

RESEARCH PAPER

# Human skill development: A road ahead

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## ABSTRACT

Human skills are most demanded in all sectors for mobilizing other resources. There is a shortage of skills in comparison with demand of skills. NSDC has started PPP in India for upgrading skill of Indian workforce, with the target of skilling 500 million people by 2022 and signed agreement with Australian Government on 23-10-2012. The researcher has interviewed 2405 sample respondents from 16 areas from Kolhapur district for study. Researcher has focused on skill gap percentage and skill building expenses for a year and 10 year. He suggested Cara-Van, Employee Bank, Finishing School concept and developed Employability Index to face competitive environment.

**KEY WORDS :** Skill gap, PPP, Cara-van, Employee bank, Finishing school, Employability index

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If you wish to plan for a year, Sow seeds, If you wish to plan for Ten years, Plant trees, If you wish to plan for a lifetime, Develop MEN by Chinese adage (Kuan Chung Tzu). Human resource management activities includes manpower planning, selection, recruitment, employee participation, compensation, performance appraisal, internal labour management and training. Human resource management activities can influence the organizations performance by direct means through improvement of employees skills and quality. To develop human resource, skill building of existing employees and would be employees is required. India has one of the largest higher education systems in the world, with more than 33,500 colleges, 621 Universities and various other vocational institutes are functioning in India at present. India is the third largest country in the world in students,

after China and the United States. Considering this positive situation, there is a need of skill development to increase the productivity of different sectors. National Skill Development Corporation (NSDC) is a first of its kind public private partnership (PPP) in India to upgrading of skills of the growing Indian workforce. It is a National Skill Development Mission to narrow the existing gap between demand and supply of skills. The objective of NSDC is to contribute about 30 per cent to the overall target of skilling 500 million people in India by 2022. (Ref. Yojana, May 2012, pp. 25 - 26). NSDC will function for skill building under the Ministry of Finance, under section 25 of the Company Act. It has an equity base of Rs. 10 crores, of which the private sector holds 51 per cent and Government of India holds 49 per cent under PPP and Australian Pri-minister on 23-10-2012 regarding skill building training programme. This will manage by team of experts and will cover 11 sectors viz., Automobile, Electronics, Textile, Construction, Food Processing, IT, Media and

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Entertainment, Health care, Banking, Insurance and Finance, Education and Unorganized sectors. Human skills are most demanded in all sectors for mobilizing other resources. The researcher has interviewed 2405 sample respondents from 16 broad areas including 100+ sub areas from Kolhapur district for skill gap study. Researcher has forced on skill gap percentage, need of training, place of skill building, skill building expenses for a year and 10 year. He suggested cara-van for skill building programme for rural of sub urban area. Researcher also suggested Employee Bank concept, finishing school concept and developed Employability Index to face competitive environment. Human Skill Development in Competitive Environment is required for Human Capital Management (HCM) which includes task innovation, proactive role, people management, macro role, qualitative measure, profit partner-work as a consultant, target on global market etc. India's population as on 1st March 2001 stood at 1028 Million. Out of that 40.25 crore population constituted as a labour force but only 277.91 lakh youths are employed in the organized sector. This shows the gap of unemployment. The gap of unemployment is widening day-by-day both in urban and rural areas. It has studied by the researcher that the gap of unemployment is basically lack of appropriate skills with the young population. The researcher has focused on "Skill Available and Skills Required" in the Kolhapur district. In short it is a "SKILL GAP" analysis study of the Kolhapur district.

During 1961-2001, population in India had grown at an alarming rate *i.e.* 2.15 per cent per annum and 2001 to 2012 has increased 17.64 per cent (source DES 2011, pp. 19) from base year 2001. This population has been coming to the labour market with and without appropriate skills. In India, as a result of literacy rate *i.e.* 52.21 per cent in 1991, 64.84 per cent in 2001, 74 per cent in 2011 (source DES 2011, pp. 19). This educated unemployment shows increasing trend. So today's youth has to move towards employment to overcome the serious problems of unemployment for personal and economic development of the nation. Therefore, the present study attempts to evaluate the Skill Gaps with special reference to Kolhapur district.

#### **Objectives :**

- To know the required skills for employability.
- To study the requirement of human skill development.
- To draw appropriate and practicable model for

Employee Skill Building.

#### **Hypothesis :**

There is a gap between job seekers and job providers in the Kolhapur district, which leads to unemployment and low productivity which demands human skill development.

#### **Scope :**

To know the requirement of Human Skill Development and to made suggestion for skill development activities for employability of unemployed youth in the Kolhapur district. This research is the skill gap analysis study. To know the required skills and available skills in different sectors and sub sectors in Kolhapur district. The researcher has covered more than 1280 farmers, 120 villages, 18 plus towns, taluka places, cities, special nature places and different organizations. In this study sector wise skill gap for future period has analyzed.

#### **METHODOLOGY**

In order to find out the solution for the Human Skill Development a Road Ahead, it is essential to collect the data directly from the source *i.e.* beneficiaries, stakeholder and government agencies and to achieve the other objective of the study, it is also necessary to collect relevant facts and figures from various stakeholders. This is a survey type research; hence, the data is collected directly from the sample respondents and beneficiaries through interview schedule, questionnaire and observation. Primary data has collected through survey method by administrating well structured interview schedule from 12 talukas, 120 villages, 1280 farmers, 115 Sarphanch, 348 town based business people, 279 industries, 68 irrigation officers, 217 students, 19 industrial estate authorities, 22 eminent personalities and 57 Government officials on stratified sampling base.

#### **ANALYSIS AND DISCUSSION**

The results obtained from the present investigation have been presented in the following sub heads:

#### **Pre requirements for human skill development : A road ahead:**

*Aids for skill development training :*

Skill development aids are required for effective presentation and imparting the skills. The aids includes sufficient infrastructure, furniture chalkboard, chart and

graphs, computer, LCD, smart board, audio system, DVD player, lighting control, effective arrangement of furniture, etc .

#### *Training cost data analysis :*

The researcher has considered all aspects of training cost. The skill development survey for Kolhapur district has covered in sectors. These all sectors are having different preconditions, requirements, durations, size of the batch, different location, different understanding capacity etc. Considering these all factors, researcher has tried his level best to calculate the cost of per batch, per year and for 10 years for a particular sector. The total cost of training includes advertisements expenses, training arrangements expenses, study material cost, infrastructure cost, resource person's honorarium, transport cost, writing pad, inauguration and valedictory expenses, photograph expenses, refreshment and tea, xeroxing cost, typing expenses, expenses for candidates test, certificate cost miscellaneous expenses etc. Considering these all skill development cost the researcher has considered only honorarium of the trainer and other stationary and miscellaneous expenses and has not covered other expenses. The honorarium has considered around Rs. 500 to 1000 per session of the 2 hours (effective 1.30 hours) as per nature of skill imparted. The researcher has suggested the fund raising ways including government support.

#### *Advertisement and publicity :*

It is a government sponsored activity, so more amount of advertisement is not required. Although the researcher has suggested to nominate "Skill Building Brand Ambassador", for every district and from the same district who is a role model for others. It is also suggested that the one "Brand Ambassador" can be nominated for whole Maharashtra state. In today's competitive and glamorous world, Brand Ambassador is essential. It is specially suggested that the Brand Ambassador should be district wise who is known to others. For marketing of various skill; posters at every village, banner at every village, Sarpanch and renowned (known) persons. meeting in the villages for determining and controlling skill building programmers, announcement in Gram Sabha at every village, companies at all towns once in a year, companies and banners and posters at taluka places on market day, melava's at taluka and district places,

announcement in all government related meetings at all places in the district, advertisement boards at all school and colleges (compulsory), companies in career fairs at different cities, circular can be issued from Shivaji University and other related educational institutions, television advertisement strip can be started, very less news paper advertisement is recommended, personal companies and saptha can be organized etc. These methods can be adopted for effective advertisement and publicity of skill building programmes in the district and the state.

#### *Resource persons / trainers :*

The trainer should be a knowledgeable person with good amount of practical exposure. It is skill building programme, so, teaching theory is not allowed. One should train "only practical" things in this skill building programme. Trainer should be qualified and he should contribute from bottom of the heart to the students. Prospective Trainer.s application should be collected with qualification, experience, specialization etc. The core committee authority should be controlled and superior the selection of trainers and skill building effectiveness. It is suggested that to collect one page training note which has prepared by the concern Trainer and circulate among the participants. Role of the trainer in skill building programme is very important, so, proper selection method for trainer should be adopted. Feed back about resource person should be taken from the participants which will be the "legal" responsibility on the shoulder of training programme organization and at least 80 per cent output of skill building institute should be absorbed by the industries, otherwise training expenses will not be reimbursed. Otherwise this skill building training activities will be one more school or college like a regular means of education.

#### *Syllabus :*

The researcher has suggested that the syllabus for skill building programme should be flexible for any programme. The syllabus should be prepared from time-to-time by eminent and experienced personalities with only practical approach. The need based syllabus should be prepared. It should be 100 per cent flexible. In the syllabus "Job providers" views should be incorporated. The concern skill building syllabus should be brief, up to date, relevance to the changing word, 100 per cent

employability providing syllabus, etc. It should cover all aspect of the concern skill building topic and latest concept should be included in the syllabus. Prepared syllabus should get approved from the expert committee.

#### *Skill building evaluation :*

It is merely skill building programme where practical and employability creation activity have been undertaken. Measurement of end product or output or trained candidates is very much essential. It is suggested that at the end of every training programme; examination should be conducted in the last session. 100 per cent attendance (Except Exceptions) and more than 75 per cent marks / score or grade A or B should be secured then only certificate will be issued, otherwise ask to the candidate to reimburse the expenses incurred on him. The test paper can be designed time to time and as per the need. The test can be designed online for a few skills building programme where it is possible. Computer supported test will be helpful for evaluation and quick organization of exams. The evaluation should be conducted through third party.

#### *Skill building training methods :*

The researcher has suggested human resource development methods in different sectors includes lecture method, GD, role playing, case study, brainstorming, T-group training, buzz group method - direct involvement of every member of large group in discussion process, management games, syndicate method - big group divided in to cluster/syndicate group and conducted discussion among syndicates/clusters, conference, project, workshop, forum method etc.

#### *Inspection :*

Success of any activity is depending on the vigour of the implementer, interest and perception of the policy maker. The sanctioning authority of this skill building programme of the district should design inspection system for this programme. Inspection should be rigorous and transparent. The inspectors should do spot visit, collect personally feed back from beneficiaries, collect feedback from job providers and proper inspection system should be established.

#### *Timing / scheduling :*

The said programme is only practical in nature. The

researcher has interviewed, referred Government of the Maharashtra Skill Buildings Report (Published / circulated on 23-4-2012 at Yashda, Pune), skill development mission literature of the Government of India and other number of reference. The researcher has also discussed with eminent personalities of different sections, discussed with core committee members and he came to conclusion that the skill building programme is scheduled for “3” days to “90” days of 4 secessions per day of 2.00 hours each. The days determined for skill building is sufficient as per researcher.s expertise.

#### *Cara-van :*

The surveyor has suggested to develop caravan for training programme. Imparting and receiving skill is difficult and taking training is very difficult than giving. The good atmosphere for training is required. To provide proper atmosphere is some what difficult at different places and for different subjects. Skill building training should be given “in hours” as well as “outside”. It is true that at all places convenient or suitable training place, sufficient space, comfortable computer seating arrangement, curtain, LCD projector, air condition facility (if required), blackboard, sound system etc may not be available. It is difficult to arrange these all facilities at different places, different time and under different situation. Skills building training in the same factory, ZP office premises, Panchayat Samitee premises, ITI, other government training locations etc. places are suitable but not always. Arranging training programme in hotels became expenses. At the same time healthy and effective atmosphere creation at existing training places may or may not be possible. It is observed and experienced by the researcher that the candidates are not much interested to take training in a shabby situation. The skill building programme will organize in more than 15 main sectors and 100 sub sectors per year in Kolhapur district. It is a continuous activity. One important characteristics of this skill building programme is “No uniformity and continuous repetition” of the some module *i.e.* training topic. It is also observed that the industries, institutions, government offices, farmers etc. are not having sufficient and suitable training halls. It is also difficult to collect different location people, students and resource persons at one place. So, the researcher has suggested that the government authority or training institute should develop “cara-van” *i.e.* “Mobile training vehicle” for providing training to

the aspirants. The concept is to develop well equipped expandable vehicle. The cara-van will rich at different destinations including villages and farms, it will park at convenient place at the destination, it will expand and internal furniture will adjust. The van contains all training

facilities with LCD and AC. It will create good atmosphere and impact for training. The concept of skill building will rich to the door steps of the aspirants. This cara-van will be the unique model for skill development programme in Kolhapur district. The researcher is

**Table 1 : Cost of Cara-van (Tentative)**

Sr. No.	Particulars	Amount Rs.
1.	Cost of bus (Basic cost)	25,00,000
2.	Convention cost of bus (Expansion of bus)	10,00,000
3.	Interior expenditure like curton	5,00,000
4.	Chairs- Folding in the bus-( 40 to 50 chairs)	1,00,000
5.	LCD, sound system etc.	50,000
6.	AC Facility	1,00,000
7.	Miscellaneous expenses	1,50,000
8.	Total	44,00,000

**Table 2 : Manufacturing sector skill gap**

Sr. No.	Particulars	Justification and calculations	Figures
1.	Manpower engaged (On role)	2,13,397 * (3,08,000) #	2,13,397
2.	Growth percentage per year (Skill gap).	20% #	20%
3.	Skilled manpower required per year. (As per growth)	Skill gap = 20% of 2,13,397	42,679
4.	Training to be provided	Assumed that 60% job seekers are qualified with skills and 10% are not suitable to provide skills (below average) = 70%. So 70% 42,679 = 29,876. 42,679 (Man power required) – 29,876 ( Skills not to be provided) = 12,803 (Skills to be provided)	12,803
5.	Number of participant per batch for skill building	(Assumption: Practical training to 50 candidates is possible)	50
6.	Number of batches per year	(D/E) (12,803 / 50)	256
7.	Duration for skill building training (Per batch)	(Assumption: It is practical training so 15 days are sufficient)	15
8.	Skill building expenditure per year Rs.	Resource person expenses = 4 sessions per day x 15 Days = 60 Sessions. 60 Sessions x Rs 500 per Session = Rs 30,000. 256 Batches x Rs 30,000 Per Batch = Rs.76,80,000. Other expenses = (Stationery, light, transport, etc.) Per batch Rs. 5000 x 256 Batches = Rs. 12,80,000	89,60,000
9.	Skill building expenditure for ten years Rs.	(Rs. 89,60,000 x 10 Years = Rs. 8,96,00,000) (Assumed - Growth and expenditure per year is constant) (10% additional cost can be considered per year)	8,96,00,000
10.	Employed but lack of skills	(Skill gap in existing employees) (Percentage).	30%
11.	Employed but lack of skills	(Skill gap in existing employees) 30% of 2,13,397 * = 64,019	64,019
12.	Total skill gap	(B + J) (20% + 30%) Percentage	50%
13.	Total skill gap	(C+K) (12,803 + 64,019) = 76,822	77,822
14.	Suitable methods for skills training	Workshop, demonstration, case study	--

Source: # Field Work, \* DSL-2011

suggested that we should go for such model and modern approach for skill building of job seekers of this district. It will be “Model” or “Path darshak” project under skill building.

The mentioned Table 1 and 2 shows that the available and required skills in manufacturing industries in Kolhapur district. Manufacturing industries includes CNC, VMC, leath, ornaments of gold - silver, jewellery, fabrication skill, polishing, cutting, farm equipments, irrigation material, ancillary industries, welding, MSME, foundry, high expectation management skill, setup changing skill, automation skill, robotic skill, dependence human skill, job satisfaction skill, mind set building skill, global scarcity etc. It is observed by the researcher that these industries skills have classified 5 per cent, 20 per cent and 75 per cent into supportive work, system work and operative work, respectively. So it can be interpreted that the above mentioned training programmes can be divided in to 1:4:15, respectively. It is also interpreted that as per the need of the manufacturing sector the skill training modules can be adjusted. It is found that there is 30 per cent shortage of skilled manpower in the youngest country in the world. It is suggested that the industrial sector should tie up with colleges and university regarding skills required and skills building.

The above sector is technical sector where more number of aspirant candidates having sufficient skills in comparison with non-technical aspirant candidates for the job. It is hypothesized that 60 per cent job seekers are qualified with skills and 10 per cent are not suitable to provide skills; who may be below average. This assumption is logically true and practicable in manufacturing sector. The suggested size and duration of the batch is suitable for manufacturing sector. In manufacturing sector different types of sub sectors have been working where more number of participants and more number of days for each batch are not required. The majority of the technical based candidates are enough sincere and having good grasping power.

The researcher has considered practicable and acceptable expenditure for this skill building programme. Broad basely infrastructural expenses are not considered because the existing training institutes. infrastructure will be used on the sharing basis and after their regular working hours. It means that the infrastructure will be used like 24 x 7 x 365. It is interpreted that daily 4 secessions of 2 hrs each will be conducted per day for

15 days. The total secessions will be 60 through which enough skills will be imparted. The researcher has considered the expenses on the basis of activities and not on the basis of per candidate. The researcher has considered other expenses like stationery, light, transport, etc. which is sufficient for manufacturing sector.

Manufacturing and production sectors are vital sectors in industrial and economical development. In Kolhapur district 30,501 (Source-Bank of India, annual Credit Plan 2012-13, P.4) industrial units are registered in more than 15 industrial estates at district level and taluka levels. It is observed that the district place based MIDS's are performing very well in comparison to taluka based industrial estates. It is also observed that in Kolhapur district big investors or big industrial units have not established in last 50-60 years. Very recently *i.e.* 2-3 years back considerably large scale units have established in 5-Star MIDSC, Kolhapur. It can be interpreted that because of non establishment of big units, development of all other sectors and especially very good amount of skill development has not taken place. Big industrial development and skill development is having positive partial correlation. It means that overall development of big industrial units boosts the skill development in the vicinity of the said industrial unit.

It has been observed that the young qualified candidates are very much interested to go to Pune or Mumbai for career in manufacturing sector and not in Kolhapur. The industrial respondents have mentioned that 80 per cent - 90 per cent shortage of technical hand in this sector. At the same time qualified B. E. graduate is not interested to work at Kolhapur district based industrial units with workers at the shop floor. Majority of the engineering college students prefer to join “service sector” and not manufacturing sector which is adversely affecting manufacturing and production sector. One of the senior most industrialists in Kolhapur Mr. V.N. Deshpande has highlighted that agriculture contributes 17 per cent in GDP but 70 per cent people are involved in it and at the same time manufacturing sector contributes 29 per cent in GDP but very less percentage of people are involved. He also mentioned that we are ready to pay more than minimum wages and all facilities, although we are not getting with or without skill employees. He started a practice that the company H.R. authorities are going to the neighboring villages and inviting the village people to come to our company, we

will provide job to you, but youth is not coming. One of the industrialists (without disclosing his name) has boldly mentioned that the government should stop all government schemes like subsidized price food grain. He mentioned that the eligible (as per government norms) people are taking / getting 35-40 kg of food grain per month with subsidized price which is not required to his family. It means the concern economic backward persons consuming 10-15 kg of food grain and selling remaining food grain in the open market with market price. This practice leads to non acceptability of jobs and non availability of skilled manpower. It has been observed that 15 per cent to 20 per cent absenteeism is observed in manufacturing sector. One of the industrial respondents has mentioned that “politicization of young people” is going on in Kolhapur district which leads to non-availability of employees. There is one or another election in every month in the district which attracts the young. One of the industrialists has mentioned that we have to check on NAREGA scheme (Mahatma Gandhi Rural Employment Guarantee Act) which is for employment generation. He also mentioned that all other resources are changing but H.R. is not changing. No social responsibility, co-culture building, no people management skill which leads to more absenteeism in foundry industry. He mentioned that, “Dream Big, Act Big and Achieve Big” is required for manufacturing sector. Industrial growth has adversely affected because of lack of skilled manpower. Today small units are very much short of skilled manpower which become, “training centers” for big size industries. It is found that the investors are reluctant to invest in manufacturing sector due to shortage of skilled manpower. This situation will adversely affect on industrial and economical growth of Kolhapur district. It is concluded that weekly wages should be provided, working hrs rate, per machine hour rate etc. should be determined on the basis of employee skill. The employees in manufacturing and production sector are not interested to stabilize themselves, it means that they are interested to move from one company to another company. It is also concluded that successor are not developing, efforts taking people are decreasing, one of the industrialist has mentioned that provide me a man with two hands; two legs and two eyes for work, provide needy persons etc.

This manufacturing and production sector includes CNC-VMC-HMC machines operations skill, leath

machinery operator skill and Gold-Silver-Bentex ornaments production skill. Fabrication-polishing skill, farm equipment manufacturing skill, irrigation material manufacturing skill, electric welding skill, fabrication skill, effective communication skills, gas welding skill, soldering skill, concentration skill, hard working skill, helper skill, team work skill, confidence building skill, work dignity building skill, image building skill, induction skill, career path making skill, safety skill, environment maintenance skill, standard operating procedure (SOP) skill, job rotation skill, brand building skill, mind set building skill, application skill, self confidence skill, well discipline skill, analytical ability skill, leadership skill, invention and creativity skill, silver processing skill, silver quality maintenance skill, fashionable ornaments making skill, handicraft skill, ornament marketing skill, CRM skill, communication skill, gift packaging skill, inventory management skill, face reading skill, inspection skill, painting skill, laboratory skill, molding skill, accounts related skill, MIS skill, marketing skill, effective presentation skills, responsibility skills, decision support skill (DSS) skill, team building skill, devotion skill, change management skill, joint mentality building skills, responsibility skill, nation building skill, ego management skill, „I. to „We. building skill, life enjoyment skill, pattern making skill, 3-D molding skill, turner skill, fitter skill, foundry casting skill, electronic skill, civil skill, testing skill, welding skill, grinding skill, melting skill, multi language skill, personality specialization skill, etiquettes-manners skill, self motivation skill, punctuality skill, self growth skill, regularness skill, vision skill, funds management skill, thinking skills, back office skills, ego management skill, jealousy management skill, creativity skill, maintenance skill, thought skill, mental block breaking skill, culture skill, future planning skill, IT skill, working people building skill, grinder skill, metallurgies skill, core shop skill, sand plant management skill, ethics and moral skill, enthusiasm skill, parents motivation and convincing skill, administration skill, SAP-ERP-SSS implementing skill, melting skill, die-costing skill, heat treatment skill, ISO-QSA-TS implementation skill, product inspection skill, housekeeping skill, behavioural skill, tool designing skill, draftsman skill, foundry technology skill, inventory management skill, software skill, training taking skill, training to other employees skill, import-export related skill, drawing skill, teamwork skill, initiative skill, supervisory skill, centre of excellence skill, safety and

health skill, foreign languages skill, environment related skill, electronic skill, instrumentation related skill, energy audit skill, energy saving skill, efficient skill, diverse nature skill, conservation skill, wind-mill operation skill, renewable energy skill, capacity building skill, paper pulping skill, life cycle cost calculation skill, transmission skill, effective utilization skills, solar driven agro equipment manufacturing skill etc.

### Conclusion :

According to Radstuds Survey (Ref. Daily Lokmat dated 28.4.2012, P. 5), a company is doing research in H. R. sector in worldwide, who contributed their survey report regarding India that the Indian job seekers are not interested about heavy salary, heavy incentives and other monetary benefits but they are more interested about, “guarantee of job and job security” in existing job. The survey was conducted on more than 85,000 existing employees from 150 big companies and more than 1500 students and job seekers such as 10000 + respondents were getting involved in this survey and conclusion were drawn that, “job security is more preferable than fat salary”. It can be correlated with skill gap study of the Kolhapur district, that the job seekers and existing employees will be more comfortable due to „job security. and not heavy / bulky / fat salary or wages. It can be interpreted that salary or wages are not much affecting on job and seeking the job but the security in the job has

much influenced by the job seekers and existing employees. It also can be interpreted that, if the employee or job seeker having very good “skills” and different types of “skills”, then the perception of the job seekers and existing employees would be different. It means that “skills” are very much essential for job security and fat salary or wages. If candidate or employee is not having sufficient skills then he may come in trouble for getting the job as well as in service tenure. Considering above all analysis and suggestions the set hypothesis, “There is a gap between job seekers and job providers in the Kolhapur district, which leads to unemployment and low productivity which demands human skill development a road ahead” has proved.

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