To nurture thought leaders and practitioners through inventive education.

Focus on inventive education by offering practical, innovative and technology driven programs.

Provide managerial talent with risk managing ability, passion for learning and creative thinking and values in rapidly evolving economic and social environment.

Contribute significantly to Indian corporate world by preparing management graduates with global mindset.

Build intellectual capital through faculty development, research, consultancy and publications.

Develop alumni network of mutual benefit and keep alumni updated through continuous learning and meetings.
aWEshkar

Prin. L. N. Welingkar Institute of Management Development & Research

Vol. XV Issue 1
March 2013

Editor
Dr. (Ms.) Ketna L. Mehta
WEshkar is a biannual journal. WE stands for Welingkar Education and Aweshkar stands for creating new knowledge for the benefit of the academic, corporate community and students. WEshkar (वेशखर) in hindi means Discover. The journal publishes Research Papers, Research Articles, Case Studies, India Focused Research, Management Ideas, Management Games, Book Reviews and Poems.

WEshkar is included in:
- EBSCO Database, USA.
- Ulrich' Directory of Periodicals, USA.
- It is reflected in many International University Libraries:
  - UNISA - University of South Australia.
  - Universitätsbibliothek Leipzig, Germany.
  - Bibliothekssystem Universität Hamburg, Germany.
Contents

Guidelines for Authors

EDITORIAL
Ketna L. Mehta 7

MANAGEMENT IDEAS
The 'Return' of the Employee Relations and Industrial Relations Discipline 8
Vijayan Pankajakshan

Experiential Marketing: A radical new idea for the Indian Disability Sector 10
Ketna L. Mehta

INDIAN ETHOS
Management Fundamentals based on 'Kautilya's Arthashastra' 11
Radhakrishnan Pillai

India: Towards Better Management of Tourism 18
Chitrarekha Kumar and Prisoomit P. Nayak

The Preservation of Tradition through the Generations: Does It Help or Harm? 23
V. Anuviyan and M. A. Krishnan

RESEARCH
21st Century HRD Issues - Challenges for the future 39
P. S. Rao and Uday Salunkhe

Stakeholder Management in Infrastructure/Construction Projects: The Role of Stakeholder Mapping and Social Network Analysis (SNA) 48
V. R. Murali Mohan and Anil Rao Paila

Work Life Balance (WLB): A Key to Organizational Efficacy 62
Harish Kumar and Sudeep Kumar Chakraborty

Impact of Infrastructure sharing on Indian Telecom Sector 71
Ashwini Dhage and AKN Prasad

Emotional Intelligence as Predictor of Occupational Stress among Working Professionals 79
Sarvesh Satija and Waheeda Khan

A Peer Reviewed Research Journal 3 aWEshkar Vol. XV Issue 1 March 2013 WeSchool
Case Study
A Motivated Employee: A Qualitative Study on various Motivational Practices used in Organizations
Roopa Adyasha

Louis Philippe: The larger stores for Brand Initiatives
Binod Kumar Singh

Research Communication
Glossary of Research Terms
Vijaya Manerikar and Sumeet Manerikar

Management Game
Dialogue Using Discussions to Facilitate Learning
Mohandas Nair

Young Minds
Circles of Peace
Global Peace: Be the Change You Want to See
Research by Students of Weschool

Leadership Shift: From 'Best in' to 'Best for' the World
Nivedita Radja

An Effective Waste Management System for a Better Future
Sumit Gakhar

Book Reviews
Market Your Way to Growth: 8 Ways to Win
Walter Vieira

Everyone Communicates Few Connect
Trupti Humnekar

Succession - Are You Ready?
Vijayan Pankajakshan

Poem
Into Playdom forever
Swar Kranti
Guidelines for Authors
Peer Review Research Journal - aWEshkar

aWEshkar welcomes articles on issues of current interest in management, globally. We publish empirical papers, review papers, executive experience-sharing, research notes, case studies and book-reviews. The official editorial address of aWEshkar is:

Dr. Ketna L. Mehta,
Editor & Associate Dean, Research,
Prin. L.N. Welingkar Institute of Management Development & Research,
Lakhamshi Napoo Road, Matunga (Central Railway),
Mumbai- 400 019, Maharashtra, India.
Tel: +91-22-2419 8387
E-mail: ketna.mehta@welingkar.org
Website: www.welingkar.org

All submissions for aWEshkar to be sent to ketna.mehta@welingkar.org. The manuscript should have a cover page with author details, followed by an Abstract, 4 to 5 keywords, full paper, references and figures and tables if any. The manuscript should be typed in Times New Roman font size 12, with 1.5 line spacing and with margins of one inch on all sides. The normal size of a paper is about 5,000-7,000 words.

(Joint) Authorship of Papers: Authors should testify to the authenticity and originality of their papers. In case a paper has more authors than one, each of them has to separately testify that they have contributed to the paper and that it is an original creation by them. aWEshkar has a very strict anti-plagiarism policy and hence the authors are expected to submit only authentic and original works to aWEshkar. Any changes in the authorship after the initial submission and declaration should be supported by intimations to the Editor to that effect from the authors who are removed as well as those who are added.

Cover Page: Manuscript of a paper should have a cover page providing the title of the paper, the name(s), address(es), phone, fax numbers and e-mail address(es) of all authors and acknowledgements if any. In order to facilitate anonymous review of the papers, please restrict the author-related information only to the cover page.

Abstract: Following the cover page, there should be an ‘abstract’ page, which should contain the title of the paper, the subtitle ‘Abstract’ and a summary of the paper in single space, not exceeding 150 words. The text of the paper should not start on this page, but on a fresh page with the title of the paper repeated.

References: References should be cited in the style prescribed in the Publication Manual of the American Psychological Association (4th ed.). Indicate the position of the reference in the text within brackets by the author's last name and the year of publication; e.g.: '(Porter, 1980)' or incorporate it into a sentence, e.g.: ‘as pointed out by Hannan and Freeman (1977)’. At the end of the text, references should be listed in the alphabetical order of the last names of the authors, with a title REFERENCES. Examples of how the references are to be listed at the end of the paper are given below.


Notes: Do not use footnotes. Minimize endnotes. If they are unavoidable, number them serially in the text using superscript and list them together on a separate sheet under the heading NOTES immediately following the text of the paper. Notes are not for citing a reference but for offering a significant explanation, which is important for understanding the text, but is tangential to the main idea discussed therein.

Figures and Tables: Each Figure/Table should be printed on a separate sheet. Figures and tables are to be separately numbered, titled and attached at the end of the text serially. The position of the figure or table should be indicated in the text on a separate line with the words "Table 1 about here".

Revised Manuscripts: At the end of the blind review process, the editor informs the author about the acceptance or rejection of the manuscript. On acceptance, the author is expected to incorporate the modifications suggested by the reviewers, if any, and submit a soft copy of the final revised manuscript within 12 days.

Policy against simultaneous submission: Authors should ensure that the manuscript submitted to aWEshkar is not simultaneously submitted to any other journal or publisher. Similarly, it should not be submitted anywhere else during the pendency of the review process which will take about 3-6 months. Once a manuscript is accepted by or published in aWEshkar, it becomes the property of WE SCHOOL, whose permission is required for any operations covered by the Copyright Act.
Subscription Form

Date: __________________________

Name: ______________________________________________________________________

Address: _____________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________

Pincode: _______________________ Country: ___________________________________

Telephone: __________________________ E-mail: __________________________________

I have enclosed Rs. __________ by cheque or Demand draft made in favour of

“Prin. L. N. Welingkar Institute of Management Development & Research”

For the period _________________ to ________________ .

Subscription Rates:

<table>
<thead>
<tr>
<th>Year</th>
<th>Individual</th>
<th>Institutional</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 year</td>
<td>Rs. 1500</td>
<td>Rs. 2000</td>
<td>$ 45</td>
</tr>
<tr>
<td>2 Year</td>
<td>Rs. 2500</td>
<td>Rs. 3500</td>
<td>$ 75</td>
</tr>
</tbody>
</table>

Send To:

Dr. Ketna L. Mehta, Editor & Associate Dean, Research,
Prin. L. N. Welingkar Institute of Management Development & Research,
Lakhamshi Napoo Road, Matunga (Central Railway), Mumbai - 400 019, Maharashtra, India.
Tel No. : +91-22-24198387
Email: research@welingkar.org
EDITORIAL
Namaste India!

Every time I would attend a Round Table or meeting as editor of a WEshkar on 'Paradigms for Research Publications' - the discussions would veer around conforming to International Publication Standards. This would cover all those parameters laid out by our western counterparts and Indian Researchers would be considered as 'arrived' if their research got accepted by the top Refereed Journals. Well, definitely its good to have such a goal, nothing wrong with that.

Yet, I would have this nagging doubt that each time an international brand attempted to entrench itself in the minds of the Indian Customer with the successful International strategy, it failed. McDonald's, Kellogg's, GE, LG, Compaq all had to customize their strategies to enter our homes. No 'one size fits all' worked in India - our complexities, our vocabulary, idioms and culture was not as simple as untying shoe laces. Our organizations have a unique ecosystem, challenges and relationship conundrums. It requires a different and unique approach - an Indian way of solving! Thus our research publications would also reflect this reality.

Our Peer Reviewed Research Journal, 'a WEshkar' has been especially compiled keeping in mind our very special Brand - India. Each of the authors has done tremendous research and has rich experience on different aspects about India and Management.

India has created new paths in the past and we are exceptionally capable of creating benchmarks for the future too. Namaste, welcome to 'Our India'.

Dr. Ketna L. Mehta, Ph D.
Editor
Email: ketna.mehta@welingkar.org
The 'Return' of the Employee Relations and Industrial Relations Discipline

Vijayan Pankajakshan*

It is an irony that a ghastly murder (besides a couple of others in other companies and geographies in India), significant loss of Production and a meeting collective bargaining impasse in India's largest Automotive company has made India Inc's Business Leaders and Senior Human Resources and Employee Relations professionals, take notice and initiate diagnosis and corrective steps.

IR breakdowns are not happening for the first time. Most of us would recollect the 555 day Textile Industry strike in Mumbai (1985), the violent Trade Union actions (Pune's Pimpri-Chinchwad). Those events had stirred everyone but had not shaken the common citizen, as it is this time. The ostensible reason could be the '24*7' Breaking news phenomenon. Any which way one reflects at the turn of events - in the last 12 months or so - on the Indian IR and ER landscape, there has been more tears than happiness.

However, if all stakeholders now decide to 'overreact' to the 'high octane industrial conflict challenge, we would be sending a message that nobody cared for all the violence and blood that was shed in Indian IR/ER history of past three decades. Equally, if stakeholders view the current 'heated temperature' as a passing storm, I believe it would be foolhardy. Hence a measured and composed perspective should lead the thinking and crafting of strategy to move Indian IR and ER to an altogether new higher order level - hallmark by fairness, Productivity and Inclusion.

I would like to focus only on one of the most challenging dilemmas that has been the common thread of many a dispute and breakdown, in the recent past months and years. The engagement/non engagement of 'contractual, outsourced, temporary' workforce has been a flash point. The Indian Labour legislation that is reflected in the Indian Contract Labour Regulation and Abolition Act, had intended that the use of contract workforce is to SUPPLEMENT the permanent workforce. The contract labour were/are supposed to be engaged only in 'non perennial' work and only on those processes that are 'incidental' to the core manufacturing/value adding processes.

Over time, these principles have been blatantly violated than complied with. This has led to many a workforce - in many industries and companies - now having its share of contract/outsourced workforce, much higher than that of the permanent workforce! This has been ostensibly done due to two reasons: a) to reduce the cost of manufacturing and b) the chorus of Business and

*Vijayan Pankajakshan, Faculty, Human Resource, We School and Principal Consultant, Empowered Learning Systems Pvt. Ltd., Mumbai, India. 
Email: vijayan.pankajakshan@welingkar.org
HR leaders that Indian labour law is not flexible enough to 'hire and fire' at will. In some cases the large players engaged in the B2B 'outsourcing workforce space' have contributed positively to the raising of standards in the way 'indirectly owned but directly managed workforce' is treated and paid. However, over 93% of the Indian workforce is still in the unorganised sector, where these large players are not present.

Hence, the way forward in that sense is quite clear. Whether the stakeholders involved have the courage and wisdom to get their act together is yet another story.

Outsourced workforce/contract workforce and all forms of temporary human resources are and will continue to be a key component of the organisation's risk mitigation strategy - to ensure it is able to respond cost effectively to peaks and troughs in demand for product and services and also deploy in non core activities. These would be a legitimate reason to employ contractual/temporary workforce. However, this workforce does not deserve to be at the receiving end of a double whammy of 'uncertain length of employment' and 'low salary'! In the USA and many parts of Europe, contract and temporary workforce get a higher rate of pay, as compared to the permanent workforce.

Paying contract labour just the minimum wage (as per the Minimum Wages Act) and at the same time expecting them to be as productive and committed as permanent workforce, is NOT the right thing to do. Obsession with only doing things right has been almost exhausted in terms of Business organisation and their philosophy. It is time for the emergence of a philosophy that is based more on doing the right things. Business and HR leaders have to advocate that a Minimum wage based approach will not provide the physical and intellectual nourishment that is required by a worker/employee in today's highly competitive and increasingly knowledge based roles and jobs.

How long have we to wait to do the RIGHT THING? The next generation of Indians will judge as to whether we left behind the right legacy or was it another instance of a MISSED AND LOST generation. As one hears of the significant National initiatives being engaged - as we speak - by an array of stakeholders - we can be optimistic.

QUOTE

*Optimism is the faith that leads to achievement.*
*Nothing can be done without hope and confidence.*

Helen Keller
Experiential Marketing - A radical new idea for the Indian Disability Sector

Ketna L. Mehta*

Marketing is constantly evolving with the objective of going beyond awareness about a product or service to actually customers undergoing an experience of the same before buying it. Conventional marketing is an organizational function and set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.

Experiential Marketing connects audiences with the authentic nature of a brand through participation in personally relevant, credible and memorable encounters. Whereas traditional marketing has focused on mass communication using rational, left-brain directed persuasion, experiential marketing focuses on making a personalized connection using emotional, right-brain directed involvement.

There are a plethora of companies who have resorted to this new model of marketing to attract and retain customers. From personal experience (pun intended!) I visited an experiential zone of the brand Canon in a mall in Mumbai. The design of the entire space was done by a reputed company based in Singapore after having studied and researched the intended target audience in detail. All the various brands were displayed attractively all over the zone. Visitors were encouraged to hold, handle, check the features and even click with the various canon cameras and take a print of the snap to know the quality. Besides this there was a piano and a Harley Davidson bike. One could pose at either of these spots and take a picture or try our hand at the keys and play some music. One wanted to spend as much time as possible in this place and at leisure check out all the various products of the Canon Brand. Refreshingly unique experience indeed.

This concept can be extended to the disability sector. An experience zone of the various products for the differently abled along with accessible, barrier free environment. Different sections can be earmarked for home spaces including washrooms, kitchen, bedrooms etc; work stations, playgrounds and recreational spaces.

Then invite the policy makers or ministers in the ministry of social justice and welfare to inaugurate. Make them sit on a wheelchair provided there and allow her/him to freely experience the benefits of a wonderfully built spaces like ramps, railings, low elevator buttons, low reception counters, different products to improve the quality of life and statistics on improvement in the overall productivity of the country of our nation if made completely disabled friendly.

Providers of various products like aids, appliances, rehab products can take stalls and it would be a one window experience whether one is temporary or permanently disabled. This would not only serve the customers but also provide revenue for the service providers, besides a three dimensional demonstration of how simple and easy it is to make our public and private spaces disabled friendly.

Why let such a potent concept in management of Experiential Marketing go waste. Do we sense a scramble towards taking this idea to fruition? Hope many do!

*Ketna L. Mehta, Editor and Associate Dean, Research, We School and Founder Trustee, Nina Foundation, Mumbai. India. This was published in Design for All, IIT Delhi Publication. Issue 2, Vol. 7, February 2012.

Email: ketna.mehta@welingkar.org
Management Fundamentals based on 'Kautilya's Arthashastra'

INTRODUCTION

In the current corporate and Management scenario, we find a lack of business ethics. Even though modern corporations have developed a basic framework on 'Corporate Governance' it has merely become a piece of yet another document which the Management signs as another process for the functioning of a company. Even some of the top Multinationals have a very well defined Corporate Governance structure. However, the practical application is hardly being noticed. This has become a very serious problem to be considered when Corporations are becoming the prime movers of the society. We need to rework the basic Fundamentals of Management. The current paper is based on 'Kautilya Arthashastra' written in 4th B.C. by Kautilya, also called as Vishnugupta, and popularly known as Chankaya. Various Management Gurus have also referred to him as the world's first Management Guru.

RESEARCH METHODOLOGY

The current paper is based on the critical edition of Kautilya's Arthashastra by Dr. Kangle (1972) which was taken as the primary source for this study. Other books and translations on the same subject have been used for reference; namely, the works by Dr. Shamashatry, Mysore University, (1908), Ganapati Shastrty (1924) and by Rangarajan (1992). The complete list of books used in this research is given in the reference section.

Apart from the academic interpretation of the subject I felt it was necessary to explore the work's practical relevance in today's society, the management world in particular. The aim is to give a basic framework derived from conceptual level to application level. For this purpose during the course of the research I also spent time interacting, learning and sharing his viewpoint with professionals in various fields. I presented my views and papers at two national level conferences, one in the field of Management, and the other in the legal field. Interacted with about 20 Management 'Guru' and teachers, 2 CEOs, Met up with 3 Chartered accountants and 2 senior Judges, one of the supreme court and another the High Court of Kerala followed by a visit to a Law college and meeting with its registrar. I also met up with the Vice Chancellors of two universities of Kerala along with their registrars. I interacted with the Governor of Kerala State, the District collector of Ernakulam and spent some time with a Member of a Legislative assembly (MLA). During one of the conferences I also had a chance to listen to the
Chief Minister of Kerala on ‘Effective Governance’. I attended a workshop on ‘Character Analysis’ and conducted a workshop, for a group of youngsters on ‘Creative Thinking’. Finally I gave a lecture for a group of students of an M.B.A programme on ‘Management Principles from the Arthashastra’. On the research front, I also prepared a research paper titled ‘The life of Adi Shankara - a Management Lesson’ which gives an ‘ideal’ of an organizational leader in the context of the Modern Management Gurus.

The prime objective of this course of study to find the ‘Truth’, which Dr Gangadharan Nair, described, should be the solo objective of any research work.

KAUTILYA’S ARTHASHASTRA

We find the roots of Arthashastra in the Rig Veda (Nair.G). The Arthashastra deals primarily with Economics, Politics or Statecraft and Punishments, therefore it is also called as Dandaniti. Arthashastra is a book based on Pure logic, Anveshiki (1.2.1). Most of our ancient Indian books starts with the invocation of a deity before the writing of a book, in most cases, Ganesha, the Lord who removes obstacles and Saraswati, the Goddess of Knowledge. However in this book we find that Kautilya, who is also referred to as Vishnugupta, towards the end of the commentary, begins by invoking Sukracharya and Brihaspati.  

"Om Namah Sukrabrihaspatibhyam"
Om. Salutations to Sukra and Brihaspati

There are two important insights we can get from this. The first is that he invokes the two great Acharyas (Gurus) of the Asuras and the Devatas. We find in the Puranas that the Asuras and the Devatas were enemies, hence their Gurus would also would have had different view points. This means that, Kautilya has considered both the different view points of the extremes before reaching any decision. Secondly as we proceed we find that the book is completely based on logical discussions taking into consideration all different view points.


However, it also needs to be stated that these are general classifications from the writer's view point. We can learn of areas covered in one book in other books also. For example, we can learn about the Fundamentals of Management from not only Book 1 but also from Books 2, 8 and 10.

We find that Kautilya describes various specialized sciences in the Arthashastra including Gemology, Ayurveda, Architecture etc. What is really interesting to note is that in this process we come close to the mind of Kautilya who appears before us a 'master mind' who could specialize in so many different areas within one single book.

Another interesting revelation is that Kautilya's Arthashastra is not the first Arthashastra. From a number of quotations and references in later
works, we know that there were at least four distinct schools and thirteen individual teachers of Arthashastra before Kautilya (Rangarajan, pg 16). Throughout the book he gives references of these various acharyas which include Bharadvaja, Visalaksa, Parasara, Pisuna and Kaunapadanta among others. The greatness of Kautilya was that he made the principles contained in his Arthashastra so applicable that probably the previous Arthashatras got lost with passage of time. The very reason that this book has come down to our generation after nearly 2000 years shows us that he had really fine tuned each concepts in detailed manner that it survived the test of time. This shows the farsightedness of Kautilya. He has worked on the psychology of the human mind that never changes with time.

This book was written by Kautilya for his disciple king Chandragupta Maurya. Basically in this research paper we will limit ourselves to the Management aspects given in the Arthashastra.

MANAGEMENT ASPECTS

Book 1, ie 'Concerning the Topic of Training', is taken as the Fundamentals and Foundations of the Management aspects contained in the Arthashastra. It has 500 sutras, divided into 21 chapters and 18 sections. As in any Management system, the book starts by defining what areas are going to be covered. Kautilya tells us before hand what is going to be taught in the following chapters. He wants the students to be aware what they are going to learn. This is done by giving a basic structure of the Arthashastra starting with the Enumeration of Sections and Books and also Enumeration of the Sciences (chapters 1 to 4).

The next important aspect concerns, Training. Unlike in today's Management system of just learning in a Business school, Kautilya starts in his more traditional manner of learning through a Guru-Shisya Paramapara, by learning under knowledgeable and experienced persons. Hence the following chapter, no 5 is titled 'Association with Elders'. Its very important for us to understand at this point that any knowledge that we need to gather cannot be learnt just by mere theory. It is gained only by careful observations by people who are skilled in that science. This is the concept of Mentorship that we observe in today's corporate scenario.

Kautilya, also commonly known as Chankaya, has been generally criticized by many people as a very cunning person. Historians have also compared him to Machiavelli, the author of 'The prince', which contains methods that could seem adharmic or unrighteous. However this comparison may not be justified, as Kautilya gives a lot of stress on Self Control and proper methods of winning over the enemy. The following chapter 6 titled, 'Control over the senses', brings out a totally different aspect of Kautilya which many current interpretations of Kautilya's Arthashastra generally miss. In this chapter he elaborates in 12 sutras the importance of control over the senses by giving up Kama, Krodha, Lobha, Mana, Mada and Harsha i.e., lust, anger, pride, arrogance and fool-hardiness. He also gives various examples of kings who perished, having over indulged in the senses. Finally in the 12th sutra he concludes by quoting King Jamdagnya and Amarisa who enjoyed the earth for a long time having controlled their senses. Therefore the first teaching of Kautilya is, To
conquer the internal enemies before you conquer the external enemies.

This idea is further discussed in the next chapter 7, section 3 covering the topic of a 'Sage king'. By casting out the group of six enemies he (the king) should acquire control over the senses, cultivate his intellect by association with elders, keep a watchful eye by means of spies, bring about security and well-being by (energetic) activity, maintain the observance of their special duties (by the subjects) by carrying out (his own) duties, acquire discipline by (receiving) instruction in the sciences, attain popularity by association with what is of material advantage and maintain (proper) behavior by (doing) what is beneficial. (1.7.1)

Here we come to note that for Kautilya a 'Sage King' is the ideal. He has clearly set in front of us what is expected out of an ideal king by describing him in the very beginning itself. The later chapter goes on to explain all the details in the above sutra.

Among the three Purusharthas, of Dharma, Artha, and Kama, Kautilya gives top priority to Artha. 'Material well-being alone is supreme', says Kautilya, for spiritual good and sensual pleasures depend on material well-being (1.7.6-7). This makes Kautilya different from the other thinkers. He has stressed the foundations of Artha for success in worldly life. Hence, the book is rightly named Arthashastra. This may seem a bit confusing to newcomers, especially with a religious background. Hence Kautilya’s Arthashastra is addressed to rulers in particular and not to the common man. This is not a Dharmashastra but Arthashastra. Moreover the primary responsibility of a king is to maintain the material and physical well being of his subjects. Having a strong material foundation (Artha) will make Kama and Dharma easy to achieve.

Appointment of Amatyas (persons who are close to the king) is the next important aspect of Management (1.8). This is followed by the appointment of the Mantri and Purohita i.e. Councilors and Chaplain. The duties of all three is to advise the king on various matters and be with him through thick and thin. Hence their selection process is very carefully considered. This is followed by Ascertainment of their integrity by means of secret tests (1.10) We can directly relate it today’s corporate world where the Managers are required for various functions of an organization. Their selection and appointment is a very important part of Management. Today, the Human Resource Department's (HRD) key function is the recruitment of able managers. Kautilya’s Arthashastra suggests various tests for ensuring their faithfulness to the king.

Kautilya proceeds with the creation of an Intelligence Network as the next Management process. Appointment of persons in Secret service and creation of an establishment of spies is considered in detail in section 7. He suggests that the appointment of persons in the secret service could be of such persons as a sharp pupil, the apostate monk, the seeming householder, the seeming trader, seeming ascetic, secret agent, a bravo, a poison-giver and a begging nun among others (1.11.1) He also lays down the rules for the secret Servants in Section 8. These spies and secret agents are then set to keep a watch on the citizens and the country people. They have to
keep watch over the seducible and the non-seducible parties in one's own territory (section 9). These then follows a discussion on how to win over seducible and non-seducible parties in the Enemy's territory (section 10).

Section 11 contains the topic of counsel. A king is advised not to take any decision without the help of consultation. Consultation should be done in secrecy (1.15.3). The affairs of a king are three fold viz, directly perceived, unperceived and inferred (1.15.19). Therefore he should sit in counsel with those who are matured in intellect. "All undertakings should be preceded by consultation. Holding a consultation with only one, he may not be able to reach a decision in difficult matters. With more councilors it is difficult to reach decisions and maintain secrecy" (1.15.2,35,40).

Kautilya suggests that a king should despise none, should listen to the opinion of everyone, and should make use of the sensible words of even a child (1.15.22).

Section 12 states the rules for the Envoy; how he should pass on the message to the enemy and protect himself in their territory.

The leader of any organization should be able to maintain high standards while running an organization. "If the king is energetic, his subjects will be equally energetic. If he is slack (and lazy in performing his duties) the subjects will also be lazy, thereby, eat into his wealth. Besides, a lazy king will easily fall into the hands of the enemies. Hence the king should himself always be energetic" (1.19.1-5). Kautilya gives the 'Time Management' principles for the king (1.19.7-25). He should be able to maintain an open door policy and attend to affairs of temple deities, hermitages, heretics, Brahmins learned in the Vedas, cattle and holy places, of minors, the aged, sick, the distressed and the helpless and of women (1.19.26-29).

Therefore being ever active, the king should carry out the management of material well-being (Artha). The root of material well being is activity, the opposite behavior brings material disaster. In the absence of activity, there is certain destruction of what is obtained and of what is not yet received. By activity reward is obtained, and one also secures abundance of riches (1.19.35-36).

Thus the basic Fundamentals of Management are covered in the first book of Arthashastra titled Vinayadhirakikam, "Concerning the Topic of Training".

Having established the foundations for a good king, the Book 2, Adhyakshaprapachara, the activity of the heads of Departments, deals with the Economics of a country. Consisting totally of 36 chapters, it deals in detail with many areas covered under the proper functioning of an economy. Some topics explained in detail are - Setting up of Revenue collection, Records, accounts and audit office, Starting of mines and factories, Settlement of the countryside, Construction of Forts, the appointment and the responsibilities of various departmental heads, and the Inspection of Officers. Agriculture, cattle-rearing and trade, constitute the main economic resources. Through them, the king brings under his sway his own party, as well as the party of the enemies, by the use of the treasury and the army. The basic purpose of a good economy is acquisition of things not possessed, the preservation of things possessed, increase of things preserved and bestowal it on a worthy recipient. On it is dependent the orderly
maintenance of worldly life (1.4.1 - 4).

The next three books, Books 3, 4 & 5, deal with various 'Legal' aspects in the kingdom. Issues concerning judges, Valid and Invalid Transactions, Filing of Law-suits, Non-payment of debts, Undertaking in Partnerships, etc, is taken into account. The control and suppression of Criminals is also dealt in detail in this part. Detection of criminals through secret agents, keeping a watch over the crime levels, punishments and Investigation is dealt in detail.

Books 6, 7 & 8 cover the area of 'Foreign Policy'. An active foreign policy is required between two countries. Categories of kings like the neighboring king, the middle king, neutral king, ally king and their strategies towards each other is worked on in detail. This section is particularly useful in dealing with the economic market in today's world when we are dealing with different types of players and the competition it brings.

Finally books 9-14 deal with 'War'. What is interesting to note is that the Topic of War is the last subject in the Arthashastra. War is always the last option. However, a war in certain cases is unavoidable, hence, preparation and maintenance of the army, the right moves in the battle field and warfare strategies all are essential in the defence of a country, subjects which Kautilya tackles with the extra sensory precision.

Towards the end we find a very astonishing revelation about Kautilya. In Section 176 he deals with the topic 'Pacification of the conquered territory'. Kautilya gives due respect to the citizens of the conquered territory and treats them with honor. After gaining new territory, he (the king) should cover the enemy's faults with his own virtues, his virtues with double virtues. He should carry out what is agreeable and beneficial to the subjects by doing his own duty as laid down, granting favours, giving exemptions, making gifts and showing honor. And he should cause the enemy's seducible party to be favoured as promised; all the more so if they had exerted themselves. For, he who does not keep his promise becomes unworthy of trust for his own and other people, as also he whose behavior is contrary to that of the subjects. Hence he should adopt a similar character, dress, language and behaviour (as the subjects). And he should further show the same devotion in festivals in honor of the deities of the country, festive gatherings and sportive amusements as do his subjects (13.5.3-8). He should cause the honoring of all deities and hermitages, and make grants of land, money and exemptions to men distinguished in learning, speech and piety, order the release of prisoners and render help to the distressed, the helpless and the diseased (13.5.11).

The last book no 15, deals with the methodology used in the 'Arthashastra'.

CONCLUSION

Kautilya's Arthashastra is a book of 'pure' Logic not taking any religious aspect into account. It deals with the various subjects directly and with razor like sharpness. In the present paper I have tried to bring out the Management aspects as I, have understood them with reference to the current corporate scenario that I have been exposed to. Analyzed carefully, we find that there are many concepts of the Arthashastra which are still applicable in today's corporate world. This
also gave me an opportunity to go into depth and understand the great mind of Kautilya. Kautilya deals with certain principles of Management that are eternal and do not change with time. Over a period of time we realize that Management is not just an academic subject but a 'mindset' that is carefully developed by control of the senses, association with elders, proper training and guidance, and an over-all purpose for the higher good of the society. Deeper study of the book will open out new areas unknown to our generation.

+++++

QUOTES

Live as if you were to die tomorrow. Learn as if you were to live forever.

Mahatma Gandhi

The best way to find yourself is to lose yourself in the service of others.

Mahatma Gandhi

Strength does not come from physical capacity. It comes from an indomitable will.

Mahatma Gandhi

Be faithful in small things because it is in them that your strength lies.

Mother Teresa

One of the greatest diseases is to be nobody to anybody.

Mother Teresa

I prefer you to make mistakes in kindness than work miracles in unkindness.

Mother Teresa

Always aim at complete harmony of thought, word and deed. Always aim at purifying your thoughts and everything will be well.

Mahatma Gandhi

Happiness is when what you think, what you say, and what you do are in harmony.

Mahatma Gandhi
India: Towards Better Management of Tourism

Chitralekha Kumar* and Prisoomit P. Nayak**

India is well marked off from the rest of Asia by mountains and the sea, which gives the country a distinct geographical entity. The Eco-tourism industry in India is one of the very important sectors in terms of contribution towards wealth creation & employment generation. Eco-tourism policy aims at providing inclusive growth maintaining the cultural, natural and economic sustainability. There is lack of uniformity in the Eco-tourism policy across the nation. Every state has its own policy in Eco-tourism space. Different states have their own frameworks to deal with issues related to eco-tourism. The massive environmental loss, water & air pollution, point out towards the need of ecotourism policy in the country. Present paper is an attempt to throw light on the efforts by various states in India and highlight the need of uniformity in the Ecotourism policy across the nation.

KEY WORDS: Ecotourism, Policy, Sustainability.

INTRODUCTION

Ecotourism is a form of tourism that involves visiting natural areas in the remote wilderness or rural environments. According to the definition and principles of ecotourism established by The International Ecotourism Society (TIES) in 1990, ecotourism is "Responsible travel to natural areas that conserves the environment and improves the well-being of local people." (TIES, 1990). The World Conservation Union (IUCN) defines ecotourism as: "environmentally responsible travel and visitation to relatively undisturbed natural areas, in order to enjoy and appreciate nature (and any accompanying cultural features - both past and present) that promotes conservation, has low negative visitor impact, and provides for beneficially active socio-economic involvement of local populations" (IUCN, 1996). In the last decade, ecotourism has emerged as one of the most important sectors in tourism. During 1998, the Government of India prepared a policy document on ecotourism.

This identifies the ecotourism resources of the country and lays down the need for a specialised, participatory, policy - planning approach for the development of the ecotourism destinations. It also stipulates the roles to be played by the stakeholders such as the government, the tour operators, the destination managers, the tourists, the host community and the voluntary organisations.

INSTITUTIONAL FRAMEWORK FOR TOURISM IN INDIA

In India, the Ministry of Tourism is headed by a Cabinet Minister. He is assisted by a Secretary of Tourism and in turn by a Director-General of Tourism and a set of professionals. The

*Chitralekha Kumar, Assistant Professor, We School, Mumbai. India.
Email: Chitralekha.kumar@welingkar.org

**Prisoomit P. Nayak, Student, PGDM - HR (2011 - 2013), We School, Mumbai. India.
Email: pris.dreams11@gmail.com
Department of Tourism is both a policy making and executive organisation and corresponds directly with the other ministries and departments of the central government and the state governments. There are four regional offices. In addition, there are seven sub-offices at the focal points of international tourist importance in order to market the image of India abroad. The department has opened 18 offices outside the country. The India Tourism Development Corporation is the commercial arm of the department. The government has also established the Tourism Finance Corporation of India in order to provide institutional finance to the sector.

**ECOTOURISM POLICY GUIDELINES IN INDIA**

There are different policies in different states of India based on their needs. However, Ministry of tourism recommends guidelines for ecotourism as follows:

1.) Guidelines for the National Parks and protected area for WTO (World Tourism Organisation) and the environmental guidelines by WTO.

2.) Pacific Asia Travel Association (PATA) code for environmentally responsible tourism.

3.) Ecotourism Society guidelines.

4.) Guidelines developed by Himalayan Tourism Advisory Board.

Unfortunately, in India the policy is interpreted in different ways and the states lack uniformity in formulating these policies.

**ECOTOURISM POLICY INITIATIVES IN DIFFERENT STATES OF INDIA**

**ECOTOURISM POLICY IN KERALA**

Kerala, of all the states in India, offers the maximum potential for the promotion of ecotourism. Miles and miles of endless serene beaches, tranquil stretches of emerald backwaters, pristine valleys and mountains, exotic species of rare flora and fauna, wild life sanctuaries and national parks, enchanting art forms, magical festivals and cultural monuments are all unique to Kerala and has given it the sobriquet of "Gods own country". The national geographic traveller has labelled Kerala as one of the 10 paradises in the world. Kerala is thus ideally suited for the promotion of ecotourism and has already initiated several steps in this direction. A separate ecotourism directorate has been created to give policy support for the development of ecotourism. The Kerala Tourism (Conservation and Preservation of Area Act 2005), has the provision for the involvement of local authorities i.e. "Gram-Panchayats" and Municipality for tourism. It also mentions "Special Tourism Zones" that are constituted for the conservation, preservation and integrated planned development purpose. The local panchayat will act as guard against any construction activity in these zones. But there is no specification about power balance among the various institutions involved. Apart from the above mentioned Act, Kerala state has one more initiative towards ecotourism called as Kerala tourism Eco Initiative- 2004. In this initiative, the government of Kerala identified tourism spots and eco-friendly tourism was supported with infrastructure and marketing activities. But it does not specify the role of local people.

**ECOTOURISM POLICY INITIATIVES IN KARNATAKA**

The Karnataka Tourism policy-2002-2007 invites private participation in infrastructure development and aims at providing world class facilities to the customers across defined
segments. But it does not provide for local participation or environment, socio-cultural factors of the tourist places. Apart from this policy, Karnataka government also has "Wilderness Tourism Policy 2003" which opened the forest area for ecotourism. In Karnataka "Jungle Lodges" cater to eco-tourists. Opening the space for private operators have made way to entrepreneurship creation but employment creation remains a question.

ECOTOURISM POLICY INITIATIVES IN TAMIL NADU

The government of Tamil Nadu unveiled new ecotourism policy in 2010. "The Hindu" reported that this policy would provide for involvement of local communities. Their land rights and cultural sovereignty will be respected. As per new policies the Tourism Department will act as nodal agency and Forest Department will coordinate in ecotourism. The Tamil Nadu government plans to create awareness about ecotourism among tourists and local citizens.

ECOTOURISM POLICY INITIATIVES IN MADHYA PRADESH

The government of Madhya Pradesh initiated Eco and Adventure Policy 2002. As per the provisions of this policy, government has opened the forest area for private players and there it greatly supports adventure tourism. This policy does not mention about the role of local people in ecotourism space and environment conservation. The government encourages the private players through subsidies in the tax. However a proper framework is needed in ecotourism space so as to entre entrepreneurship.

ECOTOURISM POLICY INITIATIVES IN HIMACHAL PRADESH

The revised Ecotourism policy by Department of forest in the year 2005 aims at encouraging the partnership between the local communities, NGOs, academic institutions, private enterprise and the state forest and tourism department. Ecotourism policy gives a lot of space for home stays and community based ecotourism. This could serve as a beginning of entrepreneurship in this regard. Different rural development departments are involving in training and capacity building process. This acts as a platform for entrepreneurship creation in the state.

ECOTOURISM POLICY INITIATIVES IN RAJASTHAN

The Forest Department of Rajasthan gave a notification about the introduction of Ecotourism Policy in February-2010. The objectives of this policy are to promote Ecotourism in specific areas of the national parks / Sanctuaries / Forests as a tool for conservation and education, to encourage the eco-tourists to visit, enjoy and appreciate the nature of sustainable basis. The policy also aims at creating awareness about the nature conservation and empowers local communities to manage ecotourism and generate revenue.

ECOTOURISM POLICY INITIATIVES IN PUNJAB

The government of Punjab came up with ecotourism policy in the year 2009. The policy reflect the vision for ecotourism development in Punjab: valuing the needs of the local people as well as nature. The ecotourism policy has space for developing the ecologically sound infrastructure, developing and enforcing the norms and guidelines, securing involvement of local communities and bringing private players. Nothing is specially mentioned about entrepreneurship creation in the policy.

ECOTOURISM POLICY INITIATIVES IN UTARAKHAND
Tourism policy of the state aims to develop the tourism related resources of the state in an eco-friendly manner, with active participation of the private sector. However, there is no specific ecotourism policy in the state. The state is looking forward to promote rural tourism.

The above mentioned table highlights the need for a Monitoring mechanism to ensure uniformity in the ecotourism policy in all the states of India.

<table>
<thead>
<tr>
<th>S.N</th>
<th>State</th>
<th>Involvement of local community</th>
<th>Private participation</th>
<th>Exclusive body for ecotourism</th>
<th>Environmental impact management mechanism</th>
<th>Monitoring mechanism to ensure uniformity in the policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kerala</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>2</td>
<td>Karnataka</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>3</td>
<td>Tamil Nadu</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>4</td>
<td>Madhya Pradesh</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>5</td>
<td>Himachal Pradesh</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>6</td>
<td>Rajasthan</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>7</td>
<td>Punjab</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>8</td>
<td>Uttarakhand</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

The above mentioned table highlights the need for Monitoring mechanism to ensure uniformity in the ecotourism policy in all the states of India.

**CONCLUDING RECOMMENDATIONS**

To make ecotourism successful, there is a need for policy and institutional changes in the decision-making systems. Since the majority of the potential ecotourism sites are not with the Tourism Department, interdepartmental coordination and cooperation is crucial for their success.

Community awareness issues related to the empowerment of the local people and the creation of adequate ecotourism interpretation are some of the major challenges. Establishment of scientific parameters for sustainability, continuous monitoring must be done in a transparent way. There needs to be significant attitudinal changes among the policy makers, the private entrepreneurs, tour operators, destination managers, the visitors, and the local community in order to make ecotourism happen the way it should. The Government of India, the state governments, the trade bodies and the NGOs are all fully aware of the problems and issues of resistance to change. Earnest efforts are being taken to formulate strategies to overcome negative influences and to prepare India to attract a large portion of this fastest growing segment of the international tourism sector.

In emerging 21st century ecotourism, India is expected to gain momentum in view of the policy and institutional support provided by government. The roles of the private entrepreneurs, trade bodies, the local communities, NGOs and all other stakeholders are well recognised in this regard. All the efforts will be successful only when there is uniformity in Eco-tourism policy in all the states of India.

Mutual sharing of information among experts in the region will definitely benefit each state and assist to further develop ecotourism. Such a mutually beneficial approach will help to utilise the potential of the region in ecotourism, and ultimately will lead to the creation of visitors.
(Ecotourists) who may become ambassadors for conservation of our valuable natural resources. If we achieve this, that will be the biggest tribute we can offer to our Mother Earth.

REFERENCES


17. http://www.keralatourism.org/tourismact.php


22. http://www.rajasthan.gov.in

The Preservation of Tradition through the Generations: Does It Help or Harm?

V. Anuviyan* and M. A. Krishnan**

The general definition of tradition is 'an inherited pattern of thought (concepts/ideas) or action (practices)'. The study investigates the effect of tradition on a few fundamental aspects of life such as, spiritual beliefs, rituals, gender bias and modern day beliefs.

With respect to spiritual beliefs and rituals, the negative effects seem to far outweigh the positive. Spiritual concepts have not been understood and interpreted in the correct manner and this has lead to many negative effects. Rituals too have been blindly followed without any regard to its effects. This has led to harmful and often fatal consequences. However, through the correct understanding of these spiritual concepts and rituals the individual and society could benefit tremendously. The third facet of this study entitled gender bias deals with the various beliefs that have been passed down with respect to gender and how this has proved to be both helpful and harmful to individuals and societies. The last section of this study deals with modern day beliefs, more specifically the belief that happiness is achieved through acquisition and enjoyment.

After an analysis of these various facets of life the conclusion arrived at is that the preservation of tradition seems to have been more harmful than helpful to the individual and society. However, this helpfulness or harmfulness rests on one's ability to correctly understand the tradition and to properly assess oneself and the world before preserving that tradition for future generations.

KEY WORDS: Tradition, Rituals, Bias, Acquisition and Enjoyment.

INTRODUCTION

Looking at the world today, one will notice that there are a vast number of thoughts and actions that have been carried forth from previous generations as an attempt to maintain those respective thoughts and actions or because of the lack of questioning. One of the causes contributing to this is a herd mentality. "Every collection of Human Beings in habitual close proximity develops a herd feeling, which is shown in a certain distinctive uniformity of behavior..." (Bertrand Russell, 1933: 88-89). Thus this preservation of tradition takes place both consciously and unconsciously. But how helpful is this act of preservation? Does it in fact prove to be more harmful to an individual and/or society? The aim of this study is to determine how an individual's knowledge of and approach to tradition can lead to both helpful and harmful effects.

Several facets of life can be studied to help one get a better understanding of the useful and harmful effects of the preservation of tradition through the generations. A definite inherited
pattern of thought and/or action can be found in:

1. Spiritual beliefs - religious doctrine
2. Rituals
3. Gender Bias
4. Modern belief systems

**BODY**

The word tradition comes from the Latin word tradition, which means 'handing down'. Chambers dictionary defines traditions as "1a. Something, such as a doctrine, belief, custom, story, etc, that is passed on from generation to generation, especially orally or by example; b. the action or process of handing down something in this way." (Chambers dictionary, 1998: 1836). Webster dictionary defines tradition as "1. An inherited, established, or customary pattern of thought, action, or behavior (as a religious practice or a social custom); 2. A belief or story or a body of beliefs or stories relating to the past that are commonly accepted as historical though not verifiable." (1). 'To preserve' means 'to keep or maintain in an unaltered condition'. Thus the preservation of tradition means the maintenance of an inherited pattern of thought or action, which has been past down through the generations, in its unaltered state.

"The past cannot tell him how he is to conduct himself. Though illuminated by the light of a remembered past, he has to decide for him. At length it becomes clear to him what his mental situation is; in what vesture he becomes aware and assured of being; what he unconditionally wants; to whom, in the extant situation, he is to turn, and whose voice, speaking to him in the inner man, he shall listen to. (Karl Jaspers, 1959: 195)

A thought or action is said to be helpful if it brings about cohesiveness of society. If a preserved tradition is backed by a complete knowledge of that tradition, a correct understanding of the purpose of that tradition and an analysis of the suitability of one's personality and life to that tradition, then such a pattern of thought or action would be helpful. In essence one needs to question tradition and make an independent judgment without the influence of external sources.

The same inherited pattern of thought or action turns harmful causing the separation of society when there is incomplete knowledge and an incorrect understanding with respect to that tradition, as well as a lack of analysis of one's personality and life and it's suitability to that tradition. Thus the idea of a thought or action being helpful or harmful is not in the thought or action itself, but in one's approach to it.

**1. SPIRITUAL BELIEFS**

The definition of a belief is "1. An acceptance that something exist or is true, especially one without proof; something one accepts as true or real, a firmly held opinion; a religious conviction" (2). From these definition we learn that a belief whether spiritual or not is an accepted fact often without the proof to sustain it. Such beliefs often have a logical basis however much of the time, they do not.

**1a. A DIVIDING FORCE**

In the facet of our spiritual beliefs, an inherited pattern of thought has proved in the past and still today to be a vast area of contention. Spiritual beliefs have often been at the center of conflicts throughout history. Such conflict can involve two or more completely different religions or can rip
apart one religion from within. People throughout history have misunderstood or incorrectly interpreted the scriptures and passed this misinterpretation down through the generations. This has lead to the degeneration of all religions. Incorrect interpretation means that they have interpreted the scriptures in a literal manner without taking the historical and geographical context into consideration. "The chronology of Genesis, with its account of creation as a series of abrupt and successive acts, the doctrine of the solid heaven and the fixed earth, the view that asses speak, the notion that if you go below the earth you will find first waters and then hell, even, it may be, that hell conceived as a place in space to which Christ descended and in which He is also to have spend seventy-two hours - none of these doctrines could, I imagine, be endorsed by science, and, if taken literally, most of them would be at variance with what science has shown to be the case. But is it really necessary to the truth of religion that such assertions should be taken at their literal face value? Are they not relative to and to be read in the context of the historical and geographical knowledge of the age in which they were conceived? This does not mean that the myths and legends of the Old Testament are without value. Religion is first and foremost a statement of belief; it is a creed. But it is never merely a creed, but a creed charged with emotion and hallowed by its associations."

(C.E.M. Joad, 1902: 110-111)

Many people have taken the sacred texts of all religions in a literal manner without any reference to the various contexts in which it was spoken. When the Bible states, 'I will rescue you' (Good News Bible, 1976: 837), many Christians have taken it to mean that only the personality of Christ can bring about one's salvation. Similarly in the Bhagavad Gita (Parthasarathy, A. 1992: 196) when Krishna says, "renouncing all actions in me", many Hindus have understood 'me' to refer to the personality of Krishna. All these spiritual masters even though appearing to be referring to themselves, intended to make no such reference. What they meant was not their individual personalities but those higher values of life. As a result of this misinterpretation, humanity sees each religion to be different from the other. This has lead to worldwide conflict. So begins one of the greatest ironies of today. The irony being that religious conflict goes against the very teachings of the religions involved. Wars or any acts of violence for the incorrect reasons, goes against the teachings of all religions, that being to promote good will, peace, and the acceptance of others.

"During the Middle Ages, Europeans had only one significant unifying aspect of life. The Catholic Church permeated every aspect of society. Waging war with another feudal lord was often viewed as an economic venture where loyalties were easily broken if the price was right. Battling for the Church was an entirely different thing; animosities and rivalries were forgotten if the Church needed defending. For about 200 years, Western Europe under the sway of the Catholic Church, attempted to retake the Holy Land away from the Muslims. The largest target was the holy city of Jerusalem, however, other areas were fought over, such as the city of Constantinople. Jerusalem remains a religiously significant and contested site today with Islam, Judaism, and Christianity all having a vested interest. The Christians were never able to effectively take, and then maintain control,
however, many changes occurred as a result of the Crusades.

The majority of feudal lords were killed, which allowed the few remaining to gain more power, eventually resulting in the rise of nation-states and absolute monarchs. Also, cultural diffusion occurred between the Arab and European worlds. New ideas and trade goods flowed between the two areas which eventually brought Europe to the forefront of world affairs."(3)

India and Pakistan have also been involved in conflict since the creation of their respective nations. This conflict is religious at its core and continues into today. After the end of British rule and the assassination of Mahatma Gandhi, the followers of Hinduism and Islam turned upon one another. War is always on the horizon and has become an even greater concern now that both countries have successfully developed nuclear power and weaponry. (4)

From these examples as well as several others acts of conflict that occur in the name of religion, we can clearly see how the inherited pattern of thoughts carried forth with respect to spiritual beliefs can prove to be not only harmful but fatal.

The wrong approach to religion has also brought about much harm. People have developed an exaggerated respect for authority. The following extract further explains this idea. "But they have an exaggerated respect for authority in thought and action, in things spiritual and things secular, and have thus exposed themselves to the charges of mental servility and obscurantism…and while authority was made to speak in the voice of reason by means of a critical selection and philosophical interpretation, now reverence for authority has become the imprisonment of the human spirit."(S. Radhakrishnan, 2006: 776)

1b. A UNIFYING FORCE

If spiritual thoughts from the scriptures were interpreted, understood, approached and practiced in the correct manner, there would be worldwide evolution. That is the very purpose of the scriptures. It is primarily meant to raise the individual from his fallen state to a state of ultimate happiness. "Custom, then, is the great guide of human life. It is that principle alone which renders our experience useful to us, and makes us expect, for the future, a similar train of events with those which have appeared in the past. Without the influence of custom, we should be entirely ignorant of every matter of fact beyond what is immediately present to the memory and senses. We should never know how to adjust means to ends, or to employ our natural powers in the production of any effect. There would be an end at once of all action, as well as of the chief part of speculation" (David Hume, 1902: 44-45).

However, for one to benefit from spiritual beliefs or customs one must ensure the correct interpretation of them. This is no easy task. "Let it not be forgotten that our knowledge of the thoughts and inner nature of other men and women, even of those who are nearest to us, is indirect, an interpretation or explanation of their actions, of their expression, of the arbitrary symbols called words which they employ. We know directly no human consciousness save our own. Thus if, in common with liberal thinkers within the Churches, we reject the idea of direct revelation as merely the crude symbolism of an earlier age, our simplest and most direct idea or experience of God will also involve an
interpretation, and a very much more difficult and indirect one than that by which we recognize the existence of minds in our fellow men. It will be an interpretation of facts of outer nature and of the human spirit and its experiences. (Julian Huxley, 1967: 45-46)"

2. RITUALS

2a. RELATIONSHIP BETWEEN SYMBOL AND SYMBOLISED

The second facet of the study is 'our ritualistic practices'. Rituals form a major part of every religion. A ritual is defined as, 'the prescribed procedure for conducting religious ceremonies.' The purpose of a ritual in any religion is to elevate an individual's feelings and thoughts. This is made possible by correctly understanding the relationship between the symbol and the symbolized. "A symbol is a know idol representing the unknown ideal. The art of god-symbolism helps both the literate and the illiterate Hindus. The illiterate derive at least some idea of the supreme Truth through the symbols which help them to maintain their ancient culture and heritage. As for the literate the understanding of the inner significance of the symbols establishes a greater conviction of the Truth that they represent…Religious and philosophical ideas have been expressed through symbols in other religions as well. It has been an age-old practice." (A. Parthasarathy, 2005: 5)

Aldous Huxley reiterates the importance of understanding the relationship between the symbol and the symbolized, "…rites, sacraments, and ceremonial are valuable to the extent that they remind those who take part in them of the true Nature of Things, remind them of what ought to be and (if only they would be docile to the immanent and transcendental Spirit) of what actually might be their own relation to the world and its divine Ground. Theoretically any ritual or sacrament is as good as any other ritual or sacrament provided always that the object symbolized by in fact some aspect of divine reality and that the relation between symbol and fact be clearly defined and constant. (Aldous Huxley, 1959: 268)

2b. THE USEFULNESS OF RITUAL

The useful purpose of rituals through the correct understanding of the relationship between the symbol and the symbolised is made evident through the analysis of some rituals.

2b.i. HINDU RITUALS

The real spirit of Holi, the Indian festival of colour, is to embrace everybody by forgetting and forgiving the wrongs of others. (5)

Another ceremony conducted in the Hindu culture is what is known as the initiation or upanayana ceremony. "The brahmacari goes through the initiation or upanayana ceremony when his intellect matures. That is the time when he is able to think independently…The hair on the boys head is shaven off leaving a small tuft at the back. The sacred thread consisting of three white cotton strands is put around his neck and waist like a cross-belt. The verse from a hymn from the Rgveda called Gayatri mantra is whispered in his ear. Soon after the ceremony is over the boy is sent to the gurukula, a traditional institution for spiritual education from a guru. The word 'Upanayana' literally means bringing near (Upa=near, nayana=bringing). The ceremony is meant to bring the disciple near the master both physically and spiritually. The disciple is guided
carefully and taken gradually to the highest spiritual awakening in which his guru revels" Every aspect of the ritual including the shaving of the boys head and the tying of the thread has a particular significance. An understanding of this significance helps the initiate to purify his feelings and thoughts (Parthasarathy, A. 2005: 92-93).

2b.ii. CHRISTIAN RITUALS

"A general definition for the word baptism is "a rite of washing with water as a sign of religious purification and consecration." This rite was practiced frequently in the Old Testament. It signified purity or cleansing from sin and devotion to God."

In the New Testament, a clearer understanding of baptism is found. John the Baptist was sent by God to spread the news of the coming Messiah, Jesus Christ. John was directed by God to baptize those who accepted his message. John’s baptising is called "a baptism of repentance for the forgiveness of sins" (Mark 1:4, NIV) those who were baptised by John acknowledged their sins and professed their faith that through the coming of the Messiah they would be forgiven. Thus, Baptism is significant in that it represents the forgiveness and cleansing from sin that comes through faith in God. (6)

2b.iii. ISLAMIC RITUALS

In the holy month of Ramadan, a Muslim’s abstaining from food, drink and other sensual pleasures during the prescribed hours is the manifestation of obedience to the Creator's will. This self-deprivation represents a state of self-control and of overcoming pleasure, desire, and enjoyment, for the blissful love of God. It is a triumph of immaculate love over one's pleasures for the eternal bliss promised by God. This response to the Divine commandments represents and incarnates true servitude and is a brilliant display of spirit, intellect and decisive willpower.

"To a Muslim, Ramadan fasting is not just refraining from eating and drinking but carries the added significance of worship, psychological comfort, morality and legislation. It is neither the irrational motionless 'Imsak' of pre-Islamic Arabs nor the mere abstaining from eating and drinking, but is, in fact, the building of one's character, control over desires, and an inspiration towards social and scientific creativity." (7)

2c. THE HARMFULNESS OF RITUALS

Despite the very positive scope for the preservation of ritual practices, the sad truth is that many of the rituals that are carried forth today are misunderstood or not understood at all due to a lack of knowledge and thinking. This has lead to harmful and even fatal effects. An article published in a Johannesburg Newspaper on Friday, July 05 2002 entitled 'fourteen dead after initiation rituals in South Africa' talks about the horror of initiation rituals very commonly practiced in South Africa. The article read, "Police spokesman Nomdumiso Jafta said seven deaths had been reported across Eastern Cape Province over the past few weeks from septicaemia, negligence and natural causes. Another six boys have died at initiation schools or hospitals in Heidelberg, southeast of Johannesburg, over the past two weeks, and one died in northern Limpopo province". The article continued to speak of 101 boys who were being treated in hospitals for septic wounds and multiple injuries after being beaten and exposed naked in sub-freezing temperatures at the bush schools, often run by unqualified teachers. These initiation
rituals are seen in many black cultures in South Africa as the rite of passage to manhood. They fanatically believe that these rituals are essential for one's passage into manhood. They are completely oblivious of the fatal effects of performing such rituals without any regard to the physical and psychological state of the initiate. (8)

Another article entitled "SA boy starves during initiation" speaks of how a South African teenager died of malnutrition during an initiation ritual in the Eastern Cape Province. The article states, "South Africa has taken steps to reduce the number of initiation-related deaths, but fatalities still occur every year - many in the Eastern Cape. In the latest case, a group of youths had been kept in the mountains for three weeks and denied food, Eastern Cape provincial health department spokesman Sizwe Kupelo said." (9)

Another common ritual found in existence throughout the world but especially in Africa is termed Female Genital mutilation more commonly referred to as FGM. It is an age-old practice which is perpetuated in many communities around the world simply because it is customary. It forms an important part of the rites of passage ceremony for some communities, marking the coming of age of the female child. The purpose of this ritual is centred on the belief that it will control the girls' sexuality but more importantly it will ensure a woman's virginity before marriage and chastity thereafter. The imposition of this practice on women and girls bring about a host of health complications and psychological problems. The practice of FGM violates, among other international human rights laws, the right of the child to the "enjoyment of the highest attainable standard of health", as laid down in article 24 of the Convention on the Rights of the Child. The origin of FGM has not yet been established, but records show that the practice predates Christianity and Islam in practicing communities of today.

The conditions under which these FGM operations take place are often unhygienic and the instruments used are crude and unsterilized. A kitchen knife, a razor blade, a piece of glass or even a sharp fingernail are the tools of the trade. These instruments are used repeatedly on numerous girls, thus increasing the risk of blood-transmitted diseases, including HIV/AIDS.

FGM continues to take its toll largely in Africa even though not originating there. According to studies undertaken by organizations like WHO and Inter-African Committee on Traditional Practices, at least 28 African countries are affected by the practice in varying degrees and ratio but the total number of victims rises to over 100 million.

**A Table Showing the Percentage of Women in African Countries who FGM**

<table>
<thead>
<tr>
<th>COUNTRIES</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benin. Rep.</td>
<td>35%</td>
</tr>
<tr>
<td>Chad</td>
<td>40%</td>
</tr>
<tr>
<td>Cote d’Ivore</td>
<td>40%</td>
</tr>
<tr>
<td>Djibouti</td>
<td>30%</td>
</tr>
<tr>
<td>Burkina Faso</td>
<td>78%</td>
</tr>
<tr>
<td>Cameroon</td>
<td>15%</td>
</tr>
<tr>
<td>Ctrl. Afr</td>
<td>95%</td>
</tr>
<tr>
<td>Egypt</td>
<td>55%</td>
</tr>
</tbody>
</table>
A recent study released by WHO confirms that the background rates of adverse maternal and infant outcomes in the countries included in this study are high, with the lifetime risk of maternal death ranging from one in 35 in Ghana to one in 12 in Burkina Paso, and estimated perinatal mortality rates ranging from 44 per 1000 births in Sudan to 88 per 1000 births in Nigeria. Adverse obstetric and perinatal outcomes can therefore be added to the known harmful immediate and long-term effects of FGM. (10)

From the above articles and statistics, it is very clear to see that even thought there is a positive and helpful side to rituals; there is also a lot of harm that goes into the incorrect performance of rituals as well as the insufficient knowledge backing them. It is not something that can be practiced fanatically without complete knowledge and a sense of proportion. "...if a doctrine demands that we should inflict misery upon children, let us reject it, however dear it may be to us." (Bertrand Russell, 1926: 192)

### 3. GENDER BIAS

The last facet of life that we look into is one’s traditional beliefs with respect to gender. There are many stereotypes or beliefs with regard to the male and female sex that have affected their progress and ease in life. These beliefs are again an inherited pattern of thought, which has been carried through the generations due to a lack of questioning and reliance upon the past. However there is also evidence to show that some of these stereotypes are true.

#### 3a. USEFUL GENDER BELIEFS

We will begin by looking at how some traditional beliefs with respect to gender are helpful. David Geary, a psychology professor at the University of Missouri-Columbia, concluded after reviewing more than 1200 studies by psychologists, biologists and anthropologists that such beliefs like men not helping around the house and women gossiping are generally true. He says that these stereotypical behaviors are strongly influenced by nature and it is rooted in the techniques humans use to attract mates and compete with members of the same sex.

Geary says that these stereotypes have resulted over the course of evolution due to strategies used by males and females to attract mates. Men and women use certain sexual strategies in order to reproduce, and they are essential to their mating patterns. The sexual strategies men and women use in their drive to procreate cause many of the stereotypical sex differences in males and females, including physical attributes and development, play patterns, social behavior and development, parenting interests, motivational and emotional patterns, cognitive abilities, and brain structure and

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethiopia</td>
<td>85%</td>
</tr>
<tr>
<td>Gambia</td>
<td>79%</td>
</tr>
<tr>
<td>Ghana</td>
<td>20%</td>
</tr>
<tr>
<td>Guinea</td>
<td>60%</td>
</tr>
<tr>
<td>Guinea-Bissau</td>
<td>45%</td>
</tr>
<tr>
<td>Kenya</td>
<td>40%</td>
</tr>
<tr>
<td>Liberia</td>
<td>55%</td>
</tr>
<tr>
<td>Mali</td>
<td>80%</td>
</tr>
</tbody>
</table>

(18 Dec 1979)
functions. For example, men from around the world compete for social dominance and cultural success. Men who achieve cultural success have more mating opportunities and, in most cultures, more children.

However, Geary say that because males are competing for success, they spend more time away from home and are less time involved in raising the children. Women, on the other hand, compete for males that have cultural success. Research shows that women gossip about, spread rumours about and shun potential competitors.

Geary’s research also shows that these stereotypes are evident early in life. The study indicates that girls practice parenting more often than boys do when they play because as adults they invest more time in the well being of their children than do their husbands.

"Girls play with dolls more than boys, and it has nothing to do with Barbie, television ads or gender stereotypes and has everything to do with human nature and the best interests of women," Geary says. (11)

Such stereotypes as given above prove to help instead of hinder an individual's progress. It enables the correct assessment of an individual to take place. For example if it is proved that men are less inclined to domestic parenting then such knowledge and understanding would help the female sex to avoid any undue expectations and consequent agitations.

3b. HARMFUL GENDER BELIEFS

With respect to the negative affects of our beliefs about gender, psychologists such as Sandra Bem (1993) state that one cognitive process that seems nearly inevitable in humans is to divide people into groups. These groups can be categorised on the basis of race, age, religion, and so forth. However, the main way in which we usually divide humanity is on the basis of gender. This process of categorizing others in terms of gender is both habitual and automatic. It is almost impossible to suppress the tendency to split the world in half, using gender as the dividing factor. By dividing the world into two groups, male and female, we tend to see all males as being similar, all females as being similar, and the two categories of "male" and "female" as being very different from each other. However psychologists have stated that the characteristics of women and men tend to overlap. But this gender polarization often creates an artificial gap between women and men.

3b.i. BEHAVIOURAL EXPECTATIONS

Another negative idea associated with gender stereotypes is the expectation of female and male behaviour. A classic study focused on adults’ interpretations of infants' behaviour. Condry and Condry (1976) prepared videotapes of an infant responding to a variety of stimuli. For example, the infant stared and then cried in response to a jack-in-the-box that suddenly popped open. College students had been led to believe that the infant was either a baby girl or a baby boy. When students watched the videotape with the jack-in-the-box, those who thought the infant was a boy tended to judge that "he" was showing anger. When they thought that the infant was a girl, they decided that "she" was showing fear. It should be remembered that everyone saw the same videotape of the same infant. However, the ambiguous negative reaction was given a more
masculine label (anger, rather than fear) when the infant was perceived to be a boy. Such expectations can lead to an unfair judgement and assessment of an individual. (12)

3b.ii. GENDER DISCRIMINATION AT THE WORKPLACE

Another point to substantiate this claim that gender stereotypes can be harmful is by observing the corporate field. It is evident in this field that the jobs that men and women end up with are according to established stereotypes and are often restricting to the female sex. Women represent a majority of employees in the so-called 'caring industries' such as primary school and nursing and in service jobs involving domestic cleaning and secretarial work. Men on the other hand dominate in the building and transport industries. In Sweden, according to the Swedish Bureau of Statistics (hereafter SCB) 97% of all secretarial staff are women while 99% of mechanics and fitters are men. Even in larger occupations such as childcare and construction work the numbers of men and women employed in these two types of work are opposites. In childcare there are 220 000 women and 18 000 men while in construction there are 207 000 men and 16 000 women. (13)

Not only are women restricted with regard to the type of occupation they undertake but their income and perks are often restricted due to underlying gender discrimination. Despite laws to prevent such discrimination, recent study by US Bureau of Labour shows that women working 41 to 44 hours a week earn 84.6% of what their male counterparts do. The statistics become more dismal with increase in hours of work. Women who work more than 60 hours a week were found to earn only about 78.3% of what men in the same category earned. (14)

3b.iii. INFANTICIDE

Another fatal consequence of gender stereotypes is the practice of female infanticide most commonly found in India and China, two of the world's largest countries. It is as old as many cultures, and has likely accounted for millions of gender-selective deaths throughout history. It remains a critical concern in a number of "third world" countries today. Female infanticide reflects the low status accorded to women in most parts of the world. It is the most harsh and destructive manifestation of the anti-female bias that pervades "patriarchal" societies.

Here again the cause of this practice is because of an inherited pattern of thought that females are of lower worth than males. In India the bias against females is related to the fact that the sons provide the income. In this way the son is seen as insurance. Also parents have to pay for their daughters' dowry, which can cause major financial issues. But times have changed. Women are now also active members of the workforce and can thus support their families as much as men. Also this system of dowry is not as prevalent as it was in the past and would most probably be eradicated sometime in the future. Thus this ingrained thought of women being of less value than men in India and in other third world countries is based on a lack of thinking and assessment. It boils down to a blind following of past beliefs.

This practice began many centuries ago. In Greece during 200 B.C., for example, the murder of female infants was so common that among 6,000 families living in Delphi, no more than 1 percent had two daughters. Among 79 families, nearly as many had one child as two. Among all there were only 28 daughters to 118 sons. But classical
Greece was not unusual. In India, for example, because of Hindu beliefs and the rigid caste system, young girls were murdered as a matter of course. When demographic statistics were first collected in the nineteenth century, it was discovered that in some villages, no girl babies were found at all; in a total of thirty others, there were 343 boys to 54 girls.

According to census statistics, From 972 females for every 1,000 males in 1901, the gender imbalance has tilted to 929 females per 1,000 males. In the nearly 300 poor hamlets of the Usilampatti area of Tamil Nadu, as many as 196 girls died under suspicious circumstances in 1993. Some were fed dry, unhulled rice that punctured their windpipes, or were made to swallow poisonous powdered fertilizer. Others were smothered with a wet towel, strangled or allowed to starve to death.

A study of Tamil Nadu by the Community Service Guild of Madras similarly found that "female infanticide is rampant" in the state, though only among Hindu (rather than Moslem or Christian) families. "Of the 1,250 families covered by the study, 740 had only one girl child and 249 agreed directly that they had done away with the unwanted girl child. More than 213 of the families had more than one male child whereas half the respondents had only one daughter." (15)

These statistics show us the very harmful effects of an inherited pattern of thought with respect to gender. It can prove to be detrimental at all levels of the personality. At the intellectual level women are affected by not being given the opportunity to express their abilities and skills. At the mental level, women suffer from emotional stress and tension because of a lack of support and opportunities in a desired field. And at the physical level as shown in the last few statistics, women are extremely undervalued to the extent that it can result in their death.

4. MODERN BELIEF SYSTEMS
4a. ACQUISITION AND ENJOYMENT RESULTS IN HAPPINESS

The most prevalent belief held by most members of society today is that acquisition and enjoyment bring happiness. From childhood one is made to believe that happiness lies in wealth and achievement of things and beings in the world. As a result of which children are encouraged to take up high profile professions like medicine or engineering in order to ensure a high standard of living. The belief being that a cause and effect relationship exists between standard of living and happiness. However, the long standing nature of this belief does not necessarily prove its validity.

"Desire manifest as two powerful motivations in life - acquisition and enjoyment. You want to acquire whatever you desire from the world. And after acquiring you long to enjoy what you have acquired. You build a house and enjoy living in it. You prepare a tennis court and enjoy playing the game. Etcetera. Propelled by these two motivations every human being craves to acquire and enjoy more and more in the world. He consumes his entire life chasing images of happiness. None has found true happiness in mere acquisition and enjoyment. Yet the chase never ends. People are ultimately exhausted with their futile efforts and become frustrated and unhappy." (A. Parthasarathy, 2007: 46). Various proofs substantiate this point.
4a.1. WEALTH FATIGUE SYNDROME

In an article in Britain's daily Telegraph entitled 'Miserable? Bored? You must be rich' published in November 2007 the opening lines read, "According to therapists, being a super-millionaire is a sure-fire recipe for unhappiness. Helen Kirwan-Taylor investigates Wealthy Fatigue Syndrome."

In the article psychoanalyst Manfred Kets de Vries goes on to say, "The super-rich are increasingly succumbing to what has been labelled Wealth Fatigue Syndrome (WFS). When money is available in near-limitless quantities, the victim sinks into a kind of inertia. Feeling any sort of excitement means taking more and more risks, financially and physically. Luxury holidays are replaced by abseiling in Australia and swimming with sharks. The first-class ticket of old becomes a private jet such as Prince Alwaleed's: Boeing has 11 standing orders for such wide-bodied "mobile mansions"."

Frank James, the author of Richistan, a study of this new class, saw Wealth fatigue syndrome up close.

"The rich are never happy, no matter what they have," he told CNN. "There was this man who owned a 100ft yacht. I said: 'This is a terrific boat.' He said: 'Look down the harbour.' We looked down the marina, and there were boats two and three times as large. He said: 'My 100ft yacht today is like a dinghy compared to these other boats.' When else in history has someone been able to call a 100ft yacht a dinghy?" (16)

An article entitled, 'Wealth Fatigue Syndrome has been spreading at an alarming rate' explains the nature of this syndrome.

"The syndrome is simple but devastating: Faced with ridiculously-high net worths and ensnared in a spiral of more spending and less satisfaction, the victims sink deeper and deeper into lethargy and inertia. "For the super-rich, houses, yachts, cars and planes are like new toys that they play with for five minutes and then lose interest in," says psychoanalyst Manfred Kets de Vries. "Pretty soon, to attain the same buzz, they have to spend more money. All the spending is a mad attempt to cover up boredom and depression." More than 500,000 North American households with assets of more than $10 million are vulnerable to this debilitating condition, which is spreading at an alarming rate." (17)

4a.2. STATISTICAL PROOF

37% of a sample of 49 super-rich people were less happy than the national average. In another study, there was no difference between the happiness level of 22 lottery winners and comparison samples of average people or paraplegics.

A recent cabinet office report confirmed that, despite huge increases in affluence compared with 1950, people throughout the developed world report no greater feelings of happiness. Not only are people less happy but they are actually far more prone to mental illness. (18)

Another study was conducted by Australian researchers and found that people in well-off Sydney are among the most miserable in the country, while those in some of the poorest areas are much more satisfied with their lives.

"Money doesn't actually buy happiness and that's what was shown very clearly for the nearly 23,000 people we've interviewed so far," Deakin
University researcher Liz Eckerman told ABC radio. The findings, collated since 2001, showed that while there are no extremes of well being in Australia, the happiest areas had a lower population, more people aged 55 or over, more women, more married people and less income inequality."

The survey assessed a person's satisfaction with their standard of living, health, relationships, life achievement, safety, community connection and future security.(19)

The results of a study published in the June 30 issue of journal Science reveals that income plays a rather insignificant role in day-to-day happiness. Although most people imagine that if they had more money they could do more fun things and perhaps be happier, the reality seems to be that those with higher incomes tend to be tenser, and spend less time on simple leisurely activities.

Alan Krueger, an economist from Princeton University, and colleagues also looked at data from a Bureau of Labor Statistics survey to see how people in different income brackets spent their time. What they found was that those with higher incomes had more chores and less fun. They devoted more time to working, commuting, childcare, and shopping and were under more stress and tension than those in lower income brackets.

According to government statistics, men who make more than $100,000 a year spend 19.9 percent of their time on passive leisure activities such as watching television and socializing. Meanwhile, men whose annual income were less than $20,000 spent more than 34 percent of their time dedicated to passive leisure.(20)

Another study has shown that Britain is less happy than in the 1950s despite the fact that they are three times richer.

A Graph to show the Decline in Britains Happiness

From the above it is clear to see that wealth even in excess does not necessarily lead to happiness. In fact, it could lead to an indulgent life resulting in sheer boredom, monotony and unhappiness for those who possess it.

4a.iii.THE CORRECT APPROACH TO ACQUISITION AND ENJOYMENT

The above argument is meant to high-light the incorrect beliefs that we hold merely because we have not applied our own logical thinking and reasoning. Statistics show that acquisition and enjoyment does not provide you with happiness. Happiness cannot be achieved through the possession of objects and beings of the world. As Arthur Shopenhauer states, "It is difficult to find happiness within oneself, but it is impossible to find it anywhere else". "In truth there is no joy content in the objects and beings of the world" (A.Parthasarathy, 2007: 47). This does not imply that one should not acquire and enjoy the world. One could acquire and possess the entire world without their happiness being dependent on it.
CONCLUSION

Having discussed and investigated these facets of life in which an inherited pattern of thought or action is prevalent, we can now come to a conclusion. The idea of something being helpful or harmful is purely dependant upon one's approach and attitude towards that particular thing. The same pattern of thought or action could be helpful to one and harmful to another because of a difference in their attitude and approach to it. With respect to spiritual beliefs it is clearly proved that the incorrect understanding and blind acceptance of certain truths has lead to a sad state of affairs in the world. It has also been discussed how through the correct understanding of spiritual beliefs, one could greatly enhance the quality of life at the individual and social level. With respect to rituals, there was strong evidence to prove that rituals could be extremely harmful if not fatal to a practitioner. However it was also shown how through the correct understanding backing a ritual one could in fact help to channelise his/her thoughts and actions towards nobler emotions and thoughts. With regard to gender stereotypes it was indicated that certain stereotypes can be helpful in the assessment of an individual but it can also be very harmful with reference to the female sex. The last point covering modern day beliefs showed how the erroneous belief that happiness is achieved through acquisition and enjoyment has had debilitating effects such as unhappiness, boredom and monotony in the lives of the many individuals. Thus from all the above we can conclude that there are both harmful and helpful effects in the act of preserving tradition. If one blindly follows the thoughts and actions of the past, it would lead to anarchy. However, one could be completely misguided in life without being properly directed by tradition. "Just as a boat cut loose from its moorings drifts aimlessly hither and thither at the mercy of the winds and the waves, so do we drift when we lose touch with the antique." (Karl Jaspers, 1959: 116-117)

Thus one needs to question everything afresh. When analysing an inherited thought or action, no preconceived ideas or bias should enter one's mind. With such an attitude, inherited thoughts and actions could benefit one beyond measure.

REFERENCES

10. Parthasarathy, A. (2007), The Fall of The
Human Intellect, Mumbai: A Parthasarathy.


The Preservation of Tradition through the Generations: Does It Help or Harm?


QUOTES

Three things cannot be long hidden: the sun, the moon, and the truth.

Buddha

Thousands of candles can be lit from a single candle, and the life of the candle will not be shortened. Happiness never decreases by being shared.

Buddha

In the sky, there is no distinction of east and west; people create distinctions out of their own minds and then believe them to be true.

Buddha
21st Century HRD Issues - Challenges for the future

P. S. Rao* and Uday Salunkhe**

Organization cannot service beyond a point unless they are continuously alert to the changing environment and continuously prepare their employees to meet the challenges and have an impact on the environment. Thus HRD is an essential process for organization survival and growth. An optimal level of "Developmental Climate" is essential for facilitating HRD.

In much of Indian industry, the work ethos today is a hangover of our colonial Past. It is estimated that, on an average, as much as 30 to 40% of a manager's time is spent on resolving IR related issues which results in go-slow, strikes, lock-outs. Fortunately, there is a growing awareness in Indian industry of the importance of human resources development. As the term suggests, the focus should be on development rather than control. The development, in turn, must take the form of an integrated approach and not merely look at any single facet out of context.

An effective HRD system is perhaps the most important element in organizational effectiveness which not only ensures present performance but also long term survival and growth of the organization.

In this paper the attempt has been made to focus on issues and challenges which will be faced by the HRD managers in 21st century along with the learning systems that the HRD manager should establish and monitor for the betterment of the employees.

KEY WORDS: 21st Century, HRD Issues, Future Challenges.

INTRODUCTION

Organizations become dynamic and growth oriented if their people are dynamic and proactive. Every organization can do a lot to make their people become dynamic and proactive through proper selection of such people and nurturing their dynamism and other competencies. Organization cannot service beyond a point unless they are continuously alert to the changing environment and continuously prepare their employees to meet the challenges and have an impact on the environment. Thus HRD is an essential process for organization survival and growth.

An optimal level of "Developmental Climate" is essential for facilitating HRD. Such a developmental climate can be categorized as

---

*P. S. Rao. Dean, Research and Quality System, We School, Mumbai. India.
Email: ps.rao@welingkar.org

**Uday Salunkhe, Group Director, We School, India.
Email: director@welingkar.org
consisting of the following tendencies on the part of the organization

1. A tendency at all levels starting from top management to the lowest level to treat the people as the most important resource.

2. A perception that developing the competencies in the employees is the job of every manager/supervisor.

3. Faith in the capability of employees to change and acquire new competencies at any stage of life.

4. A tendency to be open in communications and discussion rather than secretive.

**HUMAN RESOURCE - THE SIGNIFICANCE**

Business and Industry today are confronted with an ever increasing diversity of technology, products and processes. In their concern for growth and profitability, organizations routinely undertake a critical evaluation of these areas. A great deal of time, thought and attention goes into a review of the more tangible resources such as machines and materials, but, surprisingly, the most important resource of them all - the human resource - is also generally the most neglected. Employees are frequently thought of as just numbers, an expense head where costs need to be contained.

This is a strange imbalance if we consider that the human element is the one common denominator for all fields of endeavor. It is this element that finally determines the long-term success or failure of an enterprise. Whether we refer to the unionized work-force or to managerial staff, it is time for us to shed the traditional bias in this area and correct the imbalance by giving the human resource the importance that it deserves.

**HUMAN RESOURCE - THE ISSUE**

In much of Indian industry, the work ethos today is a hangover of our colonial past. Labour was viewed with suspicion and the attitude of the management was one of control and discipline, coupled with autocratic decision making. Management and labour were cast in the role of adversaries, with contact limited to negotiations for long-term settlements once in every 3 or 4 years.

A great many organizations have not yet made the effort to shake off these outdated habit patterns. It is little wonder, then, that the relationships still lack trust and each side zealously guards its boundaries of rules and regulations, trying to extract maximum capital out of every opportunity.

It is estimated that, on an average, as much as 30 to 40% of a manager's time is spent on resolving IR related issues - most of it unproductive effort that saps the vitality of the organization. We keep hearing of go-slow, strikes, lock-outs, all of which result in a loss of output which cannot be made up. Sometimes, Unions block the entry of new machines or technology, fearful that the gains of higher productivity will be at the cost of the long-term interests of the workers. The inevitable consequence of all these acts, born out of mutual mistrust, is holding back of progress. If taken at the national level, the loss due to industrial strife is economically enormous. For a developing economy seeking rapid growth, this is a very high price indeed.

If anything, management staff trend to be taken
for granted. Perhaps this, too, is legacy of an outdated work culture which perceived this category of employees less capable of collective representation, and therefore, as less of a threat. Or, possibly, they were perceived as merely a compliant buffer between top management, which took all major decisions, and the workforce which implemented them. At any rate, most organizations have yet to harness the full potential of managerial staff.

The pace of industrial development is accelerating rapidly and its most significant impact on organizations is a growing pressure for change. New knowledge has to be acquired, new skills learnt, new products developed and new markets explored.

Business is no longer simple, nor is its growth easily predictable. If the organization is to cope successfully with the change, top management can no longer afford to take all the major decisions in isolation - it must draw on the collective knowledge and experience of its managerial staff.

HRD - AWARENESS

Fortunately, there is a growing awareness in Indian industry of the importance of human resources development. As the term suggests, the focus should be on development rather than control. The development, in turn, must take the form of an integrated approach and not merely look at any single facet out of context.

Whether it is dealing with workmen staff or managerial staff, there can be no lasting resolution of issues as long as we continue to persist with various value systems borrowed from culture alien to our own. Far more natural and relevant to the Indian culture, and its own value systems, is the paternalistic approach which can be seen in several family run businesses. In essence, this is an extension of the joint family concept, which has been part of our social fabric for countless generations.

At its best, paternalism is the treating of all employees as members of one family. It calls for building of trust through constructive interaction, as well as regular and open contact. It does not imply either abdication of responsibility or the avoidance of discipline. It does not look for soft options. The paternalistic approach seeks to knit together all employees through strong shared values with effort being motivated by a genuine spirit of concern for their well being.

HRD - OPPORTUNITIES

An effective HRD system is perhaps the most important element in organizational effectiveness which not only ensures present performance but also long term survival and growth of the organization. While every other resource like technology, capital assets and even finance can be bought if one is willing to pay the right price, the only resource that cannot be bought is motivated human resources. Motivated people will have to be developed and nurtured by managerial competence. Japan stands as a classical example for what a motivated and involved human resource can do not only to the growth of industries but to the economic growth of the country itself. Through systematic and effective human resources management / development system, Japan was able to convert ordinary people into extraordinary performers.

Based on the American Society for Training and Development trends referred to earlier, McLagan
and Suhadolnik (1989) analyzed the impact these forces would have on the tasks and roles of the HRD manager in 21st century. They identified the task and role as the challenges for the future which are as follows:

1. Increased pressure for outcomes in terms of productivity and cost-effectiveness.
2. Increased pressure to demonstrate improved quality and value.
3. Accelerated emphasis on customer service and satisfaction.
4. Increased sophistication in HRD tools, technologies, methods and theories.
5. Increased pressure due to workforce diversity in demographics and values.
6. Pressure to meet increased expectations of worker creativity, risk taking and adaptation to change.
7. Increased use of systems.
8. Business strategies that concentrate on human resources.
9. Pressure due to changed organizational emphasis from loyalty to merit.
10. Increasing pressure of globalization.
11. More workforce demand for meaning and participation in work.
12. More team changes due to flatter and more flexible organizations.

Some of these predicted pressures, concerning such matters as strategy, organizational structure, cost-effectiveness and systems. What is of particular interest here, is the emphasis on the prime need to develop and support accommodation to change, acceptance of diversity and workforce creativity and participation. To do this will require a proactive stance on the part of the HRD manager. As McLagan and Suhadolnik (1989:117) have said: the HRD person must think of his or her role in the broadest possible context. Individually and collectively, HRD professionals must be prepared to step outside familiar boundaries to take a broad perspective…. This is a positive opportunity for the HRD professional who is equipped to develop, at any level in the organization, the skill needed in turbulent times. The HRD person should not wait to be invited to the table, however when the HRD manager comes to the Board table, invited or uninvited, he or she will need to enable to demonstrate the ability to do more than diagnose the problem and say what should be done in very general terms. An actual management programme to address the issues will be required.

Mangus (1986) has identified four learning systems that the HRD manager of the future could effectively establish and monitor:

1. experiential, on-the-job learning;
2. learning-monitoring systems and peer-learning group systems;
3. computer-based training;
4. learning within government/education/organization learning partnership.

The tasks associated with managing these systems can be subsumed within four major roles:

1. To devise and continually update a strategic plan to ensure that skills are available in line
with projected company requirements. Accepting that on-the-job training will predominate, the challenge will be to liaise with line managers in the design of jobs which facilitate creative learning opportunities.

2. To guide and facilitate individual employees in appropriate career paths, recommending their acquiring the projected necessary skills and providing the opportunities for them to develop. In larger companies this role will be subsumed into the third one.

3. To train line managers in the function of assessing and accrediting competences, as well as in mentoring and coaching skills.

4. To set up quality control systems monitoring all of these functions.

The part of the current role of the HRD manager most likely to diminish in the future is that of actual training provider, as this will increasingly be outsourced to consultants or bought in from specialist providers personally, or via IT packages. According to Larsen (1994) another area of decline in the training function will be in training-needs analysis, on the grounds that this process is time-consuming and predominantly reflects currently identified needs and is therefore likely to produce a list of needs which is out of date as soon as it is compiled. Creative job design should, he believes, anticipate training needs more effectively than the old analysis method while at the same time leading to continuous learning and development.

The HRD manager of the third millennium will have responsibilities of a different order from those that he or she had in the past (except for the small minority already working in forward-looking organizations). Training is less likely to be recurrent, through off-the-job programmes and more likely to be continuous, through both planned and serendipitous learning through work. The training responsibility will be that of resource provider and developer, and monitor of a quality system to ensure that provision, development and retention of key staff - often globally - are in line with company requirements.

The HRD manager will not be developing a training empire within the organization, though as in the past. The systems for provision, monitoring and evaluation will be in-house, but much of the actual training and development work will be outsourced. Because of this, the training manager will need good networking skill, to identify and attract the most effective specialists in the required field. It will be important for him or her to link into professional institutes and associations at local, national and international levels.

DEVELOPING THE SKILLS TO SUPPORT THE MILLENNIAL WORKFORCE

It has never been easy to be an effective HRD manager and it will be a very complex and difficult role in the future, for which preparation and self-development is essential. Since many of the learning opportunities of the future will present themselves through information technology, it will be essential for managers to update their own skills in IT. In addition, perhaps the biggest challenge will come in the affective domain. Personal and organizational success in the future will require considerable attitudinal change, from individualism to communitarians, from competitiveness to collaboration and from segmentation to wholism. Managers will need to learn to embrace change, not indiscriminately but without undue defensive,
and to develop skills in acting as collaborative colleagues, flexible team workers and effective networkers. They themselves will be expected to model autonomous lifelong learning through reflective practice and by taking advantage of learning opportunities. Banett (1997:29) has recommended the cultivation of, 'the capacity critically to go on interrogating one's taken-for-granted universe….. in order to assimilate and to accommodate the new order'.

There will be pressure to develop in all of these work-related ways at the expense of the other aspects of personal and social lives.

The workaholic individual and the workaholic organizational culture should be recognized as, at best, a short-term coping response, not a problem-solving, much less a problem-avoiding, strategy. It will be necessary, in the future, to establish filter systems to guard against information overloads. Broader and deeper cultural interests must be recognized as not simply a personal luxury but as a professional imperative to act as a buffer against the stresses of post modernity. This requires time and, as Garavan (1993:91) has noted, 'Only if top management expressly frees up employees' time for the purpose does learning occur with any frequency'.

Perhaps the hardest challenge for the HRD manager of the new millennium will be to define, develop and monitor appropriate performance indicators for the sustainable management of human resources.

**RESEARCH ON HRD PROCESS AND OUTCOME VARIABLES**

Recognizing the need for studying the HRD process and climate variables the XLRI centre for HRD has developed a 38 item HRD climate survey questionnaire. This questionnaire measures various HRD climate dimensions like openness, trust, collaboration, top management commitment, risk taking, objectivity in rewards etc. The questionnaire also measures the perceived effectiveness of various HRD subsystems in generating a development climate. Rao and Abraham (56) surveyed the HRD climate of 41 organizations covering 1,614 respondents. Profiles of HRD climate of each organization was prepared and fed back to the organization. Since the time this questionnaire was developed several organizations use it for internal use. For example Crompton Greaves Ltd, EID parry, ITI and Indian Oil Corporation are some of the organizations.

Larsen and Tourbro Ltd. keeps conducting periodically surveys about HRD climate (39). State Bank of Patiala is one organization that has surveyed the HRD climate before some of the HRD subsystems were introduced and resurveyed the climate with a gap of about one and a half year. Their survey indicates a change on many dimensions of HRD climate which was attributed to the introduction of HRD subsystems. These were pursued by the Managing Director of the organization who had a high degree of commitment of HRD.

More tangible HRD processes like role clarity, increased communication, clarification of norms and standards have been reported in forums like the HRD Network where organizations share their experiences. Some of the organizations reporting these include Indian Oil Corporation, Larsen and Tourbo Ltd. (particularly the ECC Group ), Crompton Greaves Ltd., State Bank of
India, Bharat Earth Movers Ltd., and SAIL. However, most of these reported by HRD managers or other executives involved in implementing HRD systems. Empirical studies are required to support these contentions.

Mr. Sinha Managing Director of the Scientific Instruments Co. Ltd., Allahabad, reported significant changes in HRD process as well as outcome variables including job satisfaction in an eight-year period of HRD and OD interventions in his company. A turn around is reported in his organization attributed to HRD and OD.

HRD outcome variables like improvements in competencies of employees, work commitment, job involvement, organizational health and job satisfaction have been studied in the context of HRD so far. Studying these variables requires research design involving longitudinal studies.

Unlike in the West, even leading Indian Organizations do not have management research interests. As a result, they continue to use HRD systems more on the basis of their conviction rather than on any empirical evidence. Organizations should spend at least a small part of their time and other resources to study the changes in their HRD variables. This is in the interest of HRD departments as well as in the larger interests of the organizations themselves.

FUTURE DIRECTIONS FOR RESEARCH

The survey of HRD literature indicates the following:

1. There are very few empirical studies on HRD and there is a great scope as well as need for systematic research on HRD sub-systems, processes and outcomes.

2. Whatever little researches are available are survey researches studying perceptions of employees and are done mostly by HRD staff in these companies. Very few outside management researchers have attempted to study HRD variables.

3. Experience sharing, case reporting and opinionated articles seems to be characterized in the HRD field today much more than empirical investigations. Professional bodies like the ISTD and HRD Network seem to provide forums for HRD professionals to share their cases, experiences and views. Management institutes have contributed so far only in a limited way to the field of HRD research.

4. Among the areas of HRD, performance appraisal, training and OD seem to be the three areas where a good deal of literature is available.

5. Very little work has been reported on the impact of HRD subsystems in generating HRD processes or HRD outcomes and organizational effectiveness.

6. There is an increasing awareness of the need for researches in HRD along with the increased adoption of HRD systems in organizations.

CONCLUSION

In the context of the future needs in HR area it is suggested to facilitate effective implementation of HRD practices and generation of new knowledge in HRD. Future research studies should focus on the following issues in order to help the HRD field:

1. Scientific studies of competency requirements of employees at various levels (questions like what is the nature of technical, managerial, human and conceptual knowledge, attitudes and skills required to perform effectively at different levels and in different organizations).

2. Studies analyzing the process of acquisition of competencies in organizational setting (questions like 'how do employees learn in organizations', what facilitates such learning; and what the role of mentors and seniors in learning is!).

3. Scientific studies on the manner in which HRD subsystems like performance appraisal, review discussions, counseling, job-rotation, training, communications and OD interventions contribute to competency development.

4. Experimental studies investigating the effectiveness of various HRD practices.

5. Studies on HRD process and outcome variables particularly demonstrating the organizational changes occurring or not occurring due to HRD inventions.

6. Studies exploring the relationships between HRD processes, outcomes and organizational effectiveness variables.

7. Studies on the structuring of HRD departments and the linkages of HRD with personnel and other functions.

8. There is an urgent need for HRD researchers to study the nature of public systems (government departments, service institutions like universities, colleges and hospitals) to identify the HRD needs and design HRD systems for these organizations. This is a very important sector and HRD researchers should not neglect this.

9. Organizations have a wealth of information on HRD. They should be open to the researcher from management institutions to conduct studies and contribute to the field of professional management. Simultaneously academic institutions should think of encouraging executives to participate in research programmes (via in-service doctoral programmes for executives, collaborative research projects, sponsored research project and the like) in this field. With a little guidance from academic institutions a lot of new things can be discovered and shared by the practicing managers.

REFERENCE


5. Bennis, Warren. "Organization Development:


### QUOTES

"If you think you can - you can!
If you think you can not - you can not!
And either way.......you are right!"

Shiv Khera

Time Management is Life Management.
Robin Sharma

There is great power in focusing on what you want..... The person who tries to do everything accomplishes nothing. Most people try to be all things to everyone. And so they end up being nothing to anyone. Confucius nailed the point: "Person who chases two rabbits catches neither."

Robin Sharma

Success is all about consistency around the fundamentals.
Robin Sharma

God is not present in idols. Your feelings are your God. The soul is your temple.
Chanakya
Stakeholder Management in Infrastructure/Construction Projects: The Role Of Stakeholder Mapping And Social Network Analysis (SNA)

V. R. Murali Mohan* and Anil Rao Paila**

Based on the literature survey, this study has identified that the two essential ingredients for the success of even the best technically planned (efficiency oriented) projects, are (i) high performance teams, and (ii) effective stakeholder management. ‘Stakeholder Mapping’ the conventional visual tool for stakeholder management has inherent limitations in handling multiple and interdependent interactions that exist simultaneously in the stakeholder management. Particularly in the construction or infrastructure projects where the stakeholders’ relations are not static, but rather dynamic and in a state of flux, it appears the use of ‘Social Network’ a visual tool, in conjunction with Stakeholder Mapping, can help in better stakeholder management. This is because the architectural and flow models based ‘Social Network Analysis(SNA)’ can throw light on who are the powerful and influential stakeholders who matter for the success of the project, besides, the pattern of the network structure can provide leads to an experienced project manager on the likely outcomes or reactions, both favorable and unfavorable. Especially, in the construction industry, where the application of the ‘Social Network Theory (SNT)’ is largely unexplored, it is suggested that a research on the use of the two visual tools, viz, ‘Stakeholder Mapping’ and ‘Social Network’, specially the analysis of the latter, i.e., SNA can throw a lot of light on their combined utility in managing stakeholders effectively.

KEY WORDS: High Performance Teams, Stakeholder Mapping, Social Networks, Social Network Analysis, Visual Tools.

INTRODUCTION

The two fundamental elements on which Engineering and Construction projects are dependent for their success are (1) effective planning and managing of the technical components of the projects, namely, tasks and resources, and (2) capability of the project participants to form high performance team. Historically, the industry has focused on efficiency elements, viz, Project Management Processes and Knowledge Areas, emphasizing the need to develop an optimum plan, effective allocation of resources, and appropriate monitoring and controlling procedure to ensure close adherence to the laid down targets for the triple constraints in line with Project Management Institute (1996 & 2008). No doubt these (efficiency elements) are very essential ingredients in any project, but translating plan into desired outcome requires excellent execution. This is where the need for high performance teams arises. These teams differ from the conventional teams which work only on
the efficiency approach model of confining to the mechanics of requesting and retrieving of information from the project participants to meet their individual goals, which is essentially reactive in nature. High performance teams distinguish themselves in exhibiting proactive behavior emphasizing on the dynamics of interaction and free flow of knowledge and ideas between the participants, with the objective of overall project success (Chinowsky et. al. 2008).

**CRITICAL SUCCESS FACTORS FOR PROJECTS**

In a study on the factors causing delays in Indian construction projects, based on a factor analysis of 45 attributes, it was observed that the most critical factors for construction delays were (1) lack of commitment; (2) inefficient site management; (3) poor site coordination; (4) improper planning; (5) lack of clarity in project scope; (6) lack of communication; and (7) substandard contract, (Doloi et.al. 2012). Out of the seven factors listed, it is clear the two salient factors from the project team angle are (1) lack of commitment and (2) communication. The remaining five other factors can be considered as outcome of these two factors.

Trust has been identified as the central influencer on the performance of project teams in both research and policy contexts, to an extent that it is almost taken for granted. However, there have not been many studies concerning where trust exists in relationships and how it impacts project performance. A two year study of trust in the construction sector focused on project relationships where trust existed and how it impacted the project performance favorably (Swan et.al, 2007).

Project portfolio management (PPM) plays a pivotal role in the strategic processes of many organizations as it involves dealing with multiple factors and in envisioning the future consequences on account the play of these factors. An exploratory research study conducted in tandem on telecommunication organization and a defense organization (Killer and Kjaer 2012), highlighted the importance of both the culture and processes in an organization’s understanding of project interdependencies. In fact most of PPM literature focuses on processes and methods, and the growing body of research highlights the importance of organizational and team culture, particularly in project environment. Many research findings reveal a high correlation between successful PPM performance, high levels of top management support, and a culture that promotes information sharing and transparency (Cooper et al., 2001; Killen et al., 2008; Kim and David, 2007). It is therefore proposed that management support that encourages collaboration and information sharing has positive influence on PPM outcomes (Jonas, 2010). The present day complexity of project environment strengthens the need for project managers to be able to adapt to the environment and at the same time maintain a balanced level of control and accountability. This is possible only if there exists a high level of trust between portfolio managers and project managers supported by a culture that encourages information sharing among project teams (Aritua et al., 2009).

Planning (includes project planning as well) process is akin to a social undertaking and almost always involves issues of coordination, cooperation, and trust. The three key elements always come into play as part of the communication process in planning as the actors or project team members or participants work together to produce substantive plans and
outcomes (Forrester 1989). Additionally in all practice-oriented consensus building and dispute resolution mechanisms applied to planning problems, the three elements mentioned earlier come into play during the process of conflict resolution and consensus or agreement building stages (Innes 1996; Innes and Booher 1999; Fisher, Ury, and Patton 1991). Power and influence play a very vital role in politics and planning. Power and influence come into picture at the time of decision making, agenda setting and prioritizing issues and problems for resolution (Lukes 1974).

Project Management Institute (1996 and 2008), deals with the 9 knowledge areas of Project Management (both at the formulation/planning phase as well at the execution phase of a project). The key aspects stressed in PMBOK are 'Managing the Stakeholders', in terms of identifying their needs, meeting their needs in the best interest of the project within the framework of project constraints to the satisfaction of the stakeholders and keeping them informed throughout the entire phase (five phases) of the project, and "Communication".

In exploring the critical success factors for managing stakeholders in construction projects, it was observed that the top three ranked factors for stakeholder management were "managing stakeholders with social responsibilities", "assessing the stakeholders' needs and constraints to the project", and "communicating with stakeholders properly and frequently (Yang et.al, 2009).

From the above literature survey, it stands out clearly that Stakeholder Management is very critical to success of a project, as the project is a means to meet the needs of the stakeholders within the framework of project constraints. It is the key stakeholders who wield influence and power which largely shapes the planning and outcome of a project. It is essential to have a high performance team to ensure the project outcomes are favorable and as desired. The pro-active behavior of the project team which brings about free flow of information and knowledge (communication) can be sustained only when top management supports creation of a culture which promotes trust, camaraderie, and empathy resulting in a well knit and coordinated team of actors or players or project team members who work with full commitment for attainment of the project objectives.

STAKEHOLDER MAPPING

The concept of stakeholder has become very common, ever since stakeholder theory was brought into the mainstream of strategic management (Freeman, 1984). He defined stakeholder as 'any group or individual who can affect or is affected by the achievement of the firm's objectives'. Stakeholder theory is most often associated with corporate social responsibility (Wood and Gray 1991). As per Project Management Institute (1996) stakeholder refers to 'individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of the project execution or successful project completion'. In essence project stakeholders are groups or individuals who have a stake or expectation associated with the project outcome or performance and includes clients, project managers, designers, subcontractors, suppliers, funding bodies or agencies, users and community at large (Newcombe, 2003). One of the succinct definitions of stakeholder is any individual or group with a power to be a threat or a benefit to a project (Gibson, 2000).
There seems to be a natural fit between corporate social responsibility and organization stakeholders, as stakeholders represent the interests of certain group of persons whom the business should consider while undertaking a project. Further research on stakeholders can be classified under three types, namely, normative, instrumental, and descriptive (Donaldson and Preston, 1995). According to them Normative can be considered central core to stakeholder theory as it implies "organizations should acknowledge the validity of diverse stakeholder interests and should attempt to respond to them within a mutually supportive framework because it is a moral requirement"; Descriptive approach describes the methods and ways in the stakeholder management; and Instrumental approach explores the impact of stakeholder management on the organizational performance goals, both positive and negative. Essentially all studies on stakeholder management come under one of the three types described above. Based on the initial search for relevant articles/papers on stakeholder management from three databases, namely, ABI for business and management; EI compendex Web for engineering; and ISI for sciences, technology and humanities, the authors (Yang, et.al., 2009) after further screening identified 159 articles with content relevant to stakeholder management published between 1979 to 2008. They found of these 159 articles, 54% of them pertained to Descriptive Approach, and 40 % of papers focused on 'stakeholder management process and models'. This shows that the major or significant research effort has gone into stakeholder management process/models. The main purpose of stakeholder management is to capture the diverse views of the various participants/groups/entities, improve communication amongst them, and clarify their needs (Freeman, 1984; Mitchell et.al., 1997). The authors (Yang, et.al., 2009), based on the exhaustive review of the past publications, have observed that despite different ways and aspects used by different researchers, the main theory is essentially related to two streams, and to quote the authors they relate to:

(1) Identifying project stakeholders, including identifying the stakeholder boundary, assessing the commitment and interests of stakeholders, and diagnosing their potential performances.

(2) Analyzing different types of stakeholder relationships, explaining how stakeholders react to the conflict, and formulating strategies based on this analysis.

Essentially, the above boil down to the following critical or problem areas, namely,

(1) Methods and tools for stakeholder's identification and their interests.

(2) Managing stakeholder's interests, influence and relationships over the entire project.

(3) Impact and influence of the relationship network of stakeholders on the project.

Some of the common approaches for identifying stakeholders and their interests relate to (a) three in-line circles, namely, first circle comprising people we know well, the second circle are the people we do not know that well, but known well to the people in the first circle, and the third circle refers to people not known to us, but known to people in the first and second circle (Krebs et. al., 2006), (b) using deskwork/questionnaire surveys (Jergeas et. al., 2000; Karlsen, 2002; Awakul and Ogunlana, 2002). Deskwork could include collating information through, for example, Board of Directors, list of major consultants, important
outside agencies pertaining to the concerned State and the Central Government in the Indian context, and so on.

As already stated majority of the papers/articles relate to managing stakeholders. The approaches mainly try to classify stakeholders into different categories in order that the strategies for managing the relationships can be evolved. They are based on the criteria of 'can affect' and 'affected' (Freeman, 1984). The other variants are 'potential for collaboration' and 'potential for threatening' (Blair and Whitehead, 1998), 'fiduciary' and 'non-fiduciary (Goodpaster, 1991), and 'primary' and 'secondary' (Clarkson, 1995). Stakeholders can be classified into four groups, viz, client, project leaders' organization, outside services, and invisible team members (Briner et al., 1996). The key dimensions for further sub-categorization are 'Power' and 'Interest' (Mendelow A., 1991). Further the three sources of power used for categorizing are as below (Yukl, 1998):

1. **Position Power** derived from statutory or organizational authority: formal authority; control over rewards; control over punishments; control over information; and ecological (physical/social environment, technology and organization) control.

2. **Personal Power** derived from human relationship influences or traits: expertise; friendship/loyalty; and charisma.

3. **Political Power** derived from formally vested or conveniently transient concurrence of objective and means to achieve these: control over decision processes; coalitions; cooption; and institutionalization.

Whereas (Greene and Elfrers. 1999) have outlined seven forms of power as under for categorization:

1. **Coercive** - based on fear. Failure to comply results in punishment (position power);

2. **Connection** - based on 'connections' to networks or people with influential or important persons inside or outside organizations (personal + political power);

3. **Reward** - based on ability to provide rewards through incentives to comply. Is expected that suggestions be followed (position power);

4. **Legitimate** - based on organizational or hierarchical position (position + political power);

5. **Referent** - based on personality traits such as being likeable, admired etc thus able to influence (personal power);

6. **Information** - based on possession to or access to information perceived as valuable (position, personal + political power); and

7. **Expert** - based on expertise, skill and knowledge, which through respect influences others (personal power).

It is evident that the nature of power and influence, the source of power, and the way it is used has a substantial influence on a project as they contribute towards positive or cooperative influences, or manipulative or negative influences on the project outcome. Positional Power is found to be least effective of the three types of power enumerated in building commitment to shared objectives, and in achieving win-win outcomes, and for having constructive dialogues to resolve differences or in building shared understandings and commitment. Hence it is the presence and the use of these three powers in a judicious manner by an individual that can have
positive bearings on a project. Through discussions and use of questionnaire the relative power and influence of the stakeholders’ 'within and between formal organizations' and 'with informal interest groups and primary stakeholders' can be assessed or estimated. Thus Power/ Influence can be graded high, medium, and low.

The other dimension of the matrix as mentioned earlier is 'Interest' in the outcome of the project. This could be based on Urgency, Legitimacy, and Power (Mitchell et al., 1997) of the stakeholder/s. Therefore to classify the 'Interest' as low, medium or high requires (a) understanding the context and (b) evaluation and ranking of the type, source and level of power. The nature of the influence can be (a) positive or favorable, or (b) negative or unfavorable. Fig 1 depicts Power and Interest grid and a broad outline in terms of prioritizing stakeholders.

The other approach to stakeholder management is developing a visualization tool called 'Stakeholder Circle' (Bourne, 2005). It involves five stages, namely, (a) identifying the stakeholders, their roles, their expectations from the project, and their significance to the project (b) prioritizing the stakeholders based on their perceived power, proximity, and urgency (c) visualizing prioritized list of top stakeholders by way of 'stakeholder circle' or 'stakeholder radar' to depict their power, proximity, and relative influence, (d) engaging in order to ensure that the expectations of the key stakeholders are understood, acknowledged, and managed, and (e) lastly monitoring and reviewing on a regular or periodic basis.

From all the above it is clear, there are so many variants/approaches to categorizing stakeholders for developing a practical framework for managing stakeholders.

One of the essential requirements for effective management of stakeholders is clarity of project mission at different stages of the project. For effectively managing the stakeholders, it is essential for project manager to have a good understanding of the tasks and objectives at each stage of the project lifecycle in terms of cost, schedule, budget, etc. In addition the project manager should have a clear understanding of the client organization’s complexity, as well as the socio-economic and the regulatory environment under which the project operates (Winch 2000). Setting common goals, objectives, and project priorities in consultation with the stakeholders improves stakeholder management significantly (Jergeas et. al., 2000).

Emphasis on the importance and relevance of stakeholder management, particularly in construction projects, has been stated in a number of recent studies by various scholars (Newcombe, 2003; Olander and Landin, 2005; Ei-Gohary et. al., 2006; Olander, 2007). Further other studies (Olander and Landin, 2005), (Jergeas, et. al.,
2000), etc., have highlighted the reasons and relevance of stakeholder management in construction projects, particularly so for the following reasons:

- Construction projects are complex in nature because of many processes and parties involved.

- The relationships among stakeholders are generally temporary in nature, because of the nature of the projects.

- Expectations and needs of the stakeholders are generally divergent in nature, because of their financial exposure to the project and for other reasons and therefore, the project manager should have expertise in communication to manage the stakeholders.

- All project participants should be clear about their roles and responsibilities in order to meet the project objectives.

- Ineffective stakeholder management could lead to time delays and cost overruns.

Ineffective stakeholder management could lead to conflicts and controversies, especially, during the implementation of the construction projects (Jargeas et al., 2000). Meeting project objectives would require developing an effective framework to identify, clarify, manage, accommodate, and represent, the often competing requirements of the stakeholders (Cleland, 1999). Based on the critical review of the articles/papers on stakeholder management (Yang et al., 2009), the authors have suggested that a practical framework for managing stakeholders in construction industry should be developed keeping the following issues in view.

**Quote**

- The framework should be detailed enough to be of practical value to project managers in identifying key players and maintaining good relationship with them (Shen et al., 2004).

- The different stages of the project life cycle should be considered in the framework, because of the dynamics of the stakeholder influence and relationship.

- Different types of projects and sectors of client (public, private or quasi-public) should be distinguished as the variety of practical methods.

**Unquote**

Regarding the influence exerted on account of the entire relationship network, and particularly with regard to dynamic stakeholder management in the construction industry, very little research work has been undertaken. Stakeholder relations are not static, they are dynamic and in a state of flux. Because of this dynamic nature of the relationships between the stakeholders, the attitudes and the actions of the stakeholders would change from time to time over the project lifecycle (Rowley, 1997). The project manager's actions and outside influences have a bearing on the reactions of the project interest groups. The importance and managing of the entire project relationship has been stressed by many research studies in different ways. The importance of the efficient management of project stakeholders relationship to the success of the project have been spelt out clearly by (Jergeas et al., 2000) and (Cleland, 1986). The critical role of the project manager in ensuring regular contacts with the key stakeholders to keep abreast with the developments, and in engaging and addressing
Stakeholder Management in Infrastructure/Construction Projects: The Role of Stakeholder Mapping and Social Network Analysis (SNA)

their (key stakeholders) concerns along with constant focus on the project outcomes is well stressed (Gray and Larson, 2002). Research studies on the power/interest or impact matrix to analyze the impact of the stakeholders on the project have been carried out (Newcombe, 2003; and Bourne and Walker, 2005). The limitations of all these studies are that they do not provide a visual tool that can capture to certain extent the dynamic nature of the stakeholders' interrelationships. For instance, power/interest matrix 'provides part of the picture, the nature of influence of networking links is not present' (Bourne and Walker, 2005). Though stakeholder mapping (assigning stakeholders into different categories based on their power, influence, and interest), is a very essential visual tool, considering its inherent limitations in handling multiple and interdependent interactions that exist simultaneously in the stakeholder environment, it is proposed to use social network approach on account of its visualizing power to manage stakeholders (Rowley, 1997) and (Bourne and Walker, 2005). Given the nature of construction projects and from the stakeholder relationship and management perspective as stated earlier, the role of social network and its analysis in dealing with them is discussed in the next section.

SOCIAL NETWORK ANALYSIS (SNA)

The Social Network Approach (SNT) "focuses on relationships rather than individuals and brings dynamic and structural issues to the fore" (Loosemore, 1996). Given the dynamic nature of the stakeholder relationships and its structure and the influence stakeholder management process has on the stakeholder inter-relationships and its influence on the project, SNT can be used to develop a stakeholder relationship model to make analysis and take suitable measures in the interest of the project. Social Network Theory had its origin from Sociology (Simmel, 1950), and Anthropology (Mitchell, 1969; Boissevain, 1974). It focuses on social and behavioral analysis to a great degree (Wasserman and Faust, 1994). Under SNT a project is viewed as a system environment in which exists a network of anfractuous lines representing the relationships between the stakeholders or actors or participants. In fact social network was defined by Mitchell (1969) as:

[. . .] a specific set of linkages among a defined set of persons, with the additional property that the characteristics of these linkages as a whole may be used to interpret the social behavior of the persons involved.

Basically Social Network Analysis (SNA) is a method for mapping the relationships between various stakeholders (Scott, 2000). The network boundaries can be defined by snowball techniques (Scott, 2000; Wasserman and Faust, 1994), or interviewing network members or use of other value adding study methods. The network analysis is fundamentally different from the standard social and behavioral science research methodology (Wasserman and Faust, 1994). Instead of focusing on stakeholders' attributes, the social network analyses characteristics and behavior of stakeholders resulting from a social structural environment. It emphasizes analyzing the interactions amongst stakeholder members in order to understand the decision-making process. In social network analysis, the stakeholder attributes can be analyzed by the patterns or structures of ties among the members. Project managers can study the influence of this structure on individuals within this network system (Loosemore, 1998).
The network of relationships is used to analyze the structure of relationships on the behaviors of the stakeholders or actors. The theory is concerned with examining the structure and pattern of relationships emerging over a period of time and to identify both the causes and results (Tichy et al., 1979; Galaskiewica and Wasserman, 1994; Scott, 2000). Thus SNT, and therefore SNA which is part of it, can also be used to study the dynamics in stakeholder management process over time, that is, the relationship pattern can be examined over several points of time (Wasserman and Faust, 1994). This is because social network is a visual representation which helps in communicating information and in strategic decision making. Graphical formats have the ability to convey complex multi-dimensional aspects of an organization in a simple and powerful manner (Meyer, 1991), because our cognitive abilities process visual presentations differently from alphabetic or numerical or verbal information. The 'power of visualization comes from the fact that it is possible to have a far more complex concept structure represented externally in a visual display that can be held in visual and verbal working memories' (Ware, 2005). Thus visual representation makes up for the limitations in the working memories and extends both the capacity and duration of stored information (Tergan and Keller, 2005). Depending on the goal of the analysis, social network analysis follows two different models of organization (Borgatti et. al., 2008). Architectural models look at the structure of the network to understand whether specific structures lead to similar outcomes, or actors in similar networks exhibit similar behavior. Analysis of 'community' which has both social and spatial structure properties is based on architectural models. Flow models which look into the flow of information/e-mails, etc., view the network as a system of pathways along which things flow between actors. Analysis of flow models help in understanding which actors are active, which actors are powerful, etc. Thus they are very helpful in evaluation process and help in planning decisions. In the architectural model, first, the stakeholders are viewed as "interdependent rather than independent, autonomous units" (Wasserman and Faust, 1994). Next, during different phases, project managers monitor any changes to the relationship structure rather than individuals. Lastly by understanding the influence exerted by the structure of the entire network, the project manager can make necessary inference to make suitable decisions (Bourne and Walker, 2005). Projects involve considerable collaborative planning. Four types of results typically arise out of collaborative planning processes, and they explain how planning networks change over time: (1) increased awareness of reciprocal interests among stakeholders, (2) new relationships, (3) single and double loop learning that can reframe understandings of problems and interests, and (4) adaptations to the network itself as perceptions and practices change and new partnerships and institutions arise (Innes and Booher, 2010, Innes and Booher 1999). In essence, the purposes of applying SNT, i.e. carrying out SNA, for developing a stakeholder relationship model are to investigate the patterns of stakeholder behavior which emerge in response to the project missions over time, to investigate the forces which shape these patterns, and to unlock the implication inside the whole relationship network, which are for providing evidence for stakeholder management strategies and to facilitate the decision-making process eventually.
SNT/SNA has been used in many areas. For example, SNA has been used in, strategic alliances (Hagedoorn, 1996); in investigating interpersonal relationships under crisis conditions (Loosemore,1998), in gauging the effect of different communication means towards the ethical attitudes of construction project personnel(Ho, 2004), in analysis of coalitions (Pryke, 2004), in planning related applications (Dempwolf and Lyles, 2012), in exploratory study to improve organizational understanding of project interdependencies for PPM (Killen and Kjaer, 2012) etc. Hossain and Wu (2009) used the Enron dataset, which is basically Email logs from the Enron Corporation between 1997 and 2002 which were made public by FERC during their investigation. They used text mining tool to understand the communication patterns that existed between the various stakeholders (and therefore the network structure). They used an innovative approach combining SNA, text mining, and statistical analysis for exploring the correlation between actor centrality and coordination. One of the main findings of the study was that the three measurements of centrality (betweenness, degree, and closeness) all show significant difference in coordination levels between actors high and those low in centrality. Again the Enron dataset analysis study showed no correlation between coordination and the individual's organizational position. Instead, the test found a strong correlation between network centrality and coordination (Hossain, 2009). Thus it is seen that flow analysis on social networks using statistical tools can give lot of insights into influence, power, etc. prevailing in the project and who are the central actors/stakeholders. The architectural model which involves analysis of patterns prevailing will be able to throw light on the attributes of the actors/stakeholders and help in inferring expected outcomes. Based on Stakeholder Mapping, the Project Manager can cross check to ensure if all the stakeholders identified are in the network. Because of the stated benefits from SNA, the use of it should provide the project manager a visual tool which would help in proper stakeholder management in the interest of the project. Thus the combination of the two visual tools, namely, Stakeholder Mapping and SNA, should help the Project Manager take right decisions for effective stakeholder management and therefore improve chances of project success.

CONCLUSIONS

Despite numerous studies on stakeholder management, covering all the three types of studies, namely, normative, descriptive, and instrumental, still there are certain inherent weaknesses remaining as given under:

- Limited tools to identify stakeholders’ interest and influence;
- Limited studies covering changes in stakeholders’ influence and its impact on relationships;
- A very few studies that cover the influence of the entire relationship on the work environment.

Even though there are many studies carried out on SNA, the application of SNA for the stakeholder management in construction industry in practice is largely unexplored. It is in this context, that a research combining the power of the dual visual tools, viz, stakeholder mapping and social network and its analysis on an ongoing construction project or infrastructure project may be able to throw some light on their predictive capability and utility in terms of stakeholder management. The
implications of such a study would be in terms of exploring ways to improve (a) Stakeholder Management, (b) Human Resource Management, and (c) Communication Management. The PMBOK Edition 5, which was released end December 2012, has added 'Stakeholder Management' as the tenth Knowledge area. This shows the emphasis and importance given to 'Stakeholder Management' for ensuring greater success of a project. In fact in the discipline of planning, there is a thinking emerging that networks represent a new paradigm for planning in the way they relate to and organize space and time; and in their potential to improve governance and results (Albrechts and Mandelbaum, 2005). From these research studies, it appears very likely that Project Formulation, which is part of project planning, will be strengthened through the use of SNA along with Stakeholder Mapping.

REFERENCES


Stakeholder Management in Infrastructure/Construction Projects: The Role of Stakeholder Mapping and Social Network Analysis (SNA)


Stakeholder Management in Infrastructure/Construction Projects: The Role of Stakeholder Mapping and Social Network Analysis (SNA)


Journal of Civil Engineering and Management.


Stakeholder Management in Infrastructure/Construction Projects: The Role of Stakeholder Mapping and Social Network Analysis (SNA)


Work Life Balance (WLB): A Key to Organizational Efficacy

Harish Kumar* and Sudeep Kumar Chakraborty**

WLB is striking balance between work and non-work schedules. Balance means equilibrium. The term balance can be signified by establishing levelness between two equally demanding things. WLB warrants for achievement as well as enjoyment, achievement through work and enjoyment through life. WLB has got a lot to do with organizational efficacy. There is an active interplay between WLB and organization effectiveness. In the current economic environment, work-life balance is now regarded as one of the most important workplace qualities, second only to pay package. WLB offers apparent benefits to the organizations in terms of increased levels of morale and satisfaction, reduced family and work life stress, improved organisational effectiveness and efficiency and so on so forth. Problems slow down the progress of WLB initiatives in an organization. Organizations experience a gamut of problems in publicising and practicing WLB practices owing to end number of reasons. Strategic moves can be taken, guidelines prescribed for employees and organization can be referred to and a compliance checklist can be chalked out in order to ensure that the WLB practices are not only fortified but they are implemented too as they offer apparent benefits to the organizations.

KEY WORDS: Work life Balance, Organizational Efficacy, Flexi-work Schedules, Employee Retention.

"Most people struggle with life balance simply because they haven't decided what is really important to them".  
- Stephen Covey

PROLOGUE

WLB is striking balance between work and non-work schedules. Balance means equilibrium. The term balance can be signified by establishing levelness between two equally demanding things. WLB warrants for achievement as well as enjoyment, achievement through work and enjoyment through life. An emotionally intelligent employee well knows how to strike balance between work and life. Still lot of support is needed from the top management/employers. Total life space available to an employee can be segregated into two parts-professional and personal/social life spaces. An employee is required to be spending equal time on both the spaces. Work life Balance (WLB) is

*Harish Kumar, Professor, Business Administration, Principal Investigator, UGC Major Research Project (A Central University), Bilaspur, Chhattisgarh, India.  
Email: harish1963@yahoo.co.in

**Sudeep Kumar Chakraborty, Formerly Project Fellow, UGC Major Research Project, Department of Management Studies, Guru Ghasidas Vishwavidyalaya (A Central University), Bilaspur, Chhattisgarh, India.  
Email: sudeepchkrbrt@gmail.com
need of the hour. It is the concern not only of corporate but also of the society. This is an instrument that helps in ensuring employee happiness. An employee may suffer from work-family or family-work conflict owing to having an imbalance in his or her work life. An employee needs to be satisfied on both the counts professional as well as personal/social. There is a cold war, at times hot war going on between employees and employers in wake of WLB. However, they fail to understand that WLB is reciprocally beneficial for both of them. The corporate world is quite demanding today and believes in tight schedules and deadlines etc. Owing to the pressures built up by demanding nature of an organization, the employee is not able to strike a balance between work and life. Imbalance between work and life causes to lack of harmony and peace in life.

WLB has got a lot to do with organizational efficacy. There is an active interplay between WLB and organization effectiveness. In the current economic environment, work-life balance is now regarded as one of the most important workplace qualities, second only to pay package. According to research conducted by the Corporate Executive Board among more than 50,000 global workers, employees who feel they have a better work-life balance tend to work 21% harder than those that do not. Imbalance in the work and life can lead to a variety of social complications as increased rate of divorce, infertility due to enhanced level of stress, advent of nuclear families and live in relationship.

WHY WLB?

Employees in the present time prefer jobs that entail the content of flexibility. Working people including dual career couples require availability of time at different points in different stages of their career to meet different personal and social needs. Resultantly, working people struggle to strike balance between working hours and personal obligations. Organizations in abroad appear to be quite alarmed about WLB. Organizations in India have started realizing the urgency of the need of WLB and taking the needed steps. Consequences of good WLB benefit the organization in a variety of ways as improved performance, increased productivity, augmented employee satisfaction and happiness, sound well-being, enhanced organisational image, improved employee retention, improved quality of life and so on. Likewise, the consequences of poor WLB can be low level of morale and motivation, increased number of grievances, work-family conflict, poor wellbeing, low-employee retention, low performance and productivity level, poor organisational image, poor quality of work life, poor quality of life and so on.

WLB AND OE INTERPLAY

WLB and OE are interrelated and interdependent. Both the terms are interactive in nature. The following figures in name of virtuous cycle and vicious circle depict the interplay between work life balance and organizational efficacy.

VIRTUOUS CYCLE

The figure: 1 portrays the phenomenon when the equilibrium established between work and life leads to employee contentment and further into increased level of performance and productivity. This consequently results into organizational effectiveness.
Work Life Balance (WLB): A Key to Organizational Efficacy

VICIOUS CIRCLE
If the work life is imbalanced in an organization, the employees will be discontented. The dissatisfied and unhappy employees can never deliver the goods in a convincing manner, resultantly: the organization will undergo the crisis. The figure: 2 exhibits the occurrence lucidly.

Figure 1: Virtuous Cycle

Figure 2: Vicious Circle
WHAT ARE THE PROBLEMS?
Problems slow down the progress of WLB initiatives in an organization. Organizations experience a gamut of problems in publicising and practicing WLB practices owing to end number of reasons. Efforts made by top management and employees in a combined manner in resolving these problems can help in promoting and implementing WLB practices. Some of the major problems are narrated as below:

- Negative or indifferent attitude on the part of top management in initiating strategic moves on WLB.
- Low level of faith in supervisors about WLB initiatives and their advantages.
- Reluctance shown by employees in adopting WLB practices in their work schedules.
- Stringent work schedules making employees unable to practice flexible work practices.
- Dictatorial behaviour of concerning supervisors and the top management personnel to adopt flexible work schedules.
- Inadequate focus on setting up world-class WLB practices.
- Non-availability of and inaccessibility to tools for enabling workers to use flexible work schedules.
- Unsupportive organisational culture to espouse WLB practices.
- Lengthy procedures delay in the formulation and execution of WLB policies and practices.

- Poor structural framework works as an impediment in framing work life balance practices and applying them.
- Lack of consistent interaction between the superiors and the subordinates to make the WLB as organizational way of life.
- Self-seeking attitude on part of top management creates blockages for participative style of leadership.

WHAT CAN BE DONE?

Strategic Manoeuvres
An organization can provide the employees with the facilities that are instrumental in striking work-life balance. The figure: 3 exhibits various WLB related strategic tactics adopted by the employers.

Figure: 3 Strategic Approaches to WLB
TIPS

WLB is an activity of mutual gain. Both the employers and employees need to be equally responsive to WLB initiatives. Both of them play a pivotal role in chalking out the need for WLB and devising WLB strategies. The figures: 4 and 5 indicate the guidelines that can be beneficial to the organization and individual employees both in formulating WLB polices and putting them to execution too.
Figure: 3 Strategic Approaches to WLB
PROPOSITIONS

The following practicable suggestions if adopted thoughtfully can be of use to the employees as well as the employers both in advocating the WLB initiatives in the organizations:

- Evolve a culture that encourages WLB as it is the matter of heart and mind rather than policies and procedures.
- Employers/Top management can make the employees aware about the meaning and worth of WLB.
- Employees can be educated about the reasons assigned to the need and utility of WLB.
- Employees can persuade the top management to frame policies regarding WLB and ensure that they are duly implemented.
- Treat WLB as reciprocally meaningful.
- See that WLB is treated greater than adopting certain WLB practices as it denotes employee fulfilment and engagement resulting in enhanced level of productivity.
- Top management can make efforts in name of training programs, workshops and lectures to make the employees acquainted with the worth of WLB and arouse their interest in WLB initiatives.
- Due support must be provided by the employees at the time of formulation and execution of the WLB related policies.
- Benchmark WLB practices against practices prevailing in world-class organizations
- Work arrangements must be duly discussed and reviewed.
- Guarantee that the WLB initiatives are straightway associated with organization's business needs, priorities and mission.
- WLB does not believe in 'one size fits all' as different people attach value to different WLB practices and policies. Let the WLB policies be flexible.
- Make the use of information technology/e-learning to facilitate WLB.
- Make it sure that the top management behaves as WLB role-model. People belonging to the top rung ought to practise flexi-work schedules so that the people working down the line can get stimulated to resort to such schedules.
- Employees can conveniently be made available the facilities as telecommuting, video conferencing etc.
- Emphasize less on how many hours worked and more on what have been accomplished in those hours.
- Find out reasons to give your employees the gift of time.

WORK LIFE BALANCE COMPLIANCE CHECKLIST

Answers to the following questions may determine the amount of focus the organization puts on WLB. Higher the number of answers in affirmative, greater the emphasis the organization puts on WLB:
1. Do the Mission and Vision Statements reflect the essence of quality of life?

2. Does the organization put emphasis on employee welfare in general and WLB in particular?

3. Does the organization evolve and sustain an organizational culture/work culture that encourages WLB?

4. Does the organization take stock about the state of affairs with regard to WLB at regular basis?

5. Are the employees aware about the conceptual and empirical value of WLB?

6. Does the organization put forth efforts to orient employees towards WLB in terms of awareness programs, motivation and so on?

7. Does the organization ensure about the willingness of employees to be interested in striking balance in their work and life?

8. Do the governmental rules and regulations in connection with WLB are duly followed in the organization?

9. Does the organization benchmark its WLB practices against the practices prevailing in world class organizations?

10. Is there reciprocal support of employees and management in boosting up the concept and practice of WLB in the organization?

11. Does the organization believe in total employee involvement? Does the management bothers about the family of the employee as it bothers about the employee?

12. Does the organization practice family-friendly work practices so as to maintain WLB?

13. Are there specific rules for dual career couples with regard to WLB?

14. Are there specific rules for working women?

15. Does the organization concern about the returns of WLB?

16. Does the organization regard WLB as a tool of employee retention?

17. Does the organization use WLB as a tool of employee attraction?

18. Does the organization seek opinions from employees as how to strengthen WLB?

19. Does the organization possess a sound feedback and follow up system to ensure that the efforts made for striking balance between work and life have been fruitful?

20. Does the organization take corrective action to bridge the gap, if needed?

**EPILOGUE**

WLB has become an unavoidable need. Work and life are two sides of the same coin. They are interwoven in nature and overlap. A professionally sound organization can pledge to be striking balance between work and life and making its employees smiling. There are undoubtedly problems in advocating WLB initiatives, they can be resolved suitably if employees and employers both behave in a reciprocal manner. Strategic moves can be taken, guidelines prescribed for
employees and organization can be referred to and a compliance checklist can be chalked out in order to ensure that the WLB practices are not only fortified but they are implemented too as they offer apparent benefits to the organizations.

REFERENCES

QUOTE
"Life is an opportunity, benefit from it.
Life is beauty, admire it.
Life is a dream, realize it.
Life is a challenge, meet it.
Life is a duty, complete it.
Life is a game, play it.
Life is a promise, fulfill it.
Life is sorrow, overcome it.
Life is a song, sing it.
Life is a struggle, accept it.
Life is a tragedy, confront it.
Life is an adventure, dare it.
Life is luck, make it.
Life is too precious, do not destroy it.
Life is life, fight for it."

Mother Teresa
Impact of Infrastructure sharing on Indian Telecom Sector

Ashwini Dhage* and AKN Prasad**

Telecom services, being a capital intensive business, needs huge investment year on year for growth and expansion. It involves high cost towards setting up and maintaining the networks as high execution risks in installing the active electronic components. This had led to a sluggish growth of the sector during the initial period till almost 2007.

At this point of time, Government of India introduced a path breaking policy to allow various Telecom service providers to share their infrastructure. This led to a unique business model, known as Coopetition, meaning cooperation amongst competitors. Taking advantage of the policy, all the service providers started sharing each other's infrastructure to help everyone grow and reach new subscribers. This led to an unprecedented growth in the sector, not demonstrated by any industry in the country since independence.

The various telecom service providers are becoming partners to minimize the duplication of cost and effort, bringing about significant financial and operational saving, and hence better margins.

This study paper captures this aspect of the business and demonstrates how proactive policy changes by the government can spur industrial activity bringing in economic reforms.

KEY WORDS: Telecom, Competition, Infrastructure.

EXECUTIVE SUMMARY

This paper highlights the need and the benefits of Telecom infrastructure sharing. It also highlights that only after the policy changes in infrastructure sharing in 2007, telecom industry has been able to grow at such high rate and able to adopt a sustainable model even at falling average revenue per user (ARPU) and fierce competition. The telecom industry is moving towards infrastructure sharing for variety of reasons, and passive infrastructure forms a very important part of the same. At present the capital cost required for active infrastructure is about 60% while that of passive infrastructure is about 40%. However, the prices of land, steel and cement are going up while those of electronic components are decreasing, leading to steep expected rises in cost requirements.

Costs are expected to rise even further in future, as penetration into rural areas occurs. Issues such as higher cost of land development, insurance costs, power cuts, and lack of infrastructure will come to fore. At the same time, more number of towers will be required to cover the same number

---

* Ashwini Dhage, Student, PGDM-Ebiz (2011-2013), We School, Bangalore, India. Email: dhage.ashwini@gmail.com

** AKN Prasad, Head, MDC - Executive Education and Faculty - Operations, We School, Bangalore, India. Email: akn.prasad@welingkar.org
of people as the population is dispersed in rural and semi-urban areas.

In a country like India, various clearances are needed before the tower and active infrastructure are set up and ready to use. Given the rapid changes in technology, often high cost of existing infrastructure is not even recovered before operators have to pilot into newer generations. Sharing will enable faster rollouts and reduces risk of redundancy. This will prove especially beneficial for new players entering the markets.

Sharing enables operators to convert their high capital expenditures into operating expenditures which they can defer over extended rental times. It will enable management to save time and focus on core activities.

If an operator has already set up the infrastructure for a cell site, it can easily be leased out, creating a source of income. The tower business can become a profitable one by itself, rather than just serving as a by-product of cost cutting.

Sharing also provides various benefits to end-customers in terms of reduced costs and increased availability of telecom services across wider geographies.

The major economic value addition because of sharing infrastructure is avoiding the high capital expenditure involved in expanding telecom services. Additionally the companies that bid for the 3G license recently crash-strapped to make big investments towards the passive infrastructure require to roll-out 3G services. Sharing infrastructure enable faster roll outs without necessitating immediate financing.

The decision of Department of Telecom of allowing infrastructure sharing has played a crucial role in such a tremendous growth of telecom industry in India. At the same time it has enabled telecom industry to provide service at lowest tariff rates in the world without comprising the quality of service. Allowing infrastructure sharing is a live example of how the Government policies can change the complete scenario of how an industry operates, prosper and how it benefits the end consumers.

**OVERVIEW OF INDIAN TELECOM SECTOR**

The Indian Telecommunications network is the third largest in the world and the second largest among the emerging economies of Asia. The telecommunication sector continued to register significant success during the year 2011 and has emerged as one of the key sectors responsible for India's economic growth. Telecom industry contributes to nearly 3.6% to India's GDP. As per projections of Cellular Operators Association of India (COAI), wireless telephony will continue to fuel growth in the Indian telecom industry with mobile subscribers base in India expected to reach 1.159 billion by 2013.

**TELECOM INDUSTRY BEFORE AND AFTER 2007**

Telecommunications in India has grown from a fledgling to a large industry over the last decade, reporting a compounded annual growth rate (CAGR) of 70% in wireless subscriber base between March 1999 and March 2011. During this period, the size of the wireless subscriber base has increased from 0.12 crores to 82.7 crores, taking wireless teledensity up from 10% to 66%.
This tremendous growth in subscriber base has been facilitated mainly by the infrastructure sharing which in turn resulted into increase in network coverage and decline in tariffs. In 2007 the Department of Telecom approved the recommendations of TRAI on sharing passive infrastructure which basically includes towers, physical sites, buildings, power supply, battery backup, and cooling systems. In April 2008, it also permitted operators to share the active components of their network like antenna, feeder cable, node B, radio access network (RAN) including backhaul from base transceiver stations (BTS) to base station controllers (BSC). After this big changes in policies all the major players in the industry are able to expand their network with a very low investment and shorter network roll out time. Infrastructure sharing is also encouraging new entrants and making the market more competitive.

Recently, in January 2012 Telecom Commission of India has allowed operators to share spectrum, but has limited this facility to 2G airwaves alone. But need of the hour is that the government should allow spectrum sharing for 3G and 4G also so that the operators will be able to provide services on PAN India basis for which they are struggling now because of the limited spectrum availability.

**NEED FOR INFRASTRUCTURE SHARING**

Telecom infrastructure in India is under immense pressure because of the tremendous growth in the subscriber base from last few years. Every month on an average 16 - 18 million subscribers are being added to the subscriber base and to sustain this growth operators need to expand their backend infrastructure (Source: COAI Report 2010). With the coming auction of 4G spectrum by the end of this year, the requirement for more
sites to support the launch of new products and services by operators will put additional pressure on the existing infrastructure. In addition to this, to tap the large rural market of India which is scattered over a vast geographical area operators need huge capital to roll out the network. Hence, infrastructure sharing is the only way out to expand operations in rural market without much investment.

Figure 2: Tower requirements estimates

Indian Telecom operators provide lowest tariffs all over the world, but they are in facing problems due to the falling average revenue per user (ARPU). Majority of the service provider continued to register declining profits quarter after quarter. According to the TRAI report, in March 2012 the minutes of usage (MOU) have increased from with a 4.09 per cent rise from 346 minutes as compared to 332 minutes in December 2011 for GSM. Outgoing calls increased by 3.98 per cent and incoming increased by 4.20 per cent in this period. But there is a significant decrease in the ARPU. Uncertainty regarding government policies, 2G scam, higher interest rate on investment in 3G and customer churn is badly affecting the profit margins of service providers. Hence to curtail their capital expenditure (capex) and operating expenditure (opex) telecom operators is increasingly opting for infrastructure sharing which is a cost-effective business model. This has further resulted in the evolution of specialized companies like Indus Towers, Bharati Infratel, and Reliance Infratel providing passive infrastructure to operators, including tower-sharing facilities.

Figure 3: Level of tower sharing

Source: IDBI

The monthly rentals charged by tower companies are approximately Rs 30,000 (US $667) for Ground Based Tower (GBT) and Rs 21,000 (US $466) for Roof Top Based Tower (RTT) per operator. However each tower depending on whether it is GBT or RTT, requires a very high capital investments ranging from Rs 1.5 million to Rs 2.5 million. Investment required for network roll out and maintenance and up gradation costs account for 65 - 70% of the operating expenditure. Hence by sharing the infrastructure
companies can avoid the high risk involved in the investment in infrastructure and technology and can also save up to 30% of capex and 15% of opex (Source: Analysys Mason Insight). Infrastructure sharing helps the operators by reducing the burden of building and managing the network so that they will be able to focus on core activities like offering innovative and cost-effective products to the customers, marketing, sales, and strategy.

**BUSINESS MODELS USED FOR TOWER SHARING**

- **CAPTIVE** - Under this model, operators invest in infrastructure and manage it internally. Single tenancy, which is implied in this model, results in high capital expenditure and operating costs.

**Figure 5: Constituents of a Mobile Network**

---

Source: ICRA (2009)
- **OPERATOR CONTROLLED ENTITY:**
  Operator consolidates tower infrastructure and transfer to a separate operator owned entity. Funds required to set up this independent division are raised by selling shares to external investors. The subsidiary company serves the infrastructure needs of the host (owner - operators) and the tenants. (WTTIL, Bharti Infratel, Reliance Infratel)

- **POOL AND SHARE:** Operators jointly set up an independent company. Each operator contributes infrastructure to the joint entity or venture and enjoy rights of the shared resources. Apart from the assured occupancy from the parent companies, these entities also serves other tenants. For example Vodafone Essar, Bharati Airtel, and Idea Cellular jointly own Indus Towers Limited, which is India's largest tower infrastructure company having a portfolio of 110,000 towers.

- **BUILD AND OPERATE:** Independent tower companies builds and manages tower infrastructure. Multiplicity of tenants increases the profitability for the owner companies. Towers are leased to operators under long term contracts (e.g. Quippo, ATC, Tower vision). A lot of operators are able to see value in working with independent tower companies and are hiving off their tower to these companies and unlocking value. For example, January 2010, Aircel hived off 17,500 of its towers to GTL valued at Rs 8400 crore. These towers were built by Aircel as per their requirements, but with GTL gaining the ownership these assets, GTL will be free to use these assets for Aircel and other operators also (Business Standard 2010).

**IMPACT : CO-OPERATING AT THE 'BACK-END', COMPETING AT 'FRONT-END'

- **VIABILITY OF BUSINESS AT LOW ARPUS:** In spite of the lowest tariffs and falling ARPU Indian service providers are able to make their businesses financially viable and are able to grow in such a cut throat competitive environment. This is only because they are able to reduce operational costs and capital requirements for rolling out new networks and running the networks. They are squeezing out more efficiency out of the available active and passive infrastructure on the strength of sharing. Internal rate of return has improved significantly after operators started sharing their infrastructure.

Figure 6: Impact on declining ARPUs on IRRs at Different EBITDA Margin Levels in an Infrastructure Sharing scenario

![Figure 6: Impact on declining ARPUs on IRRs at Different EBITDA Margin Levels in an Infrastructure Sharing scenario](source: ICRA's Estimates)

- **QUALITY OF SERVICE:** In the past telecom industry was all about pricing strategy as the customers were least bothered about the quality of service. But in the current scenario as there is no scope for further price reduction and with technological evolution Quality of service has become the prime distinguishing factor.
among the competitors. QoS is affected by various factors like network congestion, service access delay, call drop and echo. Customers are becoming more sensitive towards these issues as they a broader range of options and they can easily switch operators with the help of mobile number portability (MNP) service with limited switching costs. Infrastructure sharing has enabled the operators to improve the quality of service as network expansion has become very easy and they can use more number of towers for highly populated areas. This has further helped them to retain the existing subscribers.

- **ENHANCEMENT OF PROFITABILITY:** After 2007, service providers in India are able to give better financial results as they have reduced their operating costs and capital expenditure. Indian Telecom industry has become lucrative for foreign players because of the effective government policies and better returns on investment. As a result, many foreign players like Telenor, Vodafone, NTT Docomo have entered in Indian market and are investing in this sector.

- **CANCELLATION OF 2G LICENCES AND RE-AUCTION:** Because of the cancellation of 122 licenses by High court many new entrants like Loop Telecom Pvt Ltd, Shyam Tealink Limited , S Tel, and the existing players like Tata Teliceservices, and Idea Cellular have incurred huge losses. So, after the re-auction to roll out the network, demand for towers is expected to report a sharp increase as there will be an urgent need for optimizing investments in order to maintain returns. And this could be achieved only by sharing infrastructure.

- **HIGH USAGE AND LIMITED SPECTRUM AVAILABILITY:** India has one of the highest number of MoUs in the world but the average spectrum available per user is only of the order of 5.5 MHz, compared to an international average of about 22 MHz. Due to the high usage more number of base transceiver stations (BTS) are required to handle the same subscriber base. Additionally, more number of cell sites is required to handle this traffic to maintain a reasonable level of service quality. Infrastructure sharing has enabled the operators to balance the increasing demand even as working in the limited spectrum availability.

- **SHORTER ROLLOUT TIME, A KEY NECESSITY:** One of the major barriers for new entrants in telecom industry is the huge investment requirement and risk involved to roll out the network. Hence by sharing the existing infrastructure they can easily overcome this barrier. Moreover the existing players already have competitive advantage of widespread distribution network, strong brand name and well established subscriber base.

Hence it is very critical for the new players to shorter the network roll out time which has been facilitated by the tower companies because players can start their operations just by installing their electronics on the ready to use towers.

- **NEW TECHNOLOGIES TO FURTHER STIMULATE DEMAND:** Launching of 4G services will further stimulate the demand. It has become very crucial for service providers to spectrum also with the passive infrastructure to offer uninterrupted services.
CONCLUSION

The decision of Department of Telecom of allowing infrastructure sharing has played a crucial role in such a tremendous growth of telecom industry in India and at the same time it has enabled telecom industry to provide service at lowest tariff rates in the world without comprising the quality of service. Allowing infrastructure sharing is a live example of how the Government policies can change the complete scenario of how an industry operates and prosper and how it benefits the end consumers. Going further, to maximize the benefits of 3G and 4G services government should allow spectrum sharing so that these services would be available in all the circles with minimum costs.

REFERENCES


QUOTE

All love is expansion, all selfishness is contraction. Love is therefore the only law of life. He who loves lives, he who is selfish is dying. Therefore love for love’s sake, because it is law of life, just as you breathe to live.

Swami Vivekananda
Emotional Intelligence as Predictor of Occupational Stress among Working Professionals

Sarvesh Satija* and Waheeda Khan**

Recent research indicates that emotions play an integral part in managing stress and anxiety at workplace. A review of literature highlights the need for examining relationship of emotional intelligence as an overarching concept to the management of stress and anxiety. The purpose of the present study is to investigate the relative effect of emotional intelligence on occupational stress of working professionals. A total of 150 working professionals in NCR region were administered emotional intelligence and occupational stress scales. Descriptive statistics, correlation analysis and regression analysis were used for data analysis. The t-test analysis at 0.05 level of significance indicated that there was a significant difference between the occupational stress of working professionals with high and those with low emotional intelligence. Moreover, the results were in the expected direction showing a negative correlation between emotional intelligence and stress at work, indicating that professionals with high scores in overall emotional intelligence suffered less stress in their occupational environment. The results of regression analysis indicated that the emotional intelligence was effective in predicting occupational stress. On the basis of these findings, suggestions and recommendations were made to include emotional intelligence as an integral component of selection, placement and training, and incorporate emotional intelligence intervention techniques to benefit working professionals in coping with and managing the stress.

KEY WORDS: Occupational Stress, Emotional Intelligence, Working Professionals.

INTRODUCTION

Working professionals are the real asset for an organization as they play a crucial role in the actualization of organizational goals and objectives. However, they frequently suffer from stress owing, among other factors, to their characteristics and working conditions typically found at the workplaces. In this regard, studies by Cooper and Cartwright (1994), Spielberger & Rehieser (1994), and Kinman (1998) have identified, among other things occupational stress as one of the cardinal mitigating factors against employee well-being and effective performance.

OCCUPATIONAL STRESS

Nowadays all people experience stress in their work environment or organization and this reality does not let people work. These types of stress are the result of one's duty, one's nature, and individual's interaction with his work environment. The term "stress" was introduced in Psychology by Selye (1956) who considered that any stimulus that elicits an unspecified answer may be a stressor, although he did not include...
psychological stimuli. Nowadays, psychological stimuli may provoke important stress reactions. Stress being a multi-dimensional concept may be defined in many different ways. Matteson and Ivancevich (1987) define stress as an adaptive response for an external action. Finally, stress as transactional stimulus-response refers to the evaluation that the individual makes of the fit/unfit that exists between environmental demands and their capacity to confront them. Harrison (1978), Edwards (1988), Lazarus and Folkman (1984a, b), McGrath (1970), Peiro (2000) or Parkes (2001) contributed to this approach. In terms of language, it is originally derived from the Latin word, that is stringere, which refers to draw tight, to describe hardships and/or affliction (Cartwright & Cooper, 1997). It is an ineffective and unhealthy reaction to change (Akinboye et al., 2002). It is the body's response to any undesirable mental, physical, emotional, social or environmental demand (Akinboye et al., 2002). As there is no single agreed-upon definition of stress, the present research defines it as a "relationship between the person and the environment that is appraised by the person as taxing… and endangering his or her well-being" (Lazarus and Folkman, 1984, p.19). Stress as an answer makes reference to the physiological, emotional and behavioral changes found in dealing with stressful situations. In organizational context, it often occurs when individuals' physical and emotional do not match or cannot handle their job demands, constraints and/or opportunities (Leka et al., 2004; Ugoji, 2003; Ugoji & Isele, 2009).

Occupational stress is a growing problem worldwide, which results in substantial costs to employees and organizations (Cotton and Hart, 2003). In an organizational context, occupational stress is also known as job stress and/or work stress. Job Stress (JS) refers to one's emotional response to work environment that appears threatening to workers (Gill, Flaschner, & Shachar, 2006). Occupational stress can also be defined as the experience of unpleasant, negative emotions such as tension, anxiety, frustration, anger and depression resulting from aspects of work. Basically, it has two major dimensions: physiological stress and psychological stress. Physiological stress is often viewed as a physiological reaction of the body (headache, migraine, abdominal pain, lethargic, backache, chest pain, fatigue, heart palpitation, sleep disturbance and muscle ache, as well as changes in eating, drinking, sleeping and smoking habits) to various stressful triggers at the workplace (Antoniou et al., 2003; Beehr et al., 2001; Critchley et al., 2004; Mansor et al., 2003). On the other hand, psychological stress is often seen as an emotional reaction (anxiety and depression burnout, job alienation, hostility, depression, tension, anger, anxiety, nervousness, irritability and frustration) experienced by an individual as a result from the stimuli at the workplace (Antoniou et al., 2003; Millward, 2005; WHO, 2005). If employees cannot control such stresses this may negatively affect their work attitudes and behavior (satisfaction, commitment, productivity, quality and health) at the workplace (Seaward, 2005; Newell, 2002; Sy et al., 2006; WHO, 2005).

EMOTIONAL INTELLIGENCE

Though emotions are common to all human beings, individuals markedly differ in the extent to which they attend to, process, and utilize affect-laden information of an intra-personal (e.g., managing one's own emotions) or interpersonal (e.g., managing others' emotions) nature (Petrides & Furnham, 2003). During the past two decades, there is an increased focus on the role of emotions in the workplace to conceptually examine the relationship between cognition and emotions which has largely contributed to new research around the
The construct of Emotional Intelligence (EI). Now EI has become something like a panacea in the business and academic settings as it was declared as one of the most useful words or phrases of the late 1990s by the American Dialect Society (cf., Mayer, Caruso, & Salovey, 2000). Moreover, few fields of psychological investigation appear to have touched so many disparate areas of human endeavour so quickly, and expansively, as has the concept of emotional intelligence (Matthews et al., 2003, p.109).

After almost two decades since the official introduction of emotional intelligence in universities, lot of work has been done to evolve it. As a concept, it was introduced by Salovey and Mayer (1990), Yale University psychologists. However, it was Daniel Goleman who promoted the topic in a book entitled Emotional Intelligence (see Goleman, 1995). Following this early publication, several authors explored the concept with different theoretical models (e.g., Bar-On & Parker, 2000a, 2000b; Ciarrochi et al., 2001; Mayer and Salovey, 1997; Parker et al., 2001). Two main approaches emerged: a mixed model, which combines emotional abilities with personality dimensions such as optimism and self-motivation abilities (Bar-On, 1997, 2006; Goleman, 1998); and an ability model, which focuses on how individuals process emotional information and the analysis of the capabilities that are required for such processing (Brackett and Salovey, 2006; Mayer and Salovey, 1997; Mayer et al., 1999). Mayer and Salovey’s (1997) model focused on emotional constructs such as the ability to perceive, glean information from, and manage one’s own and others’ emotions (Salovey and Mayer, 1990).

The concept of emotional intelligence (EI) can be attributed to a comprehensive package of individual skills and dispositions, usually referred to as soft skills or inter- and intra- personal skills, which make up the competency profile of a person. Such skills are beyond the traditional areas of specific knowledge, general intelligence, and technical or professional skills. Although, there is no unitary definition for it, many researchers have defined it with various colours, textures and flavours. Salovey and Mayer (1990) held that adaptive processing of emotionally relevant information is an integral part of intelligence. According to them, EI includes an "ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions". Abraham (1991) talked about three components of EI- the accurate appraisal and expression of emotion both in the self and in others, an adaptive regulation of emotions, and an ability to use emotional knowledge to solve problems. Thus, EI is the ability that motivates us to pursue our unique potential and purpose, and actuates our innermost values and aspirations transforming them from the things we think about to what we live. Mayer & Salovey (1993) defined EI as the ability to monitor one’s own and others feelings, to discriminate among them, and to use this information to guide one’s thinking and actions. It was however, modified by a New York Times behavioural science journalist, Daniel Goleman in 1995. Goleman (1995) through his EI model stated that EI includes (a) knowing one’s emotions, (b) managing emotions, (c) motivating oneself, (d) recognizing emotions in others, and (e) handling relationships. EI basically refers to the ability to sense, understand, value and effectively apply the power and acumen of emotions as a source of human energy, information, trust, creativity and influence (Goleman, 1995). Later, Mayer and Salovey (1997), in their notion of EI, combine emotion with intelligence, and consider it as "reasoning that
takes emotions into account” (p.4). They refined and broke down their earlier definition into four proposed abilities: Perceiving, using, understanding and managing emotions. Now, they defined EI as, "the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth” (p.5).

Bar-On (1997) defined it as "an array of non-cognitive capabilities, competencies and skills that influence one's ability to succeed in coping with environmental demands and pressures”. A related definition adds the "ability to adaptively recognize emotion, express emotion, regulate emotion and harness emotions" (Schutte et al., 1998). EI may be defined as the ability to use your awareness and sensitivity to discern the feelings underlying interpersonal communication, and to resist the temptation to respond impulsively and thoughtlessly, but instead to act from receptivity, authenticity and candour (Ryback, 1998). At its best, EI is about perceiving, learning, relating, innovating, prioritising and acting in ways that take into account and legitimise emotions, rather than relying on logic or intellect or technical analysis alone (Ryback, 1998).

According to the Relational Model, Bar-On (2000) stated that emotional intelligence is a factor of abilities, adequacy, and unknown skills that affects the ability of individual to succeed in overcoming stress and environmental stress. The five main domains in his model are intrapersonal skills, interpersonal skills, adaptability, stress management, and general mood. Orme (2000) defined emotional intelligence as the ability to use the emotion to help solve the problems and live in a more effective life. Emotion without intelligence and intelligence without emotion is only a part of solution. The complete solution is head working with the heart for organization. As per the definition given by Chadha & Singh (2001), EI is the ability of an individual to appropriately and successfully respond to a vast variety of stimuli being elicited from the inner self and the immediate environment. According to Roberts et al. (2001), EI describes an individual's level of ability to appraise, regulate and utilize emotions effectively on a day-to-day basis. Salovey et al. (2002) stated EI as "the ability to process emotion-laden information competently and to use it to guide cognitive activities like problem solving and to focus energy on required behaviours” (p. 159). Mayer and Salovey (2004) think that emotional intelligence is the ability of cognition, evaluation and expressing emotions, the ability of controlling emotions to improve the growth of emotion and ration. According to Antonakis et al. (2009), EI includes innate factors (self awareness, self control, feeling independence and capacity) and external factors (relationship, ease in sympathy, amenability) that are important traits of managers in considering the company's objections.

Emotional intelligence is simply the intelligent use of emotions. The means of using ones emotional capacity go in combination with ones intellectual, spiritual, psychological and other capacities. EI involves abilities that may be categorized into five domains: self-awareness, managing emotions, motivating oneself, empathy, and handling relationships. Thus intra- and inter-personal intelligences, as proposed by Gardner (1993), essentially constitute the aspects of social intelligence which have been included in EI in the form of self-awareness, empathy, and handling relationships.

**SIGNIFICANCE OF EMOTIONAL INTELLIGENCE**

Emotions at workplace and emotional intelligence are hot topics in management today. Leading business journals like MIT Sloan, Fortune, and
Harvard Business Review have featured articles on emotional intelligence. Goleman (1995) in his best-selling, Emotional intelligence stated that EI is an important factor for employees' teamwork, co-operation, and working more effectively. According to Gibbs (1995), EI may be the best predictor of success in life, redefining what it means to be smart. Such outcomes of being an emotionally intelligent person were further supported by the findings of Cooper & Sawaf, 1997; Gottman, 1997; Salerno, 1996; Segal, 1997. Research suggests that on an average, EI determines more than 80% of an individual’s success. (Goleman, 1996). Robert et al. (2001) found that EI helped individuals in managing the conflicts effectively, and gender and age didn’t have any impact on emotional intelligence. The emotionally intelligent person not only perceives emotions correctly, s/he also uses emotions to help shape judgment and behaviour as well. They engage in efficient emotion regulation in both self and others. This monitoring makes it possible for the individual to strategically manage emotion in self and others to produce the desired outcome in a given situation. Barrett & Gross (2001) stated that the person who can differentiate emotions can cope with them more effectively. Slaski and Catwright (2002) stated that there is increasing interest in how emotions affect the way individuals appraise and respond to potentially challenging situations and found that managers who scored higher in emotional intelligence suffered less subjective stress, experience better health and well-being and that this relationship affected management performance. EI, as an important behavioural construct, has been considered to be a major contributor to performance (Goleman, 1995, 1998; Hay Group, 2003). According to one of the claims, EI accounts for 85 to 90% of outstanding performance in the top management, thereby resulting in 20% more earning for companies (Goleman, 1998; Kemper, 1999; Watkin, 2000). EI has also evoked a keen interest among practitioners because of its wide applicability to a number of workplace issues like job satisfaction, absenteeism, organizational commitment, leadership, performance, organizational citizenship (Cooper & Sawaf, 1997; Gates, 1995; Megerian & Sosik, 1996; Sosik & Megerian, 1999; Wright & Staw, 1999).

According to Reuven (1999), EI is necessary for effective functioning within an occupational setting as it encompasses the empathy, communication, stress tolerance and social skills required for effective functioning at work. The emotional competencies are necessary for high performance in most occupations (Stough and De Guara, 2003). Effective emotional management and understanding of emotions are also important for effective leadership at work, as EI enhances a leader’s ability to solve problems and to address issues and opportunities (Gardner and Stough, 2002). The EI of leaders is related to employees' overall perception of workplace climate (Goleman, 1998) and to leaders' performance (Slaski and Cartwright, 2002). Sexena & Kwatra (2005) observed that it is essential for the organizations to help its human resources realize their potential for performing any job as organizations grow through their employees. For this, EI as well as EQ are needed. There are numerous instances where bright young B-school and engineering graduates with excellent track records are not able to replicate their success at the workplace. These people either didn't possess adequate emotional competence and/ or the organization didn't take timely and effective measures to develop the requisite emotional competencies in them. As a result they were not able to realize their potential and had burnouts due to over stress; lack of polarization, etc.
EMOTIONAL INTELLIGENCE & OCCUPATIONAL STRESS

A recent emotion based theory (i.e., emotional intelligence theory) generally explains that individuals with sufficient interpersonal and intrapersonal competencies can properly manage their emotions (i.e., self-awareness, self-regulation, and motivation) and other employees’ emotions (i.e., empathy and social skills) to cope with environmental challenges (Bar-On, 1997; Goleman, 1998, 2003; Salovey & Mayer, 1990, 1997). That is, the ability of employees to properly manage their interpersonal and intrapersonal skills will increase their abilities to cope with physiological and psychological stresses at work leading to higher positive personal outcomes, such as job satisfaction at the workplace (Guleryuz et al., 2008; Kafetsios & Zampetakis, 2008; Sy et al., 2006). Apart from this, individuals with high trait EI scores believe that they are in touch with their emotions and they can regulate them in a way that promotes well-being (Bar-On, 2005). These individuals should enjoy higher levels of happiness (Furnham & Petrides, 2003; Law, Wong & Song, 2004). Researches also addressed the relationship between EI and work-related variables such as stress perceptions in the workplace (Bar-on et al., 2000), satisfaction (Augusto et al., 2006a, b) or performance (Boyatzis, 2006; Lam and Kirby, 2002; Lopes et al., 2006). In general, results show that EI predicts success in work, facilitating positive interpersonal relationships (Brackett and Salovey, 2006; Fernández-Berrocal and Extremera, 2006; Fitness, 2001; Flury and Ickes, 2001), increasing the ability to solve problems and find suitable strategies for dealing with stress (Gohm and Clore 2002; Mikolajczak et al., 2006; Tsaousis and Nikolaou, 2005).

Recent studies have argued that organizationally expected emotions are closely related to occupational stress (Grandey, 2002; Morris & Feldman, 1996; Tolich, 1993; Wharton, 1993). EI significantly contributes to reducing occupational stress by better identifying feelings of frustration and stress and, consequently, regulating those emotions (Cooper & Sawaf, 1997). Bar-On (2003) found that there was a moderate yet significant relationship between emotional and social intelligence and psychological health. Research to date has found trait EI associated with lower levels of stress, both in occupational (e.g., van Kan, 2004) and experimental settings (subjective level: Mikolajczak et al., under revision; neuroendocrine level: Mikolajczak et al., unpublished manuscript). Mikolajczak, Menil & Luminet (2007) found that trait EI relates negatively to job stress. Naidoo et al., (2008) in a survey indicated a statistically significant inverse relationship between EI and perceived stress PS. However, the "t statistic" indicates that EI is relatively the most important predictor of PS as the findings revealed that low EI is associated the stress.

RATIONALE

Recent research has begun to focus on the role of emotions in the workplace and a development from this approach has been to conceptually examine the relationship between cognition and emotions. This movement has largely been attributed to new research around the construct of Emotional Intelligence (EI). Emotional Intelligence involves behaviors related to the experience of emotion; specifically EI involves expressing, recognizing, understanding and managing emotions. Despite the interest in workplace EI, very little empirical research has examined the role EI may play in occupational stress. This study systematically and empirically examines the relationship between EI and the occupational stress process for working professionals.
METHOD

The purpose of this study was to examine the influence of emotional intelligence on occupational stress among working professionals.

SAMPLE

The sample of this study consisted of 150 working professionals of Delhi, Noida, Faridabad and Gurgaon (NCR) who were selected through simple random sampling. The subjects comprised of 100 males and 50 females, from public sector and private sector organizations. The focus of the sample was National Capital Region (NCR), because of high-paced lifestyle, which was likely to result in greater incidence of emotional upsets, high self esteem, and egoism among professionals. All professionals were having a Bachelor's degree as the minimum qualification. They were in the age group ranging from 25 years and above. The mean and standard deviation of the ages were 36.84 years and 4.52 respectively. Data were collected on site from working professionals using structured questionnaires.

TOOLS/MEASURES

Questionnaire measures were used to obtain data on the variables included in the study, namely emotional intelligence and occupational stress.

Emotional Intelligence Scale developed by Chadha and Singh (2001) was used in this study. Emotional intelligence scale which has been designed for the Indian population constitutes three psychological dimensions - emotional competence, emotional maturity, and emotional sensitivity which motivate an individual to recognize truthfully, interpret honestly, and handle tactfully the dynamics of human behavior. It consists of 15 questions intended to assess emotional reactions of an individual (participants) to different situations. Through this task-based test, emotional intelligence can be assessed more directly by asking a person to solve an emotional problem. It asks the participants to choose the best way to achieve certain emotional goals in various situations. This EQ test has a test-retest and split-half reliability of 0.94 and 0.89 respectively and validity of 0.89.

Occupational Stress Index developed by Srivastava and Singh (1984) consisting of 46 items was used in the present study. Each item of the test is rated on the five point scale. Out of 46 items, 28 are true keyed whereas rest 18 are false keyed. The items are related to a variety of job situations which cause stress in some way or the other such as role overload, role ambiguity, role conflict, unreasonable group & political pressure, responsibility for persons, under participation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working conditions, and unprofitability (12 dimensions). The reliability index ascertained by split-half method and Cronbach's alpha-coefficient for the scale were found to be 0.93 and 0.90 respectively.

HYPOTHESES

There is no significant difference in the occupational stress between the working professionals with low emotional intelligence and those with high emotional intelligence.

PROCEDURE

The researcher personally visited employees' working place. After establishing rapport, he administered the emotional intelligence and occupational stress index on the employees in small group in each establishment. The respondents were given adequate time to complete these self-report questionnaires. In addition to this, personal and demographic data relating to age, gender, marital status, educational
background, employment, literacy and lifestyle habits were also collected. Half participants completed the emotional intelligence measure first and half second, in order to control for order effect. Researchers informed the participants regarding confidentiality issues and that they had the right to withdraw from the study at any time and any stage.

**RESULTS**

To fulfill the main objective of the present study, the obtained data were subjected to a number of statistical analyses by using statistical package for social sciences (SPSS 17.0). The analysis most pertinent to the objectives of the present study—Descriptive statistics, Regression Analysis, and Pearson Correlation were used. The results of various analyses have been presented under separate headings.

**1. DESCRIPTIVE STATISTICS**

To examine the possible differences in stress due to differential levels of emotional intelligence, we conducted t-test analyses. The results of the same are presented in Table 1.

Mean, SD and t-values on the measure of occupational stress for working professionals with low emotional intelligence and those with high emotional intelligence (df=148)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>t</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Emotional Intelligence</td>
<td>74</td>
<td>80.29</td>
<td>10.29</td>
</tr>
<tr>
<td>Low Emotional Intelligence</td>
<td>76</td>
<td>148.92</td>
<td>13.09</td>
</tr>
</tbody>
</table>

*p<0.05

Our hypothesis states that there is no significant difference in the occupational stress between the working professionals with low emotional intelligence and those with high emotional intelligence. The results obtained from the data analysis regarding occupational stress are shown in the above table. As shown in the above table, the influence of emotional intelligence on occupational stress was found to be significant (low emotional intelligence and high emotional intelligence, *). As significant difference in the occupational stress of working professionals based on emotional intelligence was established, the hypothesis was duly rejected.

**2. CORRELATIONS**

Correlations between the two variables were computed through Pearson's Product Movement method. It was aimed at examining the degree of association between the measures of Work Stress and Emotional Intelligence. The results of inter-correlation are shown in Table 2.

<p>| Inter-Correlation coefficients between Occupational Stress and Emotional Intelligence |
|-------------------------------|---------------------------------|-----------------|</p>
<table>
<thead>
<tr>
<th>Variables</th>
<th>Occupational Stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional Intelligence</td>
<td>0.542**</td>
</tr>
</tbody>
</table>

**p<0.01

The results of the above table revealed significant negative relationship between emotional intelligence and occupational stress (r = -0.542; p<0.01).

**3. REGRESSION ANALYSIS**

The objective of the present study was to investigate the relative effects of emotional intelligence on occupational stress of the working professionals. As per the table given below (Table 3), the independent variable (EI) yielded a coefficient of multiple regression (R) of 0.642 and a multiple correlation square of 0.368. This clearly indicates that 36.8% of the total variance in occupational stress of the participants is accounted for emotional intelligence.
Emotional Intelligence as Predictor of Occupational Stress among Working Professionals

**TABLE 3**
Summary of Regression Analysis: Predictor of Occupational Stress

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>R</th>
<th>R-Square</th>
<th>Adjusted R-Square</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional intelligence</td>
<td>0.642</td>
<td>0.368</td>
<td>0.452</td>
</tr>
</tbody>
</table>

Further the analysis of variance of the multiple regression produced an F-ratio being significant at 0.05 level \[F (1, 148) = 4.231; p<0.05\]. These findings beg the question of emotional intelligence as independent variables. The literature cited defines emotional intelligence as a conglomerate of other behaviour traits making EI dependent upon those variable traits. Here, EI/EQ is widely accepted to be distinct from conventional intelligence in that it can be dramatically enhanced by awareness of and education in its constituent elements (self awareness, self management, social awareness, and social skills). Here, confirmation of EI inversely correlating with occupational stress is a useful finding and it provides a new direction for further research.

**DISCUSSION**

This study empirically investigates the relationship between emotional intelligence and occupational stress amongst working professionals in the Indian context. The objective of the study is to determine if there is a significant relationship between emotional intelligence (EI) and occupational stress. Analysis was carried out by separating the sample into two groups around the mean, a high EI group and a low EI group. Using independent t-tests, these groups were then compared on the measure of occupational stress. Results are presented in Table 1. There were significant differences between high and low EI groups on this measure. The results suggest that emotionally intelligent individuals appear to experience significantly less stress at work than their less emotionally intelligent counterparts. These results are in line with those found by other researchers (Bar-On, 1997; Bar-On et al., 2000; Ciarrochi et al., 2002; Slaski & Cartwright, 2002). Moreover, Ismail, Yao, Yeo, Lai-Kuan & Soon-Yew (2010) indicated that the ability of academic employees to properly manage their emotions and other employee emotions can increase their capabilities to cope with physiological stress in implementing job, and as a result, it may lead to higher job satisfaction in the studied organizations. Ciarrochi, Chan and Caputi (2000) posited that emotional intelligence may protect people from stress and lead to better adaptation. Consistent results have been found in the studies by (Cooper et al., 2001; Guleryuz et al., 2008; Kafetsios & Zampetakis, 2008; Quoidah & Hansenne, 2009).

The inter-correlation matrix among total EI scores and occupational stress scores is reported in Table 2. As expected, overall EI was negatively correlated with the occupational stress suggesting that emotionally competent employees feel less distressed at work. This indicates that people who are highly emotionally intelligent are having less probability to get stressed. These results are in line with others, such as those of Limonero et al. (2004), Extremera et. al. (2003). The findings of this study revealed the significant influences of emotional intelligence on occupational stress among working professionals. This has again strengthened previous findings concerning emotional intelligence as a factor influencing occupational stress (Adeyemo and Ogunyemi, 2005; Guleryuz et al., 2008; Sy et al., 2006; Thiebaut et al., 2005; Ciarrochi et al., 2000). The relationship that existed between emotional intelligence and occupational stress could be understood from the perspective that professionals with high emotional intelligence are able to monitor their own and others' feelings.
discriminate among them and use this information to guide their thinking as well as actions. They also have the ability to harness emotions to facilitate cognitive activities such as thinking and problem solving. As indicated by Bar-On (2006), emotionally intelligent people are goal oriented and optimistic. These attributes facilitate their ability to control stress. To further corroborate the result, Slaski and Cartwright (2002) affirmed in their study that managers with high emotional intelligence are less subjective to stress and had better physical and psychological well-being. Furthermore, the finding of this study is in agreement with Gardner & Stough (2003) that revealed negative relationship between emotional intelligence and occupational stress.

The results of the regression analysis revealed that emotional intelligence is a potent predictor of occupational stress. The significance level of 0.05 further attests to the fact that the predictive capacity of the independent variable could not be attributed to chance factor. This result is not surprising. By the nature of the construct of emotional intelligence, it is expected that the understanding of one’s and other people’s emotions, and one’s ability to regulate and manage them will have a buffering effect on work related stress. The findings of the present study corroborate the assertion of Ciarnoch et al., (2001) that an objective measure of emotion management skills is associated with a tendency to maintain an experimentally induced positive mood, which has obvious implications for preventing stress. The findings of Ciarnochi, Chan and Caputi (2000) and Bar-On (2003) lend additional support to the present finding. In a workplace like the hospitals where success is dependent upon teamwork, collaboration and good interpersonal relationships, the importance of emotional intelligence, which reflects one’s ability to interact with others in an effective manner, cannot be over emphasized. People’s skills in managing others’ emotions help people regulate moods in a positive direction and try to establish intimacy with them (Schutte et al., 1998). Such behavior should lead to closer friendships and greater social support which could be of psychological benefits in terms of stress and crisis in the workplace. At this juncture, we can say that there is a significant relationship between emotional intelligence and occupational stress. The result that emotional intelligence has a predictive effect on occupational stress concurs with the findings of the previous researchers. Goleman’s (Goleman, 1995) research shows that emotional well-being is the strongest predictor of academic achievement and success in life. His studies also indicate that emotional intelligence accounts for the major part of a person’s success in life whereas IQ has a minor contribution to a person’s career success. This is because emotional intelligence enables one to control impulses and manage distressing moods well. It helps one remain hopeful in times of setbacks and develops empathy and social skills. It is therefore important to seize every opportunity to promote emotional intelligence in training and the work-place to facilitate employees to manage stress and to foster harmony, productivity, innovative behavior, and team building. In this context, words of Perkins (1994) and Sternberg (1996) point out that EI is an intelligence that may be learned, developed and improved.

The study of the relationship between emotional intelligence and occupational stress is still in its infancy and many more studies have to be carried out to study this relationship in detail. The most significant finding of this study is the strong link among emotional intelligence and occupational stress. Although the research design and the nature of the study do not allow generalization and detection of causal effects, the implications of these results for research and practice are quite significant.
CONCLUSION

This study explicitly demonstrated that emotional intelligence was a significant factor influencing occupational stress. As the main assumption of the research has been empirically proved according to the relationship between emotional intelligence and occupational stress, it shows that emotional intelligence is a potential predictor of occupational stress; hiring individuals with higher levels of emotional intelligence is associated with the organizational performance; and increasing the emotional intelligence in working professionals can reduce the occupational stress of the employees and improve their performance.

Aspects of emotional intelligence are relevant to work-related stress in a way that appropriate skills in managing emotional reactions may help to build adaptive responses to work-related demands. As emotional intelligence is so critical for the success of an organization, these attributes should become the global goals of every curriculum and training plan. So, there is a need for further research into the effects of emotional intelligence on individual’s experiences of occupational stress. Further research is needed to examine the relationship of emotional intelligence to the stress process, and to build strategies for enabling the effective use of emotional skills at work.

IMPLICATIONS & RESEARCH ISSUES

Emotional intelligence has been found to be a predictor of occupational stress. This study has demonstrated the relationship between emotional intelligence and occupational stress through empirical analysis. So, hiring individuals with higher levels of emotional intelligence is associated with organizational performance. As emotional intelligence is so critical for the success of an organization, these attributes should become the global goals of every curriculum and training plan. Cognitive skills can be taught through lectures, but emotional skills need personal involvement where the learner experiences the emotional context. Through personal interviews and discussions, it was realized that well-orchestrated role-plays, simulations, and use of metaphors, games, and cognitive exercises are more appropriate than lectures when dealing with emotional learning. Role plays, simulations, and group project should be developed so that it will help build self-control and encourage non-judgmental behaviour.

Considering the findings of this study from a practical perspective, the identification of emotional intelligence as a moderator in the stress process might have a significant potential as a stress management technique. Nowadays EI training is well established and widely used in western countries, mainly as part of executive development programmes. Nevertheless, its use as part of an organized stress management programme may have additive effects in maintaining and increasing work-life balance for all employees, and not merely the executives. Basically, organizations that offer a combination of emotional intelligence and stress management training to their employees provide them the opportunity to acquire the necessary skills, in order to deal with the demands of their jobs more effectively. In a study of store managers in a retail chain, Lusch & Serpkenci (1990) found that the ability to manage feelings and handle stress predicted net profits, sales per square foot, sales per employee, and per dollar of inventory investment. Emotional self management and understanding others’ emotion appear to play an important role in managing work-related stress. An individual’s capability to manage their emotional reaction to stressful situations is related to the ways in which they perceive work.
demands and the coping strategies that are employed (Slaski and Cartwright, 2002). The ability to manage emotions directly impacts on the ability to function effectively at work, as well as to manage stress (Matthews et al., 2003). Current research supports the notion that EI is learned and can be developed (Dulewicz and Higgs, 2000). If this is confirmed then there may be justification for developing an individual’s ability to manage emotional reactions to stressful situations in order to reduce negative affective outcomes. Although emotional capabilities are developed during childhood they are “plastic abilities” and can be developed and changed (Dulewicz and Higgs, 2000). EI has been shown to increase with age and maturity, therefore through practice and commitment EI can be learned and enhanced and improvements can be sustainable over time (Slaski and Cartwright, 2002). The findings imply that there is value in programs that develop an individual’s ability to manage emotional reactions to stressful situations. Apart from this, the relationship between emotional intelligence and occupational stress has to be examined under the frame of various human resources practices. For instance, including an EI questionnaire in a battery of tests used in recruitment and selection seems to be a very promising technique in order to improve the predictive validity of the selection method. Although there is lack of a well-established and widely researched instrument of EI (Dulewicz & Higgs, 2000) recruiting and selecting employees with high levels of EI, especially in highly stressful positions may have a positive influence on their performance at work, since they will be able to deal with stress at work more effectively.

Some other implications have emerged from the results of the present study. When a stressful situation arises in the workplace, preventive strategies could include the enhancement of employees’ emotional intelligence. For instance, helping employees to acquire emotional intelligence competences (e.g., perception, appraisal and expression of emotion, emotional facilitation of thinking, understanding and analyzing emotion and employing emotional knowledge) may have a buffering effect on the occupational stress. The fact that emotional intelligence is significantly related to working professional’s occupational stress may have valuable implications for their recruiters, trainers, and supervisors. By evaluating one’s level of emotional intelligence, an executive might be able to identify areas in which improvements are necessary. Correspondingly, the professional’s supervisors and trainers might identify areas of strengths and weaknesses that can be useful in both training and job assignments. So, it can be inferred that emotional intelligence might be useful as selection, recruitment and training tool. It would be positive for working professionals to create in organizations training programmes dealing with handling emotions, support groups and networks that would improve EI abilities, and facilitate coping with job stressors.

REFERENCES

4. Antonakis, J., Ashkanasy, N. M., &
Emotional Intelligence as Predictor of Occupational Stress among Working Professionals


53. Ismail, A., Yao, A., Yeo, E., Lai-Kuan, K., & Soon-Yew, J. (2010). Occupational stress features, emotional intelligence and job...


traditional standards for an intelligence, Intelligence, 27 (4), 267 - 298.


Emotional Intelligence as Predictor of Occupational Stress among Working Professionals


****
A Motivated Employee: A Qualitative Study on various Motivational Practices used in Organizations

Roopa Adyasha*

We know how important drive is for success, but "being driven" is something different. Every individual has different needs. What inspires or drives a person to do something might be quite different from what drives another person. Needs change over time, wants differ individually and maturity levels or emotional intelligence of people vary. It is difficult to understand what motivates people without assessing what people need and want from their work.

This dimension of human development for business excellence is recently being followed in many organizations to improve businesses and employee performance.

In this study, we look at some of the following:
- principles and theories of motivation,
- the drivers/agents of motivation and
- ways to foster motivation
- practices observed by managers in some of the organizations for motivating their teams

KEY WORDS: Motivation, Rewards, Recognition, Leadership, Empowerment.

INTRODUCTION

"Start with good people, lay out the rules, communicate with your employees, motivate them and reward them when they perform"...Lee Iacocca

As per Webster's dictionary, motivation is defined as "something inside a person which drives them to action". So since every person is different, what drives one may not drive another. Because motivation comes from within, in a corporate environment, there can be various factors which lead people to positive action or negative action.

The carrot principle in organizations is slowly fading as new challenges surface in retaining good employees. Therefore, it is a tough challenge for managers to understand what motivates employees or his team members and to cultivate that by using different tactics for different people.

THE WHOLE IS GREATER THAN THE PART

Motivating employees to give their best at work has always been a challenge for managers. Unmotivated employees may put little effort in their jobs, exit the organization at the slightest
competition and even demotivate other employees at work if given the opportunity and produce low quality work. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs.

Some of the ways to motivate could be either intrinsic or extrinsic:

1. Right in the on boarding phase create a conducive environment that they would want to be in.
2. Understand their career plans and aspirations and help them with a road map for their growth by aligning their competencies respectively.
3. Design appropriate compensation and benefits structure with timely revisions.
4. Give respect, recognition, rewards and value to their work genuinely.
3. Scope for growth by job rotation, transitions and promotions & training and career development measures.

LITERATURE REVIEW

There has been a lot of research done on motivation by many scholars. The following are only a few of the research topics that have been done on motivation: Motivation theories, Ways to encourage employee motivation, Measures of Motivation, Principles of motivation, Turning Motivation Theory into Practice, Measures of Motivation, Self Theories and Employee Motivation, How do you motivate employees, and Worker Motivation: Unsolved Problem or Untapped Resource?, Ways of making your firm more exciting, How to motivate your people problem, The missing link in Strategic Performance, Salary is not a motivator anymore, and How to effectively reward employees.

Mc Clelland's motivation theory, McGregor's X and Y theory, Maslow's need hierarchy theory, and a multitude of studies have been done on motivation. Herzberg had propounded a two-factor theory. He categorized the factors influencing an individual at work into two groups - hygiene factors (extrinsic) and motivation factors (intrinsic). Researchers have often argued against the division of the factors into two groups but there is a consensus over the proposition that a large number of factors need to be addressed to improve motivational levels of employees in any organization.

MOTIVATION DRIVERS

1. Desire to be great: People have a great desire to contribute to something lasting and get motivated naturally when they feel that they are working on something important, rare and marvelous.
2. Motivating by caring: Showing genuine concern towards employees goes a long way in inspiring them. Whether it's spending on their ailing parent, sending a child to school or meeting their healthcare concern, it creates a loyalty in the employees and thus helps on retaining them.
3. Motivating people at different levels: Different people could be motivated at different motivation levels. A senior management team would be looking for recognition and ownership (maybe by shares or stocks), the middle management may have a need for opportunities to demonstrate and develop their talents and the frontline staff maybe be looking for just job stability.
4. Motivating by setting difficult goals: Difficult goals stimulate greater effort and greater performance. This linear relation could be explained by the following equation:

\[ \text{Job performance} = f(\text{ability} + \text{knowledge}) \]

(Motivation)

Abilities of a person could also be enhanced by the right motivation. This could be done by constantly exploiting the strengths of a person and ignoring the weaknesses.

5. Motivating problem people: Understanding human nature becomes very critical in this. To motivate a problem employee, one should know what drives him. Then identify blocks to his drives and try removing those impediments.

In order to do this:

One should find out how the problem employee looks at the world?

How past events have influenced his expectations and desires?

What factors influence his choices?

What factors in work place act as impediments in fulfilling his drives?

**MOTIVATION AGENTS**

**SELF MOTIVATION**

External motivation can act only as triggers. The power of motivation from within can be used for sustained motivation.

According to the tenets of Buddhism, social efficiency and organizational effectiveness, flow from the pursuit of the eight-fold path of right conduct:

1. Right vision
2. Right mindedness
3. Right concentration
4. Right speech
5. Right action
6. Right endeavor
7. Right and rational thought process
8. Right livelihood

Swami Vivekananda stresses the value of will power, strength, energy and faith in one's own self as essential prerequisites for satisfying the various human, cultural and social needs.

**EMPOWERMENT**

The Upanishads and Vedas and teachings of Sankara tell us about freedom and self-reliance.

"To motivate human beings to perform well, give them freedom and make them rely on themselves" says the Svetasvatara Upanishad.

"If you think you can, you can, and if you think you can't, you're right!"…Mary Kay Ash

Only if people want to do things and are encouraged to do them they will believe they can. This increases their self efficacy and this will lead to an exceptional performance.

Care should be taken to assign the work to the right person and not by assigning a person to a particular work.

**LEADERSHIP**

"If leaders don't explain where the business is going and what it's seeking to achieve, how can people be motivated or know what they're meant
to contribute? Clear goals are a key ingredient for achieving performance and productivity” (MacLeod, 2009).

A popular principle from Western management states the "50:50 rule" by John Adair. According to this, 50% of motivation comes from within a person and the rest 50% from his or her environment especially from the leadership encountered there.

Leadership is an exercise in human relations. A person does not become a leader by working alone and carrying out his own work but becomes a leader when others think of accepting him as a leader. Acceptance by others for a person requires time, respect for the work of the person acceptance of the person as leader and respect for that leader. A person who is able to inspire and motivate other persons to carry out the necessary work gets accepted as a leader or a manager.

Leadership is also evoked by the halo of trust around him, developed by his transparency of communication, demonstrated through his work. A leader rewards and recognizes the team's work for all achievements and takes the onus of failure on him.

RESEARCH METHODOLOGY

OBJECTIVES OF THIS STUDY

To study what motivation techniques managers practiced at their workplace: whether it was money, promotion, training, criticism or recognition. The managers were asked questions on two major aspects:

- What does your organization do specifically different for motivating employees?
- What do you as a manager do address the challenge of non-performing team members?

PROBLEM DESCRIPTION

From the literature review one can see that there are no major studies on a group of managers to see what they have done to motivate their employees. A need for further research is necessary. This qualitative research investigated the intrinsic motivating factors that managers practiced for motivating their teams.

This study will help managers and leaders to try out different techniques to motivate their employees or team members to give their best at work, and help them grow in the organization.

SAMPLING METHOD & SAMPLING SIZE

Using a sample of 20 companies in Bangalore, 20 managers from different functions and different industries (Automotive, IT, Telecom, Retail, Education, Manufacturing, Pharmaceutical, Financial services, Foods and beverages and Defense) were interviewed on the practices being followed by them in their organizations. The various companies from Bangalore who participated in this study were ST Ericsson, L'oreal India Pvt Ltd, Bimal Auto India Pvt.Ltd, L&T Infotech, Natural Remedies Pvt. Ltd., etc.

The primary data collection tool used was Depth Interviews where open-ended questions were asked to the managers (with an average work experience in the organization from 3-14 years) by face-to-face interviews and telephonic interviews. The responses of samples were analyzed by the method of content analysis.

FINDINGS

From the interviews the findings were:

For managers, the data showed that the primary motivation technique they followed was Training (40%) followed by Mentoring/Handholding (20%), promotions (15 %), Rewards (10%) and recognition (10%); criticism accounted for only
Another question involved handling poor performance. Encouragement and hand-holding was the most frequent response (53%) followed by timely monitoring and feedback (24%) and termination (12%).

The organization, with respect to successful motivation, followed the perception that indicated money (65%), followed by training (29%) and recognition was only 6%.

**INTERPRETATION**

These findings convey that in today's corporate environment employees are always looking for career growth; be it through training and development or through manager's motivation and mentoring. Though compensation serves for an initial enthusiasm, for sustainable performance employees should be highly motivated.

**LIMITATIONS**

Like any other study, there were some basic limitations to the study which might be negating biases from respondents.

- Managerial level of respondents may influence their perceptions.
- Type of organization may limit certain practices.

**SUGGESTIONS AND CONCLUSION**

It is generally found that people at work become more effective when they understand how their work is benefiting them and the value it is adding to the organization. If at the very beginning we have a frank discussion with them and identify their aspirations and ambitions, we could align them with clear roles & responsibilities.

Supporting their initiatives and empowering them and recognizing their achievements, becomes crucial in motivating them. Motivating people also requires an insight into understanding human nature, their egos and their drives. Even momentary recognitions of achievements represent a major part of job satisfaction.

Sending an acknowledgement email "Great work done!" or putting up a "star performer of the month" notice or celebrating birthdays or family days act as catalyst in improving performance. With the combination of recognition along with tangible rewards, the way motivation works is thus progressive and cumulative. But if this system is considered as a panacea, motivation may suffer badly.

The age-old salary scales or the reward schemes prevalent a years ago in an organization for a particular band of employees, nor will a fat salary hike maintain the interest for long. For attracting the right talent and retaining them, a mix of different practices is important to ignite and stimulate people to giving their best at work. The most important factor in this mix should be "change". (Refer Fig 1: The Motivation Cycloid).

A suitable mix of rewards, incentives, and recognition augmented by a series of employee engagement activities, reviewed timely by proper feedback, coaching or mentoring must be integrated to retain people and encourage them to remain in the organization. Even the best performance can be improved!

---

**Fig.1: The Motivation Cycloid**
REFERENCE


7. Blogs of ISTD and ASTD.

QUOTES

If the mind is intensely eager, everything can be accomplished-mountains can be crumbled into atoms.
Swami Vivekananda

Take up one idea. Make that one idea your life - think of it, dream of it, live on that idea. Let the brain, muscles, nerves, every part of your body, be full of that idea, and just leave every other idea alone. This is the way to success.
Swami Vivekananda

Come out into the universe of Light. Everything in the universe is yours, stretch out your arms and embrace it with love. If you ever felt you wanted to do that, you have felt God.
Swami Vivekananda

All knowledge that the world has ever received comes from the mind; the infinite library of the universe is in our own mind.
Swami Vivekananda

Stand up, be bold, be strong. Take the whole responsibility on your own shoulders, and know that you are the creator of your own destiny. All the strength and succor you want is within yourself. Therefore make your own future.
Swami Vivekananda
Louis Philippe: The larger stores for Brand Initiatives

Binod Kumar Singh*

"Finis Coronat Opus" or, quite simply, "The finish crowns the work." Every garment in this line is an evocative example of this philosophy. The range has subtle design nuances that will delight the wearer and allow him to discover something new every day. Shirts with fine embroidery on inner sleeve plackets, trousers with a special tape on the inner waistband tucked under the trim fabric, suits and jackets with the centre sleeve button stitched with thread of the brand color to make a subtle statement - the range exudes élan, style and success.

ABOUT LOUIS PHILIPPE

Louis Philippe is an international men's fashion brand which symbolizes status, lifestyle, and rank. Louis Philippe draws its name and inspiration from King Louis Philippe of France, who was famed for his kindness of spirit and his appreciation of the arts. Louis Philippe synonymous with premium was launched in India in 1989 with the concept that the person, who wears it, is a man of infallible taste and class. The brand's Franco-Italian lineage, combined with its focus on global fashion gives it indisputable premium and an exclusive image.

Today Louis Philippe is a leading brand in formal and quasi-formal wear. From its inception, Louis Philippe has been seen as the supplier of fine clothing for the discerning European gentleman. This international super brand offers elegant ensembles for the contemporary Indian man also. Garments under this label combined the finest fabrics with designs inspired by the latest global trends, addressing the needs of the style-conscious contemporary male. The entire range of formals, semi-formals, knits, custom-made apparel and accessories is inspired by the latest European fashion trends.

In India, Louis Philippe garments are available at 119 stores in 50 cities in 21 states, and at the exclusive LP stores created by famous European architect John Marsala. The brand continues to be the leader in retail sales in all leading menswear and department stores. The retail experience is further augmented by Madura Fashion & Lifestyle's retail chain - Planet Fashion. Its product categories are shirts, trousers, suits, jeans, blazers, shoes, T-shirts and accessories.

LOUIS PHILIPPE PRODUCTS

Louis Philippe has launched its sub-brands (LP and Luxury) in November 2007. LP by Louis Philippe has an exciting range of shirts, trousers, T-shirts, suits, jackets and accessories. LP by Louis Philippe aims at young achievers and upscale urbanites, who demand clothing versatility. It establishes the style mantra for today's (younger) generation. A secret and a style statement rolled into one. LP is the brand for those who are in a hurry to make a mark in this world, but will not compromise on either their values or on fun, en route. With two trendy fits in shirts and denims, four styles in trousers and three in suits and

*Binod Kumar Singh, Assistant Professor, Department of QT/RM/Operations, College of Management & Economic Studies, University of Petroleum & Energy Studies, Dehradun, Uttrakhand. India. Email: binodsingh@ddn.upes.ac.in
jackets, the LP range provides ample options for customizing a wardrobe to individual preferences.

"Art for art's sake makes no more sense than gin for gin's sake" said by Somerset Maugham. Luxury, the masterpiece collection, was created to deliver sartorial elegance for the refined connoisseur. Louis Philippe test-launched the Luxury brand in select stores across India in November 2008. Created to deliver sartorial elegance for the refined connoisseur, the masterpiece collection strengthens brand Louis Philippe's promise to deliver excellence to customers who have an appreciation of the finer things in life. With Luxury, consumers have access to exquisite apparel, consummate craftsmanship, luxurious materials and delicate aesthetics, all core to the values and heritage of Louis Philippe.

Louis Philippe recently made a foray into the footwear segment, offering more than 40 exciting designs, in an unparalleled width in the formals market. The footwear range includes the classic, the dress and the relaxed product lines for style-conscious, comfort-seeking customers. Louis Philippe shoes have been manufactured with the latest know-how of the Italians, who are known for their fine craftsmanship. Louis Philippe shoes undergo 200 different processes of production excellence in order to craft every single masterpiece. Pure leather has been used for both the outer body and the inner lining. The soles are soft and light; some of them constructed with the lightest wood, Masonite. Leather boards have been introduced in the front and back of the shoe to help retain its elegant shape for a long time. Twin material leather sole helps it to breathe and thereby retain freshness for the feet at all times. In order to provide longevity, 'technical sole construction' is introduced in the shoes.

BUSINESS STRATEGY OF LOUIS PHILIPPE

Madura Fashion & Lifestyle, a division of Aditya Birla Nuvo Ltd, is one of India's fastest growing branded apparel companies and a premium lifestyle player in the retail sector. After consolidating its market leadership with its own brands, it introduced premier international labels, enabling Indian consumers to buy the most prestigious global fashion wear and accessories within the country. Madura Fashion & Lifestyle is one of the fastest growing branded apparel companies, recording a blistering growth rate of over 25 per cent year-on-year. The company's brand portfolio includes product lines that range from affordable and mass-market to luxurious, high-end style and cater to every age group, from children and youth to men and women. Madura Fashion & Lifestyle is defined by its brands - Louis Philippe, Van Heusen, Allen Solly, Peter England and People - that personify style, attitude, luxury and comfort. Madura Fashion & Lifestyle reaches its discerning customers through an extensive network comprising more than 1,000 exclusive and franchise stores, and over 2,000 premium multi-brand trade outlets, both within and outside India. Madura Fashion & Lifestyle sources only from factories that are compliant with the Factory Act and each factory is independently audited by the International Textile Services (ITS) and Société Générale de Surveillance (SGS) for international clients such as Louis Philippe, Marks & Spencer and Van Heusen.

As a part of it retail expansion plans and branding initiatives, Madura Fashion & Lifestyle's premium menswear brand Louis Philippe is planning large format flagship stores, almost four times bigger than the existing ones in metros across the country. A division of Aditya Birla Nuvo, the company has
already come up with a new 10,000 sq. ft. store in Chennai. The company is looking at launching 6-8 such flagship stores in the next fiscal at crucial locations such as metros that will enhance the brand's positioning among customers. The average size of an existing Louis Philippe store is between 2,500 sq. ft. to 3,000 sq. ft. but the new flagship outlets will be spread across around 10,000 sq. ft. area. The company plans to launch 30 exclusive footwear outlets across India in the next three years after the success of its first outlet in Pune. It has been operations for the past four months. By focusing on the footwear segment, the company expects to take up the share of accessories to 10 per cent of the total turnover from next year onwards. Along with footwear stores, it also plans to open 30-40 apparel stores in 2012-13 at an investment of Rs 20 crores. The new apparel as well as footwear stores will be a mix of company-owned showroom as well as franchisee outlets. By the end of the current fiscal, Madura Fashion & Lifestyle would have 120 stores and close with revenues (at retail prices) of Rs 900 crore.

Louis Philippe has been undertaking new branding initiatives and has recently associated itself with golf. Inspired by the success of league-based tournaments featuring city centric teams, the brand has launched Louis Philippe Cup for golf in partnership with Professional Golf Tour of India (PGTI) and Rishi Narain Golf Management.

Louis Philippe the core brand of Madura Fashion & Lifestyle is expected to contribute over 60 per cent of the company's turnover at Rs 570 crores in 2011-12 followed by 33 per cent from LP sub-brand at an estimated Rs 300 crores while the high-end Luxury sub-brand is expected to fetch Rs 25 crores this year (2012). The large format store at about 5,000 sq ft would house the mother brand Louis Philippe, sub-brands LP and Luxury and all accessories of the brands like ties, belts, socks and footwear. The company plans to open about 15 large stores across the country next fiscal.

The premium menswear brand from Madura Lifestyle & Fashion launched its footwear range last year to complement the attire needs of men.

Footwear contributed about Rs 25 crore to the brand's revenues (at retail prices) which is around Rs 650 crore this year. The footwear range includes offerings in all three brands: Louis Philippe, LP (casual) and Luxury (luxury).

"We are opening large format flagship stores at crucial locations such as metro cities that will enhance look and feel of the brand for customers. In the next fiscal, we will open 6-8 such stores," said, Louis Philippe Brand Head Mr. Jacob John. The average size of an existing store is between 2,500 square feet to 3,000 square feet, the new flagship outlets will be spread across around 10,000 square feet area he also added.

Besides the large format stores, the company that currently has over 100 stores across India, plans to add 40 new stores each year. The embellished 'Crest' is a sign that the wearer of a Louis Philippe wardrobe has truly 'arrived'. Today, the 'Crest' is prized even more for its focus on luxury, exquisite craftsmanship and attention to detail, establishing that its wearer is truly a member of 'The Upper Crest'. The comfort and perfection of the clothing is also evident in their line of elegant shoes, crafted from the finest leather, and their range of innerwear, sourced from the softest cotton.

Menswear brand Louis Philippe is planning to grow aggressively through large format stores during the next fiscal.

The rationale behind this is to strengthen Louis Philippe as a lifestyle brand rather than just an apparel brand, said Mr. Jacob John, Brand Head,
Louis Philippe, Madura Fashion and Lifestyle. “Our business growth will come from lifestyle requirements of consumers and not just from apparel requirements,” he also added.

QUESTIONS

1. Explain the strategy adopted by Louis Philippe in opening up of large Format Stores?

2. Explain the role of Madura Fashion in brand expansion of Louis Philippe?

3. Elaborate the term "new branding initiatives"?

4. Why did the company choose the name "Louis Philippe"?

QUOTES

Our duty is to encourage every one in his struggle to live up to his own highest idea, and strive at the same time to make the ideal as near as possible to the Truth.

Swami Vivekananda

Even the greatest fool can accomplish a task if it were after his or her heart. But the intelligent ones are those who can convert every work into one that suits their taste.

Swami Vivekananda

Condemn none: if you can stretch out a helping hand, do so. If you cannot, fold your hands, bless your brothers and let them go their own way.

Swami Vivekananda

Each work has to pass through these stages-ridicule, opposition, and then acceptance. Those who think ahead of their time are sure to be misunderstood.

Swami Vivekananda

If you think that you are bound, you remain bound; you make your own bondage. If you know that you are free, you are free this moment. This is knowledge, knowledge of freedom. Freedom is the goal of all nature.

Swami Vivekananda
Glossary of Research Terms

Vijaya Manerikar* and Sumeet Manerikar**

*Vijaya Manerikar, Former Director, JBIMS and active Vice Chancellor, University of Mumbai, India.
Email: manerikars@hotmail.com

**Sumeet Manerikar, Associate Professor, Research, We School, Mumbai, India.
Email: sumeet.manerikar@welingkar.org

GLOSSARY

**Applied Research**: Research undertaken to answer specific problems and take a policy decision.

**Basic Research**: Research conducted to generate knowledge and understand phenomena in order to add to the existing body of knowledge.

**Bibliography**: A listing of books, articles etc. alphabetically arranged along with the source where they can be located.

**Case Study**: The documented narration of events which have taken place in a given situatuation.

**Causal Analysis**: Analysis done to detect cause-and-effect relationships between two or more variables.

**Cross-cultural Research**: Studies done across two or more cultures to understand the similarities and differences in them.

**Control Group**: The group that is not exposed to any treatment in experimental design.

**Cross-Sectional Study**: A research conducted on a large sample (only once).

**Dependant Variable**: The variable of primary interest in research.

**Descriptive Statistics**: Statistics which provides descriptive information of the data eg the measures of central tendency and measures of dispersion.

**Experimental Design**: A study design in which the researcher might create an artificial setting, control some variables, and manipulate the independent variable to establish cause-and-effect relationship.

**Experimental Group**: The group exposed to treatment in an experimental design.

**Exploratory Research**: A study where very little knowledge or information is available on the subject under investigation.

**Field Experiment**: An experiment done to detect cause and effect relationship in an environment where events naturally occur.

**Focus Group**: A Group consisting of 8 to 10 members who discuss on a topic with a moderator present, and their opinions serve as a basis for research.

**Hypothesis**: A conjecture about relationship between two variables which are empirically
**Hypothesis Testing**: A systematic procedure for testing relationship between two or more variables.

**Independent Variable**: A variable that influences the dependent or criterion variable and explains its variance.

**Inferential Statistics**: Statistics that help to establish relationships among variables and draw conclusions.

**Interviewing**: A data collection method in which the researcher asks for information verbally from the respondents.

**Longitudinal Study**: A research study for which data collection is done at several points of time.

**Null Hypothesis**: A conjecture which states no relationship or no differences amongst two or more variables.

**Parametric Statistics**: Statistics used to test hypotheses when the population from which the sample is drawn is assumed to be normally distributed.

**Pilot Study**: A small scale exploratory study undertaken before launching full-fledged research.

**Population**: The entire group of people, events or things that the researcher desires to investigate.

**Primary Data**: Data collected by the researcher first hand through various data collection techniques.

**Qualitative Data**: Data that are not immediately quantifiable unless they are coded and categorized in some way.

**Questionnaire**: A written set of questions given to respondents to record the answers.

**Reliability**: The index of consistency and stability of measurement.

**Sample**: A subset or subgroup of the population.

**Sample Size**: The actual number of subjects chosen as a sample tp represent the population characteristics.

**Subjects**: A single member of the sample.

**Synopsis**: A brief summary of the research study.

**Validity**: An index which shows that a test measures in fact what it purports to measure.

---

**QUOTES**

*If you want to have life, you have to die every moment for it. Life and death are only different expressions of the same thing looked at from different standpoints; they are the falling and the rising of the same wave, and the two form one whole.*

**Swami Vivekananda**

*Each soul is potentially divine. The goal is to manifest this divinity within by controlling nature, external and internal. Do this either by work, or worship or psychic control or philosophy - by one or more or all of these and be free.*

**Swami Vivekananda**
**MANAGEMENT GAME**

**Dialogue**
Using Discussions to Facilitate Learning

Mohandas Nair*

*Activity Summary*

*An activity that assists facilitators to gain buy-in to the benefits of using dialogue as a learning process.*

**GOALS**

- To understand how dialogue facilitates better learning.
- To encourage participants to learn through dialogue.

**GROUP SIZE**

Any Size.

**TIME REQUIRED**

20 to 30 Minutes.

**MATERIALS**

- One copy of the Dialogue handout for each participant.
- Whiteboard or flip chart.
- Markers.
- Paper and pencils for participants.

**PHYSICAL SETTING**

Any.

*Mohandas Nair* is a Management Educator, Teacher, Trainer, Writer, and a Facilitator of learning. He earned a B.Tech.(Mech.) from IIT Kharagpur, India. He has a diploma in training and development and has over thirty years of experience in industry and consultancy in the fields of industrial engineering and human resource development. He has published two books, written numerous articles, and facilitated many management development programs.

*Email*: nair_mohandas@hotmail.com and mknair@vsnl.net

---

**MANAGEMENT GAME**

**Dialogue**
Using Discussions to Facilitate Learning

Mohandas Nair*

*Activity Summary*

*An activity that assists facilitators to gain buy-in to the benefits of using dialogue as a learning process.*

**GOALS**

- To understand how dialogue facilitates better learning.
- To encourage participants to learn through dialogue.

**GROUP SIZE**

Any Size.

**TIME REQUIRED**

20 to 30 Minutes.

**MATERIALS**

- One copy of the Dialogue handout for each participant.
- Whiteboard or flip chart.
- Markers.
- Paper and pencils for participants.

**PHYSICAL SETTING**

Any.

*Mohandas Nair* is a Management Educator, Teacher, Trainer, Writer, and a Facilitator of learning. He earned a B.Tech.(Mech.) from IIT Kharagpur, India. He has a diploma in training and development and has over thirty years of experience in industry and consultancy in the fields of industrial engineering and human resource development. He has published two books, written numerous articles, and facilitated many management development programs.

*Email*: nair_mohandas@hotmail.com and mknair@vsnl.net
5. Pull the group back together and bring out major points from their discussions, listing them on the flip chart or whiteboard. (15 minutes.)

6. Close with a discussion leading to an agreement from participants to adhere to the dialogue process during the duration of the training program. (5 minutes.)

**VARIATION**

- The activity could be an entire module in a train-the-trainer program, with participants using chart paper to write their ideas and then having a gallery walk and presentation of those ideas.

*(This management game has been published in "The 2013 Pfeiffer Annual: Training" copyright@2013 by John Wiley & Sons, Inc. Reproduced by permission of Pfeiffer, an Imprint of Wiley. www.pfeiffer.com)*

---

**QUOTES**

*Hold to the idea, “I am not the mind, I see that I am thinking, I am watching my mind act,” and each day the identification of yourself with thoughts and feelings will grow less, until at last you can entirely separate yourself from the mind and actually know it to be apart from yourself.*

*Swami Vivekananda*

*Go forth and embrace your future with open arms, and enthusiastically pursue your own life journey of discovery.*

*Narayana Murthy*

*A man is great by deeds, not by birth.*

*Chanakya*

*A happy life consists not in the absence, but in the mastery of hardships.*

*Helen Keller*

*I Don’t Believe In Taking Right Decisions. I Take Decisions & Then Make Them Right” So Always Believe In Ur Ability & Efforts.*

*JRD Ratan Tata*
Circles of Peace
Global Peace: Be the Change You Want to See

EXECUTIVE SUMMARY

"To enjoy good health, to bring true happiness to one's family, to bring Peace to all, one must first discipline and control one's own mind.

If a man can control his mind he can find the way to Enlightenment, and all wisdom and virtue will naturally come to him."

-Buddha

In a world where more than 75 Peace organizations strive to maintain Peace and harmony, over 25% of the countries are at war either externally or internally. The need of the hour is to spread the message of Peace, Peace within each of us and around us.

This report highlights important aspects of Peace building and throws light on the individuals and organizations that are working toward this common goal. It also brings forth the power of 'I' in maintaining Peace through a primary research conducted among students, faculty and working individuals. This power of 'I' describes how we as individuals have the ability to create a ripple effect of Peace building by first changing ourselves to be more at Peace and acknowledge that our efforts can lead to a more Peaceful society, thus asserting Mahatma Gandhi's quote "Be the change you want to see".

The report also focuses on how India as a nation has contributed to Peace with its ideologies such as Satyagraha and Panchsheela to name a few. It also describes India's policy of living in Peace and how as such a diverse nation she continues to strive hard toward maintaining internal Peace.

The report focuses on how education and awareness is the most important tool in maintaining Peace. It is only through education that we can achieve the greater goal of global Peace.

Various Peace indexes have also been brought to light through the report to encourage Peace keeping and indicate countries that are in dire need of intervention. The report talks about Global Peace Index, Positive Peace Index and Political Terror Scale.

Through this report we wish to highlight all the efforts that have been taken toward Peace building and what can be done further. As the power of the

*This Research Report formed the basis of the Panel Discussion on "Global Peace: Be the change you want to see" by students Simone D'souza, Krishnan Iyer, Anushree Maniyar, Kandarp Desai, Nikhita Janpage, Rajika Srivastava - PGDM, E-Business (Batch 2012 - 2014), Sakshi Korde, Sanya Dalmia - PGDM Business Design (Batch 2012 - 2014), Alauki Parikh, Alekya Kankan, Anchit Agarwal, Mona Aiyar, Neha Dabar, Vinutha Shetty - MMS (Batch 2012 - 2014), Kalpana Puri, Meghana Damaraju, Preetigandha Garad - PGDM (Batch 2012 - 2014), We School, Mumbai, India. This is an abridged version of the complete report. Acknowledgement: Ms. Kiah Scherr, Founder, One Life Alliance. Mentored by We School Faculty: Prof. Dr. Ketna L. Mehta and Prof. Rishabh Loomba. Email: simone.dsouza89@gmail.com and krish7becks@gmail.com
future lies in the hands of the youth, it is essential that the youth be empowered to understand their role and responsibility in building a better world. The outcome of the Research Study is the three Circles of Peace - which are (i) Educational Institutes (ii) Government and (iii) Corporations.

**PRIMARY RESEARCH**

"Darkness cannot drive out darkness: only light can do that. Hate cannot drive out hate: only love can do that." - Martin Luther King Jr.

A primary research was conducted among a sample size of 200 students, faculty and working professionals to gauge their understanding on Peace. 6 questions were asked, the answers were collected, analysed and the findings have been presented in the report. The research helped us conclude and strengthen the topic that we would like to highlight through the report which is "Be the change you want to see".

Q1. What does Peace mean to you? (An open ended question)

From the survey it can be observed that the word Peace means

27% - Inner Peace/Meditation

18% - Harmony

10% of the respondents answered non-violence which indicates that majority of the respondents link Peace to positive attributes of harmony, respect, inner Peace etc.

We thus infer that majority of the respondents link the word ‘Peace’ first to individual Peace of mind indicating that only once we find Peace within ourselves can we propagate it to others.
Q2. Do you think you have any say or power or influence to create Peace around you i.e at home, locality, community etc?

When asked this question 84.9% of our respondents replied 'yes', 5.7% replied 'no' while 9.4% had no opinion.

This states that majority of the people know that the power of Peace lies in their hands. It is their single effort that will bring about a change and together collectively it will make a huge impact on the society at large.

Q3. Indicate activities that you can do at your level in a sustained manner to bring about Peace. (An open ended question)

32% of the respondents feel that spreading Circles of Peace Global Peace: Be the Change You Want to See

This states that majority of the people know that the power of Peace lies in their hands. It is their single effort that will bring about a change and together collectively it will make a huge impact on the society at large.
awareness, educating others is an activity that they will be able to perform in a sustained manner while 25% feel that by being calm, patient, tolerant can they bring about Peace. It is also observed that only 5% of the respondents would like to join a Peace organization.

A majority of the respondents believe that small actions of Peace building like spreading awareness and maintaining inner Peace is what could make a difference in the long run.

Q4. One change that I need to bring about myself to make my life and those around me more Peaceful. (An open ended question)

Majority of our respondents believe that staying calm and being tolerant (37%) is the one change that they need to bring about in them while avoiding conflicts (22%) is another change.

Following the trend that is seen throughout the survey, most of the respondents believe that de-stressing and calming themselves is the only way in which they can attain a more Peaceful life.
Q5. According to you, are we globally moving towards…

When asked the question "According to you, we are globally moving toward…"

73.6% of our respondents replied toward increasing conflict
12.6% replied toward increased Peace
13.8% had no opinion.

We can clearly infer that even though we talk about Peace and Harmony prevailing in our society, the common man begs to differ implying that even though our country is not at war we still have a very high risk of Peace disruption and that the overall global scenario does show more signs of disputes than Peace.

Q6. Who is responsible for maintaining Peace?

The responses received are as follows

- Me, myself: 80.50%
- Civil Society: 52.20%
- Government: 47.80%
- Political system: 44.00%
- Religious Institutions: 39.00%
- Judiciary: 22.00%
- UNO: 21.40%
- NGOs/Social Activists: 20.80%
- Armed forces: 16.40%
CONCLUSION

The primary research was conducted to capture the understanding of Peace among students and working professionals. Our findings can be summed as below.

We thus infer that majority of the respondents link the word ‘Peace’ first to individual Peace of mind indicating that only once we find Peace within ourselves can we propagate it to others.

This states that majority of the people know that the power of Peace lies in their hands. It is their single effort that will bring about a change and together collectively it will make a huge impact on the society at large.

A majority of the respondents believe that small actions of Peace building like spreading awareness and maintaining inner Peace is what could make a difference in the long run.

Following the trend that is seen throughout the survey, most of the respondents believe that de-stressing and calming themselves is the only way in which they can attain a more Peaceful life.

We can clearly infer that even though we talk about Peace and harmony prevailing in our society, the common man begs to differ implying that even though our country is not at war we still have a very high risk of Peace disruption and that the overall global scenario does show more signs of disputes than Peace.

Majority of respondents believe that they, themselves are responsible for maintaining peace followed by the Civil Society, the Government, Religious Institutions and the Political System.
SECONDARY RESEARCH

LITERATURE REVIEW

1. VIPASSANA AND PEACE

Vipassana is an ancient meditation technique rediscovered by Gautama the Buddha, about 2500 years ago. It is currently being taught in India and several other countries under the guidance of Shri S. N. Goenka, the principal teacher of Vipassana. It promotes conscious lifestyle changes, enhances concentration of mind and facilitates deeper psychological introspection bring about lasting behavioral changes. Vipassana enables one to experience Peace and harmony; it purifies the mind, freeing it from suffering and the deep seated causes of suffering. The practice leads step by step to the highest spiritual goal of full liberation from all mental defilement. Research shows that Vipassana meditation reduces stress, both physically and mentally. More and more meditate to gain more energy and less stress. It is not supernatural or mysterious. Meditation initiates physiological processes in the body that makes us more balanced and more able to cope with the everyday hustle and bustle.


Vipassana has made significant differences in the lives and perceptions of these trainees-both at the professional and personal level. This paper introduces these concepts and cites evidences from the feedback sheets of trainees to recommend worldwide adoption of such practices for those who occupy seats of power and responsibility. The feedback shows positive and very encouraging trends in all dimensions-work related, humanitarian, family and self-in other words, in professional, personal and deep inner lives.


2. YOGA AND PEACE

Yoga breathing is an important part of health and spiritual practices in Indo-Tibetan traditions. Considered fundamental for the development of physical well-being, meditation, awareness, and enlightenment, it is both a form of meditation in itself and a preparation for deep meditation. Yoga breathing (pranayama) can rapidly bring the mind to the present moment and reduce stress. In this paper, we review data indicating how breath work can affect longevity mechanisms in some ways that overlap with meditation and in other ways that are different from, but that synergistically enhance, the effects of meditation. We also provide clinical evidence for the use of yoga breathing in the treatment of depression, anxiety, post-traumatic stress disorder, and for victims of mass disasters. By inducing stress resilience, breath work enables us to rapidly and compassionately relieve many forms of suffering.

Yoga Breathing, Meditation, and Longevity, Richard P. Brown and Patricia L. Gerbarg, Article first published online: 28 AUG 2009.

3. BUDDHISM AND PEACE

Buddha's Teachings provide many practical techniques that are useful for calming anger, controlling desire and creating harmonious relationships. Present world is full of violence and...
We are in need of comfort that comes from a spiritual path and teaches nonviolence, contentment, compassion, generosity of spirit, and Peace of mind. Buddhism teaches us to cultivate Peace in our hearts and work to relieve the sufferings of all living beings. Peace at national as well as global level can be possible only if we apply Buddhism in our daily life.


4. SILENCE AND PEACE

The public space surrounding war memorials and military monuments has always been important in the iconography of remembrance. In the 19th century these spaces often took the form of garden cemeteries and memorial plantations; after the First World War large tracts of former battlefield were preserved as sacred spaces which were essential to the process of ritual pilgrimage. After 1945 there was a considerable shift in the landscapes of war: memorial schemes more often took a pragmatic and utilitarian form, and desolated cities such as Hiroshima (and to a lesser extent Dresden and Coventry) became the cornerstone for anti-war movements in the late 1950s and 1960s. This period saw the emergence of a symbolic landscape of protest, which often co-existed uncomfortably as a place of tourism.

Through a study of such sites the various types of 'Peace landscape' are analysed, from environmental schemes such as trans-border parks to political interventions in the form of Peace gardens. In the final section a recent design competition for a Peace park in Turkey is examined and compared with similar complex environments in the US and Northern Ireland.


5. VEGETARIANISM AND PEACE

Vegetarianism supports mental and physical health as well as spiritual cultivation. Fruits, vegetables, pulses, nuts and milk products provide a balanced diet which does not make our system toxic. This is primarily because when an animal is killed, it becomes dead matter. In the case of many vegetables, if we eat part of the vegetable and re-plant another part, it can grow again; it is still a living organism. There is a growing acceptance in the West that vegetarianism connotes a more positive way of living than flesh eating. In India, the pilgrimage destination of Haridwar still enjoys the status of being a vegetarian city. Even in Japan, known to be virtually 100 percent non-vegetarian, you can now find vegetarian restaurants. It is important that we remain vegetarian not only for our health and nutrition, but from the points of view of spirituality, compassion, ethics, ecology and economics as well. These products endorse and perpetuate violence in our society, which contributes to the terrorism that is rampant across the world. Eating habits reflect upon a human being's thoughts, speech and behavior. A non-vegetarian diet makes one prone to violence. By moving away from food of violence we can move rapidly toward world Peace. Albert Einstein averred, "It is my view that the vegetarian manner of living, by its purely physical effect on human temperament, would most beneficially influence the lot of mankind."

An Ethical Diet for Peace and Plenty, R. P. Jain,
Hinduism today April/May/June, 2009.

6. EDUCATION AND PEACE

Peace education curricula generally include instruction in conflict resolution; cooperation and interdependence; global awareness; and social and ecological responsibility. Peace education in the United States has evolved since its early nineteenth century beginnings. In the early years, Peace education was promoted by a small group of New England educators, writers, and thinkers who shared a vision of the world without war or violence. Horace Mann, founder of the American common schools, considered violence in American society a flaw that required deliberate improvement and asserted that education should be the primary agent of change. In the '90s, teaching respect and tolerance for those who are different has become a primary educational focus.

Peace education has moved well beyond the utopian dreams of its nineteenth century founders to realize very practical applications for the coming century.


6A. EDUCATION AND PEACE

During this past century there has been growth in social concern about horrific forms of violence, like ecocide, genocide, modern warfare, ethnic hatred, racism, sexual abuse and domestic violence, and a corresponding growth in the field of Peace education where educators, from early child care to adult, use their professional skills to warn fellow citizens about imminent dangers and advise them about paths to Peace. This paper traces the evolution of Peace education theory from its roots in international concerns about the dangers of war to modern theories based on reducing the threats of interpersonal and environmental violence. This paper reviews ways that Peace education has become diversified and examines theoretical assumptions behind five different ways in which it is being carried out at the beginning of the twenty-first century: international education, human rights education, development education, environmental education and conflict resolution education.


7. TOLERANCE AND PEACE

Since 11 September 2001, Muslim minorities have experienced intensive "othering" in "Western" countries, above all in those US-led Anglophone nations which invaded Afghanistan and Iraq to prosecute their "war on terror". This paper examines the cases of Britain and Australia, where whole communities of Muslims have been criminalized as "evil" and a "fifth column" enemy within by media, politicians, the security services and the criminal justice system. Although constituted by disparate ethnic groups, the targeted communities in each of these nations have experienced similar treatment in the State's anti-terrorist measures, as well as ideological responses and everyday racism, making comparable the two cases.

8. NON VIOLENCE AND PEACE

Objective: To assess the effects of a program for the prevention of political violence on empathy, expression of feelings of anger, and the capacity to define Peace-violence.

Method: This study used a quasi-experimental design with pretest-posttest repeated measures and a control group. The sample comprised 276 adolescents aged between 15 and 17 years (191 in the experimental group, 85 in the control group; 127 boys and 149 girls). A battery of three assessment instruments was administered before and after the intervention. The aim of the program was to increase sensitivity to the victims of political violence, promote respect for human rights, and prevent violence. The intervention consisted of 10 sessions over 3 months.

Results: MANOVA analyses revealed that the program increased participants' capacity of empathy (perspective-taking), anger control in annoying situations, and capacity to define Peace-violence. This study has practical educational implications and provides an intervention tool that enhances the development of personality during adolescence and may have a preventive effect on violent behavior. Evaluation of a program to prevent political violence in the Basque Conflict: effects on the capacity of empathy, anger management and the definition of Peace.


INDIAN IDEOLOGIES ON PEACE

1. SATYAGRAHA

Satyagraha as a means of protest is one of the most widely accepted form of expressing discontent today. The term originated in a competition in the news-sheet Indian Opinion in South Africa in 1906. "Satyagraha" is a made of Sanskrit words satya (meaning "truth") and Agraha ("holding firmly to"). The essence of Satyagraha is that it seeks to eliminate antagonisms without harming the antagonists themselves. This is in complete contrast to the violent protests/revolts world had know earlier. A Satyagrahi does not seek to end or destroy the relationship with the antagonist, but seeks to transform or "purify" it to a higher level. A euphemism sometimes used for Satyagraha is that it is a "silent force "or "soul force". It arms the individual with moral power rather than physical power. Satyagraha has helped to prevent many a wars which could have led to further bloodshed and destruction of the world.

2. PANCHSHEELA

Panchsheela was conceived as a powerful weapon against war. The five principles constitute an important and historic event in the history of international relations. In the doctrine of Panchsheela India has contributed a great idea of Peace to the war-weary world.

During October, 1954, India's first Prime Minister, Pandit Jawaharlal Nehru visited China and renewed the age-old friendly relations between the two countries. It was on this occasion that the prime Minister of China, Chow Enlai responded to Nehru's suggestion of carving out a new PANCHA SHEELA from the enduring universal PANCHA SHEELA, first taught by Gautama Buddha. The moden Pancha Sheela was then sought to regulate the relationships between different nations in order to bring about Peace and international understanding. Cho enlai
declared that all nations should be guided thus:

- Respect for sovereignty of every other nation.
- Strict observance of the policy of non-aggression against other countries.
- Non-interference in other countries, internal affairs.
- Promotion of equality among nations and striving for mutual welfare.
- Following the path of Peaceful co-existence with other nations.

3. VIPASSANA

Vipassana in the Buddhist tradition means insight into the true nature of reality. Vipassana is a Pali word from the Sanskrit prefix "vi-" and verbal root pas. It is often translated as "insight" or "clear-seeing. Alternatively, the "vi" can function as an intensive, and thus vipassana may mean "seeing deeply".

This entails insight into the three marks of existence, the impermanence and unsatisfactoriness of everything that exists. Vipassana is commonly used as a synonym for vipassana-meditation, in which mindfulness of breathing is used to become aware of the impermanence of everything that exists. Vipassana-meditation has gained popularity in the west through the modern Buddhist vipassana movement. Vipassana is commonly used as one of two poles for the categorization of types of Buddhist practice, that is samatha. Samatha is a focusing, pacifying and calming meditation, common to many traditions in the world, notably yoga. It is used as a preparation for vipassana, pacifying the mind and strengthening the concentration in order to allow the work of insight, which leads to liberation.

4. YOGA

In Vedic Sanskrit, the more commonly used, literal meaning of the Sanskrit word yoga which is "yoke" is "to join", "to unite", or "to attach".

Yoga is a commonly known generic term for physical, mental, and spiritual disciplines which originated in ancient India. Specifically, yoga is one of the six astika ("orthodox") schools of Hindu philosophy. One of the most detailed and thorough expositions on the subject are the Yoga Sutras of Patanjali. Various traditions of yoga are found in Hinduism, Buddhism, Jainism and Sikhism.

INFERENCES

Vipassana and Yoga helps individual to gain deep knowledge about human existence. They help individual to synchronize their mind, body and intellect. Awareness about these things develop human thinking and enhances Peace of mind which ultimately help human being to cross the boundaries of caste, colour, country and continent. This ideal state of human mind helps in developing feeling of Peace and equality in the world.

POSITIVE PEACE INDEX

The Positive Peace Index (PPI) is a measure of the strength of the attitudes, institutions, and structures of 108 nations to determine their capacity to create and maintain a Peaceful society. The PPI is based on a statistical framework which groups these attributes into eight key categories known as the 'Pillars of Peace'. These pillars have been identified as describing what underpins a Peaceful society. This approach stands in contrast to the extensive quantitative conflict literature
which is predominately focused on understanding the causes for the outbreak of war or civil unrest.

The PPI is different from the GPI as it uses the definition 'absence of violence or fear of violence' to measure Peace. While understanding the relative levels and types of violence present in the world is useful, this on its own will not identify the economic, political, and cultural factors that shape a Peaceful society. In contrast to negative Peace, positive Peace is about the appropriate attitudes, institutions, and structures which when strengthened, lead to a more Peaceful society. The imperative of deepening understanding how to create Peace has been highlighted by the recent state-building experiences such as in Iraq and Afghanistan. Both of these nations are still rooted at the bottom of the GPI. One of the most notable observations is that the same attributes associated with Peace are also associated with many other positive social and economic outcomes such as high levels of education, higher GDP per capita, low levels of corruption and high social cohesion.

The analysis below allows the comparison of the GPI to the PPI to determine if nations have a positive Peace surplus or deficit. This gap is the difference in ranking between the two indices and provides a basic estimate of a nation's potential to improve or decline in Peace. If the ranking is lower on the GPI than the PPI then there is an opportunity for an improvement in Peace as the society has the attitudes, institutions, and structures that are associated with higher levels of Peace. Similarly, the inverse scenario suggests a fall in Peacefulness may be more likely to occur. This is referred to as a positive Peace deficit, where the PPI ranking is substantially lower than the GPI ranking, highlighting the weakness of the necessary pillars to sustain Peace in a society.

<table>
<thead>
<tr>
<th>RANKS</th>
<th>GLOBAL PEACE INDEX</th>
<th>RANKS</th>
<th>POSITIVE PEACE INDEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Iceland</td>
<td>1</td>
<td><strong>Sweden</strong></td>
</tr>
<tr>
<td>2</td>
<td>Denmark</td>
<td>2</td>
<td>Norway</td>
</tr>
<tr>
<td>3</td>
<td>New Zealand</td>
<td>3</td>
<td>Finland</td>
</tr>
<tr>
<td>4</td>
<td>Canada</td>
<td>4</td>
<td>Denmark</td>
</tr>
<tr>
<td>5</td>
<td>Japan</td>
<td>5</td>
<td>Iceland</td>
</tr>
<tr>
<td>6</td>
<td>Austria</td>
<td>6</td>
<td>Netherlands</td>
</tr>
<tr>
<td>7</td>
<td>Ireland</td>
<td>7</td>
<td>Switzerland</td>
</tr>
<tr>
<td>8</td>
<td>Slovenia</td>
<td>8</td>
<td>Canada</td>
</tr>
<tr>
<td>9</td>
<td>Finland</td>
<td>9</td>
<td>New Zealand</td>
</tr>
<tr>
<td>10</td>
<td>Switzerland</td>
<td>10</td>
<td>Ireland</td>
</tr>
<tr>
<td>11</td>
<td>Belgium</td>
<td>11</td>
<td>Germany</td>
</tr>
<tr>
<td>12</td>
<td>Qatar</td>
<td>12</td>
<td>Australia</td>
</tr>
<tr>
<td>13</td>
<td>Czech Republic</td>
<td>13</td>
<td>Belgium</td>
</tr>
<tr>
<td>14</td>
<td><strong>Sweden</strong></td>
<td>14</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>15</td>
<td>Germany</td>
<td>15</td>
<td>Austria</td>
</tr>
<tr>
<td>16</td>
<td>Portugal</td>
<td>16</td>
<td>USA</td>
</tr>
<tr>
<td>17</td>
<td>Hungary</td>
<td>17</td>
<td>Japan</td>
</tr>
<tr>
<td>18</td>
<td>Norway</td>
<td>18</td>
<td>France</td>
</tr>
<tr>
<td>19</td>
<td>Bhutam</td>
<td>19</td>
<td>Singapore</td>
</tr>
</tbody>
</table>
### ACTION IDEAS

1. Promoting Peace through games and sports meet among nations and states within nations.

2. Corporate employees being from various castes, cultures and creed work toward the common goal of the organization. This being more at a professional level needs to percolate to a personal and communal level by activities such as Peace promoting activities and programmes.

3. As the youth of the nation are the future of this country, Peace building activities during school and college festivals will help them develop a responsibility toward safekeeping and maintaining Peace at homes, communities and as citizens of the nation.

### REFERENCES


2. Institute for Economics and Peace, "Structure of Peace".
3. Institute for Economics and Peace, "Global Peace Index 2012".


13. http://www.vam.ac.uk/content/articles/t/the-astamahapratiharya-buddhist-pilgrimage-sites/


---

QUOTES

Efficiency is doing things right; effectiveness is doing the right things.

*Peter Drucker*

Performance leads to recognition. Recognition brings respect. Respect enhances power. Humility and grace in one's moments of power enhances dignity of an organisation.

*Narayana Murthy*

Ships are safest in the harbor but they are not meant to be there. They have to sail long and hard and face stormy seas to reach the comfort of a desirable destination.

*Narayana Murthy*
Leadership Shift: From 'Best in' to 'Best for' the World

Nivedita Radja*

"I suppose leadership at one time meant muscles; but today it means getting along with people."

- Mahatma Gandhi

KEY WORDS: Leadership Shift, Stakeholders, Sustainable, Opportunity.

1900's: "People can have the Model T in any colour--so long as it's black." This famous quote portrays the amount of choice a consumer once had...Black and only Black! This quote is by Henry Ford who fought unionization with every weapon at his disposal, including a private police force. Nor did he allow any modern management techniques to replace his autocratic ways.

When we say "best in" it is wanting to be the best in a certain segment, industry, or 'space'. A leader emerges when he seeks to find a solution for a problem noticed. Solution seeking is based on optimization of resources and limiting oneself to a defined boundary. This boundary can be limited to a solution or even the number of people in it or the leader himself. In the days of Henry Ford, the offering of Black cars was soon over-taken because the opportunity for more colours was noticed and not just a solution for transport- that Ford wished to provide.

"Best for" tends to define 'opportunity spaces,' based on optimisation of resources and the focus is on exploring the 'space' around the phenomena/challenge/opportunity. It tends to expand the reach to include all the stakeholders-visible, invisible and even unarticulated. Therefore focus is on defining the space broader than 'a solution' to include multiple/ various solutions. 'Best for' answers the humble question: "for whom?" as compared to 'best in' which answers the selfish question: "in what?"

Is the shift from 'best in' to 'best for,' happening deliberately or naturally? Deliberately because the leaders have started to realize that unless they consider and include all the concerned stakeholders, their business may not be very sustainable. Or is the shift happening naturally because there is an increased environmental awareness due to the depleting resources, and hence the "Go Green" revolution in the name of Corporate Social Responsibility. The term CSR came into common use only in the 1960's and 1970's after many multinational companies formed the term "Stakeholders." This term was then popularized by the influential books of R. Edward Freeman.

*Nivedita Radja, Student, PGDM-HR (2011-13), We School, Mumbai, India. Her article was selected as one of the top 10 in the World for the International Event 'Young Ambassador - Africa Leads' held in Cape Town, South Africa From 18th to 20th November, 2012.

Email: niveradja@hotmail.com
Her article was selected as one of the top 10 in the WORLD for the International Event "Young Ambassador - Africa Leads" held in Cape Town, South Africa from 18th to 20th November, 2012.

1970's: This and the following few decades fostered participative and transformational leaders like Lee Iacocca who took over and resurrected the ailing Chrysler Corporation in the 1970s and 1980s.

1990's: The charismatic risk taker, Richard Branson of Virgin Group, centred his enterprising efforts on the motto "Every risk is worth taking as long as it is for a good cause, and contributes to a good life."

2000's: Start of stakeholder-conscious leadership. In the year 2001, under CEO NitinParanjpe, Hindustan Unilever Limited (HUL) conceived of "Project Shakti," with the aim of increasing company's rural distribution reach and providing rural women with income-generating opportunities. This clearly is a win-win situation where social goalshelp to achieve business goals.

The launch of ITC Limited's e-Choupal addressed the challenges faced by the middlemen-exploited Indian farmers. This program involved installation of computers with internet access in the rural areas of India. These e-farmers now have access to daily prices of a variety of crops in India and abroad.

The nationwide identity revolution began in the year of 2009 with the Aadhaar scheme. This government initiative is to issue a biometric enabled 12-digit unique number to all the residents of India. This herculean task is being borne by Nandan Nilekani, former co-chairman of Infosys Technologies. The unique number will facilitate the entry of poor and underprivileged residents into the formal banking systems and the opportunity to avail services provided by the government and the private sector.

Founded in 2009 by Dhruv Lakra, Mirakle Couriers is a national award winning courier agency that employs low-income deaf adults.

Inclusive growth does not have to be limited to the inclusion of stakeholders, but should also foster differently abled and gender inclusion. Other companies that have made a shift are MCX, Aravind Eye Care Hospitals, The Future Group's 'KB Fair Price' et al. With such eminent leaders, India is taking its baby steps towards inclusive growth! These leaders are indeed answering the humble question: "for whom?"

So when leadership styles adopted can be changed every year, what causes the shift? Leadership styles and orientation have been most influenced by:

- State of the economic activity and culture of the immediate concerned community/region both national and global
- Context of the society: emerging from misrule in South Africa and Egypt (Jasmine Revolution)
- The leadership style that works when a new business starts will be very different to when it becomes a larger organization. What remains throughout are the values that define the direction chosen by the organisation and the leader

The objective is hence co-creating value and not
merely creating value for equitably distributing the surplus to the stakeholders. Today’s tech-savvy leaders like Anand Mahindra of Mahindra & Mahindra Ltd. and Vineet Nayar of HCL Technologies Ltd. are using media to envelope the ecosystem, as they use Twitter to encompass their employees, customers and the entire value chain.

Throughout history and evolution of leadership amongst leaders who wanted to be "best in" the world, there also existed revolutionary leaders like Mahatma Gandhi and Martin Luther King Jr. who always strived to be "for" the people. Therefore it is hard to predict which form of leadership model: 'best in' or 'best for' is more sustainable. Because there is no right or wrong leadership; the question is whether the leadership style or orientation is apt/most relevant in the context of time and space!

My experience of living in 3 different continents (countries: India, United States of America, and Germany) has given me much exposure about both developed and developing countries, its culture and uniqueness. I am looking forward to visit South Africa, that has been recently added to the BRIC nations (with India), and participate in Africa Leads to help me in becoming a sensitized leader who adds value at every stage by creating value for self and the world…

QUOTES

A man is born alone and dies alone; and he experiences the good and bad consequences of his karma alone; and he goes alone to hell or the Supreme abode.  
*Chanakya*

Service which is rendered without joy helps neither the servant nor the served. But all other pleasures and possessions pale into nothingness before service which is rendered in a spirit of joy.  
*Mahatma Gandhi*

You must be the change you want to see in the world.  
*Mahatma Gandhi*
An Effective Waste Management System for a Better Future

Sumit Gakhar*

Every substance has energy including the waste we produce every day and energy can be transformed from one form into another form. India produces 42.0 million tons of Municipal Waste every year which processes huge energy. This energy can also be converted from waste energy to useful form such as Cooking Gas, Fuel for transportation and Electricity with modern methods developed by scientist to produce and use the Bio-Gas from Bio-degradable materials. Moreover various methods have been developed for recycling of non biodegradable materials. By adopting practices of effective waste management we will be able to reduce our carbon footprints and will also be able to develop new opportunities for revenue and employment generation. There are organisations which have understood the value of waste management and are availing benefits in the form of revenue generation and cost saving by adopting various practices in their operations.


1. Albert Einstein in 1905 proposed **Mass-Energy Equivalence** states that any object has certain energy, even when it is stationary which is given by equation

   \( E = mc^2 \)

   It means if we drink sugar cane juice we get energy from it to our body but it also means that even Sugarcane Bagasse (the waste produced after extracting juice from sugarcane) also contains energy. Similarly in household we daily eat vegetables and fruits in one form or other. We consume the desirable portion of them and through undesirable as waste which according to Einstein theory also have some energy as it contains mass.

   There is another theory which is called **Law of conservation of Energy** which states that "Energy can neither be created nor it is destroyed, however energy can be converted from one form energy to another form".

   So energy which is possessed by waste can be converted to other form by various modern techniques available today and with constant R & D these methods are getting better and cheaper day by day.

   So this principal can be used in our Waste Management system by converting energy processed these waste into useful form which can further contribute to growing energy requirement.

2. **INDIA AND WASTE**

   India produces 42.0 million tons of municipal solid waste annually at present. Per capita generation of waste varies from 200 gm to 600 gm per capita / day. Average generation rate at 0.4 kg per capita per day in 0.1 million plus towns.

---

*Sumit Gakhar, Student, PGDM - Business Design (2011 - 2013), We School, Mumbai, India.  
Email: gakhar.sumit@hotmail.com
Although 12th Finance Commission has granted Rs. 2500.00 Crore for waste management but no significant results is seen in this direction.

Reasons for Inefficient Management are as following:

- Absence of segregation of waste at source
- Lack of technical expertise and appropriate institutional arrangement
- Unwillingness of Ulbs to introduce proper collection, segregation, transportation and treatment / disposal systems
- Indifferent attitude of citizens towards waste management due to lack of awareness
- Lack of community participation towards waste management and hygienic conditions
- Lack of funds with Ulbs

3. TREATMENT OF MSW (MUNICIPAL SOLID WASTE)

For effective MSW Treatment lets look at its composition.

MSW is rich in Bio degradable matter. It contain 30% - 55% Compostable/ Bio-degradable matter.

<table>
<thead>
<tr>
<th>Year</th>
<th>Biodegradable</th>
<th>Paper</th>
<th>Plastic</th>
<th>Metal</th>
<th>Glass</th>
<th>Rags</th>
<th>Other</th>
<th>Inert</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>42.21</td>
<td>3.63</td>
<td>0.60</td>
<td>0.49</td>
<td>0.60</td>
<td>45.13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2055</td>
<td>47.43</td>
<td>8.13</td>
<td>9.22</td>
<td>0.50</td>
<td>1.01</td>
<td>4.49</td>
<td>4.016</td>
<td>25.16</td>
</tr>
</tbody>
</table>

Sources: For 1996 results, NEERI 1996; for 2005

MSW can be treated in various ways as following:-

- MATERIAL RECYCLING
  Recycling of packaging, paper, scrap, and electric waste, reduce the environmental impact and save energy and resources.

- BIOLOGICAL TREATMENT
  Biological treatment is implemented through anaerobic digestion or composting. Anaerobic digestion produces biogas which can be used as vehicle fuel. Anaerobic digestion also produces "Digestate" which is an excellent nutrient. Composting produces long-lasting fertilizer used as soil improver in gardens, parks and for ground installations.

- WASTE-TO-ENERGY
  Waste incineration is an efficient and environmentally safe method for producing energy from waste. Heat and electricity can be produced to take care the need of many houses.

- LANDFILL
  Landfilling is a necessary treatment method.
for such waste which cannot or should not be recovered or treated in another way. Through landfilling, waste is kept in a long-term safe way, and the treatment method should be controlled by a strict regulatory framework from centre as well as state governments.

4. PRODUCTS FROM MSW TREATMENT

4.1 Biogas

BIOGAS is produced by bacteria through the biodegradation of organic material under anaerobic conditions. Biogas has calorific value of 6KWH/m3 which is equal to energy produced by half a litre of Diesel oil. Moreover the emission of pollutants such as nitrous oxides (NOx), particulates and hydrocarbons can be reduced by up to 80% in comparison to petrol and diesel fuels.

A lot of effort has been taken in treatment of animal dung to produce Biogas but no significant effort is taken in MSW treatment which can be a vital source of energy.

4.1.1 Comparison of Biogas with Other Fuels

<table>
<thead>
<tr>
<th>Biogas Fuel</th>
<th>Kerosene</th>
<th>LPG</th>
<th>Petrol</th>
<th>CNG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calorific Value (KCal/ltr or kg)</td>
<td>8.6</td>
<td>11.76</td>
<td>8</td>
<td>7.52</td>
</tr>
</tbody>
</table>

COMPARISON OF BIOGAS WITH NATURAL GAS

Comparison of various properties of Biogas with Natural Gas is given in Table 2:

<table>
<thead>
<tr>
<th>Gas</th>
<th>Constituents</th>
<th>Composition (%)</th>
<th>Calorific Value (kwh/m3)</th>
<th>Density (Gg/m3)</th>
<th>Combustion Speed (cm/s)</th>
<th>Air requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural</td>
<td>CH₄, H₂</td>
<td>65:35</td>
<td>7.52</td>
<td>0.384</td>
<td>60</td>
<td>7.0</td>
</tr>
<tr>
<td>Biogas</td>
<td>CH₄, CO₂</td>
<td>60:40</td>
<td>5.96</td>
<td>0.940</td>
<td>40</td>
<td>5.7</td>
</tr>
</tbody>
</table>

National Society for Clean Air and Environmental, Protection (UK) has carried out a study on various fuels used for transportation purpose. It is given in Table 3

Table 3
Calculated Fuel Consumption for Each Vehicle Category

<table>
<thead>
<tr>
<th>Fuel Consumption, kg/100km</th>
</tr>
</thead>
<tbody>
<tr>
<td>LGV</td>
</tr>
<tr>
<td>Gasoline (PISI)</td>
</tr>
<tr>
<td>Diesel (DICI)</td>
</tr>
<tr>
<td>CNG EU mix (PISI)</td>
</tr>
<tr>
<td>CBG Municipal Waste (PISI)</td>
</tr>
<tr>
<td>CBG liquid manure (PISI)</td>
</tr>
<tr>
<td>CBG dry manure (PISI)</td>
</tr>
<tr>
<td>Diesel/NG Dual Fuel</td>
</tr>
<tr>
<td>NG</td>
</tr>
<tr>
<td>95/5 Ethanol (PSI)</td>
</tr>
<tr>
<td>100% Ethanol (PSI)</td>
</tr>
<tr>
<td>95/5 RME (DICI)</td>
</tr>
<tr>
<td>100% RME (DICI)</td>
</tr>
</tbody>
</table>

Notes: HGV based on 38 tonne artic, Bus based on 88-seat double deck bus

According to study by Fachagentur Nachwachsende Rohstoffe which states that only the methane proportion is usable in any fuel. So we can compare various fuels as per their methane content. For example

1 kg methane replaces about 1.4 litre of petrol/motor fuel.

As 1 Kg of Biogas has 600 grams of methane

So 1 kg of Biogas replaces 0.82 litre of Petrol/motor fuel.

Or

1 M3 of Biogas is equivalent to 0.46kg of LPG or 0.7L of Petrol

Thus Biogas can be replaced conventional Motor Fuel such as Petrol, CNG, LPG.
More over According to study Department of Biotechnology and Medical Engineering, National Institute of Technology, Rourkela which states that domestic waste produce more biogas as compare to cattle dung in significant less time. So if we use kitchen waste instead of cow dung we can produce more biogas in short cycle time for any biogas plant.

As MSW contains 50-55% of Domestic Biodegradable substance so it can be converted to Biogas in efficient and economical manner. Moreover some agencies are using advance technology to fill biogas in cylinders which can be used for Domestic as well as Industrial requirements.

Comparison of various Biogas Systems is given in Table 4.

### Table 4

Comparison of Various Bio-Gas Systems

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of feedstock</td>
<td>40kg + 40litr water</td>
<td>1.5-2 kg + water</td>
</tr>
<tr>
<td>Nature of feedstock</td>
<td>Cow-Dung</td>
<td>Starchy &amp; sugary material</td>
</tr>
<tr>
<td>Amount and nature of slurry to be disposed</td>
<td>80litr, sludge</td>
<td>12litr, watery</td>
</tr>
<tr>
<td>Reaction time for full utilization of feedstock</td>
<td>40 days</td>
<td>52 hours</td>
</tr>
<tr>
<td>Standard size to be installed</td>
<td>4,000 lit</td>
<td>1,000 lit</td>
</tr>
</tbody>
</table>

In a kitchen waste biogas system, a feed of kitchen waste sample produces methane, and the reaction is completed in 52 hours. Conventional bio-gas systems use cattle dung and 40kg feedstock is required to produce same quantity of methane.
4.1.2 Usage of Biogas
a. Can be used as Cooking Gas
b. Can be used as a Fuel for Automobiles
c. Can be used in Industrial furnaces.
d. Can be used to generate Electricity

4.1.3 Some Facts about Biogas

According to report by Indian Farmers Fertiliser Cooperative Limited, India, Only 24 kg of vegetable/organic waste or 75 kg of cow dung per day can generate 3 m3 Biogas per day.

24 Kg of organic waste = 3 m3 of biogas

So 42 million ton of MSW have 12.6 - 23.1 million ton of Organic Waste

Which can produce 1.6 x 109 - 2.9 x 109 m3 of Biogas or 1.6 - 2.9 Trillion cubic meter of Biogas.

Combustion of 1 m3 produces 2 kWh of electricity so this can produce

3.2 x 109 - 5.8 x 109 kWh of electricity

Or 1 m3 of biogas equals 1 L of diesel fuel so can fulfil demand of 1.6 - 2.9 trillion Litre Diesel.

Or 1 M3 of Biogas is equivalent to 0.46 kg of LPG so we can meet demand of 55.6 million domestic cylinders (Considering 1 Domestic cylinder of contains 24 kg of LPG)

More over The gas consumption for cooking and lighting in India is 0.34 to 0.37 m3 per capita/day and 0.15 m3 per hour per 100-candle power respectively. Thus, a family of 5 members will require 2.60 to 3 m3 biogas per day. So we can fulfil need of Cooking and lightning for 2.6 - 4.8 billion people.

4.2 Digestate

Digestate which can be converted to Compost to be used as Fertilizer.

Digestate is the solid remnants of the original input material to the digesters that the microbes cannot use. It also consists of the mineralized remains of the dead bacteria from within the digesters. Digestate can come in three forms: fibrous, liquor, or a sludge-based combination of the two fractions.

Digestate typically contains elements, such as lignin, that cannot be broken down by the anaerobic microorganisms. So composting stage may be employed after digestion during this process the ammonia will be oxidized into nitrates, improving the fertility of the material and making it more suitable as a soil improver. Large composting stages are typically used by dry anaerobic digestion technologies.

1 kg of organic waste can produce 1 kg of Slurry Bio-Compost or 0.25 kg of Manure or Bio Compost

5. TREATMENT OF INORGANIC WASTE

5.1 Glass

- Glass has a moderate market value.
- It can be sorted into colours and melted.
- Use of recycled glass saves energy compared with processing raw material.

5.2 Paper

- Paper can be easily recycled; however, quality deteriorates with each cycle.
- Paper or cardboard from recycled paper requires less energy to produce and protects forests.

5.3 Polyethylene Terephthalate (PET)

- PET can be recycled if segregated from other waste.
● Reprocessing into granulate is very easy.
● PET has a high market value if processing plants are available.

5.4 Electronic Waste
● Electronic waste (such as computers or mobile phones) contains high value metals.
● Electronic items can be dismantled, reused, or recycled.

5.5 Other Metal
Scrap metal has a high market value (especially steel, copper, silver, and platinum). It can be recycled.

5.6 Concrete and Demolition Waste
Demolition waste can be crushed to gravel and reused in road construction and landscaping.

6. STRATEGY FOR IMPLEMENTATION
It will be economical to implement in three Phases

6.1 PHASE I for New projects and Townships

As within ten years 15 new metro cities has emerged and it is expected that by 2031 around 52 new metro cities will be there so it is easier to plan and implement in upcoming cities. It is can be done by two ways.

a. To provide Guidelines for Private/Public Builders
● For multi-storey buildings in the shaft along with Sewerage pipe two pipes for Biodegradable and Non biodegradable material is to be provided.
● Two separate vents for each kind of waste to be provided in Kitchen which will be connected to main pipes.
● Two Big Digs to be made near the building area to store the daily waste.
● Waste will sucked and transported by same truck to the treatment plant.
● MSW Charges for Collection and treatment will be charged as RS 1OO per household.
● Builders need to take approval from ULBs for successful installation as per norms.

Model for Builders
b. **To provide Guidelines for State Urban Development Authorities**

- Provision is to be made in front of each house for easy collection of waste.
- All waste is to be collected by same agency which cleans the road.
- Collected waste then transported to treatment plant.

6.2 **PHASE II** for old Metro cities and Towns with similar models as they contribute around 72% of total waste.

6.3 **PHASE III** focus on villages but proper education is to be provided in order to maintain hygiene and to improve healthcare.

7. **REVENUE GENERATION OPPORTUNITIES FROM SOLID WASTE MANAGEMENT**

7.1 According to a survey households are agree to pay from Rs 50-100 for collection of Waste. So if a company target 1000 houses and charge Rs 100 per house per month one can collect a revenue Rs 12 lac per year. According to report by Mckinsey India will require 40 million new houses by 2030 so there is potential of Rs 4 billion per year as revenue from service charges from new houses only.

7.2 **Revenue from Biogas:** From 42 million ton of waste we can produce $2.9 \times 10^9$ m$^3$ which is equivalent to 2.9 trillion ltr of Diesel so selling it at even at economical prize of Rs 25/ltr. We can generate revenue of Rs 72.5 billion/year.

7.3 **Revenue from Compost Generated:** 1 kg of organic waste 0.25 kg of manure so by $2.9 \times 10^9$ m$^3$ we can produce 725000 ton of manure it can be sold to fertiliser companies if it is sold at economical price of Rs 2500 per ton that will generate Rs 1.81 billion/year.

7.4 Revenue from various recyclable material i.e plastic, metal etc.

7.5 **Sale from Carbon Credits:** According to article in Climate change champion 1 kg of domestic waste =0.125 kg Carbon 1kg of food waste = 0.833kg of methane. Methane is 20 times more potent than Carbon.

So 42 million ton Domestic Waste = 5.25 million ton of Carbon

If managed properly can earn Carbon credit = 5.25 million every year as per Kyoto protocol.
As 1 carbon credit = 1 MT of CO2, Or in some markets, carbon dioxide Equivalent gases.

8. ORGANISATIONS AVALING BENEFIT FROM MSW TREATMENT

Various organisations have recognised the importance of MSW Treatment and are availing benefit from it. List of Organisations are as following:

8.1 Companies Having Core Business as Solid Waste Management

1. Ramky Enviro Engineers Ltd (REEL)
2. Antony Waste Handling cell
3. A2Z infrastructure
4. SPML Infra
5. IL & FS Waste Management & Services

8.2 Companies Availing Benefits in terms of Cost Cutting or Other Revenue Streams

1. Wipro

In Wipro the canteen waste and STP sludge is used in a bio gas plant. The biogas which is generated can be utilized for power generation, cooking, water heating and process heating.

2. Dr. Reddy’s Laboratories

Use of Industrial Organic Residue as Alternate Fuel, to minimize use of fossil fuels at cement plants.

3. Tata Motors, Pune

A full-fledged Oil Reclamation Centre (ORC) was set up at Pimpri Works, which is a central facility to reclaim dirty oils for recovery and re-use in the manufacturing / testing process.

4. Mahindra Group’s Automotive Sector

Converting Waste Paint Sludge generated to usable Primer for Castings and industrial paints.

CONCLUSION

With the help of Effective Solid Waste Management System we can develop healthy and sustainable economy which will generate more employment along with capability to meet energy requirement of our people and reduce its carbon footprints as well. Thus it will help us in building a green, sustainable and responsible society. Hence a Better Waste Management system will leads us to Better future.

REFERENCES

4. Fachagentur Nachwachsende Rohstoffe e.V. (FNR), (2009-10) Basisdaten Deutschland.
7. ec.europa.eu/environment/international.../solid_waste_mgt_india.
Philip and his brother, Milton Kotler, have given us a new offering - MARKET YOUR WAY TO GROWTH. It is an expansion of the 8 marketing strategies that had been briefly presented in an earlier book - "Kotler on Marketing "Here, Kotler explains 9 megatrends which are shaping the new world and adding to complexity. These are factors like, "Acceleration of the green global economy"; and "strategic refocusing from global to regional, and regional to local". They then work out 8 winning strategies which will help Managers to manage the changed/changing environment, and come through successful. These 8 strategies could be used at different times, one or even some simultaneously, as the situation demands.

The strategies range from, "Winning by getting larger market share", to "Winning by partnering with Government and with NGOs." An interesting strategy which they have included is: "Winning by building outstanding reputation for social responsibility." Kotler provides examples for all these strategies, from recent history, and most of us could relate these to our own experiences in different parts of the world. Eg. the merger of Air India/Indian Airlines; the rise, fall, and rise of Wockhardt Pharmaceuticals et al.

The Epilogue at the end is a concentrate of economic theory, in just a few pages. It captures the dilemma - the great debate between austerity and stimulus spending, as solutions for economic recovery. It is the content of a whole book, summarised in just one chapter. Every Chapter ends with Conclusions, and Questions to be answered - and this contributes greatly to the value of the book.

The broad spectrum coverage, the easy to read style, the lack of jargon, the "recipe-like" clarity for use, makes MARKET YOUR WAY TO GROWTH a very useful handbook for quick reference, not just by marketing professionals, but by all managers who have responsibility for fixing goals and setting direction, whether they work in institutions for profit, or not for profit or for government.

Reviewed By:
Walter Vieira is a Certified Management Consultant; and a Fellow of the Institute of Management Consultants of India.
Email: waltervieira@gmail.com
The book "Everyone Communicates Few Connect" is a book which discusses about speaking with people in a way so that you can connect with them. According to Dr. Maxwell whatever people say, either with words or with their body language communicates something to others but every communication is not necessarily get connected with Audience. One needs to put extra effort to have connected with audience at the time of communication.

The book suggests that a leader cannot be leader without any followers and leaders can get followers only if they can connect with people. For clarifying concept of connecting the book is structured in two parts first is Connecting Principle and second is Connecting Practices. The five principles suggested by author are:

1. Connecting increases your influence in every situation
2. Connecting is all about others
3. Connecting goes beyond words
4. Connecting always requires energy
5. Connecting is more skill than natural talent

For explaining each and every principle author have used his own stories where he worked hard and went through struggle for communicating effectively. He also used data and comments of visitors of his blog for strengthening his connecting principles. After explaining connecting principles author have explained practices of connecting so that the principles can be applied to our life and the five connecting practices suggested by the author are as below:

1. Connect on common ground with audience
2. Keeping communication Simple
3. Creating enjoyable experience for everyone
4. Inspiring People
5. Live what you communicate

It's a good book for anyone who wants to improve their communication ability; this book is a well organized book which is having a nice flow of information, data and small stories which make it interesting to read.

Reviewed By:

Trupti Humnekar, Lecturer - Marketing, Vishwakarma Institute of Management, Pune, India.
Email: truptidandekar@yahoo.com
BOOK REVIEW

Title: Succession - Are You Ready?
Author: Marshall Goldsmith (MG)
Publisher: Harvard Business Press
Pages: 125
Price: Rs 495 /-

Marshall Goldsmith (MG) hardly requires an introduction. The author of the best seller title, 'What Got You Here Won't Get You There', has become a celebrity and almost synonymous in the discipline and practice of Executive Coaching. In this book, MG (short form for Marshall Goldsmith) focuses on a key Business Process, that challenges all organizations, i.e.: Succession and related processes. More often than not, this process gets embroiled in a 'high emotion high drama' with outcomes of winners and losers.

MG uses the metaphor of him, writing a series of memos to help the CEO of a large corporation, who is nearing the end of his term, help the latter navigate the Succession process well- so that all the key stakeholders involved benefit. The key pillars, according to MG, are preparing for Transition, Choosing a Successor and Coaching a Successor. He uses another powerful metaphor, i.e.: of an athlete - who is participating in a Relay race, and has to pass on the baton to the next runner, in a manner that it does not fall down. Hence, the current CEO should learn to slow down and make the handoff of leadership as seamless as possible. This, along with coaching the successor, would facilitate speeding up the Process and ensuring successful baton changeover of leadership.

MG, quite rightly, has expounded on the on the human dimensions - emotions, mindsets, feelings-of the processes that are normally associated with a CEO succession. (For that matter, succession involving all C Suite role holders). MG highlights that the ‘final act of great leadership ’of the current CEO, is about passing the baton to the successor. Leaders who manage this transition well do so, by according to MG, 'creating a great rest of your life.'

The challenges of internal candidates and/or external candidates being involved in the succession process, has been extensively commented upon. If it is an internal candidate, the current CEO would have to consider connecting Coaches for their rounding off to be ready. MG highlights that for internal candidate(s) to succeed; fair chance should be provided by the concerned stakeholders. Hence, it is vital that the key stakeholders be identified, their expectations and commitment obtained, besides specifying their role in the process.

MG highlighted that a key to internal candidate(s) succeeding to take the CEO role, depends on 'authentic effort to change.'

MG rounds off with the insight that if the potential successor wants to be a great CEO, he/she cannot afford to 'Switch off', when around with the people that he/she would be leading. MG also reminds the current CEO role holder to pay attention to the quality and care that is needed to be displayed, while exiting …………………walking away to 'the next destination of life.'………

Reviewed by:

Email: vijayan.pankajakshan@welingkar.org
POEM

Into Playdom forever

Swar Kranti*

My doll, my lucky mascot in exam,
She strengthened my faith in logjam.
She didn't help when my efforts weren't enough,
To ensure blind faith wasn't my stuff.

Toy-mates of my doll-house got to play,
Some unruly, anti-social would dismay.
I always stood to defend the right,
Only with decency I had the might.

We played 'Office-Office' and I was boss,
Unexpected inspiration I came across.
In meetings when I spoke little less,
And listened more to juniors' address.

In 'Money-Money' I would only win
When playing for the right reason was within.
When I wasn't getting back or proving a point,
To someone for whom I was unworthy at a point.

Even if I taught well during 'Teacher-Teacher',
Am not self-made is what I gather.
My students' participation in toy class,
Made the session excel and surpass.

Now its time for big task, serious play,
Playful and lawful the style to stay.
Dolls and characters will connect with me I bet,
'cause the vibes I send are the vibes I get.

*Swar Kranti, Faculty, Human Resource, We School, Mumbai, India & Board Member of ‘Globally Responsible Leadership Initiative’ Foundation.
Email: swar.kranti@welingkar.org
Core values

1. Passion:
The soul of Welingkar blossoms in our heart, mind and body.

2. Breakthrough Thinking:
We foster academic rigour in an environment conducive to innovation.

3. Result oriented, Process driven Work Ethic:
We adopt dynamic quality processes to ensure accountability and exceptional performances.

4. We Link and Care:
We support and collaborate with all our stakeholders through mutual trust and respect.

Quality policy

We are committed to give our students Quality Management Education in tune with the changing needs of business and industry.

We shall endeavor to do this by:

- Providing the best learning resources
- Making the environment conducive for students to develop their creativity, leadership skills and ability to learn continuously

We shall follow a data oriented factual approach to Quality Management leading to continual improvement of our processes culminating in total customer satisfaction.