

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	IMPACT OF RETAIL ATMOSPHERICS IN ATTRACTING CUSTOMERS: A STUDY OF RETAIL OUTLETS OF LUCKNOW <i>PARUL TOLANI & DR.KUSHENDRA MISHRA</i>	1
2.	REFLECTIVE PRACTICE AND PROFESSIONAL DEVELOPMENT AT ELEMENTARY TEACHER EDUCATION LEVEL <i>DR. M.S.R. SARMA</i>	6
3.	CHALLENGES TO BIGGEST STEP IN FINANCIAL INCLUSION BY INDIA <i>KIRANKUMAR R. BANNIGOL & DR. S.G.HUNDEKAR</i>	9
4.	COMMUNITY ORGANISATION PRACTICES FOR COMMUNITY DEVELOPMENT AT TVS SST: AN ANALYTICAL STUDY WITH REFERENCE TO ROTHMAN'S MODELS OF COMMUNITY ORGANISATION <i>R. SANKARA NARAYANAN & DR. BABU THIAGARAJAN</i>	13
5.	FINANCIAL DISTRESS PREDICTION OF PHARMACEUTICAL INDUSTRY THROUGH Z-SCORE MODEL <i>DR. JAY KRUSHNA PANDA & PRITISH BEHERA</i>	17
6.	ASSESSMENT OF SERVICE QUALITY IN PUBLIC AND PRIVATE SECTOR BANKS WITH SPECIAL REFERENCE TO BAREILLY CITY <i>GULSHAN KUMAR & DR. MANOJ UPRETI</i>	23
7.	SPOUSAL ROLE AND DETERMINANTS OF THEIR INVOLVEMENT IN DECISION MAKING <i>DR. ATUL DHYANI, ANANT AGARWAL & SHIVENDRA SINGH</i>	28
8.	STRESS MANAGEMENT: ITS CAUSE AND EFFECT <i>TARIKA SETHI, RUCHIKA VERMANI & MONIKA VERMA</i>	35
9.	MANAGEMENT EDUCATION IN INDIA: ISSUES AND CONCERNS <i>VIJETA BANWARI & SEEMA SHOKEEN</i>	38
10.	CORPORATE GOVERNANCE AND THE PERFORMANCE OF BANKING AND INSURANCE SECTOR IN INDIA: AN EMPIRICAL ANALYSIS <i>DR. MANISH SOOD</i>	43
11.	ENTERPRISE SOCIAL VALUE CHAIN: AN INNOVATION LEADING TO POWERHOUSE ENTERPRISES <i>SOMIYA MEHROTRA</i>	46
12.	BANKING PENETRATION IN RURAL AREAS AND VILLAGES: TRENDS AND CHALLENGES <i>ANIL KUMAR AGARWAL</i>	50
13.	A STUDY OF CRITICAL FACTORS GOVERNING CORPORATE GOVERNANCE <i>KOMAL CHAUDHARY</i>	55
14.	THE CONCEPT OF WASHBACK ON TEACHING AND LEARNING IN THE ENGLISH LANGUAGE CLASSROOM <i>LISHANTHI WIJEWARDENE</i>	58
15.	A CRITICAL ANALYSIS OF SUSPENSE ACCOUNT: A CASE STUDY OF STATE INSURANCE AND GENERAL PROVIDENT FUND DEPARTMENT, RAJASTHAN <i>DR. L. N. ARYA & SANJAY KUMAR SONI</i>	63
16.	GENDER INEQUALITIES IN EDUCATION IN INDIA: ISSUES AND CHALLENGES <i>MOHD WASEEM</i>	68
17.	CORPORATE SOCIAL RESPONSIBILITY AND FISCAL INCENTIVES <i>DR. ÖZGE UYSAL ŞAHİN</i>	77
18.	PERFORMANCE CONTRACTING IN THE PUBLIC SCHOOLS IN KENYA: GAINING THE TEACHERS' ACCEPTANCE <i>HARUN KAUMBUTHU MUTEA</i>	84
19.	VENTURE CAPITAL FINANCING IN INDIA: AN OVERVIEW <i>SANJEEV KUMAR</i>	89
20.	STUDY SUCCESS OF PRIME MINISTER NARENDRA BHAI MODI IN FESTIVAL OF INDIAN DEMOCRACY: LOK SABHA ELECTION 2014 <i>JAY GANESH TRIPATHI</i>	92
	REQUEST FOR FEEDBACK & DISCLAIMER	96

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STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

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RESULTS & DISCUSSION

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COMMUNITY ORGANISATION PRACTICES FOR COMMUNITY DEVELOPMENT AT TVS SST: AN ANALYTICAL STUDY WITH REFERENCE TO ROTHMAN'S MODELS OF COMMUNITY ORGANISATION

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ABSTRACT

With the recent amendments to the companies act 2013, we do witness a lot of business houses jumping the CSR bandwagon. Most of these companies do not either seem to possess the necessary social perspective or the expertise to bring about development of the larger community. But Corporate like the TVS Motors, which have their own dedicated trust for CSR like SST, are in the field of CSR for a long time, and have proper organization structure and team of professionals with expertise in Professional Social Work, to plan, execute, monitor and evaluate the progress of their community work. This professional approach has also shown results in the development of the target communities in sectors of Economic growth, Agricultural development, capacity building and skill development, Women Empowerment, environment Preservation, Promotion of Health and Hygiene. This paper attempts to study the Community organization practiced at TVS SST through interviews with key personnel of the organization, and through Secondary data in the form of annual reports, websites of the organization. This paper also tries to put the Community organization into one of the typologies proposed by Rothman, a leading proponent on the models of Community Organisation. This paper intends to showcase the model for practitioners in CSR involved in Community development work for bringing about better socio economic transformations in the communities they work.

KEYWORDS

Community organization, Community development, models of community organization.

INTRODUCTION

Community organization as one of the primary methods of Professional Social Work intends to enhance the capacities of individuals, groups and institutions within a community thereby facilitating the community to handle its own needs or problems. Community Organisation is a "process by which a community identifies its needs or objectives, gives priority to them, develops the confidence and will to work at them, finds resources (internal and external) to deal with them, and in doing so, extends and develops co-cooperative and collaborative attitudes and practices in the community" (Ross, 1967). The process of community's betterment from lesser desirable socioeconomic conditions to optimal conditions is facilitated by a social agent, who brings about dissatisfaction about the present circumstances and instills the idea of growth and development among the community members. With the inclusion of amendments regarding CSR in sec. 135 of the companies bill we do witness more and more corporate jumping the bandwagon of CSR. The recent Mercer Survey on CSR has quoted Community based developmental activities as being preferred by 64% of the domestic companies in India, the top being education (81%). Though many of the domestic companies in India, are beginning to engage in CSR, it is highly questionable whether all these companies possess the necessary professional expertise to carry on developmental work or in various social sectors. But Organisations like that of TVS, do have their own social arms like Srinivasan Services Trust or SST, which are dedicated to carry on development work. This study intends to study the Community Organisation practices followed by TVS SST and assess them with the models of Community organization propounded by Rothman.

REVIEW OF LITERATURE

Kramer and Specht (1975) define Community organisation as "various methods of intervention whereby a professional change agent helps a community action system composed of individuals, groups or organisations to engage in planned collective action in order to deal with special problems within the democratic system of values."

Ross (1967) propounded 12 principles of Community organization such as 1) Discontent with the existing conditions in the community must initiate and/or nourish development of association. 2) Discontent must be focussed and channeled into organisation, planning, and action in respect to specific problems. 3) Discontent which initiates or sustains community organization must be widely shared in the community. 4) The association must involve leaders (both formal and informal) identified with, and accepted by, major sub-groups in the community. 5) The association must have goals and methods and procedures of high acceptability. 6) The programmes of the association should include

Some activities with an emotional content. 7) The association should seek to utilize the manifest and latent goodwill which exist in the community. 8) The association must develop active and effective lines of communication both within the association and between the association and the community. 9) The association should seek to support and strengthen groups which it brings together in cooperative work. 10) The association should develop a pace of work in line with existing conditions in the community. 11) The association should seek to develop effective leaders. 12) The association must develop strength, stability and prestige in the community.

Dunham proposed 28 principles of community organization grouped under seven headings:

Democracy and Social Welfare, Community roots for community Programmes, Citizen understanding, support and participation and professional service, Cooperation, Social Welfare Programmes, Adequacy, distribution and organization of social welfare services and Prevention. Checkoway (1995) identifies six distinct strategies of community change like Mass Mobilization, Social Action, Citizen Participation, Public Advocacy, Popular Education and Local Service Development.

Community Development national occupational standards as quoted by FCDL says that "Community Development is a long-term value based process which aims to address imbalances in power and bring about change founded on social justice, equality and inclusion." The process enables people to organise and work together to identify their own needs and aspirations, take action to exert influence on the decisions which affect their lives, improve the quality of their own lives, the communities in which they live, and societies of which they are a part. It also indicates the following community development values

Equality and Anti-discrimination

- Social Justice
- Collective Action
- Community Empowerment

- Working and Learning Together

Rothman has proposed three models to describe community organization.

1. Locality Development Model: This model is based on the assumption that participation of a sizable section and a wide variety of community people in bringing about development of the locality or the neighbourhood. People should be involved in planning, implementation and evaluation of program aimed at addressing their unmet needs. Use of democratic procedures, Voluntary Co operation, self help, development of local leadership and educational objectives are key features of this model.
2. Social planning Model: A rational, deliberately planned, technical process of problem solving with regard to substantive community problems basically initiated, guided by experts is a key feature of this model. This model is Top- down in its approach. Not all the community members are involved in this model and the community participation varies according to the needs of the situation demanding it. It does not intend to build capacity in the community or foster radical or fundamental social change.
3. Social Action Model: According to this model, disadvantaged segment of the population needs to get organized to make demands on the larger community for increased resources or improved treatment. Key themes are Social Justice, Democracy and the redistribution of power, resources and decision making.

STATEMENT OF THE PROBLEM

Rothman, one of the leading theorist and proponents of Community Development has proposed three models of Community Organisation, like the Locality Development Model, Social Planning Model and the Social Action Model, which is one of the most valued and referred models in Social Work practice. This study is about understanding the Community Organisation model followed at TVS SST and analysing the same in terms of the above models.

OBJECTIVES OF THE STUDY

1. To observe the Community Organisation practices towards Community Development practiced by T.V.S. SST.
2. To undertake an analysis of the same with reference to the Models proposed by Rothman.

RESEARCH METHODOLOGY

This research paper is based on primary data like In- depth interviews with the CSR Staff of the Organisation and observations carried out by the researcher in the communities concerned. Secondary data like the Annual Reports, Websites, Literature, Documents are also analysed for the purpose of the study.

CSR AT TVS SST

TVS SST is the social arm of T.V.S. Motor Company and Sundaram Clayton which was founded in the year 1996. It has been engaged in rural development programmes in villages across Tamil Nadu, Karnataka, Maharashtra, Andhra Pradesh and Himachal Pradesh.

TABLE 1: SHOWING THE COVERAGE OF CSR OF TVS SST

Coverage	Units on Measurement	Performance upto Dec 2014
Villages Covered	Nos.	2501
Population Covered	Nos.	1609115
Families Covered	Nos.	349506

TABLE 2: SHOWING VILLAGES COVERED IN VARIOUS STATES OF INDIA BY TVS SST

State	Districts	Locations	No. of Villages upto March 2014
Tamil Nadu	Thiruvanamalai, Krishnagiri, Tirunelveli, Thoothukudi, Tiruvallur, Nagapattinam, Kanyakumari, Dharmapuri, Ramanathapuram	Padavedu, Hosur, Thirukurrungudi, Navathirupati, Padi, Melakondayar, Thenampattinam, Keelamanakudi, Alikai pillaitthopu, Sitheri and Thirupullani	1095
Karnataka	Mysore	Sinduvalli, Hosakote	129
Maharashtra	Pune	Shirur	188
Himachal Pradesh	Solan	Bhatian	29
Andhra Pradesh	Nellore	Venkatagiri	25

TVS SST follows a holistic model of development to render it sustainable in the longer run and it has emphasis on areas like Economic Development, Education, Health, Infrastructure and Environment.

DISCUSSION

COMMUNITY ORGANISATION AT TVS SST

It is a vital prerequisite for the external agent who seeks to practice in a community, to gain confidence of the community members and to do dispel the inbuilt skepticism that prevails in any community on the intentions of the external agent. It is not a very easy task to gain foothold in a community, particularly in a country like India, where the rural communities though looking simple cohesive and homogenous, are dominated by rigid and divisive caste hierarchies, which hampers development work to a great extent. Working for the development of underprivileged people in a community may create fears and jealousy in the minds of the upper caste people and hence even taking them along in any community work as willing partners is a major challenge to the external change agent. Women getting empowered through involvement in income generation activities has the potential to disturb the gender disequilibrium, which has so far favoured men alone. Hence the development practitioner has to understand the social dynamics that prevail in a village community before setting his agenda of work.

DEMOCRATIC PROCEDURES AND SEEKING VOLUNTARY CO-OPERATION: VILLAGE COMMUNITY FESTIVAL

TVS SST, before undertaking work in a community, tries to gain an entry into the community and build rapport with the community members. Celebrating the village community festival is one of the innovative practices, through which the community members are mobilized and gets to identify the organization as a potential benefactor which can bring about change and betterment in their livelihoods. This celebration of village community festival is not a very easy task and a lot of ground work by the field staff under the planning and guidance of the higher officials of TVS SST goes behind to make the celebration possible. This involves understanding the nature of the community, demographic composition, predominant problems, challenges and needs of the community along with a thorough reading of the caste and other social dynamics of the village. The case of Esavankulam in the Navathirupathi site located in southern Tamil Nadu can be taken up to understand this. This village which falls in the padmanabhamanglam panchayat, is an underdeveloped village predominated by Schedule Castes in population, where a few rich upper caste members own and control a large part of land and other resources of the community required for livelihood of the people. The village had also some notorious distinction of violence, murders and clash conflicts occurring now and then. In April 2012, the organization planned to conduct a village community festival in this village to mobilize people and also make them aware that it is going to involve in development work in the village. Such a mobilization is essential because it will ease the efforts of the Field staff of the organization during their interaction with the community people for the purpose of carrying out their CSR Activities. In course of its work, the organization came to know that the Panchayat Middle School, had not conducted any annual day celebrations for more than 10 years due to the fear of clashes between the parents belonging to the different caste groups. The CSR Personnel of TVS SST interacted with the Teachers and Parents and convinced leaders and members of the different caste groups and convinced them to celebrate the Annual Day of the School. Community Organisation is all about mobilizing people for common causes and by doing so addressing needs of the community with the

resources available with it and for doing this the initial entry is very critical to the success of any community work. Hence, TVS SST has rightly adopted the village community festival of gaining entry into the community. This village community festival requires hearing the voices of major sections of the community and a lot of negotiation goes on to bring opposing parties to an agreement on common grounds. Social Cohesion is one of the prerequisites for social development to be achieved, as lack of the same may pose hindrance to community work at different times.

NURTURING SELF HELP: FORMATION OF SELF HELP GROUPS

TABLE 3: DEPICTING SHGS FORMED BY TVS SST

Activities	Units	Target	Mar 2013	%
SHGs formed	Nos.	4465	3923	88%
Families enrolled in SHGs.	Nos.	69720	61175	88%
SHGs Graded	Nos.	4420	3483	79%
SHG members involved in income generation activities	Nos.	69720	58169	83%
Results	Units	Target	Mar 2013	%
Number of SHG members earning a minimum income of Rs. 2500/- a month	Nos.	69720	44790	64%

Development work to be sustainable, requires voluntary co operation of the community members and reliance on their own capacities and resources rather than one which is constantly planned, executed and monitored by an external agent. The self help groups formed through the facilitation of TVS SST, have enabled women to become income earners in their families. The SHG's have trained over 61,175 women in various skills like Tailoring, Bee Keeping and Honey production, production of cattle feed and compost, manufacturing candles, Soaps, handicrafts, baskets and furnitures, Dairy farming etc., The SHG members have started earning a minimum earning of Rs. 2,500/- per month. The SHG group members have a collective savings of Rs. 17.46 crores and 117,035 Bank Accounts have been opened.

As the women have got earning potential they do have a better say in choices affecting their own lives. The women have got better recognition and respect in their families and are in a position to voice their opinion in major decisions of their children and family. The women of self Help groups are better aware of their social, legal and political rights because of their travelling to nearby cities and in their interaction with Bank and Governmental Authorities. The Women of the SHGs have joined together for demanding and bringing about common facilities of the Community like better drinking water, roads, construction of Community Toilets, etc., The complete eradication of open defecation at Nattathi village through proper community maintenance of Community Toilet brought about by women of SHG, at Nattathi village in navathirupathi site, stands testimony to this. The empowerment of women have lead to improved socio economic conditions of the families, better education and Medical facilities of the children and on the whole contributing to the development of the village.

CAPACITY BUILDING AND OPTIMIZING LOCAL RESOURCES: FARMER'S CLUB

TABLE 4 DEPICTING SST'S INTERVENTION IN THE AREA OF AGRICULTURE

Areas covered under drip irrigation	7923
Supply of Quality seed Ha	151461
Agriculture related awareness programs	80301
Area increased by yield above state average	120982
Farmers increased by yield above state average	102663.

The formation of Farmer's club for the dissemination of knowledge regarding scientific agricultural practices, organic farming, soil and water conservation methods and the use of modern agricultural implements is one of the innovative and unique methods of community work done by TVS SST.

These farmer's club develop the skill, knowledge and capacities of the farmers by facilitating interaction with agricultural experts through Training Programs and workshops. Field visits to demonstration farms, visits to agricultural universities, Research centres of agriculture are also organized so that farmers could have a first hand experience of observing the right and optimal agricultural techniques practiced else where. The watershed programs brought about by SST have boosted irrigation in arid areas and have also enabled dry land horticulture. As a result, about 10, 766 hectares of waste land has been brought under cultivation and has helped farmers grow a variety of crops all round the year. The regions covered by SST have shown yield above the state average which is a good indicator that the CSR initiatives have increased the capacities of the local community and the resources have been optimally employed.

DEVELOPMENT OF LOCAL LEADERSHIP: IDENTIFYING AND ENLISTING THE SUPPORT OF COMMUNITY LEADERS

SST believes in identifying and developing the leadership available within the community as a means of bringing about sustainable development of the community. With the scope and coverage of its CSR initiatives increasing by leap and bounds, it is not possible for the organization to always provide an externally imposed leadership to guide and motivate community members towards development.

Hence, local leaders both formal and informal are identified during the earlier phases of interaction of the agency and the community. These leaders are people who always exhibit a degree of voluntariness and willingness to work for community causes than others. These are the ones who come and speak up first on community issues because of which they have earned the respect of the other community members. These leaders do wield a certain influence in the community. The agency involved in community work always need to take these leaders into confidence for undertaking any work in the community. The support of these leaders is a vital ingredient of mobilizing the community for any developmental work. These leaders constantly motivate the local people to work for attaining the program objectives. Development of Local Leadership one of the key features of the locality developmental model is practiced in the community organization of SST.

EDUCATIONAL ASPECTS

TABLE 5: DEPICTING THE CSR INITIATIVES OF TVS SST IN THE EDUCATIONAL SECTOR

Nature of activity	Performance levels
Involvement of mother volunteers in Balwadis	87%
No. of Balwadi toilets constructed	793
Improving Balwadi Infrastructure	873
Training to workers	1363
Enrolment	100%
Attendance	99%
Drinking water facilities in schools in nos.	953
PTA meetings in nos.	18550
InterSchool Competition	3350
Enrolment	100%
Attendance	99%
Students securing pass mark in public exams	94%
Students securing above 60% in public exams	89%
No. of youth trained in vocational skill	33516
Adult education for women	71981
Women made literate up to class 2 level Nos	53309
Literacy rate among SHG Women	92%

TVS SST believes that education can bring about the socio economic development of the community in the longer run and has taken initiatives in areas like the Balwadis, Government Schools of the community, Adult literacy and Skill Development of the youth towards gaining employment. The support offered by TVS SST to the Local Balwadis have ensured 100% enrolment of the local children and 87% participation of mother volunteers in them. Improvement of the Balwadi infrastructure and construction of Toilets in the Balwadi have attracted the attention of women in the local communities to enroll their children in them.

Basic literacy along with skills Training has liberated women from being mired in local, unskilled, tedious jobs to seeking better quality of jobs, with more earning potential. SST seeks the collaboration of parents, teachers and women SHG members in their educational programs, which has resulted in 100% enrolment in schools with nil drop out rates. The continued motivation of SST to the teachers in Local Government Schools has resulted in their putting more sustained attention to provide a better educational atmosphere and a good quality of education to the students. This is evident from 94% students securing pass mark in public exams from the Government Schools in its area of operation which is no mean achievement. Youth have been trained in various vocational skills and have found gainful employment.

CONCLUSION

This study has shown how deliberately planned, sustained application of professional social work method like that of Community Organisation by a Corporate for its CSR Interventions can bring about visible changes and development in the community. The Locality Development Model adopted by TVS SST has contributed

Having a proper organizational structure, with a committed team of Professionals with Social Expertise and perspective, motivated field workers, lead by compassionate, dedicated and experienced officials in the top rung of the hierarchy are factors responsible for the success of the CSR Initiatives. Enlisting Community Participation, adopting democratic procedures, developing local leadership, educating children and youth, capacity building among women and farmers have all contributed to the achievement of the objectives of Community development by TVS SST. Observing these initiatives as a model and adapting these CSR activities according to the local circumstances by other corporate can be highly useful in their interventions in their target Communities.

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