Chapter - 1
Prelude

Neglected in the shadows of urbanization and modernization, this 2 percent of the street vending business class of India is easily the bigger Indian dream of self-employment. The fact that they have cushioned the urban lower and middle class with their handy services and products at the convenience of the consumer thus facilitating fast urban lifestyle cannot be ignored from a human resources point of view.

Introduction

Street vending has been a profession since time immemorial and street vendors have been an integral part of our urban history and culture. Street vendors, the prominent stake holders of the un-organized sector contribute to the national economy while promising easy-to-access facility to the larger population dependent on them.

Sales and marketing in traditional India has been primarily informal with street vendors exhibiting remarkable entrepreneurial skills. Purchase and retail sale of commodities is no easy task with constant market fluctuations where commodities have to be in sync with both consumer tastes and buying capabilities.

Looking at history, one can easily connect street vending to be a prominent part of our culture and tradition; especially finding its mention during the Vijayanagar Empire era. Street vending is mostly remembered today for the glorious times of the past when gold and silverware was traded on the streets. History also has several references of vending on streets in one form or the other. The term street vendor includes all segments of stationary vendors and mobile vendors commonly termed as hawkers, peddlers, footpath dukaandars, sidewalk traders, pavement vendors etc.
Like every city in India, Bengaluru also provides a glimpse of street vending; selling everything from fruit salads to biryanis, vinyl discs to latest software CDs, soft toys to rare coins, name it and the hawkers seem to have it all. The middle classes and people on the move from all sectors having a taste for street food relish on these roadside stalls for daily eatables and their cheap meals. The cheap meals and products are also what make the market an area of social activity. Eating joints, Holiday Markets, Sunday Bazaars and Mandis are a few places of concentration.

Street vendors include hawkers who sell goods that are made in homes or by small-scale indigenous manufacturing units. These hawkers thus not only sustain these local enterprises but also indirectly the jobs created by them. The amazing similarity between the various goods they sell is that a lot of them have brand names and sometimes packaging that imitates known brands. These products are sometimes also simulacra but cannot be termed as fake and even give good value for money. People, for whom the branded goods are out of reach, mitigate their desires through these objects. The mimetic nature of these products does not allow for any other marketing except through the informal markets. Moreover, low overheads and infrastructural costs of this strategy of marketing is what allow the products to be priced in an affordable bracket.

Interestingly, all business and management techniques followed by these hawkers, peddlers, pavement vendors commonly termed as street vendors considered in this study have their roots to established management practices. This study is intended to unearth trade secrets linked to management and more specifically to explore techniques on human resource management from the sociological point of view. It is also an effort to learn lessons from the street and change the way the society looks at real entrepreneurs who dare to make a change with little or no means in hand.
Area of Research

Street vending has never been considered as an important activity in the economic and social growth of economies, and thus very little has been studied, leaving it in bits and pieces.

The effort to walk the difficult way by taking up a profession such as street vending instead of opting for jobs that will guarantee salary at the end of the day, aspects such as the unspoken strengths of leadership; rich but unrecognized business practices and the fact that street vendors are being shunned at times by society in spite of being true entrepreneurs have served as my inspiration to take up this research.

The fact that street vendors come from different parts of the country with different backgrounds, also provides a great opportunity to observe and identify different business and management practices with socio-economic conditions, especially areas related to working and living conditions, wages, health, attitude, behavioral pattern, motivation and cultural diversity.

This study attempts to look at street vending as a very active and necessary element of any economy towards economic and social development; thus trying to re-build the lost glory by connecting with some aspects this rich practice has been following and not been recognized for.

This study carried out between 2007 and 2012 in Bengaluru; the capital city of the state of Karnataka is based on observed and collected data reflecting on the socio-economic conditions along with Human Resource Management techniques that come into play in this space namely entrepreneurship, best practices, socio-economic backgrounds, family structure, formal education, continued education, changing economy, policies, health conditions and the future plans of street vendors and their families.
The respondents are self-governed units from being as small as individuals or families involved in the business, extending to small groups together for the common economic purpose. Bengaluru, known as the IT hub of the east and the Silicon city of India harbors the largest number of street and pavement vendors hailing from Bengaluru and distances beyond state borders extending across the country. Unconfirmed due to lack of credible census data puts the number of total street vendors in Bengaluru to be anywhere between 1.5 lakhs to 3 lakhs. This wide gap in the population count of street vendors can be attributed to state regulatory failure to capture data because of the floating nature of the business of street vending is about, with no boundaries or effective regulations that govern them till date.

Objectives of this Study

For any kind of study to be conducted in an organised and systematic manner, there needs to be sound objectives that direct the course of action. Any study that goes without objectives may remain incomplete. While objectives provide direction, they are also essential for any conclusion that may be derived from data and evidences gathered. This study looks into the following objectives and tries to establish the relationship with the findings:

I. To identify Management techniques with special focus on Human Resource Management (HRM) techniques adopted by street vendors.

II. To identify different management, sales and marketing practices followed by street vendors as compared to the established organizations.

III. To identify any other practices that may help management theories in looking at best practices and uniqueness related to individual contributions.
IV. To help understand the socio-economic status of street vendors.

V. To understand the environment, health and living conditions of street vendors at work place.

VI. To establish desirable working conditions for street vendors with recommendations and suggestions favorable to street vendors.

Based on the above objectives, an empirical study has been conducted to get to the depth of subject for seeking answers for common good.

The focus of this study is on management techniques and strategies adapted by street vendors in their day-to-day struggle for survival which can add value and enrich learning in the management space and also explore the socio-economic factors that drive their very existence. It is intended to throw light on the explored and unexplored human resource management practices they adapt under different circumstances that may be defined differently in the spectrum of their business. The hope is that it makes a difference for the street vendor who deserves dignity and recognition for being a true entrepreneur, generating self-employment and supporting the economic strength with management practices.

Hypothesis

A good hypothesis is based on assumptions that are made with inferences from pilot studies or previous conclusions. Keeping in mind that no studies on this subject have been ever carried out, the hypothesis for this study was drawn on the basis of a pilot field study bearing in mind that this study will be the catalyst to future research opportunities in street vending, based on findings and conclusion.
Keeping in consideration the possibilities of concluding this research on time, there are five hypotheses that have been drawn and presented below. This research tests the following:

I. Human Resource Management Techniques adapted by street vendors: a reality
II. Street vendors are entrepreneurs with management skills.
III. Street vendors are a socio-economically marginalized section of the society.
IV. Government policies for street vendors are showing no impact.
V. Street vendor associations and NGOs play an important role in assisting street vendors.

The hypotheses are also a reflection of the objectives based on the subject matter of this study, focusing on verifying the assumption that street vendors are entrepreneurs with management skills.

**Review of Literature**

Street vending as a profession has remained largely neglected in the shadows of urbanization and modernization, being in focus for all the wrong reasons rather than being projected as the bigger Indian dream of self-employment for the 2 percent Indian population who have their daily bread earned by selling on streets and the consumer door step. This 2 percent of the street vending business class of India has cushioned the urban lower and middle class with its handy services and products at the convenience of the consumer, thus facilitating fast urban lifestyle and has received more criticism than recognition. In the given light, street vending has missed the focus it deserves and has remained of little interest to the academicians, social scientists and the media. The literature on street vending studies has been limited to articles and blogs on a negative tone of this ancient rich trade, thus relevant literature on street vending being limited, not uniform and non-verified.
Some effort seems to be sprouting in the recent years with young minds trying to unearth certain parts of this rich trade practice. With the National Association for Street Vendors taking up the cause of street vendors at the national level, the national policy on street vendors is being demanded as legislation. But on a wider note, street vending remains an unexplored area of study and development.

This study also looks at certain concepts of Human Resource Management as a part of the findings amongst street vendors and these concepts and theories covered from human resources are more inclined to understanding human resources for those angles.

**Meaning of ‘Street vendors’**

From this research point of view, the street vendor is a person, individual or group rendering services for a commercial value without a permanent address registered for buying or selling such goods, services or performances.

In this thesis, the term ‘street vendor’ includes stationary as well as mobile vendors and it incorporates all other local or regional terms used to describe them.

Street vending can be categorized and differentiated by the scope and kind of activity conducted. A view from different angles and convention of naming, this activity broadly includes the following sample:

- Street vendor - someone who promotes or exchanges goods or services for money on pavements or streets

- Marketer or seller on roads and streets

- Booking clerk, ticket agent - someone who sells tickets such as theater seats or travel accommodations
• Cosmetician - someone who sells or applies cosmetics

• Flower merchant - a man or a woman who sells flowers on the street

• Fruitier and Vegetable seller - a person who sells fruits

• Street eating joint vendors - People selling food in the street

• Merchandiser, street merchant - business person engaged in retail trade on streets

• Hawker, packman, peddler, pitchman - someone who travels about selling his wares on the streets or at fairs, carnivals or public places where people gather

• Street consortium vendors - Street vendors can also be explained as a group of individuals partnering or a firm or corporation that sets up a temporary premise and sells goods out of the temporary premise.

• Selling agent - someone who sells goods on commission for others

• Dealer - a seller of illicit goods; "a dealer in stolen goods"

• A street artist performing and exhibiting talent for financial gain.

• Quack – someone practicing medicine without being trained but pretends to be a physician and dispenses medical advice and treatment.

• Door-to-door service provider - One providing services on the street or door to door including health, medicine, repair, education etc., for a commercial value.

• Second-hand goods collector - A buyer of second-hand goods for exchange or commercial value
Definitions of Street Vendors

- The National Policy on Urban Street Vendors broadly defines street vendor (2009) as "a person who offers goods or services for sale to the public without having a permanent built-up structure but with a temporary static structure or mobile stall (or head-load)". Street vendors could be stationary and occupy space on the pavements or other public/private areas, or could be mobile, and move from place to place carrying their wares on push carts or in cycles or baskets on their heads, or could sell their wares in moving buses. The Government of India has used the term 'urban vendor' as inclusive of both traders and service providers, stationary as well as mobile, and incorporates all other local/region specific terms used to describe them such as hawker, pheriwalla, rehri-patriwalla, footpath dukandars, sidewalk traders and more.

- City of Redmond defines Street Vendors (2010) as follows: "Street vendor" means any person, on property outside the public right-of-way and with the permission of the affected landowner in commercial or industrial zones, carrying, conveying or transporting food, beverages, flowers or balloons and offering and exposing them for sale from a mobile type device such as a pushcart or like conveyance.

- "One who sell goods or services door-to-door or on the street" Occupational Outlook Handbook, U. S. Department of Labor (2004)

- “Street vendors are a class of entrepreneurs within the unorganized sector selling/servicing to their customers/clients a variety of goods and services with no specified location as their permanent address of business” - Unknown
The Unorganized Workers’ Social Security Act, (2008) defines ‘unorganized sector’ means an enterprise owned by individuals or self-employed workers and engaged in the production or sale of goods or providing service of any kind whatsoever, and where the enterprise employs workers, the number of such workers is less than ten. It also defines ‘an unorganized worker as a home-based worker, self-employed worker or a wage worker in the unorganized sector’

A street vendor is broadly defined by Sharit K Bhowmik (2002) as a person who offers goods or services for sale to the public without having a permanent built-up structure from which to sell. Street vendors may be stationary in the sense that they occupy space on the pavements or other public/private spaces or, they may be mobile in the sense they move from place to place by carrying their wares on push carts or in baskets on their heads.

Researchers definition: Street vendor is a person, individual or group rendering services for a commercial value without a permanent address registered for buying or selling such goods, services or performances

Background and History

Wikipedia, the free online encyclopedia throws light on street vendors and their background. Street vendors are also called Hawkers or Peddlers. The origin of the word peddler, known in English since 1225, is largely unconnected to the street vendor and remains unknown, but it might have come from French term pied, (Latin for pes, pedis "foot"), referring to a petty trader travelling on foot. Peddlers usually travelled by foot, carrying their wares, or by means of a person or animal-drawn cart or wagon (making the peddler a hawker). Modern peddlers have started using motorized vehicles to transport themselves and their commodities. Typically, they operate door to door, on streets and at events such as fairs and mandis.
In modern economy, there are also a new breed of peddlers, generally dressed respectfully to inspire confidence of the general public, and being sent into the field as an aggressive form of direct marketing by companies pushing their specific products, sometimes to help launch novelties and at times on a permanent basis. In a few cases, this has even been used as the core of a business on a large scale.  

Although street vending has been common since the early civilizations and believed to exist even before the existence of currency of any form, there has hardly been any theory exclusively on street vending. This activity has been viewed from different angles with many names, virtually breaking the activity into many segments based on the place, kind of products or services they render. Vendors make available to society, commodities at reasonable price which at times may become unaffordable when they reach bigger shops.

Sharit K. Bhowmik (2002) elaborates the role of street vendors as the ones who contribute substantially to the urban commodity distribution system and act as distribution channel to the products of small scale and home based industries. The total employment provided through street vending becomes larger if we consider the fact that they sustain certain industries by providing markets for their products. A lot of goods sold by street vendors such as clothes and hosiery, leather and molded plastic goods and household goods are manufactured in small scale or home-based industries. These industries employ a large number of workers and they rely mainly on street vendors to market their products. In this way, street vendors provide a valuable service by helping sustain employment in these industries.

Mari Marcel Thekaekara's (2009) contribution on the one world dot net (oneworld.net) in her article ‘Saving the street vendors of Incredible India’, highlights how street vendors have to be creative and innovative to survive. They lead a precarious existence, juggling prices, markets, the laws of the concrete jungle, which involve bribing the police, the mafia and keeping irascible, unsympathetic, picky customers happy.

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In the West, these people would be the greatest unemployed masses, living on the weekly dole. Here, they keep the economy going. In an attempt to ensure that all economic activities pay their pound of flesh by way of taxes, informal economic activity like street vending has been made illegal and driven out while formal shops, much easier to tax, have replaced them as the 'legal' form of retailing.

AKC Cheng (2012)⁸ refers to the blame game that has been eating up the street vendor of the present day. In spite of strong legislations that date back to the 18th century, there have been clear agendas to move the street vendor out from the modern economy. While the current policy perpetuates the view that street vendors cause unfair competition to the formal sector, the same voices were also heard in the 1920s when the then colonial secretary opined that one cannot have the medieval and the modern systems and in 1947, the Hawkers policy concluded that hawking should not have any place in the ideal state of affairs in the modern city of metropolitan stature.

Indian town planners and economists are striving to ape the West. So, street vendors are given short shrift. They are part of the infamous 'informal economy' – anathema to the likes of the World Bank and IMF. Looks like street vendors have no business in a modern market economy. What Indian civic authorities conveniently ignore is that unlike in the West, these people do not have safety nets like social security or welfare benefits. And our street vendors are hard-working, entrepreneurial individuals who contribute to the economy instead of being a drain on it.

Besides this, most street vendors sell items produced by home-based and small-scale industries. The produce is designed to meet the needs, tastes and affordability of the local consumer and in places that are convenient to access. Hence it contributes to the economy in a huge way besides being a form of self-employment which brings down the number of unemployed in the country.
With the advance of modern retailing in India – fixed retail operations, department stores and malls – many expected that street vending would go away. Yet the average householder in India prefers the street seller whose vegetables are fresher than the supermarket produce. Mari Marcel Thekaekara (2009)\textsuperscript{7}

Arbind Singh (2000)\textsuperscript{9}, the brain behind the biggest uniting force for street vendors in India – NASVI; in his article ‘Organizing street vendors referring to the Indian planners see growing India’ illustrates facts “Nevertheless, our planners remain oblivious to the role of vendors who are victimized, harassed, marginalized and pushed from one area to another. Rolling stones gather no moss; so it is with the hawkers. Vendors are regularly subjected to mental and physical pressure by city officials. At times, this has led to riotous situations, loss of property or monetary loss. A major problem is that master plans prepared for our cities do not allocate space to vendors/hawkers, as planners blindly imitate the western concept of marketing, ignoring Indian traditions”.

Arbind Singh, (2003)\textsuperscript{10} states that lack of gainful employment in the urban and rural sector coupled with poverty in rural areas has been said to be the main cause for people venturing into street vending. Street vendors, on the other hand are self-employed and self-generators of income. They are sellers of produces of special kind, produced by small entrepreneurs, cheap products, and daily necessity goods selling to specific buyers both middle class and poor. They are outside the purview of formal, organized economy, market, and capital, local and governmental subsidy. They subsidize urban living by selling goods in cheaper prices. They provide market channel to small producers. They make their own economy without any official support. Vendors operate in the structure of local economy - local production, local resources, local supply and local demand. As a result of these, an area of market operation is created for the communities marginalized by the globalization namely women, poor, formally uneducated, disabled, uprooted from agriculture, migrants from villages, lower castes, retrenched workers etc.
This study goes beyond the traditionally defined lines to explore the other causes that have motivated people in this direction.

The National Policy on Urban Street Vendors, (2009) points out about 2 percent of the population is engaged in street vending activity.

Environment Support Group, in ‘A brief study of Street Vendors in the city of Bengaluru’, (2010) refers to street vendors’ migration to Bengaluru from different backgrounds and different states across the country looking for better prospects and an increase in the standard of living. While most (approximately 60 percent) were from different regions in Karnataka, the remaining were from across India.

There are many different reasons that have made people leave their homeland and come to the city to try their luck in making a fortune. While most of the street vendors have come to Bengaluru looking for better prospects and standard of living, a few have come because they were left with little choice due to less employment opportunities. This was especially prominent in physically challenged, who were not given jobs in their villages because of their physical disability. Others lost their land in villages to big dam projects or to highway development projects. A few took debts with enormous interest rates and lost their land cause of inability to pay their debts. While a few have been able to create some savings, most are barely able to make their ends meet.

According to orders issued by the government of Andhra Pradesh on policy of simplification of regulation of street vending/hawking in urban areas through marking specific areas and time, refers to registration of Street vendors making it amply clear that the sole purpose of registration is to provide reliable identification for establishing the identity and it is not a permit to engage in any trade, as no such permit is needed because right to livelihood is a fundamental right.
Street vendors generally work in makeshift shops or keep moving based on their product and the market available for the same. Some key ones to mention are:

- **Pavement**: All local products that come handy find their place on pavements.
- **Street fairs** are held on streets or sidewalks: These places have all types of goods and services and there is plenty of opportunity for imaginative merchants and artists of all types. Sometimes street fairs and sidewalks have a theme, such as 'book fair', but most simply display a wide array of unrelated products, from cotton socks to gold-plated jewelry.
- **A flea market** is similar to a street fair, but usually features merchants who sell second-hand items. Products range from used clothing to highly spectacular or unusual collections of antiques.
- **Holiday markets** are special markets or fairs that come to life on a specific day of the week. These start early and end late through the day. The popular Sunday Market of Bengaluru and the Chor Bazaar of Mumbai are good examples.
- **Greenmarkets**: These are commonly called as Mandis in India that are known for fresh vegetables, fish, meat, and other food products.
- **Door-to-door salesmen**
- **Special fairs**: India, being a cultural paradise has cultural, religious, state and national festivals that can be traced to every day of the year. This opens a big opportunity for vendors to set up temporary shops for the few days that people gather to celebrate which in return is a business opportunity.

Smruti Koppikar (2011) in 'We the Food Courted' for Outlook refers to Manushi, a Delhi based non-governmental organization, estimating the turnover of only the food vendors on streets from four cities Delhi, Mumbai, Calcutta and Chennai to be at 13.5 crores per annum. New initiatives like Street India have rolled out business models that provide equal ownership for the vendors; street vendors being primary stakeholders in the venture. The customers of this business will enjoy quality and hygienic street side food products and services, in a rich and better ambience of the
specially designed push carts delivered by street vendors who are trained in a highly proficient manner.

According to Fortune magazine, one estimate of street vending sales in New York City, Philadelphia and Washington, DC was $1.7 billion per year, with close to half of the sales in New York City. Many manufacturers recognize this growing retail market segment and attempt to maximize their own sales by providing goods to the street vendors. The ease of accessibility of goods to the consumer will heighten sales and possibly raise the demand for future expansions within the market.\textsuperscript{14}

Illinois department of Commerce and Community Affairs in Cooperation with U.S. Department of Commerce have been assigned the Standard Industrial Classification (SIC) Number 5963. These firms are classified as direct selling, non-store retailers. They may include any vending business, selling perishable or non-perishable goods from the structure of a tent or a motor vehicle.\textsuperscript{14}

Sharit K. Bhowmik (2002)\textsuperscript{15}, in Urban Responses to Street Trading in India talks about Street vendors conducting their business amidst insecurity. Whenever eviction drives are conducted, their wares are confiscated or destroyed. Even where street vending is permitted by the municipality, the police still hold authority to remove them. He also refers to other means through which street vendors manage to conduct their trade. Vendors in an area form their informal associations that negotiate with the local authorities. This invariably means offering rents (bribes) to the authorities for warding off eviction drives or forewarning them of impending drives. These associations collect money from their members and pay it as rent to the concerned authorities. There are others forms of extracting rents. In some cases local muscle men, more often than not with the backing of a political party, collect protection fees through threats. Their links with the local authorities ensure that those who pay will not be disturbed and those who do not pay will face eviction either by the muscle men or the authorities. The level of
unionisation is low mainly because street vendors feel that they can survive through paying rents rather than forming unions that will fight for their rights. Though there are provisions in the law for granting licenses, most street vendors in Bengaluru are denied of it. Street vendors can be assets to the urban system if they are given the opportunity to contribute to its development.

NASVI News – Volume -1 covered the struggle of food vendors wherein after 21 days the Mysore City Corporation finally agreed to open shops after rehabilitating the vendors in 37 identified spaces in the city. Licenses will be issued to all 1200 vendors surveyed and all vendors will be accommodated in the ward they belong or the nearby ward.

Arbind Singh’s leadership in unifying street vendors under the banner ‘National Association of Street Vendors of India (NASVI)’ has been contributing to vendor welfare programs across the country. The known print version published by NASVI called ‘Footpath- Ki- Awaaz’ has drawn lots of attention. Their first online weekly published on 10th May, 2012 by the name NASVI News published on: Bring strong and effective Bill for central law in current session of parliament and give pension right to unorganized workers, NASVI demands of UPA Govt.16

Tanishk Shyamya (2011)17 is amongst the new entrants into the space of promoting street business with a social agenda. Her web space StreetsIndia.org clarifies plans to uplift this entrepreneur community. Streets India has planned to eliminate the hardships of the street vendors and give them a stable livelihood along with a sustainable business model, strongly backed by a strong supply chain backbone managed by efficient processes and experts. Streets India believes that street vendors need an enabling environment in which one can receive a stable source of income whilst satisfying their social security and financial needs. The main purpose of this business venture is to organize the street vendors for a long lasting and sustainable solution for
their livelihood by carrying out the following activities under the umbrella support of this organization whilst meeting social needs providing an up-lift of this category of population. Streets India intends to organize vendors under a central organisation by bringing together illiterate, unemployed personnel and physically challenged people falling in the below poverty line (BPL) segments into the area of operations under a single organization ‘Streets India’ for providing employment opportunities and welfare measures; structured training in preparation and selling of popular street side foods in a hygienic and healthy way. The business model is also planned to include services like Party Orders, Home Delivery orders, supply of raw materials to other vendors who are not a part of this business model.

Street India will provide provisioning of

(i) Infrastructure and financial support: providing resources such as specially designed push carts, utensils and accessories with the help of subsidized loans from banks as well as microfinance organizations.

(ii) Backend support: providing the backend support of supply chain for supply of raw materials to the street-side locations, allowing the vendors to focus on their core area of selling products and services welfare measures. Streets India will also take care of the very essential needs such as healthcare cover using micro-insurance, educational and personality training for beneficiaries and their dependents.

(iii) Legitimizing street vending: Streets India will initiate actions to interact with the local government agencies/municipal corporations for legalizing street vending and lay down regulations for allowing street vending which would be mutually beneficial to both the Government agencies as well as the stakeholders i.e. the street vendors.

(iv) Integrating alternative sources of revenue: Streets India will also integrate alternative sources of revenue such as advertisements and promotions, which

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will be riding on the specially designed push carts and allowing the vendors to earn a sufficient income from this business venture.

(v) Inclusive participation: It is a unique case which will witness collaboration of public, private and community organizations for building a market which works exclusively for the urban poor (Street vendors)

Ritajyoti Bandyopadhyay (2011) in his article ‘India in Transition: The rights of street vendors’ in Business Line published by the Hindu points at the national policy based on the recommendations made on the 2004 policy draft, the 2009 draft of the National Policy which recognizes street vending as an integral part of the urban retail trade and distribution system. It aims at giving street vendors legal status. Each street vendor will be registered under the supervision of a Town Vending Committee (TVC), headed by the respective municipal commissioner, and given an identity card with a code number and category.

The National Policy recommends that the municipal authorities in the cities provide for the street vendors a range of civic services such as provisions for solid waste disposal, public-toilets, storage of electricity and water facilities. In exchange, the TVCs will collect a registration fee and a monthly maintenance charge, depending on the location and type of business of the vendor. Other important initiatives under the National Policy include providing access to credit, skill development, housing and capacity building, health care benefits and pension schemes for street vendors. However, if compared with the draft policy of 2004, the revised document of 2009 makes a significant omission with regard to the protection of street vendors from the existing repressive municipal laws.

The National Policy of 2009 introduces three zonal categories, namely, ‘Restriction-free Vending Zones’, ‘Restricted Vending Zones’, and ‘No-Vending Zones’. The
National Policy declares that one of the pivotal functions of the TVCs will be to come up with city-specific zoning laws on the basis of consensus among stakeholders.

In demarcating vending zones, the TVCs will maintain a proper balance between the usable space and the number of vendors without compromising the issues of traffic, public health, and environment. For this, a digitized demographic database (archive) will be created in each city by trained professionals on street vendors. This will also help the TVCs to issue registration certificates, identify trespassers, curb spatial and other aberrations, collect taxes, provide civic facilities, and introduce welfare schemes. This means that at least in the context of the National Policy, legalization involves the privileging of some activities as legitimate and branding of some others as illegitimate, deserving punishment and eviction.

Adding on, Ritajyoti Bandyopadhyay (2011) points at some problem areas in the 2009 draft of the National Policy. While most of the states agreed to bring the street vendors in the fold of some sort of social security mechanism, they differed in defining the non-vending zones and determining the composition of the TVCs. Firstly, many street vendors' associations have questioned the limited possibilities of stake-holder participation in the TVCs that are, in many states, heavily populated by high-level state executives.

Secondly, activist groups have also questioned the city-specific legal frameworks under which any street vendor policy is to work. In the state of West Bengal, for example, street vendors are implicated in the repressive Municipal Corporation Act (1951 and 1997). Section 371 declares that street vending is a non-bailable and a cognizable offense. Recently, the National Advisory Council (NAC) aptly pointed out that in order to implement the National Policy of 2009, the existing legal provisions under the Indian Penal Code and other municipal laws in various cities would have to be amended in favor of street vendors.
The National Policy does not provide a guideline for the states to handle surplus labor force in the sector. For this reason, the National Policy should be linked with a larger employment generation scheme led by the state. Again, in the absence of any clearly specified law safeguarding the vendors, the implementation of spatial restrictions and the registration mechanism will give the governments an informal flexibility to favor powerful lobbies and local-level regime functionaries. The current draft of the National Policy does not pay attention to the internal hierarchies within the street vending sector. It does ensure that more than 40 per cent of the members of TVCs are from the street vendors' associations. But, it remains silent on the fact that only a meager proportion of street vendors in India fall under the fold of unions.

Ritajyoti Bandyopadhyay (2011) in his suggestions to improving the national policy on street vendors identifies the following: The zoning law for street vendors might not be able to solve the problem of traffic congestion at street crossings, since according to NIAS-URPP study in Kolkata, street vendors do not seem to be the principal cause of congestion in the intersections. It might achieve little apart from displacing established street vendors, affecting their livelihoods.

Secondly, an upper limit on the number of street vendors in the city may be considered from time to time with the consultation of major street vendors unions. A baseline year can be set. However, in doing so, the implementing state agencies should take into account two things:
(a) Under no conditions should the upper limit be less than the number of existing street vendors, to avoid the risk of displacing livelihoods; and
(b) Any upper limit on the number of street vendors should be drawn only when the government can assure viable employment alternatives with similar payoffs, if not better. Permanent rural and urban employment guarantee schemes will be essential in the long run to ensure employment alternatives and better implementation of the upper limit.
The Beedhi Vyaaparigala Hakkottaya Andolana (2011) in an appeal to save the street vendors from eviction posed some important questions. “We do not want to make street vendors the sacrificial goats for the development of this city”. This is not a case of street vendors versus pedestrians as some seem to argue, both can and should have claims to the streets and all public spaces as citizens of this city. The real question is - do we want the development and beautification (“Singaporisation”) of Bengaluru at the cost of livelihoods of the poorest of the poor? Do we want their blood on our hands? Can we really claim that we have progressed by leaving a large part of our citizens behind to starve and struggle for survival? Are we willing to violate Gandhiji’s law of 'Last Man First' in favor of what our government is practicing now where the ‘last men and women’ are relegated to the rubbish heap?

The example from Surakaria, also known as Solo located in Central Java Province - Indonesia is definitely an eye opener to all who believe that street vending is a nuisance. The newly elected Mayor, Joko Widodo was challenged with many complaints arriving at the City Mayor’s desk questioning the existence of street vendors. The newly elected Mayor tried a different approach by encouraging participation of street vendors. Several policies were adapted for street vendor management: building better communication, creating space (physical and legal recognition), education and training for street vendors. The strategies included relocation, providing shelter, tents and new vendor carts adopting a traditional Javanese style. The local government provided free trade permits, free use of kiosks, tax exemption for first 6 months, support for promoting new market place, office space for traders’ cooperative, soft loans and training for the traders in business development. The success of Monjari has set an example of good governance and better street vendor management. The city has benefited not only from higher revenue, but also more beautiful and livable city.
Examples like these have inspired many and need to be reached to the people who know little about this section of entrepreneurs who believe in never giving up.

Street vendors are sometimes also born from circumstances. While they could easily make a living by begging on streets, their dignity and respect is everything and would work till the end rather than beg on streets. When most go on complaining, they choose to solve their problems on their own for as they say god helps them those who help themselves. They are determined and deserve respect.
Pictures in Image 1.1 and 1.2 are examples of determination seen amongst street vendors who have been blessed with less but have been substituted with will power and the urge to live with dignity.

**Human Resource Management (HRM)**

Management includes Human Resource Management (HRM) with all aspects of human resources and personnel resources with their function that helps select, recruit, train and develop members for any set up. HRM deals with the people’s dimensions in a given setup. HRM refers to a set of programs, functions and activities designed and carried out for the best use of resources.

The HRM function includes the gamut of possibilities from business to administration with staffing, planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources.
Unlike large setups, even small businesses both for-profit and non-profit, carry out these activities on different scales based on their operational size. HRM ensures basic guidelines that maneuver their day-to-day functionality in the best interest of the organization.

Thus, Human Resources Management is not just about people management but also the activity of conducting and managing people and business. It is a specialized process that assists people to reach their potential and further strengthens their collective goals.

Definitions

For a better understanding of the scope of study it is also essential to glance through definitions of Management, and Human resources management:

Management

- According to George R. Terry (1953), Management is a distinct process consisting of planning, organizing, actuating and controlling performance, to determine and accomplish the objectives by the use of people and resources
- Koontz and O'Donnel (1972): Management is defined as the creation and maintenance of an internal environment in an enterprise where individuals working together in groups can perform efficiently and effectively towards the attainment of group goals
- According to Lawerence A. Appley (1959): Management is the development of people and not the direction of things
- Henri Fayol (1916): To manage is to forecast and to plan, to organize, to command, to coordinate and to control
Human Resource Management (HRM)

- C. B. Mamoria and S.V. Gankar (2003) refer Human Resource Management to activities and functions designed and implemented to maximize organizational as well as employee effectiveness.
- V.S.P. Rao (2000), HR is a process of bringing people and organizations together so that the goals of one is met effectively and efficiently.
- Boxall et al. (2007) defines HRM as 'The management of work and people towards desired ends.'
- Guest (1987), HRM comprises a set of policies designed to maximize organizational integration, employee commitment, flexibility and quality of work.
- Wikipedia definition of Human Resource Management (HRM): The strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business.
- Storey (1995), Human Resource Management is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integral array of cultural, structural and personal techniques.
- According to the Civil Service Bureau, Government Secretariat of the Government of the Hong Kong Special Administrative Region, (2006) Human Resource Management is a planned approach to managing people effectively for performance. It aims to establish a more open, flexible and caring management style so that staff will be motivated, developed and managed in a way that they can and will give of their best to support departments' missions.
- Peter Drucker (1980) defines HRM as a methodical and systematic discharge of all the activities that have to be done, where people are employed especially in large numbers, their selection and employment, training, medical services, the cafeteria, safety, the administration of wages and other benefits.
According to Edwin B. Flippo (1980), Human Resources Management is "The planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and reproduction, of human resources to the end that individual organizational and social objectives are accomplished."

According to National Institute of Personnel Management, India "Personnel Management is that part of management concerned with people at work and with their relationships within the organization."

Lim Tech Ghee (1986) takes the view that "HRD should refer not only to aspects of physical well-being of people such as life expectancy, infant mortality rates of morbidity and levels of nutrition, but also to socio-cultural aspects, including education and employment, social cohesion and stability, political expression, cultural diversity and even ecological harmony. In fact, only dimensions of intrinsic value in development are the human dimensions in its totality."

Bacchus (1992) states that "The ultimate goal of human resource development in any country is, or should be, to improve the quality of life of all its people."

The UNDP (1991) prefers human development and defines HRD as referring to those "Policies and programs that support and sustain equitable opportunities for continuing acquisition and application of skills, knowledge and competencies which promote individual autonomy and are mutually beneficial to individuals, the community and the larger environment of which they are a part."

HRM includes planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are accomplished. HRM is concerned with the people dimensions in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue...
to maintain their commitment to the organization are essential to achieving organizational objectives. This is true, regardless of the type of the organization whether private or government, business, education, health, recreational or social action.

**History and background of HRM**

HRM is known by different names with functions: Personnel Management, Human Resource Development, Manpower Management, Personnel Administration and Staff Management.

Though human resources have been part of business and organizations even ancient times, the modern concept of human resources began in reaction to the efficiency focus of scientific management or Taylorism in the early 1900. By 1920, psychologists and employment experts in the United States started the human relations movement, which viewed workers in terms of their psychology and fit with the companies, rather than as interchangeable parts. This movement grew throughout the middle of the 20th century, placing emphasis on how leadership, cohesion and loyalty played important roles in organizational success. Although this view was increasingly challenged by more quantitatively rigorous and less ‘soft’ management techniques in the 1960s and beyond, human resources had gained a permanent role within an organization.35

Milestones in the development of Human Resource Management are hereby tracked from what has been summarized by the web portal whatishumanresource.com 36

**1890-1910**
Frederick Taylor develops his ideas on scientific management. Taylor advocates scientific selection of workers based on qualifications and also argues for incentive-based compensation systems to motivate employees.

**1910-1930**
Many companies establish departments devoted to maintaining the welfare of workers.
The discipline of industrial psychology begins to develop. Industrial psychology, along with the advent of World War I, leads to advancements in employment testing and selection.

1930-1945
The interpretation of the Hawthorne Studies' begins to have an impact on management thought and practice. Greater emphasis is placed on the social and informal aspects of the workplace affecting worker productivity. Increasing the job satisfaction of workers is cited as a means to increase their productivity.

1945-1965
In the U.S., a tremendous surge in union membership between 1935 and 1950 leads to a greater emphasis on collective bargaining and labor relations within personnel management. Compensation and benefits administration also increase in importance as unions negotiate paid vacations, paid holidays, and insurance coverage.

1965-1985
The Civil Rights movement in the U.S. reaches its apex with passage of the Civil Rights Act of 1964. The personnel function is dramatically affected by Title VII of the Civil Rights Act, which prohibits discrimination on the basis of race, color, sex, religion, and national origin. In the years following the passage of the CRA, equal employment opportunity and affirmative action become key human resource management responsibilities.

1985-present
Three trends dramatically impact HRM. The first is the increasing diversity of the labor force, in terms of age, gender, race, and ethnicity. HRM concerns evolve from "employment engagement opportunity" and affirmative action to "managing diversity." A second trend is the globalization of business and the accompanying technological revolution. These factors have led to dramatic changes in transportation, communication, and labor markets. The third trend, which is related to the first two, is the focus on HRM as a "strategic" function. HRM concerns and concepts must be
integrated into the overall strategic planning of the firm in order to cope with rapid change, intense competition, and pressure for increased efficiency.

On the Indian scenario as again remarked by whatishumanresource.com: Over centuries, India has absorbed managerial ideas and practices from around the world. Early records of trade, from 4500 B.C. to 300 B.C., not only indicate international economic and political links, but also the ideas of social and public administration. The world's first management book, titled 'Arthashastra', written three millenniums before Christ, codified many aspects of human resource practices in Ancient India. This treatise presented notions of the financial administration of the state, guiding principles for trade and commerce, as well as the management of people. These ideas were to be embedded in organizational thinking for centuries. Increasing trade, that included engagement with the Romans, led to widespread and systematic governance methods by 250 A.D. During the next 300 years, the first Indian empire, the Gupta Dynasty, encouraged the establishment of rules and regulations for managerial systems, and later from about 1000 A.D. Islam influenced many areas of trade and commerce.

A further powerful effect on the managerial history of India was to be provided by the British system of corporate organization for 200 years. Clearly, the socio cultural roots of Indian heritage are diverse and have been drawn from multiple sources including ideas brought from other parts of the old world. Interestingly, these ideas were essentially secular even when they originated from religious bases.

In the contemporary context, the Indian management mindscape continues to be influenced by the residual traces of ancient wisdom as it faces the complexities of global realities.36
Human Resource Management has evolved rapidly and is growing equally by the day. Human Resource Management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a workforce.

HRM revolves around human capital; the collection of capabilities of the individuals required for providing solutions to clients/customers. This also includes individual capital comprising personal traits of persons available only through own free will, such as skill, creativity, enterprise, courage, moral, non-communicable wisdom, invention or empathy, non-transferable personal trust and leadership.

The present day HR has been evolving at a rapid pace. A state-of-the-art Human Resource system provides the underlying data to empower customers, employees, managers, suppliers and vendors, with direct access to data at the enterprise level, through self-service mediums such as the Internet. The trend is becoming an essential element of business thus changing names from the traditionally being called ‘Personal Administration’ to ‘Legal Office’ to ‘HRM’ moving to ‘HRD’ and today being popular as ‘Strategic HR’ or ‘Business HR’.


The basic premise of the academic theory of HRM is that humans are not machines; therefore we need to have an interdisciplinary examination of people in the workplace. Fields such as psychology, industrial engineering, industrial and organizational psychology, industrial relations, sociology, and critical theories: postmodernism, post-structuralism play a major role.
**Nature and Characteristics of Management**

The important characteristics of management are as follows:

- **Involves Process**: The process of management is continuous in nature. Management lasts as long as there is a need to achieve goals, and therefore, there is a need for managerial process on a continued basis. Planning activities, organizing resources, directing subordinates and controlling activities.

- **Leadership driven**: Management involves leadership qualities in all participants which involve self-direction and also skills to lead subordinates, communicate effectively and motivate team members.

- **Focused and Result oriented**: Management places emphasis on results and is focused on the attainment of goals or results. It is not just activities that matters but better results. The results directly help reduction in wastages, optimum use of resources with motivated workforce towards higher efficiency etc.

- **Group activity**: Proper management requires team work. The combined efforts of all the members to bring success and achieve common goals.

- **An art as well as a science**: There is a considerable debate as to whether management is an art or science. In practice, management is an art. However, it can work better by using the organized knowledge (science). Therefore, management has characteristics of both art as well as science.

- **Systematic with established principles**: Management follows well-established principles in managing division of work

- **Ownership and Accountability**: As in large organizations, management and ownership need not be one and the same. There is a scope for owners to hire the service of professionals. However, in small setups, owners themselves undertake management activities.37

**Human Resource Management is also considered an art for the following reasons**

- **Innovative**: HRM like any other art needs to be innovative. There is a constant need to be innovative in order to gain competitive advantage. Managers have to
come up with new ideas or solutions to handle situations. There may be a need to modify an earlier decision depending upon the situation of a particular problem.

- **Individualistic approach:** Individual approach can create a big difference in managing the subordinates. There is always a need to adopt individual approach or style of managing to handle situations. Given the same situation, the same resources and the same environment, some manage easily and get the work done from their subordinates, whereas, others fail in spite of their best efforts. This is because of the effective individual approach adopted to handle situations.

- **Result oriented:** Like an artist, it is always practical and action based. What matters is not just activity but accomplishments with results. Emphasis needs to be placed on the results rather than on activities. The result of good management may be seen in the form of reduction in wastages, optimum, motivated workforce, higher efficiency etc.

- **Initiative:** Like artists take the initiative in doing the right things at the right time, good managers also encourage initiative on the part of their subordinates. The initiative helps to take the right decisions, which in turn improves the overall performances leading to higher gain.

- **Personalized form:** Like any other art, management is a personalized activity. Every manager has his own way of managing things and people, based on his knowledge and experience.

- **Application and Dedication:** Good management requires not only skills and knowledge but there is also a need for discipline, dedication and commitment. Success is the outcome of knowledge, intelligence & dedication.

- **Intelligence:** Successful management also includes intelligence. They need to have mental intelligence, social intelligence, inter-personal intelligence and emotional intelligence.

- **Practiced to perfect:** The application of managerial principle over a period of time enables them to tackle difficult problems with confidence. In other words,
they develop their skills through constant practice just as artistic skills can be developed through training.

Mary Parker Follet, Harold Koontz and several other management authors called management ‘as the art of getting things done through people’. Art refers to creative skills and talent which people require to conduct certain tasks effectively. Art is an inborn talent. However, it can be refined though learning and practice.

Concepts of motivation and leadership play an important role in entrepreneurship exhibited by street vendors. Hemphill, in his experimental study of why people attempt to lead concludes that, people strive for leadership to achieve goals of individual importance concerned to them. Self-motivated people draw motivation from real life experiences. Bernard Berelson and Gary Steiner define motive as “an inner state that energizes, activates or moves and directs or channels behavior towards goals”.

Through the study it is observed that street vendors are a class apart from the ordinary with entrepreneurship that is tested to limits with survival itself being at stake. In this test of survival, motivation is a product of commitment and the commitment comes from involvement while the involvement means doing it personally.

It may be observed from the review of literature that most of the material exposed is from sources that need attention and contribution from social scientists on social, entrepreneurial and cultural fronts help bringing to light the facts contributing to the societies understanding of street vendors and the street vendors uplift. While it is evident that the available literature throws light on the socio-economic conditions for street vendors and brings to focus the problems they currently face, along with the few efforts towards defending street vendors by the few trying to save the traditional part of this community. There is also a strong push to give legal status to the National Policy for Street Vendors, 2009 by several young researchers who have been trying to get a deeper understanding of the street vendors from different angles. Their contributions...
and the contributions from this study will certainly help in building academic strength for all future studies.

**Methodology**

This exploratory research, primarily a sociological study with focus on human resource management has looked at many facts not limiting its scope to social or economic fronts, and has also touched and examined the various behavioral aspects related to management and organizational setups. Keeping the demographics and the respondent's time limitations, the empirical method has been adapted with random sampling techniques using interview schedule and observation for harvesting the blend of spoken and unspoken vendor response.

Street vendors belong to the most neglected part of the unorganized sector with little representation from the state, making any kind of data collection a real challenge. With little or no authentic studies published, this study relies on news articles and first-hand data from the field. The study demanded the researcher to be involved in activities as a participant observer to reveal facts supporting the research. This also included being a part of the business as a customer/client, salesman, guide, association leader, media reporter, a research student and also a spy.

**Data Generation**

The study is based mainly on the primary data with some integration of secondary data. The primary data has been collected with the help of the interview schedule. The interview schedule has been framed on the basis of pre-coded and open ended questions. This effort which is about the various aspects of street vending at different stages has helped the researcher identify what vendors have contributed and are sociologically contributing to the growth of the society. It has also helped assess their
role and status of street vendors in the society. The facts have been summed up by contacting over 1000 respondents of which 500 completed samples have been represented to formulate this thesis on street vendors working in Bengaluru, the Silicon City of India.

**Participant Observation**

To acquire the reliable knowledge, extensive fieldwork has been conducted between October 2008 and September 2011. Repeated field visits and participative interaction with associations and with vendor welfare communities has helped build trust and confidence of the street vendor community. The researcher has directly involved himself with participant observation methods to observe vending activity closely and gathered first-hand experience on aspects covered in this study.

Personally campaigning for the vendors on instances of eviction and openly supporting the street vendor community at crisis has helped seek a wild card entry into the most astonishing facts which are otherwise held secret. There have been affiliations established with membership of national level street vendor associations such as NASVI, while also building rapport with local associations and many others directly or indirectly.

**Non-Participant Observation**

To get deeper into facts that may never be quoted, non-participant observation has also been adapted in areas where the researcher failed to get direct answers. Such areas include conflict, threat, harassments and non-ethical practices. Non-participative observation has also helped in identifying management techniques which could not be expressed due to lack of formal education. A fair amount of time has been spent on
observation and remote photography to capture moments that are otherwise difficult to capture or do not see the light of day.

Interview Schedule

All statistical data has been collected via an interview schedule. The questionnaire included both pre-coded and open-ended questions. Questions have been administered to street vendors at place of work and have been communicated in native languages including Kannada - the state language of Karnataka, Hindi - the national language, English, Tamil, Telugu and Tulu.

This research was completed with five assistants on the field at different times. More than 70 percent data has been collected by the researcher. All research assistants were carefully selected by screening for interest, ability, motivation and also on personal contact of working with them in the past. Selected candidates were trained for 3 days to understand the subject and meaning of the study and equipped with required background information on the subject matter.

Secondary Data

The secondary data has been collected from secondary sources such as books, gazetteer, census reports, papers, articles, journals, magazines and online sources. Since street vending has not been an explored area in the field of research, there has been serious limitation on the secondary data. In the recent past, there seems to be a spring of fresh minds that have taken up research on street vending and have contributed in bits and pieces with their writings on the internet. There has been an effort to therefore collect it from the internet and connect with any relevant contributions on street vending.
Universe of Study and the rationale for choosing the Area and Location of research

This study involved researching street vendors belonging to Silicon City of the east i.e. Bengaluru, the capital of Karnataka State in India, with focus on collecting information about street vendors, their family status and business techniques. An estimated One Lakh Fifty Thousand to Two lakhs street vendors are scattered in and around Bengaluru along with some neighboring districts surrounding that come within the scope of this study. For the purpose of this study to be representative at all ends, the research had to be focused where all kind of representative sample could be available. Keeping this in mind the main sample was taken from one of the oldest holiday market popularly known as Sunday Bazaar of Bengaluru.

Sunday Bazaar of Bengaluru is a market that is more than half a century old and as the name suggests it comes to life once a week on the day of Sabbath ‘Sunday’. The market attracts more than 1500 vendors from all over Bengaluru and the surrounding areas with an average visiting population of one lakh fifty thousand to two lakhs visitors every Sunday. The market represents a perfect mix of diversified population pouring in, with vendors occupying a stretch of about 3 kilometers on both sides of the main street. It includes people from higher-middle class to lower-middle class finding street vendors at one place with the broadest representation of products, places and diversity all at one place.

This mix of street vendors from Sunday Bazaar of Bengaluru along with street vendors from the urban pockets such as Koramangala, MG road, Halasur, Shivaji Nagar, CMH road, Avenue road, Chikpet, Majestic and Marthahalli have been considered for the purpose of this study as this was the best sample that represents the entire vending community of Bengaluru. The Sunday Bazaar is most diversified with vendors participating not only from Bengaluru but also the surrounding districts of Bengaluru.
Field Work Experience

Extensive fieldwork conducted between October 2008 and September 2011 consisting of repeated field visits and participative interaction with associations and vendor welfare communities has helped build trust and confidence of the street vendor community making it possible to get desired results.

The study has provided many examples of commitment, dedication, entrepreneurship, bravery, social service and leadership that may not have had direct connection with this study and hence did not find a place in this thesis. Many heart-breaking instances were observed that showed the sad state of street vendors where skill and talent have no place, evictions that leave the street vendor without meals, snatching of goods by authorities that were just bought on loan with an expectation of starting something new, police and muscle men.

This study also had many hurdles, some expected and many unexpected that made it difficult to get involved into the depth of the matter as desired which is further explained in the limitations of this study.

Limitations of the study

Street vendors belong to the unorganized sector with little representation that is recognized by the state making any kind of data collection a real challenge. With little or no authentic studies published, this study relies on news articles and first-hand data from the field. The study required the researcher to be involved in activities as a participant observer to reveal facts supporting the research. This also included being a part of the business as a customer, client, salesman, guide, leader, reporter, spy and a research student.
Most of the secondary data collected needed extensive search as this is not a common subject and has not been studied in depth earlier. There was little or nothing that came out from the government and state machinery as what could be called credible. The only thing from visit after visit, from desk to desk, knocking at government offices was getting to know more faces in the state administrative machinery with no information from them.

For the purpose of statistical accuracy and requirement of chi-square, analysis tables that have been subject to statistical analysis have been presented with merged data wherein transgender respondents have been added to the female respondent category.

There is also the aspect of street vendors not being educated and not being able to represent or make the best meaning in English. The same hence has been translated in local and regional languages with the best possible try, still leaving scope of negligible error in understanding and interpretation of some concepts. The researcher in such cases has tried to maintain best possible answers and also tried to collect data by prompting answers with multiple options for better understanding.

Street vending being a mobile activity with no boundaries or definite address of location thus spread over the expanding geography without certainty of record or license makes the study on street vending highly debatable with different opinions and inferences. In continuation to this limitation, it is also a business which has a good number of new faces joining and a good number leaving the profession without any records.

This study limits its scope with findings exclusively from Bengaluru, the area of study during the period of 2007 to 2012. Street vending being a fairly wide subject and staying within the limitations of time of this research, some aspects of the study may have received limited attention and thus remains as opportunity for many such studies.
Scheme of the Study

- Chapter One covers introduction to thesis and detailed review of literature, definitions, methodology, hypothesis, concepts of street vending and human resource management tools, techniques and objectives
- The Second Chapter consists of the background of street vendors and current status of the street vendors in Bengaluru
- Chapter Three deals with the role of street vendors and business strategy covering management techniques
- The Fourth Chapter includes socio-economic and cultural background of the street vendors
- Chapter Five focuses on educational mobility and aspiration amongst street vendors for better prospects
- The Sixth Chapter analyses the role and impact of NGO’s/associations, alongside the government schemes formulated for development of street vendors
- Chapter Seven wraps up with conclusion and suggestions
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