

Annexure - V-3

MANAGEMENT PRACTICES FOR THE NEW DIGITAL ECONOMY

Editors

Kavita Pathak
Jitender Sharma
Shalini Srivastava
Vinita Srivastava

B L O O M S B U R Y

MANAGEMENT PRACTICES FOR THE NEW DIGITAL ECONOMY

Introduction	ix
SECTION I: DIGITAL ECONOMY AND BUSINESS PRACTICES	xi
1. Collaborative Ecosystems in Business Models: Case Studies for Transport Infrastructure	1
Joe C. Nagarajan	12
2. Smart City Mission: E-Governance for Global Connectivity	19
Raj Srinivasan and Vigneshwaran Srinivasan	20
3. A Road Map for Indian Economy: Towards Digitalisation – Business Perspectives	21
Anshu Saxena	24
4. Mobile Apps Development for Digital India	25
Shilpa Arora and Anshu Saxena	34
5. Demographic Transition in India: A Study of the Impact of Digitalisation on Employment	35
Ramesh Chandra	41
6. Role of Technology in the Indian Economy	47
7. Social, Environmental and Governance Issues in the Digital Economy	57
Rajesh K. Singh and Anshu Saxena	67
8. Study of Tourism Industry: Impact of Digitalisation on the Indian Tourism Industry	73
Rajesh K. Singh, Anshu Saxena, and Anshu Saxena	73
9. Study of Performance of Pharmaceutical Industry in India	75
Anshu Saxena, Rajesh K. Singh, and Anshu Saxena	75
10. Financial Policies and Services Sector	77
11. Global Relationship between India and the Trade with SAARC	79
Anshu Saxena, Rajesh K. Singh, and Anshu Saxena	79
SECTION II: DIGITAL FINANCIAL SERVICES PRACTICES	81
12. A Study on Online Peer-to-Peer Lending in India and Impact on SME Finance	81
Anshu Saxena and Rajesh K. Singh	91
13. Digital Payments – Trends, Challenges and Future Prospects	93
Anshu Saxena, Rajesh K. Singh, and Anshu Saxena	103
14. Sovereign Gold Bond Scheme	104
Anshu Saxena	104
15. Digital Payments: Designing Financials for Cashless Economy	104
Anshu Saxena	104
16. Digital Payments: Designing Financials for Cashless Economy	104
Anshu Saxena	104
17. Digital Payments: Designing Financials for Cashless Economy	104
Anshu Saxena	104

BLOOMSBURY
NEW DELHI • LONDON • OXFORD • NEW YORK • SYDNEY

MANAGEMENT PRACTICES FOR
THE NEW DIGITAL ECONOMY

BLOOMSBURY INDIA
Bloomsbury Publishing India Pvt. Ltd
Second Floor, LSC Building No. 4, DDA Complex, Pocket C – 6 & 7,
Vasant Kunj, New Delhi 110070

*BLOOMSBURY, BLOOMSBURY INDIA and the Diana logo are
trademarks of Bloomsbury Publishing Plc*

First published in 2018

Copyright © Jaipuria Institute of Management, Noida, 2018

All rights reserved. No part of this publication may be reproduced or
transmitted in any form or by any means, *electronic or mechanical, including
photocopying, recording, or any information storage or retrieval system,*
without prior permission in writing from the publishers

Bloomsbury Publishing Plc does not have any control over,
or responsibility for, any third-party websites referred to or in this book.
All internet addresses given in this book were correct at the time of going
to press. The author and publisher regret any inconvenience caused if
addresses have changed or sites have ceased to exist, but can accept
no responsibility for any such changes

ISBN: 978-93-86826-85-5

2 4 6 8 10 9 7 5 3 1

Typeset by Fortune Graphics, New Delhi
Printed and bound in India by Replika Press Pvt Ltd

To find out more about our authors and books visit www.bloomsbury.com
and sign up for our newsletters

BLOOMSBURY
PUBLISHING
INDIA

Contents

Acknowledgements

Introduction

ix

xi

SECTION I: DIGITAL ECONOMY PRACTICES

1. Collaborative Economies Business Model: Uber Strategies for Transport
Incorporated Private Market
José G. Vargas-Hernández 3
2. Smart City Mission: E-Governance for Global Competitiveness
Ritu Srivastava and Shubham Aggrawal 12
3. A Road Map for Indian Economy towards Digitalization – Business Perspective
Neelam Sheoliha 19
4. Mobile Apps Development for Public Welfare
Ritu Srivastava, Nidhi Sahu, Charu Dhami and Bhavna 26
5. Demonetization Impact on Government, Digital Transactions, Real Estate Sector
and Employment in India – Post One Year Study
Jitender Sharma 34
6. Role of Technology in Subsidy Rationalisation for Indian Economy
Fredrick Lopez and Ritika Gugnani 41
7. Social, Environmental and Economic Performance of Tourism in India
P. Balaji, Kritika Fuloria and Surender Kumar 47
8. Study of Tourism Efficiency of Selected Asian Countries
Rajanikant Singh, Aishwarya Goel, Akriti Pandey and Surender Kumar 57
9. Study of Performance of Pharmaceutical Industry in India
*Rishabh Jain, Zaid Nasar, Shivali Sharma, Sparsha Panda, Shiva Kant Shukla,
Pratishtha Pathak and Surender Kumar* 67
10. Causal Relationship between India's Economic Growth and its Trade with SAARC
Md. Shahbaz, Vranda Jain and Surender Kumar 75

SECTION II: DIGITAL FINANCIAL MANAGEMENT PRACTICES

11. A Study on Online Peer-to-Peer Lending in India and Impact on SME Finance
Saurabh Sharma and Teena Shivnani 81
12. Digital Payments – Trends, Challenges and Implementation
Narinder Kumar Bhasin and Anupama Rajesh 91
13. Sovereign Gold Bond Scheme
Pallavi Ansal 105
14. M-Wallets: Digitizing Finances for Cashless Economy
Sana Moid 114
15. Foreign Exchange Risk Management in Currency Futures Market in India
Narinder Pal Singh and Aakarsh Tandon 125

48. A Case Study on Nykaa.com: Influencing Customers' through Social Persuasion Marketing <i>Ruhi Sethi and Deepa Kapoor</i>	371
49. Customer Churn Patterns Analysis in Telecommunication Industry <i>Vishal Mahajan and Renuka Mahajan</i>	378
50. Effect of Snapchat Controversy on Consumer Attitude towards the Brand – A Study on Indian Youth <i>Vidushi Srivastava, Nishtha Trivedi and Taikhoom Maluki</i>	388
51. Perception towards Online Shopping – Comparative Study between Demographic Variables: A Review <i>Roushan Kumar</i>	393
52. A Study on Subliminal Marketing and its Effect (Review) <i>Aman Verma, Nabasindhu Paul and Pyush Jha</i>	396
53. A Paradigm Shift – From Traditional to Digital Advertising <i>Shafaq Nawaj Khan, Animesh Bhardwaj and Pushpendra Singh Rathore</i>	401
SECTION VI: DIGITAL MANAGEMENT PRACTICES	
54. Efficiency of Top Fifty Management Institutes of India <i>Surender Kumar, Vranda Jain, Sonali Singh and Kumar Mayur Senapati</i>	409
55. Study of Factors Influencing Sustainability of Autonomous Business Schools in India <i>Shreyam Agrawal, Vranda Jain, Durgansh Sharma and Surender Kumar</i>	416
56. A Study of Factors Influencing Students Satisfaction towards Indian B-Schools <i>Taikhoom Maluki, Varun Katoch, Renuka Mahajan and Shalini Srivastava</i>	421
57. Deterioration of Indian Values: Journey of an Adult from Respect to Neglect <i>Abhijit Nair and Shalini Srivastava</i>	425
58. A Study on Consumer Buying Behavior of Smartphones <i>Souvik Chandra and Paras Gupta</i>	429
SECTION VII: GOVERNMENT DIGITAL INITIATIVES	
59. Reviewing the Role of Selected E-Governance Initiatives in Value Creation <i>Parimal H. Vyas, Mayank R. Mathur and Parag Shukla</i>	435
60. ICT: An Innovative Model for SME's <i>Arpana Katiyar and Sakshi Bajpai</i>	445
61. Emerging Strides in Innovations and Skill Development for Supply Chain in New (Digital) Economy <i>Prem Nath Panday and Suruchi Panday</i>	453
62. Role of Social Media for Organizational Sustainability – Self Help Group <i>Resham Singh</i>	466
63. Trade-Off on Public Health and Indian Public Health System: Analytics through Healthcare Informatics <i>Sakhi John and N. Ravichandran</i>	474
64. Internet of Things (IoT) – Smart Cities <i>A.D. Suneetha and Santoshi Shukla</i>	483
Author Index	489

Reviewing the Role of Selected E-Governance Initiatives in Value Creation

Parimal H. Vyas*, Mayank R. Mathur** and Parag Shukla***

INTRODUCTION

E-Governance is a process of reforming in the way the Governments work, share information, engage E-Governance users and deliver services to external and internal clients for the benefit of both Government and the clients that they serve, by automating the working process. The Governments harnesses information technologies such as Internet, WAN, World Wide Web, and mobile computing to reach out to E-Governance users, business, and other arms of the Government to improve delivery of services to E-Governance users, businesses and employees Engage E-Governance users in the process of governance through interaction Empower E-Governance users through access to knowledge and information. It also makes the working of the Government more efficient and effective (Subhash Bhatnagar, 2010).

Recognizing the increasing importance of electronics, the Government of India established the Department of Electronics in the year 1970. The subsequent establishment of the National Informatics Centre (NIC) in the year 1977 was the

first major step towards E-Governance in India as it brought 'information' and its communication in focus. The advent of personal computers brought the storage, retrieval and processing capacities of computers to Government offices. By the late 1980s, a large number of Government officers had computers but they were mostly used for 'word processing'. Gradually, with the introduction of better software, computers were put to other uses like managing databases and processing information. The National E-Governance Plan (NeGP), takes a holistic view of E-Governance initiatives across the country, integrating them into a collective vision, a shared cause. A large infrastructure spanning from Centre to remotest of villages has evolved, and large-scale digitization of records is taking place to enable easy, reliable access over the internet. The final goal is to bring public services closer home to E-Governance users, as per the Vision Statement of NeGP. (ibid) This results in enhanced transparency, convenience and empowerment; less corruption; revenue growth; and cost reduction. The central Government launched 31 Mission Mode Projects (MMPs) in 2011, consisting of 11 Central MMP's, 13 State MMP's and 7 Integrated MMP's spanning multiple Ministries/Departments.

A mission mode project (MMP) is an individual project within the National E-Governance Plan (NeGP) that focuses on one aspect of electronic governance, such as banking, land records or commercial taxes etc. Within NeGP, "mission mode" implies that projects have clearly defined objectives, scopes, and implementation timelines and milestones, as well as measurable outcomes and service levels. Each state Government can also define five MMPs specific to its individual needs (www.deity.gov.in).

* Vice Chancellor and Joint Professor of Management Studies, Faculty of Management Studies and Professor of Commerce and Business Management, Department of Commerce and Business Management, Faculty of Commerce, The Maharaja Sayajirao University of Vadodara, Vadodara

E-mail: parimalvyas17@gmail.com

** Research Scholar, Faculty of Management Studies, The Maharaja Sayajirao University of Vadodara, Vadodara

E-mail: mayank.eme@gmail.com

*** Assistant Professor of Commerce & Business Management, Department of Commerce & Business Management, Faculty of Commerce, The Maharaja Sayajirao University of Vadodara, Vadodara

E-mail: parag.shukla.msu@gmail.com

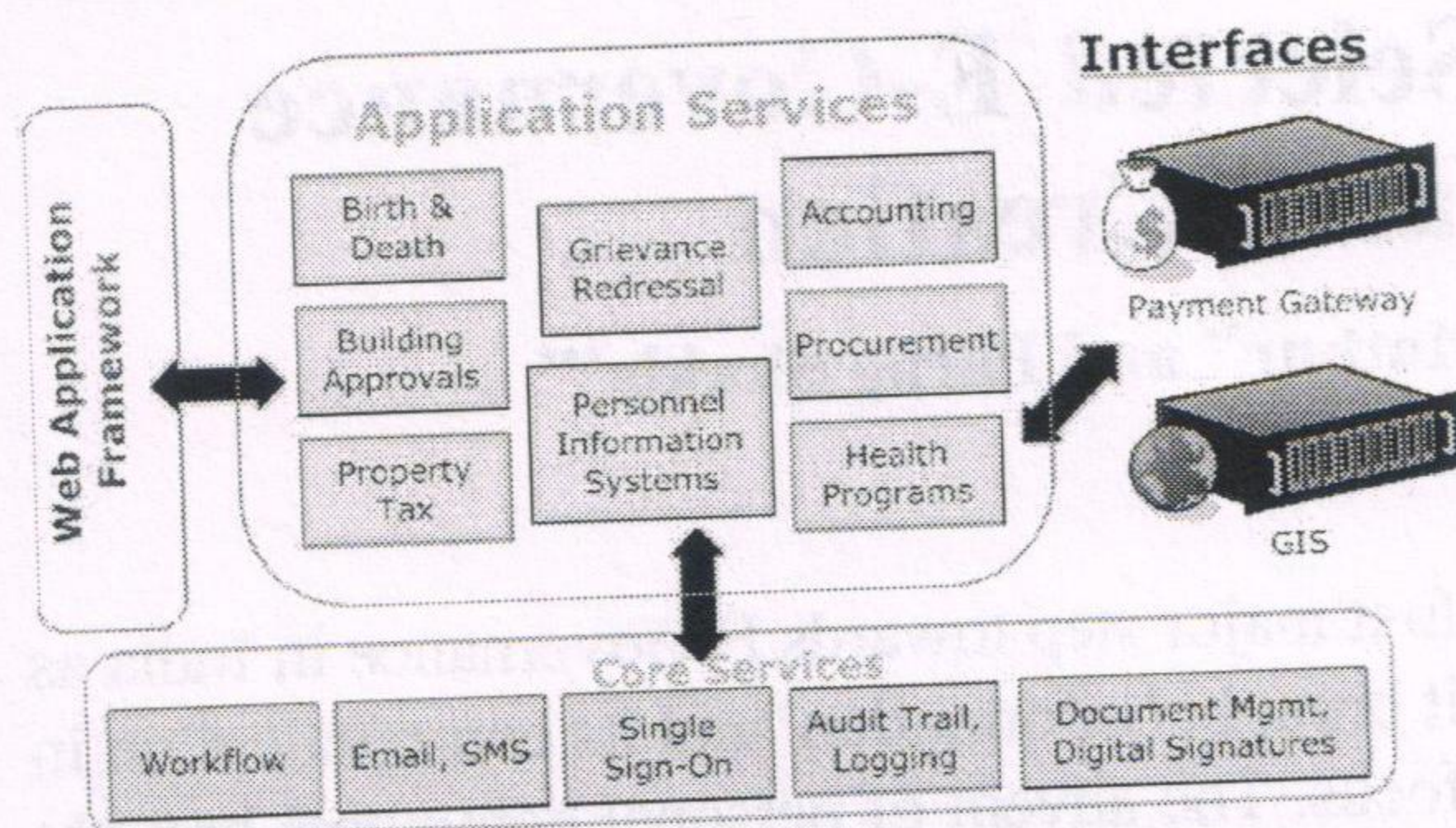


Figure 1: E-Governance Applications Suite

Source: www.nisg.org

BASIC TERMS OF THE STUDY

E-Governance Initiatives

Online working of a Government or providing its services online to its E-Governance users at their door step can also be defined as E-Governance. E-Governance is E-Commerce technology means online availability of Government services.

The technology and the methods used in E-Governance project provide a roadmap for efficient delivery of services at the door step of every E-Governance user. (Nikita Yadav, VB Singh, 2012).

The various E-Governance projects initiated by Govt. of Gujarat (GoG) are SICN (Sachivalaya Integrated Communication Network), E-Procurement, VATIS (Guj VAT Information System) IWDMS (Integrated Workflow and Document Management System), E-City, Health Management Information System, E-Dhara, E-Gram Vishwagram, SWAGAT Online, GSWAN,

Value Creation

Value creation involves innovation that establishes or increases the consumer's valuation of the benefits of consumption that is its use value. When value is created, the customer either is willing to pay for a novel benefit, be willing to pay more for something perceived to be better, or will choose to receive a previously available benefit at a lower unit cost, which often results in a greater volume purchased. Thus, from the customer's viewpoint,

value creation involves increasing use value or decreasing exchange value, each of which can increase consumer surplus. (Preim RL, 2007)

Perceived Usefulness

Perceived usefulness is defined as the consumers' subjective perceptions, that using technology will be useful. It can also be regarded as an effect on the adoption of technology when consumers realize the usefulness of the technology (Yang Kiseol, 2006).

OBJECTIVES OF THE RESEARCH STUDY

The research study will attempt to conceptualise the relationship between perceived Functional Value, Social Value, Emotional Value and Monetary Value of E-Governance Initiatives of the Government of Gujarat. In this paper, the authors have proposed a conceptual model that has been developed through concise review of literature as well as taking support from earlier research studies that have been carried out by the various researchers on the selected research problem of the proposed research study. It shows that how E-Governance Initiatives are helpful in creating and subsequently adding value for E-Governance users, and aimed at studying and developing understanding of linkages between E-Governance initiatives and resultant value creation.

Thus, the key objective of the proposed research study shall be to study Government of Gujarat initiatives on E-Governance comprising of E-Governance Projects, Schemes and Services and its implementation aimed at value creation for citizens to be called as E-Governance users and also integrating new E-Governance tools for citizen centric initiatives, in Gujarat State.

REVIEW OF LITERATURE

The researcher has reviewed various research studies undertaken in the field of E-Governance. The researcher has carried out a concise literature review on various aspects of E-Governance

Table 1: Aspects of E-Governance Services

<i>Single window system</i>	<i>Convenient Time Schedule</i>	<i>Predictable Outcome</i>	<i>Good Location</i>
Satisfies more citizens	Data Security is high	Good Complaint handling	Adherence to citizen's charter
High Clarity and simplicity of processes	Less time & Effort to avail services	No agents required	Lower cost to the citizen
Ease of Administration	Equal opportunity for everybody	Helpful attitude of employees	Reduction in Waiting time
Transparency	Paperless office	Error free transactions	Less corruption
Public Access to Information	Financial and Administrative Transactions traceable		

Source: Adapted from Manisha Kumbhar (2012).

initiatives like citizen centric E-Governance services and its impact, E-Governance initiatives in state of Gujarat and India, a citizen centric experience of availing E-Governance services, comparative study of E-Governance vs. manual services and future prospects for E-Governance implementation. The researcher has defined key aspects, which are further used for drafting structure of questionnaires and also for interview schedules.

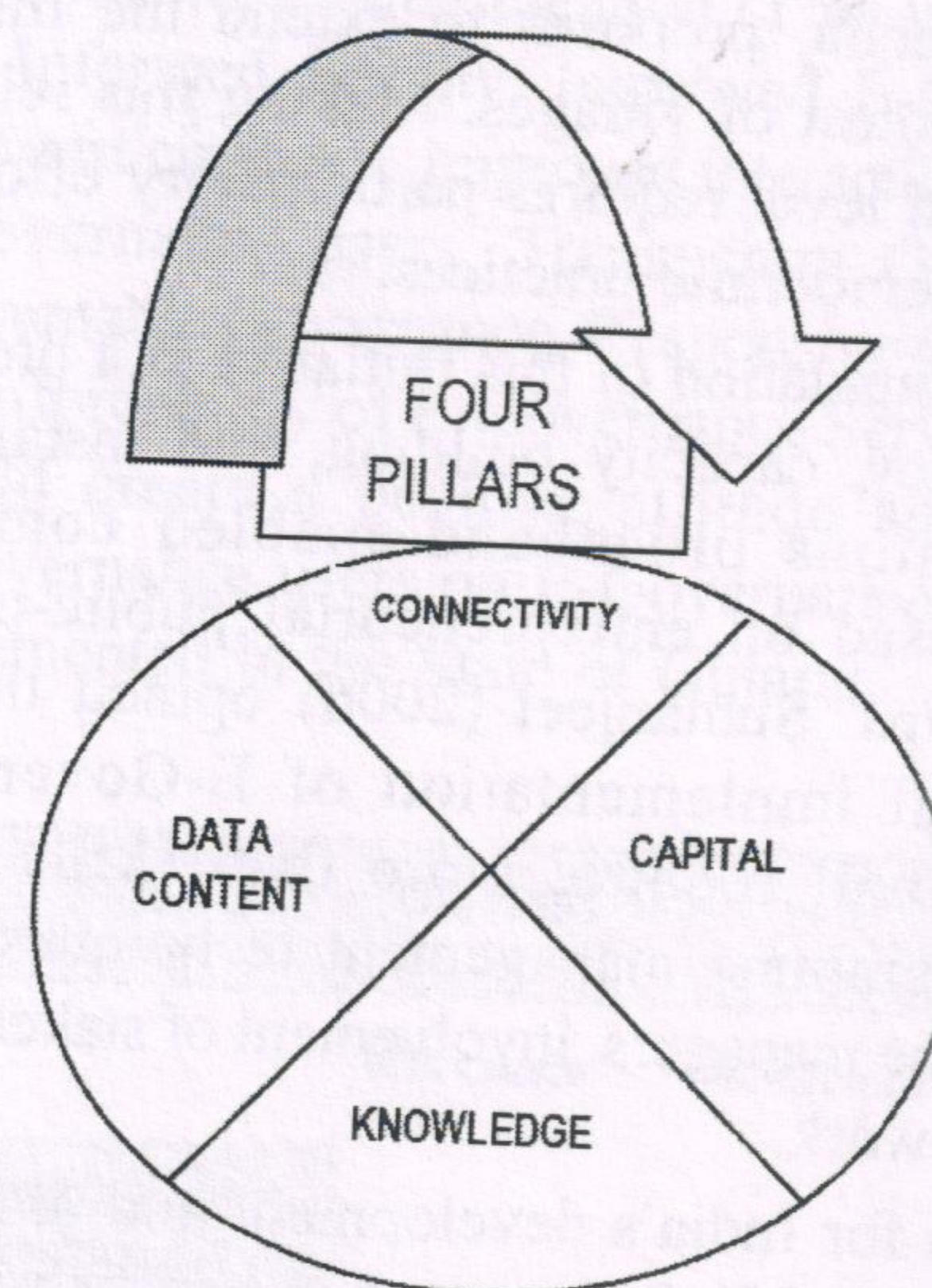
The studies undertaken reveal citizen's satisfaction with E-Governance service and freedom from the cumbersome manual system and save valuable time, effort and money. Some study also considered as per employees' point of view and how implementation of E-Governance helps them to increase their efficiency by delivering quality oriented services to satisfy more citizens.

Reviewing E-Governance Initiatives

E-Governance in India was started by the project AKSHAYA in the state of Kerala, involving setting up of 5000 multipurpose community technology centres called Akshaya.

Each centre was setup at a distance of 2-3 kms. of every household, catering to requirements of around 1000-3000 families to make available power of networking and connectivity, focusing on e-learning, e-transaction, E-Governance, information and communication (Yadav Singh, 2012). The four pillars of E-Governance are

Connectivity, Knowledge, Data Content, and Capital.

**Figure 2: Pillars of E-Governance**

Source: Yadav Singh (2012).

Chen, Yu-Che., Hsieh, Jun-Yi (2009) examined the E-Governance practice of Taiwan and United States and found that the Taiwanese Government's effort to make mobile device and broadband connections more affordable and accessible can serve as models for the United States and other countries. Taiwan's experience well illustrates the importance of establishing a lead agency that can plan, coordinate, and implement Government-wide E-Governance projects. The United States and other countries can capitalize on this example.

Dawes, Sharon S. (2008) conducted research study and identified that despite a popular tendency to assume the existence of a "best" form, many different forms of ICT-enabled governance are possible, and each will have attendant priorities, costs, benefits, and consequences. Sreekumar, S. S. (2005) identified that an application of E-Governance calls for restructuring of the total administrative procedure as people demand greater diversity of public services and they need everything available from one integrated source.

Kiran Prasad (2012) conducted research study and highlighted that India's National E-Governance Plan, key to its administrative reform agenda, proposes to extend the Internet to the remotest of villages. Making this relevant at the local level requires participatory efforts to promote democratic practices.

The foundation of this initiative is a program of e-literacy, capacity building, and installation of ubiquitous broadband-enabled computer kiosks based on entrepreneurial public-private partnerships. Sumanjeet (2006) opined that for successful implementation of E-Governance in India will require, more than skills in IT, good programme management techniques, good programme managers, involvement of stakeholders and teamwork.

Thus for India's development and prosperity in the area of E-Governance, a proper planning and adjustment is inevitable. Barthwal, C.P. (2003) considered that the E-Governance is an ongoing exercise whereby systems need to be evaluated, new architectures designed, processes modeled, infrastructure built and staff trained which help in overcoming the issues of accessibility, usability, security and transparency. D'agostino, Maria J., Schweser, Richard., Carrizales, Tony., Melitski, James (2011) concluded that providing access of information and allowing citizens to transact business via the Internet appear to have taken hold more quickly. The lists of E-Governance projects in practice in the Gujarat State are given at the end of the research paper in Annexure 1.

Models of E-Governance

The E-Governance services can be shared between citizens, businessmen, Government, Employees. Four models of E-Governance are:

- (a) Government to Citizens (G2C)
- (b) Government to Government (G2G)
- (c) Government to Employees (G2E)
- (d) Government to Businessman (G2B)

SPOT MODEL: CONCEPTUAL FRAMEWORK FOR IMPLEMENTING AND DIFFUSING E-GOVERNANCE

The model of E-Governance is based on the efficient delivery of information and services to the nation through different mode of managing the information as depicted in Table 2.

Applying the combination of information technology and communication technology results in the SMART (Simple, Moral, Accountable, Responsive, Transparent) working to accomplish reliable and continuous flow of information life-cycle of E-Government. It manifests smooth intervention between citizens and Government.

Table 2: Comparison of Traditional and E-Governance System

<i>Participation Indicators</i>	<i>Traditional Governance Model</i>	<i>E-Governance Model</i>
Mode of participation	Representative	Individual collective
Domain of participation	In-situ	Ex-situ
Approach of participation	Passive/reactive	Pro-active interactive
Impact of participation	Indirect/delayed	Direct/immediate

Source: Sangita & Dash (2005)

E-Governance is therefore a transformation of internal and external public sector's relationship via technological enabled operations to optimize Governmental activities (Kumar, 2004). On the basis of the influence of social (S), political (P), organizational (O) and technological (T) aspects. SPOT framework represents the major factors

responsible for the successful implementation and diffusion of E-Governance in the Indian democratic environment.

Social Framework <ul style="list-style-type: none"> • Citizen awareness • Citizen centric focus • Citizen training and education 	Implementing and Diffusing E-Governance System	Political Framework <ul style="list-style-type: none"> • Political Support • Leadership • Funds • Legal Regulatory issues
Technological Framework <ul style="list-style-type: none"> • Technological infrastructure • Security and Privacy • System integration • Implementation and diffusion of E-Governance portal 		Organizational Framework <ul style="list-style-type: none"> • Employee training • Organizational structure • Power distribution • Human resource and building manpower

Figure 3: A Conceptual Model of SPOT Framework for Implementing E-Governance

Source: Nityesh Bhatt and Akshai Aggarwal (2011).

The development and maintenance of such website also demands a periodical up-gradation and quick responsive actions from the

Governmental entities to make a continuous flow of communication with the E-Governance users.

Therefore, the major challenge for such electronic Government indicates smooth collaboration of technological, social, organizational and regulatory aspects to redefine and improve societal/citizen relationship (Weerakkody et al., 2010).

CONCEPTUAL FRAMEWORK OF E-GOVERNANCE INITIATIVES

As per Figure 4, the authors' have made an attempt to examine the linkages between E-Governance Initiatives to be evaluated through perceived usefulness and value creation. This would result into Informed Society, Improved E-Governance users participations, Improved interactions between E-Governance users, Transparent Governance, Accountable Governance, Responsive Governance and affordability of E-Governance Services which should create a positive attitude amongst the E-Governance users on E-Governance Initiatives implemented in the State of Gujarat.

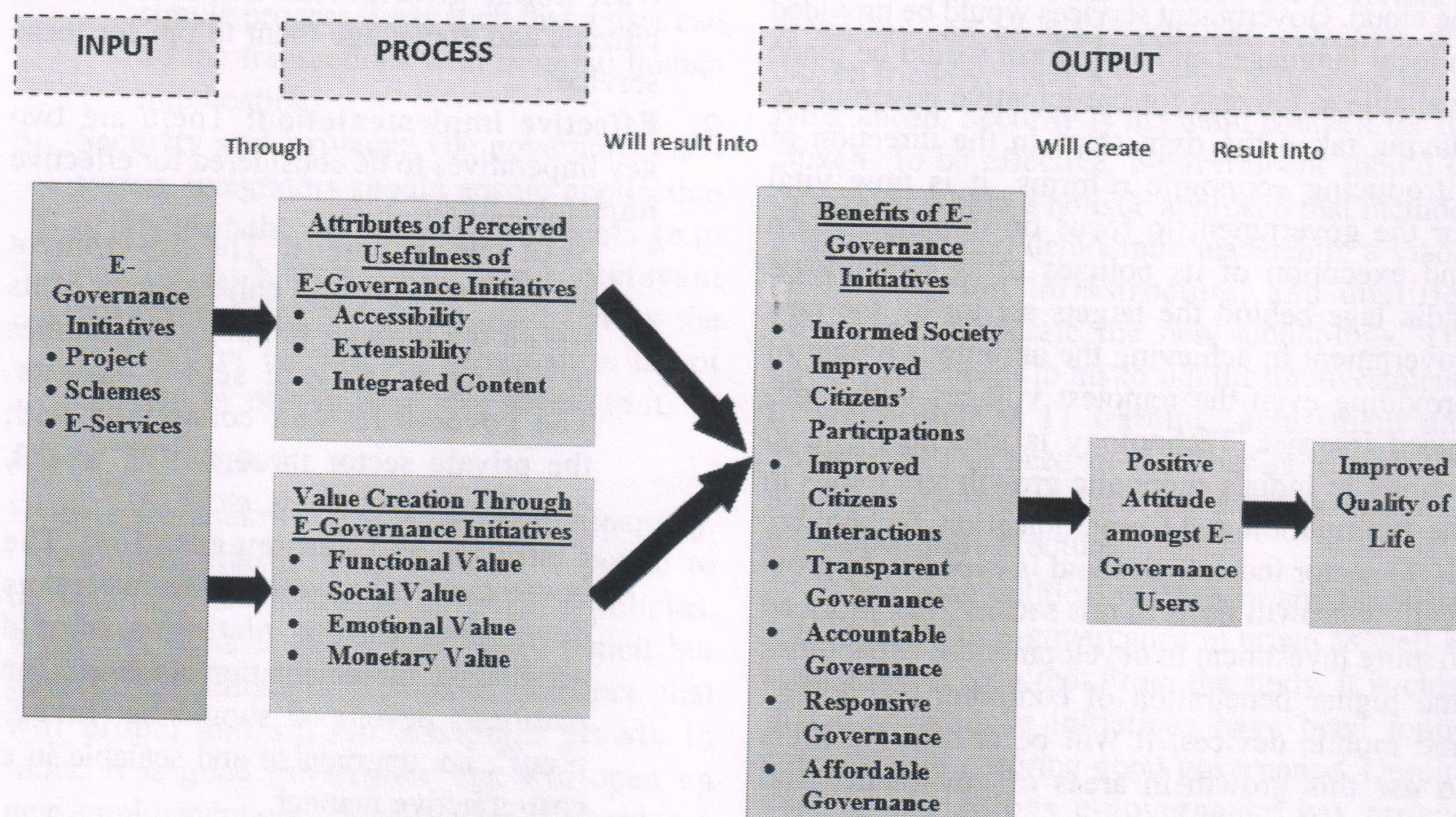


Figure 4: Conceptual Framework of E-Governance Initiatives

KEY DISCUSSIONS

The creation of customer value has long been recognized as a central concept in marketing (Woodruff, 1997) and the fundamental basis for all marketing activity (Holbrook, 1994). Businesses are adopting one or the tool for value creation for customer in order to stay and expand in the market. The study will provide the detail insight on how E-Governance can help in creating and delivering services to satisfied E-Governance users.

E-Governance being the new source of day to day processes and is recently adopted by all state and Central Governments as a source of citizen centric E-Governance Services, the study will help to find out that how much E-Governance technologies are successful in creating satisfied users of E-Governance Initiatives.

The E-Governance initiatives would provide universal digital literacy to empower citizens to use digital platform/ devices. Universal access to digital resources would be provided, wherein all documents would be available in digital form on the cloud. Government services would be provided in local languages and a platform would be made available to citizens for participative governance. Having taken the right steps in the direction of introducing economic reforms, it is now vital for the government to focus on implementation and execution of its policies using technology. India lags behind the targets set up by the new government in achieving the ambitious dream of providing even the remotest villages with high-speed internet. Technology is the most crucial enabler in India's economic growth and trends in the Information and Communication Technology (ICT) sector indicate demand is expected to grow fuelling growth firms in this sector. This will lead to more investment in development of capabilities and higher penetration of computer technology and mobile devices. It will be critical for India to use this growth in areas of governance and service delivery.

To realize the vision of promoting inclusive growth through empowerment of citizens, it is important to reach out to citizens in the remotest of locations and make them part of India's growth story. Globally, technology has been the greatest enabler in causing disruptive change. India's story is no different, and the use of digital technologies to educate and empower citizens is being seen as a game-changer. Given India's vast expanse and differences in demographics across the nation, there is also a vast difference in the level of adoption among the citizenry.

To ensure success of its initiatives in the digital space, the government will have to take steps across multiple functional areas, some of which are outlined below:

1. **Regulatory framework:** The government should focus on putting in place regulations that ensure smooth adoption of digital services. Regulations around net neutrality, use of cash cards/wallet services, etc., should be instituted along with the initiatives of Digital India. Regulatory clarity will build trust about government services among citizens and encourage them to opt for these services.
2. **Effective implementation:** There are two key imperatives to be considered for effective implementation.
 - **Skill enhancement:** The government should focus on skill enhancement of its workforce through training programmes or hiring of private sector experts. The government can collaborate with the private sector through PPP model, consulting assignment, etc.
 - **Planning and implementation:** The government, along with system integrators developing various platforms, should adopt agile implementation practices. The platforms developed should be 'future-proof', i.e. upgradable and scalable in a cost-effective manner.

3. **Budget constraints:** The government should tap into the available pool of resources such as manpower, budgets, private sector fund, etc. in an optimal manner and should put monitoring mechanisms in place to ensure right allocation of resources at the right places. Banking institutions should be more liberal in their credit appraisal process for funding these initiatives.
4. **Bridge digital divide:** There are two key imperatives for bridging the digital divide:
 - **Capability enhancement of citizens:** To enable citizens to reap the benefits of Digital India initiatives, the government should disseminate information through multiple channels and train citizens on use of technology devices and various interfaces (e.g. web portals, app, etc.).
 - **Design of digital services:** The governments should design easy-to-use intuitive interfaces. The private sector expertise can be leveraged in this aspect. Service providers (e.g. government agencies, universities, etc.) should design simple process flows such that a user can do the transactions with minimal human intervention.
5. **Security and privacy:** The government and system integrators should ensure application of state-of-the-art security protocols (e.g. 256-bit AES encryption, etc.). Relevant privacy policies should be instituted by the government so that the information is not misused by people who have access to it.

CONCLUSION

E-government allows for government transparency. Government transparency allows the public to be informed about the government's policies. What ails India is not e-governance deficit but governance-deficit. It is good governance that will propel and sustain economic growth in India. It is good governance that will open up new employment opportunities. Good governance

can restore trust of citizens in governments and make governments accountable to them. Citizens have to play an active role as democracy cannot be healthy without participation. The country needs to make serious effort in implementing the policies. The biggest contribution of e-governance would be if it channelizes all energies, debates and resources into a singular mission of improving governance in India not just for service delivery but also in policy settings, resources allocation, and its implementation. Good governance should be technology independent so that the focus is on providing good governance to everyone. The institutions should be strengthened and re-invented in order to be competitive, efficient and accountable. Good governance is not given naturally in any system. It has to be nurtured by developing institutions of democracy. Good governance implies a framework that has well-being of the people as its focal point.

E-governance in India is an evolutionary phenomenon, and requires a change in the mindset of all – citizen, executives and the government. With the support of the Internet, the government processes can be made efficient, effective, and citizen friendly. There are many challenging issues lying ahead. Security is the main concern for the citizen. To be effective, e-government should be integrated within a holistic approach that includes a supportive and democratic leadership, a viable communication infrastructure, and qualified personnel to operate the new technology. The government needs to make significant investments in areas such as IT training, assessment and awareness. The need of the hour is to maintain a proper database of all the citizens and well developed infrastructure.

The strong political will power and the social acceptability of e-governance in urban as well as rural areas is required. From the study, it is clear that e-governance initiatives have been found successful in ensuring good governance. Despite various limitations e-governance has proved meritorious service to the people at large.

REFERENCES

- [1] Bhatnagar, S. & Singh, N. (2010). Assessing the impact of E-Government: A study of Projects in India.
- [2] Singh, Y. (2012). E-Governance: Past, Present and Future in India. *International Journal of Computer Applications*, 53 (7), pp. 36-48.
- [3] Yang, K. (2006). The effects of consumer perceived value and subjective norm on the adoption of mobile data services: A cross-cultural comparison of American and Korean. Ph.D. Thesis.
- [4] Preim, R.L. (2007). A Consumer Perspective on Value Creation. *Academy of Management Review*, 32 (1), pp. 219-235.
- [5] Chen, Y. & Hsieh, J. (2009). Advancing E-Governance: Comparing Taiwan and the United State. *Public Administration Review*, 69, pp. S151-S158.
- [7] Dawes, S.S. (2008). The Evolution and Continuing Challenges of E-Governance. The Winter Commission Report Revisited: 21st Century Challenges Confronting State and Local Governance and How Performance Can Be Improved, *Public Administration Review*, 68, pp. S86-S102.
- [8] Sreekumar, S.S. (2005). E-Governance – The Case of Andaman & Nicobar Islands. *The Indian Journal of Political Science*, 66 (2), pp. 329-340.
- [9] Prasad, K. (2012). E-Governance Policy for Modernizing Government through Digital Democracy in India. *Journal of Information Policy*, 2, pp. 183-203.
- [10] Sumanjeet (2006). E-Governance: An Overview in the Indian Context. *The Indian Journal of Political Science*, 67 (4), pp. 857-866.
- [11] Barthwal, C.P. (2003). E-Governance for Good Governance. *The Indian Journal of Political Science*, 64, (3/4), pp. 285-308.
- [12] D'agostino, M.J., Schwester, R., Carrizales, T. & Melitski, J. (2011). A Study of E-Government and E-Governance: An Empirical Examination of Municipal Websites. *Public Administration Quarterly*, 35 (1), pp. 3-25.
- [13] Sangita, S. N. & Dash, B. C. (2005). Electronic governance and service delivery in India.
- [14] Nityesh, B. & Aggarwal, A. (2011). E-Governance Policies & Practices. Excel India Publishers, New Delhi, pp. 32-33.
- [15] Weerakkody, V., El-Haddadeh, R. & Al-Shafi, S. (2010). Exploring the complexities of e-government implementation and diffusion in a developing country. *Journal of Enterprise Information Management*, 24(2), pp. 172-196.
- [16] Woodruff R.B. (1997). Customer Value: The next Source for Competitive Advantage. *Journal of The Academy Marketing Science*, 25 (2), pp. 139-154.
- [17] Holbrook M.B. (1982). The Experiential Aspects of Consumption: Consumer Fantasies, Feelings, and Fun. *Journal of Consumer Research*, 9 (2), pp. 132-140.
- [18] Kumbhar, M. (July 2012). Thesis Abstract, 'A critical study of implication of E-Governance services for effective communication with special reference to citizens of Pune city'.
- [19] www.deity.gov.in, Accessed on 18/03/2017.
- [20] www.nisg.org, Accessed on 18/03/2017.

ANNEXURE-1

The list of E-Governance projects in practice in the Gujarat State:

1. eGram: Connecting all Panchayats in the state, 5875 Village Panchayats(VP) connected, 4826 under process, 3000 VP's will be done in next year (2015)
2. Gujarat Portal: A single point entry portal for the state of Gujarat for providing Government information and transaction services online to both citizens and businesses.
3. E-City: Jan Seva Kendra envisaged providing following services to citizens, Eg.tax collections, issuing certificates, complaints etc.
4. IWDMS (Integrated Workflow and Document Management Services): Integrate workflow of Sachivalaya and integrate with other departments.

5. Form Book & GR Book: Online book containing various forms for citizens and also book containing Government regulations, over 100 forms and 5000 GR's online.
6. E-Databank: Collating information from all Government offices, as part of Phase-1 50 services of 10 departments have been finalized.
7. E-Dhara, Land Records Online: Complete computerization of land records, All computerization work completed till Taluka level.
8. E-Nagarpalika: Complete computerization of Municipalities, providing services like registration of Birth & Death, property tax billing and collection, water supply billing and collection, etc.
9. Gyan Ganga: The project looks to provide the citizens of rural Gujarat the advantage of health counseling, information related to agriculture, services of veterinary doctors and education right in their village. They can videoconference from kiosks, helping them interact freely with those far away.
10. Mahitishakti: It involves setting up of manned information access centres with access to information on a computer
11. Sales Tax & Treasury: Online sales tax and treasury services deal with payments, books, deposits, EMD, stamp management, LC as well as pension.
12. Talimrozgar: It is a website which has data for employment.
13. Telefariyad: Chief Minister's call centre, enables easy grievance redressal on 1505.
14. GSWAN: It is backbone network for voice, data and video communication, connects more than 1400 Government offices in all 25 districts, 225 talukas of state.
15. SICN (Sachivalaya Integrated Communication Network): state of art EPABX system of 5100 subscribers, CCTV, IMMERSAT telephone for disaster management
16. SWAGAT (State-wide attention on Public Grievance by Application of Technology): A unique complaint redressal facility with direct interface with CM of Gujarat on 4th Thursday of the month.
17. Centre of Excellence: Centre provides E-training to all personnel of Government.
18. Department of Settlement & Land Records (Computerization of Karni Jasti Patrak): it is implemented in many districts providing documents for mutation of land.
19. Department of Settlement & Land Records (Computerization of Cadastral Maps & GIS based system): All 23000 villages have been mapped and 2000 maps created.
20. Department of Settlement & Land Records (Computerization of City survey records)
21. Registration & Stamps (Computerization registration of documents)
22. Registration & Stamps (registration of documents ReD)
23. Revenue Department (LRMIS-Land Records Management Information System): It enables issuance of extracts of land records.
24. Revenue Department (PCIS-Property card information system)
25. Revenue Department (Registration)
26. Revenue Department (Smart Chip License): Smart card type license issued.
27. Revenue Department (Receipt Reporting System): Receipt entry by RTO offices at a centralized database.
28. Revenue Department (Website): Online availability of forms.
29. Directorate of Agriculture (Krishi Mahotsav):
30. Directorate of Agriculture (Weather watch module): G2G application, all information pertaining to rains effect, pest effect, sowing area, expected crop production is digitized.
31. Directorate of Agriculture (Farmer Insurance): G2G application providing information about farmers' accidental death claims, etc.
32. Directorate of Agriculture (Crop cutting experiment): comprehensive data of crop yields of complete state.
33. Directorate of Agriculture (agricultural portal):
34. Directorate of Animal Husbandry (Livestock census information system)

35. Directorate of Municipal Administration (E-Governance Application): It consists of 7 modules, Property and other tax, Death/Birth Certificate, Certificates/Licenses, Accounting, Solid Waste Management, Public Grievance, Town planning & building plans.
36. High Court of Gujarat (Automation of High Court)
37. High Court of Gujarat (District Court Information system)
38. State election Commission (Nagar Palika election)
39. Sales Tax Department (VATIS)
40. Sales Tax Department (High seas sales monitoring)
41. Sales Tax Department (Professional tax payers database)
42. Finance Department (Online Bill/Cheque status and voucher info of Treasuries)
43. Finance Department (GIFT-Government Insurance Fund Transactions)
44. Finance Department (PF management system)
45. Finance Department (Pension case status online)
46. Panchayat Rural Development Department (District panchayat accounting system)
47. Panchayat Rural Development Department (Gram Panchayat accounting system)
48. Panchayat Rural Development Department (e-PRIMA-panchayati raj institution of Maintenance of Accounts)
49. Panchayat Rural Development Department (Loan Advance/Recovery system)
50. Panchayat Rural Development Department (Provident fund software)
51. Panchayat Rural Development Department (Manpower system)
52. Panchayat Rural Development Department (E-Patrak)
53. Panchayat Rural Development Department (Panchayat portal)
54. Police Department (FIR Online)
55. Police Department (Vehicle lost/found)
56. Police Department (CCIS): Comprehensive application containing 7 modules which on implementation computerizes all police activities and builds a digitized database of all information.
57. Police Department (Dial 100 project)
58. Police Department (Portrait building system)
59. Police Department (Payroll system)
60. Police Department (Jail information system)
61. Police Department (Pollnet): dedicated communication network
62. Department of Employment & Training (Training management system TRAMS)
63. Department of Employment & Training (Employment exchange management system) 9810780821
64. Department of School Education (Mamlatdar offices reporting system)
65. Food and Civil Supplies Department (Guj Ration card computerization-GRCC)
66. Food and Civil Supplies Department (RRC-Roaming Ration Card)
67. Food and Civil Supplies Department (Essential Commodities and edible oil price monitoring)
68. Department of Health and Family Welfare (Integrated Disease Surveillance)
69. Department of Health and Family Welfare (Pharmacist registration and monitoring system)
70. Directorate of Social Defence (Computerization of schemes and services)
71. Directorate of Scheduled Caste (Computerization of schemes and services)
72. Directorate of Developing Caste Welfare (Computerization of schemes and services)
73. Department of Archives (Archival information system)
74. Commissioner of Cottage and Rural Industry
75. Gujarat State Disaster Monitoring Department (Monsoon reporting system)
76. Gujarat State Disaster Monitoring Department (Scarcity monitoring system)
77. Roads & Building Department (Computerization of department)
78. Legal Department (Legal IITS)

MANAGEMENT PRACTICES FOR THE NEW DIGITAL ECONOMY



Dr. Kavita Pathak is professor in the marketing area and Director, Jaipuria Institute of Management, Noida. Her teaching career spans over two decades which includes 18 years of teaching in India and 4 years overseas. Dr. Pathak has also been associated with the University of Queensland Business School, Australia; where she has taught courses in the area of Marketing and Research Methods for four years and was actively engaged in a research project on High Tech Marketing. Her research interests are in the area of High-tech Marketing; Marketing strategy along with Higher Education Practice and Policy. Dr. Pathak has formerly served as Pan Campus Dean (Learning Innovations), officiating Director Jaipuria, Lucknow (Jan-Feb 2017), Dean-Academics (Jan 2014-May 2016) and as Associate Dean-Student Affairs (August 2012-December 2013) at Jaipuria Institute of Management, Lucknow where she also led the coordination of NBA accreditation process of the three programs (PGDM, PGDM (Financial Services), and PGDM (Retail Management) as chair of the committee. Dr. Pathak has conducted training sessions at various national level institutions in India.



Mr. Jitender Sharma is a researcher and a senior editor of many publications. He is currently working as Senior Librarian and Co-Editor of Jaipuria International Journal of Management Research. He is alumnus of University of Delhi and has got double Post Graduation, first in Physics and then in Library and Information Science. Besides he holds Diploma in Computer Programming and Certificate Course in German Language. He is a UGC-NET qualified professional.

He has overall working experience of over twenty-two years. He has served the prestigious institutions in country like DESIDOC (Ministry of Defence), DEVELOPMENT ALTERNATIVES (a leading NGO), NIILM Centre for Management Studies, Greater Noida. He is a prolific author and has written about thirty research papers. He has edited seven books, is on editorial board for many publications and is a regular reviewer of books. He has been associated with journal publishing for over two decades and had established and marketed Journal of Marketing & Communication in his previous stint at NIILM-CMS. He started Jaipuria International Journal of Management Research after joining Jaipuria, Noida. JIJMR is one among UGC approved list of journals. He has organized several international conferences in both management and library science domains.



Dr. Shalini Srivastava is an academican, consultant, researcher, and trainer with more than 20 years of experience in the field of Organizational Behaviour. At present, she is working as Asst. Dean- Research and Publications and Professor (OB & HR) at Jaipuria Institute of Management, Noida. She is also the Co-Editor of Jaipuria International Journal of Management Research (JIJMR).

Her research papers have been extensively published in reputed refereed International Journals of Emerald, Science Direct Journal, Inderscience in 'A', 'B', 'C' and Scopus Indexed Journals of ABDC ranking. Amongst Indian publications, her papers have been published in IIM-Lucknow, IMI, MDI, XLRI, and IMT. She is also the reviewer of various referred Journals of Emerald, Sage, Inderscience, Taylor and Francis. She is also the guest editor of two Inderscience Journals.

Her paper entitled, "Leader Effectiveness in Emerging Markets" has been awarded as a Highly Commendable Paper of year 2014 by Emerald Publishing Group.

She has worked on consulting assignments and imparted training programmes in organizations like Fortis, IFFCO, NTPC, ONGC, NHPC, XANSO, OBC, ESI, Airport Authority of India in the areas of Conflict Management, Enhancing Sales Productivity and Efficiency. Leadership, Team Building, Motivation, Time Management, Psychometric Testing, Emotional Intelligence and Self-awareness.



Dr. Vinita Srivastava is an academican and researcher with more than 18 years of experience in the field of marketing. At present she is working as an Assistant Professor at Jaipuria Institute of Management, Noida. She is currently Chairperson-Admissions in Jaipuria Institute of Management. She holds a PhD in Management from Guru Gobind Singh Indraprastha University and is UGC -NET qualified. She also holds Accredited Management Teacher (AMT) certification from AIMA. She graduated from Delhi University, and completed her MBA from Gurukul Kangri Vishwavidyalaya. She worked with renowned pharmaceutical firm CIPLA before joining academics. She has been teaching and researching since last 14 years. She has published many papers in various National &

International Proceedings and Journals in the area of Marketing and Branding. She is associated with *Journal of Promotion Management*, Taylor and Francis and *Asian Journal of Business Ethics*, Springer Publications, *International Journal of Pharmaceutical and Healthcare Marketing*, Emerald Publication. She has been conducting sessions in Medical Colleges on "Public Health Marketing". Her areas of interest are Pharmaceutical Marketing, Public Health Marketing, and Social Marketing.

BLOOMSBURY INDIA

ISBN 978-93-86826-85-5



9 789386 826855 9 0100

₹ 999

www.bloomsbury.com