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State Wide Attention on Grievances through Application of Technology (SWAGAT): Vision for excellence at e-Governance initiative by Gujarat

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Abstract: Objective: *The purpose of this paper was to analysis vision for excellence of E-governance via major initiative SWAGAT. It is an effective G2G initiative of Gujarat state government based on high technology powered by National informatics centre (NIC) which aims to redress grievances of common man. The major objective behind this research was to understand the role of SWAGAT online in reinforcement of good governance in Gujarat by solving public grievances at state, district and sub district level.*

Research Methodology: *This paper tries to articulate the role of SWAGAT, its technological structural design, its impact on user of SWAGAT Online system, this research is based on secondary data.*

Value Creation: *The present study has evolved a shared revelation of all stakeholders on good governance in the state like Gujarat. It has unwrapped countless new opportunities for the governments, not only to use ICTs and help them in highlighting the governance echelons for engrossed consideration, but also help to understand the conviction of the general population, their significance and what they weigh up as good governance. The study will help concerned authorities to concentration and provide breakneck provisions.*

Contribution: *Gujarat State Govt. has espoused ground-breaking, beneficial and progressive strategy for the encouragement of e-governance in the State. In the Knowledge Economy sector, this will operate as intermediate to make Government-people interface more effectual, competent and clear as crystal.*

Key words: *CMO, Gujarat State Government, ICT, Paradigm, SWAGAT online.*

I. INTRODUCTION

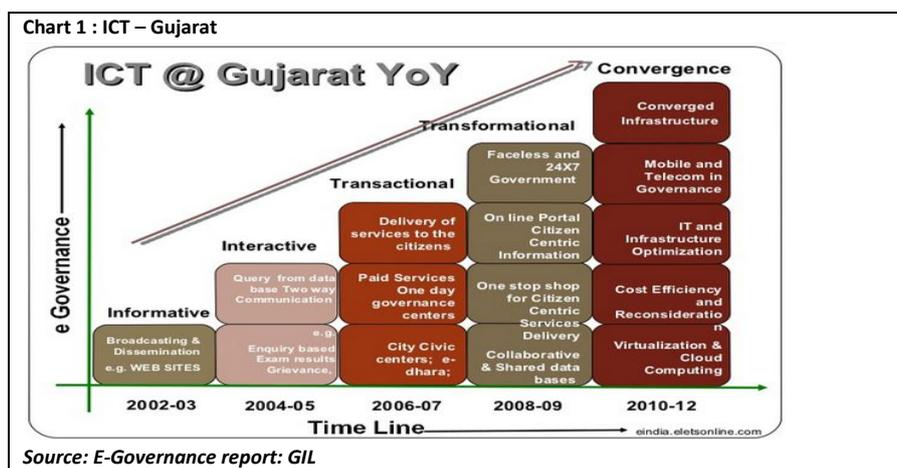
E-Governance in the parlance referred for governance of country or state with application of ICT. It aims at efficiency, effectiveness, transparency and accountability of exchange of information and transaction between Government, Citizens and businesses. The main thrust for e-Governance started in the year 1987 with the launch of NICNET - the national satellite-based computer system surveyed by the launch of District Information System of the National Informatics Centre (DISNIC) which aimed at computerizing all district offices in the country for which free hardware and software was offered to the State Governments. The ongoing development in teleconnectivity, internet connectivity and computerization has paved way for large number of e-Governance initiatives at state and union level. Various applications have been launched which targets services for different users, such as Government to Citizen (G2C), Government to Business (G2B) and Government to Government (G2G).

II. RESEARCH METHODOLOGY

This research approach is exploratory design. Data has been gathered from various government official sites like National Informatics Center (NIC), Gujarat Informatics Ltd, India.gov.in, e-governance portal, and official Gujarat State portal. The paper aims at propelling light on the state of e-Governance in the state of Gujarat, Current scenario of SWAGAT, role of IT in SWAGAT and impact of SWAGAT on current system of e-Governance.

III. GUJARAT: E-GOVERNANCE

Gujarat has been titled as ‘SMART STATE’ for its digital presence and strong e-Governance foundation. Various landmarks belong to Gujarat such as India’s first Wi-Fi enabled urban centers – Modasa, WI-Fi enabled tribal taluka – Khedbrahma, first digital village – Akodara. Gujarat has undergone a great transformation in its ICT landscape since 2002, owing to which it could create very strong base for e-governance.



Successful execution of e-Governance requires support of few basic parameters one of them is a strong base of ICT and the other is readiness of the user’s of this system. Effectiveness of ICT can be measured only when the user’s like Government, business and citizens of the country are ready to adopt these technological changes. With the objective of analyzing e-readiness of states, an index was created by DIT/NCAER which composed of three broad categories: a. Environment, b. Readiness c. Usage. On the basis of e-Readiness Index an assessment of all the states of India was done in 2008, according to which Gujarat was rated as ‘an aspiring leader’ (Refer : Table 1: e-Readiness index & Assessment report).

Table 1: e-Readiness index & Assessment report	
<p>Networked Readiness Framework</p>	<p>Gujarat As a Aspiring Leader (e-Readiness Assessment 2008)</p>
<p>Source: Report : INDIA: e-Readiness Assessment Report 2008 For States/Union Territories</p>	

Considering the same parameters research on assessing e-readiness of Indian states was done by Dataquest and CyberMedia Research (CMR) in the year 2013. The objective was to measuring how different states of India stood in case of e-Readiness. (Refer Table 2: Result of e-Readiness Survey)

Table 2 : Result of e-Readiness Survey (Dataquest-CMR e-Readiness Assessment of Indian States 2013 : Overall Rankings)

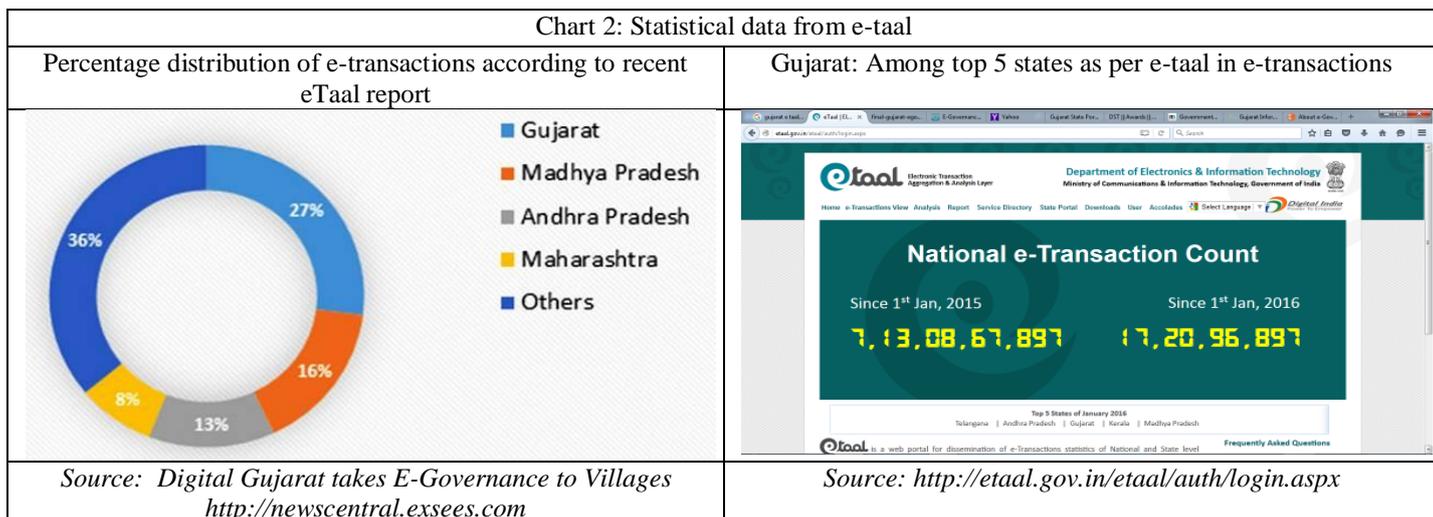
State	Overall Score (out of a maximum possible score of 500)	Overall Rank	State Population (Census 2011)	State Size
Delhi	335.41	1	16753235	S
Kerala	323.06	2	33387677	L
Goa	310.1	3	1457723	S
Gujarat	300.16	4	60383628	L
Andhra Pradesh	298.64	5	84665533	L

State Size : Large (L) = Population more than 2.5 crore, Small (S) = Population less than 2.5 crore

Source: Dataquest-CiberMedia Research, 2013

Gujarat was at the 4th position among the states of India as per the government reports and analysis. Which highlights the fact that Gujarat is ahead in execution, promotion and implementation of their e-Governance drives in comparison to rest of the states. These, statistical figures gives a clear indication that Gujarat is at the progressing sphere in case of e-Readiness as well as the ICTs infrastructure which are vital parameters for having an effective e-Governance.

Gujarat leads even in case of e-Transactions as per electronic transaction aggregation and analysis layer — Central government portal popularly known as 'eTaal'. According to this government portal since January 2013 to 28 January 2015, Gujarat accounted for 27 percentage of total e-Transactions that were registered. Land record registration to registering a new birth to getting an affidavit for income, everything is registered online in Gujarat. Majority of e-Transactions that were made in Gujarat were related to public distribution system, land revenue and utility and bill payments. As per the official website of e-taal as on January 2016 Gujarat is among the top five states in terms of e-transactions of India (**Refer Chart 2: Statistical data from e-taal**).



Government of Gujarat has exemplified its commitment towards achieving good governance through its part-breaking accomplishments. State has always focused upon bridging the gap between urban and rural divide through e-connectivity. The state government has increasingly used the Information and Communication Technologies (ICT) to make the system speedy & transparent. Key infrastructure required for effective implementation of e-Governance like State Wide Network (GSWAN), Satellite Communication (SATCOM) and Gujarat State Data Centre (GSDC) were pioneered in the state. Various initiatives such as i-Kisan portal and soil health cards has been initiated in agricultural sector besides that 'e-Gram Vishwagram' project aims at facilitating internet connections across all villages. Various other successful projects have been implemented like: Apno Taluka Vibrant Taluka (ATVT), Distribution System (TPDS), e-Dhara, e-GujCop, e-Jameen, e-Nagar, e-Procurement, Online Job Application System (OJAS) etc. List of few e-Governance services are listed in table: 3.

Table: 3 Gujarat: e-Governance services

Service Name	Mission Mode Projects (MMP)	Category
e-Caste Certificate	State Project	Citizen
ID-Card to disabled people	State Project	Citizen
Ration Card	PDS	Citizen
Health-Food & Drugs Control	Health	Citizen
District Passport Application Collection Centre	Passport	Citizen
SWAGAT	State Project	Citizen
City Survey Information System	Municipalities	Citizen
e-Mamta	Health	Citizen
ITI Admission	Employment Exchange	Citizen
Employment Exchange	Employment Exchange	Government
Land Records	NLRMP	Citizen
Registration of Document (RoD)	State Project	Citizen
Jan seva Kendra application	State Project	Citizen
Pension Information System	State Project	Citizen
XGN	State Project	Citizen
Job Application System (OJAS)	Employment Exchange	Citizen
<i>Source: http://india.gov.in/e-governance/initiatives/states-initiatives</i>		

Gujarat Government has bagged nearly 174 National awards for e-Governance in areas such as hospital management, public service, Gram Vikas, Sarvashiksha Abhiyaan etc. A recent addition to which has been ‘Gold Award’ for ‘Suraksha Setu’ – Safe city Surat project and ‘Silver Award’ was bagged in the category of incremental innovation by Industry department of Gujarat for e-procurement in 18th National conference held in Gandhinagar in January 2015. Various other initiatives such as Wi-Fi Sachivalaya, setting up of IT cadre, e-waste management system and state-wide rollout of Wi-Fi are lineup by Gujarat Government.

IV. SWAGAT

‘SWAGAT’ a gujarati word which means ‘welcome’ was the name given to the grievance redressal programme - State Wide Attention on Grievances by Application of Technology. This initiative purports to welcome citizen to this forum for seeking satisfactory solutions for their problems. Before SWAGAT public grievances were not systemically handled as there were various challenges such as cumbersome and lengthy paper work, lack of transparency, no systems to monitor the process of handling grievances and common man was not having access to higher level authority. Owing to such challenges it was a need for the hour to bring a system that was transparent and easy for customers to access, where they could get solution easily. State of Gujarat was the pioneer to launch a combination of digital and communication technology on 24th April 2003.

Technology has a power to create humane government and challenge the status quo - SWAGAT proves this statement correct. SWAGAT is a three-tier grievance redress system: Taluka, District and State level. The SWAGAT system comprises of a public online portal and video-conferencing setup which connects CM with all district and sub-district level officers as well as the complainant. The main goal for SWAGAT was to develop the proficiency and aid officials in handling public grievances in the state. SWAGAT was therefore acknowledged as an impending source of treasured public benevolence. Another goal of SWAGAT was to afford an effective e-government request that with high-bandwidth ICT infrastructure in Gujarat, and to

generate a high-profile solicitation of e-government concerning the Chief Minister. SWAGAT was an e-Governance initiative created with very specific objectives (Refer Table 4: Objectives of SWAGAT)

Table 4: Objectives of SWAGAT

Attention	- Analysis of the nature of grievances submitted to Government at all levels - Attention on the quality of Redressal at all levels
Activate administration	- Monitoring the quality of grievance Redressal by local administration
Solving	- grievances from the top when they need such intervention
Source: http://gil.gujarat.gov.in/swagat.html	

SWAGAT has been intended to work which instructs how to resolve barriers of the poor. Anybody with a complaint has a chance to be reflected for the justice, by using convenient equipment, the video-conferencing facility they can also include officials in relatively remote regions in the state, though applicants themselves present their grievances on SWAGAT day at the state capital. Applicants could register their complaints in three major categories such as: Policy matters, Long-pending and First Time. Policy matters refer to category where there was a limitation or gap in the policy which requires attention. Long-pending category includes grievances where case has remained unresolved till 5 months after initial application while First time category involves cases which are first referred to the concerned lower office for attention (Refer Chart 3 : Application for SWAGAT) .

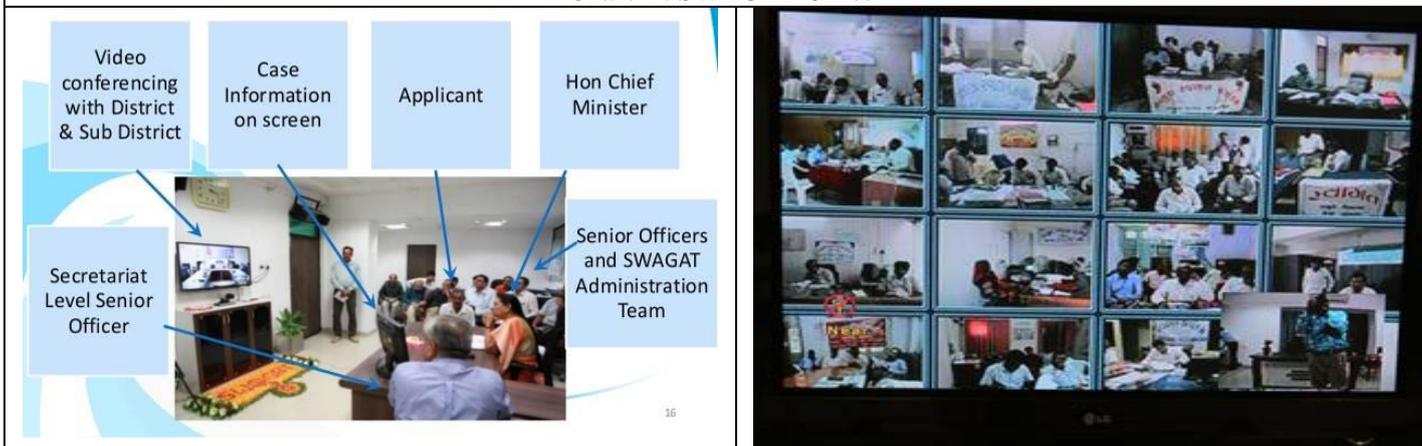
Chart 3 : Application for SWAGAT

સ્વાગત / SWAGAT			
STATE WIDE ATTENTION ON GRIEVANCES BY APPLICATION OF TECHNOLOGY			
Chief Minister's Online Grievance Redressal System			
Back			
Applicant's Details			
Name	રુપારામ સોમાજી પટેલ	Griv. ID	SS/2014/31
Village	અમદાવાદ	Taluka	અમદાવાદ સીટી (પશ્ચિમ)
		Dated	23/05/2014
		District	અમદાવાદ
Grievance Details			
Subject	મારી ઠિકરી મનીષા ઉ.વ.૧૬ ને આરોપી વિનંત જયસિંહ વસાવા રહે.સી.ટી.એમ. કૃષ્ણનગર, સિંધવાઈ માતાના મંદીર પાછળ, સમીલ, અમદાવાદએ તા.૧૨-૫-૨૦૧૪ ના રોજ મારા વાલીપણના ફવાલમાંથી અપહરણ કરી ભાગી ગયેલ છે.		
Competent Officer(s)	પોલીસ મહાનિદેશ અને મુખ્ય પોલીસ અધિકારીશ્રીની કચેરી, ગાંધીનગર, કલેક્ટર કચેરી, અમદાવાદ શિલ્લે.	Taluka	District
	પોલીસ કમિશનરશ્રીની કચેરી, અમદાવાદ શહેર		

Source: Designed and Developed by: National Informatics Centre, Gujarat

Once these grievances were registered they are reviewed by 'Grievance cell', in case of grievances that require policy intervention they are passed on to CM. Every month on 4th Thursday i.e. SWAGAT Day unresolved grievances are submitted in CM's secretariat between 10:30 to 12:30 p.m. A summary report of grievances is presented to CM by 14:30 of which selected applicants having long-standing grievances are allowed to make a brief presentation to CM face-to-face. During this process Chief secretary, few other secretaries and officials of SWAGAT cell are present with CM in SWAGAT office (Refer Chart 4 : SWAGAT Office). CM contacts government officials involved in the case via video-conferencing facility, during this process all district collectors, district development officers and other senior officers of district remain connected with CM's SWAGAT cell using multi-party video conferencing facility installed at each district (Refer Chart 4 : SWAGAT Office). This system is so much transparent that public can see entire discussion live via DSAT center in every tehsil. Besides that at the end of discussion, final decision taken by CM is entered online and passed to all officials across the state.

Chart 4 : SWAGAT Office



Grievance Description

ખરજી સ્કેન કરી એટેચ કરેલ છે.

Final Workdone

Reply(s)

તારીખ	કચેરી	કચેરીએ કરેલી કાર્યવાહી
17/06/2014 18:47	પોલીસ કમિશ્નરશ્રીની કચેરી, અમદાવાદ શહેર	આ અંગે વધુ તપાસ થઇ ડીસીપી કાઇમ બ્રાન્ચ તરફથી અહેવાલ આવતાં, જેમાં આરોપી વિનંત જયસિંહ વસાવા આ કામે ભોગ બનનાર છોકરી સાથે બેંગ્લોર હોવાની ચોક્કસ બાતમી હકિકત આધારે એક ટીમને બેંગ્લોર ખાતે મોકલી તપાસ કરાવતાં આ કામે ભોગ બનનાર છોકરી, આરોપી વિનંત સાથે મળી આવતાં, આરોપીને તા.5.7.14 ના રોજ 8.14.30 વાગે અટક કરવામાં આવેલ છે. જ્યારે ભોગ બનનાર છોકરીની જરૂરી સારવાર કરાવી તેના વાલીને સોંપવામાં આવેલ છે. ગુનાની વધુ તપાસ ચાલુમાં છે.
23/05/2014 14:26	પોલીસ કમિશ્નરશ્રીની કચેરી, અમદાવાદ	અરજદારશ્રીની રજૂઆત સંબંધે ઓફિસ પો.સ્ટે. ફ.ગુ.ર.નં ૧૭૩/૨૦૧૪ ઈ.પી.કે કલમ ૩૬૩ ૩૬૬ પોસ્ટો એક્ટ કલમ ૩(એ) તથા ૪ મુજબ ગુનો રજીસ્ટર કરવામાં આવેલ છે. અને આ કામે સાહેદ પોખરાજ પુનમાજી તથા પ્રવિણ પુનમાજી રાહોડ તથા સવિતાબેન રૂપાજી પટેલના નિવેદન લેવામાં આવેલ છે. આરોપી તથા સાહેદ છોકરીની તપાસમાં રહેવા બોડકાસ્ટ કરવામાં આવેલ છે. તેમજ વર્તમાનપત્રમાં પ્રસિદ્ધ કરાવવા સાડુ તજવીજ કરવામાં આવેલ છે. તેમજ દુરદર્શન કેન્દ્ર થાલતેજ ખાતે ફોટા સહિતની યાદી પાઠવવામાં આવેલ છે. આરોપી વિનંત જયસિંહ વસાવાના મિત્રોને આરોપી તથા ભોગબનનાર છોકરી બાબતે પુછપરછ કરતાં કોઈ ફળદાયક હકીકત મળવા પામેલ નથી તેમજ આરોપી મુળ વતન ગામ ખોડા આંબા જિલ્લો સુરત ખાનગી રાહે તપાસ કરાવતાં પણ કોઈ ફળદાયક હકીકત મળેલ નથી. આરોપીના મોબાઈલ ડીટેઈલ્સ મેળવતાં તા.૧૨/૦૫/૧૪ થી મોબાઈલ સ્વીચ ઓફ આવે છે. તેમજ સદર મોબાઈલ આઈ.એમ.ઈ.આઈ નંબર આધારે અન્ય સીમકાર્ડ કાર્યરત છે કે કેમ તે અંગેની હકીકત મેળવતા વોડાફોન તથા

Source: Designed and Developed by: National Informatics Centre, Gujarat

Implementation of SWAGAT has been a success story in Gujarat; figures related to number of grievances resolved in SWAGAT session speak volume about its success. Every year the number of grievances that have been registered are increasing which points the fact that awareness among people is increasing. (Refer Table 5: Increase in Applications during the span of 2003 to 2014).

Table 5: Increase in Applications during the span of 2003 to 2014

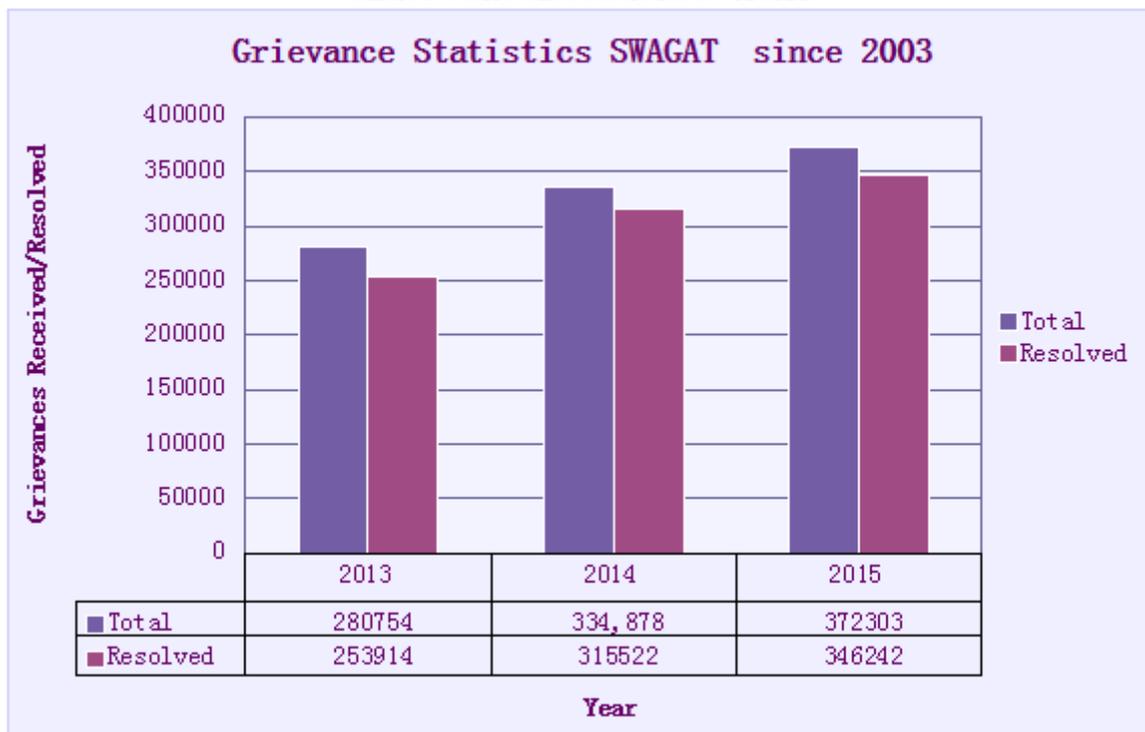
Statistics for SWAGAT since 2003										
Year	state		District			Taluka		Gram		
	Applicati on Made	% increase in applications received	Application Resolved	Application Made	% increase in applicatio ns received	Applicati on Resolved	Applicatio n Made	Application Resolved	Applicatio n Made	Applicatio n Resolved
2003-14	1457		1395	65927		65760	182366	178609	105653	89114
2003-08	934	64.104	907	40423	61.314	16147	16147*	14419*	Not Applicable*	
							*Jan 2008 – August 2008		*Started Since Feb 2001	

Source: Bhatt, N; Let's Welcome this technological change: A case of SWAGAT in Gujarat; Creating Wealth through strategic HR & Entrepreneurship, Excel Publication, ISBN 978-81-7448-702-7, PP 313*

Source: eindia.eletsonline.com**

Yearly figures about grievance redressed and applications received also highlight the same fact. By 2013, SWAGAT online sessions with the CM registered 2,80,754 grievances in total since 2003 and 90.44% of them were resolved. Similarly, since April 2003 to August 2014 nearly 334,878 applications were received of which 94.22 % have been resolved at local level. By now total 93% of total 3, 72, 303 complaints have been satisfactorily as on 2015 (Refer: Chart 5 : Grievance Statistics SWAGAT).

Chart 5 : Grievance Statistics SWAGAT



Source: <http://gujaratindia.com/media/news.htm?NewsID=tQIVLaq9pCtKezaUk7Qivw==>
<http://www.slideshare.net/undp-india/swagat-final-version-0714>

<http://anandibenpatel.com/en/guj-cms-prompt-decision-making-through-swagat-resolves-long-pending-land-lease-issue-of-a-shrimp-farmer/>

V. ROLE OF ICT INFRASTRUCTURE – SWAN

SWAGAT is an amalgamation of digital technology and WAN technology to flabbergasted problems. It creates the transportable solution of grievance. Grievances are categorized into: Policy matters, First timers and Long pending Cases as mentioned earlier in the paper. All three categories of grievances will be displayed in the same manner to all associated bureaucrats over the multilingual web based application developed by NIC.

Hon. CM takes up such grievances District wise in manifestation of the applicant and asks the apprehensive District functionary on video conferencing about the causes of pendency on the 4th Thursday of every month. Approach is to resolve the grievance then and there. This request tracks on GSWAN encompassing connectivity to Hon. CM Office: all the Administrators, all the District Collectors and Head of Department. SWAGAT depend on the current ICT infrastructure, principally the Gujarat State Wide Area Network (GSWAN), which was bespoken in 2001. It associates the central State Secretariat with all ministries and departments, with all Connects all 33 Districts to State Data Centre with 10 Mbps to 34 Mbps connectivity which Interconnects 8,496 District and Sub District Offices 23,017 user-IDs created for Government Officers.

VI. PARADIGMS

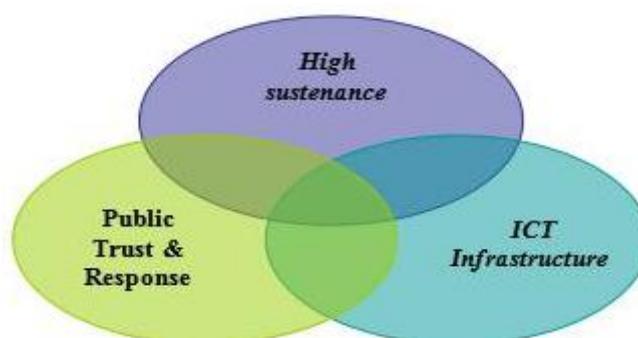


Figure 1 Paradigms of Critical success factors of SWAGAT Created by authors from available literature

Great sustenance: Due to high level of interest of Hon. Chief Minister's in this project, the various elements like finance, ICT development & other requirements were approved quickly; high level of support could be found from the government officials. The citizens can access the highest authority of the state to resolve the most challenging cases. It saves time and money of citizens as visiting to various offices and waiting for a long time for settlement of grievances is avoided. This inventiveness works on the principle of management by exception. Direct engrossment by the Chief Minister underwrites to deterrence through an effusive impact, as in case of bribery and corruption. It also triggers local level government and inspires state-wide government interaction with all officials participate in SWAGAT sessions. SWAGAT makes higher levels of administration aware of the problems of the citizens, which creates scope for policy reform.

ICT infrastructure: ICT infrastructure also promote good governance in there ways (a) by growing transparency, information and accountability; (b) expediting precise decision making and public contribution & (c) by augmenting the resourceful solution of public grievances. Government has made preeminent efforts to develop its ICT infrastructure, with reasonable low cost. The decision to focus on IP-based systems also paid off because of its user-friendliness, cost-effectiveness, and flexibility. With setups like G-Cloud and execution of open standards, the whole prevailing e-Infrastructure will allow the ecologically challenged remote areas to trundle out the Services on any stage. However, adaptability and citizen involvement will endure to be a reason for apprehension. It will be subject to policy level decision.

Public Trust & Response: SWAGAT is now an entrenched instrument within the state government. Its regionalized instrument of addressing grievances at district and lower levels has engendered greater recognition, trust and faith of people, thereby creating the system more responsive to needs of people. SWAGAT has guaranteed a high level of culpability and transparency. The monitoring system clearly reports at any point the number of cases and their progress. Quantitatively, over 94.46 % percent of applications to SWAGAT have had positive results. As the system records and tracks cases through a software, only when a grievance has been solved case can be closed.

VII. CONCLUSIONS

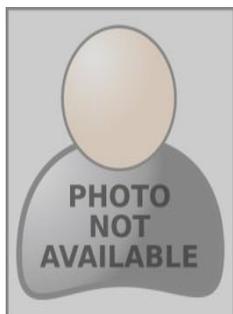
A citizen centric attitude is imperative to accomplish efficient and effective service delivery by the Government, SWAGAT is an excellent example of the same. Extending of egalitarianism entails for mainstreaming citizen apprehension into the government agenda which streamline procedures and make services more reachable to the common citizen. Increase in involvement of high authority ensures sustainability of the platform and all-embracing effort helps in increasing public awareness leading to smooth transition into the new system. The service was set up as a Public Private Partnership. Shifting to an automated system has decreased processing time to a fraction of the original cost and increased the ease of doing business. All e-services are constantly monitored with monthly reports providing an opportunity for a continuing learning process. In today's Knowledge Economy, initiative like SWAGAT operates as an intermediate to make Government-people interface more effectual, competent and clear as crystal.

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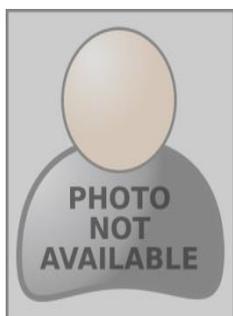
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