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Message

Editor in Chief / Managing Editor

Dear Academicians & Research Scholars,

Wishing a very happy new year 2016 to all of you, I would like to tell that now our referred research is journal listed with GIF Australian and Ulrichs USA research groups. We have also collaborated with many research groups which belong to abroad form publishing worth research papers in our esteemed journal. The motive of the "Journal of Management Value & Ethics" is to publish worthy and original research papers after double blind peer review process. There is no doubt that today we are spreading our recognition on international floor. During the last five years of our successful journey, you can see that there are so many research papers, case studies, book reviews coming from across the world, in the field of management and related. Many academicians, research scholars & students have approached from different countries like USA, Thailand, Indonesia, Saudi Arabia, Iran, Spain, Nigeria, Nepal, Pakistan, Sri Lanka, Uzbekistan to publish their research work in our esteemed International research Journal. We have considered most of them for publishing after peer blind review process. We have also published many research papers from different management institutes of our country and they too are sending the same regularly for publication in our upcoming issues. In addition to it, there are many academicians, research scholars and institutes subscribing for our journal for reading by students and faculties. There are so many academicians who are approaching for being associated with our editorial & advisory board or as a review expert. We have selected some of them from foreign countries like USA, Nigeria, Uzbekistan and Sri Lanka, Nepal. The standard of our all research papers like empirical, conceptual, book review and case study is increasing the popularity of this Journal day by day. Our renowned editorial & advisory board is a real mile stone of our success. We thank our board members and editorial team, who are experts in different fields and contributing their valuable experience with us.

Today, nothing is possible without research. Research based study always support academicians & scholars to upgrade their innovative skill and academic profile as per UGC and AICTE norms. I would also like to request those, who are interested to get their research papers published in the field of Retail, Tourism, Hospitality, Event Management, Import and export, HRM, Finance, Marketing, Advertising, Accounting, Economics, Aviation, and IT etc. to send their research papers through email.

With best wishes to all

Dr.P.S.Bhadouria

REGIONAL ASPECTS OF INVESTMENT DEVELOPMENT IN THE REPUBLIC OF UZBEKISTAN

Bobur B. Valiev[1]

ABSTRACT

The article is dedicated to the analysis of contemporary trends and directions of investment activity, detection of problems and elaboration of suggestions on improving mechanism of investment attraction into regions of Uzbekistan.

Key words: *Investment activity, investment assessment, growth rates, foreign investment, efficiency, region, investment sources, involved means, own means.*

INTRODUCTION

Investments area set of costsrealized in the form of target edcapital investment for a certain period in various sectors of the economy, in the objects of entrepreneurial and other activities for profit (income) and the achievement of individual goals as an investor, and a positive social effect. The role of investment in the economy of the state is huge and they play a significant role in the maintenance, operation and dynamic development of the economy. The changes in investment affect the volume of social production, employment, structural economic indicators and dynamics of the various sectors of the economy. Investment must be carried out in an effective form, as investment in renovation of means of production technology will have a positive economic effect. Irrational use of investment entails freezing of resources and there by reduce the volume of production. Thus, the efficiency of investments is important to the economy: an increase in the scale of the investment without a certain level of its efficiency does not lead to sustained economic growth. It is worth noting that the President I. A. Karimov knowingly noted in his report that "The most serious attention should be paid to attract investment in the implementation of projects on modernization, technical and technological renewal of industry, structural change in the economy.[2]" Theactive investment policy evaluation of investment and development of proposals to improve their effectiveness in the regions is of great importance.

LITERATURE REVIEW

[1] Junior researcher, Institute of forecasting and macroeconomic research Republic of Uzbekistan, E-mail: ibnbotir@mail.ru

[2] *Karimov I.A. "Our main goal is despite the difficulties determined to go forward, consistently continuing the ongoing reforms, structural changes in the economy, creating even more opportunities for the development of private property, entrepreneurship and small business" report ofthe President of Uzbekistan at theen larged meeting of the Cabinet of Ministers dedicated to the socio-economic development in 2015 andthe most important priorities of economic program for 2016*

Regional aspects if investment activity were studied by a number of researchers. For example according to the analysis of **Valiullin H.H. and Shakirova E.R (2004)** foreign investors most preferred mainly those Russian territories that meet the following basic requirements: a capacious market and relatively high solvency of the population; favorable economic and geographical position of the region and its proximity to external borders; the branch structure of the regional economy; a well-developed international communications infrastructure; active and liberal investment policy of the regional authorities.

Valiullin H.H. and Shakirova E.R. (2004) in their article presented the results of a quantitative analysis of the degree of heterogeneity of the investment space in Russia. The results of calculations showing dynamics changes in inhomogeneous distribution of investment resources by region were analyzed on the basis of macroeconomic and institutional positions. Among the tools of formation of favorable investment climate, allowing the use of the available investment potential of the region are: development of regional investment laws; de-bureaucratization of administrative permits and conciliation; support investment by local authorities through the provision of benefits budget to subsidize interest rates on loans and reduce the rent for the land; the formation of the investment image of the region, including through well-written catalog of enterprises and investment projects; creation of infrastructure investment (mortgage funds, the activity of which opens up the possibility of granting state guarantees on the part of the subjects of the Russian Federation, insurance companies, business centers, etc.).

Klotsvog F.N., Chernova L.S. and Suhotin A.B. (2006) in their article analyzed the trends of the regional structure of investments and efficiency in the Russian economy. Different approaches to forecasting regional investment structure were presented. Optimization model was offered for solving this kind of problem. According to them one of the most important aspects of regional policy is an investment policy assuming a targeted allocation of investment resources between regions.

Paula Nistor (2012) examined the spatial distribution of FDI stock and the economic development level in the Romanian regions and found that the process of catching up is very slow. FDI seems to deepen this inequality development. Although the economic impact of FDI is positive, looking at this issue in terms of regional, the impact is not the same. In order to recover the gaps between regions, FDI should be promoted more in underdeveloped regions, respectively all the Romania regions. By analyzing the evolution of FDI stock and GDP per capita in Romania during 2003-2011, the author tried to highlight some aspects related to the regional development and FDI relation from the viewpoint of the sustainable development in Romania's economy.

Gadjiyev Y.A, Akopov V.I. and Krestovskih T.S. (2012) discussed the features of the dynamics of investment in fixed assets in the northern regions and the main factors of rapid growth before the crisis and a sharp downturn in the crisis period. They defined contribution of individual regions in the pace of investment growth of the entire economy of the North and explored the territorial structure of investment by sector and by economic activity, the main sources of financing and changes in structure investments. They concluded that the investment attractiveness of the northern regions remained at very low levels, which is associated not only with the financial and economic crisis, as high-risk in the legislative, administrative, social and environmental spheres and low infrastructure, innovation, production and employment potential.

Marija Petrović-Ranđelović, Ksenija Denčić-Mihajlov, Tamara Milenković-Kerković (2013*)* basing on comprehensive analysis of the FDI location determinants, indicated the importance of those location specific determinants that play a key role in encouraging FDI inflows in the Serbian economy in the transition. According to them the intensification of the inflows and possibility of the full absorption the benefits of FDI in the future will largely depend on the taking those state authorities measures which will be aimed at improving the quality of all aspects of the current investment environment, and ensure full valorization of its comparative advantages. In addition reducing and simplifying bureaucratic procedures at the national and local levels; creating conditions for market competition in the well-regulated market that will provide equal rights to all its competitors, and in the right way to limit the impact of monopolies; intensifying the fight against corruption; and implementing a well-balanced economic policy will stimulate economic activity and attract investment into regions.

Myachin D.A., Royzen A.M and Pershikov A.N. (2015) reviewed aspects of investment attractiveness of subjects of Russian Federation, where the mode of Special Economic Zones (SEZ) is applied. Emphasizing the importance of foreign direct investment for overcoming the technological gap from the leading world economies, the authors discuss several SEZs selected for reasons of uniformity of their socio-economic status and purpose of creating SEZ mode in them. One of the main purposes for establishing the SEZ mode is the creation of investment attractiveness for projects, being implemented in these regions. Identification of regional special characteristics of investment attractiveness of studied objects is carried out in comparison with the state of small business in these areas. Importance of small business development in the creation of a favorable investment climate is shown.

The research results of **Strat Vasile Alecsandru and Danciu Aniela Raluca (2015)** when analyzing the FDI inflows showed that there are substantial differences in the attractiveness of Romanian regions,. Also noteworthy is the fact that their findings are consistent with the literature, showing that there is an important connection between regional factors (characteristics of regions) and Foreign Direct Investment.

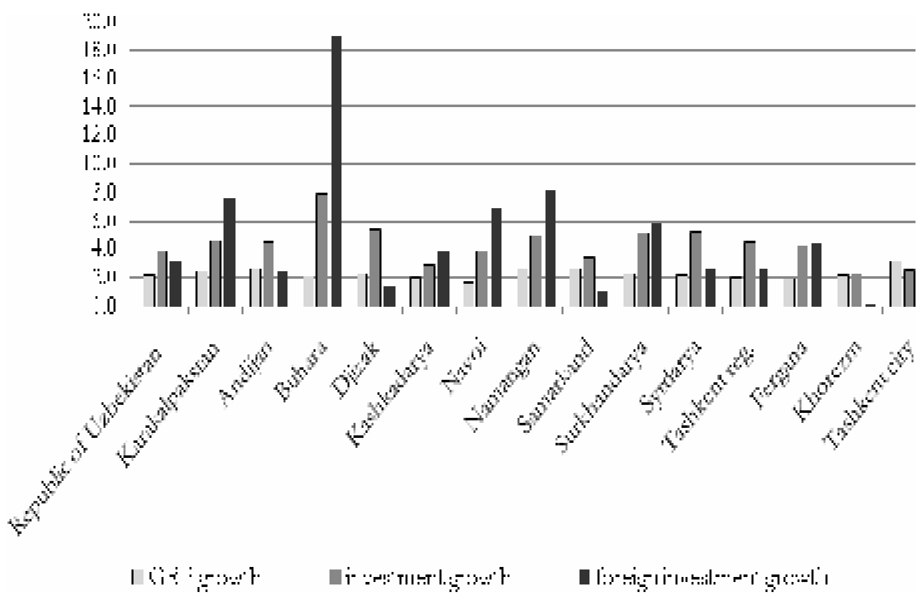
RESEARCH METHODOLOGY

The study used the methods of the sum of places, scores, a multidimensional medium, "pattern", expert evaluations, analysis and synthesis, induction and deduction, comparative analysis, abstraction, generalization, benchmarking. A review of studies on the issue of investment and assess the investment potential of the country and regions. In order to evaluate quantitative and qualitative features of investment activity in Uzbekistan we used data spanning of annual reports of the State Statistics Committee of the Republic of Uzbekistan.

ANALYSIS AND INTERPRETATION

In 2005-2014 the implementation of major investment projects in the framework of public programs and modernization of basic sectors of economy of Uzbekistan provided the influx of more investments in the development of the fuel and energy complex and textile industry, chemical industry, machinery, building materials industry. Leading investment growth in many regions has given its positive effects in the economy of the territories and contributed to economic growth (see figure1).

Figure 1. The growth rate of investment and GDP (GRP) of the territories of Uzbekistan for 2005-2014 years, in times

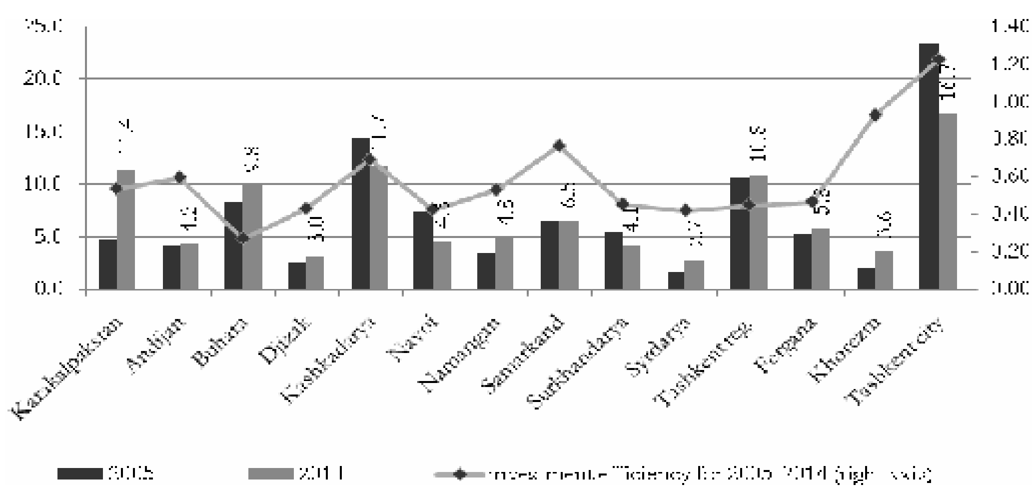


Source: State Committee of the Republic of Uzbekistan on Statistics.

During the period of 2005-2014 in Uzbekistan, the real growth of investment in fixed assets amounted to 3.8 times and foreign investment 3.1 times due to significant increases in their volumes in regions such as the Republic of Karakalpakstan (4.6 and 7.7 times.), Bukhara (7, 9 and 18.9 times), Navoi (3.8 and 7 times), Namangan (4.9 and 8.2 times) areas.

Adoption of the program for the modernization of basic sectors of the economy contributed to the qualitative changes in the territorial structure of investments. As a result of structural changes in the group of regions with a high proportion of investment in the national volume attributed Kashkadarya region (11.7% in 2014.), The Republic of Karakalpakstan (11.4%), Tashkent (10.8%), Bukhara (9.8%), and Tashkent region (16.7%), with rich natural resources and industrial potential. (see figure 2). Oil and gas, non-ferrous metallurgy, mechanical engineering and electrical engineering have become more invested sectors in the economy of these regions. In terms of investment efficiency (ratio of accumulated growth to the growth of the accumulated investment) high places were occupied by Tashkent, Khorezm, Samarkand, Kashkadarya and Andijan region. At the same time the economic return on the large investment projects in some regions (Republic of Karakalpakstan, Bukhara, Tashkent region) is transferred to the Republic and other areas. The high level of capital intensity in these regions is also due to the implementation of major investment projects of the fuel and energy industries under government programs effects of which are expected in the long term.

Figure 2.Territorial Structure (%) and the efficiency of investment in fixed assets(ratio)

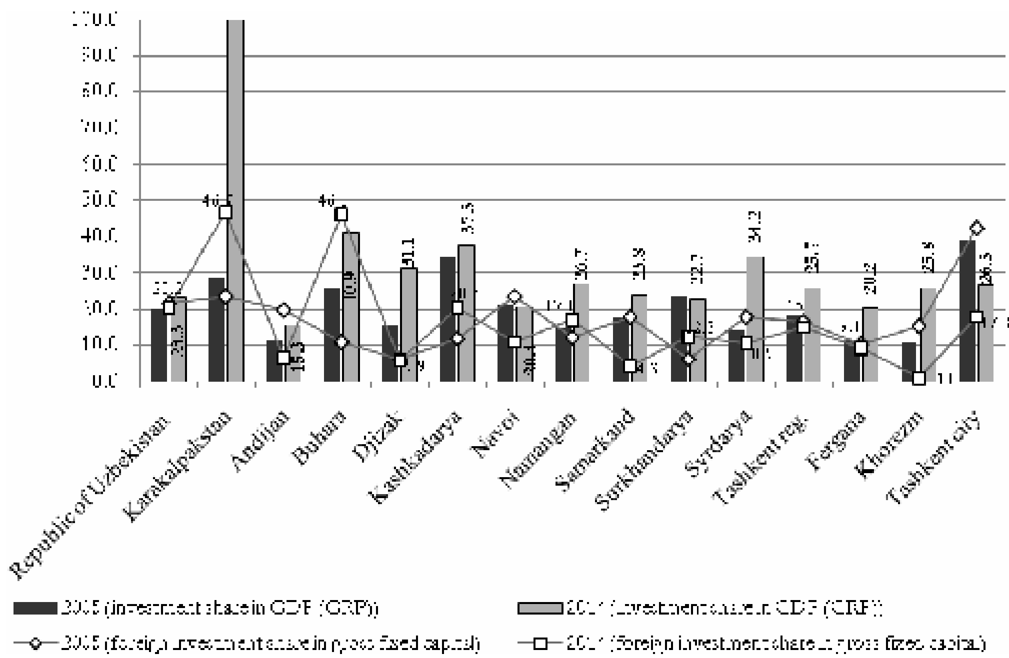


Source: State Committee of the Republic of Uzbekistan on Statistics.

Uneven use of natural and economic potential strengthens the differentiation of regions to attract investment resources. This is further reflected in the uneven development of production and the concentration of large enterprises in some regions, weakening traditional economic ties within the existing territorial division of labor, lack of infrastructure, the uneven distribution of and differences between natural and human resources of the regions. In the rural areas, where agriculture is most developed, light and food industries are lagging behind in attracting investment. This is due to the lack of regional investment projects in rural areas, which can take into account their natural and economic potential. Absence of regional investment projects in the long term can lead to disparities in the development of territories.

As a result of the implementation of major investment projects in the framework of the state program in the analyzed period, in many regions of the country there was a trend of intensifying investment in the economy are as. This positive trend is due to an increase in the investment process, the share of investments in GRPin Bukhara (upto 40.9%), Kashkadarya (37.5%), Syrdarya region (34.2%), Jizzakh (31.1%), Namangan (26.7%), Khorezm (25.8%), Tashkent (25.7%) regions and the Republic of Karakalpakstan (105.7%).

Figure 3.Key in dicators of investment activity of the regions of Uzbekistan



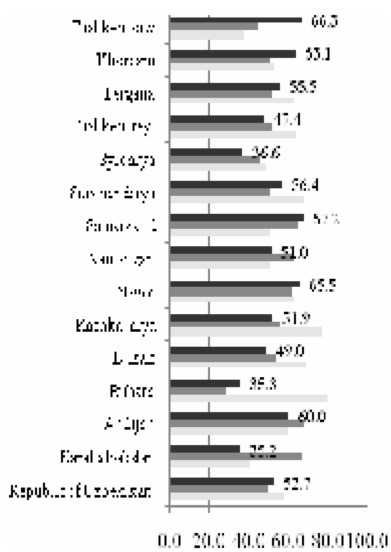
Source: State Committee of the Republic of Uzbekistan on Statistics.

During the period of 2005-2014 although the proportion of the total volume of foreign investments and loans remained almost at the same level (from 21.7% to 20.2%), the share of foreign direct investment tended to increase in the overall structure of investment sources (from 13.2% in 2005 to 15.8% in 2014.). During the study period the increase in the share of foreign investments in the total volume of capital investments was observed in the Republic of Karakalpakstan (from 23.4% to 46.7%), Bukhara (from 10.8% to 46.1%), Kashkadarya (from 11.8 % to 20.3%), Namangan (from 12.3% to 17.1%), Surkhandarya (from 6.3% to 12.3%) regions, due to the implementation of major investment projects involving foreign investment in the state-wide programs. (see figure 3). Despite the positive trend of increasing foreign investment in these regions, their share in other territories such as Andijan (from 19.6% to 6.4%), Navoi (from 23.5% to 10.8%), Samarkand (17, 7% to 4.3%), Syrdarya (from 17.6% to 10.5%), Khorezm (from 15.1% to 1%) regions significantly decreased. Backlog of these regions in attracting foreign investment in the long term can negatively influence the technical and technological modernization of industrial production and the economy in general.

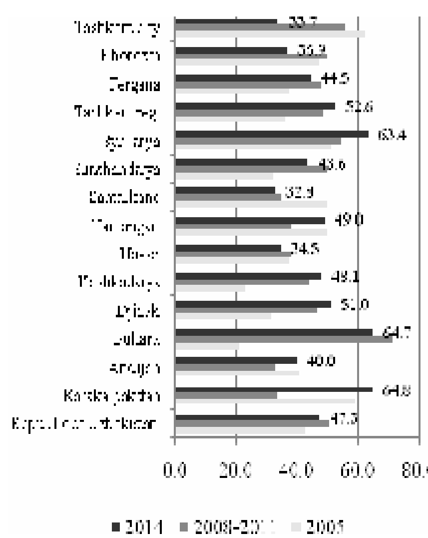
The trend of reducing the share of the state budget and the increase in non-centralized sources of investment (own funds of enterprises and individuals, foreign direct investment and bank loans) are observed in almost all regions of the country. During 2005-2014 in the country a positive shift in the structure of financing sources of investment was observed and it was reflected in increase of the proportion of attracted funds (from 42.6% to 47.3%), and including bank loans and other borrowings (3.5% to 11.4%). (see figure 4). Such structural changes indicate increased business activity, financial stability of businesses and commercial banks, which helped to improve the attraction of domestic sources of investment in all regions of the country.

Figure 4. **Dynamics of changes in the structure of investments by source of financing in the regions of Uzbekistan, %**

Own funds of enterprises and population



Attracted funds

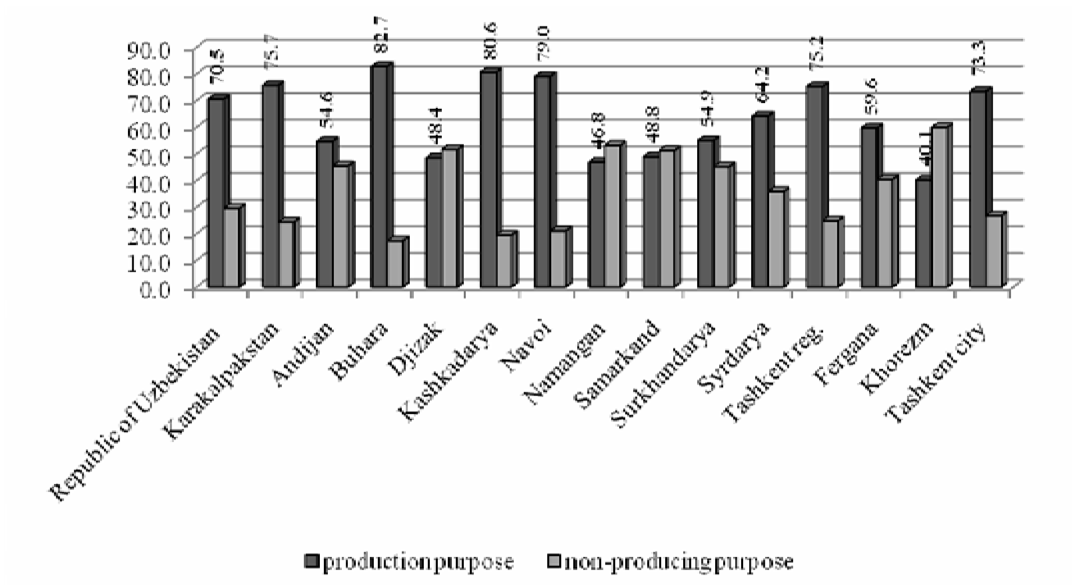


Source: State Committee of the Republic of Uzbekistan on Statistics.

During 2005-2014 there were positive trends in the sectoral structure of investments and the flow of investments in the productive sectors of the economy remained stable (on average 70.5% for 2005-2014) due to a number of projects on modernization and diversification of the national economy.

The share of investments directed to the development of the production sector in Andijan (53.6%), Namangan (45.5%), Samarkand (51.7%), Surkhandarya (46.1%) and Khorezm (47.0%) regions was negligible (see figure 5). This is because a high proportion of investment in non-productive sphere as part of the state social projects was accomplished. In the long term preservation of this tendency may adversely affect the development of the real sector of the economy in these regions.

Figure 5. Structure of investments by industry regional economy Uzbekistan for2005-2014, %



Source: State Committee of the Republic of Uzbekistan on Statistics.

During the period under review in the sectoral structure of investments structural changes, characterized by the tendency to increase the proportion of investment in industry (29.9 in 2005, 32.7 in 2011 and 36.3% in 2014), construction (respectively 0,8%, 2.6% and 2.3%), and reducing the share of investment in transport and communications (respectively 20.2%, 23.6% and 14.3%) were observed. This suggests that the main focus of the investment policy is to attract investment resources for the creation of appropriate infrastructure for the management of the resource potential and the development of strategic industries in the regions. Along with many positive trends and developments in the investment activities of the regions there are some issues that await their decisions in the long term:

- In recent years, the implementation of major investment projects for the development of basic industries (fuel and energy, machine building, chemical industry, etc.) and the development of unique natural resources have contributed to the high concentration of investment in the regions with rich natural resources and industrial potential (Republic Karakalpakstan, Bukhara, Kashkadarya, Tashkent and Tashkent). However, in regions that do not have raw potential, there is a low investment activity, with the result that, there is an inter-regional differentiation of investment. And this is in the long run could exacerbate the problem of balance in the development of the territories.
- Some rural areas are lagging behind in attracting investment. The reason for this is the lack of use of existing potential for the implementation of investment projects within the regional programs, which may in the future prevent the rational use of resource potential containment of industrial development in rural areas.
- Despite the improved investment climate many regions are lagging behind in attracting foreign investments in the regional investment projects. The low share of foreign investments in Andijan, Samarkand, Jizzakh, Khorezm regions could adversely affect the process of technical and technological modernization of production, diversification of the economy in the long run.
- In the analyzed period due to an increase in business activity, financial stability of businesses and commercial banks the share of bank loans and other loans increased in many regions of the country. However, in spite of the existing potential some regions are lagging behind in attracting domestic investment sources for the implementation of regional investment projects for the development of complex processing of mineral and agricultural raw materials.
- As a result of a number of projects on modernization and diversification of the national economy there was positive trend of investment flows in the manufacturing sector in many regions of the country. However, despite the positive trend, it remains a high proportion of investment in non-productive sphere in Andijan, Jizzakh, Namangan, Samarkand, Surkhandarya and Khorezm regions. Along with positive results in solving social problems of the region in the long term preservation of this trend could have a negative impact on the development of the real economy.
- Despite the increase in the volume of investments in the development of transport and communications in many regions some are lagging behind in attracting investment into this area. In particular, Syrdarya, Surkhandarya, Andijan, Jizzakh, Namangan and Khorezm regions insufficiently implemented investment projects in

transport and information and communication infrastructure, which may in the future prevent the rational use of the resource potential and placing industrial regions.

FINDINGS AND CONCLUSION

Based on the assessment of investment activity areas and the problems identified suggest intensification of reforms and challenges in the following areas for the management of investment resources and increase their effectiveness:

- Activation of raising capital in projects for the development of secondary and tertiary sectors of the industry of deep processing of local raw materials and resources in areas rich in natural resources and investment. On the basis of deep processing of agricultural and small business development can be carried out adjacent, auxiliary and inter-regional projects that will diversify production regions, reduce inter-territorial differentiation and improve the industrialization of areas.
- The active regional policy to attract foreign investment on the basis of competitive advantages of regions, the creation of a favorable investment climate, due to the formation of the most favorable business environment, elimination of bureaucratic barriers and obstacles, reducing government intervention and regulatory authorities in the activities of enterprises.
- Further improvement of the legal framework regulating investment activity, the creation of additional incentives for investments in free economic zones. Taking into account international experience the regulations of the Free Industrial Economic Zone "Navoi", "Angren" and "Jizzakh"need to be improved.
- Implementation of an active policy of information support of the investment activity, publishing information about the reserves and possibilities of implementation of promising investment projects on the sites of the leading national news agencies and the media. Emphasis must be placed on the search for potential investors and provide them with necessary information, etc.

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AN EMPIRICAL STUDY OF STAFF MANAGEMENT PRACTICES OF JAPANESE AFFILIATES IN INDIA

Debasisa Samantraya[1], Anup Apparao Shivanechari [2]

ABSTRACT

There are no two opinions about the importance of HRM practices for the success of the company in the current time and long run. So the present study is related with the Japanese Staff Management practices and their following by Japanese affiliates in India. The Japanese HRM practices considered to be highly qualitative and productive in the area of management practices. Their characteristics and practices are different and they are in contrast to Indian Business system. Therefore this paper brings forth a study of HRD practices in MSIL and HSCI which inculcates the Japanese HRM practices. Japanese staff management practices have proved to be an exemplar as they are able to manage their human resources remarkably well. With the relative rise in the economic fortunes of Japanese companies, many have pointed towards the Japanese style of HRM as a source of competitive advantage. It was noted that Japanese organizations put emphasis on human resources which are reflected in three HRM strategies, including an internal labor market, a company philosophy that expresses concerns for employee needs, and focus on cooperation and teamwork in a unique company environment. With the relative rise in the economic fortunes of Japanese companies, many have pointed towards the Japanese style of HRM as a source of competitive advantage.

Keywords – *OTJ, QCC's, Life Time Employment, Zero Quality Control etc.*

INTRODUCTION

Japanese Management System has always been a benchmark when it comes to management practices. It has always been an interesting topic for both academics and practitioners. It has gained importance especially with the growth of emerging markets and increased levels of internationalization and globalization of business. Japanese staff management practices have proved to be an exemplar as they are able to manage their human resources remarkably well. India has become an eminent destination for foreign investment and MNCs. In the mid-to late 1990s, liberalization of policies has resulted in an increase in competition for Indian firms from foreign firms. Consequently, Indian firms were forced to

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change their indigenous, costly and less effective technology in order to sustain in the market. After responding successfully to the various reforms, Indian economy has emerged as one of the strongest emerging markets (only next to China).

Viewed more closely, it is quite evident that past Indian societal culture has a long lasting influence on most of the management practices. Later section is an attempt to explore the difference between the Japanese and Indian style of Management. It would be helpful for us to find out to which extent Japanese affiliates in India have deviated from the basic culture.

PERTINENT CHARACTERISTICS OF JAPANESE STAFF MANAGEMENT

Company wide union or House union

In Japanese firms company is treated as a whole family. Whatever is the conflict is being resolved by discussions based on mutual understanding. Rights and duties of labor and management, and the consensual mechanisms of conflict resolution, began to be accepted as a given, closed to an official ideology or moral belief.

Settlement of conflict through negotiations: Japan has very effective management of labor union. The structure of labor movement in Japan is at three levels: National, Industrial and enterprise-based. At national level different national labor centers are organized which have to function in conjunction to industrial unions and enterprise-based unions. Industrial level comprises of sole affiliates of national labor centers. It has been found that 94.2 per cent of the total numbers of labor unions in Japan are an in-house enterprise-based union which consists of the employees of the respective companies only. Labor unions are of two types in Japan: *tan-i kumiai* (unit union) formed directly by workers. In this case, the organization does not have any sub-units. Other form is the *tan-itsu kumiai* (single union), to which individual members affiliate directly, but the organization has branches that function similarly to a unit union.

Post-war tradition of ‘one company, one union’ is still followed which help the union to focus its attention on the interests of the employees and the company. The main aim of enterprise-based union is directed by the general assembly, executive committee, secretariat and various other committees. In some unions, full-time officers manage the union activities and their period of union office is considered as service years for the company. Experience gained by union activities is considered at the time of promotion to managerial positions. However, if a union official leaves his enterprise-union to work full-time for the industrial federation or the national centre to which his union is affiliated, he usually terminates his employment relationship with the company. We can judge the clear discreteness existing in the ‘in-house’ (*uchi*) nature of the enterprise based union and the ‘outside’ (*soto*) nature of other labor organizations.

General preference to inexperienced fresh graduates from schools and colleges

Japanese system encourages recruitment of fresh graduates from universities to whom they focus on giving training as required. Major Japanese companies hire the fresh graduates and give them on- the-job training which is consistent with and grows well with their lifetime-employment feature. Smaller companies try this method as best they can, but must rely on other recruiting and hiring methods as well. . Usually, when a company has more than 100 employees, it can begin to successfully use the college and university graduating classes as its preferred method of hiring.

Women, including college graduates, are generally not preferred for the management positions. They are hired as secretaries and for that they must possess thorough computer knowledge. Following are some of the ways taken by Japanese firm for hiring staff:-

Temporary Staffing: It is being done by temporary help agencies which select the staff as per the requirements of the companies. They are hired on a contractual basis for not more than one year. After the completion of one year, either the contract is renewed based on the performance or new staff is appointed. The hiring company may have the option to hire the temporary staff person on a permanent basis after some specifically stated trial period has passed. This may involve, as it does in the United States, paying a fee to the agency. Several such firms cater to foreign companies and provide English-speaking prospects.

University Recruiting: Generally companies recruit fresh graduates and there are one or more employees in every company solely responsible for contacting universities and maintaining contact with them. A number of companies become identified with particular universities, and will recruit from particular schools even during lean years just to maintain their reputation and contacts there. The cycle of recruiting begins in the student's junior year, at the end of the fall semester when they receive packages from Recruit Company through which they contact the companies of their interests for further information. Students spend a good deal of time researching various companies, and apply to those that interest them. The formal selection process taking place between July and November. The student successfully recruited begins work with the employer in the following April.

Japanese companies do not encourage recruiting women. Although, the 1986 Equal Opportunity Law prohibits gender discrimination, and employment advertisements and other literature and information never mention gender.

Mid-Career Hiring: Keeping in mind the Japanese basic tradition, employees generally don't change their jobs as it has negative impacts. Due to the increasing competition with foreign business and emergence of many small companies, mid-career hiring has come in the picture. The companies which rely on mid-career hiring have not to invest on training as they usually hire competent and experienced persons. Hike in salary or impressive designation can be the enticements to remove the hesitancy of Japanese middle managers to switch employers.

Preference for promotions from within

There is a lot of competition among employees to get promotion and receive greater responsibility. But, it is done within the traditional rules of respect. Employees who are not able to perform may be sent to subsidiaries or sister companies in a slightly lower position. It happens rarely when a younger or junior person is promoted over the heads of others.

Life-time employment

Life-time employment is a remarkable feature of Japanese management system. Viewed more closely, it is propitious to both the employer and the employee. Japanese employees wish to stay with a company or a family for 30 to 40 years as it gives a feeling of job security. On the other front, an employer will certainly want an employee to stay with the same company as they are being investing on training knowing that investment will pay off and gradually that employee is getting acquainted with the company thoroughly and develops a range of experience and responsibilities. Generally, an employee gets retire in the age of 55-60 years and receives lump-sum payment except those who are in the company's Board of Directors who are often allowed to serve until age 65. Pawan S. Budhwar, in his book, "Managing Human Resources in Asia-Pacific", has stated about Life-time employment as:-

> "Core workers are carefully selected from an annual intake of young inexperienced new recruits chosen from prestige high schools and universities and who are expected continually to strive to enhance their careers within the company by improving their capabilities through intensive in-house training and company- based personal development.
>
> Abegglen was one of the first western scholars to draw attention to the concept of lifetime employment (1958); the expansion of the lifetime employment norm is largely associated with a period of high economic growth (Cole 1973).

Quality Control Circles (QCCs)

This concept took birth in Japan in around 1951 as SQC (Statistical Quality Control) methods. Earlier, it was supposed to be practiced by top management and division heads only. By 1961, the focus started shifting to educate shop foremen, group leaders and workers who are actually involved in delivering quality. QC circle idea was born in 1962 by the Professors Tetsuichi Asaka and Kauru Ishikawa and others who realized the fact that people at the shop floor level are the ones responsible for quality and their participation is necessary through circles activity. A book on "*Zero Quality Control*" by Shigeo Shingo has talked about the evolution of this concept and the reason behind its success in Japan. Following are the few lines quoted in his book:

"*Circle activities permitted everyone to participate by raising quality-related issues and debating proposed improvements. The spread of this grassroots movement has improved quality in Japanese companies and has been remarkably successful in reducing defects. The group-oriented character of Japanese people presumably also contributed significantly to the success of circle activities, but we should really thank the foresight of leaders who knew how to harness these peculiarly Japanese characteristics.*"

Quality Control Circles are the problem-solving teams which are made within a department or work area aiming to study and eliminate production related problems. There can be many activities such as Ai (chemical industry: all members' ideas) movements, no-error movements, management by objectives, mini-think-tanks, new-life movements, productivity committees, safety groups, suggestion groups, workshop involvement groups, workshop talk groups, and zero defect movements. Quality circles and other group activities are not limited to manufacturing organisations, rather they are being inculcated by the sales and marketing department this can be helpful in delivering value to the customers. This concept helps in employee development and the improvement of communication and morale among co-workers.

Training Practices

In-house learning and on-the-job training (OJT) are the key features of Japanese model of HRM. Recruitment of inexperienced high-school leavers and university graduates provide the opportunity to train them according to the firm specific skills. New employees have to undergo a specified systematic program of skill formation and learning that involves job rotation and programmed instruction under the direction of their immediate supervisors, line managers and the personnel department. The personnel department designs the training schedule and allocate budget to the same. Prior learning may require off-the-job training. Training process is being appraised regularly and supervisors give their inputs to match the individual training schedule and the long-term needs of the firm. OJT is also used in preparing the candidates who are in line for promotion to higher positions.

Job rotation is one of the salient features of Japanese staff practices. Through job rotation, the employee becomes a generalist acquiring a wide range of experience and knowledge which enhances his/her adaptive ability.

Decision making and consultation practices

Japanese management system stresses on a synergetic atmosphere in the work place. As said earlier, a company is not just a place to work, rather it's a family. This thinking prevailing in the system helps to bring about synergetic way of working possible in the Japanese firms. Problems are solved by the consensus of those who are involved in the same. Information flow in the organization is very transparent and the system stresses on decentralized internal information structure. This facilitates horizontal way of communication. Problems are solved within the functional units without the involvement of top management. This requires active cooperation between white collar and blue collar workers and apart from function specific skills; they need to have integrative and problem-solving skills. Line managers also play the key role of mentor and careers adviser to their subordinates, while appraising them on a continuous basis. Viewed more closely, the communication system can be split into two parts:

Individual Centered Communication: Participatory method of decision-making is considered to be one of the best practices of Japanese HRM.This practice facilitates involvement of employees at all the levels which make it possible to take maximum utilization of knowledge from the very bottom level of the corporate structure and use it effectively to increase productivity. Each employee at the individual level participates through QC Circles (group-oriented) and the suggestion system (individual-oriented).

Managerial Communication: At this level, lower level management takes the decision with the involvement of top management. The communication that thus takes place is a very informative as it is both intensive and extensive.

'*Ringi* System' is the one due to which the traditional way of bottom-up communication is still practiced. The word 'ringi' means getting approval on a proposed matter through the vertical, horizontal and diagonal circulation of a document to the concerned members of the company. The process consists of four steps – proposal, circulation, approval and record.

In contrast to the formal 'Ringi' system, there is also an informal way of communication known as *Neemawashi*. It is a method to arrive at consensus through negotiations which usually occur during lunch hours or more likely at bars and nightclubs. It is method to stimulate the employees consensus in a more diplomatic and sensitive fashion. Although it is in sharp contrast with the Ringi System, both are often used hand-in-hand that enables the management to promote harmony among the employees and between the employees and the management.

Compensation

Compensation package of Japanese firms are in line with their other staff management practices. It gives due importance to the "seniority criteria". Bonus is offered twice a year and retirement benefit is also one of the features appreciated by the employees.

Employees receive their salaries, including bonus, in 14 equal parts, of which 12 are paid monthly, with two extra payments in June. In a situation where is paid, the employee receives 4 extra payments in early December. In case the employee is new or not performed well in the past six months, or the company has not done well as expected, then there would not be the 4 extra payments in December but only 14 payments for the year, including two extra payments in June. As this system is not universally followed, we may find variations in this practice from company to company and from time to time as economic conditions change. Benefits include several categories: Housing, transportation, special family allowances, vacation, sick leave, pension and health benefits.

STAFF PRACTICES OF JAPANESE AFFILIATES IN INDIA

Indian and Japanese ways of doing business are two poles apart. The reason is due their different cultures and histories. Today's Indian business and work environment have evolved through two different ways: one can be influenced by the Indian civilization and the other to the western influence originating from the industrial revolution of the 18^{th} century (D.P. Sinha, 1996). Indian business can not be said to have influenced from Indian culture as the Indian feudal system was destroyed by the British to achieve their goal of colonization of the Indian subcontinent. After independence India was left with a hybrid system: Asian culture with European social structures. Viewed more closely, there is an apparent conflict between these two systems.

Indian business system is a contrast to Japanese way of management. Focusing on staff management practices, following are the Indian practices which differ from Japanese staff management practices. :-

1. Communication

Formal communications channels exist between the superior and the subordinate. Job descriptions and responsibilities for each individual are well planned and employees have to follow the same. Lower level management has less involvement in decision making as it is considered to be the task of top level management only. As such, there is less interaction between top level and lower level management. Informal interactions are not very common in Indian business. Drinking and going out with subordinates is not very common. A subordinate does not speak much in presence of seniors. It is suppose to be the task of superiors to understand the problems and the wishes of the subordinates.

2. **Work Pattern**

Employees of Indian organizations have lack of feeling of collective responsibility. Only executives are supposed to work for late hours or the person who is in-charge of the section. The staff is not considered to be responsible for the same which is in contrast to Japanese companies. Other related aspects are:-

- Bureaucratic system.
- Cautious employees which foster non-commitment.
- Dependent on the senior for decision making.
- Delay in work (specially in government organizations)
- Postponing the work.

- Worried about job security and searching for a better opportunity.
- Low quality consciousness
- Lack of knowledge of company's goals.
- Responsibility of poor performance or incorrect decision making is not shared.
- Informal groups based on religious, languages, profession, political affiliations or even the state or a region they belong to.
- Priorities are linked to family, friends, casts, religion, political ideology etc. and an organization occupies the last place.

3. Recruitment

Companies in India spend very little time and energy in gaining the commitment of the workforce due to the abundant availability of work force. A new employee takes his/ her own time to get settle down mainly due to his/her own efforts. Companies normally start contacting the students when they have obtained graduation degree or requisite qualification which is totally different from Japanese way of recruitment. Some companies ask a guarantor for assurance. They make little effort to introduce them selves to the students except the case of campus recruitment. Students have to go through a rigorous process of recruitment which includes written test, group discussions, interviews and also on their knowledge about the company.

4. Training

Training is considered to be the essential elements of the HR practices. In Japanese system, Training is inculcated in the entire span of their working in the company (OJT). In the case of Indian companies, employees get on–the-job training for the work for which they have been hired. They are acquainted with the other functional area or department only when there is a need to do so. Also, they are expected to work as a responsible employee from the very first day and at the time of training. New employees have to start defending their position in the company which is responsible for individualistic orientation.

5. Promotion

As discussed earlier, Japanese firms follow seniority system due to which the employees show no desire to jump because that would disturb their social bonds. In contrast to this, Indian system focuses on the concept of merit due to the Importance give to job description and job evaluation. This gives rise to cut-throat competition in the organization in both positive and negative forms. Every employee tries to out-pace colleagues and appear more meritorious. Thus, Indian employees are forced to be self-centered and protect one's own interest due to such circumstances.

HRD PRACTICES IN MARUTI SUZUKI INDIA LIMITED

Maruti was established focusing to produce a small car which is fuel efficient, has low maintenance cost and low initial price. This was the main reason behind the joint venture with Suzuki motor company ltd, Japan as Japanese technology was eminent in producing low cost products in high productivity. Inculcating not only Japanese technology but its management system, the human resource practices of Maruti Udyog Ltd is an exemplar for other Indian companies due to which the company has maintained its position in the market.

A book on "HRD Practices in Indian Industries" by V.K. Jain has various Japanese HR practices of Maruti Udyog Ltd listed which are responsible behind it success in India. Summarizing the same, following are the Japanese staff management practices in Maruti Udoyg Ltd.:-

1. "One company, one family"

Maruti Udyog is able to inculcate this Japanese concept which help in bridging the physical and psychological gap between the employees are different levels. To do so, they have common canteen, common uniform, less supervision and supervisors as mentors. They commute in the same bus without any separate seats for managers. They gather together in the morning and exercise together before starting the work. Irrespective of their positions, all employees get the facility of quality medical treatment in the same hospital and medical reimbursement scheme is same for all. This gives rise to a feeling of belongingness to the company among the employees and creates effective task group and committed work force.

2. Employee benefits

Employees are treated as a resource and get benefits like housing allowance, canteen, medical facilities, conveyance, etc.

3. Training

Training programs include proper introduction of company's philosophy in addition to imparting technical skills. Thereafter, career development of employees are taken care of and during their span of working, they are observed to judge whether they match with the job profile provided or not.

4. Team Work

Team building process is encouraged in maruti by small group activities within which each employee is expected to work out methods for improving productivity and quality with the help of group members. Quality Control Circles fosters new ideas and invites suggestions for increased economy, productivity and quality.

5. Communication

Company's goals and basic philosophy are communicated to all the employees. This is also a part of the induction program. Posters are displayed showing the same at appropriate places. Open communication and transparent information sharing is done by circulating notices as and when required. Departmental meetings are conducted for open discussions.

6. Labor Union

Maruti's policy stresses emphasis on strong union to protect the interests of workers. Above staff management practices are successful in reflecting the productivity oriented work culture of Maruti Udyog Ltd. Few such qualities are commitment to work, apparent to accept short notices; pride in work; exemplified by desire to achieve more high levels of productivity, noticed from 7-1/2 hours of productive work out of 8 hours; reduced absenteeism to just 5 per cent; discipline, etc.

HRD PRACTICES IN HONDA SIEL INDIA

The above Indo-Japanese joint venture is an exemplar of inculcating the Japanese staff practices. Honda Siel, India is the one which has amended the conventional Japanese management practices due to the Honda Japan where HRM practices have evolved in response to the changing economic environment. This has resulted in some unique HRM practices in Honda Japan, which are Japanese in essence but simultaneously aligned with current international trends.

The Honda Siel Car India Ltd. (HSCI), (here after called Honda Siel) is a Honda automobile production and sales subsidiary in India. Established in December 1997 with a 49 per cent Honda stake, today it stands at 99.9 per cent Honda Motors Co. Ltd. And 0.1 per cent Siel Ltd. Employing over 2000 employees. There are three categories of employees – the permanent employees, the temporary employees and the deputed employees. At the shop floor level, there is a healthy mix of the local community and those of the neighboring regions. Following are the staff management practices of Honda Siel:-

1. LIFETIME EMPLOYMENT

Honda Siel provides a very conducive atmosphere at the workplace where the employees get opportunities to grow and prove their abilities. They do not believe in retrenchment even during the recent downturn of the industry and as such they do not have any lay-off policy which, in turn, fosters the commitment of job security from the employer. Labour turnover being 4 per cent limiting to the age group of 25-35 years, is not considered as a threat, rather the head of the HR department at the Noida plant said that operating within this constraint is appreciated because it is better than the situation faced by their competitor. Employees usually leave the company either for a better pay packet or a good designation but they leave the company amicably and are given farewell party by their colleagues. At times, they are appointed again in appropriate positions as they have left the company in congenial terms.

2. RECRUITMENT

Recruitment process can be divided into two parts: One is the recruitment of the managerial and the engineering recruits handled directly by the head office with a representative from the plant. They are generally recruited through campus recruitment but sometimes these posts are advertised. They focus on usually A-grade business schools and the regional engineering colleges where an interview is the final decider. The company looks for a candidate who is flexible, has originality in thinking and not over-ambitious. Since the turnover at the lower end of the management level is rather high, the company feels satisfied if the recruits put in a maximum of 3 years.

The other part is shop-floor level recruitment which is the sole responsibility of the plant. The candidate should be a diploma holder from one of the Industrial Training Institutes (ITI) and the number of years of experience decides at which position the recruit is to be placed. An examination is conducted to test the candidate's knowledge, simple IQ and aptitude followed by an interview which is headed by the HRD-head of the plant. They look for a candidate with honesty and earnestness and check the candidate's integrity, past record of alcoholism, vandalism and involvement in union activities. Some employees are deployed to enquire and get the information of the candidate either from the previous employer or from the nearby shops and tea stalls. Indian managers look upon unions with distrust and view employees indulging in unionism as a nuisance. Recruitment at the middle and senior level of management is required due to the departure of a manager, which is usually done by hiring managers of a rival company with a good reputation in the industry.

3. TRAINING

Honda Siel has a systematic and well designed training program for shop floor workers, supervisors, engineers, managers and support staff. Following are the induction programs for different employee categories:-

For Engineers:-

- Duration – Minimum 30 days.
- Classroom lectures on company's philosophy, goal and vision.
- Top managers spend half a day talking about their experience.
- Several visits to production-related departments.
- Asked to write about each day's happening which provides a feedback on the training program.
- Main aim – to inculcate a sense of pride among new employees.

For Managerial Positions:-

- Induction module is shorter as they spend a lesser number of days in the production departments.
- Training is split between the Noida plant and the headquarters.
- Training in plant – similar classroom sessions about the company followed by shop floor observation.
- Training in headquarter – sessions with the heads of various departments.
- Central theme – make the recruits feel proud of joining the company.

For shop-floor workers:-

- Duration – 2 to 3 days in batches of 30-40 workers.
- Sesions about the company.
- Emphasis on five golden rules:
    - o Punctuality o. Cleanliness o. Quality of work
    - o Care and maintenance of the machinery o. Courteousness and helpfulness
- Training on respective skills. Apart from induction program, training is imbibed as a regular activity in the management system which is organized by external consulting agencies. It includes:
- General training on Quality Control, team-building, safety measures and stress management.
- Correspondence courses on Japanese management techniques (5S, TQL, TPM at work place, *Gemba* Kaizen and business process management) to deserving employees.
- OJT is carried out on the shop floor with the supervisor taking the initiative to enhance the skills of the worker.

1. CAREER PATH

Honda Siel has five broad grades of employees.

LEVELS	GRADE	SUB-DIVISION
Operator (Entry level at shop-floor)	L0 (Probation period-1 to 3 years)	—
Assistant Operator (Shop floor level)	L	l0 – l3

Support staff	C	c1 – c4
Junior Level Managers	E	e1 – e4
Middle Level Managers	M	m1 – m4
Top Level Managers	SM	sm1 – sm5

Figure 1: Grades of Employees of Honda Siel

Performance Appraisal:

- Operators are evaluated on the quality of work, job knowledge and behavioral traits on a scale of four and remarks are given for outstanding and below average cases which are discussed by head of the department.
- Managers are evaluated not only for their job knowledge and behavioral traits but also for their initiative, safety consciousness and creativity. Immediate boss prepares the report and gets it validated by his senior. Accordingly, managers are rated as outstanding, good, average or below average. The Honda Japan personnel posted in India are evaluated in accordance with the Honda evaluation practice in Japan.

2. COMPENSATION

Compensation provided by Honda Siel is at par with the industry standards. Management has decided minimum salary for each grade and salary is negotiable at the time of recruitment. Bonus of 20 per cent on the basic pay is paid once a year and its ceiling is decided as per the Indian Industrial Act. Other benefits include ESI, Group Personal Accident policy, medi-claim health insurance schemes, retirement benefits, gratuity, and superannuation scheme (offered by the Life Insurance Corporation).

3. **UNION SYSTEM**

In the Indian context, unionism is not encouraged by the companies. Honda Siel also follows the same though in principle the management agrees that a cooperative union can be an asset to the company. They fear that once allowed to grow, the union will come in touch with the national level unions that have a political backing.

4. QUALITY CIRCLE

Quality Circle is a group activity in which about ten employees form a group and engage in quality improvement during working hours. It is restricted to production activity at Honda Siel factory. Though there are 32 Quality Circles only 17 are in operation.

5. SUGGESTION SYSTEM

This system is given more preference in the Honda Siel's plants as compared to Quality Circles. It was started soon after the Noida plant came in operation (1998). They have a systematically designed suggestion system. Steering committee is at the top which take the ultimate decision about the award. Section coordinators are a connecting link between the employees and the steering committee. They are chosen from each department and work at various work sites within the plant. Employees submit their suggestions on a standardized form to their section coordinators who rate them and discuss it with the steering committee meeting which is held once a week to select the best suggestion of the month. Basic criteria are cost saving (50%), system and quality (30%), originality (10%) and applicability (10%). After 15 days of implementation of selected suggestion, a check on its effectiveness is carried out. A reassessment is done on the basis of the report, following which the employee is awarded for the suggestion made. Best suggestion of the year is given the annual award of a cash prize and the family is given a plant visit along with a free lunch at the factory cafeteria.

6. MANAGERIAL LEVEL COMMUNICATION

Honda Siel has made an attempt to have a transparent communication system abiding by the limits of conventional Indian management practices. At the shop-floor level, morning meetings and shift meetings are a regular practice. Informal discussions are encouraged by some departments to know about the subordinate's jobs. Weekly and monthly meetings are held to discuss targets and projects and to evaluate the on-going projects. There is less communication between the plant and headquarters. A top-down communication is the norm and only a few department head encourage interactive communication which is on their individual initiative.

CONCLUSION

It is quite evident from this study that effective HRM can enable the company to face erratic market conditions successfully. Japanese staff management practices have proved to be an exemplar in this regard. MSIL and Honda Siel India are not the only companies flourishing in India due to the adaptation of Japanese staff management practices. There are many, namely, LG Electronics, Samsung India, Toyota Kirloskar which are able to implement the Japanese management techniques along with the HRM practices.

It has been stated that external marketing is successful due to effective internal marketing. If a company has motivated and dedicated workforce, then they will be able to satisfy the customers which is the ultimate goal of every company. Japanese staff management practices can facilitate effective internal marketing. Following are the advantages of inculcating Japanese staff management practices in Indian firms: -

§ Implementation of Japanese practices is not difficult as they are not capital sensitive.

§ Easy to adapt as they do not depend on formal education, rather, they require training.

§ It stresses on accepting human asset as the most valuable asset of the organisation.

§ It enables emphasis on group consultation and joint decision-making.

§ It emphasizes on group performance rather than individual performance.

§ It fosters awareness and dedication to company's philosophy.

§ This system is recommended for high quality and high productivity. Thus, India can benefit by making its products competitive within the domestic and international markets.

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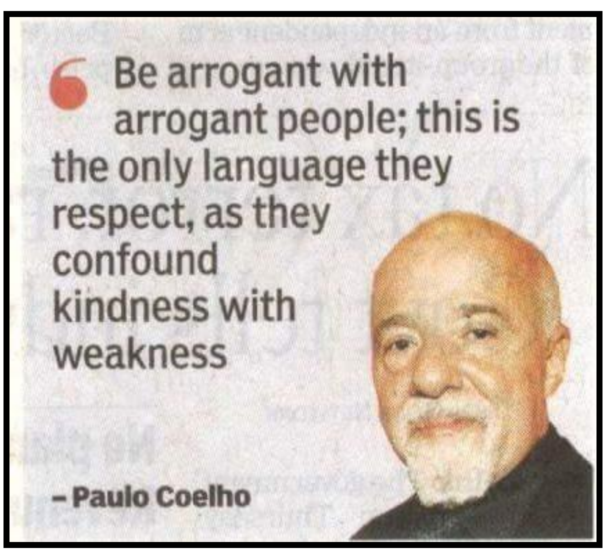

THEORETICAL BASES OF MANAGEMENT IN HIGHER PROFESSIONAL EDUCATION

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ABSTRACT

The thesis reveals the issues of management and marketing in higher special education and distance learning, and gives some suggestions to improve the system. Management is considered as a major feature of higher educational development. Outcomes of this study will serve in the sector of education and creation of high qualified specialization.

Keywords : *Education system, management, democratization, marketing, improving, professional education.*

Introduction

During the crisis, many people have a need to improve or change qualification; for some, it is a chance not to lose the job, for others - to learn during her temporary absence. Thus, the emphasis is on the program of additional education, which should allow us to replace the forgone revenues from basic education. With declining solvency of the population, we look forward to the active involvement of public resources and regional anti-crisis programs financed from budgetary sources.

The education system needs to function normally, with appropriate controls. With regard to the management of this area can be defined as the purposeful activity of all actors to ensure the formation of optimal functioning and development of each compulsory educational institutions, and all parts of the education system as a whole.

The training uses modern learning technology, which are based on the following principles:

• practical orientation of study: a high proportion of disciplines, including design methods in vocational training and management in education; Case method; engaging students in projects commissioned by the actual educational organizations; practical work focused on the formation of complex software project management products, customers;

• interactive technologies;

• the possibility of combining work and study;

• open lectures and seminars with the assistance of highly qualified teachers and leaders of practical vocational education in the region.

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The modern process of democratization of school management leads to the fact that an increasing number of people are involved in the management. Greater autonomy in the management of acquired Director (in high school - rector) and his deputies, heads of teaching unions and class teachers. Teacher in class manages the process of learning and pupil runs his own training activities.

Theoretical bases of management

The important role of school government, the principal organs which may be the Conference Board and the school, approves the charter school and the main directions of its development. [1]

In a complex set of modern scientific management of educational institutions increasingly prominent place gets such an important instrument as management. You can give the following definition of this concept. Management is a modern enterprise management system and institution oriented to better meet the needs of society through the production of goods and services in a market economy. This set of methods and management techniques used in order to enhance the creation of economic wealth, increase revenue and profits.

The need for management today are experiencing not only businesses, but also all the organizations of schools, hospitals to government agencies, from kindergartens to universities.

Managers aim to formulate and implement the general functions and management methods for every sphere of human activity, including education. However, in the education sector management is manifested in different ways.

A significant contribution to solving the problem of employment of graduates and young people in the region could be the development of alternative employment schemes, development of competencies and infrastructure to support self-employment and youth entrepreneurship. In this regard, the university implemented a comprehensive program to support youth entrepreneurship, including education, counseling, assistance in finding investors and a business incubator.

Of particular importance in the context of increasing competition for jobs takes on the quality of training, online resources in education, understood today as compliance with the requirements of the labor market - practical expertise and experience. Partnerships with the business environment in the region allow us to widely engage practitioners in the learning process, and students and teachers - in solving real problems of enterprises through the participation in projects, internships and other forms.

The anti-crisis program of the University has received wide support and approval in the region. This is primarily manifested in the growing interest of applicants to our university, which can be traced on the results of opinion polls and attendance of career guidance activities. This feedback confirms the correctness of the chosen university course as the respective interests of our social partners and social responsibility.

Theoretical bases of management in higher professional education

Management in education includes the following highlights:

- Forecasting and planning activities of educational institutions, the correct setting of objectives, their subordination in order of importance;
- Rational placement, allocation of responsibilities, establishing connections between subsystems and management of these bonds;
- The organization of educational information and the efficiency of its use;
- Comprehensive monitoring, analysis and timely adjustment to prevent or accelerate the elimination of deficiencies;
- Suitably qualified and experienced managers of educational institutions, and a system to enhance their skills.

Formation of the education market in recent years has led to widespread use in education not only management but also marketing. Marketing, as we know, is a modern type of work aimed at meeting the needs and requirements of people through market exchange. Under the marketing understood the science that studies the demands of consumers, and it is based on production management system and the exchange of goods and services. [2]

What is Distance Education? It is an excellent solution for those who are used to value your time and do not waste it in vain. What is management? This knowledge and skills to those who are accustomed himself to chart its course.

If you are not accustomed to waste time in vain, if you prefer to make their own decisions, and do not obey someone - then you should think about getting a higher education remotely in "Management."

Today, thanks to the development of Internet technology training online has become affordable and easy. Every self-respecting university has developed a program, not only for full-time students, external students and external students, but also for those who are smart enough and diligent, to develop a training course at a distance.

What are the advantages of distance learning? They are obvious, yet let's list them:

You are not tied to a place. You can safely go on business trips and vacations. Lecture and screening materials you can download, even while on the other end of the earth. From there you can get in touch with teachers and other students who are studying remotely.

You manage your time. As time students, only more rational. You do not need every day to get up early in the morning and spend half a day or even all day on lectures and seminars. You decide when and how to lecture, when and how to perform verification tasks. [3]

You are not tied to other people. Your success depends on you. No one will disturb or distract you. You can stay in a comfortable atmosphere and completely immerse themselves in the educational process.

Of course, online learning requires perseverance, concentration, presence of mind and good memory. But it's just about you, is not it? So you are ready to step into the future and learn as productively as possible.

Management - the science of leadership!

Management combines management discipline, marketing and various destinations, which are used for the management and coordination. If you feel a leader and know that under your leadership, any business will go up the hill - you have only to systematize the knowledge and skills to consolidate the learning process.

Many high schools offer the opportunity to study management and marketing. You'll learn all about modern markets about business processes and corporate culture. Regardless of your current level of knowledge you are sure to find for yourself something new, because the market economy is developing and improving every day. Only the most persistent and purposeful keep pace with the times, and all the rest and remain sitting on the salary.

If you own leadership skills, charisma and want to know everything about today's market, if you want to manage and develop rather than follow and obey - turned their attention to high schools, offering management training. Learn more about the curriculum, you will be able to understand exactly what is necessary for you. [4]

Our society provides extremely difficult, many contradictory, but historically inevitable and irreversible rearrangement. In the socio-political life is the transition from totalitarianism to democracy, the economy of the administrative-command system to a market economy, in the life of an individual turning it from a cog in a separate business entity. Such changes in society, in the economy, in all our life experiences are complex in that they require a change in ourselves. Such a situation the Americans, accustomed to sudden turns of fate, the competition, the challenge of defining words challenge. In their concept, each call is fraught for the individual, the organization, the country both opportunities and threats. To cope with this unprecedented in a generation challenge us, inter alia, the need to acquire new knowledge, learn how to use them in practice. An important part of this knowledge, as international experience shows, the comprehension of science and art of management.

The most important component of social responsibility is to promote the employment of university graduates. During the crisis, it is particularly sensitive issue. Compared to last year the number of unemployed youth registered with the employment service of the our Territory, doubled, and its share in the total number of unemployed now stands at 38% (one tenth of them - graduates). The growing number of unemployed is accompanied by a decrease in the number and quality of jobs in the service of employment in such areas as trade, finance, transport and information technology. The mechanism of reverse migration of young professionals in the northern areas of the region, even in the presence of professional work, decent wages, apartments and career prospects, are not efficient enough.

With a light hand of Americans is the English word became known today almost every educated person. In a simplified sense, management is the ability to achieve your goals, using labor, intelligence, motives of others. Management is the management function, activity in guiding people in a wide variety of organizations. Management is also an area of human knowledge, helping to implement this feature.

Conclusion

Educational structures increasingly commercialized, presenting to executives of the most stringent requirements, which can fit only received quality training.

Unique master's program "Management in Education", "Synergy" is designed to prepare a new type of decision makers in the field of education - universal managers can address the full range of issues related to the activities of a modern educational institution.

Finance, advertising, external relations, personnel management, the implementation of innovative educational projects - you surely will hold in their hands all the threads of control of your organization.

It is management reform must match the development and implementation of innovative ways, interoperable business entities (educational institutions), not on the basis of administrative and by matching their interests in the educational market. In this regard, necessary to improve the technology of the administrative and corporate governance, their complex information and analytical support and expert system contingency support. [5]

Our solutions are methodological problems, conclusions and recommendations suggest that the modernization of higher education is a prerequisite for the formation of an innovative economy in the Republic of Uzbekistan, as well as the proposals can be implemented and in foreign countries.

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IMPACT OF ECONOMIC REFORMS ON INDUSTRIAL GROWTH IN INDIA

Pranjali Unkule[1]

ABSTRACT

The Industrial sector plays a very important role in the life of developing economies. India has not been an exception to this as the industrial sector is predominantly looked upon as one that would help to solve the problems of poverty, unemployment, low production, low productivity and low standard of living. India had undertaken policy reforms since 1980, but the most radical reforms occurred since 1991 that changed the face of the Indian Economy, after the severe economic crisis in fiscal year 1990-91. These reforms were mainly targeted at improving the efficiency and international competitiveness in Indian industry. After more than two decades of reforms, what has attracted the attention of economists in recent times is the effect of these economic reforms on the performance of industrial sector in the post-reform period in India. To know the answer the present paper attempts to present the industrial development of India in pre reform and post reform period, and investigate the impact of globalization on industrial sector in India.

Key Words: *Industrial Development, Globalization, Economic Reforms, pre reform period, post reform period.*

Introduction:

India's post-independence development plan emphasized industrialization as probably the most important instrument for sustained growth. Industrial development has always been considered necessary to achieve high rate of economic growth, in order to provide for the basic needs of the people, to successfully thrive a diversified economy and to support social and institutional changes.

Before 1980, based on the case of Soviet Union success, it was thought that the key strategy for development was to focus on big and heavy industries which would be under government control. The strategy also included import substitution, price controls and severe restrictions on private sector.

Around 1980s, there was considerable gloom about the prospects of industrial growth, despite having a surplus of food and foreign exchange stocks for a few years in the late1970s. Lack of industrial demand, especially for investment goods, was accepted as the main reason for the relative stagnation since the 1960s. However, there was also an

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argument that control on output, investment and trade, called the permit licence raj were stifling private initiative and wasting public resources. It was argued that this led to widespread inefficiency in resource use, which reflected in poor total factor productivity growth, or rise in incremental capital output ratios in the 1970s.

The disappointing performance of the industrial sector, forced policymakers to revise their policy tools. In the late 1970s, reforms such as "reducing the barriers to entry and expansion, simplifying procedures, and providing easier access to better technology and intermediate material imports" began to be introduced. 1980 onwards, after the domestic political uncertainty ended, industrial policy witnessed greater pragmatism with a gradual loosening of controls, and a greater willingness to import technology and foreign private capital to modernise the manufacturing sector. Greater realism in policy making also included stepping up of public investment in infrastructure and energy production, rural development and for eradication of poverty.

The Indian Government had undertaken policy reforms since 1980, but the most radical reforms occurred since 1991, after the severe economic crisis in the year 1990-91. The rupee was depreciated for expanding exports. Import-licensing restrictions for a wide range of industrial inputs were either stopped or lifted while the maximum rate of import duties lowered. Finally, foreign investment was liberalized. As a result, foreign direct investment shot up to 51 per cent equity participation in high priority industries was automatically authorized.

Industrial licensing was liberalized or abolished. Also, the Monopolies and Restricted Trade Practices (MRTP) Act deregulated. The number of activities reserved for the public sector enterprises (PSE) were also reduced. The market became more competitive after liberalization policies were introduced. First, the loosening of various domestic restrictions (i.e., industrial licensing, MRTP, and so on) promoted competition among local enterprises. Second, deregulation of foreign investment restriction promoted competition between local and foreign enterprises. Globalization happens through mainly two channels in industrial sector: trade liberalization and liberalization in movement of capital. After nearly more than two decades of reforms, an issue that has attracted the attention of the economist is the effect of these economic reforms measures on the performance of industrial sector in the post-reform period in India.

II. Performance of Indian Industry in Pre and Post Reform Period

The Period of 1980s can be termed as a period of industrial recovery. This is clearly brought out by a study of the revised Index of Industrial Production (Base 1980-81). Rates of industrial growth based on this index are presented in Table 1.

Table 1

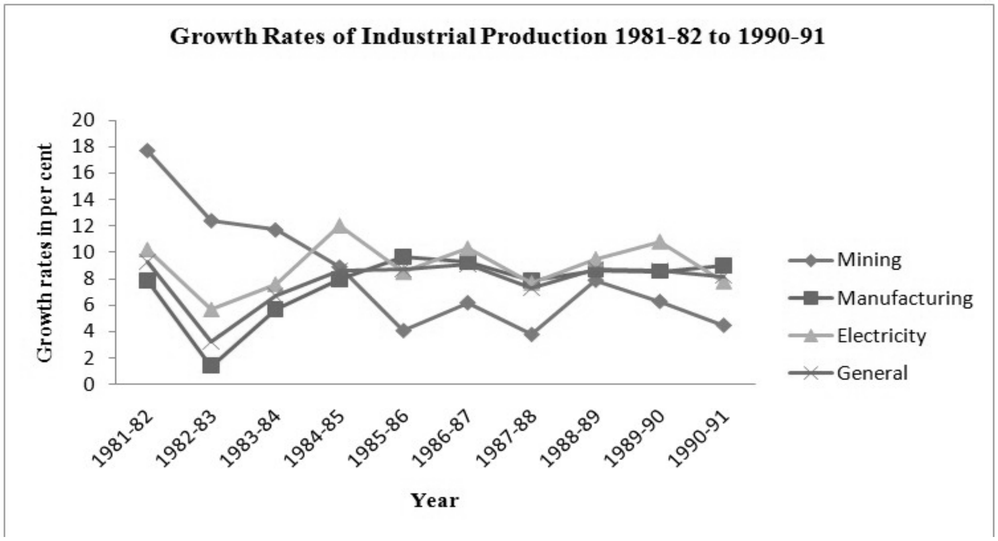
Annual Growth Rates in Major Sectors of Industry from 1981-82 to 1990-91 (in Per cent)

Period (Weight)	**Mining (11.46)**	**Manufacturing (77.11)**	**Electricity (11.43)**	**General (100)**
1981-82	17.7	7.9	10.2	9.3
1982-83	12.4	1.4	5.7	3.2
1983-84	11.7	5.7	7.6	6.7
1984-85	8.9	8.0	12.0	8.6
1985-86	4.1	9.7	8.5	8.7
1986-87	6.2	9.3	10.3	9.1
1987-88	3.8	7.9	7.7	7.3
1988-89	7.9	8.7	9.5	8.7
1989-90	6.3	8.6	10.8	8.6
1990-91	4.5	9.0	7.8	8.2
Average from 1981-82 to 1990-91 1990-91	8.4	7.6	9.0	7.8

Note: IIP (Index of Industrial Production) Base Year: 1980-81.

Source: Economic Survey, (Various Issue), Ministry of Finance, Government of India, New Delhi

Figure: 1 Growth Rates of Industrial Production 1981-82 to 1990-91 (Base Year 1980-81=100)



Objectives of the study:

1. To study the impact of Economic Reforms on Industrial Sector in India in the post reform period
2. To study the industrial growth pattern of the Indian Economy in the post reform period
3. To understand the various factors affecting Industrial performance in pre and post reform period

Research Methodology

Exploratory research Design:

Exploratory research often relies on secondary research such as reviewing available literature and/or data, or qualitative approaches such as informal discussions with consumers, employees, management or competitors, and more formal approaches through in-depth interviews, focus groups, projective methods, case studies or pilot studies. The Internet allows for research methods that are more interactive in nature.

When the purpose of research is to gain familiarity with a phenomenon or acquire new insight into it in order to formulate a more precise problem or develop hypothesis, the exploratory studies (also known as formulative research) come in handy. If the theory happens to be too general or too specific, a hypothesis cannot be formulated. Therefore a need for an exploratory research is felt to gain experience that will be helpful in formulative relevant hypothesis for more definite investigation.

The objective of exploratory research is to identify key issues and key variables. For example, one outcome might be a better system of measurement for a specific variable. If you define your study as exploratory research, then you need to clearly define the objectives.

Data Collection:

The study will be conducted by the means of Secondary Data available from various sources. For the purpose of analyzing the data it is necessary to collect the vital information.

Collection Technique:

Secondary Data

- Books
- Journal
- Websites
- Magazines

Statistical Techniques that were used For Analysis:

- Percentage analysis
- Tabulation

Result and Discussion:

The post reform period up to 2000-01 was marked by considerable fluctuations and thus showed total lack of consistency in industrial growth performance. Table 2 indicates trends in growth rates of overall industrial production and its three major components viz. Mining, Manufacturing and Electricity. After a sharp fall to 0.6 per cent in 1991-92, the industrial growth rate showed a rising trend from 1992-93 to an overall growth of 2.3 per cent during 1992-93, 6.0 per cent in 1993-94, 9.1 per cent in1994-95 and further to 13.0 per cent in 1995-96. After reaching a peak point in 1995-96, industrial growth slowed down in 1996-97 (6.1 per cent) and registered a minor improvement (6.7 per cent) in 1997-98. The downward trend continued in the next year as well, with industrial growth falling to 4.1 per cent in 1998-99. The slowdown of industrial growth in three consecutive years was mainly due to the poor performance of electricity generation, mining, and decline in agriculture production in 1997-98. It also affected rural incomes which directly resulted in lower demand for certain industrial product, capital markets remained depressed for the past couple of years, drying up source of investment funds for industry, export growth had been sluggish in 1996-97, low demand for exports affected industrial production. After a turnaround in 1999-2000, industrial growth slowed down during 2000-01. Overall, industrial growth during 2000-01 at 5.0 per cent was lower than 6.7 per cent during the corresponding period in 1999-2000. The average rates of growth of Indian Industry in the post reform period (1991-92 to 2000-01) were 6.0 per cent, the growth of manufacturing sector was 6.3 per cent, mining 3.3 per cent, and electricity was 6.6 per cent.

Table: 2. Growth Rates of Industrial Production 1991-92 to 2010-11
Annual Growth Rates in Major Sectors of Industry from 1991-92 to 2010-11
(in Per cent)

Period (Weight)	Mining (10.4)	Manufacturing (79.4)	Electricity (10.2)	General (100)
1991-92	0.6	-0.8	8.5	0.6
1992-93	0.5	2.2	5.0	2.3
1993-94	3.5	6.1	7.4	6.0
1994-95	9.8	9.1	8.5	9.1
1995-96	9.7	14.1	8.1	13.0
1996-97	-1.9	7.3	4.0	6.1
1997-98	6.9	6.7	6.6	6.7
1998-99	-0.8	4.4	6.5	4.1
1999-00	1.0	7.1	7.3	6.7
2000-01	2.8	5.3	4.0	5.0
2001-02	1.2	2.9	3.1	2.7
2002-03	5.8	6.0	3.2	5.7
2003-04	5.2	7.4	5.1	7.0
2004-05	4.4	9.2	5.2	8.4
2005-06	1.0	9.1	5.2	8.2
2006-07	5.4	12.5	7.2	11.6

2007-08	5.1	9.0	6.4	8.5
2008-09	2.6	2.5	2.7	2.8
2009-10	9.7	10.8	6.0	10.3
2010-11	5.2	9.0	5.5	8.2
Average from	**3.9**	**7.0**	**5.8**	**6.7**

Note: IIP (Index of Industrial Production) Base Year: 1980-81.

Source: Economic Survey, (Various Issue), Ministry of Finance, Government of India, New Delhi

Findings, Conclusion, Recommendations and Limitations

Findings: The average annual growth rate of industrial production which was 7.8 per cent in the pre-reform decade (1981-82 to 1990-91) fell to 6.0 per cent during the period 1991-92 to 2000-01. The main causes of unsatisfactory industrial performance in post reform period up to 2000-01 were:

1. **Exposure to External Competition:** According to the Planning Commission, the most important reason for lower growth rate during the Eighth Five Year Plan period than earlier plan period was that "the industrial sector, which had been almost totally protected from both industrial as well as external competition during the previous four decades, was suddenly exposed to foreign competition through a significant liberalisation of imports and drastic reduction in import duties. The industry was hardly prepared for it and the slowdown was the obvious outcome

2. **Slowdown in Investment:** An important reason for the slowdown of industrial growth in 1990s was the slow- down of investment. It is a known fact that capital formation in the public and private sectors provides a stimulus for industrial growth in an economy. However, due to the adoption of the micro-economic adjustment programme of the IMF in 1991, the Government of India was forced to cut down public expenditure drastically. Since there is a strong connection between public investment and private investment, a reduction in the rate of growth of real public investment had an adverse effect on private investment.

3. **The Infrastructure Constraints:** Industrial production has suffered not only due to inadequate availability of infrastructure like power and transportation bottlenecks, inadequate handling facilities at ports etc., but also due to poor quality of infrastructure like frequent and unscheduled power breakdowns, poor road conditions, unduly long handling time at ports etc. All these factors added to the real costs of manufacture and thus adversely affected the competitiveness of domestic industry.

4. **Sluggish Growth in Exports:** For few years during the 1990s, exports grew at a very low rate. This was the result of increasing competition in the international market on the one hand and inability of domestic industry to meet external competition by ensuring quality products, keeping to delivery schedule etc. on the other. At the same time, the outbreak of the East-Asian crisis in mid-1997 increased problems for Indian exporters, as there was a sharp depreciation in the external value of the currencies of this region.
5. **Anomalies in Tariff Structure:** According to the Ninth Five Year Plan, there were anomalies in tariff structure leading to large-scale imports of second-hand machinery, basic materials and intermediate products. This had a negative impact on industrial growth in these sectors.
6. **Contraction in Consumers Demand:** There was severe contraction in consumers demand in 1990s due to the following reasons:
   - **a)** The rural purchasing power was severely affected by lower agricultural growth and increased fluctuations in growth in the 1990s.
   - b) Indian Industry was faced with low purchasing power from the urban sector as well. The substantial erosion of wealth caused by a fall in the equities and real estate markets hampered the average urban consumer's spending power.
   - c) There were growing inequalities in the distribution of income, and as a result of reduced employment growth as well as deterioration in the quality of employment, purchasing power in the hands of the urban population possibly declined.

The industrial slowdown witnessed in 2000-01 continued with greater intensity with a significant deceleration in all major sectors which is depicted in table 2.

Conclusion:

The summary results of industrial development in India clearly indicate that the average annual growth rate of Indian industry has declined in the post reform period as compared with the pre reform period. The fall in the growth rate was 7.8 per cent to 6.7 per cent. A decline is also observed in the manufacturing sector. It was 7.6 per cent in pre reform period and 7.0 per cent in the post reform period.

Finally, it may be concluded that although the industrial sector of India has grown after independence, the rate is below expectations, especially after globalisation. Thus, the need for accelerated growth can hardly be overemphasized.

Limitations of the Study:

1. This study is strictly limited to the secondary data available and concentrates mainly on the Government and official data.

2. The study is limited to the period of twenty years from 1991 to 2010.
3. Another limitation of the study is that the Industrial Growth although most affected by the Industrial Reforms, is also affected by certain other internal and external factors. These factors have not been taken into account in our study with their policy implications.

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CULTIVATING MEANING OF PEACE THROUGH MY FAMILY VALUES: TOWARDS MY RESEARCH AGENDA

Radheshyam Thakur[1]

ABSTRACT

This paper is the outgrowth of my lived experiences which I recollected and reorganized at the dawn of my doctoral research. I have developed this paper with the flavor of auto/ethnographic tenet that discusses the way I identified 'peace' as my research agenda and also how my family values became the milestone for cultivating my meaning of peace to serve the purpose of my doctoral research. I as a peace researcher understand that my life is my research field in which the way I mean, explain and reframe my conceptions towards peace emerges out of my performances, values and relationship that I cultivate in my socio-cultural grounds. My past reminiscences, experiences and also my relationships with the others in my family setting serve to make meaning of peace in the way I understand and perform. My life stories particularly in relation to my family values give me a way out to explain the meaning of peace in a performative way. Performative peace deserves holistic meaning in which an individual's total context that helps them exist come into play constructively. Performative peace is an emergent entity that appears out of one's active, subconscious and regular participation in performing relationships particularly through dialogue, conversation and constructive engagement and collaboration.

Key words: *Family values, peace, research agenda*

Prologue

It was the time of spring in 2013. I had accomplished my third semester course of my PhD. One of the professors had asked us to develop a research proposal for PhD and submit it to the research committee. I was much too busy in thinking, interacting with colleagues and reading literature to identify my PhD research agenda. At times, it was a part of my daily routine to consult the university library and read literature on research methodology in general and identification of research agenda in particular. Besides studying in the library, I participated in research seminar organized by the research committee. I also participated in the interaction programs held by a group of PhD scholars in which I was one among them.

In the group interaction I intensely listened to the participants about their way of identifying research agenda and fixing the research methodology for their PhD research. While discussing for identifying our research agenda we linked our interaction with the lesson from our research methodology class, related literature and our personal life experiences on a particular research issue. By the time I had not identified my research

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agenda. I was worried; but curious and conscious on fixing my research issue. What social issue would best serve for my PhD research and why? The questions as such often whirled into my mind. Side by side, I was scrutinizing closely my own areas of life experiences in the past. For it, I was seeking my own family and community life and also exploring the larger social context. The idea was rolling into my mind that my research agenda perhaps would emerge out of the dawn and noon of my life.

Reading Barone (2007) as "Quest for valid knowledge may be fueled by a need shared by all human beings for at least temporary closure to the issues that plague our lives" (p. 465) I thought that I would be able to articulate my PhD research agenda if I relate my past experiences, my cultural context, my pain and miseries in life style with the larger social and / or community context. I thought that I am nothing alone, indeed; I am a social being. I am the product of my social context and, hence, my experiences must represent my society in which I live. I therefore in a way had determined to make my life, my past experiences, my history and my world as a source of identifying my research agenda (Patton, 2002). I however often fell into a perplexity that what area of life experiences would be the best source of identifying my PhD research agenda. Which area of my life should I bring into the range of my PhD research?

Meeting with a saint: way forward to my research agenda

Whatsoever, my PhD research journey had already begun. I plunged into my research journey to such an extent that I was not able to celebrate my time with my family members. My wife severely felt the need of my time in the family which she often complained about in family conversation. One day she obstinately asked me to join a religious preach with them which was going to be performed by a saint from India. I could not say her 'No' though I had a volume on research methodology to review. I participated in the religious preach along with my sons and my wife. In course of the preaching, the saint narrated a story from ***Taitreya Upnisad*** (Chapter-3, Vrigu Balli) which maintains that *Aanand* (bliss) is the God.

In the end of preaching, the saint asked the audience to put their queries, if they have any, regarding his preach. I then stood up, greeted him and asked him, "Well, *Anand* (bliss, pleasure) is the God. So what? The God is 'god' and we are 'us'. What is our relationship with the God? What we have to do with the God?" The saint then smiled a little and said in line with the Gita that the creatures in this world are the part of the God[3]. Since the God is in the form of 'bliss' the creatures including human being is also in the form of 'bliss' (happiness)." He added that whatever work we perform in our life, our purpose is to attain happiness, the bliss. I then again questioned, " We attempt for happiness all the time but we don't get sustainable 'bliss', rather we, time and again, happen to fall into the realm of sorrow, miseries and pain; why?" With reference to the Gita again, the saint said, "Without

[3]*Mamaibanso jibaloke jiba vutah sanatanah*

peace we can't feel bliss[4]." I then again asked him, "how to attain peace then?" Upon this inquiry, he smiled again and said, "It is your job now to inquire what causes pain and miseries in life; and how to attain peace." I thence kept quiet.

The saint had hit my mind, my inner thought. My conversation with the saint took place at times when my country Nepal had recently had the experiences of ten years' Maoist civil war. There were perplexities, uncertainty and fear still lying amongst the people at large. The ongoing un/peace in the country and my interaction with the saint made me restless to perform an inquiry upon pain, miseries and un/peace. Why do human beings not get sustainable bliss, indeed? What is the relationship between peace and bliss? The stoniest question appeared into my mind then was "What is peace, indeed?"

I then began to recall my all dimensions of life experiences. I began to collect my reminiscences from childhood to adulthood and my roles performances and their consequences. I then began to relate these consequences with my own un/peace in life. Unknowingly my mind plunged into the ideas, perspectives and understanding towards my un/peace in life. At times, the social life was entangled by social evils (like inequality, discrimination) and also by political ups and downs (Maoist insurgency, fall of monarchy). Social living of my own and also the others around me revealed uncertainty, un-cohesive, doubts and unrest. In this context, the question that "what is peace and how to resolve pain?" deeply rooted into my mind. I then determined to make 'social un/peace' as the major agenda of my PhD research.

Purpose and procedure of this paper

It was the time after the approval of my PhD research proposal by research committee. I participated in a scholarly discussion on 'peace pedagogy' organized by a group of social workers, some community members, and teachers in my community. The program aimed at discussing on some ways to bring cohesion between the people[5] from two different cultures and communities who were under an argument over their identity and peaceful survival. Some of the speakers in the program asserted religion as a means to bring social cohesion and peace whereas some others were claiming peace as a political enterprise. I as a researcher thought that both religion and politics may encompass peace as their mega project that would take too long time to articulate peace sustainably in real life situation. I then began to think some other ways to articulate peace. First, I thought that peace must not be taken as a ready-made commodity; but an emergent phenomenon which evolve out of human world of work. Second, I also thought that human being exist and survive depending upon the knowledge that they possess. Thus, an individual peace must be linked with their knowledge which they possess for their happy living. I hence, through this paper would like to establish that human

[4] *Ashantasya kutah sukham*
[5] *Madhesi and Pahadi communities residing in the Terai part of Nepal*

world of work, their engagement in their daily life practices and the way they imply their knowledge and values in their life largely contribute to emerge peace. To meet this purpose, I have first focused on making peace as an emergent agenda for research. Second, I have assessed my own family values, daily family chores and my willful participation in family activities. And then I have shown how these ways of living and implying family values causes to emerge peace pedagogy in life. In so doing, I have narrated stories, events and experiences that I evolved out of family living. I then reflected upon my family experiences to come up with some kind of learning upon peace to articulate it as a pedagogy for peace.

My Family Discourse and Context

My father was a Sanskrit graduate and he was a teacher in a school. He often recited verses and stories from Sanskrit literature to induce me for better learning. The Sanskrit Verse[6] which he most often recited for me meant that 'knowledge (education) develops one to be a good character in the society; which helps them to earn wealth. By means of wealth one performs religion (righteous performance) and also the ethical performances for the self and the others and thereby they live in happiness". For my father, acquisition of knowledge is an imperative for happy life. In the verse, my father concluded for me that the ultimate target of 'knowledge' for us is to live a 'happy life'. My father's way of explaining relationship between one's knowledge and peace provided me space to scrutinize what knowledge in my family setting governed our family peace and in what way the knowledge in question caused us mean the peace as I have discussed in the following section.

Profession as value. Ever since I grew with consciousness of relating myself with the outer world I realized myself a little child among many adults in my family. My father was a teacher. He taught in a primary school. Every evening and morning he induced me along with my brothers and sister to sit for few hours to study. Basically he insisted on developing a beautiful handwriting along with 'reading' and 'arithmetic'. He emphasized on reading books in Nepali, Sanskrit and English. Nepali was a medium of instruction then in the school. However, he taught us the story, poem and essay in Nepali by translating them into Maithili-our mother tongue.

Similarly, words in English were also translated into Nepali/Maithili to learn English lesson in the classroom. My role was to list out English words in an exercise book and my father requested the English teacher in his school to write their meaning into Nepali. My father brought the exercise book next day. I recited them all. In two days or three, I recited all the English words with their spelling, pronunciation and meaning into Nepali. Learning arithmetic meant then was acquiring skills of addition, subtraction, multiplication and division. Besides these, the knowledge of multiplication tables from one to twenty was

[6]*Bidya dadati Binayam, Binaya dati patratam, patratwa dhan mapnoti, dhanat dharm tatah sukham*

supposed to be most important in the part of all the students. My father therefore often asked me recites the multiplication table and I did that.

Besides his engagement in teaching profession he was also an engaged farmer. Farming was the second most profession. Since the living was in a rural setting, farming governed the most part of my family economy. Production of rice, paddy, millet, corn, wheat, oil seeds, vegetables, etc. in the farm supported the healthy survival of my family tremendously. Raring and caring of cattle for milk was another important task in which family members engaged. In the midst of avalanche of domestic chores every individual in the family had to lead their life. I hence spent from 10 am to 4 pm at school. The time in the morning and also in the evening, I spent in domestic chores.

Along with my father I used to work in the field to grow crops for living. I also used to dig the field, graze cattle, and manage fodder for them. My house in the village was a big one. It was big in the sense that it was expanded in one *Kattha* of land though it was only of one storey. It was made up of mud and bamboo slice with thatched roof. The house yard was expanded in one *Kattha* where cattle were to live. I massively engaged in the morning and evening in cleaning the cow-shed, sweeping house yards to make surrounding clean. I still remember the words of my father who shared with my mother that “if we do not engage in agriculture, it will be very difficult to sustain life only by depending on the salary obtained from teaching profession.” The duality in profession for good living was not only in the case of my family but many in the village. The double profession demanded time and energy profoundly in the part of my father. I thus now think of ‘profession’ as knowledge in the part of my father which contributed to fulfill economic requirements of the family. Since my father replicated his professional performance by teaching/instructing us (the children) in the family, I would like to articulate ‘profession’ in the form of knowledge.

Spirituality as value. Besides teaching and farming, my father also was regarded as a priest in the village. He was matriculated in Sanskrit. He had a great deal of experience in reading and explaining the knowledge contained in the religious books like the Gita the Mahabharat, the Ramayan, etc. His priesthood was famous far and wide. Preaching on the Vedic knowledge at local level was his area of work in his life. Though preaching on Vedic stances was not his strict profession, it endowed him with a special regard at the local level. His Vedic preaching ceremony was organized frequently in one village or the other where I used to sit beside him as a listener. Frequent listening to the Vedic stances of life caused my growing up with spiritual feeling. In the family discourse, my father used to present story from the Ramayan and the Mahabharat and linked the lesson from religious stances with the contemporary life situation. Love, truth, non-violence, and self-sacrifice for the sake of the others were some key lessons that imperceptibly infuse into my mind since my childhood. The teaching of spiritual values from my father did not only took place via social and family discourse but also through the work I engaged into domestic chores or while working with him in the field.

I was more obstinate by nature than my brothers and sisters during my child hood. I was also a violent and outrageous, a short-tempered one. In the family, I often had some quarrelsome events with my brothers and sisters in the name of owning something new, unique and different. In many occasions the issue of quarrelling with brothers and sister reached to my father, the family head. Temporarily, he warned me to stop quarreling but to help me wipe out my quarrelsome behaviors in the family he implicitly invited me to join him in his preaching events in the village. Referring to the Mahabharat my father would say us that scarifying the self-interest for the sake of the others either in society or in the family fosters unity and trust which ultimately help to maintain harmony and peace (Sivananda, 1999). (Addressing his audiences he questioned) Have you ever tried for peace and harmony in your family?" One of the audience stood and replied, "Guruji (my honored priest) my children often quarrel and in many occasions fight for their interest." Please teach them how to live in peace and harmony in the family." The other adult audience raised his hand to say something. After getting permission from my father she said: "your children are quite much wise. They understand the meaning of living in harmony and peace. Because you are so much learned and you often possibly teach your children how to live together in peace. I am not you. I don't know Vedas and its relevance in life. So my children are not as likeable as yours…." These utterances in public imperceptibly crippled into my mind.

First, I understood that my father is regarded in the society because of his religious, cultural and philosophical knowledge based on Hinduism. His immense ability to deliver his Vedic knowledge effectively in the mass established him in the village as someone who 'knows'. As a result, his words of lessons used to be taken for granted. The other important insight that developed into my mind that children like me in the priestly family is undoubtedly taken as sober, and peaceful. This social understanding made me question my own obstinacy and quarrelsome behaviors in the family. My mischievous behavior in the family was my personal reality but at social context I was taken as an exemplary child for illustrating uniqueness of living in harmony in the family. The social understanding was massively under the impression of the ideals knowledge claim delivered by my father with reference to the religious and spiritual and cultural stances. From the social and family discourse created with reference to the spiritual knowledge claim from my father vividly remained as pedagogy to give the behaviors of the target adults and children a meaningful shape as asserted by the society in given time and space. This was the time when the desire for immense knowledge in life evolved into my mind. It made me resolute to acquisition and practice of knowledge throughout my life.

Family learning as value

His journey as a farmer and also as a teacher did not go in isolation. As a farmer he performed a very hard work in the field in which he encouraged me as well as the other members in the family to share his responsibility as a part of our family duty; not only to support the family leader but to inculcate the family economy as a whole for sustainable living. Our deliberate performance in domestic chores and also in the field caused immense production of crops. It also contributed to create working and learning environment at home. Pedagogically, the family environment provided me to learn living life embedded with the sense of duty, care, and responsibility (Sabhlok, 2001). Sub-consciously, I grew up with the sense that life is not the journey towards fashion; but a journey in which we consciously perform our care and consideration for the others.

I grew up with the sense of being industrious to perform and communicate our responsibility to make our existence meaningful in the defined time and location. The passage of time which I passed from childhood to adolescent merges with the pedagogical approach in the family in which mutual trust, unconditional respect, love, unity and selfless cooperation for the wellbeing of the family became a part of my character. The course of knowing, being and becoming in the family served as methodology to assert one worldview and challenge the other. One subtle and acute experience which I would like to derive from my family course of learning is that the life approaches in the part of parents (or the adults who the children respect) function for children as a milestone to identify, define and implicate their ideals in life (Lane-Garon, Pamela, Ybarra-Merlo, Zajac, & Vierra, 2005; Maxwell, Enslin, & Maxwell, 2004; Doyle, 1989). It redirects their location and social relationship for the larger good of the self and the others with whom they live.

The childhood learning and experiences stand as solid foundation for the later part of life (Duckworth, 2006) particularly in relation to promoting peace and resolving conflict. My family environment engraved my mind with some skills of living in harmony and peace. It equipped me with skill of cultivating the sense of love, care, consideration and unity in the family- a mini society. These are some inner strengths which served me inculcate peace in the time of crises in the later stages of my life. Inner strength of mind (values) works as a potent driver (a teacher) that induces one to choose what, where, how and why aspects of life (Doyle, 1989; Tyler & Bretherton, 2006). For example, my profession (teaching), my social relationship (amicable, flexible, benevolence), my course for life (expanding knowledge dimension) and purpose to live in peace and harmony are my choices preceded by the values, the inner state of mind, which was inculcated throughout my living in the family during childhood.

Based on the values in my family, I grew up with the insight that peace pedagogy can't evolve in isolation (Tricia, 2006). It is neither an abrupt event that takes place accidently or in ready-made way. It is a conscious procedure that emerges out of the welcoming context, performances, and become matured through strategic design of time and defined world view (Johnson & johnson, 2006). Peace is not like a ready-made thing that is bought and consumed, it is a state to be evolved by performing behaviors responsive to it. Again, peace is not a notion in singular; but it emerges out of plurality of life dimensions (duty, responsibility, social relationship, knowledge claim, profession and world view) (ibid, p. 170). Peace in opinion is ideals peace but peace in practice and consumption is genuine peace, the pragmatic one. Therefore, opinion-based peace is philosophical and practice based peace becomes pedagogical (Doyle, 1989).

When I relate this with my family knowledge for peace, I realized it as both philosophical and pedagogical ones. My family peace was philosophical in the sense that my father always emphasized upon the peace as advocated in the religious and spiritual discourse, which was borrowed from the philosophy of religion or spirituality under Hinduism. My family peace on the other hand was pedagogical in the sense that the family construct and daily life style was erected upon the duty, responsibility, love, care and consideration within the framework of family relationship. Philosophical peace embedded with an abstract entity of mind which is often preached in language while the pedagogical peace is strategically concretized and manifested in our daily work and behavior (Verschueren, 1994). Philosophical peace strengthens our cognition while the pedagogical peace evolves in the form of transformation in life.

Despite the lesson from religion and spirituality practiced in the family from many generations the male children in the family rigorously were stimulated for school education. My performances in school were discussed in the family. Because my achievement in schools during childhood was poor my parents had a high concern about it. To improve my learning achievement in school my parents illustrated the story of many successful person in life particularly those who earned a great name and fame due to their school education. My father explained to me, "The education that you endow with would be the greatest property for you. You know, that your other property can or may be stolen but the education, wisdom and intellect which you earn through your hard work can't be taken away by anyone else[7]. You see, Rad (my nick name in the family) when you spend money, it decreases in amount but if you spend your education it increases in its quality and magnitude. Now, you have only one pair of old wears but when you get education and develop your career through your education you can manage many pair of new clothes at a time. Your education brings honor to you. You must work hard to make your school performance better. You know that one who does best in the class gets scholarship that means 'free education'. If you are provided with scholarship by

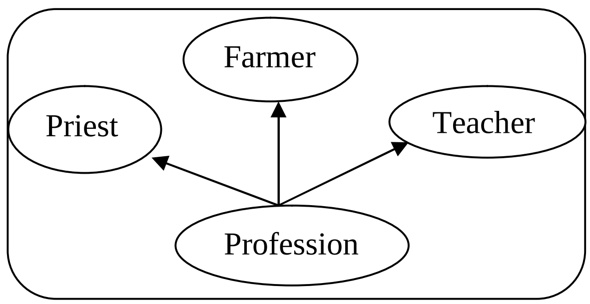
[7]*na chaur haryam, na cha rajya haryam, na cha vatri varyam, na cha varkari, bidya dhanam sarba dhanam pradhanam*

the school, it will be a great support in the family. It will save family money. Don't you like to save your family money? You know…"

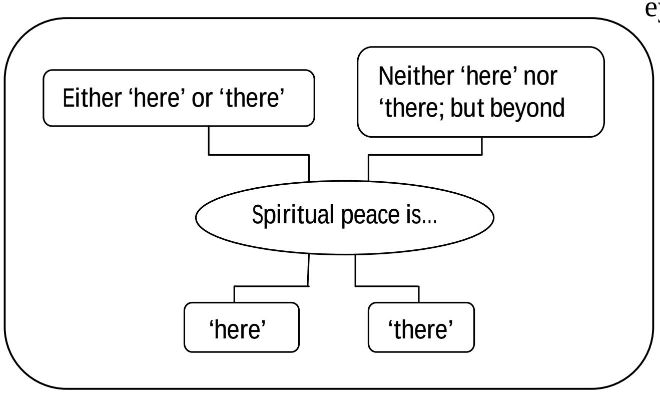
His conscious effort to bring the importance of education into my notice slowly strengthened my focus to perform better in the classroom. Every improved performance was highly appreciated and dignified in the family. This gave me the sense that I was growing as a full human and that I was in the right path in life career. The rays of satisfaction and hope gradually extended far and wide. Happiness thence intermingling with peace enriched my life journey. Based on my understanding, experience and insight that I have earned so far in my life, I would like to figure out the following way of family role in contributing to grow peaceful individual.

Peace of the 'Self': lessons from my family values

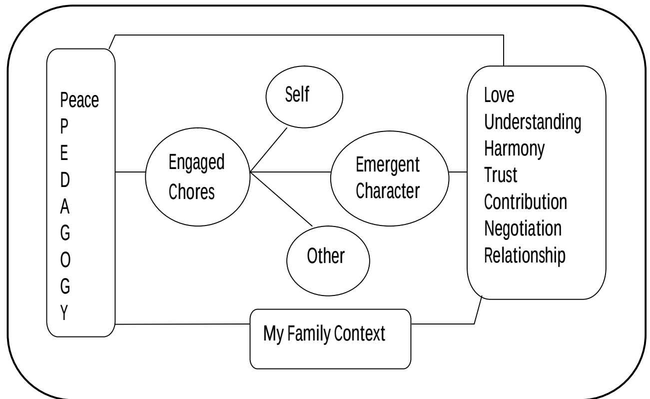
When I rethink back to my research agenda and my family living, I now realize that knowledge and peace are interrelated (Fountain, 1999). By the time now, I have come up with the ideas that the peace understanding which I have inculcated out of my family living comprises of basically three different types of knowledge: the knowledge that helps to perform profession, the knowledge that helps to perform spirituality, and the knowledge that helps to participate into engaged domestic chores.



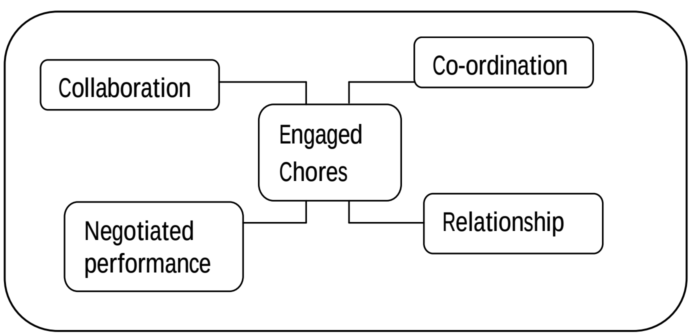
The economic engagement (profession) of my father as a teacher, as a farmer and also as a priest helped him generate resources to maintain economic needs of the family. Agricultural activity helped to supply food crops for the family while his teaching profession helped him generate cash (monthly salary) to meet the need of cash in the family. The other benefit of his teaching in school was to introduce the importance of school education in our life and hold a status of teacher in the eyes of the members in community. Priestship was another way of generating resources which also became one of the prominent sources to develop the sense of spirituality among family members including me. As a priest, my father helped the community members perform cultural and religious rituals and hence his priestship also helped to develop a strong tie



between my family and the community members. In this sense, family profession does not only helped to generate resources but also helped to cultivate worldview and relationship between and among the members of my family and that of the other in the community (Danesh, 2006). I hence understand that the family profession/ economy do not have only economic value; but also the social and cultural value.



The sense of spirituality on the other hand which I cultivated out of the stances from the Gita , the Ramayan and the Mahabharat explained by my father in the family setting helped me develop an insight towards spiritual peace. I therefore grew with the sense that both spirituality as a knowledge system and school education as a way of practicing knowledge influence the economy, the socio-cultural relationship and thereby living in peace (Keller & Helfenbein, 2008). The practice of spirituality in the form of reading the Gita, the Ramayan, etc. and preaching them and also attempting to follow the spiritual thought in the daily performances in the family and community helped me with the sense that peace is 'here' and peace is also 'there'; peace is neither 'here' nor 'there'; it is everywhere and somewhere beyond (Arnold, 2014; Sivananda & Krishnananda, 1999).



When I go back to analyzing my family living in my childhood, I realized that it was my participation and engagement in the family chores that helped me understand and perform activities in collaboration and coordination with the others. Though I did not like to perform a particular activity, I had to do that being convinced by the others in the family. The engaged chores in the family in this sense does not only helps to collaborate and coordinate the subjects to achieve common goal but also impart and promote skills for negotiated performances (UNESCO, 2013). I felt that negotiation takes place among individuals during engaged chores not only to accomplish assigned activities but also to perform relationship (ibid, p. 8). I hence grew with the sense that peace emerges out of collaboration, coordination and negotiation within the set of relationship in the given setting (UNESCO, 1998).

My rigorous engagement in the family chores helped me develop the skills of collaboration, coordination, negotiation and also the skills of performing relationship with the others in my immediate environment. I hence would like to give my 'engaged chores' a status of pedagogy to generate peace (Freire, 1970). In course of my engagement to perform family activities I learned how to communicate 'love' to the others; how to perform 'care' and 'respects' for the others; how to cultivate understanding , sense of selfless service and mutual trust and harmony. I also learned through the engaged chores about the role of the 'self' and also the role of the 'other' while working together in harmony to cultivate and maintain peace (UNESCO, 1998; Gurp, 2012).

Values 'Within' and values'beyond' my family

Based on my family discourse, I understand peace in terms of three different dimensions: economic, spiritual and performative. By the terms economic peace I mean the peace that is conditioned with the means and resources that help to sustain and promote my 'existential being' (Carpenter, 1998). To claim my 'I' in this world as part of my society, culture and the other phenomena, if any, I feel that my 'I' must exist in its 'form' and 'substance' if I am here to claim to be in peace. I as an existential being require living with/in my body with all my potentials, feeling, my worldly comfort with no sufferings of my body and mind. My body is equated with my *Sansar*; and my soul is equated with the God, the Supernatural being. I hence feel that my existential being requires livingness of my body and also my mind through which my soul is manifested in the outer world (White, 1963). I have learned that my body is made up of the material substances (the earth, the water, the fire, the air and the sky)(Mishra, 1965). I hence think that it is only the material substances that would provide me bodily comfort to make me feel in peace. Now, I feel that my economy is my accumulation of material substances for my bodily comfort and also for strengthening my existential being to claim myself in peace. I can accumulate material substances by engaging myself in some sorts of professions (such as teaching, farming, which I observed in my family). My profession hence can be the part of my economy and thereby the means of performing for my material strength. My Profession as a part of economy hence becomes the means of generating my material peace.

The other learning in relation to understanding peace is my spirituality. As I have discussed above that my 'I' substantially exists into my body; and that without cultivating my 'I'- the soul, the part of supernatural being, I can't cultivate my peace (Selman, 1992). My 'I' is my eternal soul which is the part of God and hence without unpacking the ideas on the God, I can't get to my spiritual peace. For Adwait Vedant, God is formless, shape less (Radhakrishnan, 1914). The Taitriya Upnisad informs me that God is substantially 'bliss' – a supernatural happiness. I have also learned that originally love, mercy, kindness represent God. Hence, my spiritual peace makes spaces for cultivating love, mercy and kindness for the self and the other with whom I must exist. Since my soul, as a part of God, is formless, and is described in terms of 'neti neti' (Blackwood, 1963) that means it can be manifested in 'here' and 'there'. It can also be manifested neither 'here' nor 'there' but beyond. Also, my soul can be manifested either 'here' or 'there'. In the strict sense of '***neti neti'*** my spiritual peace is not bound to limit but to grow larger and larger, possibly with an endless journey. The state of my spiritual peace in this sense gives me broader context of cultivating peace in the shape of love, mercy and kindness. This is a question for me that how I can cultivate my peace through my love, mercy and kindness especially while living and working in my worldly context. Responding this question, I would like to explain my performative peace. I would also like to articulate how my performative peace can be connected with the other dimensions (economic and spiritual) of my peace.

Before I explain my performative peace I feel that it is important for me to explain the meaning of 'performativity', especially in relation to my family's engaged chores of which I was (and still I am) a part. The chores in which I engaged into, especially in my family context became milestone for my active involvement in accomplishing the defined task for smooth running of my family. But, my engagement into my domestic chores was not in solitude but an integration of activities, performances, family purposes and intentions. I engaged myself into the family chores in relation to the others in the family where I perform various forms of dialogues, conversation, and interactions with the others to make my engagement productive. My family context was itself a stage upon which I as a performer interacted with the others in the same family to make my family living meaningful. The engaged chores also crippled within my mind with ideas of collaboration and coordination to perform a particular task in the state of love and harmony.

Here, one question hits my mind that 'what do I mean when I say to live in the family as meaningful way?' In response to this question I would like to say that during my engaged chores I did not only contribute to accomplish my family's daily activities but also to cultivate love, compassion and proximity with my other family members, particularly through dialogue and conversation in a congenial environment (Pruitt, 2011). The engaged chores in which I was a part provided me to inculcate deeper proximity where love and compassion bred, sustained and flourished (Theodorou, 1997). This helped me grew with the sense of unity, respect, and fraternity within the group of my family members and this also helped me grow with sense of protecting, supporting one another as when/ where needed (Haight, Masiello, Dickson, Huckeby, & Black, 1994). The circumstances as such helped me develop an insight that peace is the rest, the fearless state for my mind in which it lies with love, compassion and happiness in relation to the others while performing given task in the given social environment. I felt that my performativity, the way of performing my existential being in my family context helped me generate economy, the resources for my existential being on the one hand and my spirituality- the deeper feeling of love, compassion- in relation to the other family members, on the other. The engaged chores in this sense becomes the methods and sources for my peace which I cultivated through my family discourse.

My key learning and ways forward

For me, peace deserves multiple meanings that can be manifested through the relationship. I have learned that the multiplicity in the meaning of peace depend upon the multiplicity in my relationships with the others members in my family. My relationships with my family members are emergent in the sense that my relationships with them emerge, sustain and strengthened during my deeper engagement with them in family settings. Every sorts of my engagement with them invites a new and unique way of collaboration and coordination that makes spaces for emerging new kind of relationships. During my engagement in the family chores, the components like negotiation, collaboration, coordination functions together that let our relationships closer to peace and harmony. The engaged chores in my family thus serves for me as a peace pedagogy through which we family members recreate and circulate our love, affection, cooperation, mutual understanding and respects to live in peace and harmony. Since the different chores demands different sorts of engagement, collaboration, negotiation, and coordination, there appear different sorts of relationships constituting different degree of love, respect, understanding and trust. The feeling of peace thus becomes emergent depending upon the multiplicity of relationships. The nature of engagement becomes economic and spiritual that is integrated into our performative relationships between and among the family members. The engaged chores and performativity in my family settings thus becomes the means and methods of cultivating our relationships and harmony to live in peace.

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INNOVATIVE FORECASTING OF NATIONAL TOURISM SERVICE MARKET IN THE REPUBLIC OF UZBEKISTAN

Safarov B.Sh.[1]

ABSTRACT

The article by means of mathematical modeling methods examines the main structural trends in the development of the international tourism market in the Republic of Uzbekistan. The Uzbekistan tourism system during last years has turned into dynamically developing branch of economy demanding constant technological innovations. The aim of this work consists in justification the expediency of introducing the special software focused on travel companies from the point of view of economic efficiency of their activity and improvement of quality of touristic product. In the article are researched the basic dynamic and structural tendencies of the development of regional tourism market, with elements of a comparative analysis of similar indicators of the development of tourism at the level of global, national economies. Based on this analysis, recommendations for the development of this market of tourist services are given.

Keywords: *Economic of tourism, process, resource, infrastructure, information and communication technologies*

Introduction

The tourism industry is one of the largest high-yielding and most dynamic otrasley economies of many countries and regions. Tourism stimulates the development of such sectors as transport, communications, trade, construction, agriculture, etc., Creates jobs, stimulates business. The Republic of Uzbekistan has a high potential tourism, but only 0.055% were in the world tourist market in 2013, the share of Uzbekistan on the international tourist flow, and 0.018% of the total world international tourism receipts. According to the World Tourism Organization, the potential of Uzbekistan allow you to take up to 5 million of foreign visitors a year. Currently, however, the number of visitors to Uzbekistan is 2 million. People, which does not correspond to its tourist potential.

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The relevance of this article is to analyze trends and predict the development of tourism in Uzbekistan.

Once again, we note that tourist activity is an important factor for the benefit of the state of society as a result of increasing life expectancy, reduce morbidity, raises the cultural level of the population. Addressing these challenges requires the use of modern means and methods of economic-mathematical modeling.

2. Literature review

It seems appropriate to give an overview of the current state in the field of modeling the development of tourism.

One of the earliest and most simple model is the placement of the tourist system, proposed IV Zorin [1], which consists in applying the method Steiner-Weber, characterized by minimal time on the movement in the recreational system of the specified item tsen¬trov demand.

EA Staroselec and BI Melnikas [2] proposed a model of the optimal placement of the bases for the country rest of the population of a large industrial center.

E.S.Oleynikov [3] considers the model of optimal placement of the tourism system at different hierarchical levels, and, in the aggregate adjusted cost are taken as the criterion of efficiency.

M. Hill and M. Schechter [4] propose a model of the optimal allocation of resources for the implementation of development projects of the tourist system. The paper identified a number of criteria for the development of recreational koto¬rym estimated system.

A. Pentz [5] used a linear programming model for the optimal organization of the functioning of the tourism system.

For other models recreation systems, readers can refer to the book SP Incense [6] which used a linear programming model for tourism. This paper introduces the concept of recreational value, characterizing the opportunity and quality of rest. This value is different for different types of pre-Proposition areas of demand and type of area. The task of maximizing the total recreational value when the financial constraints and limitations associated with the fixed sites offer different types and demand.

The above review of the published models of development and deployment suggests that the vast majority of them based on the mathematical apparatus of linear programming. This can be justified primarily by the fact that the existing standard software removes the fundamental computational difficulties that may arise in the course of the practical use of these models. However, you should always take into account the fact that the linear model can often provide only very approximate reflection of real processes, which are characterized by discrete and nonlinear nature of its development over time.

3. The role of anticipation on the tourism industry.

Forecasting is a fundamental element of the Strategic Planning, provides insight into the potential of promising directions of development of tourism and ways to minimize the risks, including those from financial losses.

One of the most important classification features of forecasting methods is the degree of formalization, which encompasses predictive methods adequately. The second classification feature can be called a general principle of prediction methods, the third - a method of producing forecast information.

The structure of the individual expert assessments include: the method of "interview" in which is carried out in direct contact with the specialist expert on a "question - answer"; analytical method, which is carried out at a logical analysis of any projected situations drawn analytical memoranda; method of writing the script, which is based on the definition of the logic of the process or phenomenon in time under different conditions.

Methods of collective expert assessments include the method of "commissions", "collective generation of ideas" ("brainstorming"), the method of "Delphi" matrix method. This group of methods is based on the fact that when the collective thinking, firstly, more accurate results and, secondly, in the processing of individual independent assessments by experts submitted at least productive ideas can occur.

The group formalized (deterministic) method consists of two subgroups: extrapolation and simulation. The first subgroup includes methods: least squares, exponential smoothing, moving averages, Adaptive smoothing, autoregressive transformation, harmonic scales; to the second - the structural, network, matrix and simulation.

Extrapolation method is unique as it includes the major features of the previous database as a basis of analyses. This method indentifies basic information in order to make different comparisions in the sector. On this basis, sustainability of the economic indexes and dynamic comparisions could be maintained while providing better economic development.

4. Methodology and data

Prediction methods are considered as a major features of the development. For instance, extrapolation method is unique as it provides sustanaible development in the destination. On this basis, sustainability of the economic indexes and dynamic comparisions could be maintained while providing better economic development.

In the case of this investigation, tourism industry of Uzbekistan is considered as a major focused sample while identifying GDP nominal value.

Table 1. Nominal GDP value in the Republic of Uzbekistan in the period of 2005-2014.

Year	Nominal value of GDP (billion sums)	Growth of GDP (%)	Deflation rate	Real GDP (billion sums)
2005	15 923,4	107,0	1	15 923,4
2006	21 124,9	107,5	1,23	17 117,6
2007	28 190,0	109,5	1,21	23 131,7
2008	37 746,7	109,0	1,22	30 727,1
2009	48 097,0	108,1	1,178	40 804,1
2010	61831,2	108,5	1,184	52185,2
2011	77 750,6	108,3	1,161	66963,2
2012	96 589,8	108,2	1,148	84 126,1
2013	118986,9	108,0	1,140	104 316,9
2014	144867,9	108,1	1,126	128 624,8

Source: Uzbekistan State statistics database.

According to this table database, it is categorized by the usage of extrapolation method in a unique value of calculation. Consequences may also help to make calculation and status quo of tourism market in Uzbekistan.

On this way, nominal value of GDP and real quantity of indexes categories in billion sums. This research paper includes accommodation services in tourism sector, service which has been provided for foreigners and tourists, and the rate of inhabitants who visited other destinations (2-table).

Table2 **Dynemic of tourism development during 2005-2014 in the Republic of Uzbekistan.**

Index name	2005y.	2006 y.	2007 y.	2008 y.	2009 y.	2010 y.	2011 y.	2012 y.	2013 y.	2014 y.
Quantity of touristic services (milliard. Sums in nominal identity)	50,5	58,0	78,2	69,9	120,2	153,8	186,8	222,4	253,4	293,9
(Real value)	50,5	47,1	64,6	57,3	102,0	129,8	160,8	193,7	222,3	261,0
Serviceforforeigners(thousand person)	330,1	559,4	903,1	933,3	1294,4	1055,4	1472,2	1946,6	2028,6	1938,0
Service for tourists (thousand person)	3,8	53,0	80,2	122,3	149,6	129,6	155,5	181,8	154,8	155,9
Citizens, who visited overseas(thousand person)	22,6	47,8	108,5	167,4	252,0	230,1	222,9	258,6	359,2	357,8
ExportofaccommodationservicesinUzbekistan(thousand in USD)	23143,7	19740,7	29287,2	37465,4	39347,6	50483,5	57207,5	60925,4	58049,2	58337,2

Source: Uzbekistan State Statistics information board

In economic forecasting as the main argument commonly used factor time. It is clear that the passage of time does not determine the value of the projected figure, and the effect of many factors affecting it. However, each point in time correspond to certain characteristics of these factorial traits, which eventually in one way or another affected. Thus, the time can be seen as an integral component of the total impact of all factorial traits.

As a factor in the argument-univariate predictor function can be used not only time, but also other factors, if we know the quantitative assessment for the future. One of the methods of forecasting is extrapolation of a trend phenomenon (process) in the intervening period. Trend (or the age-old trend) characterizes the process of change in the index for a long time, except for random fluctuation. Trend phenomenon found by approximating the actual levels of time series based on the selected function.

Extrapolation methods of economic prediction require special information in order to make accurate analyses. At first steps, it will be filtered and unnecessary information will be eliminated. Afterwards, mathematical functions will be selected as following. Anticipation will be doe according accurate information as whole. As establishment demands a lot of time and force study covered major functions of prediction in the following way:

Table 3 **Better functions of forecasting in Tourism Service Market. Case of Uzbekistan.**

T/p	**Analytical tour**	**Functions**
1	$Y= b_0+b_1{}^{\times}t$	Line
2	$Y=b_0+b_1\ln(t)$	Logorimphic
3	$Y= b_0+ b_1/t$	Determination rational
4	$Y= b_0+ b_1t +b_2t^2$	Square
5	$Y= b_0+ b_1t +b_2t^2+b_3t^3$	Kub
6	$Y= b_0{}^{\times} b_1{}^t$	Indexed
7	$Y= b_0{}^{\times}t^{b1}$	Integrated
8	$Y=e^{\left(b_0+\frac{b_1}{t}\right)}$	S
9	$Y=e^{(b0+ b1\times t)}$	Rise
10	$Y= b_0{}^{\times}e^{b1\times t}$	Exponential

In order to find out better forecasting options we use F –Fisher method. It is considered that during the investigation it is used quadratic index method, by which find out *а* and *в* that made true value of Fisher quantity (F)clear . On this way, (F) calculated as following:

$$F = \frac{G^2_{total}}{G^2_{rest}}; \qquad (1)$$

here,

$$G^2_{ум} = \sum_{i=1}^{n} (y_i - \bar{y})^2 / (n-1) \ ; \qquad (2)$$

$$G^2_{rest} = \sum_{i=1}^{n} (y_i - \tilde{y})^2 / (n-2) \ ; \qquad (3)$$

y_i - Initial filtered statistic raw;

$\bar{y}$ - Average value of filtered raw;

$\tilde{y}$ - Functional identified raw.

On this way F-Fishertrue value of method (F_{true}) in the table (F_{table}) value in comparasion. If $F_{true>}F_{table}$ bigger, then it will display adequate development of national tourism market. If these type of conditions will be numerious , F-Fisher method will choose the maximum value of it.

In previous studies F-Fishercondition will identify g**1**=n-1=9 and g**2**=n-2=8 this will be equal to p=0,95 or F_{table}=3,39. Hence, established functions $F_{true>}$3,39 ($F_{true>}F_{table}$) for all functions will be logically proper.

Study has selected a number of cases that can demonstrate real conclusions at all. While forecasting as a basis of study identified Table -3, and by this we have created list of tables. (see 4, 5, 6, 7, 8- tables).

Table 4 **Economic-statistic functions of tourism services in the region of Uzbekistan**

Number	Analytical tour	R-square	Fisher rate
1	Y= -7,913+24,877*t	0,942	129,353
2	Y=-7,826+90,528ln(t)	0,731	21,742
3	Y= 182,948-184,493/t	0,434	6,144
4	**Y= 39,420+1,210t +2,152t^2**	**0,987**	**262,433**

5	Y= 67,293-23,512t +7,512t^2-0,325t^3	0,983	257,787
6	Y= 34,144*1,232^t	0,955	171,702
7	Y= 32,234*$t^{0,799}$	0,819	36,177
8	Y=$e^{(5,179-1,706/t)}$	0,534	9,170
9	Y=$e^{(3,531+0,209*t)}$	0,955	171,702
10	Y= 34,144*$e^{0,209*t}$	0,955	171,702

Quantity of services and rate of prediction diffuses F-Fisher method while true value$F_{true>}$3,39,in all functions will be chosen maximum F_{true} = 262,433 or (262,433>3,39). Moreover, fourth category equals to thisY= 39,420+1,210t +2,152t^2, this will identify the major features of prediction.

Table 5 **Economical-statistic functions of services in the Republic of Uzbekistan for foreigners**

	Analitical tour	**R-square**	**Fisher rate**
1	Y=201,087+190,004*t	0,931	108,663
2	Y=103,402+756,539ln(t)	0,866	51,517
3	Y=1753,280-1731,565/t	0,649	14,776
4	Y=144,353+ 218,371t -2,579t^2	0,933	48,371
5	**Y**=200,977+ 168,149**t** - 8,310**t**^{2}-0,660**t**^{3}	0,933	27,826
6	Y=402,119* 1,199^t	0,875	56,162
7	**Y=333,293*$t^{0,785}$**	**0,960**	**193,040**
8	Y=$e^{(7,572-1,969/t)}$	0,863	50,560
9	Y=$e^{(5,997+0,182*t)}$	0,875	56,162
10	Y=0,002*$e^{0,834*t}$	0,875	56,162

Income of touristic enterprises make use of prediction while using $F-$ Fishermethod and its following rate, $F_{true>}3,39$ for maximum rates $F_{real}=193,040$otherwise (193,040>3,39), on this case, seventh function will be proper for**$Y= 333,293_* t^{0,785}$**it will adequate for prediction.

Table 6 **Economical –statistics functions of touristic services for foregn tourists in the Republic of Uzbekistan**

№	Analytical tour	R-square	Fisher rate
1	$Y=29,680+16,176_* t$	0,768	26,480
2	$Y=7,779+73,403\ln(t)$	0,927	101,460
3	$Y=173,965-188,854/t$	0,878	57,492
4	$Y=-40,187+ 51,110t -3,176t^2$	0,957	78,698
5	$Y=-50,483+ 60,242t -5,156t^2-0,120t^3$	0,959	46,784
6	$Y=19,125_* 1,318^t$	0,517	8,580
7	$Y=10,386_* t^{1,411}$	0,790	30,132
8	**$Y=e^{(5,683-4,138/t)}$**	**0,973**	**289,850**
9	$Y=e^{(2,951+0,276*t)}$	0,517	8,580
10	$Y=19,125_* e^{0,276*t}$	0,517	8,580

In order to identify the number of serviced tourists we use forecasting method of $F-$Fisher while true value is $F_{true>}3,39$ from all functions bigger one $F_{true}=289,850$ hence (289,850>3,39) while eighth function is $Y=e^{(5,683-4,138/t)}$ and it is adjustable for.

T*able 7* **Economical-statistics function of prediction on citizens of Uzbekistan who traveled overseas**

№	Analytical tour	R-square	Fisher rate
1	$Y=-,367+36,919{*}t$	0,923	96,100
2	$Y=-23,862+149,990\ln(t)$	0,893	66,859
3	$Y=304,522-347,670/t$	0,687	17,523
4	$Y=-31,200+52,336t-1,402t^2$	0,932	47,718
5	$Y=-81,327+96,796t-11,041t^2+0,584t^3$	0,940	31,512
6	$Y=35,839{*}\,1,306^t$	0,794	30,861
7	$\mathbf{Y=25,019{*}t^{1,211}}$	**0,956**	**173,917**
8	$Y=e^{(5,968-3,140/t)}$	0,920	91,695
9	$Y=e^{(3,579+0,267*t)}$	0,794	30,861
10	$Y=35,839{*}e^{0,267*t}$	0,794	30,861

While prediction on citizens of Uzbekistan who traveled overseas $F-$ Fisher method need true value $F_{true>}3,39$ for all maximum rates F_{true} = 173,917 hence (173,917>3,39), it will be adjustable for seventh function $Y=25,019{*}t^{1,211}$ adjustable and it will be proper at all.

Table 8 **Accomodation services in the sector of tourism in the Republic of Uzbekistan with economical-statistics function**

№	Analytical tour	R-square	Fisher rate
1	$\mathbf{Y=16283,600+4930,027{*}t}$	**0,980**	**97,155**
2	$Y=13429,620+19841,307\ln(t)$	0,863	50,301

3	$Y=56359,312-44249,586/t$	0,614	12,723
4	$Y=8859,369+8642,143t-337,465t^2$	0,936	51,168
5	$Y=24045,497-4827,139t+2582,944t^2-176,995t^3$	0,909	79,649
6	$Y=20056,325_* 1,136^t$	0,873	54,868
7	$Y=18221,670_*0,528$	0,876	56,752
8	$Y=e^{(10,962-1,208/t)}$	0,656	15,244
9	$Y=e^{(9,906+0,128*t)}$	0,873	54,868
10	$Y=20056,325_* e^{0,128*t}$	0,873	54,868

Accomodation services in the sector of tourism in the Republic of Uzbekistan requires forecasting method of $F-$ Fisher with true value $F_{true>}3,39$ for all maximum functions F_{true} = 97,15 while it considered as (97,15>3,39), as first function $Y=25,019_*t^{1,211}$ appropriate in order to be adequate on anticipation.

In conclusion in the Republic of Uzbekistan for 2017-2019 years national tourism market deelopment forecasting functions are mentioned (9-table).

Investigation states that theoretical analyses predicts practical diffusion on the advancement of tourism in Uzbekistan.

Table 9 **Forecast rates of national tourism market in the Republic of Uzbekistan for the 2017-2019 years**

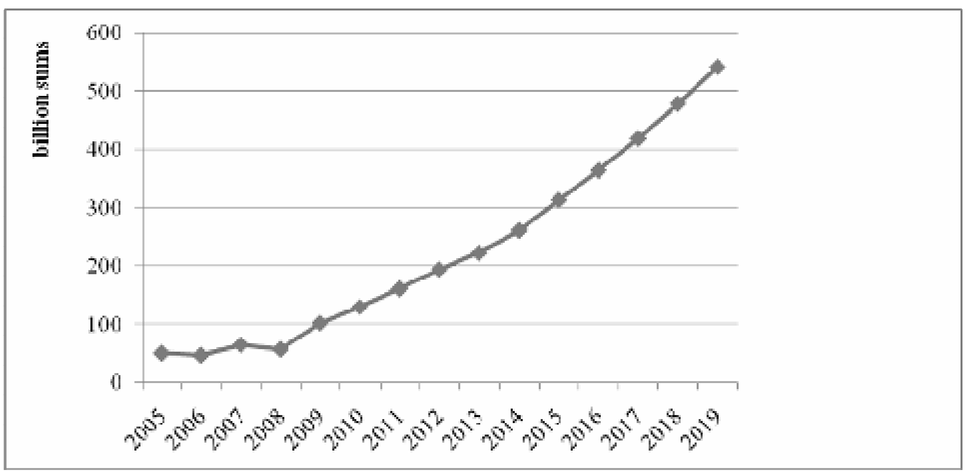
№	**Index**	**Adjustable functions of predictions**	**F_{true}**	**Years**		
				2017	**2018**	**2019**
1	Touristic services quantity (billion sums, real value)	$Y=39,420+1,210t+2,152t^2$	262,433	418,8	478,1	541,7
2	Service directed for foreigners (thousand person)	$Y=333,293_*t^{0,785}$	193,040	2496,15	2645,67	2792,9
3	Service directed on foreign	$Y=e^{(5,683-4,138/t)}$	289,850	213,72	218,64	222,9

	tourists (thousand person)					
4	Overseas visits by citizens (thousand person)	$Y=25{,}019*t^{1{,}211}$	173,917	558,79	611,26	664,5
5	Accomodation services in the Republic of Uzbekistan(thous and US Dollars)	Y=16283,600+493 0,027*t	97,155	80373,95	85303,98	90234,0

* Authors construction.

Given functions make sure better development perspective in the national market of tourism in Uzbekistan. Moreover, the adequate development of Uzbekistan makes real sustainable increase in the amount of service and number of tourists at all.

Results which are held by author make use in the development of tourism, especially in order to develop tourism market planification dynamics of services described for the 2005-2019 years as following:

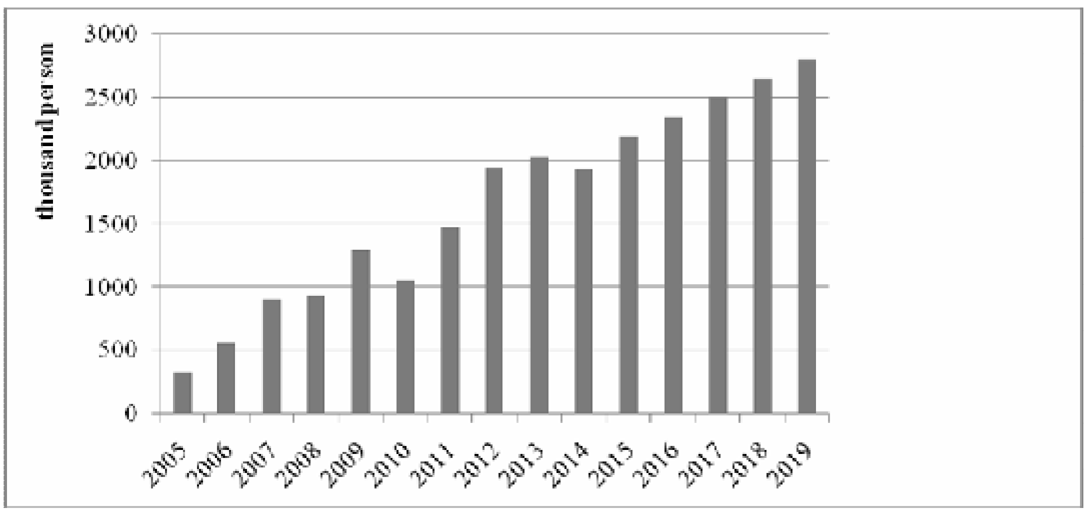


1 - picture. Anticipation rate of touristic service in the Republic of Uzbekistan for 2005-2019 (billion sum)

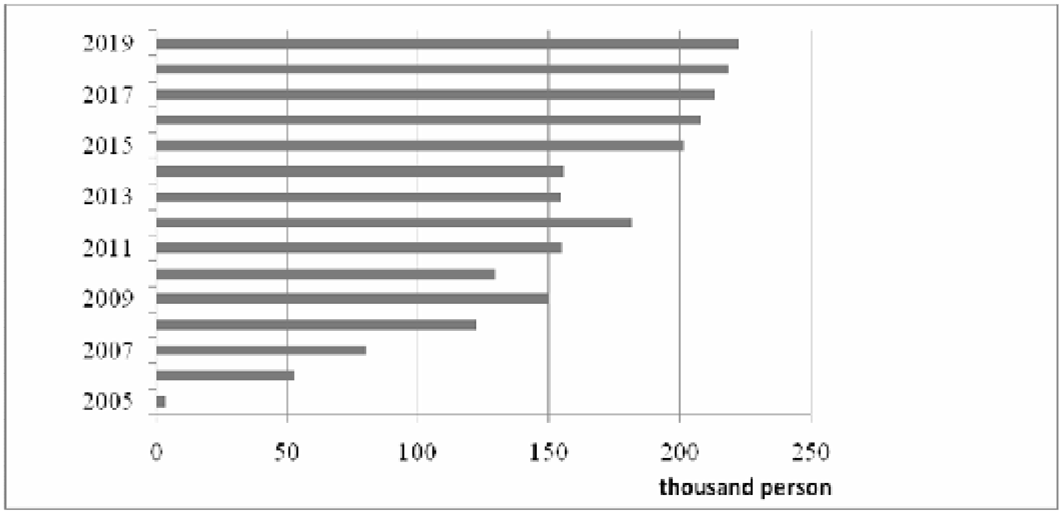
According to this picture, the rate of services has increased dramatically in the given period of time.However, this tendency was slight till 2009, while there were a number of problems in the destination and sector at all. Therefore, from 2012 it increased and rocketed with significant rates. Hence, this deployment in the number of touristic enterprises and companies lead better results with more than 181,8 thousand services were provided to foreign tourists. In brief, till 2019 the tendency of tourism and tourism services will increase and stabilized .

The implementation in practice of forecast variants of tourist services volume growth requires the implementation of measures to modernize the tourism sector of the republic, as well as bringing to the development of the tourism industry, foreign and domestic investments.

In order to identify future of tourism services in Uzbekistan has done lots by government and established policy of this services at all. Moreover, foreign tourist services and the number of their value are anticipated as major in the future. In 2005, in the sector of tourism was only 330,1 thousand, while after have been installed a number of facilities in 2019 it will aggregate 2792,9 thousand foreign citizens will be in the market of this destination (4.7-picture).



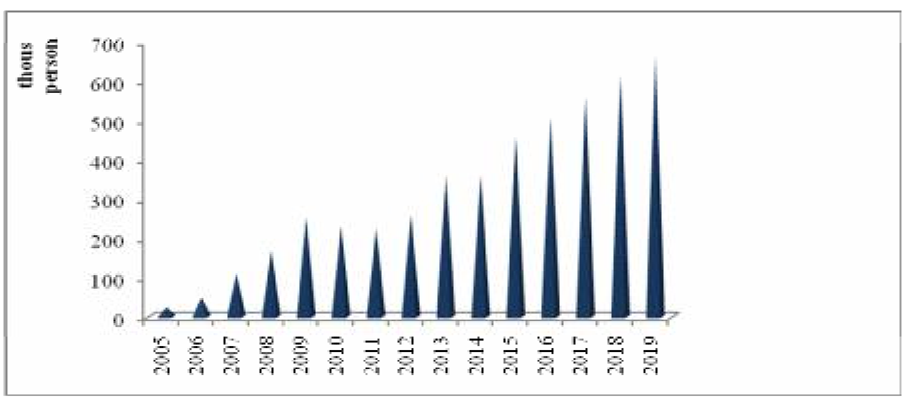
2-picture. Forecast rates of services for foreign tourists in Uzbekistan for 2005-2019 years (thousand person)



3 –picture. Forecast tendency of tourism services in the Republic of Uzbekistan for 2005-2019years (thousand person)

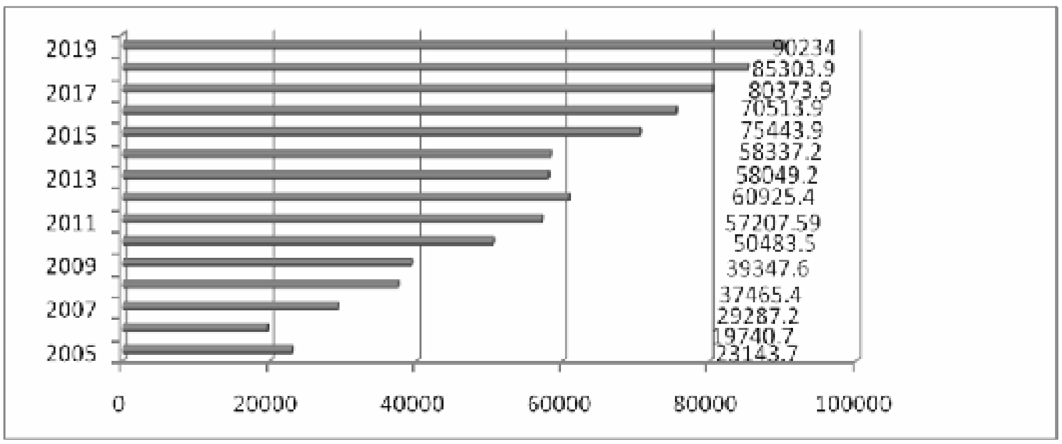
As it is stated on 3 –picture, for analysed 2005-2019 years the number of tourists will increase 57 times. Flow of tourists will also required finance related services in the destination of Uzbekistan.

Visits in overseas by the citizens of Uzbekistan for 2009 was 252,6 thousand person, in2010 it decreased till 230,1 thousand person. The major drawback was global economical crisis and its impact on the development. However, in the future it is predicted as 664,5 thousand in 2019 who will visit foreign destination as a citizen of the Republic of Uzbekistan.



4–picture.Predicted visits of citizens of Uzbekistan in foreign destinations in 2005-2019 years(thousand person)

In the development of tourism services share and contribution of small business and entrepreneurship has increased significantly .The rate of them in 2005 was 23143,7 thousand USD it is anticipated in 2019, to be 90234,0 thousand US Dollars while providing accomodation services, which means 3,9 times increase.



5-picture. Forecast of accommodation services in 2005-2019in the Republic of Uzbekistan (thousand US dollars)

4. Conclusions

Prediction of study and functiones of anticipation make analyses for the 2016-2019 years and identified share of tourism services in GDP with sustainable development tendencies. Supposed suggestions need to be diffused in major touristic facilities while using functions of anticipation and methods of calculation. On this way, innovative development of tourism services make accessible strategic deployment as following:

- Tourism services will be in the internationally recognized standards and modern innovations;
- National tourism model deployment;
- Competation on tourism products in tourism sector;
- Identification of effective methods for touristic entreprises and their value;
- Touristic services and their inbound product modification and advancement in order to province international market with touristic products.

This mentioned establishments and functiones of prediction make future collaboration on international level among touristic enterprises and companies and suppliers of services as whole. In conlusion it can easily develop the attractiveness of tourism services in the Republic of Uzbekistan while identifying major indexes with the help of forecasting methods.

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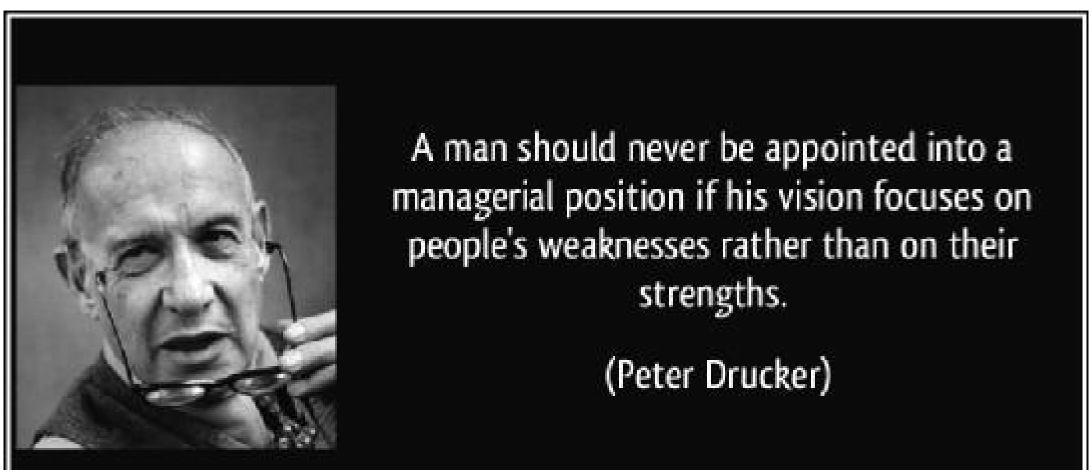

FORMATION OF A UNIFIED INFORMATION-ANALYTICAL CONTROL SYSTEM OF RECREATIONAL SERVICES IN THE TOURISM SECTOR. CASE OF UZBEKISTAN

Usmanova Zumrad[1]

ABSTRACT

Comprehensive analysis and assessment of the material and technical, financial and labor potential of the recreational services in tourism sphere has investigated in the case of Samarkand area. Therefore, revealed the main obstacles of the effectiveness and its use in the example of irrational geographical location, lack of full and reliable information on the state of the resource potential of the recreational services in tourism sphere, insufficient infrastructure development, lack of scientific evidence to predict the development of the potential resources in the sphere recreational services. Outcomes of the study make analyses while taking into consideration assessment and advancement of development as a major point perspective.

***KEYWORDS :** Entrepreneurship, Central Asia, Tourism, tourism products, small business enterprises, Tourist destinations, recreational tourism*

Introduction

Over the years, the sector of tourism has become one of the most dynamic economic sectors in the world. International tourist arrivals grew by 5% in 2013, reaching a record 1,087 million arrivals, according to the latest UNWTO World Tourism Barometer. Despite global economic challenges, international tourism arrival numbers were well above expectations, with an additional 52 million international tourists travelling the world in 2013. For 2014, UNWTO forecasts 4% to 4.5% advance - again, that revealed great significance of the global economy relatively ('World Tourism Barometer', 2014).

Travelling abroad has made more than 800 million persons, even more successful than it was expected and anticipated by WTO, in 2013. Over the past three decades, income from international tourism grew by 5 times. While international tourist arrivals were 20 million in1950, by 2020 this number will grow to 1.5 billion annually ("World Tourism Barometer.pdf," 2014).

As well as , significant contribution to the improvement of the socio-environmental situation brings tourism and its rapidly growing segments to become one of the leading

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sectors of the world economy, hospitality sector has contributed significantly in Central Asian countries' economic advancement too. The need to travel, to know different cultures, to meet people from other continents, to be in contact with nature, is now ingrained in the culture of our modern society. Tourism is at the same time a driver and a consequence of globalization. As a major economic sector, it is often the main source of income for developing countries, creating jobs and opportunities particularly for the vulnerable segments of the population (Coulibaly et al., 2012).

Central Asia, in the way of integration, with its richly diverse cultural inheritance and wealth of natural tourism attractions spanning across 12,000 kilometres, unique World Heritage sides and through distinctive tourism presence, is making a great interest of tourist from all over the world (Kemal Kantarci, Muzaffer Uysal, & Vincent P. Magnini, 2014). On the other hand, the Silk Road is a unique network of tourism destinations with significant potential for growth and competence could push up tourism businesses. Commercial interest in the region has grown considerably over recent years, with ancient connections between the Middle East and Asia are being revitalized in a surge of investment and trade in energy, infrastructure, and manufacturing. Stronger economies, improved infrastructure and connectivity, advances in information technology and enhanced mobility are creating new opportunities for tourism (Knobloch, 2013). The 'Silk Road' has been travelled along for centuries by conquerors, traders, missionaries, geographers and, more recently, tourists. It served as a fundamental mode of exchanging cultures, crafts, ideas, technologies, beliefs and peoples.

Since 1991, coinciding with the independence of five central Asian republics from the former Soviet Union, there has been a revival of interest in the Silk Road – for cultural exchange, trade and tourism. After having received its independence, Central Asian States (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan) have been established the policy and model of tourism development. (Coulibaly, 2012).

Tourism as one of the largest and fastest growing economic sectors in the world, and has a considerable role to play in delivering sustainable development in many countries. At the same time it must be well managed so that it benefits local communities and the natural and cultural environments upon which it depends. It is believed that tourism, covering employment, decent work and human capital, reflects the fact that tourism is fundamentally a people-based activity. Careful planning of human resources, involving consultation with private enterprises and employee representatives, is needed to ensure that tourism can fulfil its employment creation potential and has a sufficient supply of suitably skilled labour to meet future growth in Central Asian developing destinations (Samia, 2011).

During these years of independence, mentioned governments and tourism committees have done great job at a national and local aspect. It is noticeable that, organizational and structural changes implemented, a new system of state regulation and control was established, preconditions for infrastructure development were created and mechanism of preservation and restoration of cultural and historical attractions were ensured. As result of infrastructural improvement of tourism facilities and industry modernization, made up new job places and established supply chains. Therefore, working with informal traders and enterprise formation and, more widely, the application and use of tourism charges and collateral benefit from tourism investment that make easy to launch small business and entrepreneurship facilities in tourism area (Allison, 2004). This emphasizes the need to ensure that local communities are consulted, engaged and empowered to engage with tourism development and operations that may affect their livelihood and society in whole.

Based on collaboration team of international experts, has deliberated procedures in which meted out " Strategic Recommendations for Enhancing Tourism with a Special Focus on Central Asia" that compiled by UNTWO as a major measures for Central Asian tourism businesses («Strategic Recommendations for enhancing Tourism with a Special Focus on Central Asia, 2012).

According analyses, yet a number of barriers are hindering tourism development in the Silk Road countries. Visa and border crossing formalities, transport infrastructure, corporate governance and quality assurance are just some of the issues that require the attention of stakeholders to ensure positive growth across the regions (Raballand, Kunth, & Auty, 2005).

Specifically article is designed to:

- Outline the different components of the Central Asian countries while demonstrating their economic main indicators
- Identify strategic opportunities for economic growth through small business and entrepreneurship through SWOT analyses
- Set priority suggestions for developing tourism and small business enterprises while investigating challenges and objectives of the sector

Hence, the tackled issues of tourism area could be mentioned the development of small business enterprises and entrepreneurial founded deployment that may challenge highlighted obstacles. In this context, the general purpose of this paper is to undertake a review of the small business and entrepreneurship status on Central Asian tourist destination, with the specific purposes of describing and comparing the existing structural policy of the sector, and identifying major results and conclusions, as an approach to better engagement the existing enterprises and suppliers on the development of tourism in listed counties.

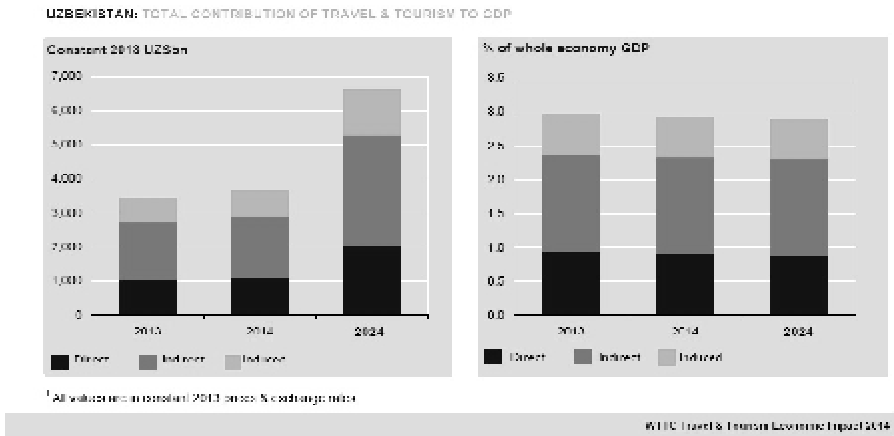


Table 1. Total contribution of tourism to GDP

Economic Background

The government reported growth at 8.1% in 2014, slightly above 8.0% in the previous year. The government expanded public spending and commercial lending to sustain domestic demand in order to improve various sub-sectors of the economy. On the supply side, industry and services were the main contributors to growth, as industry excluding construction expanded by 8.3%, versus 8.8% in 2013, and services expanded by 15.4%, up from 13.7% in 2013. In industry, the ongoing state modernization program, backed by substantial public investment, boosted the production of machinery, metals, and chemicals, which expanded by 10.2% and added almost 40% of total industrial output.

The direct contribution of Travel & Tourism to GDP in 2013 was UZS1,061.9bn (0.9% of GDP). This is forecast to rise by 5.1% to UZS1,116.6bn in 2014.This primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). But it also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists. The direct contribution of Travel & Tourism to GDP is expected to grow by 6.2% pa to UZS2,030.0bn (0.9% of GDP) by 2024.

Table 2. Direct contribution of tourism to GDP

Direct contribution of tourism to GDP		2014 % rise
4	Iran	10.0
38	Russia	7.0
47	Georgia	6.4

52	Turkey	6.1
71	**Uzbekistan**	5.1
76	Ukraine	4.9
84	Kazakhstan	4.7
	World	4.3
	Europe	3.4
130	Armenia	3.2
175	Kyrgyzstan	0.9
179	Azarbaijan	0.5

On the demand side, increases in wages and pensions, public investment, and commercial lending were the main sources of growth. Public sector wages rose by 19.1% in 2014, sustaining private consumption. Gross fixed capital formation was reported rising by 10.9%. Capital investment reached $14.6 billion, or 24% of GDP, including more than $3.0 billion in foreign investment. Notable projects completed in 2014 include the expansion of the General Motors Uzbekistan automobile manufacturing plant and the completion of a key branch of the gas pipeline linking Central Asia to the People's Republic of China. Commercial bank lending raised credit to the economy by 31.2%.The government reported average annual inflation at 6.1% in 2014. Official consumer price index data show that inflation slowed primarily because food prices fell in line with global trends. The International Monetary Fund estimated, using the same data as the government but a different methodology, that inflation slowed to 8.4% from 11.2% in 2013. Inflation is nevertheless believed to have arisen in the fourth quarter because of rapid currency depreciation against the US dollar.

On this basis, the total share of the tourism sector has indicated in 110 positions in a list of destinations, with a 2.4 % rise. It was obvious that total job places in 2013 were 368,500 while in 2014 it was 379,000. Moreover, it is forecast to support 556,000 jobs in with 3.9 %contribution in 2014 (Table 3).

Table 3. Direct contribution of tourism to employment

Direct share of tourism to employment		2014 % increase
64	Turkey	3.8
86	Ukraine	3.0
92	Iran	2.9
	Europe	2.4
110	**Uzbekistan**	2.4

117	Kazakhstan	2.2
	World	2.2
122	Georgia	2.0
134	Russia	1.6
150	Armenia	0.6
179	Azerbaijan	-3.4
181	Kyrgyzstan	-4.7

Travel & Tourism investment in 2013 was UZS602.5bn, or 2.2% of total investment. It should rise by 7.5% in 2014, and rise by 6.3% pa over the next ten years to UZS1,188.2 billion in 2024 (2.2% of total). Visitor exports are a key component of the direct contribution of Travel & Tourism. In 2013, Uzbekistan generated UZS524.9billion in visitor exports. In 2014, this is expected to grow by 0.3%, and the country is expected to attract 944,000 international tourist arrivals. By 2024, international tourist arrivals are forecast to total 2,257,000, generating expenditure of UZS1, 022.4 billion, an increase of 6.9% pa. The sector is expected to attract capital investment of UZS 602.5 billion in 2013. This is expected to rise by 7.5% in 2014, and rise by 6.3% pa over the next ten years to UZS 1,188.2 billion in 2024. Travel & Tourism's share of total national investment will fall from 2.2% in 2014 to 2.2% in 2024(Au, Law, & Buhalis, 2010).

Table 4. Capital investment in tourism sphere

Capital investment in tourism sector		**2014 % increase**
19	Azerbaijan	11.5
49	Iran	7.6
54	**Uzbekistan**	7.5
68	Ukraine	6.2
	World	5.7
109	Armenia	4.2
114	Georgia	3.8
	Europe	3.8
131	Kazakhstan	2.8
136	Turkey	2.6
142	Russia	2.4
179	Kyrgyzstan	-2.1

In the short period, Central Asian states have done a great job on the revival of the unique heritage of local people, have created the conditions for the development of traditional arts and folk and have restored monuments of history and culture. Thanks to these measures, every year, the tourism potential in these tourism destinations and requirements for development of tourism and its infrastructure has improved radically and positively. Tourism, as one of the highlands dynamically developing area of the Central Asian economy, plays an important role in strengthening the economic, cultural and political ties between states. Moreover, accessibility for deployment of tourism types, unique cultural background, traditional and mental features of area could be reinforcement for further economic advancement. From global point of view, countries such as Kazakhstan, Kyrgyzstan, Tajikistan, and Turkmenistan have been investigating and conducting various projects in order to improve this field of economics (Coulibaly, 2012).

In January-June 2014, small businesses (business) made 43.9 percent of total GDP, which is 0.7 percentage points more than in the corresponding period last year. The share of small enterprises and micro in GDP in January-June 2014 was 26.1 percent compared to 25.9 percent in January-June 2013. It is obvious that the number of employed in the private sector of small business was 8926.9 thousand people or 91.9 percent of total employment in the area. According to below cited graphit is evident that («The State Committee of the Republic of Uzbekistan on Statistics - Economy in numbers», 2014);

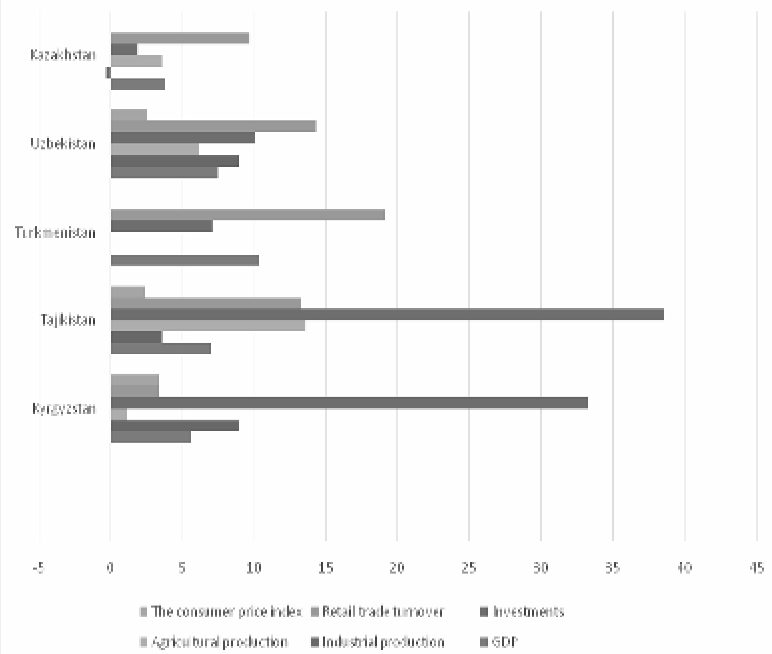
***Table 5.* Macroeconomic indicators of Uzbekistan January-June 2014**

	Milliard sum	**As% of January-June 2013**
Gross domestic product	61056,1	108,1
Industrial products	34658,1	108,1
Agricultural products	15311,5	106,9
Investments in fixed assets	15014,5	110,8
Construction work	9394,2	117,4
Freight, million ton	637,4	104,6
Turnover million ton-km	40239,0	102,5
Transportation of passengers, million	3437,2	104,7
The passenger, million.pass.-km	45800,3	105,1
Retail trade turnover	25909,8	113,7
Total services	36268,4	114,2
The foreign trade turnover, million. Dollars. USA	13856,7	106,3
Export	7219,4	108,0
Import	6737,3	104,6
Balance	482,1	X

According to the main socio-economic indicators of Central Asian States (Table 2) in first quarter of 2014 comparing with the same period of 2013, have shown noticeable increase for all States. In this case, Turkmenistan was one of the most dynamically developed countries, while Tajikistan was one of the most attractive one in order to appeal investors. Besides, industrial production amount of Uzbekistan and Kyrgyzstan is higher than other listed ones (Akimov & Dollery, 2006).

According to last economic analyzes of specialists, the contribution of service sector of economy even show fluctuation , the share of this sector has demonstrated well – dynamic on in the eight-year period. Below given information reveals that, service sector is considered the main part of economy for all States, except Turkmenistan where service sector more than one third of GDP.

Table 6. The main socio-economic indicators Central Asian States in January-March 2014
(As % of January-March 2013)



**Source: CIS-STAT and national statistical services of the CIS countries*

As one of the well-developing States of this region, Uzbek government has done great job and working closely with the Ministry of Foreign Economic Relations, Investments and Trade (MFERIT), Ministry of Economy, Ministry of Finance of the Republic of Uzbekistan to attract foreign investments and grants in tourism businesses that could be one of the real act of program of strategic development(«The Silk Road Project – The Silk Road»,2012).

Recreational tourism in Uzbekistan

From this perspective, the priority areas of action is the creation of a unified information-analytical recreational services management system while covering all stages and levels of recreation tourism in the process, as well as all his subjects, regardless of ownership and the role of the organizational structure in the industry, which requires following:

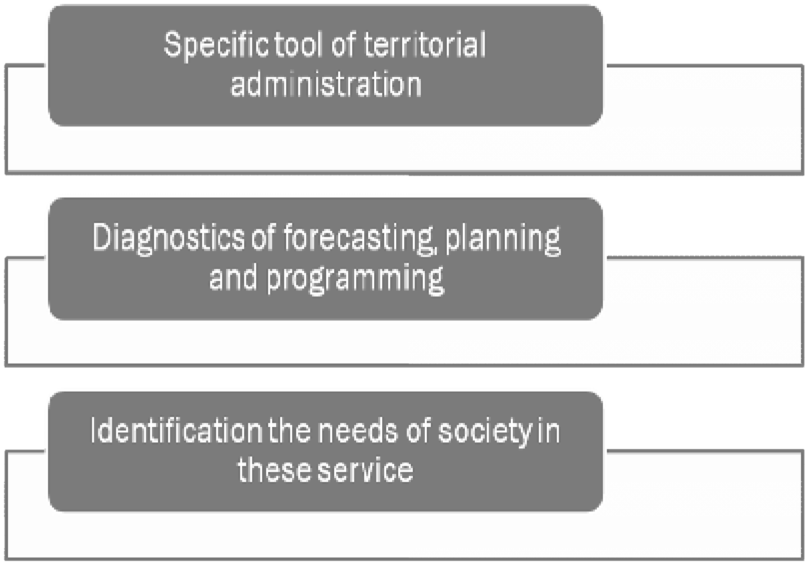
- To develop an automated information system of regional tourist and recreational statistics and monitoring of tourism and recreational enterprises;
- Through the certification of enterprises creating organizational and economic conditions. Moreover, scientific and methodological basis for the gradual introduction of statistical reporting that meets the recommendations of the World Tourism Organization (which will not only evaluate the economic performance of the recreational tourism services and to take timely and competent management decisions, but also to ensure the comparability of the data with the international community);
- Create information inventory system of tourist and recreational resources (natural, socio-cultural - historical and cultural monuments), methodologically and technologically compatible with other regional cadastral systems - engineering infrastructure, land, forest, water, urban cadaster, as well as the ecological region monitoring system;
- To intensify the promotion of the international market of regional tourism and recreational services on the basis of a system of information portals on the Internet, increasing the diversity and quality of printed products, the creation of a holistic foreign media advertising and the image of an attractive image of the region;
- Raise awareness of the residents and visitors of all the organization of safe recreational activities based on prevention and systemic advertising in the media, manufacturing and placement of appropriate promotional products (notices, banners, signs, etc.).

Building an effective, dynamic sphere of tourist and recreational services should be based on adequate, complete and accurate information about the state of the resource potential of this sector, its economic entities, the investment potential of the conditions of economic activity and developments in business economics. This will develop reliable forecasts of socio-economic development of the recreational services, planned actions of the authorities, while effectively managing potential.

When you create a Unified information and analytical control systems, among which include monitoring, marketing, forecasting, modeling, and strategic planning. Manage resource potential jet requires a body of information on the state of the material and technical, financial, labor and natural resource potential of the Samarkand region (Alegre & Garau, 2010; BAKHTISHODOVICH et al., 2015). The existing lack of information, as a rule, overcome with the help of monitoring studies. The concept of monitoring can be viewed in two ways: firstly, as the constant monitoring of any process in order to identify it meets the desired result or the initial assumptions; secondly, as the observation, assessment and forecast of the environment due to human activities. Recreational activities in the region is closely related to overcoming the consequences of the production activity of subjects of ownership and management, therefore, monitoring in this context is crucial for our research. A necessary condition for control of ecological situation and the natural resource potential of the region is the availability of timely information on the state of the environment and the trends of its changes. Environmental monitoring of the environment - one of the most important areas of scientific and practical interests of the territories interested in outdoor activities. Despite the undeniable practical importance of regional environmental monitoring, to date it has largely declarative. In accordance with the accepted theory of science in the world of environmental risks must be determined acceptable level, acceptable environmental risk using the tourism potential of the region. Solve these problems can be through the organization of monitoring studies (Ruziev & Majidov, 2013).

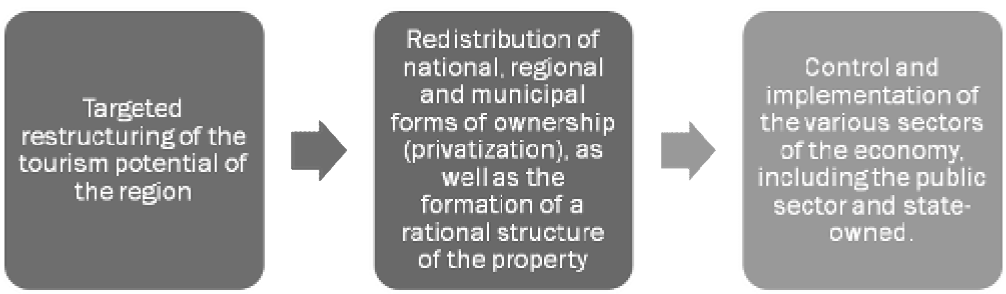
Therefore, it is necessary that the administration at the regional administration has used techniques such as monitoring studies of socio-economic processes. This will allow to organize the process of searching, grouping, and complex processing of monitoring indicators for operational and predictive assessment of the possible states of the regional economy, the adoption of correct and adequate measures of administrative influence. The need to keep the socio-economic situation under control and not to miss the overall logic of development of the region in a rapidly changing environment has led to monitoring organization as operational monitoring. The system of socio-economic monitoring includes all the main macroeconomic indicators of development of region: the total volume of production in the region, including large and small businesses; index of consumer prices and tariffs for goods and services, the average monthly wage.

Analysis of theoretical and practical research leads to the conclusion that a regional monitoring is:



For the effective functioning of this method in the system of tourist and recreational services sphere management resource potential necessary to establish above mentioned features.

For this purpose, you should use the regional marketing, which has long been successfully used in the world outlook of new activities or services. In this case, regional markets, really allows for:



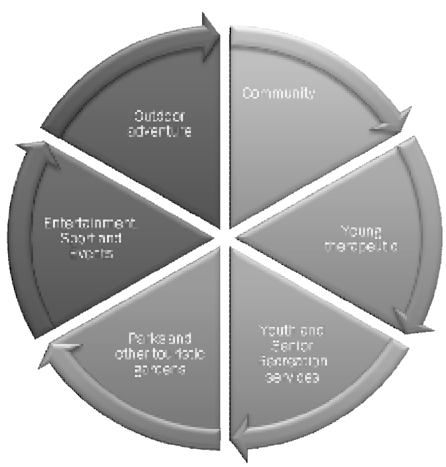
According to the experts of the domestic regional marketing, "a global goal of regional marketing concept is in a transition period to be presented as follows: ensuring the structural adjustment of the region's economy, the formation of a mixed social- oriented economic model , which is based on in-depth study and analysis of the state and the dynamics. Generated markets, the standard of living the population of the region can be increased while providing these facilities at all. In conditions of market relations demand of the population of Uzbekistan, in the tourist and recreational activities in the region: tourism, recreation, vacation, permanently preserved, and in some cases increasing. Evidence can serve the growing interest of citizens to foreign tourism. The number of people who travel abroad for leisure and tourism on our estimates for 2014 of more than 357,800 people.

Therefore, the number of visitor who travelled abroad with tourism purposes was 357,877, on the other hand it was considered 8.5% of all travels in overseas. Consequently, the country annually exports (loses) a large amount of dollars that a closer relation to recreation and tourism compatriots could strengthen the logistical and financial base for the strategic development of Uzbekistan and its regions. To identify the recreational needs of the Uzbek population, the demand for tourism and recreation services, the consumption of which determines the level of development of tourist and recreation areas in the region, it is necessary to use marketing techniques in the management of the region.

New perspectives in the management of resource potential are opened using a geographic information system jet region (GIS). Monitoring and marketing studies should stratify to develop an electronic map of Samarkand region. This will contribute to the creation of temporal and spatial databases in the region in all aspects of regional development. Further development of GIS in the region due to the inclusion in its information space all interested regional organizations. More details about the development of the GIS in the region is given in the fourth chapter.

Currently, the creation of a unified information and analytical basis on the state of the resource potential of the sphere of tourist and recreational services possible, including through the introduction of certification of enterprises recreational tourism services.

In our opinion, the company jet passport should include sections and subsections, allowing to receive comprehensive information on the state of the material and technical base of the company, its financial condition, availability of labor resources and the level of their qualifications, as well as having additional information (Appendix 2). Among the main sections of the passport, recreational tourism companies are the following:



Carrying out certification and obtain more information about the state of business jets will create a foundation of information and analysis resource potential of the control system required for the formation of industrial, economic and social activities of enterprises. Many strategic and current enterprises and associations of the problem can be solved on a new basis, based on the information database, created and continuously updated during the certification.

Information obtained during the certification of enterprises, can be used:

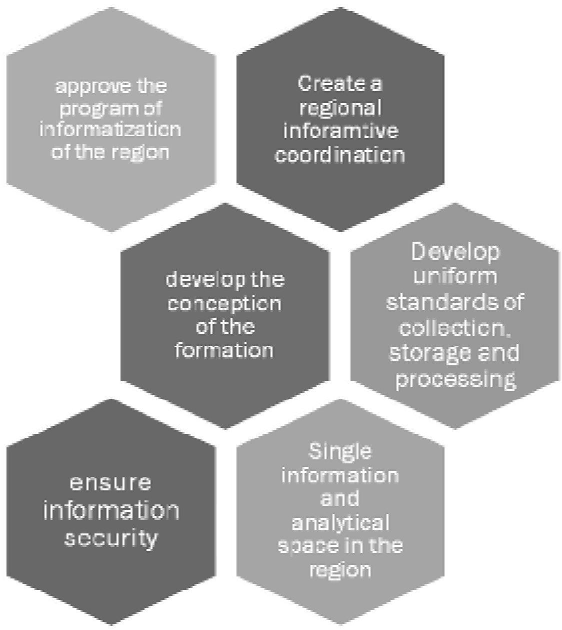
- to develop forecasts of socio-economic development of the jet Samarkand region;
- analysis of investment attractiveness and business jets Samarkand region;
- to develop regional programs, projects, improvement of economic mechanisms, the development of interregional and international relations;
- to represent the jets of Samarkand region and individual enterprises in the global information systems, directories, distributed on the territory of Uzbekistan and abroad;
- To promote the domestic and foreign market tourist and recreational goods and services, investment projects and proposals, risk assessment, etc.

During the certification of recreational companies while collecting, store and process information necessary to create an information system that allows to satisfy these requirements, namely*:*

- Allow the collection, storage and processing of massive amounts of operational information;
- to integrate powerful geographic information system (GIS) and management information system developed in the latest customer-service technology;
- Create a flexible, configurable and expandable system, providing in advance the possibility of changes to the database structure.

Information of the regional administration bodies requires administrative documents at the regional level to create a single information space, the development of common standards for data transmission, information security and the openness and accessibility of information databases. An important issue when creating a region-wide database of resource potential of the jets is the question of ownership of the database and access to it. In our view, the monopoly owner of the database must be the Samarkand regional department of "Uzbek Tourism", the structure of which is to enter the Unified Information and Analytical Center. In the formation of a unified information-analytical control system resource potential sphere of tourist and recreational services in the region is important to make the transition from a predominantly settlement - statistical tasks to the information and forecasts.

Full use of information resources analytical unified information management system can, if it will be involved in the implementation of all regional management functions: analysis and forecasting, decision-making, organization and control of their performance results. Using the experience of work in this direction the administration of Samarkand city control National Company "UzbekTourism". It is considered as to be necessary while realized the following steps:



We believe that to ensure the effectiveness of state regulation of macroeconomic processes recreational areas need a systematic approach to the development of strategies and the definition of national development measures. The development of the national economy at the regional level is the need to maintain the overall balance, which ultimately manifests itself in accordance of demand and supply.

The market conditions generally recognized method of maintaining proportionality is development oriented planning programs to be taken at the national level and at the regional. In connection with the object of our study such programs, we can include: republican target programs of regional destination, aimed at solving the problems of specific regions, designed to facilitate the achievement of the common regional policy objectives. Now on the territory of the region of Samarkand there are some targeted (Kemal Kantarci et al., 2014)program, which can appeal effectiveness.

The speed and efficiency of development of the sphere of tourist and recreational services depends on the extent of involvement of the various interested businesses and individuals in the implementation of programs of social and economic development of the region. This means that the program of socio-economic development of the region depends recreation:

At the same programming as the maintenance of general equilibrium method should be complemented by forecasting and modeling, which would cover each of the cities and districts - subjects of the region, as well as the region as a whole.

Duties of Information and Analytical Center

Department	**Objectives**
Monitoring department	• Implementation monitoring permanent monitoring of socio-economic status of the natural resource potential of the recreational tourism. Development of recreational activities in the region.
Marketing department	• increasing the efficiency of market interaction of economic agents, and other social institutions in the region with other regions and market actors, through their institutions of power; • shaping and improving the image of the region, its prestige, business and social competitiveness; • extension participation of the region and its entities in the implementation of international, federal, regional programs Attraction to the territory of the state and other external orders; • increasing investment attraction, implementation in the region of external financial resources • The shaping and development of the non-commercial marketing of products financed by the federal, regional and local budgets, • Services for the protection of public order, health, education, social protection and others.

Department of management and forecast	• Development forecasts based on the data of regional monitoring and regional marketing provided the relevant central services, the development of short-term plans for socio-economic development of the region; • Integration and processing by means of special computer technology the results of the monitoring and marketing services.
Planning department	• Mobilizations of all available resources of the region; • development of the strategic plan of socio-economic development of the region

Developed by the author together with the Samarkand regional department of "Uzbek Tourism"

Conclusion

Given conducted in the thesis analyzes of recreational tourism resource potential structure, state the conceptual bases of potential resource management of the region, including:

- Mission-region a unique opportunity to provide medical- health, medical and tourist-excursion services based on the existing tourist and recreational potential;
- Strategic objective - the transformation of the region, which has tourist and recreational potential in the sphere of tourist and recreational services of national and global significance;
- Control- functions organizational, economic, marketing, social planning and forecasting functions of the region's development;
- Development of organizational forms and management structures of the resource potential of the recreational tourism.

Regional management Samarkand region "Uzbektourism" in its structure provides for the establishment of a unified information-analytical center, which includes a monitoring service, marketing service, the service of the economy and forecasting, strategic service of socio-economic planning. Thus, the adoption of new forms and methods of management of the resource potential in the field of tourism and recreational services should provide functional cooperation resource potential, to determine the general direction of socio-economic activities and ensure the sustainable development of the sphere of tourist and recreational services in the region.

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HOW ONLINE SHOPPING IS AFFECTING CONSUMERS BUYING BEHAVIOUR IN PUNE?

Ajim F. Shaikh[1]

ABSTRACT

The aim of this study is to investigate the major factors that affect online shopping behaviour of consumer in Pune city. There are billions of people online any time and they all are a potential buyers in the online market. Since there are so many e-tailors, the most important thing for merchant is to understand what are consumer wants and needs in this competitive business environment. Consumer behaviours are influenced by different factors such as culture, social class, references group relation, family, salary level and salary independency, age, gender etc. and so they show different consumer behaviours. To this end, a survey was conducted and the 384 questionnaires were distributed among the citizens of Pune city. The replies have been analysed by means of frequency distribution, average and chart analysis.

The results of the survey analysis has shown that most of the buyers already shopping online and prefer to make their purchases online, but there are some factors such as social factors , psychological factors, and privacy factors which affect the buyer attitudes of online purchases. The protection of privacy and security are major problems that affect the behaviour of the consumer to buy online. Various attitudes of consumers toward online shopping are not in rest in the study which reveals that the purchase online is easy, comfortable and better than that of conventional shopping due to various factors.

Price, the trust, the convenience and the recommendations have been identified as important factors. Price was considered to be the most important, fascinating and affecting factor for the majority of the buyers. Most of the consumers hesitate not to do shopping online, because of the insecure payment and transactions systems.

Keywords: *Online Buying, Consumer Behaviour, E-tailors*

Introduction

Online shopping has become a popular way for buyers. This new modern pattern of shopping not only brings a great number and wide range of merchandise to consumers; it also offers a huge market and numerous business opportunities. In the past twenty years, we have observed the rapid development of the Internet and the geometric growth of the Internet users. Although the number of Asian Internet users was the highest in the world, the Internet penetration rate of Asia was lower than elsewhere. The incursion rate of Internet users in Asia was just higher than Africa, as at 30 June 2010, according to the Internet World Statistics

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(2010). The highest was North America with a penetration rate of 77.4%. We have been clearly feeling the tremendous change that was brought by the Internet, which has penetrated every corner of the world. From communication, education, and finance to entertainment, we can clearly see the application of the Internet. The Internet has resulted in a great revolution for every organization. The working efficiency, transmission of information, and even cultural exchange has been exceptionally improved. Without doubt the Internet has influenced our lives deeply in which it plays an indispensable and irreplaceable role.

Electronic media also plays an important role in marketing. The swift development of internet technology has influenced companies to use internet as a media to market their product. According to www.internetworldstats.com, Internet Usage and World Population Statistics as of June 30, 2010 are 1,966,514,816 users. Therefore the use of internet as one of marketing strategies is a common practice nowadays. When we surf the web, we see ad-banners of products with links to the original website of various brands. We sometimes receive promotions such as discount codes through internet. Even lately these kinds of promotions are sent to our e-mail inbox and sometimes in a form of junk mail and spam. Furthermore, online stores are getting popular among consumers as a method of shopping.

Due to the increasing amount of online sellers, the competition among sellers on the internet will become more and more intense. To stand out, it is useful for sellers to find out what factors affect a potential consumer's purchasing behavior of online shopping. Consumer behavior study how consumers choose between products or services when facing more than one alternative.

In these recent decades, the development of internet technology is more and more rapid and mature; it was becoming inevitable that online shopping would become an alternative way of purchasing goods. The products variety, services, efficiency, security and popularity of online shopping also develop quickly, it is necessary for the online shopping industry have continual improvement to meet consumers changing needs and expectations.

Traditionally, consumers have to go to physical stores to buy what they want; the distinctive characteristic between online shopping and traditional shopping is that consumers need not to go to a physical store, but make their choices base on what they see on the internet, so it is useful to discover the factors that might affect online purchasing behavior, either positively or negatively.

Research Objectives

- What are the main factors, which concerns the online shoppers to shop online on the Internet and how these factors influence the consumers, when shopping online?
- Why is it that consumers delay or hesitate to make decision for shopping online?

Literature Review:

Anastasi (1982) studied on the "**Role of Cultural values on online business: An empirical study**" and the study found that as the importance of online businesses increases, cultural differences should be considered accordingly in online business. With the issue of cultural differences represented that cultural differences may impact customer behavior, and consumers from different cultural backgrounds may evaluate and perceive the same situations differently for online shopping.

Hirschman and Holbrook, 1982; Babin et al., (1994), Next to the evidence for the critical role of extrinsic motivation for technology use, there is a significant body of theoretical and empirical evidence regarding the importance of the role of intrinsic motivation.

(Krugman, 1991) ; The Nobel Prize winner of 2008 argued that we, as a society, moved on to globalization 2.0. This is due to the fact that information and communication technologies (ICT) are much more developed than in the early days. Because of these developments people can get information much easier, cheaper and faster. This shifts the whole economy to a new kind of economy; globalization 2.0 or the information (internet) economy. Some economists (Ghosh, 1999) state that firms can no longer avoid the internet.

According to (Roehl and Fesenmaier 1992) Shopping environments on the internet may be uncertain for the majority of online shoppers especially if they are novices. The risk may then be defined as the subjectively-determined expectation of loss by an online purchaser in contemplating a particular online purchase. Amongst the identified perceived risk are financial, product performance, social, psychological and time/ convenience loss. Financial risk stems from paying more for a product than being necessary or not getting enough value for the money spent

(Davis 1993); in his study reveals that we build up such a framework based on previous research on consumer adoption of new self-service technologies and Internet shopping systems. The research suggests that consumers' perception toward Internet shopping first depends on the direct effects of relevant online shopping features.

Pheng and Yuquan (2002) conducted a study and found that a cultural framework is especially useful for understanding people's conceptions of an organization, the mechanisms that are considered appropriate in controlling and coordinating the activities within it, and the roles and relations of its members. In this way, cultural differences affect consumer's web behavior and are a good measurement by which to study consumer's web behaviors or attitudes toward the web in the online marketing area.

(Kotler, 2012); Promotion element of marketing mix refers to any combination of promotion mix integrating various elements of advertising, public relations, personal selling and sales promotions to varying extents

(Kotler and Keller, 2012); It is worth noting that consumer buying behaviour is studied as a part of the marketing and its main objective it to learn the way how the individuals, groups or organizations choose, buy use and dispose the goods and the factors such as their previous experience, taste, price and branding on which the consumers base their purchasing decisions

(Jiang et al., 2013); The fact that online shoppers can gain access to a vast amount of information on goods and services they are interested in also relates to convenience. E-retailers can use this to their advantage and create loyalty amongst customers

(East et al., 2013); according to author Price represents another critically important element of marketing and four major types of pricing strategies consist of economy, penetration, skimming, and premium pricing strategies

Research Methodology:

The research is carried out in Pune city. Pune city is governed by Municipal Corporation which comes under Pune Metropolitan Region. The Pune city is located in Maharashtra state of India. As per provisional reports of Census India, population of Pune in 2011 is 3,124,458; of which male and female are 1,603,675 and 1,520,783 respectively. Although Pune city has population of 3,124,458; its urban / metropolitan population is 5,057,709 of which 2,656,240 are males and 2,401,469 are females. (Census 2011).

The study is designed to collect the behaviour of consumers who would be buying online. Respondents were provided with a formal questionnaire and a variety of questions regarding their behaviour, intentions; attitudes towards online buying behaviour were put forth. Data was collected by various means such as through personal interviews, through emails and Google forms. The questions in the questionnaire were both open ended and closed ended. Since the survey was attitude based, LIKERT rating scale was used. The collected data was tabulated and presented in the form of tables and graphs. It should be ensured that responses are the validity of the research.

Data Analysis & Findings:

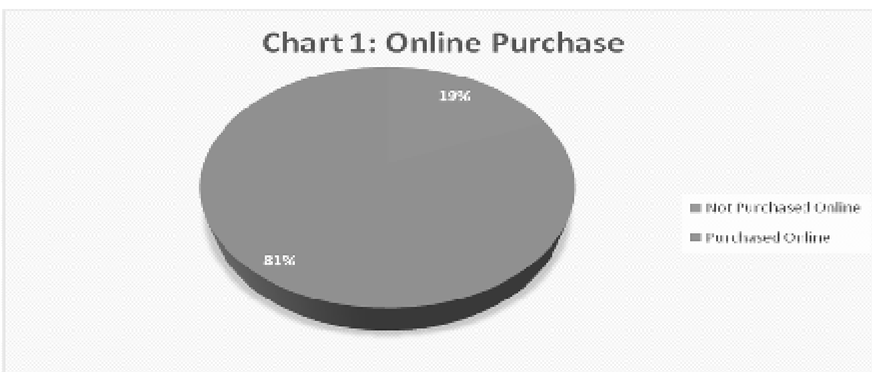
Table1: Gender Analysis

Gender	Frequency	Percentage
Male	246	64.06%
Female	138	35.94%
Total	384	100.00%

Table 2: Age Analysis

Age Distribution	Frequency	Percentage
20-25	208	54%
26-30	121	32%
31-35	30	8%
35 or more	25	7%
Total	384	100%

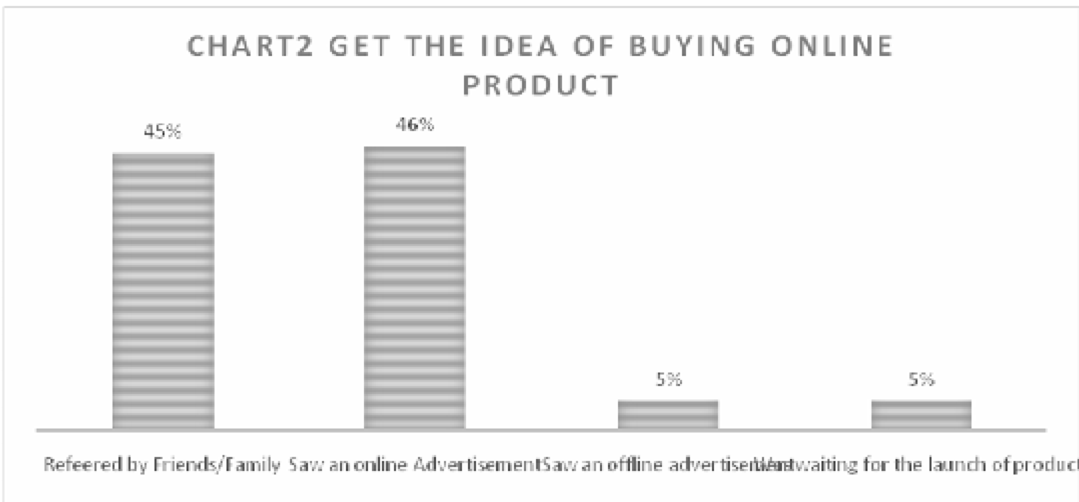
The Demographic summary table 1 and Table 2 illustrates this survey results 64.06 % of male and 35.94 % of female respondents participated in the online shopping survey. At the same time as 54 % of the respondents in the survey plunge into the category of 20-25 years age, 32 % participants plunge into the category of 26-30 years age group, while rest of the respondents 8% plunge into the category of 31-35 years age group and 7% plunge into the category of 35 or more. The results of the survey reveal that investigation on online shopping attracting mostly young population age group of 20 – 25 years old.



Online shopping is a new thing for people in India. But according to the survey results chart 1 show that people are very rapidly moving towards online shopping. About 81% of the respondent replied that they have enjoyed online shopping and 19% of the respondent declared that they have never experienced online shopping at all. More people of Pune will try to do online shopping in the future.

Remarkable & gigantic expansion of Internet from the last decade, the people of Pune are taking interest in online shopping. When consumer try to do online shopping while they are sitting in their homes and work place, after getting good service response, quality of product, competitive price and on time delivery through online shopping, they always try to recommend their friends and family members for online shopping.

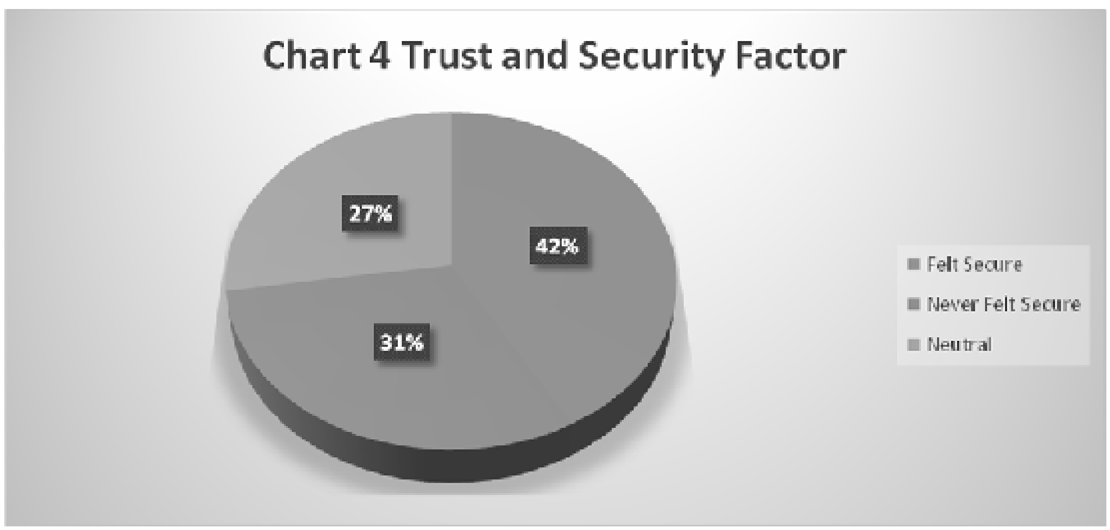
According to the survey results chart 2 be evidence for that about 45% of the participant were not recommended by friends/Family members to purchase online products, at the same time around 46% of the people saw an online advertisement and then go for online shopping. By the passage of time recommendations will increase through awareness programs on online shopping in Pune.



Time is the major concern for the people while shopping online. All and sundry desires to save time while shopping. Majority of the people are time conscious when they are involved in shopping whether physical shopping or online shopping.

The overall results in chart 3 demonstrate that about 63% of the people positively believe that much time is saved while shopping online because it is the fact that when shopping online from home or office does not involve to leave that place, that could be consider as a time saving. On the other side about 36% of the people have neutral attitude about this and 1% of the people have negative attitude towards time saving factor through online shopping.

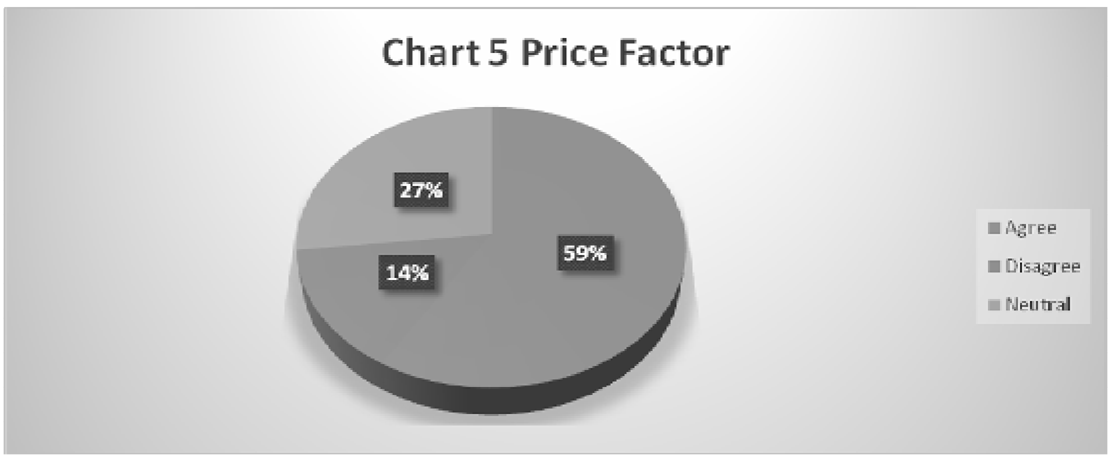
Trust and security is the main factor that hinders people from purchasing online. This will investigate overall respondent attitude towards trust and security when shopping online. It has been asked from the respondent how much they felt secure when shopping online. The use of credit and debit cards and other account details while shopping online creates a risk of disclose of personal details due to which it could be misuse of personal and account information of the customer.



According to survey results chart 4 illustrate that majority of the respondent about 42% of the consumers felt secure for online shopping and it is very important for the people to feel secure when purchasing goods online. At the same time about 31% of the respondents not felt secure when doing online shopping. About 27% of the respondents were neutral in trust and security factor for online shopping. It is enlightening that majority of the respondents have positive attitude towards feeling secure when shopping online in Pakistan

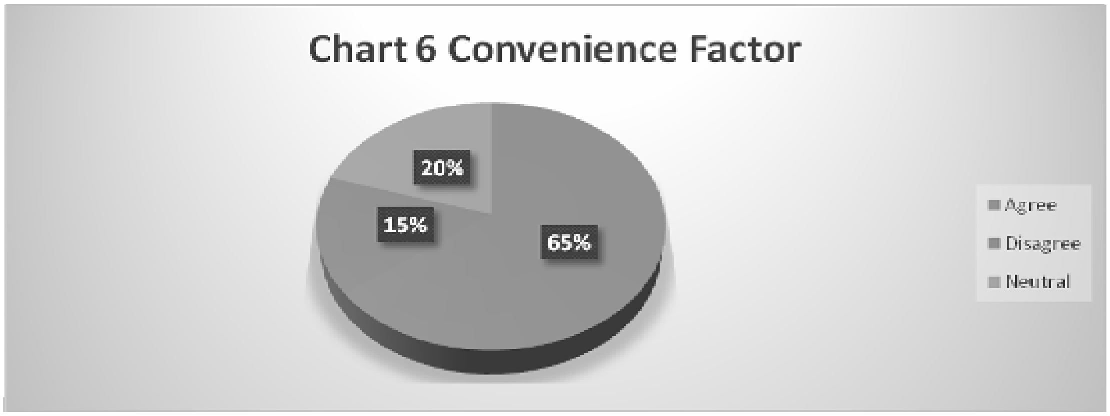
Price is the major concern that people in Pune takes in consideration before purchasing online and people have mixed fear that cost is usually high. Price factor involves checking the respondent's attitude to save money when shopping online.

Chart 5 demonstrate whether the respondent felt that they are saving money when they are shopping online as compare to physical shopping. It shows that about 59% of the respondents believe that the Price is not high when shopping online and they had saved money and it is very crucial to save money when shopping online in Pune because income of the people is very low. About 27% of the respondents believe that the cost is usually high through online shopping and they have not saved money. At the same time about 14% people say either the cost is high or low. Their attitude towards price factor was neutral



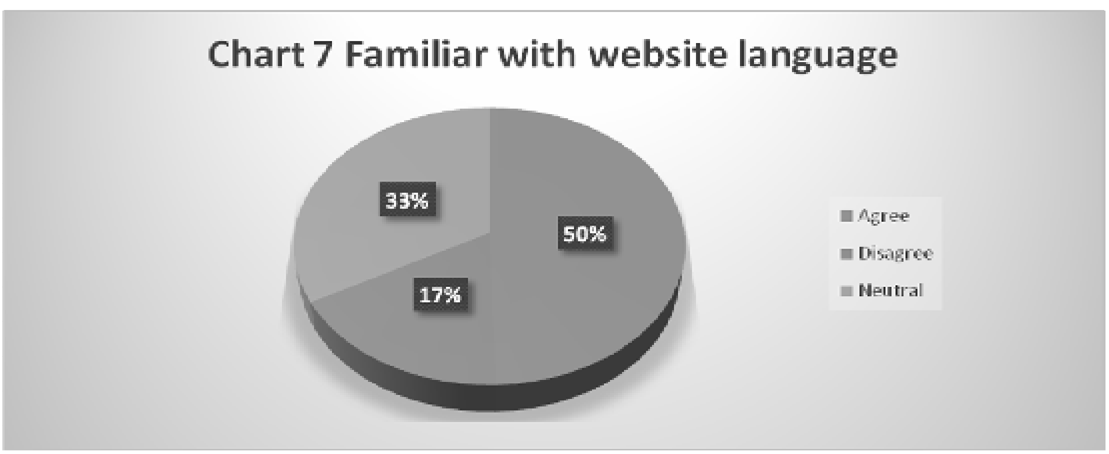
Through online shopping we can get the product easily by just typing the keywords of the product rather than physically finding the product in the market. Online shopping has facilitated the customers to get their required product from internet according to their needs and demands by just entering the details and needs about the product. Most of the respondents perceived that online shopping involves less effort than physical shopping.

Chart 6 results confirms that almost 65% people have opinion in accordance with this fact that online shopping is convenient and easy as compare to shopping in the market. On the other side about 15% were in opposition to this perception that it is not very convenient and easy for everyone to find the right product easily through online shopping. About 20 % were neutral in this regard that online shopping is neither convenient nor inconvenient. Overall respondents have a positive attitude towards online shopping is convenient.



Every one prefers the website for online shopping which is familiar with the language that a person knows so that he or she can easily understands the particulars about the product to shop online but if a consumers does not know the language he / she would not be able to purchase anything from that particular website and the consumer prefer to shop physically rather than online shopping

This chart 7 illustrate that overall respondents have positive attitude towards website language which is convenience for online buyers to shop online their products easily. About 50% of the respondents have agreed with this expression and 33% are neutral in this regard and 17% of the respondents were disagreed with this factor.



Through online shopping different companies have found opportunities to market their products in the whole world due to which they can easily increase the sale of their product. While another factor is consumer receiving discounts on online shopping. Sometimes different companies introduce different discounted deals for its customers but dealers do not sometimes let their consumers to enjoy those benefits but through online shopping consumers can get discounts directly from the company.

The results of the survey in chart 8 demonstrate that about 38% of the respondents have agreed with this contemplation that different organizations would be able to market their products or brands through online shopping via Internet and they can offer cash discount deals on online shopping instantly. About 33% of the respondents neither agree nor disagree on online marketing and get discounted deals directly. Only 29% of the respondents were in opposition to this stance and they had never get discounted deals through online shopping.

In Pune culture, there are bounties of the factors which are affecting online shopping consumers buying behaviour. For instance psychological, social, emotional and privacy factors have major effects on consumer's buying behaviour.

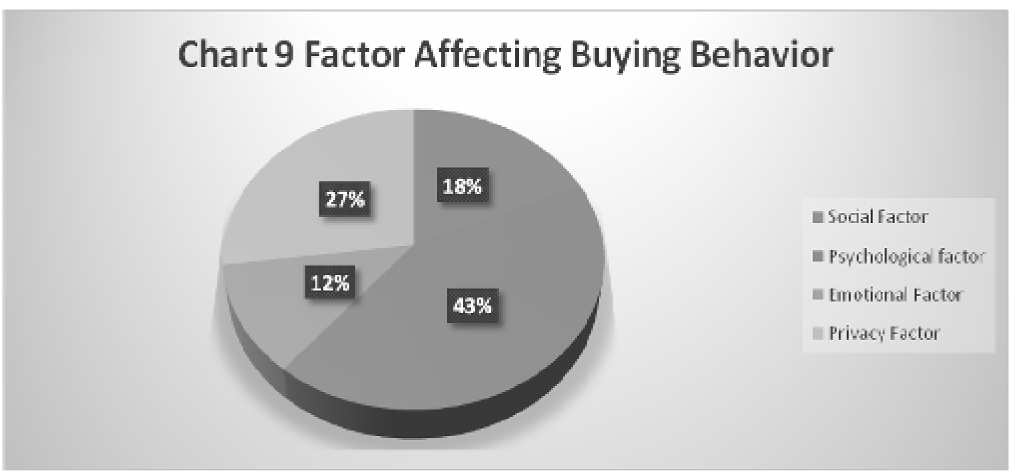


Chart 9 results shows that 43% of the respondent had agreed on that Psychological factor is the main factor not to do online shopping and affecting consumer buying behaviour. About

27% of the respondents pointed out the privacy factor, 18% pointed out social factor and 12% pointed out emotional factor affecting Pune consumers buying behaviour.

It has been mentioned that adverse to democratic belief, the consumers will not have to pay for privacy, and consists of the elimination of the revelation of the identity of the Internet Services.

Conclusion:

The study was accomplished to discover the effects of online shopping towards the attitude of consumer buying behaviour in Pune. Online shopping is getting more and trendier in Pune as well as in rest of the world but the velocity of online shopping in Pune is slower as compared to the entire world. According to our survey, online shopping is getting popularity in the young generation such as students and professionals. Students usually prefer to buy goods from its original source and they mostly prefer online shopping When a consumers to make purchases online to buy something, he or she is affected by assorted factors. The main influencing factors have been identified as, price, confidence, security, convenience, time, after sale service and discounted deals. The price factor exists because the prices are often lower through online shopping as compared with physical purchases in the market. Buy online can be of great benefit to the consumer in terms of convenience, saving time and money. One of the prime obstacles in the way back-up of online shopping is that people usually get petrified when the other computer demands the complete details of the customers. Due to which a customer gets anxious that his or her personal details may get disclosed and their precious money and account details get damaged. Tranquillity is obviously necessary given that the consumer must share personal information (full name, delivery address and date of birth) and financial information (credit card detail) when shopping online. That makes trust and confidence an important factor.

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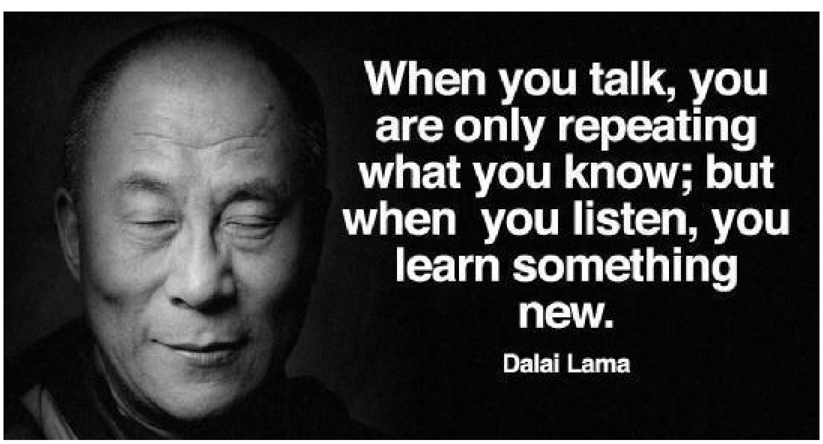

THE ROLE OF TOURISM DEVELOPMENT IN THE REPUBLIC OF UZBEKISTAN

Alisher Eshtaev[1]

ABSTRACT

The paper aims to investigate the status and progress of tourism in Central Asian countries using the example of Uzbekistan tourism industry with special reference to country's tourism infrastructure sectors. Issues of the marketing, destination strategy and possible advancement ways of deployment have diffused in the methodology of the article. This article makes an overview of the current status of tourism industry with the aim of finding out the strategy for developing a program that enhances the strengths that these countries have in the international arena. The results serve to point out key trends and gaps in which to focus future research on this topic and also they might be useful in formulating public policies and strategies for tourism industry development.

Keywords : *Tourism development, Central Asia, Silk Road tourism, Tourism destination, marketing, economic factors, segmentation of market.*

Introduction

Over the decades, tourism has experienced, continued growth and deepening diversification to become one of the fastest growing economic sectors in the world. Modern tourism is closely linked to development and encompasses growing several new destinations. Tourism has become one of the major players in international commerce, and also represents at the same time one of the main income sources for many developing countries. Moreover, the contribution of tourism to economic well-being relies on the quality and the revenues of the tourism offer ("UNWTO Annual Report 2013", 2014). According to the World Travel and Tourism Council, the total contribution of Travel & Tourism to GDP (Gross Domestic Product) was $6,630.4 billion (9.3% of GDP) in 2012, and is forecast to rise by 4.4% in 2023. Furthermore, in 2012, the total contribution of Travel & Tourism to employment, including jobs indirectly supported by the industry, was 8.7% of total global employment and this is expected to rise by 2.4% to 337,819,000 jobs in 2023 (Yearbook of Tourism Statistics., 2014).

In the recent decades, international tourism has been steadily increasing, as well as the importance of the tourism industry for the economy of many countries. Today, the business volume of tourism equals or even surpasses that of oil exports, food products or

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automobiles. Tourism has become one of the major players in international commerce, and represents at the same time one of the main income sources for many developing countries (Xu, 2013).

Since the break-up of the Soviet Union in 1991, the former Soviet Asian States (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan) present important opportunities to become a major tourist destination in the way of unique cultural, historical, archeological, and natural attractions. After becoming independent, the policy and model of tourism development in these countries was mainly based on improving tourism infrastructure (Coulibaly et al., 2012).

Well-located World Heritage sides of Central Asian States, amusing history of medieval scientists, and undiscovered nature of people make attractive for visitors from all over the world. A vital factor in the history of the southern part of the region was its location astride the most direct trade route between China and Europe, the so-called Silk Route which began to be developed in the Roman times (Kemal Kantarci, Muzaffer Uysal, & Vincent P. Magnini, 2014) .

Countries like Kazakhstan, Kyrgyzstan, Turkmenistan, Uzbekistan, and Tajikistan contain a marvelous and rich untapped tourism interest that has great potential to organize different type of uncommon accomplishments ("Central Asia: Problems and Perspectives of International Tourism□:: Slavomír Horák," 2014).

As a major Silk Road tourist destination, country possesses exotic tourist potential, distinct monuments of prehistoric times with unique natural landscapes, that may main role to become one of the principal tourist states on the globe.That is why much attention is devoted in Uzbekistan to the development of tourism and expansion of corresponding infrastructure as one of the priority directions of the nation's socio-economic development.(Knobloch, 2013)

As independent country, Uzbekistan needs to foster its magnetism as a medieval center and intellectual origin due in part to scholars, philosophers and cultural leaders such as Al- Farabi, Avicenna, Ulugbek, Navoiy, Baburshah and Tamerlane. They have a great contribution to world culture and sciences of mankind which vividly shown in numerous and included works, such as "Canon of Medicine" of Avicenna, "Fundamentals of Astronomy" of Alfraganus, "Baburnama"of Baburshah, and "Divans" of Navaiy which provide imagination of education in the history of the Middle Age´s lifestyle, culture, tradition and so on.

In addition, Uzbekistan maintained trade, intellectual and religious contacts with South Asia, the Middle East and Europe. The oasis towns of Samarkand, Bukhara, Khiva, and Tashkent mark the famous "Silk Road" over which caravans took the products of Europe to exchange for those of Asia. The 2500th anniversaries of the ancient cities Bukhara and Khiva and 2750th of Samarkand that once was capital city of great Tamerlane make interest of tourists globally.

Moreover, infrastructural proximity such as highways, railways and airports also provides relatively comfortable and ease accessibility to global world through the CA region. There appears to be sufficient resources to expand opportunities for investment in tourism infrastructure at all levels ("The World Factbook," 2014).

"Uzbektourism" as National Tourism Company believes that the flow of tourists are growing ominously, nevertheless this goes hand in hand with an increasing diversification and integration among services , infrastructures and modernization become major tourism destination. ("National Company 'UzbekTourism,'" 2014). Moreover, in the Republic of Uzbekistan government has done great modifications in order to improve Hotel Industry and Accomodation services at all. On this way, decree by Cabinet of Minister on 2nd September in 2002 with № 310 according " Tourism license " made a number of facilitation on this field of businesses. In addition, Islom Karimov stated following features of fundamental tourism deployment in his speech on 99th session of WTO on 2nd October 2014. It was obvious that principles of enhancement directed on below-mentioned ones:

- Safety and peace
- Life standard of citizens and inhabitants
- Income and prosperity of nation
- Development of infrastructure
- Direction of investigation on tourism sector
- Participation of average layer on international tourism
- Preparation of high qualified specialists
- Facilitation of visa and documentation procedures

The Republic of Uzbekistan and its potential attractiveness

Sinceits independence, Uzbekistan has begun to structure and organize its tourism industry. As a result of organizational and structural changes implemented, a new system of state regulation and control was established, preconditions for infrastructure development were created and mechanism of preservation and restoration of cultural and historical attractions were ensured. It is noticeable that, the new institutions and relations at the world tourism market were established almost from scratch.

During these years of independence, the government has done a great job on the revival of the unique heritage of local people, has created the conditions for the development of traditional arts and folk and has restored monuments of history and culture. Thanks to these measures, every year, the tourism potential in the country and requirements for development of tourism and its infrastructure has improved radically and positively.

Globally, tourism, as one of the highlands dynamically developing area of the world economy, plays an important role in strengthening the economic, cultural and political ties between states. Furthermore, Central Asian countries have wonderful opportunity of exploiting their unique cultural and historical heritage, which form the basis of the main resources for the development of tourism. For example, Uzbekistan has more than 4,000 historical and cultural monuments, of which 140 are included in the UNESCO World Heritage List. Routes of the Silk Road on the territory of the country are also part of the potential attractions for international tourists.

As the main trade network which considered as the "Supreme route of mankind history", the Silk Road formed the first link between the Asia and Europe and was a crucial trade originator between China, India, Persia and Roman empires. Formed more than 2200 years ago, the route was served as a connection between people and cultures, stimulating the mobility of dialogue, art, religion, ideas and technology. With its significant diversity of cultural heritage and its treasure of natural tourism attractions covering across 12,000 kilometres of ancient trade network, the Silk Road tourist destinations today offers travellers the opportunity to experience a exotic adventures, following the paths of Alexander the Great and Marco Polo and other world renowned surveyors.

It is noticeable that, in 1993, Uzbekistan joined the World Tourism Organization (WTO). Subsequently in 1994, the WTO meeting held in Samarkand, and "Samarkand declaration" was adopted on tourism in 1999. "Khiva declaration", which proposed by honoured international organizations, such as UNESCO, UNWTO , Council of Europe and others, calls upon the countries of Central Asia to preserve their cultural and natural heritage. Ongoing establishments stress the benefits of sustainable tourism and outlines specific steps to stimulate cultural and ecological tourism to Silk Road destinations.

Additional issues include an invitation to local and international stakeholders to invest in Silk Road tourism and the endorsement of country's offer to host a Silk Road Support Office in Samarkand that began operations office of the World Tourism Organization to promote tourism along the Silk Road in 2004 ("Declarations | UNWTO Silk Road Programme," 2014) .

Current programs and investigations by The World Tourism Organizations and other World Heritage Institutions like UNESCO, ICOMOS and UCL have been addressing to maintain the quality and shape of the whole destination through some suggestions for the sides and routes as a part of the transitional Silk Roads World Heritage. The role of this project has involved unprecedented collaboration among member of the destination. The main target of the program is dedicated on specific Silk Road Heritage Corridors crossing Kazakhstan , Kyrgyzstan and China and another one between Tajikistan and Uzbekistan with some proposals ("UNWTO Silk Road Programme," 2013).

The collaboration of World Tourism Organization (UNWTO) and the Government of Uzbekistan continued on 8-9 October 2010 when a conference was held with the presence of delegates from over 25 countries in the historic "Registan" Square that (Samarkand). In the conference, there was a debate of the key issues relating to the development of tourism along the Silk Road ("Fifth International Meeting on the Silk Road.," 2014).

Excepting Silk Road tourism destination, Central Asia possesses tourism attractions and resources, there is potential for the development of different types of tourism products. As a main part of tourism packages, following types of tourism are well known among tourism suppliers in country:

- Ecotourism
- Extreme tourism
- Recreational tourism
- Culinary tourism
- Sustainable tourism
- Business tourism
- Sport tourism
- Safari
- Religious tourism
- Adventure tourism
- Archaeological tourism
- Ethnographical tourism
- Cultural tourism

More and more, in the country located unique sacred places that are valuable for people professing religions such as Islam, Christianity, and Buddhism. These resources could provide an opportunity for further development of religion tourism sector in the area.(Faranda & Nolle, 2011; Kantarci, 2007; UNWTO, 2012b) Also, the availability of a large number of natural treasures like mountains, lakes, rivers, meadow woods, deserts and national gardens can help to develop ecological and adventure tourism in these countries. Furthermore, an increasing number of tour operators are including sport, business and recreational tourism packages to diversify tourism supply (Anthony, Appari, & Johnson, 2014).

In the Central Asian tourism destination rate and quantity of tourism investigation for the development countries are increasing respectively.

The government of Uzbekistan pays great attention for the development of the tourist industry: the development of services is defined as one of the top priorities of socio-economic development of the country. Nevertheless, in 2010 the number of tourists was 975000, totally international tourism arrival tendency of Uzbekistan illustrates overall upward trend since

2000 up today. Based on tourism "National Company" data, a quantity of tourists in Uzbekistan were 1,977,600 in 2013 (Figure 1).

In order to make enhancement of tourism industry, administrative offices of this sector have been conducting lots of job to retrieve and make developments. On this basis, in the short period modified totally, signed agreements with different governments and institutions. From a list of the contracts, it is visible that talks with Ambassador Extraordinary and Plenipotentiary of Turkey to Uzbekistan, which considered collaborating in number of aspects of integration in tourism between Uzbekistan and Turkey.

During the meeting, the Turkish side suggested opening direct flights between Turkey and the cities of Samarkand and Bukhara, along with existing routes, also pointed to the need to increase the frequency of Uzbekistan Airways Tashkent-Istanbul flight to intensify tourist exchange. Both delegates noted that 75 million people in the past year departed from Turkey to different destinations of the world.

According to the fact that both of Uzbek and Turk nations have a same historical roots, culture and inseparable traditions and Silk Road projects, alliance between these states and service providers have some interests on Uzbekistan tourism potential. Furthermore, it is estimated that, even 1% of them was directed to Uzbekistan, this would highly rise tourist circulation between Uzbekistan and Turkey ("UzReport.uz," 2014).

Tourism Infrastructure

Today, international tourist arrivals grew by 5% in 2013 to 1.087 billion, 6% of world exports, 9% of GDP and great deals of employees are in sector of tourism in globally. The role of tourism is a worthwhile prerequisite for the Uzbekistan tourism industry to prepare country for more intensive development.

For this reason, a vast amount of attention is dedicated in Uzbekistan to the tourism advancement and expansion of corresponding infrastructure as one of the priority instructions of the socio-economic deployment of the state. After endorsed in 2013 of the Programs of Tourism Development in Khorezm, Surkhandarya, Tashkent and Kashkadarya provinces, begins new era in the development of national tourism. It is noticeable that, more than US $260 million is invested to implement in these regions which have a considerable tourist potential.

Hence, directions provided by these programs highlight main ways of organization of projects in order to enhance infrastructure of tourism industry, for instance improvements of engineering facilities by the reconstructing of roads which connect most popular tourist zones all over the state and establishing hotels, restaurants for tourists of different economic prosperity. Remarkably, public and private support in hospitality sector, foresee it´s results a sophisticated package of honours for project stakeholders.

Yet, a specific proportion of job is being done to this direction. A series of new accommodations, restaurants and other tourist centres have been erected and number existing ones have been reassembled entire of the country. Besides, the foundation of many new sides is in the creation, and a variety of cultural programmes are introduced for both local and foreign visitors. Wi-Fi communication is implemented in majority of centres of tourism in the state's historical towns and main tourist sightseeing places. Following the current popular tourist routes, many new one are formed in the Republic.

Objectively assessing the situation, it should be noted that government pays considerable attention to the development of tourism. During the years of independent development in Uzbekistan established a legal framework and tourism infrastructure. Today, in the tourism operate more than 900 organizations and companies that have a license for tourist activity (subjects of tourist activity), of which 500 hotels, 371 - travel agencies (tour operators and travel agents), with about 90% of tourism organizations and companies related to the private sector, that affects the formation of a competitive environment in the tourism system to provide tourist services. Air gateway international airports are operating in Tashkent, Samarkand, Bukhara, Urgench, Nukus and Navaiy.

Accommodation services

Accommodation facilities constitute a vital and fundamental part of tourist supply and important feature of total tourist image of a country. A lot of countries have recognized a vital importance of hotel industry in relation to tourism and have coordinated their activities with the industry by way of providing attractive incentives and concessions to suppliers of tourism accommodation which have resulted in the building up various types of hospitality services. (Bhatia, 2006; Go & Jenkins, 1997; Qu, Kim, & Im, 2011)

Recognizing the key point of accommodation sector in the tourism industry, Uzbekistan hotel industry have established different hospitality facilities and it consists of more than 500 hotels with different forms of ownership. Prior to the annual meeting of the European Bank for Reconstruction and Development, due to the insufficient number of hotels to accommodate all foreign delegates in Tashkent, the Uzbek government started the development of hotels, which involved the construction of new hotels and the reconstruction of old style hotels.

As a result, a number of luxury international standard hotels appeared in almost all regions of country. Nowadays, the level of privatisation in travel accommodation sector in Uzbekistan is around 97%, whereas at the beginning of independence all properties were fully state-owned. A large number of luxury hotels are either fully-owned or partially owned by the state. For the last three years the government has failed to sell its shares in the hotels Dedeman Silk Road (39%), Grand Mir (35%), Hotel Uzbekistan (58%) and Hotel Markaziy (100%). Due to need of modernization and integration of new way of management, Hotel Registan (Samarkand), Hotel Afrosiyob Palace (Samarkand), Bukhara Palace (Bukhara) and Hotel Shakhrisabz Star (Shakhrisabz) has made modifications both in technical and industrial way.

The common trend in recent years in hotel accommodation in Uzbekistan was the growth in the number of small, privately-owned hotels. Today, the majority of such hotels have on average 50 or more rooms. The attractiveness of building small-sized hotels for the private sector is the amount of investment required to build, the high occupancy rate and relatively low cost of operation. These outlets initially appeared as an alternative to their international standard counterparts with its traditional design, modern administrative style, cosy and sizeable rooms.

Despite the competition from private hotels, luxury hotels are also gaining popularity amongst business travellers. Uzbekistan, by becoming more open to international trade and investment, runs quite a large number of MICE events, the majority of which take place in Tashkent. During the tough times and high competition, such hotels learned to provide additional services such as spas, fitness and MICE facilities, transportation services, tours and many others. According to “Uzbektourism”, the occupancy rate increased throughout 2010 and made up 55%, 2013 it was under 63% annually.

A summary of the main findings and of the principal issues and suggestions which have used from data of different official trade press, company researches and others reveal that the main hospitality services are hotels and travel accommodations in country. The expectations for the future are also projected in upward trends. However, other types of hospitality services are increasing considerably, their distribution in volume of sales is only 19 billion UZS while hotels and travel accommodations show107.4 and 88.4 billion UZS relatively

Moreover, in order to make better development in the social life of Uzbekistan, domestic tourism perspectives have mentioned as vital, and following steps are identified:

- Domestic tourism development
- Excursion services
- Establishment of international standards
- Cooperation with international companies
- Traditional aspect usage in the national market

In order to improve these facilities government makes focus on the deployment of following features:

- Make use of resource
- Improve entrepreneurship
- Attracting international investments
- New service creation

- Marketing and management
- National tourism product promotion

As the Silk Road destinations comprise of the complete network of overland and nautical routes, retracing the steps of some most renowned explorers of all times. Yet a general drawback of data available and the compound logistics of travelling these roads prevent many prospective travellers from selecting to visit the Silk Road.

Destinations need to pay much more attention on developing tour operators by assimilating audits and diversifying problem areas that recently hinder the connection of Silk Road routes. Private sector players of international and national scale should be engaged in the long-term vision of the destinations' competitiveness and sustainability aspects. Commitment and investment from local small businessmen will help guarantee the involvement of the local community.

Undoubtedly, investments in sustainable infrastructure are paramount for the long-term perspective and survival of the Silk Road. Following measures could make better performance of above mentioned factors in country:

- Advancement of road system
- Enhanced air connectivity via regular flight to main cities in globe
- Inauguration of low-cost airlines for domestic or Central Asian tourism business
- By the way of railway enhancement develop of high speed trains among major Silk Road destinations of Central Asia
- Creating tourism office centres online visitor and destination
- Improve amount of investments created by foreigners and governmental bodies
- Make accessible internet by Wi-Fi availability in major sightseeing sides

In order to help guarantee a 'bottom-up' method to destination management, establishments should empower local societies and stakeholders by providing relevant training and volume building across all phases of destination management, principally in regional areas.

Developed skills and services in the tourism sector are obligatory to ensure review while transparency in business is main feature to building strong business relations and attracting direct foreign investment

- Improvement of diffusing of Information and Communication Technologies
- Language skills
- Applying of management systems world-renowned hotel networks
- Well-organized governance and transparency in international business

- Enrich natural and heritage resources by establishing sustainable management

Travel facilitation

In order to simplify visa procedures for tourists, government and responsible officials should make optimize process ofissuance as well as make some reforms of legislature system in terms of visa periods, apply online access to visa applications.

As one of the Silk Road's main merits is that it is as a marvellous network of destinations, multiple barriers to the smooth cross-border movement of tourists recently make it virtually impossible for travellers to undertake multi-destination tourism. Information provided by authorities on visa processes needs to be accurate and simple to acquire, available online and up-to-date.

- Improve the system of visa provision on arrival and electronic visa accessibility
- Standardization of single, double and ,multiple entry visas
- Optimization of visa periods to 30,60,90 days
- Enlarge more nationalities not requiring letters of invitation

By the way border crossing advancement procedures and services for tourists state should modify the potential for economic incentive and environmental enhancement by taking an inventive approach to cross-border rules.

Proposals for further improvement of services for tourists:

Upgrading level of the English speaking staff at the borders; tourist information; shopping; money exchange; transit accommodation; guided service through buffer zones (for guides, drivers with badges); regular working hours signage; food and beverage services; restrooms and first aid facilities.

Suggested innovative methods to cross border administration:

- mutual tourism development plans;
- unique and marvellous package tour services;
- local handicraft markets
- integrate e-tourism frameworks
- cross-border job exchange and mobility
- cultural and traditional events;
- worldwide multidisciplinary joint programs

To sum up, Uzbekistan as a major partner of Silk Road tourist destination program could tackle various issues with the support of some international and non-governmental organizations. As a consequence, some drawbacks of tourism industry will be prevented and some privileges could be provided for small businesses and entrepreneurship.

Conclusion

As tourism stimulates infrastructure development of the country, has a strong multiplication effect and helps diversify the economy, supports local culture and crafts and environmental protection, it is very actual for the Republic of Uzbekistan with its transitional economy, moreover it is important as Uzbekistan is a country with vast capabilities in tourism. The travel and tourism industry is a leading export industry in worldwide, Central Asian counties could contribute considerable as well.

Moreover, with vast underused capabilities in tourism and diversity of tourist attractions represent the potential of tourism in these tourism destinations. Location of the area, corridors on the Great Silk Road, with cities which were main points of trade, make destination attractive one for the flow of tourists globally. Accessibility of various tourism types, distinct traditions and unique cultural background of Central Asia has considered as one of the main key factor tourism and hospitality businesses.

After have been establishing and implying global experience, the attractiveness of tourism estimated to become as one of the crucial one in the Central Asian destination. Furthermore, the optimization of visa facilities has listed as one of the main advancement of tourism policy by the UNWTO research group.

As one of the main Silk Road tourism destination, Central Asian states have great potential to advance sector of hospitality and tourism that create a lot of promotions for different spheres. In the other perspective, tourism sector in Central Asia has already established and its policy has led to some fundamentals improvements in the last 20 years. Further investigations and explorations may be addressed to identify obstacles of the industry by learning all its sub-sectors.

In briefly, Central Asian states, such as Kazakhstan, Kyrgyzstan, Turkmenistan, Tajikistan, and Uzbekistan have great potential of tourism deployment as whole. Established policies and conducted measurements in counties have made already its results. Upcoming diversifications and modernizations in the industry may contribute exponentially for the economies of the Central Asian counties.

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THE RELATIONSHIP OF HUMAN RESOURCE PRACTICES WITH EMPLOYEE COMMITMENT: A DEMOGRAPHIC STUDY

Akansha Gour[1], Dr. Anil Kumar Bajpai[2]

ABSTRACT

India is upcoming as major educational hub in the world. The presence and growth of government owned and privately owned institutions are providing the education to millions of students every year. These institutions are expending in size and scale. They have millions of teachers and staff on their pay roll. This paper is examining the Human Resource Practices adopted by these institutions and the impact of it on employee commitment. The paper concluded that there is a positive relationship exists between the kind of Human Resource Practices and Employee Commitment in the Management Institutions.

Introduction

After US and China, India has one of the largest Higher Education Systems in the world. Every year, India produces 2.5 million graduates. At present, there are 719 universities. Out of which 46 are the Central University, 330 are State Universities, 215 are the private university and 128 are the Deemed Universities in the 2015. In Madhya Pradesh there are 37 universities present, out of which 2 are the Central University, 18 are the State University, 14 are the Private University and 2 are the deemed University providing education to millions of Students every year. In the last twenty years, Indian education sector have been changed drastically, Government made many new policies to promote the education sector and encourage the private sector into the education.

As a result, many new institutions have been emerged in the different parts of the India for providing Management, Engineering, Medical, Pharmacy, Education & Science courses. These institutions have been preferred by the students over government institutions in many of the steams. Later on, Indian government started to promote the establishment of Private Universities in India. State governments got the permission to start permitting the establishment of private universities with limited powers in their areas. Recognizing this opportunity, many private institutions converted themselves into the Private Universities.

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Human resource management is linked with all the managerial functions involved in planning for recruiting, selecting, developing, utilizing, rewarding, and maximizing the potential of the human resources in an organization. Human resource management (HRM) is defined as the policies and practices needed to carry out the people or human resource aspect of a management position, including selection, job definition, training, performance appraisal, employee participation in decision making. Human Resource Management practices can affect the level of commitment and employee satisfaction. Given this situation it is imperative that more research is done around this area. Surprisingly research studies on Human Resource Management practices especially in Management Institutions not conducted in India. Against this background, it was felt that there is a need for the study of HRM practices and its outcome in Management Institutes in Madhya Pradesh Region.

Review of Literature

Human Resource is the most critical resources in the administration association than assembling association and change must be connected all the more emphatically to the general population issues.

Human resource varies from different resources, mostly in light of the fact that people are invested with different levels of capacity (counting aptitudes, abilities and learning), with contrasts in identity attributes, sex, part discernment and experience, and somewhat as a consequence of contrasts in inspiration and duty (Braton and Gold, 2003).

Guest (2001) studied four zones of HRM practice; great and safe working conditions, preparing and advancement, meet livelihood opportunities, and enrollment and choice.

Arthur (1994) and Huselid (1995) have conducted research at the organisational level that suggests that human resource practices affect organizational outcomes by shaping employee behaviors and attitudes. Whitener (2001) suggests that employees can interpret organisational actions, such as human resource practices.

Social exchange theorists have produced significant quantities of research that support the theory that the level of commitment to the employee demonstrated by an organisation will have a direct impact on the commitment that employees show to the organisation in return (Eisenberger, Huntington, Hutchison, & Sowa, 1986)

Arthur (1994), Huselid (1995), and Koch and McGrath (1996) suggest that high involvement work practices can enhance employee retention. However, most examinations of retention and commitment are from the employer's point of view; as a result, new and refined programs are continuously introduced. These programs are expected to have a positive impact on employee retention and commitment; therefore, investments in high involvement work practices may promote of a positive work climate that may result in lower turnover.

As a critical part of the value chain, HRM practices are inextricably linked to the overall performance of the firm and to organizational commitment (Iverson & Buttigieg, 1999; Meyer & Smith, 2000).

Edgar and Geare (2005) identified that HRM practices had a significant impact on employee attitudes such as job satisfaction, organizational commitment and organizational fairness. Yu and Egri (2005) found that HR practices had a significant impact on the affective commitment of employees on Chinese firms. Aswathappa (2008) argued that the organization should have better HR plans to motivate its employees.

Employees commitment and productivity can also be improved with performance appraisal systems (Brown & Benson, 2003) Hence, adopting best practices in selection, inflow of best quality of skill set will be inducted adding value to skills inventory of the organization (Huselid, 1995). He also emphasized training as complement of selection practices through which the organizational culture and employee behavior can be aligned to produce positive results. Increasing employee participation will increase productivity of the employee due to increased commitment of the employee.

Objective

- To explore the various Human Resource Practices followed by the Management Institutions in MP region.
- To develop, design and standardize the questionnaires to measure the Human Resource Practices & Employee Commitment in the Management Institutions in MP region.
- To identify the effect of various Human Resource Practices on Employee Commitment.
- To discuss the challenges faced by the Institutes while implementing HR Practices.
- To open new vistas for further research.

Hypothesis

H_{o1} : There is no interaction effect of Human Resource Practices and Demographic Variables on Employee Commitment.

Research Methodology

The study was causal in nature with survey method being used to complete the study. Population was included employees of Management Institutions. Individual employees were used as sampling element. Purposive sampling technique was used to select the sample. Sample size was 200 respondents. Questionnaires were developed to measure for the evaluation of Human Resource Practices and Employee Commitment. Data were collected on a likert type scale, where 1 indicates for minimum agreement and 5 indicates for maximum agreement. Ancova Test was used to find out the relationship of Human Resource Practices with Employee Commitment and the demographic variables (Gender, Marital Status).

Results and Discussions

Reliability Analysis

The reliability was computed by using PASW 18 software. Cronbach's Alpha reliability test was applied to check the reliability coefficients were computed for all the items in the questionnaire.

Variable Name	Cronbach Alpha Value	No. of Items
Selection & Recruitment	0.794	5
Training & Development	0.821	6
Performance Evaluation	0.723	6
Promotion Practices	0.675	4
Career Planning Practices	0.776	5
Employee Commitment	0.787	9

The above table shows that the Cronbach's Alpha reliability values were more than .7 for all the items, therefore it can be interpreted that all the items have satisfactory reliability for further analysis.

ANCOVA Test between Human Resource Practices & Employee Commitment with demographic variables

Analysis of covariance test was applied between the different Human Resource Practices (Recruitment & Selection, Training & Development, Performance Evaluation, Promotion & Career Planning) and Employee Commitment as dependent variable with Gender & Marital Status as demographic Variables. The ANCOVA test is more suitable to know the interaction effect of Independent Variables with the Dependent Variable while evaluating the variations of demographic variables.

ANCOVA Test Analysis

Tests of Between-Subjects Effects

Dependent Variable:Emp_Commit

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	3166.844[a]	8	395.856	30.351	.000	.560
Intercept	1156.220	1	1156.220	88.650	.000	.317
Recru_Selec	29.595	1	29.595	2.269	.134	.012
Trg_Dev	125.522	1	125.522	9.624	.002	.048
Perf_Eval	207.292	1	207.292	15.894	.000	.077
Promotion	116.558	1	116.558	8.937	.003	.045
Career_Pl	14.299	1	14.299	1.096	.296	.006
Gender	.446	1	.446	.034	.854	.000
Marital_Status	27.702	1	27.702	2.124	.147	.011
Gender * Marital_Status	5.786	1	5.786	.444	.506	.002
Error	2491.111	191	13.042			
Total	171143.000	200				
Corrected Total	5657.955	199				

a. R Squared = .560 (Adjusted R Squared = .541)

The result of ANCOVA test was showing the overall interaction of Human Resource Practices as Independent and Employee Commitment as dependent Variable while the interaction of Gender & Marital Status as positive effect with F Value of 30.351 at .000 significant level. The adjusted r square value was also found to be 54.1%, which is indicating effect of Human Resource Practices on Employee Commitment.

The result also found significant for the effect of Training & Development (p=.002), Performance Evaluation (p=.000) and Promotion (p=.003) during the interaction of Gender & Marital Status.

But the HR Practices like Recruitment & Selection (p=.134) and Career Planning (p=.296) have the negative interaction effect with the demographic variables.

The Gender (p=.854) & Marital Status (p=.147) have shown the negative effect on Employee Commitment. The interaction of Gender & Marital Status (p=.506) was also found negative during ANCOVA analysis.

In the last, the hypothesis that the Ho1: ‘Human Resource Practices & demographic Variables have negative interaction effect on Employee Commitment’ was rejected which is indicated by above analysis.

Conclusion

This study examines how Human Resource Practices impacting Employee Commitment in the Management Institutions in India. This study explored the different Human Resource Practices adopted by the Management Institutions. After conducting the brief review and informal organizational interview, the researcher have identified five key Human Resource Practices adopted by the Management Institutions. These selected practices are Recruitment & Selection, Performance Evaluation, Training & Development, and Promotions & Career Planning.

The reliability was computed by using PASW 18 software. Cronbach’s Alpha reliability test was applied to check the reliability coefficients were computed for all the items in the questionnaire. All the variables have reported significantly acceptable reliability to conduct the further analysis. The Ancova Test also signified the positive relationship of Study Variables except the Gender and Marital Status.

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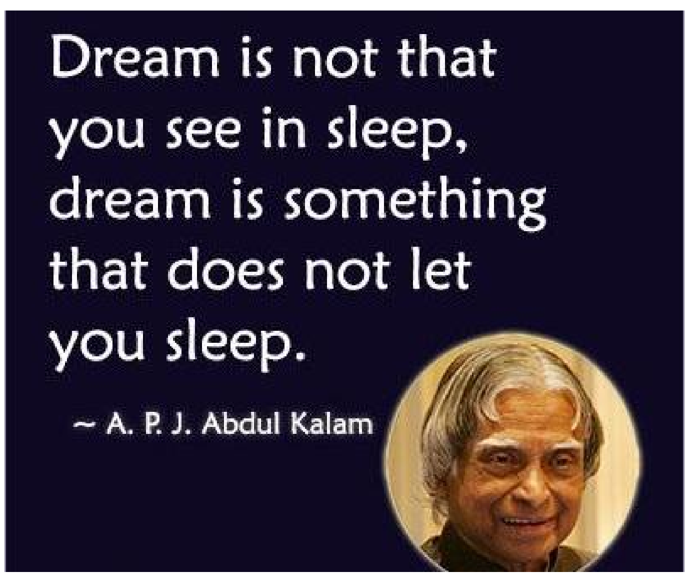

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