblocks to Adoption

There have been many roadblocks to adoption of formal knowledge management activities. In general, managing knowledge has been perceived as an unmanageable kind of problem - an implicitly human, individual activity - that was intractable with traditional management methods and technology. As a result, the metrics associated with knowledge resources - and our ability to manage those resources in meaningful ways - have not become part of business infrastructure. But it isn't necessary to throw up one's hands in despair.

We do know a lot about how people learn. We know more and more about how organizations develop and use knowledge. The body of literature about managing intellectual capital is growing. We have new insights and solutions from a variety of domains and disciplines that can be applied to making knowledge work manageable and measurable. And computer technology - itself a cause of the problem - can provide new tools to make it all work. We don't need another "paradigm shift" (Please!), but we do have to accept that the nature of business itself has changed, in at least two important ways: Knowledge work is fundamentally different in character from physical labor. The knowledge worker is almost completely immersed in a computing environment. This new reality dramatically alters the methods by which we must manage, learn, represent knowledge, interact, solve problems, and act. You can't solve the problems of Information Age business or gain a competitive advantage simply by throwing more information and people at the problems. And you can't solve knowledge based problems with approaches borrowed from the product oriented, print based economy. Those solutions are reactive and inappropriate. Applying technology blindly to knowledge related business problems is a mistake, too, but the computerized business environment provides opportunities and new methods for representing "knowledge" and leveraging its value. It's not an issue of finding the right computer interface, although that would help, too. We still need to simply define in a rigorous, clear, widely accepted way the fundamental characteristics of "knowledge" in the computing environment.

Benefits

Whether to minimize loss, risk, improve organizational efficiency, or embrace innovation, Knowledge Management efforts and initiatives add great value to an organization. Knowledge Management:

- Facilitates better, more informed decisions
- Contributes to the intellectual capital of an organization
- Encourages the free flow of ideas which leads to insight and innovation
- Eliminates redundant processes, streamlines operations, and enhances employee retention rates
- Improves customer service and efficiency
- Can lead to greater productivity

Challenges for Public Sector

Public sector faces various challenges in their day to day operations of effectively and efficiently using and managing organizational knowledge. The understanding of these challenges will help in the new knowledge led economy to deliver more with the same or less resources. These challenges are:

1. Resistance to share information
2. Lack of processes for conversion of tacit knowledge to explicit knowledge
3. Defining knowledge for different audience
4. Information sharing and information

5. Security issues
6. Issues of privacy of Personnel knowledge
7. Retaining employees and retiring work-force
8. Problem of capturing data due to variety informats, systems and locations
9. Creation of repositories without addressing the strategy to manage content
10. Failure to analyze and map knowledge management system to user's needs
11. An emphasis on formal learning efforts as a mechanism for knowledge sharing
12. Organization's inability to motivate employees by addressing knowledge and learning needs
13. Selection of right tools and technologies
14. Failure to avoid re-invention of the wheel

Further, a lot of early research in the area of knowledge management in organizations focused on the journey and identification of critical success factor for successful KM implementation. A study by Soo et al (2002), found differences in perception of senior managers and junior staff with respect to firm activities, i.e., knowledge-sharing practices, training schemes, and keeping abreast of the latest product or industry trends. Their findings show that there is a distinct difference between the two levels on the efficacy of the KM system with top management having a higher perception on the effectiveness of organizational policies. However, as per Mc Adman and Reid (2000) the results are just the opposite. Their study shows that knowledge is systematically captured at top management level and to a lesser degree at the middle management level. Further, the results show that private sector top level mean scores are higher on all dimensions as compared to public sector top level. One of the reasons could be that private sector employee remuneration is linked with performance both as an individual and team while in public sector knowledge is associated with power and employees don't share it with others. Similar results were found in Chinese organizations where it was found that KM in public sector is still in its infancy and has a long way to go in Knowledge Management journey. Public sector organizations as compared to their counterparts lack clear strategy to implement KM. Also the role of junior or lower level employees in knowledge creation and dissemination is limited as public sector organizations do not recognize them as knowledge workers (Cong et al., 2007).

KPMG Consulting (2000) study also indicated that organizations which have initiated Knowledge Management activities have a long way to excel in knowledge creation, dissemination and application. A study by Cong and Pandya (2003), found that public sector is behind the private sector in knowledge management practices. There is a lack of awareness of KM in the public sector. Another study by Eskildsen et al. (2004), on Denmark mentions that private companies emphasized more on systems and dimensions whereas public organization put higher emphasize on people's dimension. Moreover, as compared to the public enterprises, the importance assigned by private enterprises is on leadership, policy and strategy (Baporikar, N., & Ashish, D. 2007).

There may well be sound reasoning for public sector taking a more cautious and gradual approach than their private sector counterparts, much of it security-related. The political risks of security breaches in the state settings are often perceived to be far more serious than proportionally similar risks in the private sector context, a comparison most often attributed to the significantly greater holdings of personal and sensitive information held by the public sector (Joshi, Ghafoor and Aref, 2002; Holden 2004). This relationship is complex and dependent

to a significant degree on the level of trust accorded to the public sector by the citizenry. In jurisdictions where trust is high, technical solutions are more readily supported and the organizational changes required for more innovative and integrated forms of service are more feasible (Wilson and Welch 2004; Roy 2006b). The converse is true as well – where lower levels of confidence and trust translate into stronger vices for organizational resistance and technical cautiousness (ibid.).In terms of a reliable and interoperable infrastructure, information sharing opens up new opportunities for policy coordination and service integration.

In theory, it becomes possible for an individual or a company to expect (or endorse) that information provided through one public sector gateway (i.e. a service renewal or transaction completion) should be readily available across the public sector for any other usages that may arise, be they related or unrelated to the initial encounter (Kearns 2004; Bellamy, Perri and Raab, 2005). In doing so, the validation and usage of this single identity is shared government-wide. While the potential for 'value' creation is real (Kearns 2004), so too are the risks associated with an 'identity' tied to more and more information flows that, in turn, must be stored and shared (Joshi, Ghafoor and Aref, 2002; Lips, Taylor and Organ, 2006). In a networked world, each mechanism for identify verification leads to another possible opening for breaches: "Any party looking to subvert data will seek data or systems at the lowest level of protection and then use the data for authorization to subvert the security surrounding high value users" (p.6, Digital Government Civic Scenario Workshop Report 2004).

The parameters of the debate have also shifted politically as digital tools may also be viewed less as means toward convenience and efficiency and more toward matters of security (Strickland and Hunt, 2005; Roy, 2005/2006b). Many governments are now pursuing bolstered forms of identity management through technologically sophisticated devices for authentication such as national identification cards and biometrically enabled passports (Meyers, 2003). Radio frequency identification devices (RFID) are viewed as an area of particular interest for a developing a more secure infrastructure for commercial transactions, transportation and human mobility and verification schemes (Hodges and McFarlane, 2004). Such sentiment – coupled with fears of terrorism, may also yield a supportive environment for widened surveillance activity on the part of public sector authorities (Whitaker, 1999; O'Harrow, 2004). For surveillance and security as well as service, identity and information management is central (Coleman and Norris 2005; Roy, 2006b).

Conclusion

In sum, service transformation has arguably emerged as the center piece in terms of shifting internal relationships (interoperability and integrated service capacities) and external relationships (interfacing with the public via innovative service outcomes while safeguarding personal information flows). Important questions and tensions remain about the degree to which a business stylized and 'customer'-centric logic are fully appropriate for more democratic interfaces based on citizen engagement and participation (and the resulting impacts for the public's trust in government). These questions and tensions directly underpin the KM challenge that lies at the heart of the public sector's capacity for responsiveness, resilience learning in light of these multiple relational forms. Besides, Knowledge Management does not have a beginning and an end. It is ongoing, organic, and ever-evolving process.

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Knowledge Management from the Times Immemorial

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A B S T R A C T

Knowledge Management is one of the fieriest topics in the contemporary competitive corporate world. The great epics like Ramayana and Mahabharata are the great examples for not only the management aspects but also about knowledge. The wars end not with the triumph but with the transmission of knowledge. Knowledge management is a continuum. Core knowledge is perpetual. The pragmatic knowledge is what the world necessitates. Knowledge management should create leadership. Wisdom, ethical conduct and mental development are the all-encompassing leitmotifs on which any leader should work upon. Therefore, an attempt is made to pay its attention on the lessons of Knowledge Management from the times immemorial.

Introduction

"The wise see knowledge and action as one" – Bhagavad Geeta"

The Knowledge Management is one of the fieriest topics in the contemporary corporate world. It can deal with lots of information and knowledge in daily lives, which cannot be transformed into knowledge until one can realize how to excavate the value out of it. In this context, the need of knowledge management comes into picture. The concept of knowledge management arose approximately two decades ago. The knowledge management is the process of collecting**,** transforming and disseminating knowledge effectively. Ramayana and Mahabharata are the great epics dealt not only with the management aspects but also with knowledge. The wars end not with the triumph but with the transmission of knowledge.

In Ramayana, when Demon king Ravana was mortally wounded on the battle field, Rama asked him to share his wisdom as he was

considered as most knowledgeable person and a very great administrator. He pleaded Ravana to do so before he dies else his wisdom will be lost forever. Hence, Ravana shared his knowledge only with the worthy before he died that is Lord Rama and denied Lakshmana for his arrogance.

2. Teachings of Disciplines

Analogous sight can be drawn from the Mahabharata after Kurukshetra. When Pandavas were about to take control of Hanstinapur, Lord Krishna directs them to Bhishma Pitamaha, their grand uncle, who lies mortally wounded on the battle field. He asked Pandavas to make him talk to his last breathe. Bhisma spends hours together by discussing various topics, like history, geography, politics, economics, management, ethical science, astronomy, etc. The Shanti Parva, and Anushasan Parva, which are the Bhisma's discourses are detailed discussions on discipline that makes-up a quarter of Mahabharata. The Pandavas after listening to their grand uncle, have a better understanding of the world, makes them better rulers.

3. Value of Knowledge:

Both Ramayana and Mahabharata lure attention to the value of knowledge. In the milieu of viable organizations this is Knowledge Management. Knowledge is a continuum and it does not endure death. It is vanished forever with the demise of the knowledgeable.

Knowledge management is a continuum. Core knowledge is perpetual. The pragmatic knowledge is what the world necessitates. The conceptual knowledge to be instigated virtually needs skills. There are two major responsibilities of knowledge management, i.e., creation of knowledge base and converting knowledge into skills and competencies. Bhagavad-Gita[1] is the significant part of the trinity of eternal knowledge conglomerate known as prasthana traya.

1. BHRAHMA SUTRA - introduces us to intellectual leadership.
2. BHAGAVATGITHA - provides logic, strategy to convert knowledge into action with will.
3. UPANISHADS - provide the guidelines or processes of converting strategies into action with lots of case illustrations[2].

"Tat viddhi pranipaatena, pariprshnena seveya "[3]

Knowledge could be attained by brain-storming, PDCA, constant and consistent questioning. It is a sort of digitization of knowledge into small undertakings conniving optimal progressions to achieve the goal. If the process is flawless, the result is convoying and looming. Incessant development and customer orientation, people's participation and prioritization is the basic agenda of knowledge management. Bhagavat-Gita focuses on all these issues and synergizing various strategies, activities to achieve excellence in all facets of business and personal management. Bhagavat-Gita[4] contains 18 chapters but could be potted into the following parts:

- Saankhya yoga - *synergy of core competence*
- Karma yoga - *synergy of actions / processes*
- Gnaana yoga - *synergy of knowledge*
- Vignaana yoga - *synergy of expertise – competence.*
- Bhakthi yoga - *synergy of dedication and involvement*
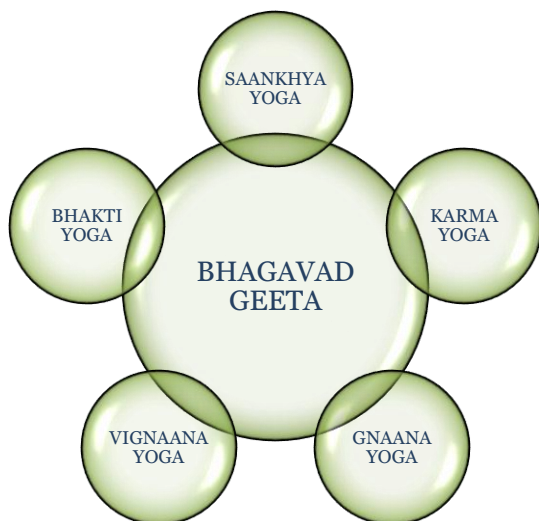
Figure: 1: Five Yogas of Bhagawat Gita

4. Knowledge Depiction

The ultimate aim of any person is to connect his "Atman" Individual Self with the "Brahman" (universal self). It is through knowledge (Jnana) that an individual attains this universal self. A six-fold path towards attaining of this goal of connecting self to SELF through knowledge or "Jnana" is depicted as:

i. Knowledge creation (**jnana sriṣṭi**)
ii. Knowledge acquisition (**jnana prāpti**)
iii. Knowledge transfer (**jnana parivahana**)
iv. Knowledge sharing (**jnana sahabhājana**)
v. Open innovation (**mukta navaracanā**)
vi. Spiritual Congruence (**ādhyātmika sāmanjasya**)
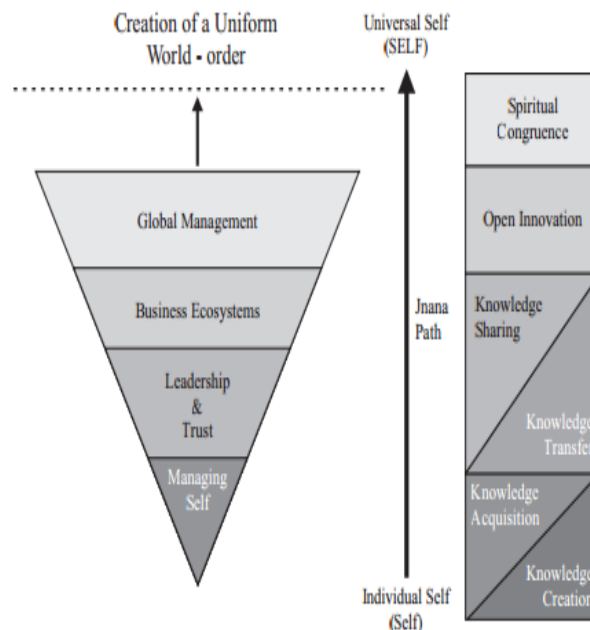
Figure 2: Six Fold Path of Knowledge and Levels of

Management (Source: www.inflibnet.ac.in**)**

However, another significant factor emerges in Sri Krishna being the charioteer of Arjuna. This is the concept of SERVANT LEADER, which is being talked of, in elite management forums of scholars. The leader is a servant to all the customers, people, resources are his MASTERS. To serve such a massive province HE must be a PURUSHOTHAMA - AN EXCELLENT HUMAN BEING. If one reads bearing in mind Krishna as the servant leader, then all the concepts of knowledge management will become apparent and much more relevant. It edifies about quality of leaders, various kinds of people and their essential nature, which helps in unifying for skill mapping and quality circles, team work, based on knowledge, skill and swabhaava[5]. Knowledge management believes - every action, if done as it should be done, the cumulative result will be excellent.

5. Knowledge Assimilation[6]

Knowledge Management should create Leadership.

Leadership through Synergy: Synergy is an effect.

The potentials of a leader must possess was well laid down by Chanakya, the esteemed scholar in political science, who contributed this world, the first management text in the form of the "Arthashastra" which was written around 4th century B.C. According to Chanakya, a King (a leader) should be a "Rajarishi" which means a king (a leader) who is wise like a sage[7]. Like a sage, a leader must have self-control having conquered his senses and at the same time should be well-educated in the various branches of knowledge. He

should nurture his intelligence by connotations with elders and keep his eyes open through emissaries. He should ensure the adherence of dharma (righteousness) by the people, by authority and should avoid associations with detrimental persons and cossetting in harmful activities. The efficacious and reputed organizations with well-regarded corporate leaders can follow this wisdom of Arthashastra, as this Rajarshi exemplar evidently advocates a leadership, which is both accountable and ethical. It not just advocates self-abnegation of senses, but also inculcates the leader to cherish his intellect. The process of jnana parivahana (Knowledge transfer) and jnana sahabhājana (Knowledge sharing) can be contributory in making this Rajarshi paradigm a reality in today's corporate world[8]. Modern leadership can assimilate with Rajarshi archetype in the following ways:

1. Jnana parivahana through continuous training and development programs for the various levels of managers.
2. To mentor the newly inducted management trainees.
3. To implement ERP model for knowledge sharing (jnana sahabhājana) among the various functions of the organization.
4. To acknowledge the role of various employees and managers in the overall organizational development and achievements.
5. To design effective Management Development programs to accelerate the emergence of leadership at various levels of management.
6. To formulate an ethical code of conduct, which promotes a culture of ethics and transparency.
7. To enact stringent policy measures to counter any possible unethical practice at various levels of the organization.

As a final point, the qualities of a great leader along the path of Knowledge can be well laid-down through the eight fold path of Gautama Buddha:

Table-1: Eight Fold Path of Gautama Buddha

1.	Right View	Wisdom
2.	Right Intention	
3.	Right Speech	Ethical Conduct
4.	Right Action	
5.	Right Livelihood	
6.	Right Effort	Mental Development
7.	Right Mindfulness	
8.	Right Concentration	

Source: thebigview.com

So, wisdom, **ethical conduct** and mental development are the all-encompassing leitmotifs on which any leader should work upon[9]. People work for the organizations and often leave with acquiring knowledge because they were part of it. This may not be a patented information but what they have gained gives an organization its cutting edge[10]. A whole new business process called knowledge management has evolved around two decades ago that seeks to hitch, store and transmit this knowledge[11]. Policies have been made, people have been employed and systems have been arrayed for proper knowledge management process but the tricky thing is with the proper implementation and execution.

Knowledge Management is leadership driven[12]. Rama only can do it, but not Laskhmana. He must first believe in it. The fact one has to accept is that everyone in the organization are repositories of wisdom and conscious efforts have to be made in order to capture as much of it as possible.

6. Conclusion

Approximately six or seven thousand years before the epics of Ramayana and Mahabharata were written and the sages knew pretty well what will take India forward: Knowledge Management. One has to learn many lessons imparted from these immortal epics. If we take a look back, kings like Vikramaditya, Krishnadevaraya, Ashoka, Akbar taught us many administrative tactics and even the knowledge management lessons. The lessons were divulged long back itself but it took so much of time for us to realize.

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Work- Life Loyalties: A New Outlook for Dual Career Couples

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A B S T R A C T

In today's competitive world, where males and females are considered to be equally responsible and proficient enough to take up the challenges at their respective workplaces, it is inevitable for them to surpass their traditional family roles. The increasing level of education and awareness has enhanced the career aspirations among females in India. It has resulted into the pursuance of simultaneous careers by both the partners. Dual career couples are those couples where both the partners pursue their respective careers and at the same time manage their personal life. This study tries to explore the issues and dilemma encountered by dual career couples while managing their professional and personal life. In the light of literature review, various parameters such as career transitions, role conflict, work life balance, role overload, spousal rivalry etc. have also been considered under this study. The different statistical tools and tests such as ANOVA, t-test etc. have been employed and on the basis of the findings, recommendations/ suggestions have been proposed.

Introduction

During the survey, we met Nitya Sinha, a 40 year old, married, mother of two young children and an HR manager in a reputed consulting firm in NCR who was consistently juggling with her professional and personal life. She was busy in conducting interviews, arranging for the training and induction of the new joiners, receiving calls from home, making arrangements for her son's pick up from school, directing her domestic help, cutting a sorry figure for cancelling the weekend get together with her family.

This is the story of most of the working females in Indian society who equally contribute in earning bread and butter for their family and simultaneously fulfilling household responsibilities. Over the past three decades, a change has been observed in the work force

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composition of the country, which is the steady increase of women employees in various organizations. This change is not due to the increasing educational level among women only but also due to their needs for the personal development and financial independence **(Elloy & Smith, 2004).**

The dual-career lifestyle has created a unique set of challenges, many of which relate to socialization and role expectations, work role conflicts, and family role conflicts.

Within the work and family domain the conflict arise from a clash of the 'roles' and are mainly due to a combination of personal, domestic and societal 'expectations and demands' **(Poisg & Kickul, 2004).**

Dual-career couple has been defined as "a married couple where both husband and wife have different careers**" (HR Dictionary, 2011, online).** "For dual-career couples and working women, balancing work demands with personal and family responsibilities is difficult to do" **(Jackson and Mathis, 2007),** and the situations becomes even more challenging where dual career couples have dependent family members (Children/parents).

A woman in Indian society who is by default responsible for taking care of household chores, when decides to pursue her profession either to extend a helping hand to her husband or to fulfil

her career aspirations is in no-win situation. She is continuously juggling between two different sets of responsibilities and this gives rise to role conflict and ambiguity. Both the roles require some distinguished qualities to deal the various situations in personal and professional spheres. Very often these two set of qualities are incompatible with each other.

The man too is struggling between the various roles he has been assigned as he has got a working partner as well. He has to do household chores even if he has not been brought up with the same mindset. In the Indian society, he has been by default assigned the role of Head of the family who is majorly responsible for earning and has to do little socialization. Devoting great deal of his time in domestic activities may adversely affect his performance at the workplace in case the man has to compete with a colleague who is free from household obligations.

The review of literature suggests that the factors affecting the dual career couples are Job Stressors, Family Stressors, Role Conflict and Ambiguity. These factors are inter-related and affect each other to very great extent. For example, if a person is not happy at the workplace, he is likely to bring the stress at home which may affect his family life. Similarly, if the person's family life is disturbed, his performance at the workplace is surely going to be affected adversely. Role conflict and ambiguity, either at work place or home has a negative impact upon person's work and family life both.

Job Stressors

Job stressors like excessive work pressure at the workplace, politics, unsuitable timings, HR policies of the organization, competition, rivalry among peers, unsatisfied job profiles etc. create stress and may lead to not so good performance of the employee. This in turn affects his/her family and social circle.

Family Stressors

Also the factors like household chores, child rearing, grocery refilling, fulfilling the social commitments produce stress and affect person's mind. Unequal distribution of work between husband and wife and other expectations in family immensely leads to Family stressors. The relationship between the dual career couple gets disturbed when one partner is doing well in his or her career and other partner is adjusting his career according his/her spouse's career. This can worsen the situation especially when one of the partners is making sacrifice or not able to take up better opportunities in his/her career for the sake of his/her partner's career. The partner at the sacrificing end experiences resentment and frustration in personal relationships giving birth to the spousal rivalry syndrome.

Role Conflict & Ambiguity

Males in Indian society are majorly recognized as bread earners and females as home makers. But from the above discussion, it is very clear that because of career aspirations and increased level of education, females are also raising the finances for a household. Husband has to share the household activities with his better half. This creates role conflict and ambiguity among the dual career couple as the line of bifurcation of activities is very thin.

Research Objectives

1. To study the impact of various demographic factors (Gender, Age, Level of Education, type of the organization, Family structure and number of children) on Job stressors.

2. To study the impact of various demographic factors on Family stressors.
3. To study the impact of various demographic factors on Role conflict & Ambiguity stressors.

Research Methodology

Research Design:

A structured questionnaire was designed to collect the data. Different possible indicators contributing to work life balance were identified through literature review and theoretical framework. These factors majorly include Job stressors (JS), Family stressors (FS) and Role conflict and ambiguity (RC&A). This paper illustrates the differences in the level of JS, FS and RC&A with respect to Gender, Age, type of family, Education Qualification. Questionnaire was designed with a pool of 16 items and the data on these items was collected on a 5 point Likert scale. The opinion indicated as' strongly agree' has been assigned the weight of 5. The Cronbach alpha reliability of this questionnaire was found to be .70, which is an acceptable level of internal consistency.

Sampling and Data Collection:

The study was conducted in Delhi-NCR region. A data of 123 respondents was collected through convenience sampling.

Demographic Definition:

Table-1: Demographic presentation

Variable	Particulars	Frequency	Percent
Age	20-25	12	9.8
	26-30	36	29.3
	31-35	38	30.9
	36-40	14	11.4
	41-45	2	1.6
	46-50	13	10.6
	Above 50	8	6.5
Gender	Male	54	43.9
	Female	69	56.1
Type of the Family	Nuclear	63	51.2
	Joint	60	48.8
Type of the Organisation	Public	31	25.2
	Private	92	74.8
No. of Children	None	53	43.1
	One Or More Than 1	70	56.9
Education	Graduation	25	20.3
	Post-Graduation	98	79.7
	N	123	100.0

Data Analysis & Interpretation:

t- Test is applied to find the significant relationship between gender and the different Job stressors, family stressors and role ambiguity & conflict.

Job Stressors and Its Impact:

Ho: There is no relationship between Gender, Age, Level of Education, Type of the organization, Family structure and Number of children, and job stressors.

Table-2: Relationship between Gender, Age, Level of Education, Type of the Organization, Family Structure and Number of Children and different Job Stressors (Js)

Particulars	Levene's Test for Equality of Variances		T-Test For Equality Of Means		
	F	Sig.	T	Df	Sig. (2-Tailed)
Gender					
Js: My Presence At Work Gets Important Over My Family Issues	4.046	.046	3.695	121	.000
Js: Cognitive Challenges At Work Restricts My Family Involvement	.356	.552	-2.454	121	.016
Js: Many A Times I Face Work Family Conflicts	2.799	.097	-3.413	121	.001
Education					
Js: I Well Understand My Job And Its Expectations From Me	6.929	.010	-2.467	121	.015
Js: I Have Clear Goals And Objectives For My Job	.581	.448	-2.660	121	.009
Type of Family					
Js: Many A Times I Face Work Family Conflicts	12.403	.001	-3.442	121	.001
Js: I Have Clear Goals And Objectives For My Job	.124	.725	-2.430	121	.017
Type of Organization					
Js: I Well Understand My Job And Its Expectations From Me	1.392	.240	2.774	121	.006
Js: Many A Times I Face Work Family Conflicts	2.452	.120	-2.038	121	.044

Table 2 reveals that Ho is rejected for Gender, education, type of family, type of organization but accepted in case of number of children. Considering sub categories of Job stressors, it shows

significant relationship with some parameters as mentioned above in the table. Males (m1=3.5) admit that their work gets more important over their family issues in contradiction to females (m2= 2.8). Females (m2= 4.4) restrict their family involvement due to work challenges but males (m1=4) balance it in a better way. Females (m2=3.9), possibly due to more of dual role, face more of work family conflict as compared to males (m1=3.1).Graduates (m1=2.2) have less understanding about their jobs as compared to post graduates (m2=2.8).similarly post graduates (m2= 3.4) have better understanding of their goals and objectives being in the job as compared to graduates (m1=2.7). Joint families (m2=3.9, 3.5) face more of role conflict and have better understanding of their job as compared to nuclear families (m1=3.2, 3). Type of the organization, the couples is working in also decides the impact of job stressors. Employees working in the private organizations (m2=2.58, 3.7) are little less aware about their work and face more of work conflict as compared to the employees working in the public organizations (m1=3.2, 3.1).

Ho: There is no relationship between Age and Job stressors.

Table-3: Relationship between Age and Job stressors

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.046	6	.674	2.293	.040
Within Groups	34.116	116	.294		
Total	38.163	122			

The analysis demonstrates that null hypothesis is rejected that means there is a relationship between Age and Job stressors. Post Hoc test reveals that the age group of 36-40 face the maximum impact of job stressors (mean value = 3.78) and age group of 45-50 and above 50 (mean value = 2.0) face the least impact of job stressor for maintaining their work life balance.

Family Stressors and Its Impact:

Ho: There is no relationship of Gender, Age, Level of Education, type of the organization, Family structure and number of children with different Family stressors.

Table-4: Relationship between Gender, Age, Level of Education, Type of the Organization, Family Structure and Number of Children and different Family Stressors (Fs)

Independent Samples Test					
Gender	Levene's Test For Equality of Variances		T-Test for Equality of Means		
	F	Sig.	T	Df	Sig. (2-Tailed)
Fs I Face The Problem of Spousal Rivalry	5.397	.022	-4.910	121	.000
Fs My Work Restricts Me From Meeting Social Expectations	3.713	.056	-2.802	121	.006
Fs: My Family Issues Take Priority Over My Work	.012	.913	-5.010	121	.000
Education					
Fs I Face the Problem of Spousal Rivalry	9.420	.003	-3.612	121	.000
Type of Family					
Fs I Face the Problem of Spousal Rivalry	3.056	.083	-2.536	121	.012
Number of Children					
Fs Work Place Tensions Bothers My Personal Relationships	.141	.708	-4.299	121	.000

Table 4 reveals that Ho is rejected for Gender, education, type of family and number of children but accepted for the type of organization. Considering the sub categories of family stressors females (m2=3.4) face more problem of spousal rivalry as compared to males (m1=2.5). Female (m2= 3.1) faces the problem of meeting

social expectations more than males (m1=2.5). Females (m2=3.1) always keep their family issues at priority over work as compared to males (m1= 1.9). Females prefer their family obligations more over work. Postgraduates (m2= 3.2) also face the problem of spousal rivalry possibly due to inter spousal competition as compared to

graduates (m1=2.3). The problem of spousal rivalry is also common in case of Joint family (m2=3.3) in comparison to Nuclear family (m1 = 2.8). In case of number of children, work place tensions bothers personal relationships more in case of children in a family (m2=3.2) in comparison to the situation where couples do not have any child in the family (m1=2.3). In order to find the relationship between age and family stressor ANOVA was applied to the data and resulted in the significant value more than 0.05 resulting in acceptance of Ho. This means there is no significant relationship between age and family stressors.

Role Ambiguity and Conflict:

    Ho: There is no relationship of Gender, Age, level of Education, type of the organization, Family structure and number of children with role ambiguity and conflict.

Table-5: Relationship between Gender, Age, Level of Education, Type of the Organization, Family Structure and Number of Children and Role Ambiguity and Conflict

Independent Samples Test					
Gender	Levene's Test For Equality of Variances		T-Test For Equality Of Means		
	F	Sig.	T	Df	Sig. (2-Tailed)
Rca Being The Part of More Than One Role Increases My Stress	4.689	.032	4.506	121	.000
Rca I Feel Role Ambiguity Both at Work and Family Issues	.895	.346	3.115	121	.002
Education					
Rca Better Role Definition Increases My Performance at Both the Ends	.251	.617	-3.004	121	.003
Type of Family					
Rca I Feel Role Conflict and Overload Many a Times	7.722	.006	2.135	121	.035
Type of Organization					
Rca Being the Part of More than One Role Increases My Stress	16.586	.000	-2.354	121	.020

    Table 4 reveals that Ho is rejected for gender, education, type of family and type of organization but accepted for the number of children. Males (m1=4.6) feel more stressed out as compared to females (m2=3.9) in case of more than one role or responsibility. Males (m1=3.6) also feel role ambiguity whereas females (m1=2.9) manage it well. Postgraduates (m2=3.9) have better understanding of their roles and perform well at both the ends unlikely graduates (m1=3.3). The employees living in joint families (m2=3.7) face more of role conflict and overloaded as compared to the nuclear family employees (m1=3.3). Also, private organization cause more stress and role expectations from their employees. For this particular reason possibly private organization employees feel more stressed being the part of more than one role (m2=4.3) while public organization employees are able to handle more than one role conveniently (m1=3.9).

Table 6: Relationship between Age and Role Ambiguity and Conflict

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.496	6	1.083	3.222	.006
Within Groups	38.984	116	.336		
Total	45.480	122			

    Table 6 demonstrates the significant relationship between age and role ambiguity and conflict. Post Hoc test reveals that the age group of 31-35 & 36-40 (m=3.81, 3.87) face the highest role ambiguity and conflict being in more than one role. Age group of 46-50 and above 50 (m= 3.3, 3.2) face the least of it.

Discussion

    This study has considered the important parameters that may affect the work life balance of dual career couples. The important demographics that may directly or indirectly impact the job stressors, family stressors and different roles and responsibilities of couples are explored. Considering women, the study suggests that their inclination towards their families has always taken a better edge over their responsibilities towards their work. Cognitive challenges at workplace restricts their involvement at home whereas males do not fear of accepting challenges and are more inclined towards their jobs. Considering family stressors, females are less able to manage social expectations due to 360 degree pressure and expectations. They also face problem of spousal rivalry possibly due to the fact that they are expected to be more inclined towards their family and its demands. Males are comparatively free of such obligations. Talking about role ambiguity and conflict, Females face fewer amounts of role ambiguity and conflict as compared to males. Education plays an important role in deciding the income peace and stability of any couple. The study reveals that post graduates have better understanding of their jobs and its expectations from them. This makes them in a better position to balance their personal as well as professional life. With the higher level of education, responsibilities do increase but at the same time the competency to maintain balance between the two ends also increases. In case of family structure also, as the number of members in the family increases, the roles to be played by both males and females are also increased. Couples living in the joint families face more of role conflict and ambiguity. These couples also face the problem of meeting social expectations and family demands in terms of responsibilities, time, and other expectations. This study has taken one important parameter of presence of a child at home. The families where couples have children are prone to more stress both at workplace and family. Somewhere or somehow, their work pressure and job expectations affect their child directly or indirectly. They face the problems of picking their child from school, giving him complete attention, time, proper grooming etc. These entire responsibilities imbalance their competency to maintain their work life balances. Due to the competitive environment, the type of the organization also decides the couple's contentment and balance. Employees of private organization feel more stressed and role conflict while public organization employees are able to handle organizational stress more conveniently. On exploring the relationship with age it was found that as the age increases the ability to manage family and work also gets better. At early age, both the ends are less stable or less in form but as the experience increases the couples become better managers of their responsibilities. All these findings can be used to design the

strategies for MNCs and public organizations to get the better side of their employees. The areas of problems can be given solutions both at family and work to utilize the best of dual career couple competencies.

Conclusion

In today's demanding world, where everyone expects to lead a life of contentment, there has been an accelerated trend of dual career couples gathering the maximum comfort for themselves and their family. This investigation has explored the different sub categories of job stressors, family stressors and Role ambiguity and conflict. Different efforts on both organizational and family end can support couples to maintain their work life balance effectively. The organizations should list the different parameters for assessing the work life balance expectations of their employees. The facilities like crutch for children, transport facility, flexible timings, and maternity leaves, work from home and a better structure of communication can be a successful input to extract the best of its employees. Both the couples and organizations should together conduct an audit and perform analysis to find out what best can be contributed from both the ends to generate the best for the organization as well as its employees.

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Management of Changes in the Life Cycle of Families in Mankessim in the Central Region in Ghana

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ABSTRACT

The family is the basic unit of human life. Changes in family life cycle may have positive or negative effects on the members and the society. This study examined the management of changes in the family life cycle of people in Mankessim. Descriptive research design was used for the study. Based on multi-stage sampling procedure, 150 families were studied. The study revealed that the major changes that the families went through were job loss, moving to a new location, arrival of a new member, illness and accidents and job change. These changes affected the families in several ways such as increase in expenditure, emotional stress on individuals and time constraints to adjust. It was recommended that families should involve all members in decision-making and implementation processes to help manage these changes. Also, families should be more open to interact in order to gain much information on how to manage affairs.

Introduction

In human context, a family is a group of people affiliated by consanguinity, affinity or co-residence. The family members are those who are tied together through their common biological, legal, cultural, and emotional history and their implied future together. The family unit forms the foundation of the society. A society may be made up of many family units. The welfare of any nation depends on that of each of the individual families therein (Georgas et al., 2001). In most societies, the family is the principal institution for the socialization of children (Saase, 1999). It is the nature of a family that its members are intensely connected emotionally. Often people feel distant or disconnected from their families but this is more feeling

than fact. Family members so profoundly affect each other's thoughts, feelings, and actions that it often seems as if people are living under the same "emotional skin". People solicit each other's attention, approval, and support and react to each other's needs, expectations, and distress (Georgas, 2003; Axinn and Yabiku, 2001). The connectedness and reactivity make the functioning of family members interdependent. A change in one person's functioning is often followed by reciprocal changes in the functioning of others.

Families differ somewhat in the degree of interdependence but it is always present to some degree. There are also concepts of family that break with tradition within particular societies or those that are transplanted via migration to flourish. Families may exist in various types, size and forms. Worldwide, the family is acknowledged as the bedrock of human society. It is one of the principal instruments whereby the critical tasks of social living are organized, directed and executed. According to Axinn and Yabiku (2001), persons who live together and share resources for the benefit of the group constitute a household. Most commonly a household is a family unit of some kind. The social organisation of the family is the key intervening link between macro level social change and the transition toward the micro level family unit.

Change is an inevitable process in life. In daily living, families and their members go through a lot of changes that bring about different results. Perceived as a living organism structure, just as individuals can be described in terms of stage in development in human life cycle, it is possible to describe also the stages that occur throughout the life of a family unit. Changes in the family affect the entire unit as a whole (Berry. Portinga, Segall & Dasen, 2002). Even though families have different patterns they function basically as a unit to meet goals and desires of the members. Conventional families have been nuclear and extended families. A nuclear family consists of a mother, father, and their children (adopted or biological) who share household responsibilities (Georgas, 2001). An extended family includes relatives other than the parents and children. Grandparents, aunts, uncles, and cousins are all part of an extended family.

Families in the middle stages of development often seek therapy for a variety of gridlocked issues around themes such as children's discipline, financial differences, sexual incompatibility, and difficulties with extended families (Morehouse, 2011). Although the lifestyles of yesterday's families were different in many ways from those of today; there are certain similarities. Families have always worked to provide for themselves, and the basic needs of families are not much different than they were years ago. The primary difference is in what people and society are doing to meet these needs.

Rice (1999) has asserted that new families are formed as marriages are contracted or dissolved. Changes occur in the family life cycle at various stages each and every day. These stages are referred to as the family life cycle. The stages overlap yet each has its own peculiar characteristics that are easily recognized. The needs of the family at the different stages vary and therefore activities at various stages also differ. These are all as a result of changes that occur at these stages.

Sasse (1994) has noted that confronting change is not necessarily easy. Things can get in the way. Sometimes people fear change because it can be awkward at first. However, a change can push families to do their possible best and it can cause families to learn. It sometimes alters the speed of time and presses families out of comfort zone. Since change is inevitable, families adopt strategies that can help them to manage. Change can only be a waste to those who do not learn from it.

This paper examines the management of changes in the life cycle of families in Mankessim in Ghana. Specifically, it seeks to:

1. examine the changes that occur over the family life cycle;
2. identify the effects of the changes in the life cycle on the family;
3. find out how the family cope with the changes; and
4. examine the ways through which these changes can be managed.

The paper is organized into five sections. The next section reviews related literature. The third section describes the methodology used while the fourth section presents results and discussion. The last section focuses on conclusion and the way forward.

Review of Related Literature

In order to put the study into context and to explore what other researchers have done, this section reviews literature on the concept of family, the family life cycle, stages of the family life cycle, changes that occur in the family, and management of changes in the family.

The concept of family

According to Jorgensen and Gail (1990), a family is a group of people living together who related by blood, marriage and/or adoption. Family offers warmth, loyalty, concern, willingness to sacrifice for the good of others and unconditional love (Dizard & Gadlin, 1990). In some form, the family is part of the social organization in all societies. The United States Bureau of the Census (1997), on the other hand, defines the family as any two or more related people living in one household. The family may consist of two persons who are not necessarily of different genders: two brothers, two female cousins, a mother and daughter, a father and son and many other combinations.

Winch (1971) notes that a family is a set of persons related to each other by blood, marriage or adoption and whose basic societal obligation is replacement. However, this definition seems to limit family functions to child rearing. Brubaker (1990) views a family as a group of persons united by ties of marriage, blood or adoption constituting a single household, interacting and communicating with each other in respect of social roles (husband and wife, mother and father, son and daughter, brother and sister), and creating and maintaining a common culture. This definition would eliminate those cohabiting, though not legally related or married. It seems to assume that individuals in the family must conform to some sort of prescribed social roles. None of these definitions seem to cover all the types of family situations: non-married cohabiting couples, gay and lesbian couples, single parent household, couples without children, group marriages and communal living situations. When we talk about the family, we need to specify which type we are referring to. With such a wide variety of family forms, we can no longer assume that the word 'family' is synonymous with nuclear family. This study adopts Brubaker's (1990) definition which fits the culture of the study area.

The family life cycle

No matter their form, families go through a definite life cycle. According to Stafford and Reske (1994), the emotion and intellectual stages one passes through from childhood to retirement years as a member of a family are called the family life cycle. The family life cycle framework considers the growth and development of a family over time (Cater & McGoldrick, 1989). At each stage, the challenges faced in the family life cycle help to build or gain new skills and experiences. Mastering the skills and the milestones of each stage allows an individual to successfully move from one stage of development to the next. If you do not master the skills, you may still move on to the next stage of the cycle, but you are more likely to have difficulty with relationships and future transitions.

Family life cycle theory suggests that successful transitioning may help to prevent diseases and emotional stress-disorders. Whether you are a parent or child, brother or sister, bonded by blood or love, your experiences through the family life cycle will affect who you are and who you become. The more you understand the challenges of each stage of the cycle, the more likely you are to move on successfully. Duvall (1988) as cited in Carter and McGoldrick (1989, p.5) broke the family life cycle into eight stages, all of them addressing the nodal events related to the comings and goings of family members and focused on child rearing as the organizing element of

family life. However, Sasse (1994) categorized the cycle into four stages and each stage is associated with specific tasks. Even though the family life cycle model has attracted criticisms its intentions are positive in helping families to work through specific transitional stresses and get back on track (Hoyle, 2013).

Stages of the family life cycle

A nuclear family is formed when a couple is married and the family gains in size as children are born or adopted. From this time until one or both parents die, a lot of changes occur. When the children leave home for jobs or to get married, the size of the family reduces until it gets back to the original two members that are husband and wife alone. Finally, one of the couple dies, eventually the one left also dies and the cycle comes to an end. This is called the family life cycle. According to Sasse (1994), a family passes four distinct stages: (a) beginning stage, (b) expanding stage, (c) contracting stage and (d) empty nest stage as represented in Figure 1.
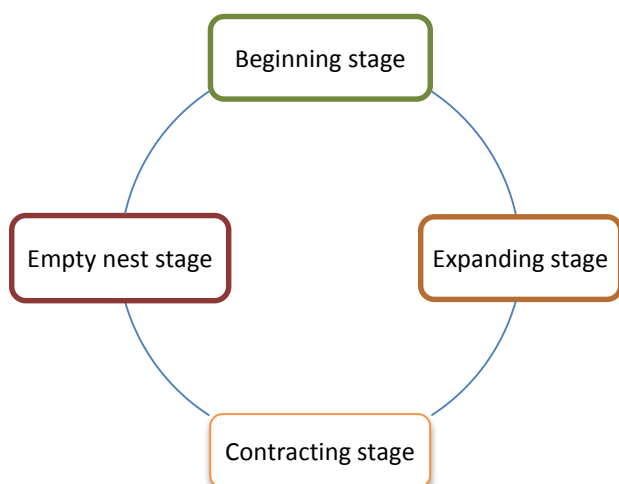
Figure 1: Stages of family life cycle

Source: Sasse (1994)

Beginning Stage

According to Rice (1999), all couples soon discover that their marriage never lives up to all of their expectations. As a result, couples go through a series of adjustment in which they try to modify their behaviour and relationship to achieve the greatest degree of satisfaction with minimum degree of frustration. When two persons join through a marriage or committed union, new family system is formed. A family system includes personal ideas, expectations, and values. These are shaped by the relationships and experiences with the original family. When one marries forms a union, the person combines his/her own family system with that of the spouse or partner. This requires reshaping one's goals and those of the partner. In the most functional relationships, partners have the ability to take two different points of view and create an option that neither person had considered. It differs from a compromise in that it is not giving up something. Rather, it is creating a third, better option.

This is the period of establishment when a newly married couple makes a home and prepares for parenthood. During this period many personal adjustments are made to maintain the marriage. This is necessary because the man and woman have been brought up in different environments and would have acquired different values and habits. It is important at the early stage of marriage to change some habits and compromise in order to be able to live together. Continuing to express ones individuality, a couple work together to result in a strong marriage tie.

Making the decision to have a baby at some point in the relationship is a prerogative of the partners. Some couples decide to go into a relationship that they do not want children. Parenting is one of the most challenging stages of the family life cycle. The decision to have children is one that affects the individual development, the identity of the family, and the relationship. Children are so time-consuming that skills not learned in previous stages will be difficult to pick up at this stage. One's ability to communicate well, maintain relationships and solve problems is often tested during this stage. Introducing children into the family appears to result in major changes in roles of the couple. Each parent has three distinct and demanding roles: as an individual, a partner, and a parent. As new parents, the individual identities shift along with how he/she relates to each other and to others. If you have not learned compromise and commitment in the early stage, you may not have the skills you need to transition well into this stage. With each additional child, the family situation becomes more complex, so does interaction among its members (Sasse, 1994).

Expanding Stage

This is the period when couples bear children, brings them up and see them through school. Most of the major changes occur at the expanding stage because it is the longest stage of the family life cycle. Women are the principal providers of care for household members particularly children and elders. They are also responsible for caring for sick members of the household (World Bank, 1994). The stage is called expanding because the birth of each child increases the size of the family. When children are still schooling, they stay with the parents and so normally, during this period, the family is large.

Changes in the expanding stage of the family life cycle involve parenting young children. During this period, parents spend much of their time, money, energy and all other resources on bringing up the children. This period, therefore, presents a lot of challenges and problems for the parents but they will also derive a lot of satisfaction from bringing up their children. Along with joy that comes with having a child, is also the feeling of stress and fear about these changes. A woman might have concern about being pregnant and going through childbirth. Fathers tend to keep their fears and stress to themselves, which can cause health problems. Adapting children into other relationship is a key emotional process at this stage. To take on the parenting role is a transition from being a couple to being a parent. While still evolving as individuals, the couple is also becoming decision makers for the family. Your child's healthy development depends on your ability to provide a safe, loving and organized environment. Children benefit when their parents have a strong relationship. Caring for young children cuts into the amount of time couples might otherwise spend as individuals or with their partners. If there were skills that were not learnt in previous stages, such a compromise for the good of the family may suffer.

Divorce and extra marital affairs often occur during the raising of small children when the parents have not learnt the proper skills. But

for those who have the proper tools, this can be a very rewarding, happy time, even with all its challenges. Optimally, one develops as an individual, as a member of a couple and as a member of a family (Rice, 1999).

Contracting Stage

This is the period when children begin to leave home to get established in jobs. It also marks the period when children gradually become self-supporting. The couple may recover financially as they no longer spend so much money on their children. The couple eventually retires from their jobs. When older children leave home, there are both positive and negative consequences. If the family has developed significant skills through the life cycle, the children would be ready to leave home, and ready to handle life's challenges. Free from everyday demands of parenting, the family may choose to rekindle its own relationship and possibly the career goals. Developing adult relationships with the children is key skill at this stage. The couple may be challenged to accept new members into the family through the children's relationships.

If the family has not moved through the stages with the appropriate tools and attitudes, or may not have taught children the skills they need to live well on their own, or if the couple have not transitioned together, they may no longer feel compatible with each other. But the family can still gain the skills missed. Self-examination, education and counseling can enhance life and help to ensure a healthy transition to the stage. This is also a time when health and energy may decline. Specific goals to reach at this stage include: (1) refocusing on relationship with children; (2) developing adult relationships with grown children; and (3) re-aligning relationships to cover in-laws and grandchildren. Welcoming new family members or seeing others leave the family is often a large part of this stage, as the children marry or divorce or one becomes a grandparent (Glosson et al., 1997).

Empty Nest Stage

This last stage can be a great adventure where the family is free from the responsibilities of raising children and can enjoy the fruits of life's work. Challenges that families face may include, being a support to other family members even as the couple is still exploring its own interest and activities or focusing on maintaining the relationship. Many may be caring for elderly parents at this time. The family may feel challenged by emotional, financial and physical needs while trying to help keep independence. The family may experience decline, physical and mental ability or changed in financial status. Sometimes, the family must deal with the death of other family members, including a partner.

The normal family life cycle can be disrupted by events which include severe illness, financial problems, disruption of marriage and death of a loved one. The stress of daily living or coping with a chronic medical condition or other crises also disrupts the normal family life cycle. Death can occur at any stage and disrupt the cycle. A crisis or on-going stress can delay the transition to the next stage of life, or the family may move on without the skills that it needs to succeed. Changing tasks are associated with stages in the life cycle of the unit itself. In the Ghanaian culture, where the extended family system is considered very important, families may have additional members throughout the family life cycle.

Changes that occur in the family

Certain developments and interruptions in the day to day family living cause changes in the life cycle. Glosson et al. (1997: 5) have stated that "change is a fact of life". Families experience changes all the time. Some changes have more impact on the family than others. Managing change can be a challenge. When changes occur, they affect all family members. Whether a change involves a move, or a tragedy, efforts need to be made to help everyone make adjustment and move on. Families today have to look for different methods of operating than earlier generations used due to societal changes. They often have to work out new solutions to fit new situations. The common changes that occur in families include arrival of new family members, moving, job change, job loss, divorce, re-marriages and blending, illness and accident, and death.

Arrival of new family members is the most common change that occurs in families along the family life cycle. It can be the arrival of a new baby, adoption of a new member or an aging grandparent. When this occurs, family members make some form of adjustment, set different priorities and schedules and take on new and/or added responsibilities. The arrival of a baby or new member for most families is usually a happy event but then, everyone in the family is affected one way or the other by the 24-hour-a-day job of care giving to a baby.

Some families adopt an older child to take care of the child. According to Ardayfio-Schandorf (1994), these children require a period of adjustment, especially if they have lived in several previous homes. They need time to grow and be accustomed to a different environment and get reassurance that they are welcomed in the home. Older adults may also require assistance and care from family members. In adjusting to the new arrangement, families should be patient and work together.

Moving to a new environment is another significant change for families. It requires adjustment not only to the new home but also to the whole new set of people, neighbors and places. However, one can adjust to these changes by approaching the move with a positive attitude and giving the new community and people a chance. In the past, people often stayed at one job their entire working lives, but now, people may change jobs several times during their careers. These changes can affect a family through the following ways:

1. a job change may require a family to alter its routines;
2. family members may have to take on more responsibilities in order to keep the household running smoothly;
3. family members may have to set up new schedules for having meals and spending leisure time together; and
4. a change in job can have deeper impact since it can mean a change in income that requires adjustment and decisions about spending (Glosson et al., 1997; Paolucci, Hall, & Axinn,1997).

Job loss is a difficult change that occurs in the family. Members who have lost jobs often experience feelings of rejection and depression. They may feel that they have let the family down. If job loss lasts for a long time, family members involved may have trouble keeping a positive outlook about finding a new job. Job loss which is only temporary may mean making sacrifices. In many families, members pool resources together to survive the rough times. Other

family members need to encourage the unemployed person with understanding and support.

Divorce is one of the most painful changes a family can experience, especially when the children are involved and parents disagree over custody or the legal responsibility for housing and caring for children. Custody arrangement can bring about confusion and stress among the divorce couple. Children may experience serious financial hardship if the parent they live with does not earn enough money to support the family. No matter how family members feel about a divorce, they need time to adjust and parents can help to ease this adjustment by not forcing young children to choose loyalty to one parent. Counseling can also help (Sasse, 1994).

Remarriage or blending is formed when a divorced person with or without children remarries another person who may or may not have been married before and who may or may not have children. Adjustments are needed by both adults and children in their new relationships for being part of such family configuration. They need to make effort to make new routines to make the relationship work. Remarriage of a parent needs further adjustment, because the hope children have that their divorced parents would get back together must be abandoned. Conflicts usually occur when the family starts to share a home and resources. Young children may feel jealous of their new step parents. According to Axinn and Yakubu (2001), blended families can build strengths by:

1. spending time together. This helps to discover each other's likes and dislikes as well as common interests;
2. getting to know the new family members. This may take time but patience and understanding can lead to positive family relationship;
3. working out new ways of managing space and time;
4. respecting differences in relationships in a blended family;
5. acknowledging that there would be some difficult moments because no family whatever its form is happy all the time; and
6. understanding and sharing each other's feelings during the period of adjustment.

Illness and accidents can disrupt family life since family members become worried and upset to see someone they love suffer. Aside causing emotional distress they can also strain family finances since huge medical bills can increase cost while the family finance may drop due to the patient's inability to work. Although it is stressful to have a family member in the hospital, it is important to show love and support. Death is very traumatic and it can cause emotional shock. People who are grieving should accept their feelings and realize that these feelings may last a long time. Ignoring these feelings or keeping them inside can result in serious problems later. Three main ways one can cope with death in the family are:

1. Taking responsibility for things you can do;
2. Taking part in events that can help you to accept the reality of the situation; and
3. Spending time with young family members, explaining what has happened in terms that they can understand and assuring them that the family would be healed in time (Rice, 1999).

Management of changes in the family

Management is the process of using the existing resources to meet one's needs or achieve goals in an efficient and effective manner. Management is being organized so things go on well. It involves planning, implementation and evaluation. It is a tool for creative living for achieving desired goals and purposes by using resources to one's advantage. Management is also the judicious use of means to accomplish ends. It includes responsibility for action and decisions that are critical in all aspects of the system: input, throughput and output. Management is not a rigid set of rules and actions but a set of flexible responses to a particular situation (Deacon & Firebaugh, 1988).

According to Goldsmith (2005), the process involves functions, actions, thinking and events that occur over time. In a family, management fulfils these tasks by enabling the family to engage in collective decision making and by providing a framework that supports and maximizes the benefits of family members. Drucker (1989, p.229) notes that the task of management is "to make people capable of joint performance to make their strengths effective and their weaknesses irrelevant".

Management is creative as well as a systematic flow of knowledge that can be applied to produce by using human as well as other resources in an effective way. It has not been limited to human resources management but extended to other branches such as strategic management, operations management, time management, financial management, crisis management and conflict management. Each of these is a separate branch that is handled by managers who are specialized in the field. Deacon and Firebaugh (1988) are of the view that the management of all activities in the family involves a number of functions:

1. learning to delegate;
2. planning and organizing;
3. communicating clearly;
4. controlling situations;
5. adapting to change; and
6. constantly innovating and thinking of new ideas.

Management theories can be divided into two sets. One that concentrates mainly on efficiency and another that concentrates mainly on effectiveness. Efficiency is about doing things the right way. It involves eliminating waste and optimizing processes. Effectiveness is about doing the right things. Thus, management is doing the right things at the right way. Management therefore, provides the bases on which issues in the family can be solved and adaptation to certain situations can be made in order to help improve the standard of life among individuals in the family and also to bring togetherness, peace and love in the family at all times (Deacon & Firebaugh, 1988).

How these changes are managed by the various families tend to promote family life and growth particularly among families who work together to manage these changes. Whether the changes are pleasant or painful, one needs techniques for dealing with them. Glosson et al. (1997) identify the ways of coping with change to include:

1. co-operating or working together with other family members. This helps to increase the enjoyment of positive changes and endure the sadness of traumatic ones;

2. communicating and sharing your feelings with other family members may help since they might be feeling the same way as you do or they may be willing to work with you to solve family problems once they know how you feel;

3. following routines as much as possible. That is, to continue to do some of the things we like doing; and

4. asking for help in dealing with the difficult times. In coping with major changes in family life, many counseling and support groups are available to help.

In managing these changes, the family has to come to terms with the needed resources available to them in order to achieve family goals. If these changes are over looked, one will face problems at every stage in life even with positive ones. However, flexible families can easily adapt to even difficult changes.

Methodology

The study was conducted in Mankessim, the biggest commercial town in the Mfantsiman East Municipality of the Central Region of Ghana. It is a historical town and has interesting sites such as 'Nananompow', Supruwdo (island village), and the great Obrumankoma-Odapagyan- Oson shrine. It had population of 38,681 with 9,077 residential premises in 2010 (Ghana Statistical Service, 2012). The people are predominantly farmers, traders and artisans in the informal sector. Those in the formal sector are mostly teachers, bankers and other civil servants.

Descriptive research design was used for the study. It made it possible to obtain information on the existing status of the changes in the family life cycle and how they were managed in Mankessim. The target population comprised family heads (irrespective of gender) in the town. However, data on the number of families (see Brubaker, 1990) in the community was unavailable. Therefore, a multi-stage sampling procedure was employed to select 150 family heads (respondents) for the study. At the first stage, the town was divided into five strata: north, south, east, west and central. In each stratum, a quota sampling was used to select 30 respondents since the exact number of families was not available. The last stage involved random selection of 30 respondents from each stratum. The sampling procedure was appropriate for the study because of the unknown large size of the target population and limited resources for the study.

The instruments used in collecting data were questionnaire for literate respondents and interview schedule for illiterate respondents. The questionnaire and the interview schedule comprised the same items. Both open-ended and close-ended questions were used. The questions were grouped under sections corresponding to the specific objectives of the study. In the administration of the questionnaire, personal visits were made to the household of selected families for both distribution and collection. For the illiterate respondents, interviews were conducted in the vernacular and recorded in English in the interview sections. Respondents were assured of maximum confidentiality in order to uphold ethical considerations. The literate respondents were given one week to complete the questionnaire. The month of May 2013 was used for the field work, which was supported by four field assistants.

Prior to coding and tabulating the data collected for analysis, all the instruments and items were checked to verify if instructions had been followed and whether all items had been responded to. The responses were then coded and entered on the computer program: Statistical Product and Service Solutions (SPSS) version 16 software. Frequencies and percentages were employed to present the data.

Results and Discussion

This section presents results and discussion on the background characteristics of the respondents, stages of the family life cycle of the respondents, changes respondents had gone through, effects of changes on family life, and management of family resources during such changes.

Background characteristics of respondents

The background characteristics of the respondents captured in the study were sex, age, educational level, occupation, monthly income and the number of dependents. These characteristics are necessary to put the study into context. The majority (60%) of the 150 respondents were males while the remaining 40 percent represented the female family heads as shown in Table 1. The male dominance is not surprising because Mankessim is a patriarchal society like most parts of Ghana. Some families have become female-headed due to changes arising from divorce, illnesses, accidents and deaths.

Table-1: Sex of respondents

Sex	Frequency	Percent
Male	90	60
Female	60	40
Total	150	100

Source: Field data, 2013

Figure 2 shows that 14 percent of the respondents were below 31 years. Most (69.7%) of the respondents were between 31 and 50 years whereas 14.3 percent were between 51 and 60 years. Only two percent were in the retiring age for formal employment (i.e. between 61 and 70 years). The implication of the results is that the majority of the respondents were in the working age.
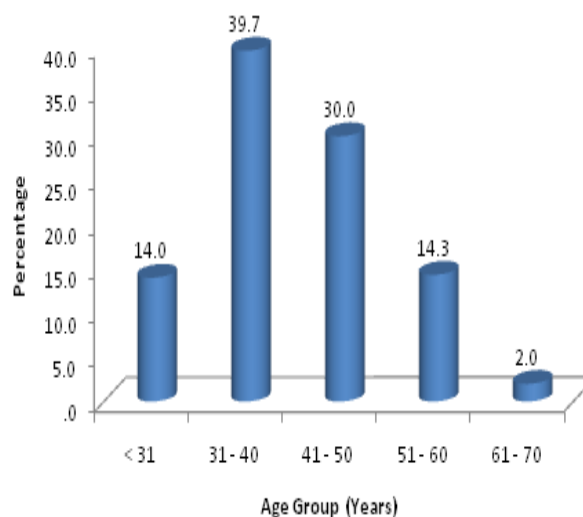
Fig. 2: Age Distribution of Respondents

Source: Field data, 2013

Education has the potential of giving families the chance of acquiring job skills in order to earn income to cater for themselves and their children. Segall et al. (1999) asserted that the acquisition of

knowledge is one of the prerequisites for human development, and education is a necessity because it helps in enhancing the individual's socio-economic and political development and that of their families. The educational levels of the respondents were no formal education (17.3%), basic education (24.7%), senior high school (18%), post-secondary (12.7%) and tertiary education (27.3%) as shown in Table 2. The implication is that the majority (82.7%) of the respondents have had some form of education ranging from basic to tertiary.

Table-2: Educational level of respondents

Educational Level	Frequency	Percent
No Formal Education	26	17.3
Basic	37	24.7
Secondary	27	18.0
Post-Secondary	19	12.7
Tertiary	41	27.3
Total	150	100.0

Source: Field data, 2012

Occupations that people are engaged in determining the amount of financial resources available to families to manage for quality of life. The respondents were traders (25.0%), teachers (14.0%), artisans (13.3%) and farmers (10.7%) and others as presented in Table 3. The majority of the respondents were engaged in the informal sector, where income levels were relatively lower than that of the formal sector.

Income basically affects the quality of life of individuals and families. The monthly incomes of the respondents were up to GH¢2,000.00 as illustrated in Figure 3. The majority (61%) of the respondents received monthly income between GH¢100 and GH¢500 while 31.7 percent of the respondents received at least GH¢500 per month. The results are consistent with the assertion of Axinn and Yabiku (2001) that financial pressure is still one of the most common complaints of families.

Table-3: Occupational Distribution of Respondents

Occupation	Frequency	Percent
Trading	37	25.0
Teaching	21	14.0
Artisan	20	13.3
Farming	16	10.7
Driving	13	9.0
Administration	10	6.7
Office Clerk	9	6.0
Banking	5	3.3
Nursing	4	2.7
Others	14	9.3
Total	150	100.0

Source: Field data, 2013
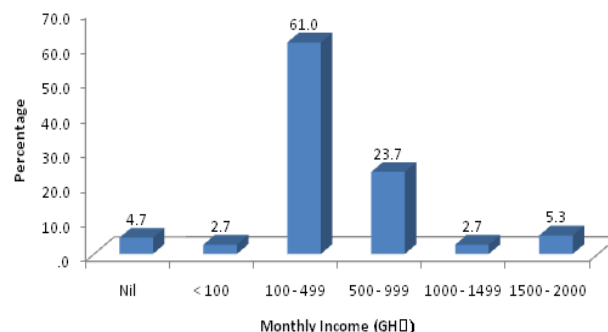
Fig. 3: Monthly Income Distribution of the Respondents

Source: Field data, 2012

The number of dependents of the respondents ranged from one to seven as presented in Figure 4. There was an inverse relationship between the percentage of respondents and the number of dependents. The larger the number of dependents, the lower the percentage of the respondents. The majority (80.7%) of the respondents had between one and three dependents.
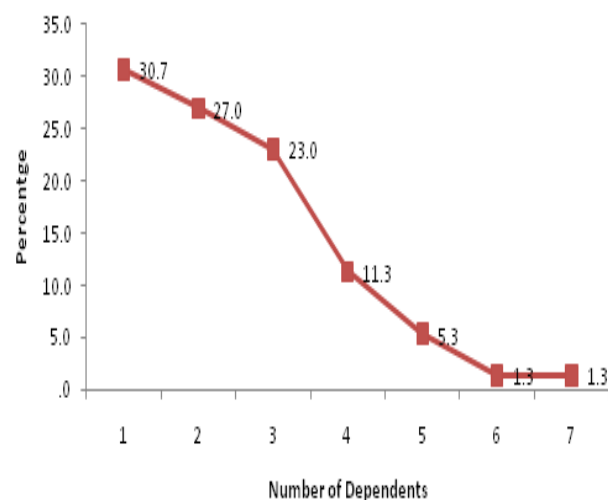
Fig. 4: Number of Dependents of the Respondents

Source: Field data, 2013

Stages of family life cycle of respondents

The respondents were asked to indicate their current stage of the family life cycle. About 48 percent of the respondents reported that they were at the expanding stage as illustrated in Figure 5. Thirty-four percent of the respondents were at the contracting stage while only 10.0 percent and 8.0 percent were at the beginning and the empty nest stages respectively. The analysis revealed that the relatively young respondents reported beginning and expanding stages while their older counterparts indicated contracting and empty nest stages. The findings agree with Stafford and Reske's (1990) assertion that all families pass through definite life cycles. At each stage, the challenges faced in the family life cycle help to build or gain new skills necessary for family existence.
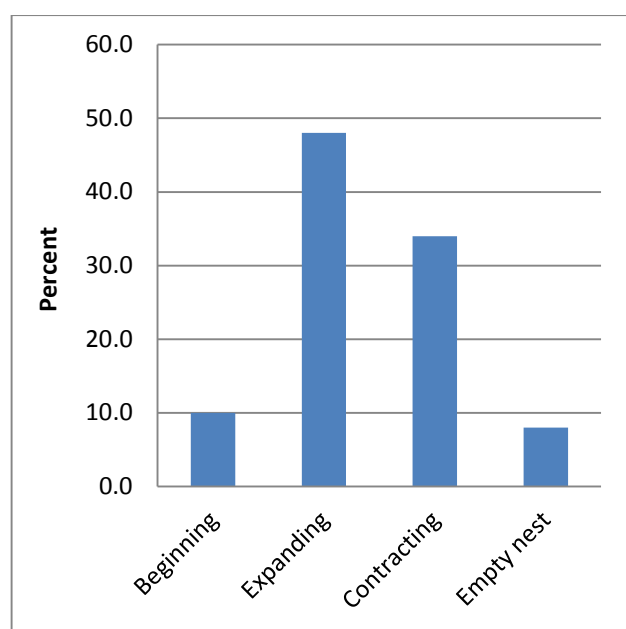
Fig. 5: Stages of the Family Life Cycle of the Respondents

Source: Field data, 2013

Changes respondents go through

Certain developments and interruptions in the day to day family living cause changes in the life cycle. Some changes have more impact on the family than others. To ascertain the types of changes families go through, the respondents were asked to indicate changes they had gone through. Their responses are presented in table 4.

Twenty-four percent of the respondents each indicated that they had experienced moving to a new location and job loss. Sixteen percent and 10.0 percent said that the arrival of a new member and illness and accidents were some of the changes they had gone through respectively. Fourteen percent indicated that they had death and divorce in the family. About 3.3 percent each had experienced job change and remarriage and blending respectively. However, 10 percent of the respondents gave no response. The findings go to prove that the majority of the respondents had experienced one form of change or the other in their families. They affirm the assertion of Glosson et al. (1997) that change is a fact of life and families experience changes all the time.

Table-4: Changes Respondents Go Through

Changes	Frequency	Percent
Moving to a new location	36	24.0
Job loss	36	24.0
Arrival of a new member	24	16.0
Illness and accidents	15	10.0
Divorce	7	4.7
Death	7	4.7
Job change	5	3.3
Remarriage and blending	5	3.3
No response	15	10.0
Total	150	100.0

Source: Field data 2013

Effects of changes on family life

Families go through a lot of changes that bring about different results that may have positive or negative consequences. The effects of changes in the family on the respondents are presented in table 5. The results indicate that change affected the normal ways of life of family members. About 32.0 percent of the respondents reported that the changes increased family expenditure. Arrival of a new member and movement of a new location would increase the expenditure of the family. While 16 percent of the respondents reported that the changes caused emotional stress, 12 percent indicated it took a lot of their time to adjust. Job loss and divorce caused emotional stress and illness and accidents also increased the expenditure of the family and took the time of most respondents.

Table-5: Effects of Changes on Respondents' Life

Effects	Frequency	Percent
Increased the family expenditure	48	32.0
Emotional stress	24	16.0
Took a lot of time to adjust	18	12.0
Adjusted to new ways of life	15	10.0
Relocated to different location	12	8.0
No impact	9	6.0
Broke family unity	9	6.0
Strengthened family ties	9	6.0
Improved family finances	6	4.0
Total	150	100.0

Source: Field data, 2013

The findings are consistent with the assertion of Berry, Portinga, Segall, and Dasen (2002) that changes in the family affect all family members. Conditions in the greater environment have an important influence on how households and families function. Human ecology views humans and their near environments as integrated wholes, mutually influencing each other (Bubolz & Sontag, 1988). The family ecosystem is the subsystem of human ecology that emphasizes the interactions between families and environments. According to Paolucci et al. (1977), the family ecosystem has three basic elements: organisms (the family members); natural and human-built environments; and family organisations (transform energy in the form of information into family decision and actions). A change in a single component of the family ecosystem has an impact on the other parts. For example, if one family member has an alcohol or drug abuse problem, it will affect everyone else in the family.

However, the respondents reported that not all changes that occur in the family had negative effects. Six percent and four percent of the respondents reported that changes rather strengthened family ties and improved family finances respectively. How these changes are managed by the various families tend to promote family life and growth particularly among families who work together to manage these changes. Management therefore, provides the bases on which issues in the family can be solved. Adaptation to certain situations can be made in order to help improve the standard of life among individuals in the family and also to bring togetherness, peace and love in the family at all times (Deacon & Firebaugh, 1988). Glosson et al. (1997) assert that change is only a waste to those who do not learn from it. Some changes have more impact on families than others. Some families are united through the way changes are managed while

others fall apart or disintegrate due to their inability to manage change.

Management of family resources during changes

Whether the changes in families are pleasant or painful, one needs techniques for dealing with them. In managing these changes, the family has to come to terms with the resources available to them in order to achieve family goals. If these changes are over looked, one will face problems at every stage in life even with positive changes. How families manage these changes tend to promote family life and growth particularly among families who work together to manage these changes. However, flexible families can easily adapt to even difficult changes. Table 6 illustrates the means through which respondents managed family resources when change occurred.

Table-6: Management of Resources during those Changes

Management of resources	Frequency	Percent
Open communication with members	63	42
Adopted work simplification methods	24	16
Cutting down on expenditure	15	10
Moved to a new location	15	10
Acquisition of loan to cater for the change	12	8
Developed positive attitude	12	8
Fairly distribution of resources	9	6
Total	150	100

Source: Field data, 2013

Forty-two percent of the respondents employed open communication with members. Sixteen percent of the respondents adopted work simplification method of doing tasks to manage the change, while 10 percent of the respondents stated that, they cut down on expenditure and also distributed resources fairly. These means of managing resources in times of changes confirm the view expressed by Deacon and Firebaugh (1988) that, management provides a basis on which issues in the family can be solved and adaptation to certain situations can be made in order to help improve the standard of life among individuals in the family. Thus, Table 6 suggests that different families use different ways of managing resources during changes.

Conclusion and the Way Forward

The paper has highlighted the changes in the family life cycle in Mankessim in Ghana. It has provided evidence that various families were at different stages of family life cycle. The majority of the families were the expanding and contracting stages while very few were at the beginning and empty nest stages. Major changes that the families went through were job loss, job change, moving to a new location, arrival of a new member, illness and accidents. Changes that had negative effects on the normal ways of life of family members included increase in expenditure, emotional stress on individuals and long time to adjust. However, the respondents reported that not all changes that occur in the family had negative effects. The positive effects were the strengthening of family ties and improved family finances. Most families were able to cope with these effects through open communication within the family, counselling, development of positive attitude toward these changes, and fairly distribution of resources.

As the way forward, the various stakeholders at different levels of governance such as the central government, public institutions, local authorities, development partners, civil society organisations and family members should pull both financial and non-financial resources together to undertake efficient and efficient management system to address the needs of families as they go through changes. This involves family life education in communities to create awareness on changes that families go through and their effects; families should involve members in information sharing, decision making and management of the change process. The various stakeholders should deepen and extend their competences to develop the knowledge, skills, time and talents of families to identify sustainable ways of managing changes in family life cycle.

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Impact of Indian Gender Budgeting

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A B S T R A C T

Gender Budget Statement was first introduced in Budget 2005-06. The rationale of Gender Budgeting arises from the recognition of the fact that the national budget impacts various sections of the society differently, through the pattern of resource allocation and priority accorded to competing sectors. This paper highlights the status of women in India, the magnitude of Gender Budgeting in India, the segments of gender budgeting through various ministries, the role played by the ministry of rural development in exercising gender budgeting in general and through MGNREGS in particular and an attempt made to evaluate the impact of employment. The tools used to analyse and interpret the results were trend analysis to project the growth rate, correlation analysis to know the degree of relationship between the variables, paired sign test to bring out the significance of the socio economic variables and Mann-Whitney test to test the hypothesis of social and economic variables. The role played by the Ministry of Rural Development in uplifting the rural women is apparent as it is evident from the survey that the sample respondents got positive impact both economically and socially. The study further proves that there are positive strides in literacy rates and in the allocation of gender budgeting in India whereas the sex ratio needs to be improved to maintain gender equality in the nation as a whole and it's time to explore the reasons and to exploit the potentiality of women as a whole for the betterment of empowered and enriched India.

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Introduction

Gender Budgeting does not relate to a separate budget for women but involves comparative analysis and construction of general budgets from gender perspective. It helps the governments to decide how policies need to be made, adjusted and reprioritized. It is a tool for effective policy implementation where one can check if gender commitments are translated into financial commitments. The Gender Budget Initiative is a policy framework, methodology and set of tools to assist governments to integrate a gender perspective into the budget

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as the main national plan of public expenditure. It also aims to facilitate attention to gender analysis in review of macroeconomic performance, ministerial budget preparations, parliamentary debate and mainstream media coverage. The Budget impacts women's lives in several ways. It directly promotes women's development through allocation of budgetary funds for women's programmes or reduces opportunities for empowerment of women through budgetary cuts. The schemes can be classified into four categories:

Protective Services: These include allocations on women's homes and care institutions, rehabilitation schemes for victims of atrocities, pensions for widows and destitute women, which are aimed at mitigating the consequences of women's social and economic subordination, rather than addressing the root causes of this subordination.

Social Services: These include schemes for education and health of women, support services like crèche and hostels and also water supply, sanitation, and schemes on fuel and fodder, which contribute

significantly to women's empowerment, either directly by building their capacities and ensuring their material well-being, or indirectly through reducing domestic drudgery.

Economic services: These include schemes for training and skill development, and provision for credit, infrastructure, marketing etc. which are critical to women's economic independence and autonomy. For example, the STEP Support for Training and Empowerment of Girls, General Grant-in-Aid Scheme for innovative projects, working women's hostels.

Regulatory services: These include institutional mechanisms for women's empowerment, such as State Commissions for Women, Women's Cells in Police Stations, awareness generation programmes, which provide institutional spaces and opportunities for women's empowerment.

Gender Budget Statement was first introduced in Budget 2005-06. The rationale of Gender Budgeting arises from the recognition of the fact that the national budget impacts various sections of the society differently, through the pattern of resource allocation and priority accorded to competing sectors. The purpose of gender budgeting is to monitor expenditure and public service delivery from a gender perspective, as a means of mainstreaming women's concerns in all activities and improving their access to public resources. This statement has received an impetus over the last eight budgets with growing awareness of gender sensitivities. Gender Budgeting is an evolving area where, with better understanding and appreciation of the subject, more and more Ministries/Departments are reviewing programmes and schemes to address the quantum of resources that have the budgetary potential to impact and address the development needs of women. In BE 2013-14, 30 Ministries/Departments and 5 Union territories Governments have made allocations for gender budget statement. The statement shows 18.6 percent increase for 100 percent women specific programmes, having gone up from 22,969 crore in BE 2012-13 to 27,248 crore in BE 2013-14. Overall, taking parts A and B together, there is an increase of 10.2% from 88, 143 crore in BE 2012-13 to 97, 134 crore in BE 2013-14.

Status of Women in India

Women, constitute 48% of India's population, but they lag behind men on many social indicators like health, education, economic opportunities, etc. The all India sex ratio according to the 2011 Census data is 940 and the world figures are 984 (2011). As per Census 2011, all-India female literacy rate is 65.4 percent and in States like Rajasthan and Bihar the rates hover around 52-53 percent. The 11th

Plan pointed out that initiatives need to be taken to raise awareness to ensure that increasing consumerism, move towards market economy and resultant family planning do not enhance gender inequality and lead to male child planning. Hence, they warrant special attention due to their vulnerability and lack of access to resources. The Ninth Five Year Plan had a specific objective to achieve in the form of Empowerment of Women. A study carried out by NIPFP, New Delhi in 2007 highlighted the need for conducting gender budgeting based on the empirical evidence that as women and men are at the asymmetric levels of socio-economic development in India especially in the field of health, education and work participation. This study warned that the existing gender neutrality of budgets can lead to many unintentional negative consequences, translating the gender neutrality of budgets into gender blindness. Again to bring in coherence between budget estimates and actuals it is important to understand that higher allocation itself does not lead to spending.

Table-1: Select Indicators on Status of Women in India

Indicators	Male	Female
Literacy Rate (%)	82.14	65.46
Maternal mortality ratio (per 1,00,00 live births)	-	212
Sex Ratio	1000	940
Child Sex Ratio (0-6 years)	1000	914
Worker Population ratios (per 1,000)	819	336
MPs in Lok Sabha (%)	89.18	10.82
Life Expectancy at Birth	62.6	64.2
Women's access to land		
Number of operational land holdings [Number in '000]; includes both joint and individual land holdings as per Agriculture Census 2010-11]	119898 (87%)	17618 (13%)
Area operated [Area in '000 ha.; includes both joint and individual land holdings as per Agriculture Census 2010-11]	141187 (90%)	16485 (10%)

Source: Census India, 2011, Agricultural Census, 2010-11

The general status of women in India is briefly stated in the above table which states that the female literacy rate is 65.46 percent as against that of male literacy of 82.14 percent, Maternal mortality ratio is 212, sex ratio is 940, Child Sex Ratio is 914, Worker Population ratio is 336, MPs in Lok Sabha is just 10.82 percent, Life Expectancy at Birth is 64.2, Number of operational land holdings is just 13 percent and the Area operated by them is just 10 percent as against men.

Table-2: Literacy Rate and Sex Ratio in India

Census Year	Persons	Trend %	Males	Trend %	Females	Trend %	Gap in Literacy Rate	Trend %	Sex Ratio	Trend %
1951	18.33	100	27.16	100	8.86	100	18.30	100	946	100
1961	28.30	154	40.40	149	15.35	174	25.05	137	941	99
1971	34.45	188	45.96	169	21.97	250	23.98	131	930	98
1981	43.57	238	56.38	208	29.76	339	26.62	145	934	99
1991	52.21	285	64.13	236	39.29	446	24.84	136	927	98
2001	64.83	354	75.26	277	53.67	615	21.59	118	933	99
2011	74.04	404	82.14	302	65.46	744	16.68	91	**940**	99
Average	**45.10**	**246**	**55.92**	**206**	**33.48**	**381**	**22.44**	**123**	936	99
r	0.997		0.997		0.988		-0.226		-0.42	
r					0.98					

Source: Compiled from Census Reports

The information relating to the Literacy Rate in India is collected for a period from 1951 to 2011. Trend analysis is used to interpret the growth rate of literacy rate and it is known from the data analysis that on an average total literacy rate has got a growth of 146 percent, literacy rate of males has got a growth rate of 106 percent while literacy rate of females has got a notable growth rate of 281 percent and growth rate of Gap in Literacy Rate between male and female is estimated as 23 percent over the period under study. The correlation analysis is applied to find the degree of growth over the period and it is revealed from the test that the growth is high positive and uniform for total literacy rate (0.997), for male literacy rate (0.997) and for male literacy rate (0.988) but for the Gap in Literacy Rate between male and female, the correlation is negative to the tune of -0.226. The relationship between male and female literacy rate is high positive to the extent of 0.98. Hence it is inferred from the analysis that the growth of literacy rate in general and also for females in particular show a positive trend in India. Generally the status of women of any nation or creed is determined by its favourable sex ratio taking into consideration of the number of women as against the number of men in thousands. When the number is high it is favourable and vice versa. In India the sex ratio is highly flexible which never crossed 1000. But the number started decreasing over the census period from 1951 to 2011. On an average, the sex ratio is 936 and the growth rate of the same is calculated with the help of trend analysis and it revealed that the average figure depicts a reduction in the growth rate to the tune of one percent showing a negative trend. It is a matter of concern to take necessary steps to improve the sex ratio of women in India to make it equal.

Budgeting for Women over the Five Plan Periods

The planning process in India has evolved over the years from a purely welfare oriented approach to an empowerment oriented approach. Women first secured a special niche and space in the national plans during the Sixth Five year plan with focus on health, education and employment of women. A paradigm shift to gender sensitivity in allocation of resources occurred from the seventh plan onwards.

Seventh Five Year Plan (1987-1992) initiated the monitoring of 27 beneficiary oriented schemes to establish the impact of these schemes on women.

Eighth Five Year Plan (1992-1997) highlighted on the need to ensure a definite flow of funds from the general developmental sectors to women.

The Ninth Five Year Plan (1997-2002) marked a significant progress with 30% of funds earmarked in all women's related sectors. It adopted the 'Women's Component Plan' as one of the major strategies and directed both the Central and State Governments to ensure not less than 30 per cent of the funds/benefits are earmarked in all the women's related sectors.

The Tenth Five Year Plan (2002-2007) highlighted on the need for gender budgeting to establish the gender differential impact of resource allocations and to translate gender commitments into budgetary commitments. It focused on tying up '...two effective concepts of Women Component Plan and Gender Budgeting to play a complementary role to each other'.

The Eleventh Five Year Plan (2007-2012) states that: 'gender equity requires adequate provisions to be made in policies and schemes across Ministries and Departments. It also entails strict adherence to Gender Budgeting across the board.' This Plan further reiterated the commitment to gender budgeting and clearly stated that, 'gender equity requires adequate provisions to be made in policies and schemes across Ministries and Departments. It also entails strict adherence to gender budgeting across the board'. The Eleventh Plan also envisaged the incorporation of Gender Budgeting beyond traditional areas like health, education etc., to so-called 'gender neutral' sectors like Transport, Power, Telecommunications, Defense, etc. In addition, the plan document emphasized on engendering of important national macro-economic policies and striving for inter-sectorial convergence.

The Twelfth Five Year Plan (2012-17) takes cognizance of the fact that policies and programs have a differential impact on women and men. As a result of this the unequal economic and social status of women may be perpetuated unless affirmative action is taken. This would necessitate strengthening of gender mainstreaming and pursuing Gender Responsive Budgeting at all levels of governance. National level gender outcome assessments through spatial mapping of gender gaps and resource gaps will be initiated. Ministries/ Departments would be encouraged to undertake gender audits of major programmes, schemes and policies.

Table-3: Magnitude of Gender Budget in India (Crores)

Year	Amount	% to total	Incremental Change	Change %	Trend %
2005-06	14378.68	2.79	0	0	100
2006-07	28736.53	5.09	14357.85	99.86	200
2007-08	31177.96	4.5	2441.43	8.50	217
2008-09	27661.67	3.68	-3516.29	-11.28	192
2009-10	56857.61	5.57	29195.94	105.55	395
2010-11	67749.8	6.11	10892.19	19.16	471
2011-12	78251.02	6.22	10501.22	15.50	544
2012-13	88143.00	5.9	9891.98	12.64	613
2013-14	97134.00	5.8	8991.00	10.20	676
Average	**54454.47**	**5.07**	**9195.04**	**28.90**	**379**
r	**0.98**				

Source: Compiled from the Reports of Budgets

The gender budgeting in India actually commenced its operation notably from the year 2005-06. The above table gives a clear picture on the magnitude of the budgeted amount from the year 2005-06 to 2013-14. The incremental change is more evident in the year 2009-10 showing high positive figure while the same is negative in the year 2008-09. The trend analysis shows a steady increase over the periods under study except 2008-09. The current year 2013-14 has recorded a high increase of 576 percentage while the average growth rate is estimated as 279 percent over the periods. The correlation over the period is 0.98 which depicts high positive correlation over the years.

Table-4: Ministry-wise Allocation of 100% Gender Budgeting in India

Ministries	2011-12	2012-13	2013-14	Average	%
Department of Agricultural Research & Education	16.67	16.5	24.29	19.1533	0.083
Department of Telecommunications	2.3	0.15	1.75	1.4	0.006
Ministry of External Affairs	-	3.86	17.94	10.9	0.047
Department of Health & Family Welfare	9084.51	8260.98	9493.01	8946.17	**38.843**
Ministry of Home Affairs	81.61	79.84	145.09	102.18	0.444
Department of School Education and Literacy	610	487	610	569	2.470
Department of Higher Education	100	70	...	85	0.369
Ministry of Micro, Small & Medium Enterprises	3	5.21	5.98	4.73	0.021
Ministry of Minority Affairs	20	12.85	17	16.6167	0.072
Ministry of Overseas Indian Affairs	0.75	0.65	0.75	0.71667	0.003
Department of Rural Development	11075	9024	15184	11761	**51.064**
Department of Science & Technology	89	47.24	53	63.08	0.274
Department of Biotechnology	3.5	2.8	3.5	3.26667	0.014
Ministry of Social Justice & Empowerment	95	14	50	53	0.230
Ministry of Tribal Affairs	40	40	40	40	0.174
Ministry of Women & Child Development	1673.98	776.96	1553.98	1334.97	5.796
Total	**22968.93**	**18878.5**	**27248.19**	**23031.9**	**99.910**
Trend %	**100**	**82**	**119**	**100**	

Source: Expenditure Budget Vol. I, 2013-2014

Gender budgeting has been introduced and implemented 100 percent through 16 various ministries as shown in the above table and it is evident that the allotment for gender budgeting is more (51%) in the Department of Rural Development which is closely followed by Department of Health & Family Welfare (39%) and Ministry of Women & Child Development (6%). The gender budgeting is less recognized in case of Ministry of Overseas Indian Affairs (0.003%), Department of Telecommunications (0.006%), Department of Biotechnology (0.014%) and Ministry of Micro, Small & Medium Enterprises (0.021%). However, the trend shows a declining growth of (18 %) in the year 2012-13 while (19%) increase in the year 2013-14.

Empowerment of Women through Ministry of Rural Development

The Empowerment of Rural Women is crucial for the development of Rural Bharat. Bringing women into the mainstream of development is a major concern for the Government. In a social setup like ours, the participation of women in the development process has to be ensured through tangible measures taken at various levels which result in empowerment of women in the real sense. In view of above government has taken a conscious view to make adequate provisions in its policies and programmes through which it is to be ensured that the women of the country are empowered and they become the active participants in the development process. The Department of Rural Development is implementing various poverty alleviation and Rural Development Programmes. These programmes have special components for Women and funds are earmarked as "Women's Component" to ensure flow of adequate resources for the purpose. The major schemes, having women's Component implemented by the Ministry of Rural Development include the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), National Rural Livelihood Mission (NRLM) and the Indira Awas Yojana (IAY). The

implementation of these programmes is monitored specifically with reference to coverage of women.

Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS): The MGNREGS guarantees 100 days of employment in a financial year to any rural household whose adult members are willing to do unskilled manual work. The Mahatma Gandhi NREGA brought into force with effect from 2nd February 2006 in 200 most backward districts in its first phase. Additional 130 districts were brought under Mahatma Gandhi NREGA during 2007-08 in its Phase II making a total of 330 districts under the Act. The remaining districts have been brought under Mahatma Gandhi NREGA vide notification dated 28th September, 2007 and come into force with effect from 1st April, 2008.

Table-5: Women Employed through MGNREGS

Year	No of women (Crores)	Trend %	%	Trend %
2006-07	36.40	100	40	100
2007-08	61.15	168	43	108
2008-09	103.57	285	48	120
2009-10	99.85	274	50	125
2010-11	122.74	337	48	120
2011-12	103.81	285	48	120
2012-13	113.89	313	52	130
2013-14	115.55	317	53	133
Average	**94.62**	**260**	**48**	**119**
r	0.82		0.89	

Source: Compiled from mgnregs.ac.in

The above table gives a description on women employed through MGNREGS in India. The number of women employed has increased constantly from the year 2006-07 to 2010-11 and then started fluctuating. The trend analysis gives a supportive figure that in the year 2013-14 the growth rate is 217 percent while the average growth from the year 2006-07 to 2013-14 is 160 percent. The percentage of women employed out of the total employed is also slightly fluctuating and the trend analysis of the same gives an average growth rate of 19 percent over the period under study. The correlation is high and positive for both the number of women employed and the percentage of women employed to the tune of 0.82 and 0.89 respectively. Hence it is inferred that the contribution of rural development through MGNREGS is good. A survey which has been conducted among 250 sample respondents of Sivagangai District revealed the following.

Economic Impact through MGNREGS Employment

To measure the economic impact of the sample respondents, the variables like income, expenditure, savings, and changes in household items, livestock, Investments and debt position have been taken as base and the relevant data collected are being measured and analyzed by framing relevant hypotheses and has been tested with the help of Paired Signed Test. For the purpose of analysis, the change that has happened before and after joining in the work force under MGNREGS Employment has been considered.

H_0: There is no Economic Impact due to the employment in the MGNREGS

Table-6: Change in the Economic Condition

Particulars	Increased	Decreased	% of increase	Z value	Remarks
Income	197	53	78.8	11.13	Significant
Expenditure	211	39	84.4	10.88	Significant
Savings	180	70	72	9.11	Significant
Debt	72	178	28.8	6.96	Significant
Properties	91	159	36.4	2.78	Significant
Household Articles	213	37	85.2	0.51	Not Significant
Livestock	147	103	58.8	-6.70	Significant
Investments	129	121	51.6	-4.30	Significant
Average	**155**	**95**	**62**		

Source: Primary Survey

The economic benefits of the sample respondents were measured by taking into consideration the variables like Income, Expenditure, Savings, Properties, Household articles, Livestock and Investments. It is learnt from the study that 78.8 percent of the sample respondents have raised their level of income, for 84.4 percent their Expenditure, 72 percent Savings, 28.8 percent Debt, 36.4 percent Properties, 85.2 percent Household articles, 58.8 Livestock and 51.6 Investments. The average of 62 percent of the respondents was able to increase their economic benefits while 38 percent have not increased the same. Through the employment of NREGS, the sample respondents were able to increase their household articles (11.13), expenditure (10.88), Income (9.11), Savings (6.96), Livestock (2.78), Investments (0.51), but in case of Debt (-6.70) and Properties (-4.30) the impact is negative which means that they got rid of the debt burden to certain extent and were not able to increase their properties. Except the variable investments, all other variables have significance over the employment as the calculated values are more than the table value of Z 1.96 at 5% level of significance.

Social Impact through MGNREGS Employment

Social Impact is measured with the help of the non-monetary variables like Self-confident, Respect in the society, Respect in the family, Participation in social functions, Decision making capacity, Leadership quality, Capacity to solve the problem, Economic freedom, Job Satisfaction, Standard of living and Empowerment. In a nutshell, the psychological empowerment of the beneficiaries after getting the employment through MGNREGS is being measured with the help of percentage analysis and paired sign test.

H_0: There is no Social Impact due to the employment in the MGNREGS

Table-7: Change in the Social Benefits

Particulars	Increased	Decreased	% of increase	Z value	Remarks
Self-confidence	162	88	64.8	9.11	Significant
Respect in the society	187	63	74.8	8.35	Significant
Respect in the family	179	71	71.6	7.84	Significant
Participation in social functions	178	72	71.2	7.21	Significant
Decision making capacity	182	68	72.8	6.83	Significant
Leadership quality	137	113	54.8	6.83	Significant
Capacity to Solve the problem	141	109	56.4	6.70	Significant
Economic freedom	191	59	76.4	4.68	Significant
Job Satisfaction	179	71	71.6	2.66	Significant
Standard of living	197	53	78.8	2.02	Significant
Empowerment	146	104	58.4	1.52	Not Significant
Average	**170.82**	**79.18**	**68.33**		

Source: Primary Survey

The increase of economic impact naturally leads to an increase in the social benefit of the beneficiaries. The study shows that there is an increase of 64.8 percent in the Self-confidence of the people, 74.8 percent by way of Respect in the society, 71.6 percent by way of Respect in the family, 71.2 percent in the Participation of functions, 72.8 percent Decision making capacity, 54.8 percent Leadership quality, 56.4 percent problem solving capacity, 76.4 percent Economic freedom, 71.6 percent Job Satisfaction, 78.8 percent Standard of living and for 58.4 percent Empowerment. On an average, 68.33 percent have increased their social benefits while 31.67 percent have lowered the same. Through the employment, the sample respondents have increased their Standard of living (9.11), Economic freedom (8.35), Respect in the society (7.84), Decision making capacity (7.21), Respect in the family (6.83), Job Satisfaction (6.83), Participation in social functions (6.70), Self-confidence (4.68), Empowerment (2.66), problem Solving capacity (2.02) and Leadership quality (2.02). Socially, the respondents could not improve their Leadership quality.

H_0: There is no significance difference between Social Impact and Economic Impact

Table-8: Man Whitney Test between Social Impact and Economic Impact

Social Impact	Score	R_1
Self-confidence	162	8
Respect in the society	187	14
Respect in the family	179	10.5
Participation in social functions	178	9
Decision making capacity	182	13
Leadership quality	137	4
Solving the problem	141	5
Economic freedom	191	15
Job Satisfaction	179	10.5
Standard of living	197	16.5
Empowerment	146	6
Total		111.5
Economic Impact	Score	R2
Income	197	16.5
Expenditure	211	18
Savings	180	12
Debt	72	1
Properties	91	2
Household articles	213	19
Livestock	147	7
Investments	129	3
Total		78.5

Source: Primary Survey

$$|Z| = \frac{U - n_1 n_2 / 2}{\sqrt{n_1 n_2 (n_1 + n_2)/12}} = 0.13$$

$$U = n_1 n_2 + \frac{n_1(n_1 + 1)}{2} - R_1 = 42.5$$

As the calculated value of Z 0.13 is less than the table value of Z 1.96 at 5% level of significance, the hypothesis is accepted and so it can be concluded that there is no significant difference in the social and economic impact of employment in the lives of the sample respondents.

Conclusion

"Gender equality does not imply that all women and men must be the same. Instead, it entails equipping both with equal access to capabilities; so that they have the freedom to choose opportunities that improve their lives. It means that women have equal access to resources and rights as men, and vice versa". Women's rights organizations in India have demanded that the Government should ensure adequate gender budgeting in all ministries and departments, enact a comprehensive Food Security Bill, ensure universal PDS as a core component, allocate 6 percent of GDP for Health, allocate 6 percent of GDP for Education, make budgetary allocation to cover special schemes for women workers, increase allocation for women farmers, enhance resource allocation for tribal, dalit, and minority women and increase budgetary support for schemes to assist women-headed households and differently abled women. In the absence of sex disaggregated data, evaluation of schemes through a gender lens or any effort at strengthening gender dimensions of existing schemes poses a big question. So, provision of such data should be prioritized. The target of 30% gender allocations under all ministries has not yet been achieved. This must be implemented immediately. There is a crying need for a gender audit and gender outcome appraisal of all ministries and departments at the central and state levels. Very often, resource allocations made under gender budgeting do not reach in time and they remain unspent. There should be proper monitoring and supervision of the allocated funds with greater transparency and accountability at all levels. The role played by the Ministry of Rural Development in uplifting the rural women is apparent as it is evident from the survey that the sample respondents got positive impact both economically and socially. The study further proves that there are positive strides in literacy rates and in the allocation of gender budgeting in India whereas the sex ratio needs to be improved to maintain gender equality in the nation as a whole and it is time to explore the reasons and to exploit the potentiality of women as a whole for the betterment of empowered and enriched India.

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Investors Suggestions to Acquirer Company about Selecting the Target Company in a Merger Deal

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ABSTRACT

This study provides suggestions to Acquirer Company about selecting the target company in a merger deal from investor's point of view. This present study is fully based on primary data. Primary data have been gathered from equity investors through administering a well-structured interview schedule. The statistical tools such as simple mean, cluster analysis, discriminant analysis, chi-square test, correspondence analysis, ANOVA, post-hoc analysis and canonical correlation have been utilized to analyze the data. This study concludes that equity investors feel that merger deals with new venture companies is highly risky. This study finds that the factor, "number of family members" strongly influences investors' suggestions to Acquirer Company.

Introduction

Mergers and Acquisitions are considered as the most effective corporate restructuring and expansion strategy used by corporates in recent years. Corporate restructuring is executed largely to maximise corporate performance and shareholders' wealth. Shareholders' wealth is influenced by many factors relating to the nature of such restructuring deals and performance of the respective companies. Following are the some of the efficacies derived by business entities from strategy implementation:

1. Resolution of conflicts involving management and employees;
2. Improvement of consistency in action;
3. Effective identification of strengths and weaknesses of the enterprise;

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4. Rational prediction of credible threats and opportunities;
5. Enhancement in efficiency of resource allocation;
6. Improvement in business growth;
7. Develops effective communication process;
8. Unveils changing environment to facilitate rational decision-making;
9. Facilitates solving major problems.

Every company engages in the corporate expansion strategy of mergers to enhance their corporate performance. This endeavour of Acquirer Company shall be significantly influenced by the performance of the Target Company. Hence, merger deals have to be executed after carefully considering various issues related to target company. This study provides suggestions to Acquirer Company from the investor's point of view.

Review of Literature

Fakhfakh & Nasfi (2012) have analysed the determinants of earnings of 50 French companies which engaged in merger deals during 1998-2008 by considering the variables of size of operation (SO), board independence (Board I), ownership structure binary (Ownership S), financial structure (Financial S), dummy "1-usage of

accounting criteria in the determination of exchange rate; 0-otherwise; (A CR) and dummy "1-big N M&A auditors; 0-otherwise;" (A Q). Results reveal that size, earnings management and accounting criteria of the acquiring firms are positively related.

Carline, Linn & Yadav (2009) have studied the effect of acquiring firm CG characteristics on post-merger operating performance of companies striking merger deals. Considering the domestic merger deals struck in UK during 1985 to 1994, the study has revealed that CG characteristics cast significant influence on operating performance of companies which have negotiated merger deals.

Hernando, Nieto & Wall (2008) have studied in-depth the domestic and cross-border acquisition deals negotiated in the European Union (EU) banking industry during 1997-2004. The study covered 25 member nations of the EU. The study revealed that poorly performing companies and large banks were expected to be acquired by domestic banks.

Laabs & Schiereck (2008) have examined the short and long-term effect of horizontal M&A deals on wealth of shareholders. The study covers 230 takeover deals executed during 1981-2007, using deal and acquirer characteristics such as geographical diversification (cross-border, cross continent and national), product diversification (intra-industry and diversifying transactions), size of transactions (largest 20 transactions, smallest 20 transactions, largest 33%, middle 33%, smallest 33%, largest 50% and smallest 50%) and bidding experience (multi bidders, bidder champions and single bidder). The study revealed that such M&A deals resulted in positive returns for acquiring company.

Williams, Michael & Waller (2008) have reviewed and classified research into activities of mergers, managerial incentives and performance. The study has identified that size and performance are associated with the managerial compensation while pay and performance have strong association.

Wood & Wrigley (2007) have examined the effects of mergers on competitive state of 2 large US departmental stores by conducting semi-structured interviews with executives of the departmental stores. The study outlines that the merger deal has raised anti-trust issues.

Research Methodology

Descriptive research design is used in this study. This study is fully based on primary data. Primary data have been collected from 513 equity investors through administering a well-structured interview schedule. Chennai and Puducherry were selected as the sample frame for the study. The researcher has conducted the pilot study by administering the schedule to 59 equity investors. The statistical tools such as simple mean, cluster analysis, discriminant analysis, chi-square test, correspondence analysis, ANOVA, post-hoc analysis and canonical correlation have been utilized to analyze the data.

Investors' Suggestions to Acquirer Company

Investors' suggestions to Acquirer Company about selecting the target company in a merger deal have been obtained on Likert's five-point scale and the responses have been discussed in Table 1.

Table-1: Mean Analysis and Rank Scores

S. No.	Suggestions to Acquirer Company	Mean	Rank
1.	Company should prefer to merge with cash rich company (Cash rich target)	3	5
2.	Company should prefer to merge with profit making company (Profit making target)	3.28	1
3.	Company should prefer to merge with asset rich company (Asset rich target)	3.05	4
4.	Company should prefer to merge with new venture company (New venture target)	2.86	6
5.	Company should prefer to merge with solvency rich company (Solvency rich target)	3.16	2
6.	Company should prefer to merge only when there is synergy (Synergetic effect)	3.09	3

It can be inferred from Table 1 that mean in respect of profit making target is the highest (3.28), followed by solvency rich target (3.16), synergetic effect (3.09), asset rich target (3.05), cash rich target (3) and new venture target (2.86). Hence, investors have suggested acquirer companies not to venture into merger deals with new venture companies.

Segmentation of Investors

Investors' suggestions to acquirer company striking merger deals will vary. K-means cluster analysis has been performed to group the investors based on their suggestions. Table 2 displays the results of cluster analysis.

Table-2: Final Cluster Centers and ANOVA

Particulars	Final Cluster Centers			ANOVA	
	1	2	3	F	Sig.
Cash rich target	2	4	3	204.146	0.000
Profit making target	3	4	3	98.691	0.000
Asset rich target	4	3	2	96.070	0.000
New venture target	2	4	3	159.610	0.000
Solvency rich target	4	4	2	133.554	0.000
Synergetic effect	3	4	2	115.265	0.000
Cases	124	193	196		

Table 2 portrays the final cluster centers, ANOVA results and number of constituents of each of the cluster. The first group has been labeled as "Assets and solvency rich target" because the mean value in respect of asset rich target and solvency rich target for this group hover around the four mark. This group consists of 124 investors who suggest acquirer to strike merger deal with asset and solvency rich companies. The second group has been branded as "High influence of target performance" because the mean in respect of majority of items for this group revolve around the four mark. This group engulfs 193 investors who suggest Acquirer Company to strike merger deal based on performance of Target Company. The third group has been designated as "Moderate influence of target performance" because mean scores in respect of all the variables for this group are less than the four mark. This group consists of 196 investors who are of the opinion that acquirer should moderately consider performance of target company before striking merger deal. The F value in respect of cash rich target is the maximum (204.146), followed by new venture target (159.610), solvency rich target (133.554), synergetic effect (115.265), profit making target (98.691) and asset rich target (96.070). All the F values are significant at one percent, indicating that all the variables significantly contribute to the process of segmentation, though cash rich target variable makes the most contribution.

Reliability of Segmentation

Consistency of segmentation has been tested using discriminant analysis. The items of cash rich target, profit making target, asset rich target, new venture target, solvency rich target and synergetic effect are considered as independent variables while the cluster membership scores of investors suggestions to acquirer company has been considered as grouping variable.

Table-3: Eigen Value and Wilks' Lambda

Function	Eigenvalue	Canonical Correlation	Wilks' Lambda	Chi-square	Sig.
1	2.256	0.832	0.129	1037.720	0.000
2	1.373	0.761	0.421	438.661	0.000

Table 3 displays that function one has highest Eigen value of 2.256, followed by the second function (1.373). Canonical correlation value of the two functions is 0.832 and 0.761 which suggest the presence of strong correlation between the two functions and items related to investors suggestions to Acquirer Company. Wilks' lambda

exhibiting good distance between the two functions. The values are significant at one percent level. Hence, it can be asserted that the process of segmentation has been done with fair degree of consistency.

Table-4: Structure Matrix

Particulars	Function	
	1	2
Cash rich target	0.515[*]	-0.385
New venture target	0.432[*]	-0.387
Solvency rich target	0.403[*]	0.338
Synergetic effect	0.387[*]	0.289
Profit making target	0.375[*]	0.226
Asset rich target	0.248	0.416[*]

Table 4 shows standardized beta scores, which describe characteristics of population. The two functions formed are

$Z1 = 0.515 *$ Cash rich target $+ 0.432 *$ New venture target $+ 0.403 *$ Solvency rich target $+ 0.387 *$ Synergetic effect $+ 0.375 *$ Profit making target
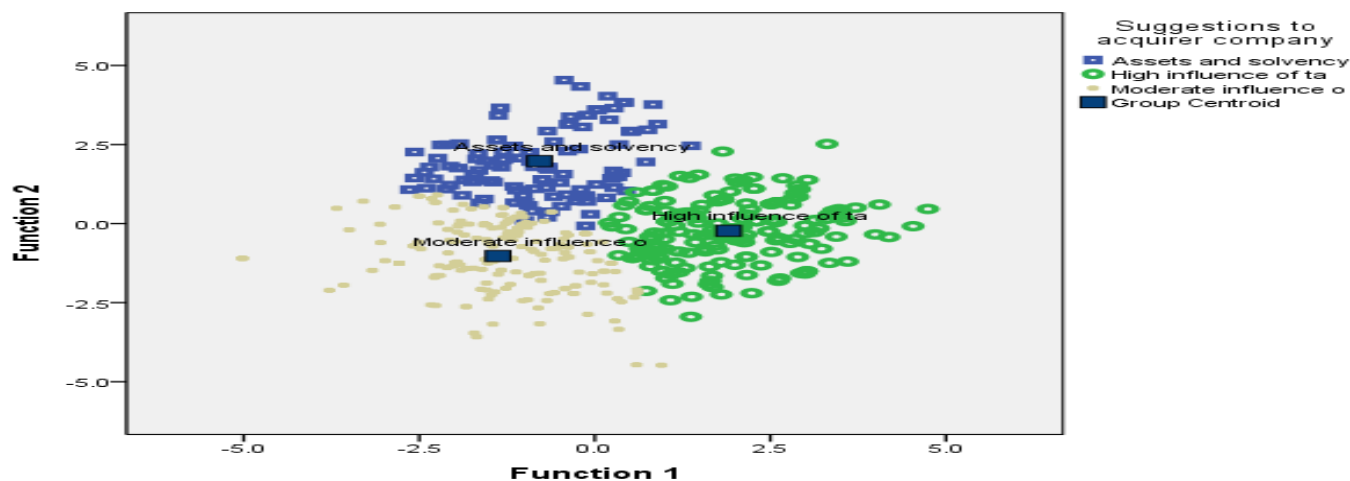
of function one is 0.129 and that of the second function is 0.421 $Z2 = 0.416 *$ Asset rich target

Fig. 1: Group Centroids

Figure 1 portrays the group centroids of the three clusters. It is observed that there is good distance among the group centroids, confirming good alignment of the investors.

Table-5: Extent of Correct Classification

	Suggestions to Acquirer Company	Predicted Group Membership			Total
		Assets and solvency rich target	High influence of target performance	Moderate influence of target influence	
Count	Assets and solvency rich target	119	0	5	124
	High influence of target performance	1	191	1	193
	Moderate influence of target influence	4	0	192	196
%	Assets and solvency rich target	96.0	0.0	4.0	100.0
	High influence of target performance	0.5	99.0	0.5	100.0
	Moderate influence of target influence	2.0	0.0	98.0	100.0

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Table 5 displays that 99 percent of investors are correctly grouped in high influence of target performance, followed by moderate influence of target influence (98 percent) and assets and solvency rich target (96 percent). Hence, segmentation process has been performed with good degree of precision.

Relationship between Profile of Investors and Suggestions to Acquirer Company

Relationship between profile of investors and their suggestions to Acquirer Company has been tested using chi-square Analysis, ANOVA and independent samples t-test. Table 6 displays the results of chi-square analysis.

Table-6: Association between Profile of Investors and Suggestions to Acquirer Company

Particulars	Suggestions to Acquirer Company	
	Value	Sig.
Gender	3.784	0.151
Age	19.347	0.004
Educational qualification	2.381	0.967
Occupation	16.909	0.261
Monthly income	18.776	0.016
Family members	45.550	0.000
Dependents	35.076	0.000
Income earning members	12.098	0.060
Family members in share market	8.511	0.203
Savings	29.709	0.000

Table 6 indicates that five of the ten profile variables have significance value of less than 0.05, suggesting that majority of profile variables of investors lack significant association with their suggestions to Acquirer Company.

Table-7: Association between Profile of Investors and Suggestions to Acquirer Company

	Assets and Solvency Rich Target	High Influence of Target Performance	Moderate Influence of Target Performance
Age	-	<30 years	30-50 years
Monthly Income	-	< Rs. 15,000	Rs. 30,001-45,000
Family Members	-	3	4
Dependents	-	2	0
Savings	10-15%	>25%	<10%

The results of correspondence analysis have been compiled in Table 7. Table portrays that investors aged less than 30 years, those with monthly income of less than Rs.15,000, those having two dependents, those saving greater than 25 percent and those having three family members suggest acquirer to strike merger deals with high performance target company. Investors aged between 30-50 years, those with monthly income of Rs. 30,001-45,000, those having four family members, those saving less than 10 percent and those without any dependents suggest acquirer to moderately consider performance of Target Company before striking merger deals. Investors with savings of 10-15 percent suggest acquirer to strike merger deals with assets and solvency rich target company.

The five profile variables not having significant association with investors' suggestions to Acquirer Company has been tested for presence of significant relationship using ANOVA and the results have been portrayed in table 8.

Table-8: Relationship between Profile of Investors and Suggestions to Acquirer Company

Particulars	Cash Rich Target F (Sig.)	Profit Making Target F (Sig.)	Asset Rich Target F (Sig.)	New Venture Target F (Sig.)	Solvency Rich Target F (Sig.)	Synergetic Effect F (Sig.)
Gender	-0.019 (0.985)#	2.105 (0.043)#	1.006 (0.322)#	-1.375 (0.178)#	-0.581 (0.565)#	0.427 (0.672)#
Educational qualification	1.631 (0.165)	2.037 (0.088)	1.356 (0.248)	0.849 (0.495)	1.446 (0.217)	0.263 (0.902)
Occupation	1.102 (0.361)	1.467 (0.177)	1.44 (0.187)	1.284 (0.256)	1.349 (0.225)	1.793 (0.087)
Income earning members	3.859 (0.009)	0.291 (0.832)	0.685 (0.561)	1.648 (0.177)	1.244 (0.293)	2.698 (0.045)
Family members in share market	0.018 (0.997)	0.541 (0.655)	0.476 (0.699)	2.002 (0.113)	0.255 (0.858)	1.787 (0.149)

 # indicates t value and its significant level.

It can be inferred from table 8 that gender influences investors' suggestion to acquirer company about striking merger deal with profit making target company while number of income earning members influences their suggestion to acquirer about striking merger deal with cash rich target and merger deals causing synergetic effect.

Table-9: Suggestions to Acquirer Company - Income Earning Members & Synergetic Effect - Post Hoc Analysis

Income Earning Members	Synergetic Effect	
	1	2
3	2.90	
2	3.01	
1	3.22	3.22
>3		3.64

Table 9 highlights that investors having more than three income earning members suggest Acquirer Company to strike merger deal only when there is synergetic effect.

Table-10: Association between Investment-Related Factors and Suggestions to Acquirer Company

Particulars	Suggestions to Acquirer Company	
	Value	Sig.
Investment avenues	22.801	0.000
Period of investments	6.290	0.391
Equity investment avenues	26.260	0.001
Money in equity	13.738	0.089

Table 10 shows that two of the four variables have significance value of less than 0.05 suggesting the presence of weak association between investment-related factors and investors suggestions to Acquirer Company.
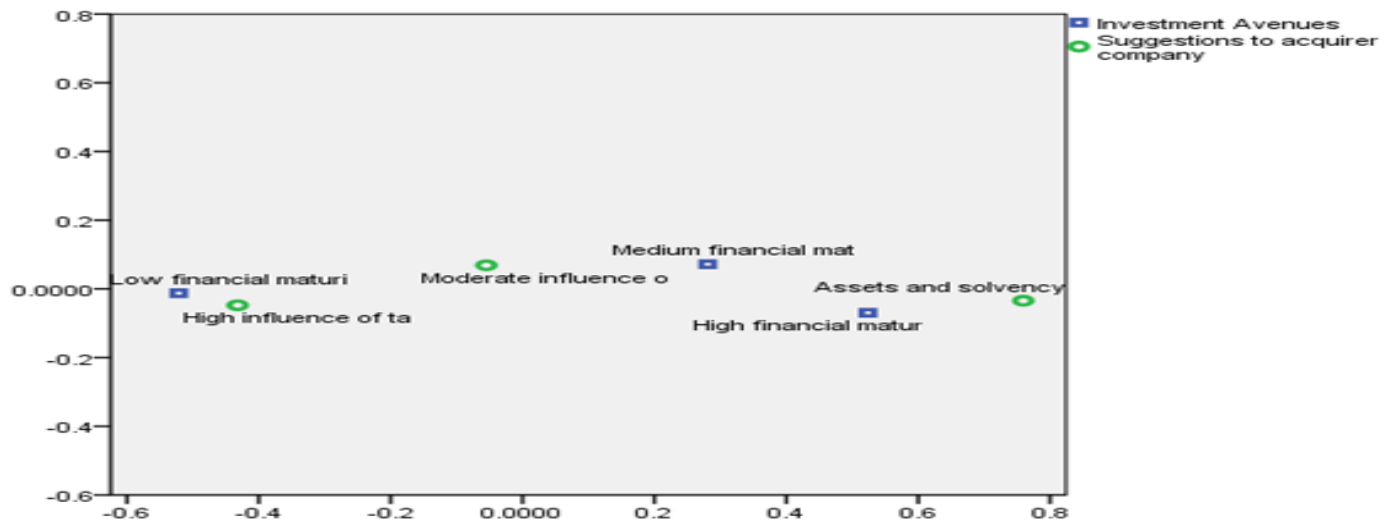
Fig. 2 (a): Investment Avenues & Suggestions to Acquirer
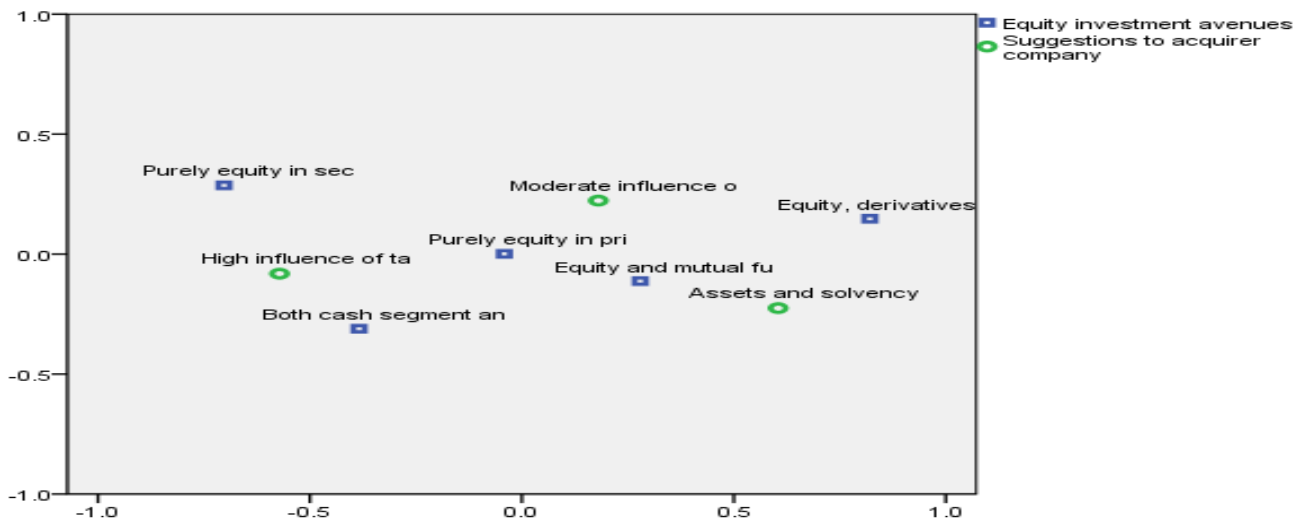
Fig. 2 (b): Equity Investment Avenues & Suggestions to Acquirer

Fig. 2: Association between Investment-Related Factors and Suggestions to Acquirer Company

Figure 2 displays that investors with low financial maturity suggest acquirer to strike merger deal with high performing target companies. Investors with high financial maturity suggest acquirer to strike merger deal with assets and solvency rich target company.

Table-11: Relationship between Investment-Related Factors and Suggestions to Acquirer Company

	Cash Rich Target F (Sig.)	Profit Making Target F (Sig.)	Asset Rich Target F (Sig.)	New Venture Target F (Sig.)	Solvency Rich Target F (Sig.)	Synergetic Effect F (Sig.)
Period of investments	1.751 (0.156)	0.347 (0.791)	0.188 (0.904)	0.11 (0.954)	1.124 (0.339)	1.112 (0.344)
Money in equity	2.828 (0.024)	1.236 (0.295)	0.727 (0.574)	0.888 (0.471)	0.568 (0.686)	2.261 (0.062)

Table 11 highlights that proportion of money invested in equity has significance value of less than 0.05, establishing the point that proportion of money invested in equity influences investors suggestion to acquirer to strike merger deals with cash rich target.

Influence of Profile of Investors on Suggestions to Acquirer Company

Chi-square test, independent samples t-test and ANOVA have discovered the presence of significant relationship between investors suggestions to acquirer company and 10 profile variables of gender, age, monthly income, number of family members, number of dependents, number of income earning members, savings, investment avenues, equity investment avenues and money in equity. Canonical correlation will explore relationship between two sets. Cluster score is taken as set one, while the 10 profile related variables are taken as set two. Canonical correlation results are displayed in table 12.

Table 12: Canonical Correlation

	Coef.	Std. Err.	t	P>|t|	[95% Conf. Interval]	
u1						
accc	-1.285369	.2272487	-5.66	0.000	-1.731824	-.8389145
v1						
gen	-.540521	.7947951	-0.68	0.497	-2.101982	1.02094
age	.5387417	.2881949	1.87	0.062	-.0274484	1.104932
monin	-.1174889	.2640239	-0.44	0.657	-.6361925	.4012147
fm	.7440693	.2093199	3.55	0.000	.3328378	1.155301
dep	.0133531	.1793266	0.07	0.941	-.3389535	.3656596
incmem	-.3551827	.2934633	-1.21	0.227	-.931723	.2213577
sav	.0683955	.1409849	0.49	0.628	-.2085845	.3453755
inav	.5155371	.2681878	1.92	0.055	-.0113469	1.042421
equin	-.0993116	.1364412	-0.73	0.467	-.367365	.1687419
mone	-.1959703	.2618665	-0.75	0.455	-.7104353	.3184947

(Standard errors estimated conditionally)

```
Canonical correlations:
  0.2427
```

```
Tests of significance of all canonical correlations

                       Statistic    df1    df2         F     Prob>F
       Wilks' lambda     .941081      10    502    3.1429    0.0007 e
       Pillai's trace    .0589194     10    502    3.1429    0.0007 e
Lawley-Hotelling trace   .0626083     10    502    3.1429    0.0007 e
   Roy's largest root    .0626083     10    502    3.1429    0.0007 e
```

e = exact, a = approximate, u = upper bound on F

Table 12 displays the canonical correlation value as 24 percent which is significant at one percent level. Hence, there is significant relationship between the two sets. Furthermore, it can be observed that family members has significance value of less than 0.05, suggesting that this profile variable cast the most influence on investors' suggestions to acquirer company. Furthermore, it can be understood that investment profile variables are not influencing investors' suggestions to Acquirer Company.

Conclusion

Investors feel that striking merger deals with new venture companies is highly risky. Based on their suggestions to acquirer companies, investors have been grouped into three clusters of assets and solvency rich target, high influence of target performance and moderate influence of target performance. Two discriminant functions of Z1 = 0.515 * Cash rich target + 0.432 * New venture target + 0.403 * Solvency rich target + 0.387 * Synergetic effect + 0.375 * Profit making target and Z2 = 0.416 * Asset rich target have been developed. Existence of significant relationship between investors' suggestions to Acquirer Company and their profile characteristics of gender, age,

monthly income, number of family members, number of dependents, number of income earning members, savings, investment avenues, equity investment avenues and money in equity has been established. This study also finds that number of family members is strongly influencing investors' suggestions to Acquirer Company.

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Impact of Mobile Number Portability on Student Segment in India

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ABSTRACT

The Indian telecommunications sector is an example of successful deregulation, having witnessed fundamental structural and institutional reforms in the post-Liberalisation period. India has emerged in recent times as one of the fastest growing telecommunications markets in the world, particularly by the unprecedented growth in mobile telephony. Mobile Number Portability (MNP) allows any subscriber to change his service provider without changing his mobile phone number. MNP was launched in India in Nov. 2010 - Jan. 2011. The introduction of MNP was expected to promote more competition in the sector, and force service providers to improve service quality and reduce prices. The present study examines the effect of MNP on the student segment. The primary objectives of the study are to study the awareness level of MNP among the students, to explore the brand-switching behaviour of students by accessing MNP, and to understand the factors influencing students towards MNP. The study shows that, though there is a very high level of awareness among students on MNP, there is not much response in terms of increasing the intension to switch service providers. In fact, the introduction of MNP has made the student segment more price- and quality-sensitive. As a result, service providers must offer better service at reduced prices in order to retain and expand its customer base.

Introduction

The Indian telecommunications sector has witnessed fundamental structural and institutional reforms in the post-Liberalisation period. India has emerged in recent times as one of the fastest growing telecommunications markets in the world, particularly by the unprecedented growth in mobile telephony. The rapid growth in Indian telecommunication services has prompted major global manufacturers of telecommunications equipment to consider investing in India, paving the way for extensive provision of modern communication services in rural areas. With the successfully concluded auctions of the 3G and BWA spectrum, this growth is set to become even more pronounced.

The market's first operator was the state-owned Bharat Sanchar Nigam Limited (BSNL), created by corporatization of the Indian Telecommunication Service, a government unit formerly responsible for provision of telephony services. Subsequently, after the telecommunication policies were revised to allow private operators, companies such as Bharti Airtel, Reliance Communications, Tata Indicom, Idea Cellular, Aircel, Loop Mobile, Uninor, Tata Docomo and others have entered the market.

According to TRAI, the telecommunications sector has witnessed a continuous growth in the total number of telephone subscribers. From a meagre 22.8 million telephone subscribers in 1999, it has

grown to 621.28 million at the end of March 2010. The total number of telephones stands at 787.29 million as on 31st December 2010 showing addition of 166.01 million during the period from March to December 2010. Wireless telephone connections have contributed to this growth as the number of wireless connections rose from 35.61 million in 2004 to 584.32 million in March, 2010 and 752.20 million as on 31st December 2010. The wire line started to decline from 40.92 million in 2004 to 36.96 million in March, 2010 and 35.09 million in December, 2010, though it is stagnating now.

Fig. 1: Growth of Telephony

(In million)

	March'04	March'05	March'06	March'07	March'08	March'09	March'10	December'10
Wireline	40.92	41.42	40.23	40.77	39.41	37.97	36.96	35.09
Wireless	35.61	56.95	101.86	165.09	261.08	391.76	584.32	752.20
Gross Total	76.53	98.37	142.09	205.87	300.49	429.73	621.28	787.29
Annual Growth %	40%	29%	44%	45%	46%	43%	45%	27%

Source: TRAI

A recent report released by TRAI shows that the number of telephone subscribers in India increased to 846.32 million at the end of March 2011 from 826.25 million at the end of February 2011, registering a growth rate of 2.43%. The share of urban subscribers has declined to 66.65% from 66.72% whereas share of rural subscribers has increased from 33.28% to 33.35%. Subscription in urban areas grew from 551.27 million in February 2011 to 564.08 million at the end of March 2011. Rural subscription increased from 274.98 million to 282.23 million. The growth of rural subscription (2.64%) is higher than the urban subscription (2.32%). The overall urban teledensity has increased from 154.01 to 157.32 and rural teledensity increased from 32.95 to 33.35.

Fig. 2: Growth of Telephone Subscription

Highlights of Telecom Subscription Data as on 31st March 2011

Particulars	Wireless	Wireline	Total Wireless + Wireline
Total Subscribers	811.59	34.73	846.32
Total Net Addition	20.21	-0.14	20.07
% of Monthly Growth	2.55%	-0.39%	2.43%
Urban Subscribers	538.05	26.04	564.08
Urban Subscribers Net Addition	12.88	-0.06	12.81
% of Monthly Growth	2.45%	-0.25%	2.32%
Rural Subscribers	273.54	8.69	282.23
Rural Subscribers Net Addition	7.33	-0.07	7.26
% of Monthly Growth	2.75%	-0.81%	2.64%
Teledensity	67.98	2.91	70.89
Urban Teledensity	150.06	7.26	157.32
Rural Teledensity	32.75	1.04	33.79
Share of Urban Subscriber	66.30%	74.97%	66.65%
Share of Rural Subscriber	33.70%	25.03%	33.35%

Source: TRAI

India is the second largest telecommunications market in the world after China with 846.32 million connections as on 31st March 2011, as per TRAI. It is expected to reach the mark of one billion connections by 2015. Bharti Airtel is currently the largest telecommunications company in India with 19.99% market share, followed by Reliance. The growth drivers of the telecommunications industry include the 3G Service, Mobile Number Portability (MNP) Service and Value Added Service.

Mobile Number Portability (MNP) Service:

MNP allows any subscriber to change his service provider without changing his mobile phone number. MNP was launched on the 25th November 2010 in Haryana and on 20th January 2011 in entire country. With the introduction of MNP, mobile telecommunications service providers are forced to improve quality of their service to avoid loss of subscribers.

According to Frost & Sullivan, MNP worked well in South Korea and Hong Kong, while it was quite ineffective in Taiwan (with nine operators), Japan (five operators) and Singapore (three operators). MNP implementation has worked well in Hong Kong since its launch in March 1999. In the first year itself, almost one million subscribers in Hong Kong opted for MNP, and this increased to over 1.8 million in 2002. Around 1.5 million of its 12 million telecommunications subscribers apply for mobile number porting annually. India is the 8th nation in Asia to launch MNP. Around sixty countries have already adopted MNP.

As per the data reported by the service providers, by the end of March 2011 about 6.423 million subscribers have submitted their requests to different service providers for porting their mobile number. The status of MNP requests in various service areas is given in Figure 3 below:

Fig. 3: Numbers of Porting Requests

Service Area Wise MNP Status at the end of March 2011			
Zone -1		**Zone - 2**	
Service Area	Number of Porting Requests	Service Area	Number of Porting Requests
Delhi	308,515	Andhra Pradesh	401,988
Gujarat	617,294	Assam	17,762
Himachal Pradesh	30,428	Bihar	144,031
Haryana	433,680	Karnataka	529,020
Jammu & Kashmir	1,894	Kerala	212,658
Maharashtra	440,509	Kolkata	167,237
Mumbai	228,692	Madhya Pradesh	414,511
Punjab	316,069	North East	4,733
Rajasthan	549,258	Orissa	109,203
Uttar pradesh – East	316,554	Tamil Nadu	474,453
Uttar pradesh – West	374,414	West Bengal	329,696
Total	3,617,307	Total	2,805,292
Total (Zone 1 + Zone 2)			6,422,599

Source: TRAI

Many experts believe that MNP will not make much of a difference because only fewer customers are opted to change their service provider till now, since its implementation.

Literature Review

The phenomenal growth of mobile telephony in India has given the Indian telecommunication sector a high visibility in the media. Many newspaper and magazine articles highlight this growth, and report its segment-wise distribution. MNP in particular has received great media attention. However, not many formal studies have been undertaken on issues related to the Indian telecommunications sector.

Debnath and Shankar (2008) argued that the prime focus of the service providers is to create a loyal customer base by benchmarking their performances and retaining existing customers in order to benefit from their loyalty. They identified the different parameters for the mobile service providers in India for the benchmarking of the service providers, and categorised them into various input and output parameters contributing towards the number of subscribers for different service providers. They also examined differences between the number of subscribers and the performance of the service providers. They suggested that benchmarking of the service providers would depend on the efficiency and quality of service.

Jha (2008) suggested that it is the youth which is the real growth driver of the telecommunications industry in India. His study examined how demographics influenced the usage pattern of mobiles.

Robins (2008) discussed the issues in marketing the next generation of mobile telephones, viz. "3G". He highlighted various issues related to this. The first is related to the pricing of 3G handsets and services, given the high licensing fees. Also, the technology is not yet complete, there are no agreed international standards, and service providers are unsure about what new services the technology will prove capable of delivering effectively. All variants of 3G remain dependent on largely unproven technology. He pointed out that marketing of 3G would be of high risk. First, 3G has no obviously unique selling proposition to build on except, perhaps, the combination of live video and easy portability. Second, the potential customers have not yet had adequate opportunity to signal their service likes and dislikes. Third, the cost and complexity of service provision leave doubt about the market's reaction to price.

Bhatt (2008) analyzed the perceptions of students on the usage, necessity, and spending on mobile phones. He also compared the students' perspectives on the different mobile handset companies and mobile service providers.

Kapoor (2009) reported that business subscribers mostly from the postpaid category are more likely to shift their service providers' gears, while the prepaid, low and medium spenders are not likely to be motivated to switch. He suggested that, as the market grows and hyper-competition takes effect, retention of the right type of customers will become critical. He also argued that there is a powerful opportunity for operators to drive in-bound porting of high-value subscribers, provided that they have a good understanding of who is more likely to switch. According to a Nielsen survey on MNP, more than half (55%) of all respondents were generally satisfied with their mobile operator and 48% were satisfied with the network quality. Satisfaction scores on network quality dropped for almost all operators, with Airtel, BSNL and Reliance registering the greatest drops. 46% were satisfied with the network coverage area of their operator and 43% were satisfied with the price they paid for the mobile phone service by their operator. Other areas of satisfaction included customer service experience and quality of voice (both 42%), strength of signal, voice & data tariff options and accuracy of bills (all 41%), indoor coverage (40%), dropped calls (32%). He suggested that loyalty to operators is seen to be higher among lower socio-economic groups, older age groups, and among females. Also, he suggested that the circles in which

subscribers are more likely to shift sue to MNP are Mumbai and Delhi Metro, UP East and West, Gujarat, Rajasthan, Andhra Pradesh, Karnataka, Kerala, and Rest of West Bengal (does not include Kolkata Metro).

Aulakh (2011) reported that the number of cell phone users who have chosen to avail mobile number portability has hit the 10 million mark in about four-and-a-half months since the national launch of mobile number portability or MNP. As on May 24, 2011, Vodafone has recorded a net gain of 591,600 new customers followed by the Aditya Birla Group-owned Idea Cellular (590,343) and Bharti Airtel (563,460). "The movement is largely due to brand perception and brand awareness," says research firm KPMG's telecommunications head Romal Shetty. Idea gained more customers due to the marketing campaign. Even in this scenario, independent surveys continue to indicate that one out of three customers who are considering switching would eventually sign-up with Airtel. Reliance Communications has been the largest loser whose net loss of over 1 million customers. It lost customers in both CDMA and GSM networks, receiving 672,823 port-out requests in GSM, while the CDMA network lost 413, 846 customers.

Mohit (2011) reported that the first-ever opinion poll on MNP was conducted across eight major cities (Delhi, Lucknow, Kolkata, Mumbai, Ahmadabad, Chennai, Bangalore and Hyderabad), covering both men and women older than 18 years, between Dec. 15, 2010 and Jan 10, 2011. More than one out of six mobile phone subscribers (17.6%) wanted to switch over to another telecommunications company as they are not satisfied with current service provider, which means that approximately out of 700 million users 120 million users are likely to switch their service provider. BSNL GSM, Reliance CDMA, Reliance GSM & Tata Indicom will be the losers in terms of subscriber base. Women were more loyal subscribers (i.e.) 14.3% want to change compared to 18.8% men. The most dissatisfied customers were found in Hyderabad (37.3%), followed by Delhi (23%) and Ahmadabad (19.6%). Post-paid customers (19.3%) were more dissatisfied than pre-paid (17.4%). Finally, MNP is being undermined by the high switching rates (and hence weak loyalty) in the mobile telephone market in India.

The formal literature on MNP in India is very scarce. Most studies of MNP are in the form of opinion surveys and/or market reports. The current study aims to address this gap in the literature.

Methodology

The primary objectives of the study are to study the awareness level of MNP among the students, to explore the brand-switching behaviour of mobile users by accessing MNP, and to understand the factors influencing consumers towards MNP.

The study has been limited in scope geographically to Bangalore, India. The study focuses on the student segment, as it represents the youth, a growing consumer segment in India. The data for the study was collected from a sample of 186 students in various professional colleges in Bangalore through a structured questionnaire via an online survey.

The profile of the respondents is described as follows. 71.5% of the respondents were male, 28.5% were female. In terms of age group, 31.7% of the respondents were students in the age group 19-22 yrs., 65.6% in the age group 23-26 yrs., and 2.7% in the age group 27-30 yrs. In terms of usage period of the current service provider, 5.4% of the respondents were using their service provider for less than 3 months, 21% for 3 months-1 year, 27.4% for 1-2 yrs., 28% for 2-5 yrs., and 18.3% for more than 5 yrs. Further, 3.8% of the respondents used

post-paid connections, and 96.2% used pre-paid connections. Vodafone had the maximum share of respondents (51.1%), followed by Airtel (32.3%), then by Idea (7%), Reliance (4.3%) and other service providers (BSNL, Docomo, Aircel; 5.4%). In particular, Vodafone and Airtel were the leaders in the students segment, specifically Vodafone due to their good advertisement strategy (such as the ZooZoo and pug ads), and their good plans for student segment.

Findings

The awareness level of Mobile Number Portability (MNP) was found to be very high, with 97.3% of the respondents being aware of MNP, and only 2.7% were not aware. Among the sources of awareness of MNP, newspapers had the highest contribution (41.9%), followed by the internet (23.1%), television (18.3%) friends/family (11.8%), and radio and magazines (only 2.1%).

However, with regard to brand-switching intensions post-MNP, only 21.5% of the respondents were considering switching to new service provider, while the rest of the respondents (78.5%) were not considering switching. Out of the 21.5% respondents who were considering switching their service provider, 8.1% respondents preferred to switch to Airtel, 7.0% to Vodafone, 3.2% to Reliance, 1.1% to Idea, and the rest with other service providers. Thus, 15.1% respondents were considering switching either to Airtel or to Vodafone, due to their good marketing strategies to attract the student segment.

Cross-tabulation was performed to test the association between demographics (gender and age) and the level of awareness about MNP and between the type of connection and intension to switch to new service provider post-MNP. There was no significant association between age and level of awareness about MNP ($\chi^2 = 0.274$, p-value = 0.872), and no significant association between gender and level of awareness about MNP ($\chi^2 = 0.334$, p-value = 0.563). However, there was significant association between type of connection and switching after implementation of Mobile Number Portability ($\chi^2 = 5.472$, p-value = 0.019), with 57.1% of post-paid users considering switching over, while only 20.1% of pre-paid users considering switching over.

The satisfaction level (on a reverse scale) of the respondents with respect to different parameters for their current service providers, and their overall satisfaction level is presented in the Table 1.

Table-1: Satisfaction Levels of Parameters (For Current Service Provider)

S. No.	Parameter	Mean	Std. Dev.
1	Connectivity	1.79	0.6770
2	Network Coverage	1.95	0.8650
3	Voice Quality	1.96	0.7450
4	Plans	2.28	0.8310
5	Call rates	2.31	0.9060
6	Value added service	2.45	0.8320
7	Customer Service	2.47	0.9130
8	Service Charges	2.63	0.7960
9	Overall Satisfaction Level	2.22	0.9120

Source: Primary Data

The parameters for which the respondents expressed highest level of satisfaction were connectivity, followed by network coverage, and voice quality. The parameters for which the respondents expressed lowest level of satisfaction were service charges, customer service, and

value-added service. The overall satisfaction level with the current service provider was moderate/high.

Discriminant analysis was performed, with likely to switch the service provider/unlikely to switch the service provider as the dependent variable, and Connectivity, Customer Service, Plans, Call rates, Value added service, Voice quality, Network Coverage, and Service charges as the independent variables. The results of the discriminant analysis are shown in Table 2.

Table-2: Discriminant Analysis of Switching Service Provider

S. No.	Particulars	Unrestricted		Stepwise	
		Coeff.	Beta	Coeff.	Beta
1	Connectivity	0.6070	0.4000		
2	Customer Service	0.6450	0.5610	0.8250	0.7170
3	Plans	0.8130	0.6510	0.7270	0.5820
4	Call Rates	0.1470	0.1320		
5	Value Added Service	0.1690	0.1400		
6	Voice Quality	0.3340	0.2480		
7	Network Coverage	0.3050	0.2590		
8	Service Charges	0.5140	0.4090		
9	(Constant)	-3.0490		-3.7020	
10	Centroids:				
11	Likely to Switch	0.9210		0.7750	
12	Unlikely to Switch	-0.2520		-0.2120	
13	Goodness-of-fit:				
14	Wilks' lambda	0.8100		0.8570	
15	p-value	0.0000		0.0000	
16	% correctly classified	76.3%		75.3%	

The results of the discriminant analysis indicate that the parameters influencing the likelihood of switching service providers are dissatisfaction with Plans, dissatisfaction with Customer Service, dissatisfaction with Service Charges, dissatisfaction with Connectivity, dissatisfaction with Network Coverage, and dissatisfaction with Voice Quality. In particular, the only significant parameters the likelihood of switching service providers are dissatisfaction with Customer Service and dissatisfaction with Plans.

The reasons (on a reverse scale) expressed by the respondents who intended to switch service providers for changing their current service provider post-MNP are presented in Table 3.

Table-3: Reasons for Changing the Current Service Provider

S. No.	Particulars	Mean	Std. Dev.
1	Better features offered by competitor	2.35	1.2520
2	No new schemes or upgradation of existing plan	2.60	0.9550
3	Costly value-added services	2.60	1.1720
4	Improper consumer service	2.65	1.2310
5	High call rates	2.65	1.2310
6	High internet charges	2.78	1.2910
7	Poor network coverage	2.85	1.3880
8	High SMS charges	2.88	1.3990
9	Frequent network problems	2.93	1.3090
10	Voice quality issues	2.98	1.3300
11	Hidden charges	2.98	1.3490
12	Family/friends	3.03	1.2500

13	Error in billing or deducting extra amount	3.10	1.4640
14	Automated calls	3.13	1.3810
15	High service charges for recharges	3.18	1.3380
16	Fancy number	3.20	1.5390
17	Unavailability of recharge facilities	3.53	1.2400

Source: Primary Data

The most important reasons expressed by the respondents for changing their current service provider were: better features offered by competitors, no new schemes or upgradation of existing plan, costly value-added services, improper customer service, high call rates, high internet charges, poor network coverage, high SMS charges, frequent network problems, voice quality issues, and hidden charges.

The reasons (on a reverse scale) expressed by the respondents for not changing their current service provider post-MNP are presented in Table 4.

Table-4: Reasons for Not Changing the Current Service Provider

S. No.	Particulars	Mean	Std. SDev.
1	Satisfaction with current service provider	1.86	0.8140
2	Brand loyalty	2.18	1.0740
3	No added benefits	2.42	1.0550
4	Service quality is the same across service providers	2.55	1.1860
5	Same user group plan across service providers	2.63	1.0040
6	Time delay in activation	2.84	1.1670
7	Don't care	2.87	1.2880
8	Hidden costs	2.92	1.1810
9	Complex process	3.05	1.1730
10	Laziness	3.13	1.4150

Source: Primary Data

The most important reasons expressed by the respondents for not changing their current service provider were: satisfaction with current service provider, brand loyalty, no added benefits, same service quality across service providers, and same user group plan across service providers.

Discussion

The key findings from the study of consumers' perceptions towards MNP are discussed in the following paragraphs. These insights are of great value to the marketers as they can frame their marketing strategies on the basis of these results in order to target consumers.

There is a very high level of awareness of MNP among students. The main source of awareness was newspapers, and to a lesser extent internet and television. However, even with MNP, at 95% confidence level, only 15.6%-27.4% of students are considering switching service providers, while 72.6%-84.4% of students are not considering switching service providers. In fact, as had been suggested by many experts, it is the post-paid customers that are utilising MNP.

The results of the study yielded some important insights into the effect of MNP on the student segment. In particular, the two significant parameters influencing likelihood of switching service providers in the student segment are dissatisfaction with Customer Service and dissatisfaction with Plans. Also, the main reasons for wanting to switch were related to better features offered by competitors, no new schemes

or upgradation of existing plan, costly value-added services, improper customer service, high call rates, high internet charges, poor network coverage, high SMS charges, frequent network problems, voice quality issues, and hidden charges. On the other hand, the main reasons for not wanting to switch were related to satisfaction with current service provider, brand loyalty, no added benefits, same service quality across service providers, and same user group plan across service providers. This suggests that service providers are generally seen to offer good quality of service, with not much difference between them. In fact, users of Vodaphone and Airtel were very satisfied with the quality of service.

Thus, the introduction of MNP has increased competition in the student segment to some extent. Service providers should keep improving the quality of their service and provide more flexible plans in order to retain their customers, especially if competitors are continuously improving their services. This especially applies to tariffs - for example, when Tata Docomo came out with call charges of "one paisa per second," other service providers had to modify their plans (in fact, MTNL subsequently offered a plan with "half-a-paisa per second"). The preferred service providers to switch to were Airtel and Vodaphone, because of their superior service quality and flexible plans.

Thus, MNP has made the student segment more price- and quality-sensitive. As a result, service providers must offer better service at reduced prices in order to retain and expand its customer base. Overall, however, MNP implementation has a limited impact on the industry churn rate and profitability of operators. MNP was basically a hype, because all the service providers offer virtually the same quality of service.

The study has some limitations. The sample size used for the study was relatively small. Also, the respondents were students from professional colleges in Bangalore. Thus, the results of the study may not be generalisable to the all-India level.

There is vast scope for further investigation in the same area. The study can be extended to examining the impact of MNP on other segments, and in different geographical regions. Also, further research can address the interaction of MNP with other factors affecting brand-switching between mobile telephony service providers.

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