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A STUDY ON THE CHANGES OF ME TOO MOVEMENT TOWARDS SOCIO-ECONOMIC CONDITIONS AND EFFECTIVE MEASURES TAKEN BY THEIR ORGANISATION TO HANDLE ME TOO FOR WORKING WOMEN IN SELECTED ORGANISATIONS AT TUMAKURU CITY

Dr. C V GURU PRASAD

HEAD

DEPARTMENT OF SOCIAL WORK

SRI SIDDHARTHA INSTITUTE OF BUSINESS MANAGEMENT

TUMAKURU

ABSTRACT

Harassment of Women sexually at work place is an ancient old issue in India. Rarely very few Women raised their voice against their harassment and expecting justice at work place. In India women are worshiped like God on one side and on the other side still harassment is continuing to happen against her at work place. Few Men are seeing Women as God and few as Devil. It is the mentality of a Man how he sees a woman is really matters. Recently women are started raising their voice in Social Media. It is very unusual and interesting move as it reaches more number of people at a time and others can also be motivated to raise their voice. The "Me-Too" in India has started against the Hindi film actor Mr. Nana patekar where Bollywood actor Mrs. Tenushree Datta has accused Mr. Nana patekar of sexual misconduct during the shooting of Horn ok pleases in 2008. This article is trying to point out the socio-economic changes of the present women at various companies after Me-Too movement at Tumakuru city (which is 70 KM away from Bangalore Karnataka) and any positive changes made by their management to Reduce or eradicate Me-Too at the work place Tumakuru city is having major Industries web as it is very nearer to Bangalore city and cost of living is less than Bangalore. More women workers are working at various companies across the city in different positions. The study is conducted by using the primary data with well-designed questionnaire. Methodology applied in the study are totally depends on statistical analysis by charts, interpretation and hypothesis testing by using chi square. Some basic information of the paper is taken from internet and few literatures have been studied to prepare the paper.

KEYWORDS

Me-Too, sexual harassment, social media, movement, justice.

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INTRODUCTION

The Me Too movement, which began as a hash tag on Twitter in 2017 has now become a global phenomenon. India is experiencing its second wave of the Me Too movement, in which women some of them public figures have levelled sexual harassment charges against certain men, many of whom occupy powerful positions.

The use of the MeToo hash tag on social media spread quickly in India, where sexual harassment is commonly referred to by the word 'eve-teasing', a term described as misleading, tame, and diluting the seriousness of the crime. In response to MeToo, there have been attempts to teach Indian women about workplace rights and safe reporting, as well as educate men about the scope of the problem

Many personal stories of anger and guilt, buried under years of silence, emerged out to public media because of this recent campaign. It is creating awareness about sexual violence and sexual assault. It reveals one thing that the legal and systemic provisions to deal with sexual harassment have failed. Women who suffered silently for years are now angry enough to put their faith in a "name and shame" mechanism. The campaign allows victims to find courage to name the accused through a collective. This forces administrators or the people in charge to take the problem seriously and begin a process of redress.

In the Global level to raise awareness, the actress Alyssa Milano wrote the following on Twitter: "If all the women who have been sexually harassed or assaulted wrote 'Me Too' as a status, we might give people a sense of the magnitude of the problem." (Twitter,2017). The day after, the actress received approximately 55,000 replies to her message. During the following 45 days, MeToo was mentioned 85 million times on the social network Face book and had spread to 85 countries on Twitter (ibid).

It also aims to change the power dynamics between males and females by exposing the abuse of power and position by influential men for sexually harassing the women around them. The Me Too movement resonated at the opening plenary session of the fifth Global Symposium on Health Systems Research. SDG 5 is about gender equality and calling out sexist behaviour which is at the heart of the Me Too movement.

In India, Social media has highlighted sexual harassment in offices, but there's little recourse for those who work in homes. The Sexual Harassment of Women at Workplace (Prevention, prohibition and Redressal) Act, 2013 provides for local complaints committees at the district level for workers from the unorganised sector. Domestic workers neither know of this provision nor how to reach authorities. Their biggest fear is counter allegations of theft which results in loss of livelihood. Enforcing the law for the unorganised sector has been dismal.

In India, there is a need to create deterrence at the community level. Residents' welfare associations can start by creating committees for domestic workers to report cases. These can be linked to district authorities where the local complaints committees must be set up. Regulating placement agencies is critical to defining the employer-employee relationship. Tackling workplace sexual harassment is an ethical imperative and an economic imperative. Such harassment infringes on an individual's right to freedom of profession and occupation and undercuts the ideals of a modern democracy. Getting and retaining more women in the workforce has the potential to be a major growth driver.

70% of the women do not report sexual harassment by superiors due to the fear of repercussions. According to a 2015 research study, 36% of Indian companies and 25% of multinational companies had not yet constituted their Internal Complaints Committee (ICCs) which is mandatory under the Act. Cases remain pending in court for long time enhancing the agony of victims. The Act does not fix accountability as to who is in charge of ensuring that workplaces comply with the Act. The Act does not contain provisions to address anonymous complaints in India wherever the accused has been influential they have got a free hand. It creates a sense of alienation, disbelief about the law.

It has shown us that even the most privileged among women have not been spared from cultures of sexual harassment and exploitation. If it has taken this long for women to come out in journalism/cinema, it will be difficult for women to speak up in the corporate world or other areas that are a lot more hierarchical. There can be collateral damage with people getting wrongly accused. Women can experience health problems after workplace sexual harassment even by words also, a new study finds. These health problems can include high blood pressure, poor-quality sleep, anxiety and symptoms of depression. Greater gender diversity at the workplace, an area where India lags.

It is for policymakers and civil society to now closely examine how the system is failing women against powerful male colleagues. There has to be a sense of fear in the mind of the offenders which has to be ensured. The attitudinal change, socialisation process and education must go towards making man more sensitive while dealing with women. Workplace audits should be as big a priority as auditing the finances of the company. The law that mandate that the investigation

should be completed within 90 days should be strictly adhered to. Adequate workshops and awareness programme against sexual harassment must be conducted. There must also be equal punishment to women who make false charges.

Sexual abuse which has been traditionally brushed aside due to the fear of shame, retribution and retaliation, did finally see the light. Sexual abuse and abuse in general is a very difficult topic for individuals to talk about it irrespective of whether the environment is an online or an offline setting.

In United States itself, on an average there are 321,500 victims (age 12 or older) of rape and sexual assault each year. Ages 12-34 are the highest risk years for rape and sexual assault. The trauma of the sexual abuse has resulted in the long-term negative impacts such as anxiety, suicidal behaviour, and Post traumatic stress disorder (PTSD), panic disorder, psychosis, mood and behavioural disorder problems.

REVIEW OF LITERATURE

Daniela Ceron (2018) in his topic "How Women of Colour Are Discussed in Hash Tag Feminist Movements" concludes that the Me Too and Times Up movements serve as opportunities for all women to enter the conversation about issues regarding women's rights and the struggles they face with sexual abuse and harassment on a daily basis. While this may be the case, this study brings into question who exactly these equal rights are being advocated for, and whose story is being told. Are they rights for all women or just for white women?

Lydia Manikonda, Ghazaleh Beigi, Huan Liu, and Subbarao Kambhampati (2018), in their topic "Twitter for Sparking a Movement, Reddit for Sharing the Moment: Me Too through the Lens of Social Media" says that Social media is enabling individuals to recognize the importance of addressing the highly stigmatized issues such as sexual abuse. Irrespective of the negativity towards different aspects of these personal experiences, individuals on these platforms are positively hoping that these stories will bring a real change in the current society. We hope that our work is useful to initiate discussions between the individuals in the society as well as researchers and lawmakers to propose new laws and regulations to protect individuals in the society.

Nathalie Johansson (2018) in his topic "The Me Too movement and women's Mobilization: why has Sweden outperformed Denmark?" Concludes that this thesis has explored why there is variation within women's movements by looking at Sweden and Denmark: two countries in "egalitarian Scandinavia". These countries are well known for their egalitarian values, yet as it turns out, both Sweden and Denmark suffer from a high prevalence of sexual violence against women. Sexual violence is an important matter since it can have serious negative impacts on women, both long-term and short-term, and both physical and psychological.

These findings indicate that more women in Denmark have mobilized due to Me Too than to Jegharoplevet, which has created stronger links and therefore, even more women will mobilize in the future. Moreover, since the Me Too movement is still on-going and rather recent, it is too early to evaluate policy responses after the movement. Therefore, looking into policy responses should be a subject for future research in order to see the actual impact of Me Too.

Srila Roy (2018) in her study "Me Too is a Crucial Moment to Revisit the History of Indian Feminism" concludes that Feminism in India has emerged as a subject of contestation, with many asking at several junctures: What is feminism? Who gets to define it, speak on its behalf? Who does it belong to? What is its proper place? Contestations about sexual violence, for example, have invariably become contestations about feminism. These moments are deeply pedagogical in the sense that they teach us how feminism is thought and made sense of, and how there are multiple, competing and even conflictual stories about feminism, and that too, from within its own fold. Such forms of internal critique and contestation are often concealed, if not flattened out, in generational narratives that tend to fix our gaze on differences across time, but not on the problematic of our present. Framed in generational terms, the present is marked by feminist loss, even failure, such as the failures of legal feminisms to provide gender-based justice and the failure of upper-caste Indian feminists to centre the politics of caste framed in other ways, we could see such moments of feminist failing as pregnant with several possibilities, including greater self-reflexivity, appreciation of hybrid legacies, and the propelling of "Indian feminism" into new directions.

NEED/IMPORTANCE OF THE STUDY

Research states that disclosing the abuse, results in a positive impact psychologically. However, often times, the responses the survivors get from others through the disclosure could often lead to an additional emotional distress. Social media platforms are becoming more persuasive to safely disclose such issues. In the recent days, one movement that has rampantly exposed and is still exposing the sexual abuse of individuals is the Me Too movement.

This study conducted in Tumakuru City to find answers for the following questions

1. Whether the Women employees are aware of the Me-Too Movement in the Region?
2. Any changes found in their Socio-Economic changes because of Me-Too?
3. Whether the companies are taken needed measures to overcome such problems if any?

STATEMENT OF THE PROBLEM

Sexual Harassment is issue that has to be sorted at work place irrespective any situation. The Impact of Me Too movement through social media has made significant awareness among women to raise their voice against sexual harassment at work place. The study focus towards impact of Me Too on various organizations in Tumakuru City.

OBJECTIVES

1. To study the awareness level of Me-Too movement among working women in Tumakuru city.
2. To study the impact of Socio Economic changes among working women due to Me-Too movement.
3. To Provide suitable suggestions to improve their working conditions and situation

HYPOTHESIS

H0: There is no impact of Socio Economic changes among working women due to Me-Too movement at Tumakuru city

RESEARCH METHODOLOGY

The methodology of the study is based on the primary and secondary data. The study mainly depends on primary data collected through a well framed and structured questionnaire with five-point Likert scale to elicit the well-considered opinions of the working women. Secondary data collected from previous articles, Websites, Books and Newspaper.

The study is confined to Tumkur city Karnataka, India only.

70 Working women were selected from various organisations by using market survey method, adopting nonrandom based convenience sampling technique, for a period of 6 months from 12th April to 12th September 2019.

The information gathered through the questionnaires will be analyzed with the help of recommend statistical technique namely Chi square.

RESULTS & DISCUSSION

Objective: 1. Awareness level of Me-Too movement among working women.

2.1 Respondents understood by the word Me-Too Movement

Analysis: By analysis it is found that 44% (31) said that it is for protection of women, 26% (18) selected all the options, 17% (12) considered as social movement, 12% (8) as Voice against men, 1% (01) Weapon to become famous and Time pass concept.

Interpretation: 44% (31) of working women said that Me-too Movement is for protection of women.

2.2 Main issue which give scope for Me-Too Movement

Analysis: By analysis it is found that 39% (27) said that it is because of all the reasons, 31% (22) selected Immoral thoughts, 14% (10) considered Late night work, 9% (6) as Wrong way of dress sense, 7% (5) it is because of social media. The respondents also given several reasons for Me-Too like Money making, Lack of Awareness for Girls and Boys for their teenage, over restriction of Male and Female interactions and Mentality of the person.

Interpretation: 39% (27) of working women said main issue with Me-too Movement is Immoral thoughts, Late night work, Wrong way of dress sense, social media, Money making along with Lack of Awareness for Girls and Boys for their teenage, over restriction of Male and Female interactions and Mentality of the person.

2.3 Impact of Me-Too on working conditions

Analysis: By analysis it is found that 27% (19) said that Better Atmosphere created to work, 21% (15) said More Awareness given, 19% (13) given all the above reasons, 15% (11) said Loss of Job for Women, 6% (04) More rules framed, 6% (04) Fear increased on Men, 3% (02) Seniors Sharing Less Knowledge, 3% (02) Non Co-operation to work together.

Interpretation: 27% (19) of working women said that Better Atmosphere created at work.

Objective: 2. Analyze the Impact of Social and Economic changes because of Me-Too Movement.

3.1 Status of Me-Too in Tumkur city

Analysis: By analysis it is found that 40% (28) said Don't Know, 24% (17) said yes and 22% (15) said No to above question, 4% (3) said it is below 20 percent, 4% (3) said it is below 10 percent, 3% (2) said it is above 30 percent, 3% (2) said it is below 30 percent.

Interpretation: 40% (28) of working women said they not heard any issue of Me-Too in Tumkur city.

3.2 Measures can be taken by women if faced by Me Too Issues.

Analysis: By analysis it is found that 37% (26) said they will Raise the Complaint, 26% (18) said will Give complaint to police and 19% (13) said will leave the job, 10% (7) said will Raise the issue in Social media, 5% (4) said will ignore the issue, 3% (2) said they will adjust with them.

Interpretation: 37% (26) of working women said they will Raise the Complaint is the when measures she can take Me-Too issue is faced.

3.3 Impact on women and their family if she leaves the job immediately

Analysis: By analysis it is found that 29% (20) said impact will all above options, 17% (12) said Face financial burden, 11% (8) said Wastage of much valuable time, 10% (7) said May Depress Mentally, 7% (5) said Get support from family, 7% (5) said Personal life imbalance, 7% (5) said She may make Suicide attempt, 6% (4) said Face Opposition from Family, 3% (2) said could not concentrate on Children and 3% (2) Could not concentrate on Personal Hygiene.

Interpretation: 29% (20) of working women said if women leave the job immediately they will face financial burden, Wastage of much valuable time, Depress Mentally, get support from family, Personal life imbalance, she may make Suicide attempt, Face Opposition from Family, could not concentrate on Children and Could not concentrate on Personal Hygiene.

3.4 Changes made by the organizations after Me-Too Movement

Analysis: By analysis it is found that 36% (25) said Awareness Program given, 23% (16) said No changes, and 11% (8) said more rules framed, 11% (8) said Committee formed, 11% (8) said Transparent in handling complaints and 8% (5) said More Empowerment given to women.

Interpretation: 36% (25) of working women said Awareness Program given after MeToo Movement.

3.5 Social changes made on women because of Me-Too Movement

Analysis: By analysis it is found that 23% (16) said it created Raising issues with Family Members, 23% (16) said it given More boldness among women, 16% (11) said women are careful in dressing, 16% (11) said No changes made, 11% (8) said they will Talk to colleagues, 11% (8) said will Raise Complaint.

Interpretation: 23% (16) of working women said MeToo created Raising issues with Family Members as a social change.

3.6 Type of support she expects from family in an incident of Me-Too

Analysis: By analysis it is found that 38% (26) said they need Moral support, 27% (19) said they need Mental support, 27% (19) said they need all mentioned support, 4% (3) said they need Emotional support, 4% (3) said they need Economical support.

Interpretation: 38% (26) of working women said they need Moral support she expects from family in an incident of Me-Too.

3.7 After Me-Too movement changes observed against women

Analysis: By analysis it is found that 54% (38) said Sexual Harassment decreased, 24% (17) said Sexual Harassment increased, 19% (13) Domestic violence Decreased and 3% (2) Domestic violence Increased

Interpretation: 54% (38) of working women said Sexual Harassment decreased against women after MeToo.

3.8 Me-Too movement will work in favour of working women

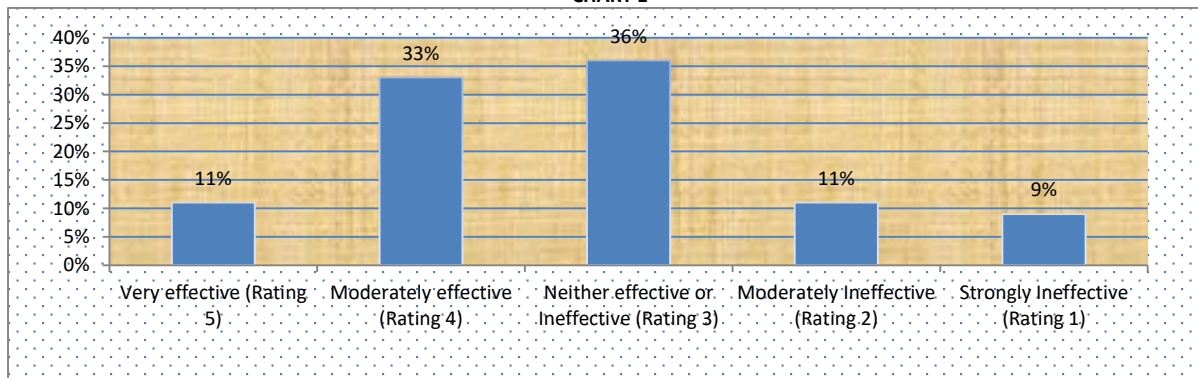
Analysis: By analysis it is found that 49% (34) said they con not say now, 37% (26) said Favorable to Women, 11% (08) said Unfavorable to women, 3% (2) said Movement alone won't make any changes

Interpretation: 49% (34) of working women said they con not say now towards weather Me-Too movement will work in favour of working women.

EFFECTIVENESS OF THE MEASURES TAKEN BY THE ORGANIZATIONS ON ME-TOO ISSUES

4.1 Effectiveness of the awareness programs conducted in the organization *(if any) towards Me-Too Movement at Tumakuru city.

CHART 1



Source: Primary Data

Analysis: By analysis it is found that 36% (25) said neither effective or Ineffective, 33% (23) said Moderately Effective, 11% (08) said Moderately Ineffective, 11% (08) said Very Effective and 9% (06) said strongly in Effective

Interpretation: 36% (25) of working women said awareness programs conducted in the organization (if any) towards Me-Too neither effective nor Ineffective.

Hypothesis Testing using Chi Square Method

4.1 Effectiveness of the awareness programs conducted in the organization (if any) towards Me-Too.

Hypothesis H0: There is no impact of Socio Economic changes among working women due to Me-Too at Tumakuru city.

TABLE 1

Observed Values (O _i)	Expected Values (E _i)	(O _i -E _i)	(O _i - E _i) ²	$\frac{(O_i - E_i)^2}{E_i}$
6	14	-8	64	4.57
8	14	-6	36	2.57
24	14	10	100	7.14
22	14	8	64	4.57
10	14	-4	16	1.14
70	70	0	280	20

$$x^2 \text{ obs} = \sum \frac{(O_i - E_i)^2}{E_i} x^2 = 20$$

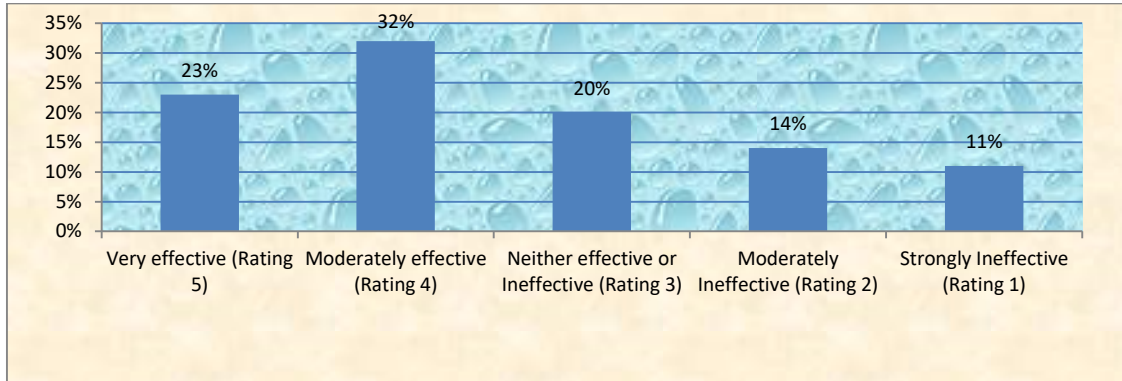
Degrees of freedom = x-1 = 5-1 = 4, Table value of x² @ α 5% with 4 d.f = 9.488

x² obs = 20 > 9.488.

Interpretation: The above indicate the x² obs value 20 which is greater than 9.488. Hence the null hypothesis is rejected.

4.2 Effectiveness of the programs impacted on change of better working conditions for women.

CHART 2



Source: Primary Data

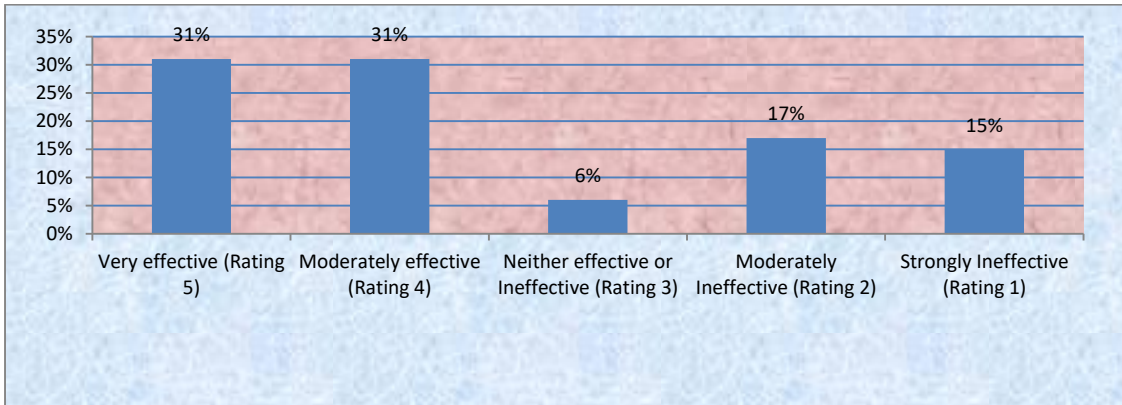
$$x^2 \text{ obs} = \sum \frac{(O_i - E_i)^2}{E_i} x^2 = 8.57$$

Degrees of freedom = x-1 = 5-1 = 4, Table value of x² @ α 5% with 4 d.f = 9.488. x² obs = 8.57 < 9.488.

Interpretation: The above indicate the x² obs value 8.57 which is lesser than 9.488. Hence the null hypothesis is accepted.

4.3 Effectiveness of the Sexual Harassment committee formed

CHART 3



Source: Primary Data

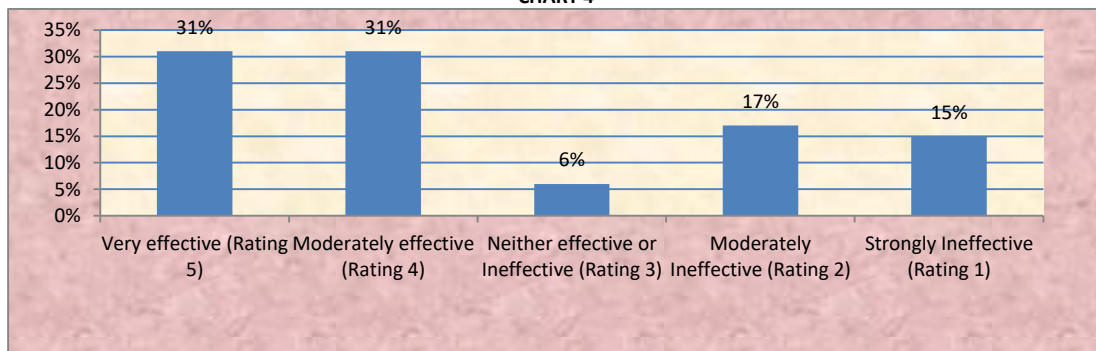
$$x^2 \text{ obs} = \sum \frac{(O_i - E_i)^2}{E_i} x^2 = 17.71$$

Degrees of freedom = x-1 = 5-1 = 4, Table value of x² @ α 5% with 4 d.f = 9.488. x² obs = 17.71 > 9.488.

Interpretation: The above indicate the x² obs value 17.71 which is greater than 9.488. Hence the null hypothesis is rejected.

4.4 Effectiveness of the Remedial measures taken by the committee to solve issues.

CHART 4



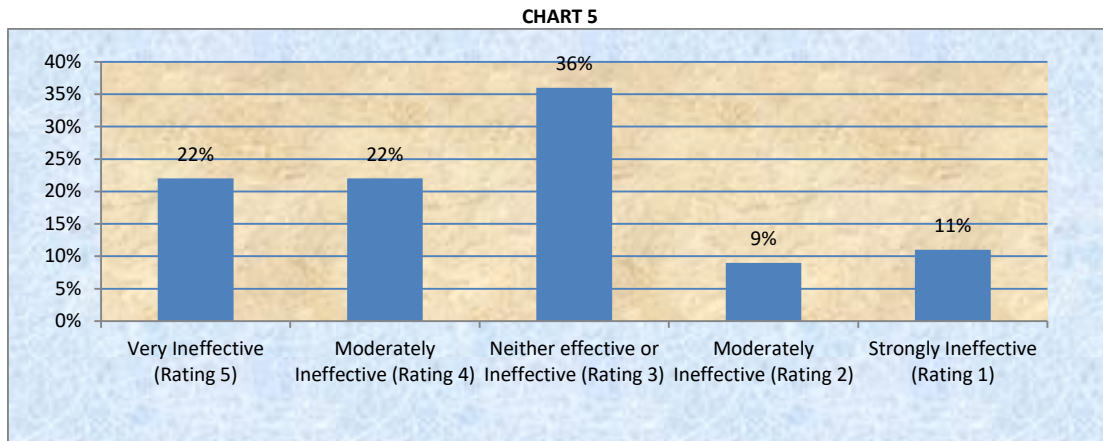
Source: Primary Data

$$x^2 \text{ obs} = \sum \frac{(O_i - E_i)^2}{E_i} x^2 = 21.28$$

Degrees of freedom = $x - 1 = 5 - 1 = 4$, Table value of $x^2 @ \alpha 5\%$ with 4 d.f = 9.488. $x^2 \text{ obs} = 21.28 > 9.488$.

Interpretation: The above indicate the $x^2 \text{ obs}$ value 21.28 which is greater than 9.488. Hence the null hypothesis is rejected.

4.5 Effectiveness in self-awareness increase because of social media among the working women towards Me-Too



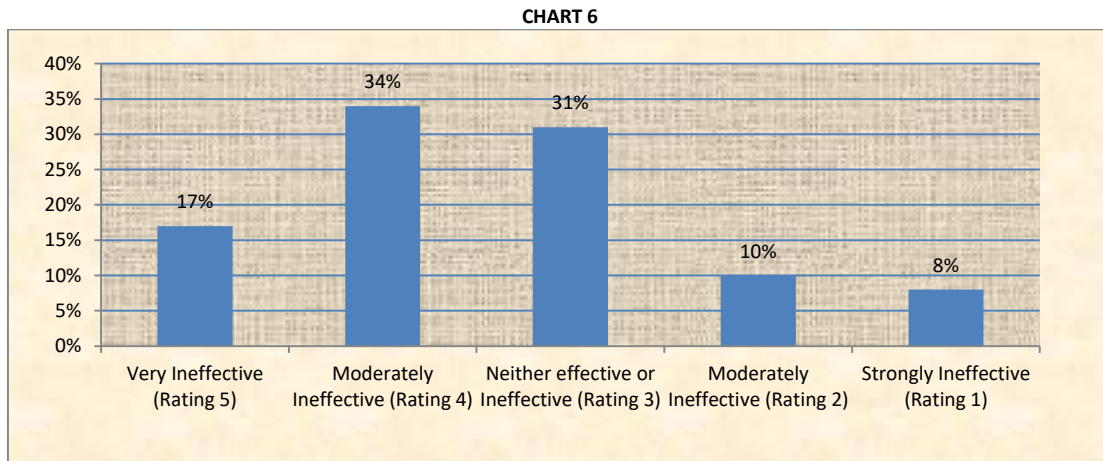
Source: Primary Data

$$x^2 \text{ obs} = \sum \frac{(O_i - E_i)^2}{E_i} x^2 = 14.85$$

Degrees of freedom = $x - 1 = 5 - 1 = 4$, Table value of $x^2 @ \alpha 5\%$ with 4 d.f = 9.488. $x^2 \text{ obs} = 14.85 > 9.488$.

Interpretation: The above indicate the $x^2 \text{ obs}$ value 14.85 which is greater than 9.488. Hence the null hypothesis is rejected.

4.6 Effectiveness of the focus on women due to Me-Too movement



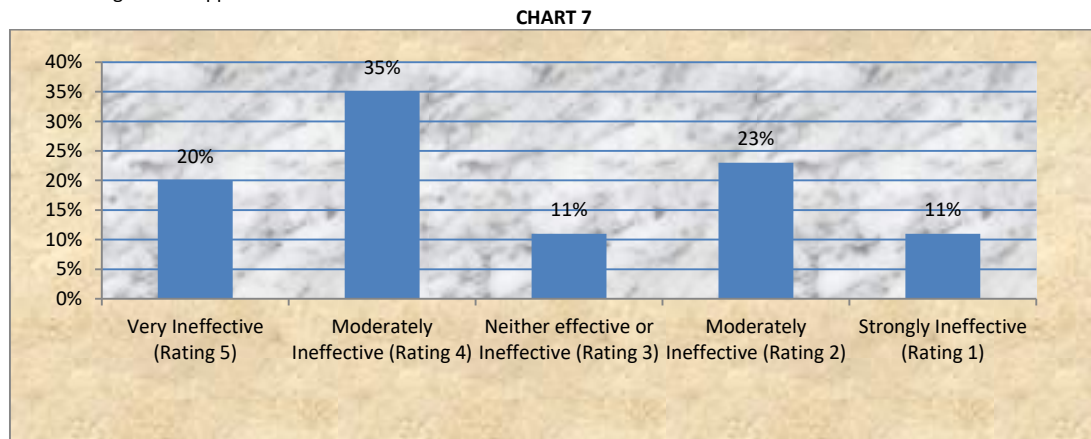
Source: Primary Data

$$x^2 \text{ obs} = \sum \frac{(O_i - E_i)^2}{E_i} x^2 = 14.35$$

Degrees of freedom = $x - 1 = 5 - 1 = 4$, Table value of $x^2 @ \alpha 5\%$ with 4 d.f = 9.488. $x^2 \text{ obs} = 14.35 > 9.488$.

Interpretation: The above indicate the $x^2 \text{ obs}$ value 14.35 which is greater than 9.488. Hence the null hypothesis is rejected.

4.7 Effectiveness of the Management Support to handle the Me-Too issues



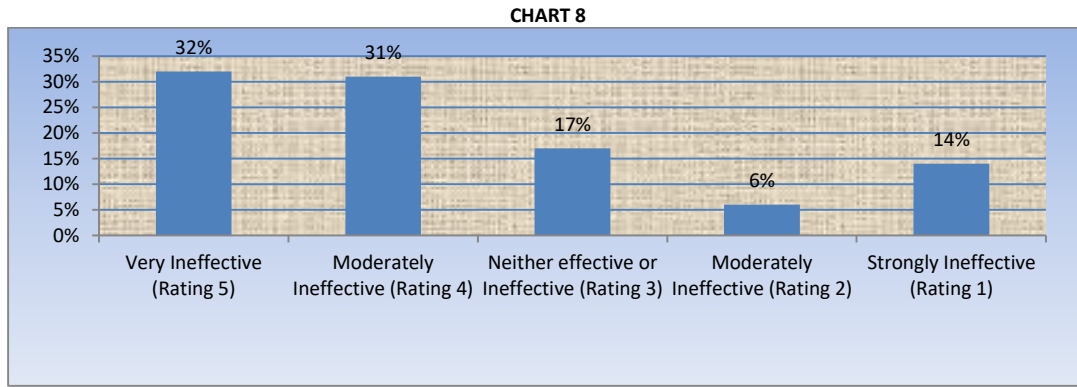
Source: Primary Data

$$x^2 \text{ obs} = \sum \frac{(O_i - E_i)^2}{E_i} x^2 = 12.57$$

Degrees of freedom = $x - 1 = 5 - 1 = 4$, Table value of $x^2 @ \alpha 5\%$ with 4 d.f = 9.488. $x^2 \text{ obs} = 12.57 > 9.488$.

Interpretation: The above indicate the $x^2 \text{ obs}$ value 12.57 which is greater than 9.488. Hence the null hypothesis is rejected.

4.8 Effectiveness of the Precautionary measures taken by the management during day time to protect working women towards Me-Too



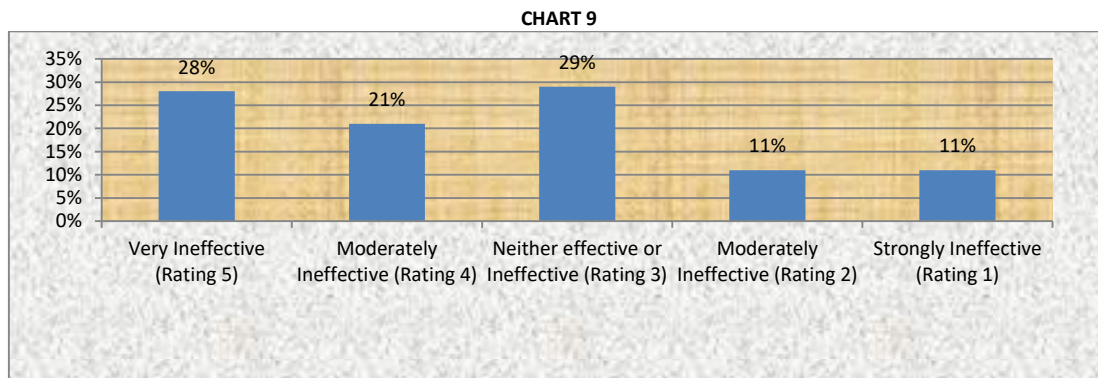
Source: Primary Data

$$x^2 \text{ obs} = \sum \frac{(O_i - E_i)^2}{E_i} x^2 = 17.71$$

Degrees of freedom = $x - 1 = 5 - 1 = 4$, Table value of $x^2 @ \alpha 5\%$ with 4 d. f = 9.488. $x^2 \text{ obs} = 17.71 > 9.488$.

Interpretation: The above indicate the $x^2 \text{ obs}$ value 17.71 which is greater than 9.488. Hence the null hypothesis is rejected.

4.9 Effectiveness of the Precautionary measures taken during night duty to protect working women towards Me-Too



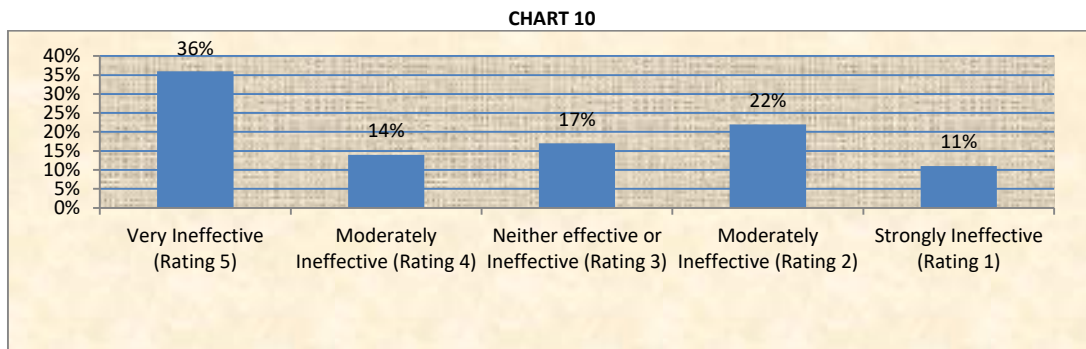
Source: Primary Data

$$x^2 \text{ obs} = \sum \frac{(O_i - E_i)^2}{E_i} x^2 = 10.28$$

Degrees of freedom = $x - 1 = 5 - 1 = 4$, Table value of $x^2 @ \alpha 5\%$ with 4 d. f = 9.488. $x^2 \text{ obs} = 10.28 > 9.488$.

Interpretation: The above indicate the $x^2 \text{ obs}$ value 10.28 which is greater than 9.488. Hence the null hypothesis is rejected

4.10 Effectiveness of the Job security measures taken to protect women in case if she discloses the Me-Too issues



Source: Primary Data

$$x^2 \text{ obs} = \sum \frac{(O_i - E_i)^2}{E_i} x^2 = 12.71$$

Degrees of freedom = $x - 1 = 5 - 1 = 4$, Table value of $x^2 @ \alpha 5\%$ with 4 d. f = 9.488.

$x^2 \text{ obs} = 12.71 > 9.488$.

Interpretation: The above indicate the $x^2 \text{ obs}$ value 12.71 which is greater than 9.488. Hence the null hypothesis is rejected

SUMMARY OF FINDINGS

1. The awareness programs conducted in the organization (if any) towards Me-Too are effective
2. The programs impacted on change of better working conditions for women were found In effective
3. The Sexual Harassment committee formed found effective
4. The Remedial measures taken by the committee to solve issues were effective
5. Self-awareness increase because of social media among the working women towards Me-Too found effective
6. The focus on women due to Me-Too movement found effective
7. The Management Support to handle the Me-Too issues found effective
8. The Precautionary measures taken by the management during day time to protect working women towards Me-Too found effective
9. The Precautionary measures taken during night duty to protect working women towards Me-Too found effective
10. The Job security measures taken to protect women in case if she discloses the Me-Too issues found effective

RECOMMENDATIONS/SUGGESTIONS

1. 71% respondents suggested More Awareness to be given for working women towards Me-Too
2. 72% suggested More Counseling to be given for working women towards Me-Too
3. 79% suggested More education to be given to Family members to understand her better
4. 85% suggested More Protection and support to be given from the Management to eradicate Me-Too
5. 71% suggested Suggestion box must be kept exclusively for women opinions collection
6. 67% suggested Legal aid must be provided by the organization to women at free of cost to understand the legal consequences of Me-Too
7. 71% suggested Co-operation required by the colleagues and men in the working area
8. 67% suggested Dress code to be implemented very strictly for Working women
9. 70% suggested Women should avoid and protest unhealthy situations to protect herself
10. 60% suggested More Cameras must be fixed in the working area to monitor better
11. 66% suggested In Deciding promotion this concept (Free from Me-Too) also to be included as one of the major criteria for men
12. 80% suggested Police protection need to be increased in night time (night beat)
13. 74% suggested Education the female children right from school and colleges to be given towards Me-Too and Sexual Harassment
14. 83% suggested Support and take immediate positive steps to protect women by Management in case of any registration of complaint by working women on Me-Too
15. 80% suggested Prompt and Transparent enquiry should be made on the person against whom the Me-Too complaint is raised irrespective of the post he belongs

CONCLUSIONS

The research is conducted in Tumakuru city to find out the impact of Me-Too and any changes Implemented in the organisation after this movement and it is found that the Effectiveness of the awareness programs conducted in the organization towards Me-Too, Effectiveness of the Sexual Harassment committee formed, Effectiveness of the Remedial measures taken by the committee to solve issues, Effectiveness in self-awareness increase because of social media among the working women towards Me-Too, Effectiveness of the focus on women due to Me-Too movement, Effectiveness of the Management Support to handle the Me-Too issues, Effectiveness of the Precautionary measures taken by the management during day time to protect working women towards Me-Too, Effectiveness of the Precautionary measures taken during night duty to protect working women towards Me-Too, Effectiveness of the Job security measures taken to protect women in case if she disclose the Me-Too issues were found very effective and satisfactory

Whereas Effectiveness of the programs impacted on change of better working conditions for women is found ineffective.

After thorough analysis, Interpretation and Statistical verification we can conclude that the measures taken to eradicate / reduce the Me Too issues in the organisations were found Effective and Satisfactory in Tumakuru city

LIMITATIONS

Five limitations have been identified in this study. First the study is limited to the geographical region of Tumakuru city only. Second the research includes a sample size of 70 working women only which is not enough to determine Me-Too impact at Tumkur city. Third a strong unwillingness on the part of the various working women to participate and aid the research may be due to fear or hesitate to give proper reply. Fourth in few company's women are not ready to voice against their management or dominant authority. Fifth the opinion is at the time of giving response with Traditional sentiments by working women which still prevails in the city.

SCOPE FOR FURTHER RESEARCH

Further research may be conducted in the other major cities or in the state level to find the impact of ME-Too movement in the working place various organizations

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THE CURRENT STATUS AND FUTURE ECONOMIC IMPACTS ON DRINKING WATER WITH SPECIAL FOCUS ON CHENNAI METRO CITY

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ABSTRACT

“WATER” from an economics stand point has a different insight from the other commodities as its cost depends on multiple parameters such as availability, quantity and quality. Chennai, being a rapidly growing metro with huge floating population but with limited water resource, always leading the scarcity chart against other metros across the country, giving water a special commodity status as “scarcity leads to investment opportunities”. With this situation, the authors did a detailed survey through direct interactive survey with chennaites sampled across the city with in Metro boundary to conclude on how drinking water is spent by Chennai Metro populations. The survey questioner designed in such a way to gather information on how every single Chennaite spend their drinking water and their economic impact. The questioner focuses on to understand the response from public on the quantity of water utilized and other information’s like drinking water resources, expenditure on drinking water and reliability of their household water resources. This article highlights the water resources of Chennai city, the economics involved in drinking water, the presentation on the survey findings and finally with the authors conclusion.

KEYWORDS

water economics, cost analysis.

JEL CODE

Q25

INTRODUCTION

The Chennai Metropolitan Water Supply & Sewage Board (CMWSSB) [1] monitors and controls the metros water system adhering to IS10500:2012 [2] standard for drinking water. Already Chennai is squeezed with population of approximately 10.6392 Million [3], adding to that the alarming finding is that the population growth rate of Chennai is high than the many metropolitan cities with yearly growth of 0.3232 Million based on recent statics. Against this background, CMWSSB faces one of the toughest challenges providing drinking water supply to its inmates. Moreover, ground water in Chennai is unfit to consume directly due to the high presence of Total Dissolved Solids ranging from 550 to 3000 mg/L sampled from different parts of the city.

In this uncontrolled scenario, to meet the demand of drinking water and at the same time to adhere to the standards, the government is forced to align with private bodies on support services like the water transport, treatment, maintenance of water resources has made the water costlier. This situation is clearly described by the words of Adam Smith in the book chapter 4 of “Wealth of the Nations” [4]. “Two thousand before Smithy, Plato describes that “only what is rare is valuable, and water, which is the best of all things. ...is also the cheapest” [5]. Though the present scenario is not matched with the sentence in terms of “Cheapest”. At extreme draught times, railway forces are pushed into service to drag 100s of water wagons from different parts of the state making headlines to create psychological water scarcity fear, which adds additional economical value to water.

The difference between the economic value and the market price of water is clearly described by the ward and Michelson (2002) as “Water has economic value only when its supply is scarce relative to demand. Whenever water is available in unlimited supply, it is free in the economic sense. Scarce water takes on economic value because many users compete for its use. In a market system, economic values of water, defined by its price, serve as a guide to allocate water among alternative uses, potentially directing water and its complementary resources into uses in which they yield the greatest total economic return” [6]. These words exactly reflect that the market value is directly proportional to water scarcity and why drinking waters market graph is shooting up against money.

LITERATURE REVIEW

Hicks (1939), Henderson (1941) discovered a way of characterizing the tradeoff that underlies the economic concept of value [7]. When one says that a person is willing to exchange X for 50 units of Y, this could mean either (i) the person would be willing to give up (pay) 50 units of Y to obtain X or (ii) the person would accept 50 units of Y to forego X. The first uses maximum willingness to pay (WTP) as the measure of value, and is the measure mentioned by Dupuit and Marshall and analyzed by Hicks (1939). The second is the new measure that was suggested by Henderson; it uses minimum willingness to accept (WTA) as the measure of value. Together, these exhaust the logically possible ways of expressing a tradeoff. Hicks (1942, 1943, 1946) analyzed the relationship between them in the case of a price change and showed that they differ by an income effect. Water scarcity and economic factor pushes Chennaites to accept and pay for it based on his buying capacity. Commodity water is priced to target people with different buying capacity and income range, where water at low cost must compromise on standards, quality and quantity.

Hicksian analysis and its modern formulation in terms of duality theory carry over from the valuation of market goods to non-market items. Maler’s analysis also provides a formal justification for the field of non-market valuation, including the monetary evaluation of the natural environment. Economic valuation deals with the valuation in monetary terms of items that people might care for. The alternative approach, first suggested by Ciriacy-Wantrup (1947), is to interview people and elicit their monetary value; this became known in economics as the contingent valuation (CV) method [8]. Survey helps in getting to know chennaites varied expectation on drinking water, their knowledge on the available water resources, various purpose for which it is utilized and their buying capacity.

Non-market valuation applies the same notion to items that are not sold in a market. It is important to emphasize that the Dupuit-Marshall concept of economic value carries over to such items. This is because, even for something that is not sold in a market, it is still meaningful to conceptualize the economic measure of the satisfaction from the item as the monetary amount which the person would be just willing to exchange for the item if it were possible to make such an exchange. In effect, this generates a monetary measure of the change in the person’s welfare by using the change in the person’s monetary income that she would consider equivalent to the item in question in terms the overall impact on her satisfaction.

The Authors Weisbrod (1964) and Krutilla (1967) started from the premise that some of people's motives for valuing the natural environment may differ from those for valuing a market good [9]. People may value the natural environment out of considerations unrelated to their own immediate and direct use of it. Weisbrod focused on uncertainty and what became known as "option value": some people who do not now visit a national park, say, may still be willing to pay money to protect it from destruction or irreversible damage because they want to preserve their option of visiting it in the future. Krutilla focused on what became known as "bequest value" and "existence value." With bequest value, the notion is that some people would be willing to pay because they want to preserve the park for future generations. With nonuse value, the notion is that some people would be willing to pay even if they knew that neither they nor their children would ever visit it; in Krutilla's example, people may "obtain satisfaction from mere knowledge that part of the wilderness in North America remains." These are legitimate sources of value, Krutilla and Weisbrod felt, but they would not be respected by private managers of the environmental resource. Nor would they be adequately measured by a conventional revealed preference analysis such as the travel cost method. Consequently, some other method of measurement is needed.

The first significant application was by Davis (1963) which dealt with the economic value of outdoor recreation in the Maine woods; to measure this Davis interviewed a sample of hunters and recreationists and asked how much more they would be willing to pay to visit the area [10]. The next application was by Ridker (1967); to measure the damages from air pollution, Ridker included some questions in a survey [11]. In 1969, a steady stream of CV studies began to appear in the economics literature. Official recognition was given to CV in 1979, when the US Water Resources Council included it along with travel cost as recommended methods of non-market valuation. In consequence, since the mid-1980s it has not been acceptable in the US to perform an economic assessment of a major water project without including some nonmarket valuation of the project's environmental impacts. It should be emphasized that the use of non-market valuation applies to positive as well as negative environmental impacts of water projects [12]. In 1985 Young made a survey to identify the water impact on economy of the different people living standards [13].

In recent times, author spulber (2012) written a book to describe the role of private sectors in the drinking water supply chain [14]. The author booker (2012) written a book about the policies on the drinking water and its economic impact in the country economy [15]. The economic value of the water described by the author Haavisto (2018) with respect to the allocation of water for agriculture and drinking purposes [16].

The literature clearly shows the water is not commercial market product, not a private good to sell, but it impacts the economy of the system. The literature suggest that the interview method or survey will gives the best results to identify the economic value of the non-market goods such as natural resources. So, in this work authors used a survey method to identify the economic value of water in a specified location in Tamilnadu i.e., Chennai city.

OBJECTIVE

The prime objective of the study is to analyse the current status and future economic impacts on drinking water with special focus on Chennai Metro city.

RESEARCH METHODOLOGY

The study is based upon the secondary data available on the websites, books & journals.

WATER RESOURCES OF CHENNAI CITY

Before the modernization of the city kick started, non-perennial rivers Adyar, Kosasthalai and Cooum which flow through the Chennai and drains into Bay of Bengal were once upon a time, good water resource for Chennai. Adding to that the British made Buckingham canal intersects all these rivers and connects them with the northern backwaters and the southern backwaters of the city in order to act as a good flood control system as well as supporting the ground water table where ever they flow through the city. However, the rivers were polluted with zero sewage treatment as the city lacks an effective liquid waste management system. This transformed the rivers gradually into huge gutters.

Huge Wetlands like Pulicat Lake, pallikaranai, Kattupalli, Jheels around manali and madhavaram, Estuary Creek's of Adyar either shrunk and silted or converted into waste dump yards to make them literally horribly contaminated. These wetlands could have been a great resource to refill the groundwater recharging capacity of Chennai if they had been well preserved. Successive governments tried their best to get water through pipelines from perennial lakes like Veeranam with main aim to increase the water supply, but this project failed to supply the needs though they have greatly reduced the dependency on distant source.

Chennai has massive lakes in the form of Poondi (3,231 Mcft), Sholavaram (881 Mcft), Red Hills (3,300 Mcft) and Chembarambakkam (3,645 Mcft) to leverage the storage service for Chennai people. Telugu Ganga project which gets water from the river like Krishna River in Andhra Pradesh, has also contributed it's share in adding its water supply to puzhal lake. Minjur and Nemili sea water desalination plant has been constructed to increase the future demand in water supply, both plants are working from 2010 and 2013 and one more plant has been planned. More over Chennai is expected to face a huge deficit of water around 713 million liters per day (MLD) as the demand is expected by 2.248 (MLD) and supply estimated only at 1.535 (MLD) in 2026. In 2017, the total volumes of water resources were 339 million cubic feet (mcft) and the groundwater recharge was 170 (mcft).

The expectation from people of Chennai on expansion of Chennai Metropolitan Area (CMA) that has nearly 4100 of new water bodies, which has an effective storage capacity of 150000 million cubic feet could go vein if not planned wisely. Recent awareness programs have kick started the rain water harvesting units mandated at every household with a heavy and consistent monsoon rains are contributing their part in increasing the ground water table.

The water storage level will be various between different regions of the city. It was classified as sandy, clay and rock areas. Sandy coastal belt covering New Washermentpet, George Town, Manali, and Besant Nagar in this area water level stood between 5m to 6m in 2012. Clay layer areas like Porur, Kolathur, Pulianthope, Ambattur, Sholinganallur, K K Nagar and Virugambakkam stood at 5.5m to 6m in 2012. Guindy, Perungudi, Taramani and Velechery, considered as hard rock areas, stood at 6.5m in 2012. Unfortunately, compared to other areas, recharge and dip in water level is much faster in sandy and hard rocks area.

The level of water and its quality was consciously checked by Metro Water and it supply water from 145 wells spread across the vast city. From 2012, the approximate water level in Chennai falls between 5 and 6 meters. The water demand will be very high at the time of June when there is a low supply of water. During January the time of north east monsoon the water supply and the ground water level will be increase by 1.5m to 2m.

According to a study done by Ernst and Young, Chennai was given a high score in the working ratio in utilization of water, by measuring their operational efficiency, financial health and stability. This is what measured by most of the other Indian cities and by this standard, this it still a poor working ratio. The Chennai Corporation started the construction of 5000 rain water harvesting structure in and around the storm water drains during 2012.

ECONOMIC VALUE OF WATER

By comparing other commodities and other utility of services, the money which is spending for water is very high and it leads to insufficient in supply. Water, with its heavy weight, expensive to transport compare to its value per unit of weight. The transportation facility for water is very less extensive than that for more valuable liquids such as petroleum. Let us quickly do a comparison between commodity electricity and water. Both are expensive to transport but it can be stored easily, although the shortage problems of electricity and water are handled by different strategy. If there is a sudden shortage in supply with electricity it will be immediately solved by improving power over the grid for resources that could be 1000 million distance away or more. But, with water there is no comparably interlink transportation grid and even if it is there it takes longer to move comparably large quantity of water. Still, this type of storage can help to resolve unexpected demand in the period of peak use.

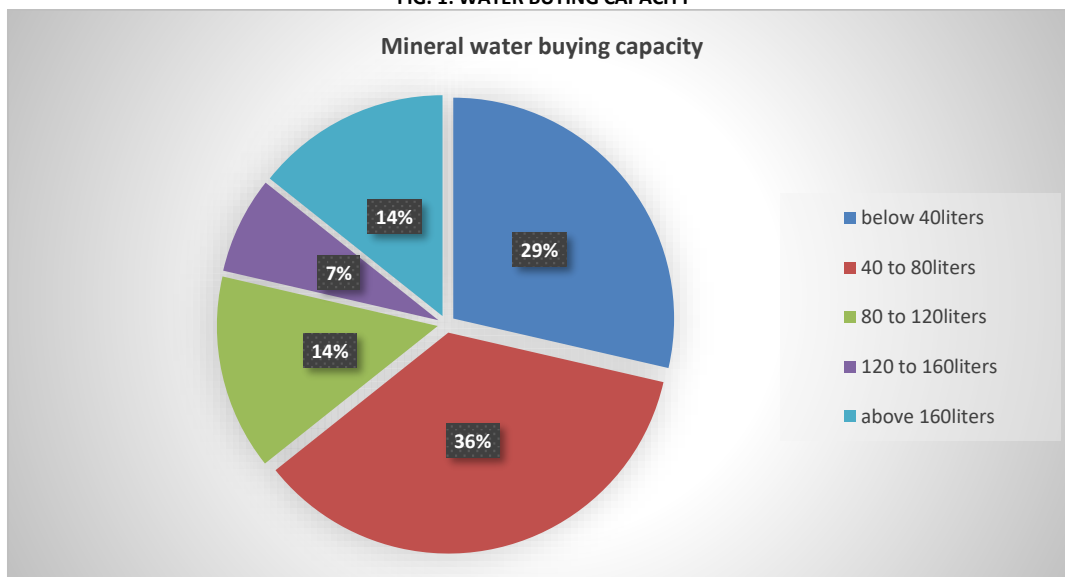
Another exclusive economic feature is that water supply is highly exceptionally capital intensive compared not only to manufacturing industry but is also used for other public utility. In country like US it is the best i.e: for the ratio of capital investment to make income for the longer than in electricity for tele communications. Similarly, the capital assets which is used for water supply neither be shifted to other locations nor it can be reused for any other purpose. Thus, they show an extreme type of fixed non- malleable capital. Moreover, the physical capital in the water industry is always long term. The infrastructure which relates to surface water storage, transportation and the pipe networks in the streets can have more economic life such as 50 – 100 or more years, such longer period over that of capital employment is a must in manufacturing industry or in other public utility sectors.

In addition to water supply and sanitation there are many significant economics components. Especially for the storage of surface water at any given specific dam site, due to increasing the capacity of the dam one can majorly reduce the unit of cost for storing the water. The ground water source is different in the economics of scale in production are much less noted. There are many other ways to treat convenience of drinking water and waste water in the economics of scale. The capital power and economics of scale is related with surface water supply have been intense to economic and social implications. Water considered as natural monopoly and more likely there will be a single provider in any given area. Another difficult outcome of the capital intensity longevity of capital and economics of scale in the surface water facility is liability to what might be called as uneven or less elegant, grandness in these systems. It is very important to note that the price which is paid by the users, reflect at best its real supply cost and not its scarcity value. The consumer pays for the capital and operating cost for the water supply by the Government. Thus, water, which is different from oil, coal or other minerals according to the US Government law, they must pay a royalty for the usage of resources. Some other countries such as European it includes England, France, Germany and Holland also impose a charge for usage of water and these payments are fundamentally administrative fee and not an estimation of the economic value of the water being used. Water is very important for all the human, animal or plant. In economics there is a basics concept called as essentialness which formalizer this nation? This concept can be applied either to something that is basics raw material to production or some other thing which is directly enjoyed by the people as a consumption commodity. If there is an insufficient of raw material the production will be impossible. In such case, the final goods consider no amount of any other final goods can be recompense for having a zero level of consumption of the product, then it is considered as an essential commodity. Water, a best definition for essential final goods for human life is impossible without consuming 5 to 10 liters of water for per day by single person. For other sectors such as agriculture and for several manufacturing industries such as food and beverages, petrol, paper etc., water is considered as essential raw material. For human life water is very essential, usage of water is another important way for reduce the water wastage and its gives enjoyment and satisfaction of life. Though, there are many other ways to use the water but in that mainly used for drinking propose. In modern periods water is used for bathing in tubs, water borne sanitary waste disposal, outdoor landscape and gardening, washing clothes in machine, pools, dish washer, car cleaning, waste disposal, hot tubs etc. This constant increased usage of water leads to rise of per capital household water usage and the economic value of the water. It is clear evident that the economic value of the water directly linked with the availability of the water and its usage rate. Since last 5 years, the rain fall rate has drastically reduced in the Chennai region and water demand has increased rapidly due to the population growth, which leads to an increased per person spending amount of drinking water.

RESULTS AND DISCUSSION

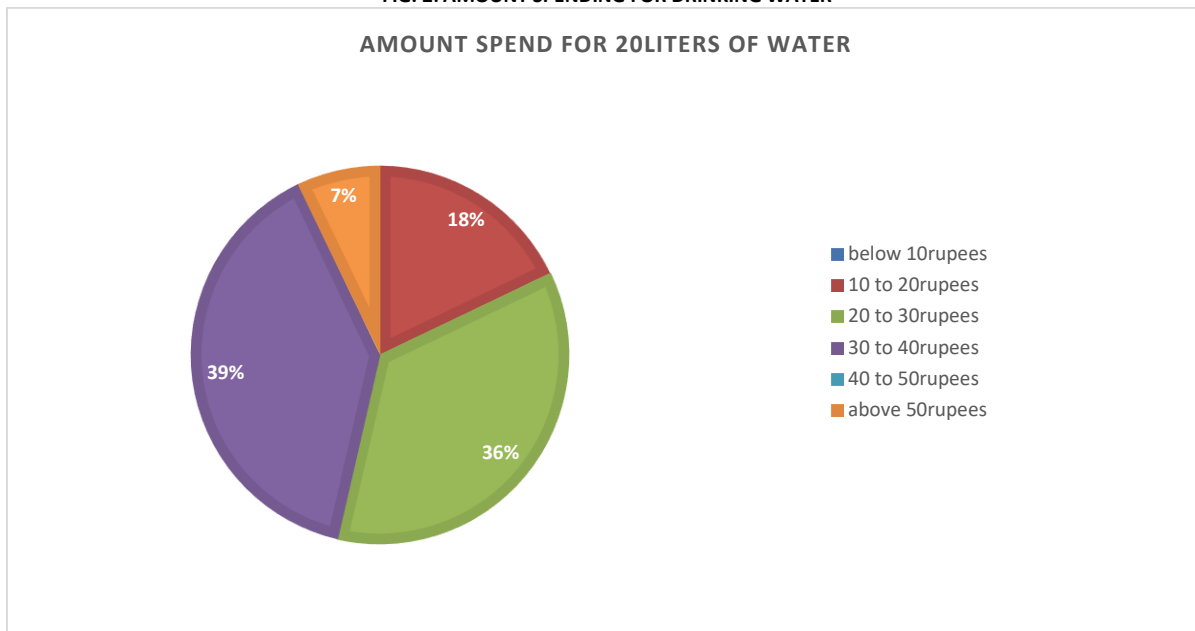
In this survey made a questioner in such a way that to get an accurate response related to the water sources, usage and amount of spending on the drinking water. In 20,000 samples 96.4% are the permanent residents in same location of Chennai. The Chennai Metro water board is major supplier of drinking water throughout the city. The water supplied regular basis through the water connection and are collecting the annual water charges from the public. The Chennai metro water board is also supplying the water through the tankers with a capacity varies from 3000 liters to 9000 liters. The cost of water is depending upon the type of consumers such as domestic/commercial/Industrial. The water board plays a major role in the water supply to the each and every location in Chennai city. The amount collect from the people is on the basis of considering the water as public good and not charging cost of water. The amount paid by the users is for the construction, operation, transportation, processing, treatment and maintenance of the water bodies present in Chennai. The amount of water utilization is depending on the number of members in a family. So added the number of in a family as a question to estimate the utilization of water per person. The results show that 39.3% people are 4 members in a home, 28.6% are the 3 members in a home and 14.3% are 5 members in a home remaining 17.8% are above 5 members or below 3 members in a home. The average people in a home is considering as 4 for calculating amount spending on each person for utilization of one liter of water. Among all households there is 67.9% people are having the metered metro water connection and are paying the annual charges according to the usage. The remaining 32.1% people are buying the metro water tankers having the capacity of 3000 liters to 9000 liters and above. The majority of the water tanker buyers are likely to buy the capacity below 6000liters. The Chennai metro water supplying the water through the metered connection are not suitable to drink and it utilized for the household things. The Chennai metro is also supplying the water for the public usage by placing the storage tank in majority of city streets. The water supply is periodic in nature and this water is not suitable to drink directly. In each and every household the majority of the people using the metro water, but it is observed that they are drinking it. It is hard to hear, but the reality is different than the statistics. In this survey, directly visited the more than 500 families whose economy categorizes as poor and middle class. In that 500 houses, taken the water to drink and they gave the mineral water. Then realized that the people of Chennai city majorly depend on the mineral water for drinking purpose. The Chennai water board supplying the purified drinking water (mineral water) through the several domestic centers maintained by government of Tamilnadu. The living people in the locality using those water purifier centers to access their quota of 20 liters per day with their proof of residence such as Smart card. But this system is successfully operated and functioning in the 40% of the places in Chennai city. So the majority of the people depends on the private mineral water suppliers than the government supplied water. The people are likely to pay money for the private bodies rather than the free mineral water due to transport reasons. That is, the private bodies' supplies the mineral water at the door steps and it is not happening in the case of government supply water. The survey results shows the 60.7% people not accessing the government supplied mineral water and are buying the water from the private bodies. The capacity of buying from all the samples are shown in figure 1.

FIG. 1: WATER BUYING CAPACITY



The private water bodies supply a water capacity of 20 liters' tin. The survey result for amount of spending on 20 liters' water is ranges from 10 to above 50 rupees. In 20000 samples, 17.9% people are spending is 10 to 20 rupees, 35.7% people spending 20 to 30 rupees, 39.3% people spending 30 to 40 rupees and 7.1% people spending above 50 rupees for 20 liters of mineral water and is shown in figure 2.

FIG. 2: AMOUNT SPENDING FOR DRINKING WATER



In some of the family's people using the purifiers to get the mineral water. The cost of investment and its maintenance made this system to utilize only 21.4% and they are spending an average amount of 300 to 500 rupees for 3 months' duration.

The above survey clearly evident that the people of Chennai prefer to drink mineral water and majority suppliers are private bodies. So the economic impact on the water industry raises drastically due to the lack of water reserves. The research studies say that each and every person needs to consume minimum of 3 liters of water for drinking. The results show the one-liter mineral water cost is about 1.75 to 2 rupees. The total expenditure on water increases 30 to 40% as compared to 2010.

CONCLUSION

The economic value of water does not depend on the commodity things. The literature suggests the interview or survey are the best methods to identify the non-market price of public goods i.e., water. The cost of water depends on its investment of reserves, transport, process and maintenance. In the present work used the survey method to find the spending on drinking water. The results highlighted are for 20000 samples lived in Chennai city. The Chennai metro playing a vital role in drinking water. But due to the people awareness and maintenance issues 67.9% of people attracted towards the private water suppliers. The economic index of a human is also depending on the quality of water accessing and amount spent to get water. The survey results show the amount spending for getting mineral water is increased 30 to 40% of the economic value in 2010 scenario. This increment is causing a huge impact on the developing sectors in the area of investments.

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THE PHILOSOPHY WENT WRONG: GOOD ARTISTS COPY, GREAT ARTISTS STEAL: A VIEW ON PATENT ISSUE IN THE SMARTPHONE INDUSTRY

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ABSTRACT

Smartphone Industry experiencing a high increasing return in the short run indicating the fact that in the long run increasing return to scale holds, but does the strategy of Patent to restrict entry or to cut competition hold?, Or in other words does the strategy of dominant players to cut the benefit of increasing return to new players and maintain its supernormal profit holds?, rather than going into the painstaking way of each and every cases of patent issue, our purpose is to develop the story around the real issue and confirm that the patent as a binding and restrictive mechanism will not hold given the case of a prior art.

KEYWORDS

competition, patent, prior art, platform, innovation.

JEL CODES

L19, M14.

INTRODUCTION

The purpose of this paper is to look at the patent issue in one of the fastest growing technologically competitive industry, which was first revolutionized by Apple Inc. and then later by Google's Android Platform. The credit for the growing competitiveness in this industry goes largely to the Android platform as it opened markets for existing, new, and low cost manufacturers. This area of research is noteworthy, given the conflict between growing competitiveness and patents claim raise by the top players, as it reflects the actors' action in this industry associated with development that can provide a relative advantage for capturing the market share. In this paper we will deal with the patents dispute philosophically, in a historical set up, to look at the incompetency of patents right as a competitive strategy in the Smartphone industry. The reason being obvious, 'a smartphone might involve as many as 250,000 active patents (largely questionable)', and mostly involves cases of a 'prior art'ⁱⁱ or overlapping rather than originality.

IMPORTANCE OF THE STUDY

Smartphone patents licensing and litigation generally refers to as Smartphone war, is associated with Commercial struggle among major players in Smartphone Industry to holds and maintain market dominance vis-à-vis Competitor. The existence of Patents, though, did let companies with patents right such as Apple Inc., Microsoft, Qualcomm and others to get healthy return on their investment but with availability and accessibility of Open source Android Platform Operating system, the market experience enormous possibilities, resulting in clash of interest, leading to large number of patent litigations. In this paper we look at the development of Apple Inc., as one of the best adopter of prior art and Once it's successfully placed itself in the technology Industry then we look at its patents claim on various manufacturer especially Samsung, the main threat to its dominance in the Smartphone industry and whether such claim is justify or not.

OBJECTIVE OF STUDY

To outline the development of Apple Inc., as an adopter, by using available information of prior art, and whether Smartphone war in patent litigation category could be hold as a mechanism for competitive strategy in the Smartphone industry or not.

RESEARCH METHODOLOGY

This study looks at the development of Apple Inc., from 1970's onwards and its adoption of available information to provide product for the mass consumer market to only high end consumer. Once market is created, then the emergence of other players to capture remaining market and hold a portion in lucrative market is provided with rational argument. In this paper, we have documented the frustration of Late Steve Job, one of co-founder and ex-CEO of Apple Inc., after Android operating system platform is making it way and denting the business of Apple Inc., This historical research study, look at patents issue, to explore the past events in an attempt to interpret the facts and explain the cause of events, and their effect in the present events. Thus, the research here used is a qualitative technique.

HISTORY WHISPERED IT ALL

The debate in this section follows an unconventional path starting from the 1980's. In the software computer industry, PARC (Palo Alto Research Center Incorporated), formerly 'Xerox PARC'ⁱⁱⁱ had an unparalleled run of innovation and invention, in the 1970's. Steve Job along with Apple engineers visited Xerox PARC in exchange for a lucrative agreement of selling Apple 100,000 shares for one million dollar, the then hottest tech firm in the U.S. what he saw, expressed his feeling to one of PARC engineer as, "Why aren't you doing anything with this? This is the greatest thing. This is revolutionary."^{iv} The user interface that Steve Job saw became part of star desktop. However, Xerox was not able to properly commercialized and profitably exploit PARC's innovations for which it had been severely criticized. In the interim, for the Apple Company's next generation of personal computers, he demanded the team working on it to change the course in line with PARC's innovative development. "The Apple engineers not only copied the original idea of PARC but also invented the pull-down menu, menu bar and the trash can—all features that radically simplified the 'original Xerox PARC idea'^v."^{vi} As a result, Apple was able to produce the first commercial successful 'Graphical user interface (GUI)'^{vii} product, the Macintosh, heavily inspired by PARC's innovative progress. This development gave birth to the Mac OS.

In the second half of the 1980's, Apple accused Microsoft of violating its copyright by adopting the 'look and feel' of Macintosh GUI, in spite of licensed agreement for window 1.0. The lawsuit followed because when Microsoft incorporated changes in the upgraded version, Apple found it to be comparable with Macintosh GUI. Apple listed 189 GUI elements as infringed, but the court decided that 179 of these elements had been licensed to Microsoft in the window 1.0 agreements and the remaining ten elements were not copyrightable, either due to lack of originality or limitation in which an idea could be expressed. In the midway, Xerox filed a lawsuit against Apple for copyright infringement to become the primary beneficiary, rather than Apple in the Lawsuit between Apple versus Microsoft. In the lawsuit filed by Xerox's a major issue was the right to the screen displays, known as GUI. It was a copyrighted technology that Xerox PARC had developed and merged in "its" star desktop in 1981, which was unlawfully use three years later in Apple's Macintosh. However, the timing was not right, so the Xerox case considered being inappropriate for a variety of legal reasons. At that time, no one disputed that Xerox PARC developed many of the ideas behind such user interfaces. However, the presided judge dismissed almost all the copyright lawsuit filed by the Xerox PARC against Apple Computer Inc., but the important question regarding, "how much," the similarity of user interface associated with copyright infringement remains unanswered. This development not only prevented monopolization by Apple in the modern desktop user interface but also raised serious concerns for the inventor, as it became difficult to distinguish between the inventor and iminventor^{viii}.

"The good artists copy, great artists steal" comment made by Steve Jobs, which he attributed to Picasso, during a 1996 Public Broadcasting Service documentary called "Triumph of the Nerds" to explain how Apple steal all of the best ideas and put them into their products. In his words, "We have always been shameless about stealing great ideas."^{xix} A decade and half later on March 02, 2010, 'Apple sues HTC over 10 patents and files an ITC complaint against HTC over 10 other patents.'^x As part of the press release, Steve Jobs said the following:

"We can sit by and watch competitors steal our patented inventions or we can do something about it. We have decided to do something about it. We think competition is healthy but competitors should create their own original technology, not steal ours."^{xi}

'It is one of the most misunderstood and misused creative phrases of all time.'^{xii} Analyst interpretation determines the side of the story, which is likely to be both sides result in 'an ambiguous generality.'^{xiii} There were several quotes made from

"One of the surest tests [of the superiority or inferiority of a poet] is the way in which a poet borrows. Immature poets imitate; mature poets steal; bad poets deface what they take, and good poets make it into something better, or at least something different. The good poet welds his theft into a whole of feeling, which is unique, utterly different from that from which it is torn; the bad poet throws it into something, which has no cohesion. A good poet will usually borrow from authors remote in time, or alien in language, or diverse in interest."

T.S Eliot – The Sacred Wood: Essays on Poetry and Criticism. Philip Massinger (1992).

As far as the Picasso quote was concerned, No authentic source confirmed definite attribution. Steve Jobs as being a perfectionist doesn't care as long as it works well. This ideology could be attributable to Apple later development as well under him, which turned Apple Computer fortunes to become one of the desirable luxurious consumer brands around the world.

THE UNTOLD STORY OF GREAT PRODUCT

The Apple Inc. success was attributed to innovative design; loyal consumer base, eco-system development around its Platform and well executed marketing strategies. Very few People know that the first-generation iPhone looks were comparable to LG KE850 Prada which was announced on December 12, 2006 much before iPhone 2G on January 9, 2007. In 2007, LG Prada won five different awards for the best design, so in terms of innovative design Apple Inc., authority are somewhat questionable. To further elaborate, consider the development of the iPhone, which began in 2004 consisted of about 1,000 Apple employees with "Project Purple."^{xiv} The first rule of Project Purple was that employees working on it do not talk about it. It was also the second rule. This shows the secretiveness of this project, so there is no question of copying the idea by South Korea based LG Electronics. Also, the KE850 Prada got a 2007 international product design award, where entries had to be shipped by September 2006. This clearly shows Apple's inability to produce any such design as represented by earlier iPhone.

Given the development in the Smartphone's history in addition to complementary technology history, Apple Inc. announced iPhone 2G on 7 January, 2007, the first multi-touch (first use in 'Mitsubishi DiamondTouch'^{xv}, 2001), Smartphone, capable of handling all operations. It also includes 'accelerometer sensor'^{xvi} (first use in Nokia E90 communicator) and 'proximity sensor'^{xvii}. The idea of introducing multi touch product was not unique. Microsoft Pixel Sense, which started development in 2001 also support multi touch and was launched on 29 May 2007. Even the world's first commercial multi touch product could not be attributed to Apple iPhone. In fact in 2004, a French firm called Jazz mutant unveiled the Lemur, which serves as a controller for music devices, turn out to be first commercial multi touch device. Thus, the key development for multi touch devices started evolving for commercial launch around 2000. This is remarkably different from Xerox GUI development, which was independent, a rare case of originality and not of a prior art.

One of the key features of the iPhone was its swiping gestures, which supported 'slide to unlock,' however this feature was a part of 'Neonode N1m' almost alike to the one which made the iPhone famous. Also, one of the reasons for which Apple's iPhone platform turned out to be ahead of potential competitor at that time was the content ecosystem that it offers, however almost 'a decade earlier Japanese telecommunication players pioneered a dynamic, multibillion dollar content ecosystem'^{xviii}, but they were not able to replicate the same success outside Japan, attributed as "Galapagos Effect."^{xix} Therefore, as a part of innovative technology industry, Apple drew together, a number of innovations already developed separately; touch screen Smartphones, capacitive touch screens, sophisticated multi-touch user interfaces and so on, and combined them into a great product larger than the sum of its parts. 'This process of merging and purifying of former innovations is the rule, not the exception, in technologically innovative industries. Android is basically the latest example of the process.'^{xx}

A BRIEF PERIOD OF ERSATZ^{XXI}

The influence of Xerox Parc GUI, on first Mac OS was well known. As a broad-spectrum too, the path breaking development affects the behavior of later development of competitive players. In the Smartphone industry, such influences led to maturity of the market and expansion of choices. The trade-off exists, in terms of, comparing these benefits with the cost of invention. However, most of the development in the Smartphone industry is a case of prior arts though contested due to overlapping aspect, especially in the software technology.

The Japanese content ecosystem success, commercial feasibility of multi touch devices, swiping gesture feature, iconic design of LG KE850 Prada, touch screen phone and so on, all these are influential development. It would have been practically impossible for the iPhone development team to come up with a device by ignoring all such advances. Just as iPhone got influenced, the aheadability features of it are likely to sway Google Android's development in the initial phase. Apple sued HTC and Samsung for such comparability, 'since Android is an open source OS so it is hard to establish a direct benefit to Google.'^{xxii}

If we look at the influential role of wireless carrier in the U.S market which compel the manufacturer to tailor the devices as instructed, then the Apple exclusive launch of first iPhone with AT&T might have influenced other carrier to tailor the earlier prototype of Android's devices to compete, which had led to some of the dispute from the product platform perspective. For instance, the resemblance of Samsung Galaxy S series, first two, apart from other models, which too is a part of litigation, in terms of design and features could be attributed to influence of iPhone aheadability as well as to meet demand of carrier providers along such line. The launched of iOS 7, resemble features comparable to window 8 and Android's OS mainly 4.0 Ice-cream Sandwich onwards along with user interface additions by manufacturer like Samsung. 'Either'^{xxiii}, this can be due to limitation in which an idea can be expressed or the influence of aheadability of competitor in this new competitive set up. This query is better left unanswered and I leave it for the reader to decide.

THE ENDLESS POSSIBILITY

The patent issue is not only complicated because of overlapping claims but also so of the broadness of 'prior art' recognition in the litigation. Even Microsoft, which is a multinational software corporation, cannot avoid patent litigation. To avoid patent infringement is practically impossible, partly because of its size and partly because there is no standard of the jargon that is being used. In addition, 'it is difficult to understand the patent applicability with respect to a specific technology.'^{xxiv} This opens up endless possibility, 'a "bubble" around Smartphone patents'^{xxv} combined with the ridiculous size of patents, which accounted for an estimated 250,000 patents that affect Smartphones. As a competitive strategy, adopting patents as an instrument to compete requires a large number of patent litigation, country specific, large resource too and opens up the possibility of counter patent litigation. As a hot lucrative market, the number of patent litigation has increased enormously since 2010, outlining the emergence of competition.

THE JUST OUTCOME OF PATENT RIGHT

In this paper we explore the difficulty associated with using patent right as a form of strategy due to overlapping claims in addition to cases of prior arts. This is not to establish that patent right is useless. Microsoft was able to convince major producer of Android's base OS devices like HTC and Samsung apart from '18 others'^{xxvi} to enter into contract, in spite of Google's invalidating such claim as "bogus patents."^{xxvii} Interestingly, 'HTC also entered into contract with Apple Inc., for licensing'^{xxviii}. 'Microsoft and Apple Inc., also have contracts to prosper without affecting each other's with patent litigations'^{xxix}. Several other players are also involved in patent licensing. If two or more players involve in licensing each other, it is cross licensing. The idea of cross licensing is to protect innovator incentive that comes from patent infringement and at the same time optimizing consumer's choices. But the hindsight reveals that the cross licensing involve 'complex set up of agreement or demand'^{xxx} either directly involved players such as Apple Inc., in the Smartphone Industry. In fact, Apple Inc., was willing to license only "lower

level patents" to Samsung, given its key role as supplier because it doesn't want to repeat the mistake which it done in the past by entering into licensed agreement with Microsoft for Window 1.0. As for indirectly involve players such as Microsoft, holding a small piece of pie from Android platform at reasonable rate, 'estimated to be \$ 5 per Android device'^{xxxi}, is like an icing on a cake in the Smartphone industry, given that its Window Platform is not doing well compare to Android Platform. In fact, in 2011 Microsoft reportedly earned more from Android than it did from Window Platform. As, all the major players of the product platform category had licensing agreement with Microsoft except Motorola, a sustained source of revenue is guarantee to Microsoft.

The outcome of Patent litigation is very slow as compared to the fast evolving nature of Smartphone industry. Since 22nd of October 2009, Nokia sued Apple, Apple counter sued Nokia, Apple sued HTC, HTC counter sued Apple, Motorola sued Microsoft, Motorola sued Apple, Apple counter sued Motorola, Microsoft sued Barnes & Noble, Apple sued Samsung, and Samsung sued Apple and so on. The outcome is that the number of litigation increased significantly and they are not over, as numerous litigations still continues. For major players, for instance Microsoft, Apple Inc., patent is not only protecting their patented innovations legitimate or illegitimate, but also forms a part of their source of revenue. This is true for emerging players too like Samsung, but 'the historical positioning tilt favoritism towards Apple Inc., and Microsoft'^{xxxii}. However, given the case of prior art or over lapping, the Smartphone war with respect to patents claim hardly affect the competition in the Smartphone Industry and there is no one way that an idea can be represented, possibilities are many. So, whatever is the claim and documentation provided in the court, the end result in almost all cases provide triumph for the adopters with some cost but given the nature of increasing return along with market expansion in the Smartphone Industry, this little cost is negligible and therefore cannot be used as a strategy to limit competition.

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- i. <http://www.techdirt.com/blog/innovation/articles/20121017/10480520734/there-are-250000-active-patents-that-impact-smartphones-representing-one-six-active-patents-today.shtml>
- ii. "Prior art, in most systems of patent law constitutes all information that has been made available to the public in any form before a given date that might be relevant to a patent's claims of originality. If an invention has been described in the prior art, a patent on that invention is not valid.
- iii. PARC (Palo Alto Research Center Incorporated), formerly Xerox PARC, is a research and development company, with a distinguished reputation for its contributions to information technology and hardware systems.
- iv. http://www.newyorker.com/reporting/2011/05/16/110516fa_fact_gladwell?currentPage=all
- v. An engineer at PARC demonstrates the user interface to Steve Job. He moved the cursor across the screen with the aid of a "mouse." Directing a conventional computer, in those days, meant typing in a command on the keyboard. He just clicked on one of the icons on the screen. He opened and closed "windows," deftly moving from one task to another. He wrote on an elegant word-processing program, and exchanged e-mails with other people at PARC, on the world's first Ethernet network.
- vi. http://www.newyorker.com/reporting/2011/05/16/110516fa_fact_gladwell?currentPage=all
- vii. Graphical user interface (GUI), typically allows users to interact with electronic devices using images rather than text commands.
- viii. Invention is used to denote the combination of improvement and invention on top of the prior art.
- ix. <http://gizmodo.com/5483914/steve-jobs-1996-good-artists-copy-great-artists-steal>
- x. <http://www.engadget.com/2010/03/02/apple-vs-htc-a-patent-breakdown/>
- xi. <http://www.feld.com/wp/archives/2010/03/are-apples-competitors-stealing-its-patented-inventions.html>
- xii. <http://arthistory.about.com/b/2009/01/26/good-artists-borrow-great-artists-steal.htm>
- xiii. To see some of interpretation, look at <http://gizmodo.com/5483914/steve-jobs-1996-good-artists-copy-great-artists-steal>
- xiv. Dan Rowinski (07-08-2012). "4 Real Secrets We've Learned So Far About Apple". Readwriteweb.com
- xv. The DiamondTouch table is a multi-touch, interactive PC interface product from Circle Twelve Inc
- xvi. The accelerometer is a built-in electronic component that measures tilt and motion. It is also capable of detecting rotation and motion gestures such as swinging or shaking.
- xvii. A proximity sensor is a sensor able to detect the presence of nearby objects without any physical contact.
- xviii. <http://brie.berkeley.edu/publications/wp199.pdf>
- xix. The "Galapagos Effect", is used to describe Japan's unique culture of technology that has not expanded beyond Japan's borders, in the same way that the Galapagos Islands exemplify unique evolutionary development in nature. Source : <http://accjournal.com/the-galapagos-effect/>
- xx. <http://arstechnica.com/tech-policy/2012/02/if-android-is-a-stolen-product-then-so-was-the-iphone/2/>
- xxi. The word ersatz means a product has being made or used as an alternative usually an inferior one for something else. The word also means an entity is created in imitation of some natural or legitimate product.
- xxii. It's easier to make handset manufacturer liable, who directly generate revenue and profit from Android OS, than Google, which gives the OS for free under licensable agreement and only indirectly creates revenue through mobile advertising and services.
- xxiii. In this case, exclusive dis-junction is use.
- xxiv. <http://www.crn.com/news/networking/48800085/world-wide-web-inventor-warns-of-patent-licensing-royalty-threat.htm>
- xxv. <http://www.techdirt.com/blog/innovation/articles/20121017/10480520734/there-are-250000-active-patents-that-impact-smartphones-representing-one-six-active-patents-today.shtml>
- xxvi. <http://www.fosspatents.com/2013/04/just-like-one-week-ago-when-foxconn.html>
- xxvii. <http://arstechnica.com/information-technology/2011/10/microsoft-collects-license-fees-on-50-of-android-devices-tells-google-to-wake-up/>
- xxviii. http://www.phonearena.com/news/Apple-and-HTC-reach-10-year-licensing-agreement-deal-will-settle-all-lawsuits-between-the-two_id36477

- xxix. <http://www.telegraph.co.uk/technology/apple/9474162/Apple-reveals-secret-patent-deal-with-Microsoft-in-Samsung-trial.html>
- xxx. In an October 2010 document titled "Samsung-Apple Licensing Discussion." Apple's document outlines a licensing cost of \$ 30 per Samsung handset and \$ 40 per tablet for all Samsung devices running Symbian, Bada, Window mobile and Android. Considering, the range of devices manufactured by Samsung this would translate into \$ 4 to \$ 15 per devices. The documents also mention an additional 20 per cent discount if Samsung agreed to cross license its patents. In addition, another "level of discount" would be provided if Samsung stop using Apple's most proprietary features, which were not defined in the documents. This shows the complexity of agreement that Apple wanted Samsung to enter. Source: http://www.macobserver.com/tmo/article/new_court_docs_reveal_apples_patent_licensing_royalty_demands
- xxxi. HTC is believed to be paying Microsoft \$5 per device based on 2010 license deal. Source: <http://www.businessinsider.com/microsoft-barnes-and-noble-partnership-is-a-crummy-deal-for-the-mobile-industry-2012-4#ixzz2WzJQVEfy>
- xxxii. The main determinant of favoritism was players positioning shamelessly by copying, as Apple does by copying Xerox GUI and Microsoft and Intel done with IBM. "The documentary on the history of Apple and Microsoft shows it was all about copying, not patents; at one point, Larry Ellison jokes about how IBM stupidly ceded the chip market to Intel and the DOS/application market to Microsoft when it could have owned it all."
Larry Ellison (born August 17, 1944) is an American entrepreneur and the co-founder and CEO of Oracle Corporation, a major enterprise software. Source: <https://www.techdirt.com/blog/innovation/articles/20130409/09212322633/documentary-history-apple-microsoft-show-it-was-all-about-copying-not-patents.shtml>

MULTICULTURAL TEAMS: A CHALLENGE TO THE GROWING ECONOMY

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ABSTRACT

Economic reforms in India led to erosion of diverse cultures. World became a small place to live. Technological changes started having a strong impact on minds of people and Organizations. People moved away from their cozy homes and started exploring different people with diverse and complex mindsets. Changes were not visible only in people and their tastes but also in functioning of the Organizations. Trust, values became a characteristic of high functioning organizational teams. It was a regular word to ensure the job is done. Trust in any situation is difficult to create and even harder to sustain. However, if you have a multicultural team, it is a huge challenge to the cross cultural managers to deal with it on daily basis. In this changing scenario Role of a leader is very crucial. The work of a leader and his effective leadership style is very important to manage teams with different cultures. Leader needs to understand various cultural perspectives. When they are well trained in these aspects, they can serve as a cultural bridge to minimize the effects of conflict which is inevitable in a working environment. One of the biggest challenges which organization face with Multi-Cultural teams is training them about Host Country Culture and miscommunication. This challenge can be addressed by Cross cultural training and use of Technology by our HR experts. This leads to vibrant and happier teams and in a long run, everyone is happier and more work is done.

KEYWORDS

change, culture, conflict, trust, values.

JEL CODE

M14

INTRODUCTION

Globalizations has made World a small place to live. So, the term "Global village". It is a Complex and multifaceted phenomenon. It is erasing the boundaries and integrating people and their cultures. With the increased global interactions comes the growth of international trade, ideas and culture.

Culture as term is a strong dynamic force for change. It is an integration of societies and communities and is considered to be hub of new opportunities. Cultural globalization is slowly entering the dictionary of business environment. It is not only entering the trade but also entering the Human work environment. It giving way to new work force and new working atmosphere. Recognition and respect for diversity of cultures at work place creates the conditions for mutual understanding, dialogue and peace.

The topic chosen for understanding is " Multicultural teams: a challenge to the growing economy".

OBJECTIVES

1. To have brief understanding of different cross-cultural working environments across the globe. It is taking into consideration economically developed nations.
2. To analyze the efforts of working with Multi cultural teams in organizations.
3. To understand the problems faced by HR experts to deal with diverse teams.
4. To analyze various techniques and methods which a successful manager should adopt to handle multi-cultural team.

NEED OF THE STUDY

1. Understanding Cross Cultural Management is important today because the Organization are global entities.
2. Cross Cultural Communication is important as it fosters teamwork in an Organization. It becomes important to understand how different cultures behave, communicate and perceive the world around them.
3. Cross Cultural training has become a syllabus of all HR departments in high profit organizations. It develops awareness on various cultural barriers where there is no common cultural framework. It has the ability to solidify values and goals among employees.
4. Cross Cultural Management research helps us to understand barriers that arise in a work place which has embraced different mindsets.

REVIEW OF LITERATURE

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- Article on "Cross- national, Cross-cultural Organization behavior Research, Advances, Gaps and recommendations" by Anne.s. Tsui, Sushil.S. Nifadzar and Amy yi ou, June 2007, vol 33, No.3.
- Article on "cultural intelligence "by David.C. Thomas, January 2015, Vol.6, International management.

RESEARCH METHODOLOGY**DATA COLLECTION**

Secondary data collection is the methodology adopted to write a research paper where most information is obtained from various scholarly articles, previous researches undertaken from many experts and online research publications.

DATA COLLECTED WHICH SUPPORTS THE STUDY:

In this Research Paper preferences is given to discussing working environment of large economies across the world: - US, UK and Asia.

ANALYSIS

- Let's have a brief discussion about the working culture and human resource behaviors' and mindsets prevalent in US

US (United States) is the largest economy across the world. Cultures vary differently for different industries across the country. It is a culmination of professionalism and a decentralized work base. Different aspects of their work environment are briefly discussed:

- a. **Informal Communication:** -Address the boss or even the president of the company by their First name as Sir or Mam is generally used for Strangers. It is actually healthy working relationships which matters the most.
- b. **Meetings:** - Meetings are generally held even for small decisions. Inputs from relevant members are taken into consideration before taking an appropriate decision. Members of the meeting cannot interrupt the speaker. They can usually say "yes" or "No". Nodding of head is considered to be in appropriate.

- c. **Communication:** -Work hours are dedicated to work only because that is what we are paid for. Personal discussion and personal friendship are common among colleagues. Any Personal matters should be kept short.
- d. **Corporate Social Life:** -All employees participate in Corporate social events such as birthday parties of their colleagues and boss, Christmas Party, Farewell of their colleagues.

- **Lets' brief out Working Environment of big economy UK**

UK is one of the fast –paced business environment and its dynamic nature of the economy forces employees to work for long hours. The British are increasingly aware of the issue of work-life balance. In many cases, family life may give way to the career of one or even both parents.

UK organizations are however, becoming even more aware of the business case for a positive work-life balance and many of them are implementing policies intended to reduce the pressure of work on private life. Their working hours matches with any of the Asian Corporates.

Communication among teams

There are various facets to communicating in the British workplace. Brits are being straight-forward when it comes to talking about numbers or data, but prefer to have informal chat before diving right in to the official matters. Five to Ten minutes are usually spent exchanging niceties before finally getting to the crux of the matter.

In British companies, Seniority is, more often than not, the ruling factor. Seniority is more important than credentials. There is a concept of equality and fairness among British work place. Generally, one person's accomplishment is not encouraged as compared to a whole team.

- **Let's walk through Asian Work Culture and values**

Generally, it is an assumption that when you work in Asia, Communication is the biggest barrier, but it is not the same. Language is never a threat or a challenge to face but office culture is. Asian countries have similar culture, but not exactly the same. If you take an example of Japan, they have a strong work culture. They are very systematic and are disciplinarians. They feel it is inappropriate to address an individual with their first name. They expect that they are addressed by their last name. The same does not hold well with respect to other western countries. When it comes to outfit, they prefer to wear more formals in colours of blue, black or grey every single day with no much consideration to weather. Many Asian countries prefer to work overtime and they prefer to bond with their staff with after work dinners.

In some provinces or cities, you will find yourself dealing with more than one ethnic group as well as expatriates. You will have to find a way of showing sensitivity to the needs of each of these groups. A strong team spirit and work ethic can be developed from such different elements, as well as enduring relationships with the local business network.

To succeed in Asia, you must have a team that understands Asia's individual business cultures and can work successfully within those cultures.

FINDINGS

- Existence of Multi-cultural teams are inevitable in a world which has dynamic and competitive business environment.
- Cultures of different countries are diverse and is right in its own way and cannot be altered easily.
- Cross-Culture training is important part of Organizational activity and should be taken up actively by HR departments of all global Organizations.
- Multi-cultural teams give an opportunity for the host country companies to understand different languages, mindsets and opinions. It helps the company to build a strong customer base.

PROBLEMS/CHALLENGES FACED BY CROSS CULTURAL TEAMS IN ORGANIZATION

Cross-cultural teams can have their fair share of problems once the novelty of interacting with new people fades. From simple issues like understanding language idioms to more complex work culture issues have posed a threat to Cross-cultural HR managers. Most of the organizations are Global Companies. People move more frequently from one country to another, which has led to Cross-country cultural diversity within work teams. Now, many countries have created various strategies, methods and team-based management techniques, when an additional element of cultural diversity is introduced, it throws a whole new spanner in the works!

THREATS/CHALLENGES

Communication Style of different cultures

Communication Style varies differently for different cultures. If we take western countries like United States, Australia and UK, Communication is precise, open and has emotional touch. This is a "Low-Context" culture.

If we take Asian countries like China, Japan and India they are more on the softer side. This is called "high context culture".

These varieties in communication style will be a threat to teams and HR managers.

Differences in cultural values

Cultural values varies differently with different cultures based on the environment they are groomed. If we take India into consideration Caste based society is still prevalent though the Government has taken considerable measures to outlaw it.

According to Geerte Hofstede there are **five dimensions** to Cultures:

- Power Distance
- Individualism vs. Collectivism
- Masculinity vs. Femininity
- Uncertainty Avoidance
- Long-term vs. Short-term Orientation.

Other issues relating to Cross cultural teams are:

- Communication, Language and Expressions.
- Dominating influences.
- Motivators and Expectations from the job.

SUGGESTIONS/STRATEGIES TO REDUCE THE CROSS-CULTURAL BARRIERS IN YOUR WORK TEAMS

- An organization in order to develop an Environment of Co-operation should first eliminate **Communication** barriers which is the root cause of other problems. This is possible by adopting certain training methods where the employees socialize with each other outside the work environment. This improves communication between employees and with the management.
- An organization should foster a culture of understanding and respecting each other's **religion and traditions**. This helps the cross-cultural teams to grow in a secured and homely environment. It helps them to maintain their identity.
- Organizations sometimes need to be one with crowd. It has to grow with the teams by learning certain **gestures** which is appropriate to the varied cultures of team members.

This creates a comfort zone among all the team members and acts as a prevention method to eliminate cultural differences.

- Expatriate training** has become a business routine for various global companies. It becomes important to train our home country employees to understand host country cultures as they are ambassadors of both cultures.
- It becomes very necessary to avoid issues sensitive **political, social or religious** that may offend the emotions and values of the host teams.

CONCLUSIONS

As business becomes increasingly globalised, cultural intelligence and intercultural competence is becoming an essential strategic tool for cross-border relationship and team building. In this series of Intercultural Challenges, multicultural team building has a significant impact in achieving business objectives. Successful managers must develop the competency to handle different management styles of their Cross-cultural teams and are expected to be flexible enough to switch from one culture to another.

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ROLE OF MSME IN EMPLOYMENT GENERATION OF ODISHA

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ABSTRACT

MSME sector has emerged as a vibrant and dynamic sector of the economy for the last five decades. These were setup to address the two major problems of the country i) economic and social development, ii) creating employment opportunities. These units need to be strengthened to boost the economic growth of the country. The development of this sector mainly depends on the initiatives of the State Governments. It requires more attention from the policy maker of the state in addressing the problems of credit, financial support and development in infrastructure and technology. In view of this, the objective of the study is to assess the performance of the MSME in respect of its growth and generation of employment opportunities.

KEYWORDS

MSME growth, investment, employment.

JEL CODE

J49

INTRODUCTION

Micro Small Medium Enterprises (MSME) sector has emerged as a vibrant and dynamic sector last five decades. These are setup to address the two major problems of the country: i) economic and social development, ii) creating employment opportunities. MSME ACT 2006 defines the Micro, Small and Medium Enterprises based on the investment in plant and machine for those engaged in manufacturing or production, processing or preservation of goods and investment in equipment for enterprises engaged in providing services. For registering a high economic growth, the growth of MSME sector is imperative. The need of the hour is to empower the MSME sector so that it can act as a growth engine of the economy. The primary responsibility of promotion and development of MSME depends upon the initiatives of the state governments. In Odisha MSME sector has maximum employment opportunities next to agricultural sector. Realising its importance the State Government has taken many steps in skill development of youth, marketing of the outputs, credit facilities, etc. The state has established the Odisha Skill Development Authority (OSDA), which is a dedicated undertaking to facilitate skill development suited to the needs of the industries. In view of this there is an attempt to study the growth of MSME and its role in creation of employment.

REVIEW OF LITERATURE

Lahiri, R (2010): Problems and Prospects of Micro, Small and Medium Enterprises (MSME) In India in The Era of Globalisation. In the paper the researcher has attempted to analyse the definition aspect of MSME and explore the opportunities enjoyed and constraints faced by them in the era of Globalisation. Annual average growth rate (AAGR) has been used as the major statistical tool to compare the performance of MSME during pre and post liberalization period with the help of four parameters namely: number of units, production, employment and export. The study revealed that there is only marginal growth rate in employment generation as compared to other three parameters.

Munda, S & Swain S (2014): Micro, Small and Medium Enterprises (MSME) In India; Financing by Banks. In the paper they try to highlight the role of commercial banks for the development of MSME SECTOR IN ODISHA. They tried to analyse the constraints faced by MSME sector, comparison of MSME IN ODISHA to that of India, the role of commercial banks in the development of MSME in Odisha. They concluded that the public sector banks are playing the dominant role in financing the MSME.

N, Shihabudheen (2013): Role of MSME ACT 2006 In Promoting Small Scale Industries in Malappuram: An Empirical Study of Manjeri Municipality, Kerala, India. The researcher tried to find out an overview of the MSME act 2006, to examine the awareness level among the people about the MSME ACT to examine the impact of MSME ACT 2006 on SSI units in the study areas and suggested pragmatic measures for the enhanced performance of the ACT. For the purpose of analysis simple statistical tools like percentage and average are used. THE researcher concluded that MSME ACT 2006 has a positive impact in SSI units, the Entrepreneurs don't have detailed knowledge of MSME ACT 2006 and there is lack of skilled labour and financial assistant. The researcher suggested to establish a labour bank in order to avoid the problem of unemployment providing raw material at favourable price and providing marketing training to the MSME units.

OBJECTIVES OF THE STUDY

1. To study the growth of MSME in the state of Odisha
2. To study the employment opportunities provided by MSME investment

RESEARCH METHODOLOGY**DATA COLLECTION**

The data is collected from various secondary sources such as journals, books and online portals. The collected data is a combination of time series and cross sectional.

PERIOD OF THE STUDY

The time period of the study is four years i.e. from the year 2015-2016 to 2017-2018

TOOLS AND TECHNIQUES

The study uses simple mathematical and statistical tools like percentage and regression analysis for identifying the growth and performance of MSME and employment opportunities over the years provided by MSME sector.

ANALYSIS OF GROWTH OF MSME

Odisha being an agrarian state, is endowed with huge allied resources which can be utilized in creation of adequate livelihood opportunities and meeting the dreams of aspirants labour force. In present scenario, sustainable economic growth is the dream of every state, where MSME acts as the wheel for promoting sustainable and equitable development. The district wise growth of MSME over the last four years i.e. from 2015-2016 to 2018-2019 is shown in the table 1.

TABLE 1: GROWTH PERCENTAGE OF 30 DISTRICTS OF ODISHA

Sno	Districts	2015-2016	2018-2019	Growth percentage
1	Angul	2056	2595	26.21
2	Balasore	2655	4108	54.73
3	Baragarh	2101	1702	-19
4	Bhadrak	2003	3010	50.27
5	Bolangir	2135	3205	50.18
6	Boudh	434	421	-3
7	Cuttack	3055	4901	37.67
8	Deogarh	1001	810	-19
9	Dhenkanal	1706	2453	43.79
10	Gajapati	379	436	15.04
11	Ganjam	2907	3978	36.84
12	Jagatsinghpur	1000	1641	64.1
13	Jajpur	2027	3602	77.7
14	Jharsuguda	1508	2151	42.64
15	Kalahandi	2124	1639	-22.83
16	Kandhamal	1020	846	-17.05
17	Kendrapara	1502	1335	-11.11
18	Keonjhar	1742	2302	32.15
19	Khordha	2826	4970	75.87
20	Koraput	1930	1760	8.8
21	Malkangir	523	303	42
22	Mayurbhanj	2200	3400	54.54
23	Nabarangpur	1146	1031	-10
24	Nayagarh	864	715	-17
25	Nuapada	1701	865	-50
26	Puri	1510	2461	63
27	Rayagada	1720	2253	31
28	Sambalpur	3002	3418	14
29	Subarnapur	619	566	-9
30	Sundargarh	4524	6796	50
	Odisha	53920	69673	29

Source: compiled from annual reports and statistical tables from MSME Dept. and analysed by researcher

Table-1, shows that the Jajpur district has highest growth percentage with 77.70% followed by Khordha district with 75.87%, Jagatsinghpur district with 64.1% and Puri district with 63% respectively. Growth percentage of districts like Balasore, Mayurbhanj, Bhadrak, Bolangir and Sundargarh is above 50%. Seven districts such as Angul, Cuttack, Dhenkanal, Gjam, Keonjhar, Malkangiri and Rayagada have a growth percentage which varies from 25% to 43%, whereas ten districts such as Bragarh, Boudh, Deogarh etc. has a negative growth percentage of MSME. The total growth percentage of MSME IN Odisha is 29%.

TABLE 2: ANALYSIS OF EMPLOYMENT OPPORTUNITIES PROVIDED BY MSME

Sl. No.	Districts	Investment(X)	Employment(Y)	(X-107) x	(Y-6.49)	x*x	xy
1	Angul	313.27	5.448	206	-1.04	42436	-214.24
2	Balasore	159.46	11.737	52	5.25	2704	273
3	Baragarh	97.06	4.308	-10	-2.18	100	21.8
4	Bhadrak	56.16	6.96	-51	0.47	2601	-23.97
5	Bolangir	133.36	11.078	26	4.59	676	119.34
6	Boudh	13.67	1.211	-94	-5.28	8836	496.38
7	Cuttack	251.03	12.966	144	6.48	20736	933.12
8	Deogarh	18.25	2.576	-89	-3.91	7921	348
9	Dhenkanal	86.45	5.244	-21	-1.25	441	26.25
10	Gajapati	19.92	1.023	-88	-5.47	7744	481.36
11	Ganjam	72.97	8.499	-35	2.01	1225	-70.35
12	Jagatsinghpur	69.19	4.274	-38	-2.22	1444	84.36
13	Jajpur	178.9	8.22	71	1.73	5041	122.83
14	Jharsuguda	102.03	9.503	-5	3.01	25	-15.05
15	Kalahandi	134.4	8.416	27	1.93	729	52.11
16	Kandhamal	22.12	2.261	-85	-4.23	7225	360
17	Kendrapara	49.51	2.937	-58	-3.55	3364	205.9
18	Keonjhar	92.53	6.239	-14	-0.25	196	3.50
19	Khordha	30.42	16.415	-77	9.93	5929	-764.61
20	Koraput	75.55	5.525	-31	0.096	961	29.76
21	Malkangir	13.02	1.064	-94	-5.43	8836	510.42
22	Mayurbhanj	93.29	8.674	-14	2.18	196	-30.52
23	Nabarangpur	40.75	3.619	-66	-2.87	4356	189.42
24	Nayagarh	37.15	2.207	-70	-4.28	4900	300.00
25	Nuapada	24.34	2.358	-83	-4.13	6889	342.79
26	Puri	73.01	5.934	-34	-0.56	1156	19.04
27	Rayagada	113.69	7.824	7	1.33	49	9.31
28	Sambalpur	258.2	10.727	151	4.24	22801	640.24
29	Subarnapur	1.571	1.571	-98	-4.92	9604	482.16
30	Sundargarh	283.88	15.952	177	9.46	31329	1674.42
	Odisha	3196.56	194.77			210450	6606.71

Source: compiled from annual reports and statistical tables from MSME Dept. and analysed by researcher

$$\bar{X} = \frac{\sum X}{N} = \frac{dy3196.56}{30} = 107$$

$$\bar{Y} = \frac{\sum y}{N} = \frac{15.952}{30} = 6.49$$

$$Y = a + bx$$

$$b = \frac{\sum xy}{\sum x^2} = \frac{6606.71}{210450} = +0.03$$

Table-2 shows the district wise investment in MSME and employment during 2018-2019. The regression analysis has been applied to find out the extent to which investment has generated employment in Odisha. It is found that the increase in investment has low effect on employment. Here the b value is 0.03 which indicates there is a very low degree of increase in employment as compared to the increase in investment.

CONCLUSION

The study revealed that there is a growth of MSME in Odisha. "L N Gupta, MSME Additional Chief Secretary at a meeting in Jaipur on 25th February 2019 said that it contributes 50% of the GDP and 45% of exports of Odisha." MSME is helping Odisha in marching towards the economic development but in the study it is found that even if there is a good growth of MSME but its contribution towards employment has not increased in respect to investment.

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