SUSTENANCE IN LITERATURE THROUGH INNOVATIVE, MULTIDISCIPLINARY APPROACHES-A STUDY   OF SELECT FICTION BY TONI MORRISON AND JHUMPA LAHIRI

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Introduction

Institutions of higher education have a significant and exciting role to play in these challenging times. In an era, where information explosion and emerging new technologies are rapidly entrenched in public sphere, the institutions feel the urge to become trend setters and explore ways to redefine/ reinvent themselves to make a mark and work in line with developmental goals of the state/nation. The challenges, needless to say are multifold. Radical and smart measures become imperative in such a scenario and resistance to any such changes and paradigmatic shifts also inevitably crops up. To stay right at the top, we just need to configure how best to integrate progressive initiatives in knowledge dissemination and accelerate our growth at this historical juncture.

Scope of English and its Sustainability

Engaging with the new trends, interestingly, Departments of English, across the country, have methodically gone about **'decolonizing the mind'** expressing the need for a multi-disciplinary approach and a discarding of conventional notions of syllabi- making. The scope and use of English language/ literature itself has steadily grown into overwhelming proportions as it has adapted, adopted and attuned itself remarkably well to the phenomenal changes that mark contemporary contexts. As the **lingua franca of the world**, English has emerged even stronger, interacting with multicultural and multilingual users, assimilating linguistic elements of other languages and enjoying the privilege of being the official language of a number of nations. Not surprisingly, the users of English as second language have already outnumbered the first language users. Widespread use of the language in technological devices-computer, mobile, digital multimedia has also changed aspects of the language.

Strategies for Sustainability- Magic(al)Smart Measures

Being the medium of instruction in most schools, colleges and universities and link/contact language, English has a vital role in students' lives. The exercise of syllabus making has become challenging as we consider/accommodate the varying needs and aims of our subscribers, ranging from linguistic to literary competence, apart from familiarizing them with a range of inter-disciplinary approaches, writing skills and contemporary discourses. Developing course enriching tools to make the teaching /learning process vibrant and enhancing instructional process become crucial for all leading institutions, in a highly competitive multiverse. The relationship between pedagogy and technology cannot be overemphasized. The exposure of present day learners to diverse technologies ensures that institutions bring about a qualitative improvement in pedagogic practices to make knowledge relevant, productive and meaningful for the learners. If what they learn in a classroom needs to be applied skillfully in their daily lives, then choosing appropriate methods and integration of ICT becomes part and parcel of the dynamic environment that we should commit ourselves to providing our student community. Not only is a context sensitive curriculum the need of the hour but also revamping testing and evaluation process, equally vital. Considering the dominant role it plays in our lives and the refreshing changes it has brought about in our respective spaces, active promotion of ICT through various strategies like BYOD or Cloud will surely mean leveraging diverse available resources to maximum advantage. Higher institutes of learning and excellence are also committed to providing a level playing field to one and all, making possible for those that do not have the means to bring their own devices access them in the labs. Teaching/Learning process then becomes an immensely pleasurable exercise.

Embracing these measures will positively revitalize the classroom environment, igniting interests and motivating young learners, offering new possibilities of accessing/storing information; enabling the mediation in classroom to become vibrant, breaking the monotony/ hegemony as well as establishing a greater rapport between the teacher and the taught. They automatically strengthen the pedagogic processes and help learners relate classroom experience to future work practices. Illustrating through audio-visual aids inspires them to acquire

communication/presentation skills while doing their projects thus facilitating an easy transition from 'learner' to that of a skilled user. The only way we can keep alive the' guru shishya parampara' in spite of a future possibility of virtual classrooms, is to reinvent ourselves. Revolutionizing existing parameters, shedding all unproductive beliefs/stereotypes and taking risks will only help us achieve the desired results. One wonders what really translates our responses to historical exigencies is due to the impact the institutions have on the community both at the individual and collective levels. Committing ourselves to societal transformation, inculcating in young impressionable minds enthusiasm and initiating changes that challenge status quo, necessitates a radical shift from conventional modes to newer ones. That brings us to syllabi revision strategies we need to undertake.

Innovation and Creativity in Syllabi

Pillai Dravyam advocates in an essay entitled "English Studies in India in the postmodern context of teaching fiction", 'the emphasis should no more be on a prescriptive but flexible as well as adequately representative list, from which students should choose at will'. Firing the canon I guess was one certain smart measure that extended the frame of reference and ushered in new directions. In autonomous colleges like ours it is even better implemented with varying degrees of accommodation of ideas where instead of a fixed text, a teacher could walk in with any texts/pieces that trigger off a discussion, while familiarizing the students with particular forms of writing. Subjects/ current topics that gain currency among youth, when included, pave way for an innovative /creative syllabus. Fantasy or futuristic science fiction; detective or popular fiction, memoirs or autobiographical narratives, newspaper articles or audio visual texts, literature of ideas or debate, become interesting additions to the text, not to forget, narratives of the marginalized groups, protest literature or literatures of resistance, from parts of the world that are scarred by unrest, violence and hatred.

Multi-Disciplinary, Multi Lingual, Multicultural Approach-Discarding of Conventional Modes

At a time, when the world is undergoing unprecedented development in all fields, it is hard to be not excited about the right initiatives to be taken so that a curriculum offers scope for all-literature/language, affording learners, access across spaces and helps explore various cultural contexts to be able to forge their own identity and achieve mobility/agency irrespective of gender, caste or class. Our response, whether creative or critical, derivative or self-generated, has made a frame of inquiry that celebrates pluralism as opposed to universalism. It stands to reason then, that students are acquainted with any and all types of forms, be it literary or non-literary. An exploration of multiple disciplines like sociology, psychology, politics, history or even theology or law (sometimes out of humanities, the frames of reference includes science and commerce too) is invaluable for a comprehensive understanding of our problems. Gone is the time when we confined ourselves to conventional areas and approaches of study; limiting ourselves with narrow fields of inquiry will make us outsiders to the system that constantly replenishes itself with diversity.

Literature in Contemporary Contexts

A cross cultural survey immediately alerts us to the idea that borderlines are blurred as far as genres or subjects are concerned and current debates, be it in politics or history or any of the above mentioned, also finds its way without fail into literature. It is interesting to note how litterateurs who have steered clear of current happenings or failed to reflect the realities of the time, have lesser appeal than those that have given an inclusive and comprehensive vision. What is pertinent to the readers is the fact that it is Literature that gives them ideas to cope with their own problems when they empathize with the protagonists' plight and learn how to negotiate in their own spaces.

Contemporary political experience is often transformed into art; both fiction writers and dramatists have presented an authentic picture of the present day. History has also enriched us with a fascinating reservoir and the writers' imagination modifies and offers a powerful critique within their fictional framework, of the socio –political situation marked by class differences, inequality, insurgency and terrorist violence which crush individual identities and make a mess of all accepted values. The tragic destiny of human lives is played out against the backdrop of historical forces which are apparently very strong and impersonal for individual control. What is

surprising is the fact that writers across the world have felt the disruptive impact of post-colonialism on the life and social attitudes of the residents no matter where they reside.

Interpreting Writing Today

Reading and interpreting writing today, is indeed an interdisciplinary, multi lingual multicultural act with variegated images of postcoloniality that celebrate difference, contest hegemonic and homogeneous identities, standardized construction of reality making use of the English language as an instrument of creativity and liberation. Re-presentation paves way for and reflects divergent ways of creative writing by which literary imagination impacts on human lives and shapes cultural history and identity. What ultimately sustains the greatness of any writing is the human warmth, compassionate worldview ingrained in between lines of the narrative. Still the significant question today is whether this humanism is vulnerable to manipulation and parochialism. The recent American interference and aggression on Iraq and Afghanistan, its double standards in the Israel/Palestinian conflict all in the name of humanism and anti-terrorism manifest how the grand philosophy of humanism can give way to power politics and neo-imperialist strategies.

Problem of Selfhood and Identity

The post 9/11 condition of human existence and the American reaction to violence makes way for some serious reflection and the complex configurations in the context of globalization point to isolation, atomization and ironically, marginalization of the 'self'. In utter desperation, the self, who is fragmented, tries to revolt against an absurdist impasse. Topographical and cultural differences notwithstanding, women writers today negotiate and break free of debilitating stereotypes. In the wake of unpredictability, turbulence, volatility and chaos, the notion of 'identity' or 'belonging' assumes crucial significance in these cataclysmic times as the writings from culturally divergent spaces reveal. This paper attempts to examine the problem of selfhood and identity in such a strife torn world.

A Study of fiction of Women Writers-Toni Morrison and Jhumpa Lahiri

A study of fiction of women writers from across the world, demonstrates how their protagonists achieve selfhood and celebrate liberation from normative strangleholds. A thorough discussion of all fiction lies beyond the scope of this reading and paper. Hence, I would like to take up a novel each and select short fiction of two authors, Toni Morrison (African American) and Jhumpha Lahiri (Asian immigrant) to explain and explore their assertion of identity both in native as well as transnational and trans cultural perspective. Consider the former's **latest novel, 'Home'** and the only short story she wrote**-'Recitatif'**. 'Home' demonstrates yet another time, in Morrison's powerful and concise prose style, the alienation of Frank Money, a Korean war veteran as he reluctantly embarks on a journey back home 'after being discharged from an integrated army into a segregated homeland'. It presents a fascinating interplay of past and present, juxtaposition of memory and nostalgia and a role reversal that makes it interesting reading. Traumatic combat experiences on the frontlines alongside present day incarceration in a 'nuthouse' for what he doesn't remember, and the Deep South of his resentful childhood cause havoc in this soldier. Nevertheless he effects a quick escape to find asylum in Reverend Locke's A.M.E Zion church. He dreads facing the families of two friends whose deaths in Korea continue to haunt him. An unexpected letter about his ailing sister Cee draws him back to Lotus, Georgia- 'the worst place in the world,

If the above novel poses a crucial question-how does a man rebuild himself and emerge triumphant while the world chips away at his soul, **the short story 'Recitatif'** traces the lives of Twyla and Roberta from their youth in a shelter at St Bonaventure to various stages of their adulthood and in the process exposes brilliantly the society's unspoken codes. Morrison herself had recalled in, 'Playing in the Dark: Whiteness and the Literary Imagination' (1992) '..it was an experiment in the removal of racial codes from a narrative about two characters of different races for whom racial identity is crucial' Her narrative highlights that victimization is intrinsic in social organization. Roberta and Twyla are equally guilty as shown in the Maggie episode that they are ashamed to recall and had repressed in their consciousness. Her presence (absence) throughout the narrative defines the protagonists' position and brings home the painful truth that no matter how they achieve sanctuary in marriage and change in status through employment and economic independence, nothing can eliminate the pain of

marginalization. The writer's classic response and attempt to break the language enforced stereotypes appeared in a 1983 anthology, 'Confirmation' edited by Amiri and Amina Baraka. Through the curious concluding line, 'What the hell happened to Maggie?' Morrison forces the readers, as it does both Twyla and Roberta, to reevaluate the incident in the orchard where victims turned victimizers. Maggie's humiliation as well as their own at the hands of 'Gar girls' in the past and their present at a segregated community at Newburgh in upscale New York manifests itself in a public confrontation over the bussing controversy. The hierarchies continue in the present too and their release of tumultuous and repressed feelings brings about a greater understanding of themselves.

The cultural importance and contemporary relevance of such literatures can hardly be overstressed. **Survival and resilience from Down Under** is worthy of reiteration several times over. We may now study another example of an immigrant woman writer Jhumpa Lahiri's fiction to further probe the crucial issues of 'identity' and 'home'. It is instructive to examine notions of multiculturalism and what it means to mobilize 'migrancy' as a universalizing trope of the 'displaced'; the negotiation of identities takes on complex hues and produce **new routes** instead of lamenting over **lost roots**. The clash of cultures, the conflicts of assimilation, immigrant experience itself and the tangled relationships-all of these are explored through the Ganguli family's transformation from traditional roots to Americanized citizens in her novel **'The Namesake'**. The son, Gogol bears the brunt of his heritage more than anyone else as he traverses through conflicting loyalties both with family and girlfriends in his rebellious teen years and comic detours, and we get a vital sense of lives and events and a profound sense of rootlessness of the protagonist. The grace and compassion in detailing migrant lives is exceptional and Lahiri makes us wonder and reflect on the maladies that affect modern generation in their journey to self-discovery.

 It is interesting to note how themes and motifs are recurrent in her works. Her second volume of short stories **'Unaccustomed Earth'** (2008) deftly presents characters that are haunted by their families' dreams and their awareness of their role in the generational process of Americanization. Like Gogol, Ruma of the title story or Amit in A Choice of Accommodation or Usha in Hell-Heaven reveal the conflict of growing up betwixt influences of one's own heritage and the culture of one's surroundings. A saga of families that straddle the cultural divide- the characters remain self consciously aware of their ethnicity while refashioning/ mobilizing received ideas from both home and host cultures. In the context of **cross cultural readings**, these portrayals are true to Stuart Hall's description of cultural identity. They reconfigure the process of **'becoming'** as well as **'being'…** identities are the names we give to the different ways we are positioned by, and position ourselves within the narratives of the past' The central concerns in all present day fiction reflect amply the reconstruction or reclamation of '**self'** by conceptualization of 'identity' as pulsating portraits of the/personal/political and social. Their literatures in turn create the climate for transformation and a challenging of the status quo to facilitate a revolutionary understanding of ourselves as well as the world we live in. Literature then is not just an invaluable source of sustenance but **an eloquent testimony to survival, hope and regeneration**.

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HYBRID CARS:THE DRIVER OF FUTURE WORLD'S AUTOMOBILE MARKET
(WITH RESPECT TO FOUR WHEELER CARS)

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Abstract
This research paper is mainly prepared to find out the alternative of conventional car powered by petrol and diesel. The research paper has described how hybrid cars are slowly dominating the global car market. It is also discovered that the price of hybrid cars are more than the conventional one, but the hybrid cars are more fuel efficient than the conventional cars. The paper also showed that hybrid cars are more cost efficient than conventional cars in terms of fuel cost savings of the customers.

It also portrayed the future of hybrid car market worldwide and concluded that in forth coming 5 years the hybrid cars are going to dominate the world car market. As of now hybrid cars are having a huge market in USA, European Countries and Japan. But in near future because of Government initiatives by various countries hybrid cars will acclaim a powerful position in Asia-Pacific countries especially in India and China.

Keywords: Hybrid Cars, Evolution, Conventional Cars, Emission.

Introduction
The Automobile Industry is a pedestal of the global economy. It is consider to be a main chauffer of macroeconomic growth and stability. It boosts the technological advancement in both developed and developing countries, along with providing support to many adjacent industries.

The automotive industry consists of wide range of companies and organizations involved in the design, development, and manufacture, marketing, and selling of motor vehicles. It is one of the world's most important economic sectors by revenue. The automotive industry does not include industries dedicated to the maintenance of automobiles following delivery to the end-user, such as automobile repair shops and motor fuel filling stations. The term automotivewas created from Greek 'autos' (self), and Latin 'motivus' (of motion) to represent any form of self-powered vehicle. This term was proposed by SAE member Elmer Sperry.

A Brief History of evolution of Cars
The first electric vehicle invented by **Mr. Robert Anderson** of Aberdeen, Scotland during 1839. But In the late 19th and very early 20th centuries, back when the idea that cars must run on gasoline wasn't yet set in stone, inventors tinkered with a number of ways in which automobiles could be powered -- including electricity, fossil fuels, steam and combinations of these things. During 1900, **The Lohner-Porsche Elektromobil** makes its debut at the Paris Exposition. Although initially a purely electric vehicle, designer Ferdinand Porsche soon added an internal combustion engine to recharge the batteries, making it the first hybrid electric vehicle. The Woods Motor Company introduces the **Woods Dual Power**, a hybrid electric vehicle (with a 4-cylinder internal combustion engine) in 1917. The Dual Power had a top speed of around 35 miles per hour (56.3 kilometres per hour). But it did not reach to the success. All the while in 1968, GM developed the **GM 512**, an experimental vehicle that runs on electricity at low speeds and gasoline at high speeds. Audi also introduced **Audi Duo** during 1989 which combined with 12-horsepower electric motor and with a 139-horsepower internal combustion engine. **Toyota Prius**, the first successful electric cars went on sale in USA amid of 1997 followed by **Honda Insight** in 1999. In the 20th century the electric vehicles started penetrating the world's automotive market with **Honda Accord Hybrid** (2002) and **Ford Escape** by Ford (2004).

Market of Hybrid cars Worldwide

"We developed the first-generation Prius with the aim of making it a car for the twenty-first century and as an indication of Toyota's response to environmental issues. We had to develop a hybrid system from scratch, making our task extremely difficult. Nevertheless, we took on the challenge. The launch of the first-generation Prius had effects beyond our expectations, with the vehicle increasing consumer environmental awareness and raising hybrid vehicle expectations. The understanding of consumers at launch time laid the foundation for the widespread adoption, and, since then, consumers have continued to support TMC hybrid vehicles. For this, I am extremely grateful."- Takeshi Uchiyamada, Vice Chairman, Toyota Motor Corporation.

Chart2: Global Hybrid Car Market by Volume from 2000- 2015:
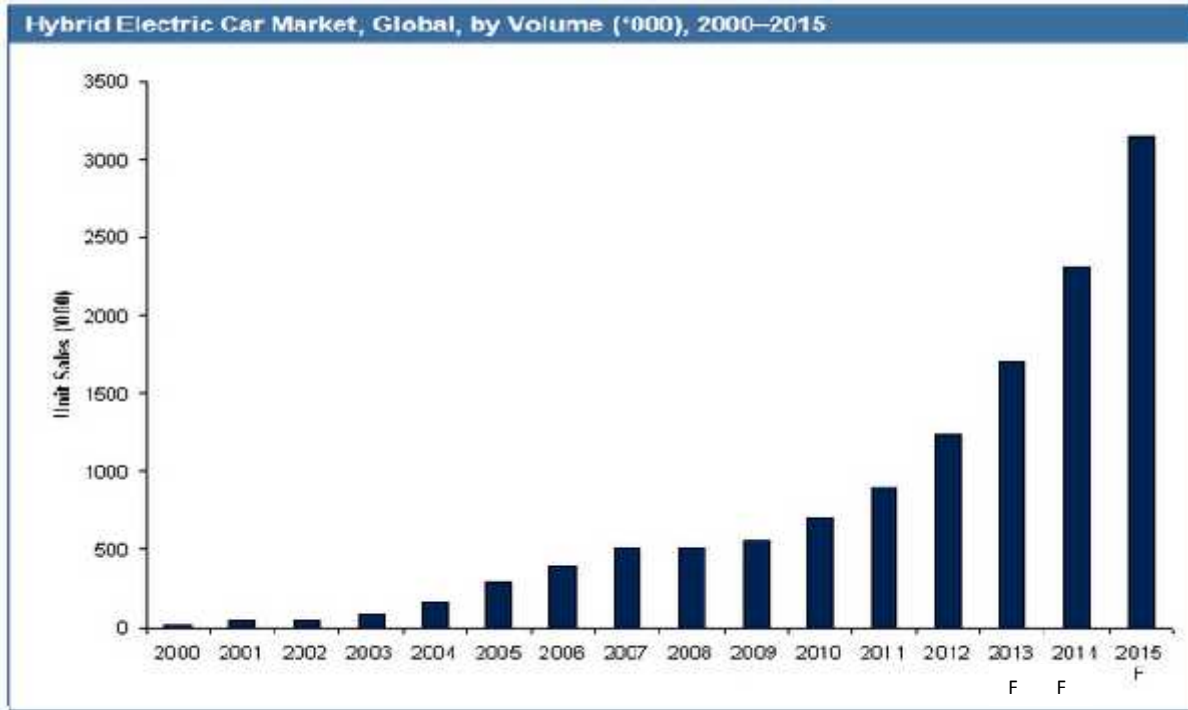
Sources: GBI Research[1].

The above chart is showing the increasing trend in hybrid car market globally. According to the report, "Electric Vehicle Market Forecasts", by 2017, 3.1 percent of global auto sales will be hybrid and plug-in hybrid electric vehicles. According to this report the then world hybrid-electric vehicle industry will be worth of $2.8 billion.

- **US Market:** The fleet of hybrid electric vehicles in the United States is the largest in the world. Cumulative sales passed the 2 million mark in May 2011. In 2012, total 43, 690[2] units of Hybrid cars sold in USA which was 31,100 units in December, 2011. The Toyota Prius family is the market leader with 2,22,140 units[3] sold through December 2013, representing a 44.9% market share of total hybrid sales in the U.S. Out of the 5.125 million hybrids sold by Toyota Motor Company worldwide through March 2013, the United States accounted for 38% of Toyota Motor Corporation global hybrid sales.

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[1] Source: The Green Market Oracle. Retrieve from http://www.thegreenmarketoracle.com/2011/12/global-demand-for-hybrid-vehicles.html.

[2] Source: 'December 2012 Dashboard'- Jeff Cobb, dated 8th January, 2013. Retrieve from http://www.hybridcars.com/december-2012-dashboard.

[3] Source: 'December 2013 Dashboard'- Jeff Cobb, dated 6th January, 2014. Retrieve from http://www.hybridcars.com/december-2013-dashboard.

Chart3: Market Share of Top 10 Hybrid Models in USA in 2013:
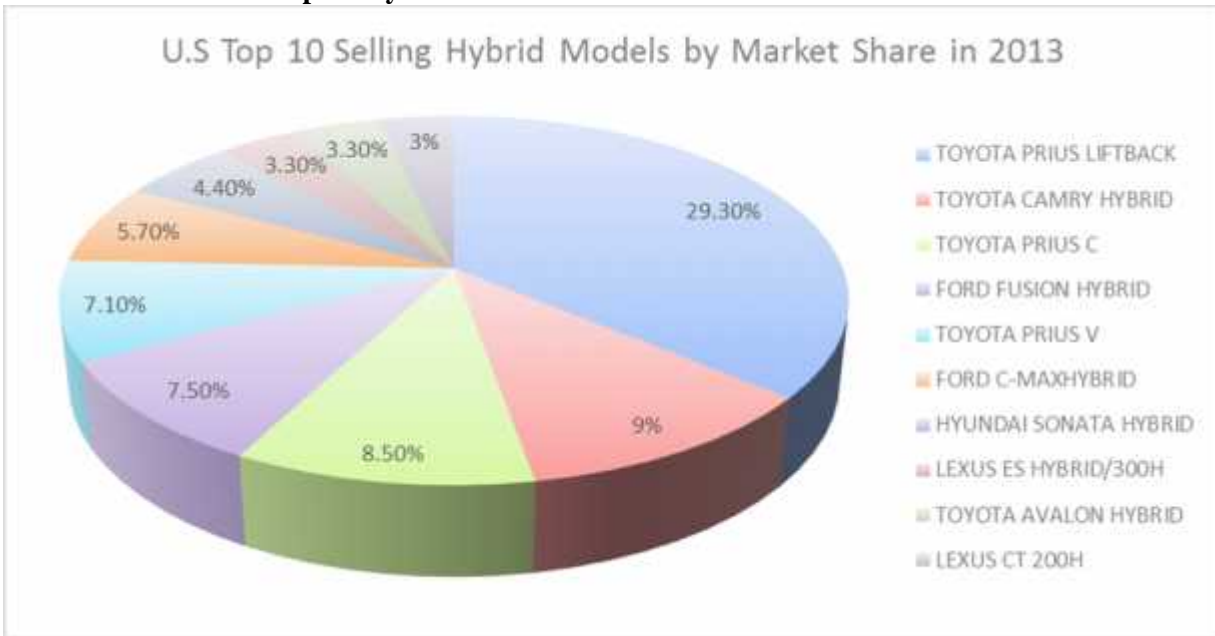
- **Market in United Kingdom:** During 2013, the total new car registered in UK 22, 64, 737 units, out of this total hybrid cars registered (including Petrol/electric and Diesel/electric) was 6698[4] units. In 2013, Toyota Prius sold 2807 units and 1110 units of Prius+ sold in UK. 4182 units of Lexus CT sold in UK during 2013 followed by Lexus RS and Lexus ES.

Chart4: Various Models of Hybrid Cars of Toyota sold in UK in 2013

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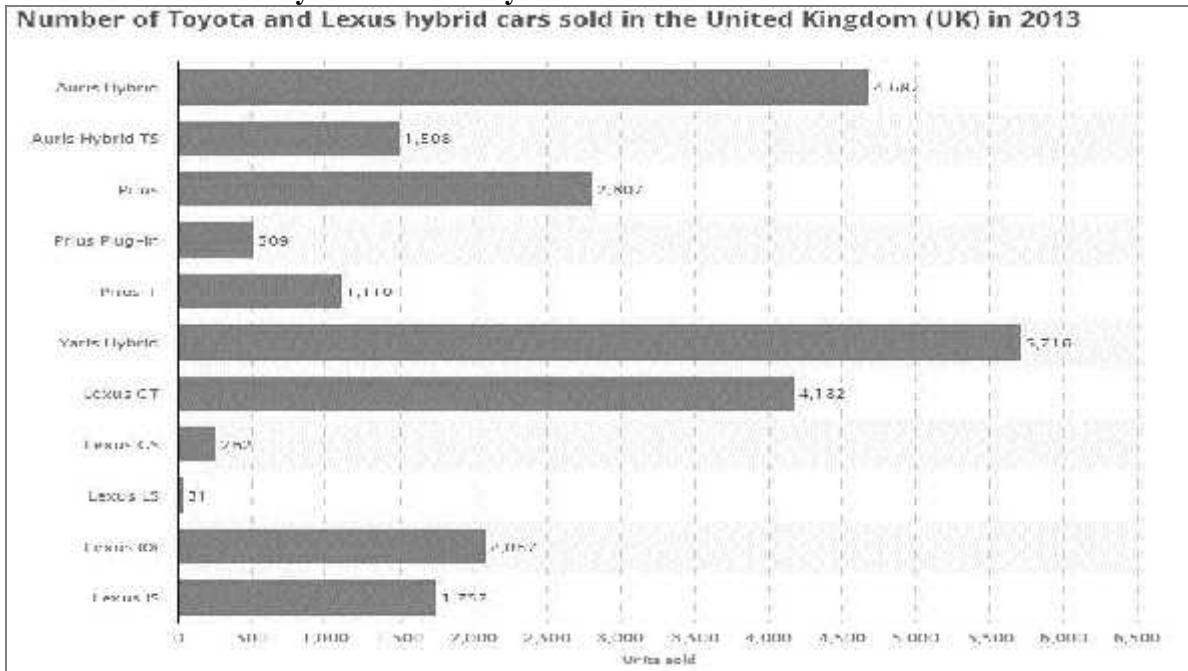
[4] Source: 'December 2013 – EV registrations'- The Society of Motor Manufacturers and Traders (SMMT), dated 7th January, 2014. The data retrieve from http://www.smmt.co.uk/2014/01/december-2013-ev-registrations/.

- **Japanese Market:** Toyota's hybrid sales in Japan since 1997, including both Toyota and Lexus models, crossed the 1 million mark in July 2010[5] and reached 2 million[6] in October 2012. Cumulative sales of the original Prius in Japan reached the 1 million mark in August 2011 and sales of the Prius family vehicles reached 1,639,800 units in October 2012. Toyota Motor Company announced that cumulative global sales of its hybrid cars touched the 6 million unit mark as of 31st December, 2013. During 2013, total 6, 79,100 units[7] (including Prius and Lexus) of hybrid vehicles had been sold in Japan.

- **Indian Market**
  "What makes cities in India and China so frustrating to drive in – heavy traffic, aggressive driving style, and few freeways – makes them ideal for saving fuel with hybrid vehicles."- Researchers at the US Department of Energy's Lawrence Berkeley National Laboratory (Berkeley Lab).
  The hybrid car market still not much existed in Indian automotive market. Though Mahindra Reva e2o has been introduced in Indian car market on March, 2013.

Comparison between Hybrid and Conventional Cars (With respect of USA):
In recent world more than 60 models of hybrid cars are available by various automotive companies, out of which some models are still existed with new specifications (Toyota Prius) and some models are discontinued (Toyota Volta, 2008 Lexus RX 400h etc.). The underneath table has shown the comparison of hybrid cars and non-hybrid cars of the same model.

- Cost of the car: From the price/cost point of the view the price of hybrid cars are little bit higher than the non-hybrid cars. Toyota Prius, the first and the most popular hybrid car in whole world. The price of hybrid Prius is higher than the non-hybrid Prius. The same figure can be seen in the other mentioned models by various companies also.
- Miles per Gallon: For every customer one of the most important factor before purchasing a car is miles per gallon of the car. It's not only control the fuel efficiency but also indicates how much one customer has to spend to run his car annually. So, according to the beneath table the hybrid cars are covering more distances/miles per gallon than the non-hybrid cars. Toyota Prius, the most acknowledged hybrid car in worldwide which is covering 50 miles which is much higher than the miles covering by 2014 Toyota Camry LE (32 miles/gallon). Lexus ES 300h (hybrid) is also covering 40 miles/gallon whereas the non-hybrid one is covering only 24 miles/gallon. The same picture can be seen in other models by various companies.
- Fuel Cost Savings (Monthly & Yearly): The fuel cost savings is another most important factor which is considered by each and every car purchaser. All the hybrid cars help the customers to save the fuel cost. If any customer is buying Infinity Q70, he/she can save $926/year and $77.17/month, though the price of hybrid model is little bit higher than the non-hybrid one. In case of Toyota Prius one customer can save $563 per year. The scenario can be seen in case of other models of hybrid cars by various companies.

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[5] Source: 'Sales in Japan of TMC Hybrids Top 1 Million Units —Global Sales Pass 2.68 Million Units.'- Toyota Global Newsroom, dated 5th August, 2010. Retrieve from http://www2.toyota.co.jp/en/news/10/08/0805.html.

[6] Source: 'Cumulative Sales of TMC Hybrids Top 2 Million Units in Japan-Global Cumulative Sales Surpass 4,600,000 Units.'- Toyota Global Newsroom, dated 8th November, 2012. Retrieve from http://www2.toyota.co.jp/en/news/12/11/1108_1.html.

[7] Source: 'Worldwide Sales of Toyota Hybrids Top 6 Million Units '- Toyota USA Newsroom, dated 14th January, 2014. Retrieve from http://corporatenews.pressroom.toyota.com/releases/worldwide+toyota+hybrid+sales+top+6+million.htm.

Table2: Comparison between Hybrid Cars and Non-Hybrid Cars of same model (in 2014)

Car Models	Price		Miles Per Gallon		Fuel Cost Savings in $	
	Hybrid	Non- Hybrid[8]	Hybrid	Non-Hybrid	Monthly	Yearly
Toyota Prius	$19,890	$17,629	50	32	46.92	563
Toyota Camry XLE	$29,435	$ 26,620	40	29	41.75	501
Nissan Pathfinder 4WD SV	$36,900	$33,900	27	21	42.58	511
Ford Lincoln MKZ	$36,085	$36,085	38	26	52.08	625
Lexus ES 300h	$39,500	$36,620	40	24	69.33	832
Kia Optima LX	$26,135	$22,300	38	27	47.08	565
Infinity Q70	$55,650	$49,600	31	21	77.17	926
Hyundai Sonata Limited	$31,560	$30,810	37	28	41.33	496
Honda Civic w/Nav	$26,135	$ 24,240	45	33	35.67	428
Honda Accord Touring	$35,695	$34,270	47	26	78.08	937

Source: Retrieve from http://www.fueleconomy.gov/feg/hybridCompare.jsp. Data Collected from U.S. Department of Energy's Alternative Fuels Data Center.

- CO_2 Emission and Hybrid Car: Now a day's pollution is a major concern for each and every country. Hybrid cars are mainly manufactured to reduce the pollution. As per the underneath figure 43.9% CO_2 emits from electricity generation worldwide. Again manufacturing & construction (18.2%) and road transport (15.9%) are hold 2nd and 3rd position in CO_2 emission.
  "With more than 50 hybrid vehicle models from various manufacturers available in the US today, hybrids on the road are saving nearly 500 million gallons of petroleum annually in this country."- Tony Markel, senior engineer with the National Renewable Energy Laboratory (NREL).

Chart5: Percentage of Man Made emission in World in 2013:
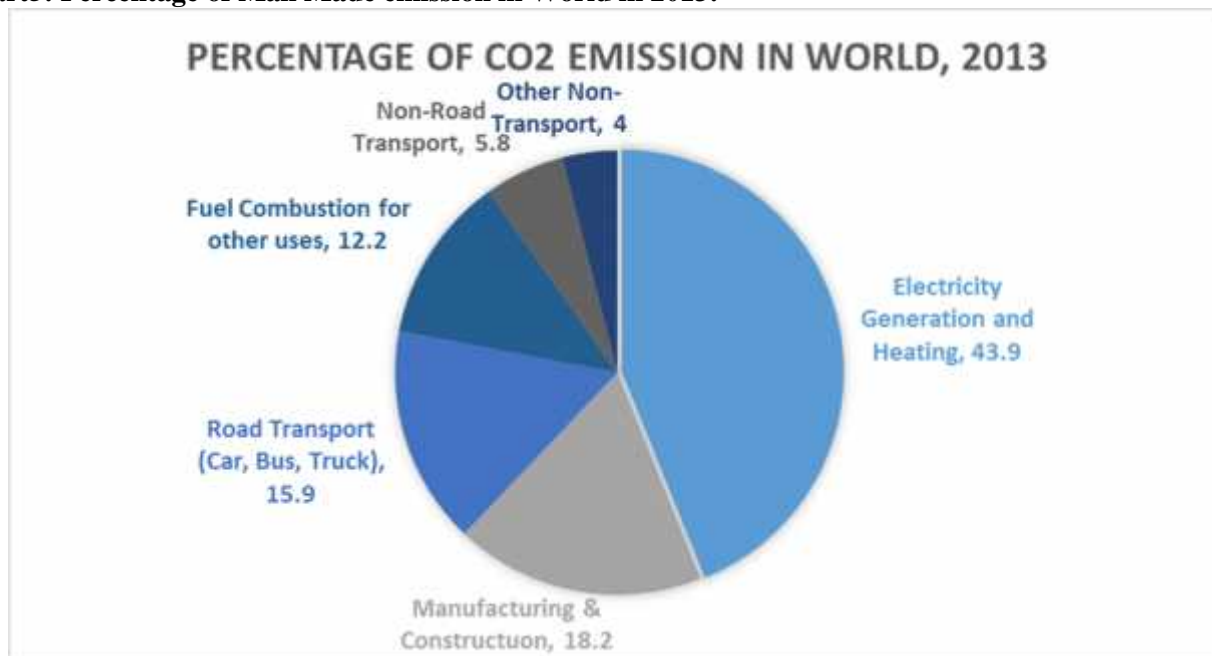
8 Toyota Prius does not have any non-hybrid model in the market. So, it compared with 2014 Toyota Camry LE which is a non-hybrid one.

Source: Organisation Internationale des Constructeurs d'Automobiles, (OICA)[9].
"Driving a car is the single most polluting thing that most of us do. Therefore, reducing vehicle emissions should be near the top of the green agenda. One of the priorities must be to reduce the amount of Carbon dioxide, otherwise known as CO2, emitted into the environment. Carbon dioxide is one of the main greenhouse gases, and there is strong evidence that greenhouse gases are causing climate change." - The U.S. Environmental Protection Agency (EPA).

Table3: Reduction of Green gas and CO_2 by Hybrid Cars (in 2014):

Vehicle	Gas Reduction (%)	CO_2 Reduction (%)
Toyota Prius	38	42
Honda Civic Hybrid	28	31
Lexus RX 450H	28	30
Lincoln MKZ FWD Hybrid	31	36
Toyota Camry Hybrid	18	24
BMW Active Hybrid	11	6
Ford Escape Hybrid 4WD	19	24

According to the above table the mentioned models of Hybrid cars of various companies are reducing Greenhouse gas as well as CO_2. Toyota Prius is reducing 42% of CO_2 and 38% of Greenhouse gas. Lexus RX 450H is reducing 30% of CO_2 as well as 28% of Greenhouse gas. Other models of Hybrid cars are also following the same path.

Future of Hybrid Cars in World Car Market:
"Some people say hybrid vehicles such as the Prius are only a bridge to the future. But we think it could be a long bridge and a very sturdy one. There are many more gains we can achieve with hybrids." - Takeshi Uchiyamada, Chairman, Toyota Motor Corporation.

Chart6: Prediction of Future car types on the World Market by 2020:
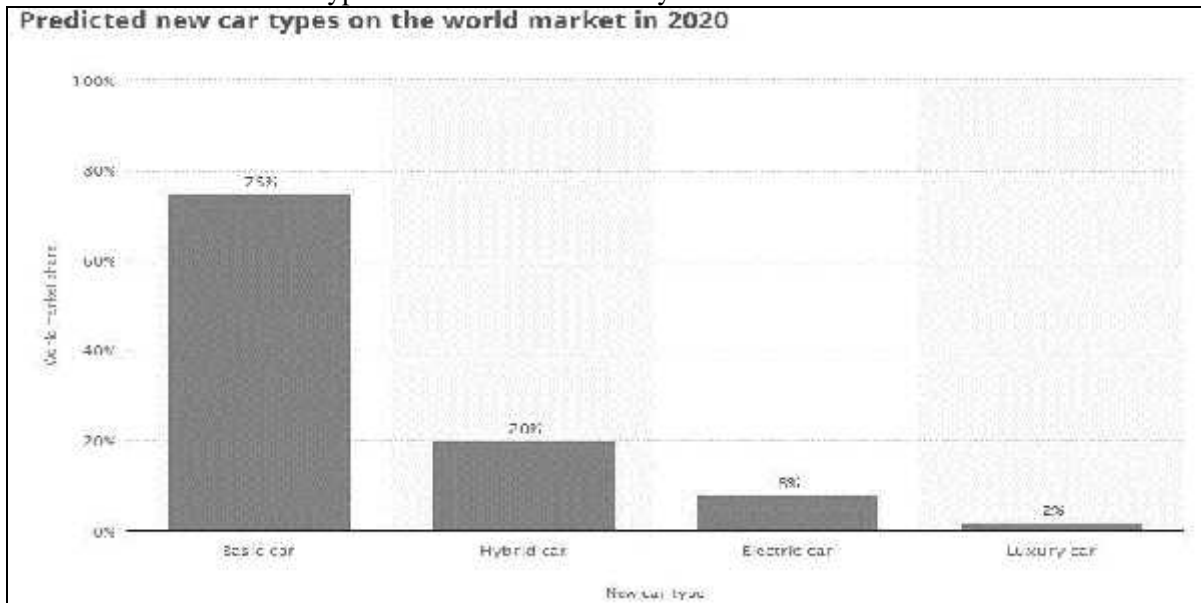
Source: Statista[10].The above figure shows the future scenario of Hybrid Cars in world car market as of 2020. The 20% of the total car market will be dominated by the Hybrid Cars, though the basic cars will be the market leader.

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[9] Organisation Internationale des Constructeurs d'Automobiles" (OICA) is The International Organization of Motor Vehicle Manufacturers was founded in Paris in 1919. The data of man-made CO_2 emission worldwide retrieve from http://www.oica.net/category/climate-change-and-co2/.

The underneath figure is forecasting the increasing demand of hybrid and electric vehicle worldwide by 2020. The figure is showing an increasing trend in demand of hybrid and electric cars worldwide. In 2015, the total demand will be 80.4 million units worldwide which will increase to 88.4 million units by 2020. In forth coming 5 years the total demand of electric and hybrid vehicle will increase by 10.44%.

Chart7: Forecast of Hybrid cars and Electric vehicles worldwide from 2014-2020
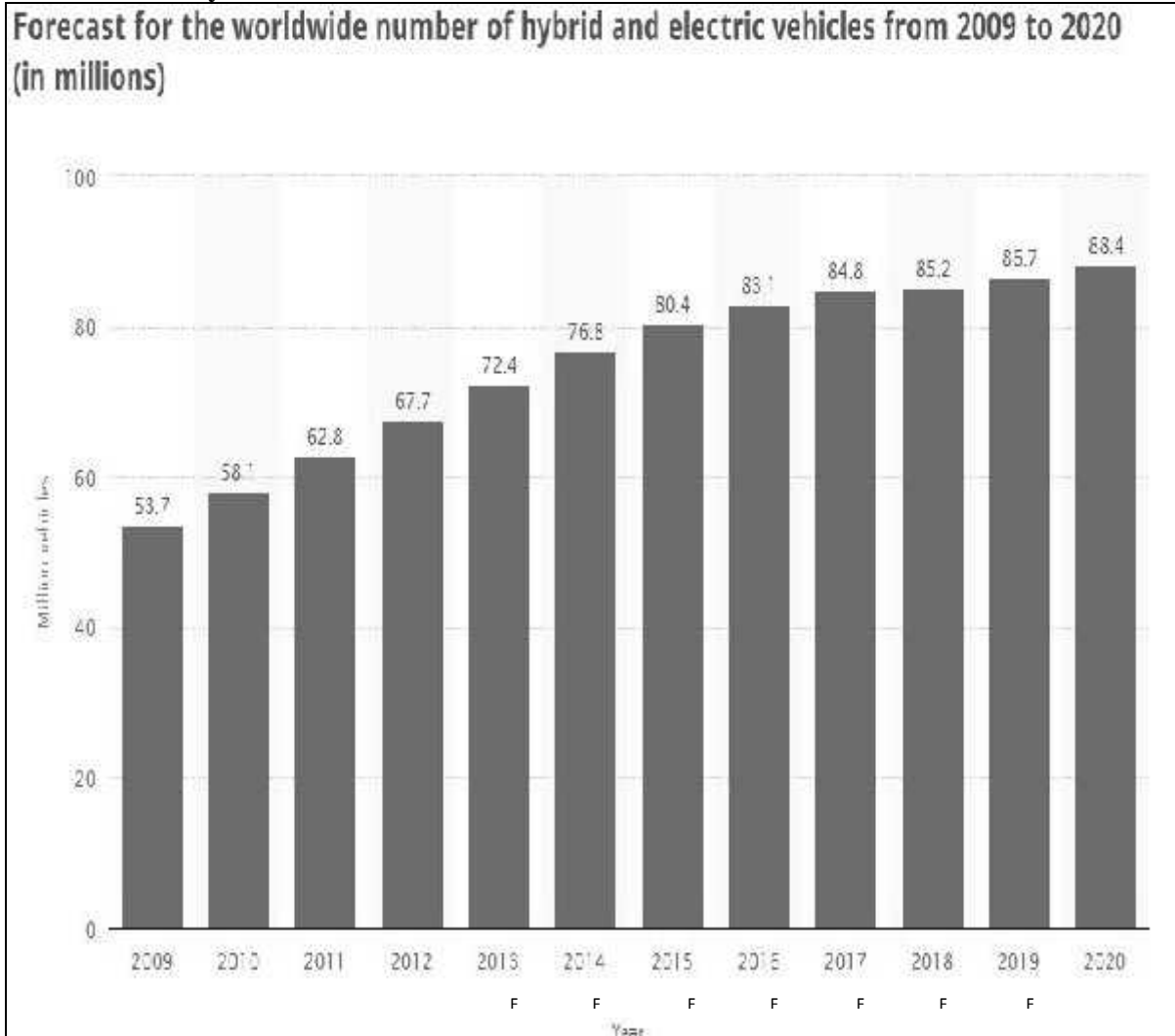
Source: Statista.

The various researchers are expecting that the demand of hybrid cars will be doubled by 2020. According to the Freedonia, Group, a Cleveland-based research firm, by 2015, the Hybrid Electric vehicle will touch 4.3 million units worldwide. Recently, the cost variation among hybrid cars and conventional cars lies from $1,000 to $ 3,000, which is expected to be declined because of increasing demands of hybrid cars worldwide. According to the the Freedonia, Group, the demand of hybrid cars will be continued in USA, European market, Japanese market along with the emerging market in India and China. In future Japan will be the colossal market of hybrid cars because of the initiatives taken by the various government agencies in form of reduction of taxes and providing other incentives to promote the hybrid cars. Again in Asia-Pacific region China and South Korea will

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[10] Source: statista.com. Statista is the world's largest statistics portal. Providing the access to relevant data from over 18,000 sources.

be the next substantial market for hybrid cars by cause of government initiatives in dealing with mobile emissions.

Conclusion

As petrol/diesel is a sub product of crude oil, the availability of petrol/diesel will constraint up to a certain limits. In forth coming years the quantity of crude oil will decrease drastically. The first result will be an enormous hike in pricing of petrol/diesel followed by unavailability of petrol/diesel to run all the conventional vehicle. The prime object of this research paper is to find out alternate ways to run vehicles (Four wheeler). The data is clearly indicating that in near future electric, gas and hybrid vehicles are going to dominate the world automobile market. Among of the alternatives the hybrid vehicle is most suitable one in terms of cost effectiveness, fuel effectiveness, and durability. As of now the hybrid vehicle market mostly confined in USA. But initiatives from the government of various countries in Europe and Asia-Pacific will build an emerging hybrid car market in future.

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FROM BITS TO BYTES AT ASM TECHNOLOGIES LIMITED – A CASE STUDY

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Abstract
Business Enterprises are an integral part of a nation's economy. They are incorporated with an aim to create value to the society. With growing industrialization of the Indian Economy, the incidence of industrial sickness has also been on the rise and a huge amount of scarce resources of banks and financial institutions remain locked up in the sick units. The process of bringing an organization from sickness to health is known as turnaround. Different organizations adopt different strategies for bringing about turnarounds. In this study, case study methodology has been adopted, which has aimed at understanding the internal and external causes of sickness and the turnaround strategies adopted by a private sector organization, ASM Technologies Limited. The dataset used in this study were spanned over the period from 1998-2014, by collecting various sources of data from Business India, Business World, Money Control and CMIE (Centre for Monitoring Indian Economy) Prowess database. In addition, the data was collected through online recorded interviews. Altman's Z score analysis for industrial sickness has been assessed. Further, the various turnaround strategies adopted by this organization is highlighted. This study is a very useful source of information and impartial advice for turnaround decision makers of ASM Technologies Limited. Thereby, it has relevance to all the stakeholders in the business, the reason being their money, talents and efforts should not go futile while making decision.

Key Words: *Industrial sickness, Turnarounds, Altman's Z-Score, Strategic Management, Case study, Private sector organization.*

Introduction

Uncertainty loomed over the Bangalore based ASM Technologies Limited in the year 2000, which was a pioneer in providing world class consulting services in Enterprise Solutions for the Packaged ERP Products and in Enterprise Product Development for SMB Segment and in Technology Solutions. Squeezed by tough competition, economic downturn, rupee appreciation from the international markets, ASM technologies went into a failure, making a loss of Rs.3.8crores in 1999-2000. To turn ASM's fortunes around, Mr. Rabindra Srikantan, the Managing Director of the company who is a veteran, team-oriented business entrepreneur with a highly successful track record of building businesses based on sound strategic analysis rejuvenated the company. His professional experience in a wide range of software systems in the areas of engineering, manufacturing, enterprise applications and Internet technologies was able to bring back the company to health. He has implemented operational strategies to improve quality and customer satisfaction ratings and has provided consulting services to more than 50 clients including multinational companies. His philosophy of driving continuous business reformation by leveraging on state-of-the-art technologies, backed by a strong customer driven service perspective, has enabled ASM to emerge as one of the leading IT consulting and software services company today.

Sketch of Indian IT Industry

In the present day knowledge economy, information and access to information have substituted traditional factor inputs such as land, labour and capital as the primary inputs into production. This revolution, caused by modern technological insurgency and rapid transformation in business models around the world, has offered vast prospects to developing countries. India, an otherwise slow adopter of technology and technology based development strategies, appears to have successfully leveraged this opportunity and its large endowment of human capital to establish a fast lane to economic growth.

The structure of the Indian information technology industry has three main components: 1) the computer hardware segment that includes computing and communications products and devices; 2) the computer software

segment that comprises computer programs, algorithms, user interfaces and applications; and 3) the information technology enabled services segment that enhance other business functionalities with the use of computer hardware and software. The software segment may be further categorized into two types: a) generic off the- shelf software products that may target a vertical business segment or multiple segments or b) customized software or application developed to suit the need of a particular user in the context of a specific technology or business need. In some cases, large software packages such as ERP or CRM products designed to serve multiple vertical segments on multiple technological platforms require a lot of tailoring and customisation before operating under a set of specific business needs.

India's information industry started off in the 1970s as a sheer resource base for developed economies that were beginning to feel the need for additional technology workers who could aid in automation and software production. A few Indian firms benefiting from the lack of significant competitive barriers to entry and India's endowment of highly educated workforce responded positively by supplying engineers and scientists. By the 1980s, India was graduating nearly 150,000 engineers, with a limited demand for their services from the Indian economy. Some of these scientists began to relocate to the US and other countries to work at the clients' premises, a process that came to be commonly known as 'body-shopping'. The Computer Policy announced by the Government of India in 1984 recognized software as an industry for the first time in India, making it eligible for investment allowance and other incentives. Since then a series of policy actions from an otherwise intrusive government simplified the process of obtaining clearances and permits, and eased the tariff structures and exports restrictions encouraging the development of the information technology industry. In addition to the policy shift at home, business paradigms were shifting around the world by the late 1980s. Most notably, outsourcing of business functions emerged as a strategic management tool. Information systems were increasingly outsourced in parts or in entirety for various strategic reasons, most significant being the cost advantages offered by the outsourcing service providers.

The information technology (IT) and information technology enabled services (ITeS) industry has been one of the key driving forces fuelling India's economic growth. The industry has not only transformed India's image on the global platform, but also fuelled economic growth by energising the higher education sector (especially in engineering and computer science). It has employed almost 10 million Indians and hence, has contributed a lot to social transformation in the country.

Indian organisations are turning to IT to help them grow business in the current economic environment. India is a preferred global destination for information technology (IT) and information technology enabled services (ITeS). The Indian IT-business process management (BPM) sector is estimated to expand at a compound annual growth rate (CAGR) of 9.5 per cent to reach US$ 300 billion by 2020. The sector increased at a CAGR of 25 per cent over 2000–13, 3–4 times higher than global IT-BPM spends. Export of IT services accounted for 57.9 per cent of total IT exports in FY 13. Banking, financial services and insurance (BFSI) generated export revenue of around US$ 31 billion during FY 13, accounting for 41 per cent of total IT-BPM exports from India.

Information technology in India is an industry consisting of two major components: IT Services and business process outsourcing (BPO). The sector has increased its contribution to India's GDP from 1.2% in 1998 to 7.5% in 2012. According to NASSCOM, the sector aggregated revenues of US$100 billion in 2012, where export and domestic revenue stood at US$69.1 billion and US$31.7 billion respectively, growing by over 9%. Information technology and business process outsourcing are among the fastest-growing sectors, having a cumulative growth rate of revenue 33.6% between 1997 and 1998 and 2002–03 and contributing to 25% of the country's total exports in 2007–08. The growth in the IT sector is attributed to increased specialisation and an availability of a large pool of low cost, highly skilled, educated and fluent English-speaking workers, on the supply side, matched on the demand side by increased demand from foreign consumers interested in India's service exports, or those looking to outsource their operations.

Software Development
Software development can be broadly classified as custom developed software and packages or generic software products. Customized software development involves closer interaction between the development team and the end-user. Hence software companies that provide customized software concentrate on particular vertical market segments such as retail, banking and manufacturing. The customized software addresses the specific needs of the clients. Software products may be targeted to a vertical segment or may cut across segments, but rarely to a specific us. The different stages in software development include conceptualization, requirement analysis, high level design, low level design, coding, testing and support. These stages roughly correspond to stages described in the waterfall model of software development. The value added is typically greater in the earlier stages of development - namely requirement analysis and high level design, Indian software firms largely provide services more than products and Indian software exports consist largely of low level design, coding and maintenance services.

ASM – The Yesteryears
ASM Technologies Limited was established in 1992, offers a broad spectrum of enterprise services such as configuration, implementation, customization, end-user training and documentation, Post Implementation Support & Maintenance across leading commercial off-the-shelf products like SAP, Oracle Applications, PeopleSoft, JD Edwards and Microsoft Enterprise products.

ASM has been providing consulting Services (Product Engineering, Development, Product Support, Porting, Testing and Test Automation) to its Global Clientele in the Embedded Software and System Software space. ASM has been running ODCs both in India and Overseas successfully for its International Clients providing cost effective Onsite, Offsite and Offshore Services through a team of experienced Engineers and Consultants with extensive technical and Domain expertise, which reinforces its ability to provide solutions to Client needs.
The company was promoted by technocrats. ASM was offered IPO status as far back as 1994, and listed on the Mumbai and Bangalore Stock Exchange. With over 545 employees worldwide (As on 30th June 2008), the company has development centers in Bangalore (India), Singapore, Chicago, Toledo and Tampa (USA), and London (UK). In 2012 the company was awarded the D&B Indian Exporters' Excellence Awards.

Sickness and Turnaround at ASM
ASM Technologies Limited., established in 1992 has suffered huge losses and the erosion of net worth in 2000-2004. But the prospects of the company improved significantly from 2005-2014 onwards. The following graph shows the PAT (profit after tax) and NW (net worth) for the year 1999-2000 to 2013-2014. In the year 1999-2000 the company had a loss of Rs. 3.8 crores and continued to face losses till 2003-2004. However, it was in the year 2004-05 the company started to make profits and the networth is improving drastically from the year 2005-06 till March 2014. The Table below reveals the entire story as stated above.

Table 1 : PAT and NETWORTH of ASM (Rs in crores)

YEAR	PAT	NETWORTH
1999-2000	-3.8	6.16
2000-2001	0.11	6.26
2001-2002	-1.22	5.45
2002-2003	-3.89	3.59
2003-2004	-1.99	2.29
2004-2005	0.55	2.85
2005-2006	1.61	4.45
2006-2007	1.21	5.66

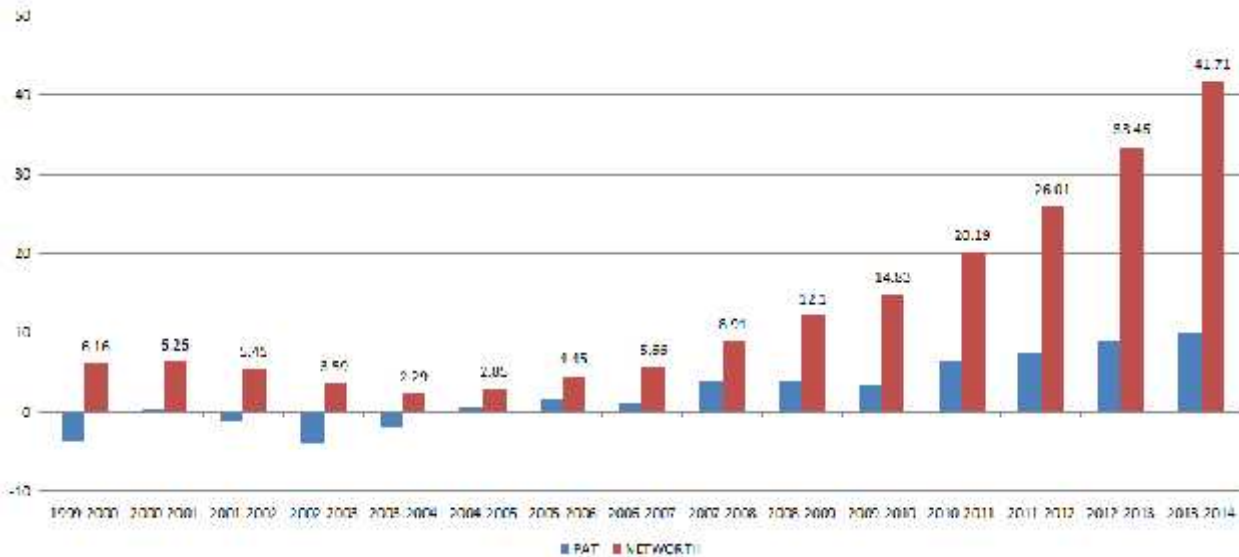| 2007-2008 | 3.69 | 8.91 |
2008-2009	3.78	12.1
2009-2010	3.43	14.83
2010-2011	6.52	20.19
2011-2012	7.28	26.01
2012-2013	8.9	33.46
2013-2014	9.88	41.71

Source : Money Control

Figure 1: PAT and Networth of ASM

The detection of a firm's operating and financial difficulties is a subject which has been particularly amenable to analysis with financial ratios. To detect signs of looming bankruptcy, analysts calculate and analyze all kinds of financial ratios, viz. Working capital ratios, debts levels, profitability and liquidity ratios. The problem is each ratio is unique and tells a different story about a firm's financial health. Many a time, they even appear to contradict each other. Having to rely on a bunch of individual ratios, the analyst may find it confusing and difficult to know when a stock is going to wall.

Z-Score of ASM - Distress Prediction Model
The Z-Score is the most thoroughly tested and broadly accepted distress prediction model. Rather than searching for single best ratio Prof. Edward Altman has built a new model that distils five key performance ratios into a single score called Z-score, which gives investors a pretty good snap-shot of a firm's financial health. The model uses five ratios to consider both financial problems ($X1$, $X2$ and $X3$) and operating problems ($X4$ and $X5$) of the firms. He has used multiple discriminant analysis weightage used for different ratios which are:

- $X1$ = (Working Capital / Total Assets) * 0.717
- $X2$ = (Retained Earning / Total Assets) * 0.847
- $X3$ = (EBIT / Total Assets) * 3.107
- $X4$ = (Capital Fund / Total Liabilities) * 0.42
- $X5$ = (Sales / Total Assets) * 0.998

The final Z-Score is arrived at by adding all the above, i.e.,
$$Z = X1+X2+X3+X4+X5$$
Prof. Altman has empirically tested all the above ratios and arrived at the following conclusions

- If the Z-Score is above 2.90, the firm has good financial position;
- If the score is between 1.21 and 2.90, indicates the warning signals leading to a firm's poor financial health, and
- If the score is below 1.21, means the firms is tending towards bankruptcy.

As a reliable test of corporate financial health, it is widely used by courts of law, and the banking, credit risk management and turnaround industries in the USA as a benchmark for credit status and corporate health. Thus, the Z score of ASM is shown in table 2.

Table 2 : Z – Score Table for ASM Technologies Limited

YEAR / DETAILS	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
WORKING CAPITAL	4.14	3.38	3.27	2.96	1.75	3.74	6.49	6.85	9.74	13.96	12.48	14.1	16.24	11.52	13.97
TOTAL ASSETS	12.14	11.15	10.35	8.44	6.44	7.92	11.11	11.86	14.78	19.75	20.12	25.65	37.41	47.12	61.69
RETAINED EARNING	1.17	1.26	0.45	-1.4	-2.7	-2.15	-0.54	0.66	3.91	7.11	9.83	15.19	21.01	28.46	36.71
EBIT	1.6	1.32	-0.26	3.47	1.73	1.91	2.25	3.37	5.52	5.79	5.35	10.16	10.77	13.8	15.34
EQUITY	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
TOTAL LIABILITIES	12.14	11.16	10.35	8.43	6.44	7.92	11.12	11.85	14.77	19.75	20.12	25.65	37.41	47.12	61.69

Figure 2: Z – Score Table for ASM Technologies Limited

Interpretation

The Z-score of ASM is between 1.21 and 2.90 from 2000 to 2004 indicating a poor financial health but from 2005 onwards it is above 2.9 indicating a good financial position. ASM has never landed below 1.2 in any of the financial years under consideration. The Z-Score started with 1.71 in 1999-200, above the standard score of 1.21* (Danger Level) indicating the position of the company is good enough. From the above graph it is very clear that the financial position of ASM is good. The Z score level of ASM is above the danger mark which implies that there is no risk of bankruptcy.

* - Caouette, John B; Edward I Altman, Paul Narayanan (1998). Managing Credit Risk - the Next Great Financial Challenge,John Wiley & Sons: New York. ISBN 978-0-471-11189-4

Reasons for Sickness

The Company was excessively depending on foreign markets for which ASM Technologies Ltd, developed partnership with HAHT Software, a world-wide leader in providing enterprise e-business solutions to Global-2000 companies, in which it will develop, deploy and manage web-enabled applications with HAHT site. Advanced Synergic Microsystems limited, has announced their development partnership with HAHT Software, a world-wide leader in providing enterprise e-business solutions to global 2000 companies. In addition, to this, the company in order to provide an extensive suite of offering in the areas of e-commerce and end-user support to the ASEAN countries, ASM Technologies has strategically partnered with DA Consulting Group (DACG).In the year 1999, the company went into losses because of bad debts of Rs 1.43 crore. The bad debts continued to exist in the business till the company initiated a turnaround.

In 2003-2004, Software development expenses have increased from Rs.136,702,968 to Rs.149,710,784 and Administrative expense have also increased from Rs.17,247,869 to Rs.19,130,198. Also, in 2004-2005, Software development expenses rose from Rs. 149,710,784 to Rs.237,919,686 and Administrative expense rose from Rs. 19,130,198 to Rs.34,955,362 .Thus, the operating cost of the company was really very high.

The company had a gamut of various hardware and software services. Thereby, the company was not able to make right decisions. In addition, to this it was difficult for the company to focus on its businesses. The company had a poor capital structure and it can be depicted as follows. It explains the extent to which the debt is employed in the capital structure of the concerns and refers to employment of funds to accelerate rate of return to owners. Financial leverage increases the profitability where there is huge market potential and vice versa. It measures the relationship between the EBIT and Earnings Per Share (EPS) and it reflects the effect of change in EBIT on the level of EPS.

The degree of financial leverage (DFL) is computed as a ratio of change in earnings (EPS) available to common stockholders associated with a given percentage change in Earnings Before Interest and Taxes (EBIT) and is calculated as follows:-

$$DFL = \frac{\text{Percentage Change in EPS}}{\text{Percentage Change in EBIT}}$$

The greater the degree of financial leverage, the greater the fluctuations (positive or negative) in Earnings Per Share (EPS). The common stockholders are required to endure greater variations in returns when the firm's management chose to use more financial leverage rather than less.

Table 3: Statement of Degree of Financial Leverage and Earning Per Share

YEAR	DFL	EPS
1999-00	-0.21	-7.59
2000-01	6.95	0.19
2001-02	0.10	-2.61
2002-03	-0.70	-4.99
2003-04	-0.67	-2.59
2004-05	1.72	1.11
2005-06	0.70	3.22
2006-07	1.40	2.4
2007-08	0.75	7.38
2008-09	0.77	7.56
2009-10	0.78	6.86
2010-11	0.78	13.04
2011-12	0.74	14.55
2012-13	0.78	17.8
2013-14	0.78	19.77

From the below table, it can be seen that the company's EBIT and EPS were very poor from 1999-2004. The performance of the company improved subsequently in the following period from 2004-2005 onwards. The EPS was at its best for the financial year 2013-2014,i.e., 19.77. Overall the performance of the company was satisfactory during the period of analysis.

Note: Degree Financial Leverage (DFL) = Earnings before Interest Tax/ Earning Per Share

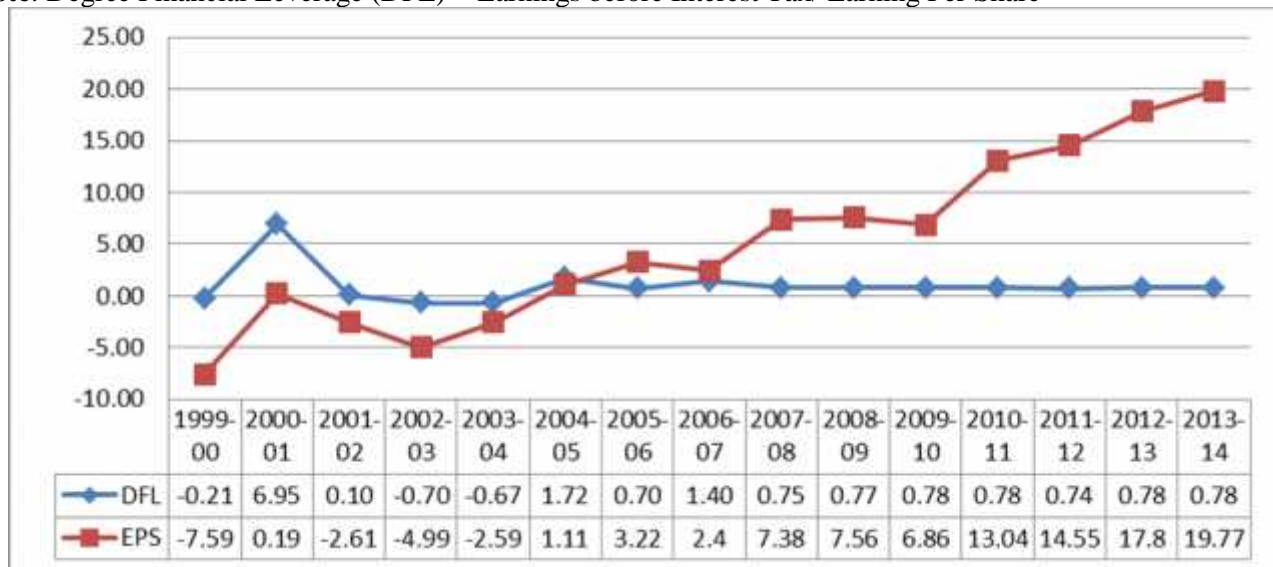|	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
DFL	-0.21	6.95	0.10	-0.70	-0.67	1.72	0.70	1.40	0.75	0.77	0.78	0.78	0.74	0.78	0.78
EPS	-7.59	0.19	-2.61	-4.99	-2.59	1.11	3.22	2.4	7.38	7.56	6.86	13.04	14.55	17.8	19.77

Figure 3: Graphical representation of Degree of Financial Leverage and Earning Per Share

In the year 2000 Indian rupee appreciated by about 8% against US$ that affected operations by way of margin reduction. The reason being the company was mainly depending on the foreign markets. Recovery of the company from the economic slowdown in the year 2004 materialized only in the latter part of the year and thus hindered the scope for improved financial performance. The employees of the organisation were sceptical about the growth of the company. There was a change in the management of the company.

Successful Turnaround Strategies at ASM
Things changed dramatically for ASM in 2004 when the company, started turning its business around. The following are the strategies adopted by the company for revival.

In the year 2003-04 the company moved from its manufacturing of products to only consulting and providing software services. This enabled the company to be focused and also helped the company to come out of losses. From 2004-05 the Bangalore-based ASM Technologies, deals in enterprise applications and enterprise product development for manufacturing, retail, oil and gas verticals.

The Company continued to strengthen its market initiatives in the areas of presence, like India, Singapore, US and UK. The company expanded with plans of new offices in the Asia-Pacific and EMEA regions the horizon. In this way the company started expanding its distribution networks. The company wanted to financially restructure itself. So, in the year 2005 the company also repaid its term loan with IDBI resulting in a considerable reduction to its interest commitments. Secured loans of the company decreased from Rs.40.56 million to Rs.13.19 million as a result of its repay of IDBI loan in the year 2005. This enabled the company to have an effective capital structure. The company felt the need for technology upgradation for which it wanted to acquire ISO certification. Thus, ASM was certified during the month of January 2006 in ISO-9001-2000 for its software development and Support services in Enterprise Applications, Embedded and System software.

The company initiated various tie-ups to strengthen itself. ASM limited partnered with a company in China to promote the offerings in the Chinese market and looked for cost effective delivery options in the year 2006. In 2006, ASM partnered with Cincom to resell, implement and support Cincom's QTO Product which consists of Knowledge based Applications in India.

In the year 2007, ASM Technologies Ltd., was announced that it is an ISO 9001-2000 and a SEI CMMI Maturity Level 3 Company. They were targeting for a SEI CMMI Maturity Level 5 appraisal and ISO 27000 Information Security Management System (ISMS) for the 2007.

During the year 2007 the Company intended to deploy additional sales force to service its expanded client base and its foray into newer markets. ASM Technologies Ltd has strengthened its presence in the market and has grown both organically and inorganically. Thus, the company felt the need to enter into new markets.

The Company's operations involved low energy consumption. However the efforts to conserve and optimize the use of energy through improved operational method and other means continued. The Company has not imported any technology during the year 2007.

Major Findings of the Study
1. The study reveals that high cost of debt due to escalation of projects/funds, low operating margins, high employee cost, huge borrowings, huge stock of inventory, increased social consciousness, talent drain, adversarial union role, poor cash flow, product objection, high gearing, poor product planning, poor adaptation ability, obsolete technology, low employee morale, ambitious expansion and low capacity utilization are the important internal causes of industrial sickness.
2. The results highlights that high global competition, high interest costs, export stagnation, predatory dumping, increased government regulations, domestic market stagnation, external marketing environment and technology excellence are the prominent external causes of industrial sickness.

3. The study observes that product proliferation, competent product management, customer-centric approach, product mix and repositioning, aggressive penetration and futuristic approach are the major successful turnaround marketing strategies.
4. The result indicates that asset reduction, generation of funds, operational excellence, cost reduction and efficient cash management, reduction in cost of funds and better utilization of assets are the predominant successful turnaround financial strategies.
5. The result of the study suggests that holistic shift in human resource policies, hierarchical restructuring, competency management, rewarding talent for performance, employee safety and open door policy are key successful turnaround human resource strategies.
6. The study shows that quality in process and products, superior production efficiency, efficiency in raw material sourcing, process redesigning, technology excellence, infrastructure development is the key successful turnaround production strategy.
7. The study focuses that corporate governance and corporate social responsibility, broader value systems, social concern and corporate restructuring are other major successful turnaround strategies in this private sector organisation.

Conclusion

From the above analysis and references to various reports we find that the prospects of the company have significantly improved from 2005 onwards and with zero bad debts from 2006 onwards indicating a profitable position of the company. The global economic slow-down and crisis giving way to the recession is a challenge faced by the developed and the developing nations. Companies are holding on to the existing client base and increasing their value proposition to existing clients. For ASM this is an opportunity to provide greater value to existing clients and add new clients with its global delivery model. ASM looks to garner more work from the US and other markets by leveraging on the offshore work delivery and thereby reducing the Total Cost of Ownership and Operating Costs to the clients. Bangalore-based ASM Technologies, dealing in enterprise applications and enterprise product development for manufacturing, retail, oil and gas verticals, has reported net profit of Rs 9.88 crores for quarter-ended March 31, 2014, Revenue from operations stood at Rs 104.41 crores and PBDIT stood at Rs.17.47 crores for the financial year ended 31st March 2014.

Road Ahead

Encouraged by the progress achieved during the last six years of restructuring leading to the turnaround, the senior management team at ASM technologies deliberated about the road ahead. Emerging opportunities were indeed enormous. India was increasingly being seen in a very positive light by the world. Indian software industry was setting global benchmarks in excellence. ASM Technologies was rearing to increase its software development presence overseas. The company had already committed to increase its domestic capacity multi-fold. A series of well-orchestrated acquisitions were already completed and more were on the anvil. There almost seemed to be no stopping of the growth engine of the company. At the same time, many fresh challenges emerged.

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LANGUAGE SKILLS AND CULTURAL COMPETENCE IN MULTICULTURAL & MULTILINGUAL GLOBAL BUSINESSES: IT'S SIGNIFICANCE FOR FRESH GRADUATE JOB SEEKERS

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Abstract
Language is intended to be the enabler to relationships which leads to communication in every field – education, home, sports and business.

Yet language in an organization can be confounding enough to become a barrier in its day -to-day functioning and successful running.So, does one become constrained in hiring /applying for a job or does one choose a candidate/job based on the best available skills /opportunities hoping to find a way around the challenges of communication?Confronted by unfamiliar accents, cultures, habits, dialects, or even body language and gestures even among colleagues who speak English which is the Business Lingua Franca of most Corporates, an individual is often challenged and slowed down in his workplace. An Indian new to Chinese English or an American expatriate trying to understand Indian English, (varied in accents and usage in different parts of the country), all working on the same project, often misunderstand communication mailed to each other or end up conveying what was not intended.

Corporates have been working towards helping, improve communication between employees and much more can be done to create awareness about 'world englishes'(Braj Kachru) as we may call the variety of 'Englishes' of the native and non-native speakers which we shall look at in this paper. Anyone who has used MSWord is aware of the English options, American, British Chinese and so on....It is effective communication, not rigid lexico-grammatic structures that organizations need and it is such skills that will be found desirable in our job-seeking graduates.

Keywords: World English, Business Lingua Franca, Indian English, Multicultural Corporates.

Introduction

Globalisation started with the discovery of land and sea routes. What we are witnessing today is the acceleration post liberalization, its momentum gathering force in the internet age.With the rapid increase in business process outsourcing including global call centers, retail supply chains, and virtual project teams, cultural diversity impacts almost everyone. The result is a population of managers, executives and associates who have no choice. They must learn to work effectively with people from dramatically different cultures and backgrounds, often without leaving their desks. Where once they might have been expected to collaborate with nationals from one or two foreign territories, today they are part of global networks connecting nationals scattered around the world

Where do Indian jobseekers find themselves in the light of the above challenge?
This is what *Hyderabad India Online* reported on Hyderabad.
<p align="center">"It's not unemployment but employability"</p>
Lack of employability skills or employable talent among Indian graduates is the current problem in the Indian job market. The reasons cited are lack of **language skills**, obsolete syllabi, poor academic delivery, lack of work culture exposure and emphasis on just scoring marks instead of gaining and the application of knowledge.

Where do the experts position Language Skills?
According to **NASSCOM's report** (The Times of India, Apr2011) of the 3.7 million graduates coming out every year **only 25% are employable in the IT and ITES (BPO) sector**. When it comes to tech graduates only 35-

40% are readily employable. Further, while the industry is updating itself very fast with the global market requirements our education system is still lagging behind.

The 'Metro Man of India' E-Sreedharan was also upset by the deteriorating standards of technical education in India.

He quotes a survey according to which only 12% of the current engineering graduates are employable, 56% can be made useful through further training and the remaining were not even trainable.

Mr. Mohit Chandra, partner in KPMG, one of the leading professional services firms in his article – 'An Open Letter to India's Graduating Classes' published in **The New York Times on May 2012** expressed his concern about the India's graduating class. He finds shortage of skills in graduates, which employers typically look for, among them are… 'l**ack of English communication skills – both oral and written** .

To quote from a letter which is pretty hard hitting….

"You speak and write English fluently: We know this is rarely the case. Even graduates from better-known institutions can be hard to understand.

Exhibit No. 1: Below is an actual excerpt from a résumé we received from a "highly qualified and educated" person. This is the applicant's "objective statement:"

"To be a part of an organization wherein I could cherish my erudite dexterity to learn the nitigrities of consulting"

Huh? Anyone know what that means? We certainly don't.

And in spoken English, the outcomes are no better. Whether it is a strong mother tongue influence, or a belief (mistakenly) that the faster one speaks the more mastery one has, there is much room for improvement. Well over half of the pre-screened résumés lack the English ability to effectively communicate in business.

So the onus, dear reader, is on you – to develop comprehensive English skills, both written and oral."

The NASSCOM Response

Industry and academia request the implementation of an industry standard assessment that qualifies and quantifies employment skills, benchmarking the same across a national landscape. NASSCOM Assessment of Competence–Technology (NAC-Tech) is for engineering students. This industry standard highlights the skills to be bridged, applied in conjunction with training program to ensure the transformation of a "trainable" workforce into an "employable workforce", for the benefit of the individual and the country at large.

The Indian IT industry is growing at a tremendous pace. India's biggest competitive advantage is the educated English-speaking talent pool, and hence it is also imperative that we have sustainable workforce development initiatives in place for the longer term. The industry, under the aegis of NASSCOM, is looking at ways and means to ensure that the future of this industry is even brighter. Proactive workforce development is becoming a major requirement for the Indian Engineering sector, specifically the IT.

NASSCOM is following a multi-pronged approach to facilitate manpower development for the short and long term. It is aiming to build a base of IT manpower by targeting various apex bodies and campuses across the country, which will be certified, in tune with the needs of the industry and geared up for the future requirements of the sector.

In this initiative, NASSCOM is looking at creating an Assessment and Certification program which becomes an industry standard and ensures the transformation of a "trainable" workforce into an "employable workforce. This program will be offered to all students who aspire to get into the Technology / Engineering industry. **As a part of**

its focus on evolving such a certification program, is to provide a credible assessment solution, which is integrated into the existing Engineering program framework NAC-Tech test matrix .

NAC-Tech Test MatrixNAC-Tech Part A (this must be attempted by all candidates)

Skill	Competencies Checked	Duration (in mins.)
CommunicationAbility	To assess candidate's verbal building blocks by evaluating skills like grammar, spellings, punctuations and vocabulary. To assess English usage by evaluating skills like structure, arguments and verbal reasoning.	11
Reading Comprehension	To assess candidate's comprehension of English passages and ability to make inferences from a large amount of information. Be able to connect the dots and make an assessment based on information and ideas spread across the passage.	10
Analytical Ability and Logical Reasoning	To assess problem solving skills through questions on quantitative reasoning. To assess candidate's logical skills by evaluating skills like Deduction, Induction and Visualization.	20
Attention to Detail	To assess candidates eye for detail.	5
Ability to manage work and safety	To assess candidate's awareness of and ability to work in an organisational context through questions around organisational policy, procedures, team structure, time management and health and safety issues.	14
-	*Total duration*	**60 mins.**

NAC-Tech Part B will be launched in few months.

The above test not only validates the significance of language skills but also attempts to tackle this area of weakness and thereby the problem of 'employability'.

What does the Business Processing Outsourcing industry want in terms of English language skills?
This article by JANE LOCKWOOD – Hong Kong Institute of Education *reports on a consultancy project carried out in a large third-party call centre in Manila in2004. The project aimed to improve English language communications assessment and training for the call centre representatives on the telephone to the United States, the United Kingdom and Australian customers.*

"In many countries, most notably India and The Philippines, the Business Processing Outsourcing(BPO) industry is rapidly expanding. In these cheaper (low cost) destinations, back offices, call centers, shared services centers and professional services(such as legal, financial, medical and human resource development (HRD functions) are rapidly being outsourced and operated offshore from the US, the UK, Europe, Canada, Australia and New Zealand.

It is estimated that by 2015, 15 million jobs will be generated offshore in this industry, and this
represents only 10% of possible jobs (NASSCOM-McKinsey Report 2005; Tuchman 2004). While the savings are significant (Friginal 2004; MagellanAlliance 2005), these cheaper (low cost) destinations employ staff who speak English as a second language, not as a first language. The consequences of employing non-native speaker

(NNS) staff as customer service representatives (CSRs) are significant in terms of language and acculturalisation. There is currently great concern regarding the quality of the communication with the customers. Poor recruitment rates ranging from 1–5% of the number of applicants are reported by HR departments in India and The Philippines. Another major problem is that the customer satisfaction (CSAT) scores, which are carried out by independent parties overseas and which form the basis of the service level agreements between the United States companies and the local call centres, are often negative about the quality of communication. A range of communication problems with customers has already been identified in the research (Forey and Lockwood 2007), ranging from an inability to explain products and services clearly, lack of lexico-grammatical choices in the soft skills and a lack of intercultural understanding of what the customer really means.

 The issues related to English communications, intercultural awareness and English language assessment have been brought into sharp focus over the past ten years in India and The Philippines .

Language Diversity in a Company
This depends on the company's global network of clients, employees, customers suppliers/sourcing options and joint ventures.

Global giants like Microsoft manage about 80+ languages. Most global companies would manage with some East European languages, Chinese , Arabic, Malay Urdu Hindi and Bengali.
English as the lingua franca becomes just as significant as the language of global interaction in multilinguistic organizations

Language Sophistication
Complexity, refinement and language skills would vary from position to position.**A receptionist** would be expected to have **speaking level proficiency and skills to guide enquiries correctly.**
A **logistics manager** needs a **greater English language capability** including reading and writing skills within the benefit of a limited vocabulary.
An **engineer** working as part of an international design team will be **required to evolve concepts and resolve design problems in written, spoken and visual forms.**
An **international manager** will need excellent language proficiency which includes **rhetorical skills such as persuasion negotiation, motivation , humour and a high proficiency in "relationship skills'.**

Cultural Competence
Global businesses call for **cultivation of cultural sensitivity along with language skills.**
Roger Axtell in **Dos and Taboos Around the World says "** One country's good manners Can be another's grand faux pas"   he warns that one cannot afford to arrive in another country with one's foot in one's mouth!
Famous gaffes are recounted. One where the executive spent his flight time to Singapore memorizing surnames of as many VIPs as he could only to have a note passed to him that remarked 'too friendly too soon'. He realized how casual he sounded referring to the VIPs as Mr Charlie or Mr Ed. He had forgotten that Chinese surnames come first!
Food or what-you- wear can be tricky too.
Food delicacies of one country may come as a shock to a foreigner.
Some corporations like AT&T take this as seriously as enrolling the entire family of an executive on mores and manners before a foreign trip

Global Businesses and Language Barriers
Exploring the topic of language in international business, Anne-Wil Harzing and her colleagues conclude that differences in languages is one of the first and ultimate barriers that companies face on the way to internationalization. Naturally, communication between headquarters and globally dispersed business locations is

a pre-requisite for success, and modern technologies that allow for global intranets, video-conferencing and workflow technologies contribute to effective management of geographical distance. However, even these advanced communication tools flounder when it gets to language barriers. Of course, multinational companies may choose a language strategy to overcome these barriers. For example, companies may use a single working language, which in the majority of cases is English. Another option is to implement functional multilingualism, namely to rely on a mix of languages, pidgins and gestures to communicate. But, as Feely and Harzing (2003) note, both strategies have the same shortfalls of misinterpretations, getting some information lost in translation, being less able to express the thoughts and ideas to their fullest and simply not understanding messages correctly. As a result, the researchers conclude that language barriers trigger a whole range of consequences for multinationals and their subsidiaries. To name a few, the researchers argue that language barriers breed uncertainty and suspicion, promote group divides, undermine trust, and lead to polarization of perspectives, perceptions and opinion".

Working in a Cross-cultural Environment: Where to Look for Cultural Gaps?
Sebastian Reiche in his blog . 'Expatriatus' writes ,"Question marks in Multicultural, multinational, and multilingual teams are part and parcel of global organizations of today. This highlights the importance of **cultural competencies, cross-cultural cooperation,** and leadership of multinational teams. Indeed, the main question for many is how to do business and effectively manage in such a culturally diverse environment?"

Cultural competence: too broad to grasp?
Well known work of **David Livermore** implies that the key to managing in this increasingly global and diverse business environment is the competence of cultural intelligence (CQ). In brief, CQ means being interested of culturally diverse settings and motivated to effectively function in them, knowing how cultures are similar and different, being aware of the moments when CQ is needed and strategizing the cross-cultural encounter, and finally being able to adapt one's behavior to specific situations. Naturally, if you are curious and motivated to manage in culturally diverse teams, the first step towards cultural competence would be acquiring the knowledge about one's own and other cultures. Otherwise how could one identify and act upon culturally challenging situations, if there is a lack of understanding of what exactly is different, misunderstood or falsely perceived by the other party? So, it is important to know about cultures. But what is exactly the knowledge we are looking for?
For example, a famous series of **'DO's and TABOOs around the world' by Roger Axtell provides a wealth of information on customs, etiquette, hand gestures, and differences in body language across cultures**. Apart from differences in such overt behaviors, there are also differences in cultural beliefs and values. For instance, there are large-scale value surveys conducted across culturally different populations by Shalom Schwartz and by Inglehart and Baker.

A most recent version of work-related cultural differences is proposed **by Erin Meyer** from **INSEAD.**Bringing together already existing research and frameworks, as well as adding research of her own, Erin Meyer presents a tool called culture map, which provides a good overview for understanding business-relevant cultural differences. **Meyer proposes that cultural gaps are most common in the following eight management behaviors: communicating, evaluating, persuading, leading, deciding, trusting, disagreeing and scheduling.**

For example, when communicating with a foreign colleague, are your messages understood at face value (low-context communication) or is your colleague looking for deeper meaning and interpretations (high-context communication)?

Conclusion

Having examined the significance of linguistic competence in a global economy and seen the challenges faced by culturally diverse corporations, job seekers would remain under-equipped as long as technical skills are not supplemented by the kind of language skills discussed here. **language skills** go hand in hand with **cultural competence and cultural sensitivity** now the keyword in the success of any Multinational-Multilingual-Multicultural business as we see in the case of the growth of global businesses in our country . Some of these have set up work locations in cities and many have ventured deeper into smaller towns and even rural areas. Therefore the need to grow our language and cultural competencies will not only be restricted to our graduates in larger cities but to a much larger population across our vast and diverse country.

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MULTICULTURAL DIVERSITY IN TODAY'S GLOBALIZED ERA

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Abstract

We live in a world with an abundant array of diversity. Diversity is evident in people, the environment, and all forms of life. Advancements in technology have made the world seem smaller and increased the interaction between people from different cultures. The rapid globalisation has a significant impact on the work, employees, and organizations bringing them frequently with clients, suppliers and peer that they never work before. In an era of globalisation, organization faces unique challenges in coordinating among clients, developers, designers' workers from different countries. The major challenges are to develop practices, which balance global competitiveness, multinational flexibility and the building of a worldwide learning capability. This balance will require organisations to develop the cultural sensitivity and ability to manage and leverage learning to build future capabilities. While offering opportunities, globalisation also poses significant challenges to employees especially when different cultures are involved as a team. Multicultural teams have their culture as a set of shared values and beliefs. Beliefs are people's perceptions' of how things are done in their countries. They are reported as "practices" in a particular culture. Values are people's perceptions about the way things should be done. They are their preferred practices and people's beliefs. In a global context the management and development of people inevitably leads to considerations of diversity and related challenges. Attitudes towards working have changed dramatically in recent years and there is currently much more emphasis on multi-cultural working. Many organisations have found that multicultural team integration can be problematic and at times performance is not always at the level required or expected. With an ongoing increase of multicultural teams, leaders in multinational organisations must be aware of cultural diversity issues in order to function effectively and achieve high levels of team performance. This paper will focus on issues like Virtual team, communication in globalized world, resolving conflict and some effective tips for managing diversity in the globalized world. Data has been collected from secondary sources.

Keywords: Globalization, Multinational Flexibility, Virtual Team, Cultural Diversity, Conflict.

Introduction

The diverse workforce has become a reality today. The impact of cultural diversity varies with the type of environment and firm's overall strategy. Management of cultural differences has become more important for creating advantages and getting competitive edge.

Work force demographic trends are significant and when combined with an ever more globally focused business community they create a new emphasis on managing diversity. In this environment business leaders must think more and more about how best to manage a multicultural work force, sell to an increasingly diverse customer base, and deal with suppliers who represent a variety of world views. These tasks are not always easy since diversity is a two edged sword. On the one hand, with diversity come things like an increased numbers of world perspectives and new ways of looking at and attempting to solve problems. If fact, when properly encouraged, a diversity of views can serve to prevent the negative and myopic results of "group think." On the other hand, cultural differences often lead to difficulties with communications and a rise in the friction that can develop as people with different expectations and habits interact.

Implementing change is always a challenge. People generally find change disconcerting and work to avoid it. In addition, not everyone within an organization values diversity and some may even find it threatening. Given such realities, companies need to go beyond simple recognition of cultural diversity to active diversity management. Diversity management is an inclusive process and should not be viewed as an us/them kind of problem to be solved. Rather, it should be viewed and presented as a valuable resource to be fostered and used. Incorporating a positive and welcoming attitude towards diverse opinions and outlooks usually means making changes to existing practices and habits. But these changes can be explained in such a way as to highlight their value to the organization as a whole and to the ability of staff members to expand their roles.

1) Culture and Cultural Diversity
Culture is a broad and comprehensive concept that includes all the ways of being. Culture
is learned throughout life as one participates in family and social networks. Cultures have several components, including values and behavioural styles; language and dialects; nonverbal communications; and perspectives, worldviews, and frames of reference. Cultural practices are shared within a specific group and may or may not be shared across groups. It is important to recognize that cultures are always changing because individuals, groups, and the surrounding environment are always changing. Often members of the dominant society or subgroup of a culture view their culture as correct and all others as incorrect or even inferior.

Fig1: Cultural Diversity

Race, Ethnicity, and Racial/Ethnic Diversity, Language and Language Diversity
Race and ethnicity are often used interchangeably, but they are different. Ethnicity is defined by group membership based on genealogy, national origin, and ancestry. Ethnicity does not change, even though characteristics of a specific ethnic group's culture may change. Language can be defined as a means of communication that shapes cultural and personal identity and socializes one into a cultural group. It is impossible to separate language and culture. One cannot be defined without the other. In order to participate fully in a culture, one must learn that culture's language. Conversely, in order to be fluent in a language, one must learn the culture that language represents.

2) Multicultural virtual Team Environment
The most common challenges multicultural virtual teams face in their everyday life and see how to overcome these challenges. Virtual teams work dispersed and share the information and knowledge mainly through the diverse modern communication tools, for example emails, phone calls and teleconferences, whereas the traditional teams have the possibility for information sharing face-to-face.

Benefits of a virtual team
The benefits of any form of working are not likely to be highlighted in any research due to the fact that the studies are normally concentrating on giving solutions to problems, not on telling what is already working. One of the main benefits of a virtual team is its flexibility to work across different time zones enabling work task sharing accordingly. The team members often come from different cultural background with not only their specialization, skills and knowledge but also their personal network that can benefit the whole virtual team.
Environmentally speaking remote working creates less gas emission and therefore a smaller carbon footprint. One of the main benefits of a virtual team for the employer is having access to a wider talent pool with no need for relocation.
Challenges of a Virtual Team

Due to rarely happening face-to-face meetings, the challenges of a virtual team are somewhat different of a traditional team. Five challenges to virtual team are as follows:

- Assessment and recognition of virtual team performance
- Building trust within virtual teams
- Maximizing process gains and minimizing process losses on virtual teams
- Overcoming feelings at isolation and detachment associated with virtual teamwork
- Balancing technical and interpersonal skills among virtual team members

3) Conflict in a Multicultural Environment

Culture is a group which shapes a person's values and identity. Cultural conflicts arise because of the differences in values and norms of behavior of people from different cultures. A person acts according to the values and norms of his or her culture; another person holding a different worldview might interpret his or her behavior from an opposite standpoint. This situation creates misunderstanding and can lead to conflict.

Identifying Cultural Conflicts

Cultural conflict has three dimensions. To the two dimensions that every conflict has (content and relational), cultural conflict adds the third one--"a clash of cultural values." This third dimension constitutes the foundation of the conflict since it determines personal identity. Cultural conflict can be identified by the following signs: (1) it usually has complicated dynamics. Cultural differences mentioned above tend to create complex combinations of expectations about one's own and others' behavior. (2) If addressing content and relational issues does not resolve the conflict, it can be rooted in cultural differences. (3) Conflict reoccurs or arises strong emotions even though the issue of disagreement is insignificant.

Resolving cultural conflicts

The resolution of cross-cultural conflict begins with identifying whether cultural issues are involved. There are three ways of cross-cultural conflict resolution.

1. Probing for the cultural dimension.

The resolution process should start from the parties' acknowledgment that their conflict contains a cultural dimension. Next, there should be willingness on all sides to deal with all conflict dimensions including the cultural one. Third, systematic phased work on the conflict is needed. Four phases: (1) the parties describe what they find offensive in each other's behavior; (2) they get an understanding of the other party's cultural perceptions; (3) they learn how the problem would be handled in the culture of the opponent; (4) they develop conflict solutions. Resolution of the conflict is particularly complicated if the conflict arose not just out of misunderstanding of the other's behavior, but because of incompatible values.

2. Learning about other cultures

People can prevent cross-cultural conflicts by learning about cultures that they come in contact with. This knowledge can be obtained through training programs, general reading, talking to people from different cultures, and learning from past experiences. Important aspects of cultural education are understanding your own culture and developing cultural awareness by acquiring a broad knowledge of values and beliefs of other cultures, rather than looking at them through the prism of cultural stereotypes.

3. Altering organizational practices and procedures

Often the organizational structure reflects the norms of just one culture and inherits the cultural conflict. In such cases, structural change becomes necessary to make the system more sensitive to cultural norms of other people. Conflict, depending on the outcome, can be a positive or negative experience for an organization. With changing demographics, cultural differences become an acute issue. Many groups resist assimilation and wish to preserve their cultural distinctiveness, which makes cultural conflict education an essential tool for maintaining healthy relations in organizations and society in general.

4) Cross – Cultural Communication
Culture is an intricate concept, with many different classifications. Simply put, "culture" refers to a group or community with which we share common experiences that shape the way we understand the world. Each of us is shaped by many factors, and culture is one of the powerful forces that influence our lives. Language influences thought and thought influences language, and each is influenced by culture. One may find that people from different cultures may speak the language on different levels of fluency through different gestures, postures etc.

Fig:2 Cross-Cultural Communication

Effective Management of a Multicultural Work Force
A company that wishes to encourage diversity and a multiplicity of viewpoints should start by restating the common goals and objectives of the company.

The following items provides a checklist for implementing policies that will foster and encourage a harmonious, multicultural work force.

- Start at the top— A commitment to the idea of an open and receptive work place must be seen from the owners and managers of a company early on, preferably before official policies are announced.

- Communicate in writing—Company policies that explicitly forbid prejudice and discriminatory behaviour should be included in employee manuals, mission statements, and other written communications. This has been referred to by some as a way of broadcasting the diversity message internally in order to create a common language for all members of the organization.

- Training programs—Training programs designed to engender appreciation and knowledge of the characteristics and benefits of multicultural work forces have become ubiquitous in recent years. Two types of training are most popular: awareness and skill-building. The former introduces the topic of managing diversity and generally includes information on work force demographics, the meaning of diversity, and exercises to get participants thinking about relevant issues and raising their own self-awareness. The skill-building training provides more specific information on cultural norms of different groups and how they may affect communications and behaviour.

- Recognize individual differences— Do not make the mistake of assuming that differences are always 'cultural.' There are several sources of difference. Some relate personality, aptitude, or competence. This sort of differences is more likely to reflect bias and intellectual laziness than it does culturally to sensitive managers.

- Actively seek input from minority groups—Soliciting the opinions and involvement of minority groups on important work committees, etc., is beneficial not only because of the contributions that they can make, but also because such overtures confirm that they are valued by the company. Serving on relevant committees and task forces can increase their feelings of belonging to the organization. Conversely, relegating minority members to superfluous committees or projects can trigger a downward spiral in relations between different cultural groups.

- Revamp reward systems—An organization's performance appraisal and reward systems should reinforce the importance of effective diversity management. This includes assuring that minorities are provided with adequate opportunities for career development.

- Flexible work environment—Flexible work environments may have particularly beneficial results with people from non traditional cultural backgrounds because their approaches to problems are more likely to be different from past norms.

- Continuous monitoring—Experts recommend that business owners and managers establish and maintain systems that can continually monitor the organization's policies and practices to ensure that it continues to be a good environment for all employees. Be flexible and apply the lessons learned as new situations arise and are managed.

Conclusion

Increased diversity may present a challenge to business leaders who must work to maximize the opportunities that diversity provides while minimizing its costs. The organization that achieves this objective will create an environment in which all employees are able to contribute to their fullest potential, and in which the 'value in diversity' can be fully realized. In many ways, cultural diversity in the work place mirrors many of the same issues at play in the realm of international business. Cultural norms shift relative to language, technological expectations, social organization, face-saving, authority conception, nonverbal behaviour and the perception of time. Managing diversity is a comprehensive process for developing an environment that works for all employees. . It is important, consequently, for an organization to create an environment in which the positives of diversity are harnessed and the negatives are minimized as much as possible.

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IMPLICATIONS OF PSYCHOLOGICAL CONTRACT ON WORK–FAMILY ENRICHMENT: AN EXPLORATORY STUDY

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Abstract
Constant changes in world economies have presented unprecedented challenges to ndividuals and organizations. Amidst cut-throat competition, as employees juggle between work and family the question of life contentment looms large. It is time that the corporate tzars focus on psychological contract and use it as a tool for creating work-family enrichment. Highly enriched employees have a clear line of sight and strive to enhance organizational performance. This paves way for the creation of a happier working generation.

Keywords: Psychological Contract (PC), Work–familyEnrichment WFE), Organizational Performance (OP)

"The essence of competitiveness is liberated when we make people believe that what they think and do is important - and then get out of their way while they do it." - Jack Welch

Theoretical Background
In an era characterized by diverse workforce, the ongoing re-definition of roles and activities, limitless job opportunities, individualization of the employment relationship and constantly changing workplace sentiments; the typical employer/employee relationship has been reminisced as a thing of the past. A study done by PwC Saratoga India on human capital effectiveness revealed that Indian organizations trail behind their global counterparts when it comes to retaining talent. According to the survey, 35 per cent of the workforce in India has tenure of less than two years. It is being seen that organizations are unable maintain a psychological connect with its employees end up losing their key personnel to competition.

The future of today's organizations rests in an information savvy generation, who are young, highly educated seeking huge benefits and monetary rewards, who researches the company they intend to work for; whose organisational commitment and loyalty will be as long as the organisation can keep satisfying their needs. Changes in the demographic make-up of the workforce have also added to the list. With more number of women in workplace, there are more couples juggling between work and family resulting in increased focus on work and family issues (Perrewe´, Treadway & Hall, 2003, Aminah & Zoharah, 2008, Baral & Bhargava, 2010, Zoharah & Aminah, 2010). According to Henson (2007) Generation Y employees seek flexibility in their work hours so they can spend time with their children. The HR managers will have to build a tool which would help connect and align the employees, their working relationships and personal life in a standard organizational framework that allow the management of different workforce options.
In this study an effort is made to explore the implications of employee psychological contract on work–family enrichment, with the hope that the outcome of the study help more number of change agents to seriously examine the issue and find viable ways to enhance work-family interface by fulfilling the perceived obligations of the organization towards its employees, thereby rekindling and sustaining the passion with which they had joined the organization without having to compromise their personal life.

OBJECTIVES
1. To study the concept and significance of Psychological Contract.
2. To explore the importance of Work–family Enrichment.
3. To find the implications of Psychological Contract on Work–family Enrichment.

The secondary data is collected from annual reports, research journals, government publications, books and web sites and the findings are populated below:

Objective 1: To study the concept and significance of Psychological Contract
The psychological contract is individual beliefs or perceptions regarding the terms of exchange between the individual and organization. The psychological contract looks at the workplace relationship as perceived by employer and employee. It is the psychological contract that effectively tells employees what they can expect from their job and what they are required to do in order to meet their side of the bargain. The employer's expectation could be of above average performance, a reasonably longer tenure, reporting on time, uphold companies reputation, be courteous to clients and colleagues, be honest and show loyalty to the organization, etc. and employee's expectation could be of opportunities for training and development, opportunities for promotions, recognition for innovation, feedback, interesting tasks, work-life balance, respectful treatment, reasonable job security and a reasonably pleasant and safe environment. The state of the psychological contract is concerned with whether the promises and obligations have been met, whether they are fair and trustworthy. Where the obligations under the employment contract are formal, precise and physically signed, the obligations under the psychological contract are informal, imprecise and unsigned. The psychological contract comes into action as soon as the employment contract is signed.

Psychological Contract first emerged in the 1960s, notably in the work of organizational and behavioural theorists Chris Argyris and Edgar Schein. Argyris referred to the psychological contract only in passing as the relationship between employer and employee. Over the next five years the new concept gained much attention from various researches; thereafter until the 1990's it received little attention. The Psychological Contract is a deep and varied concept and is open to a wide range of interpretations and theoretical studies. Rousseau (1995) defined PC as, "Individual beliefs, shaped by the organisation, regarding terms of an exchange agreement between individuals and their organization". In the words of Guest and Conway (2000), "The perceptions of both parties to the employment relationship, organisation and individual of the reciprocal promises and obligations implied in the relationship". Professor David Guest (Guest and Conway 2004) of Kings College London has put forward a model of the psychological contract defining the application of PC to employment relationship.
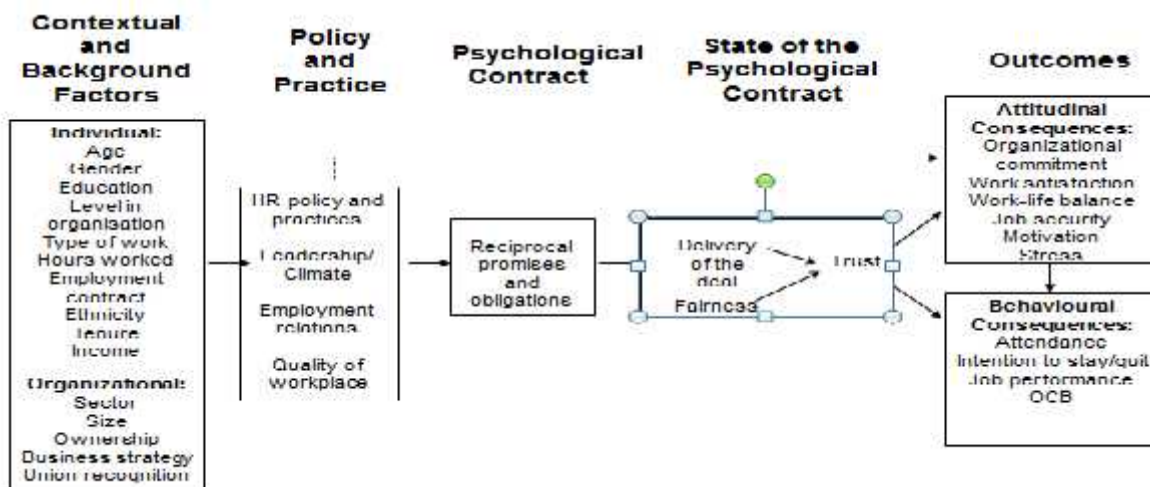
A model of the psychological contract (Guest and Conway 2004)

Psychological contracts are dynamic, constantly evolving through organizational experiences. The perceptual and dynamic nature of the contract makes it common that a violation will occur, which is termed as psychological contract breach. Psychological contract breach accordingly is defined as the employee's perceptions regarding the extent to which the organisation has failed to fulfill its promises or obligations (Zhao et al., 2007).

Studies in this field demonstrate beyond doubt that improving psychological contract correlates with improving overall organizational success. The evidence of a positive correlation between psychological contract and improving job satisfaction and performance are highlighted below:

- Practical researches indicate that the psychological contract relates to high level apperception, organizational supports, work satisfaction, occupation expectation and sensible promise and low level turnover intention (Wang, 2007, p.41-46 & Turnley, 2003, p.187-206).

- Psychological contract breach is negatively related to changes in job performance over time, and this relationship is mediated by job satisfaction (Bal et al., 2012, Zhao et al., 2007,).

Objective 2: To explore the importance of Work–family Enrichment

During the latter part of the 20th century significant changes in work and family life occurred. The most striking changes have been women's entry in large numbers into the workforce, and the consequent emergence of the dual-earner couple as the most prominent family form. In this context, work and family life can no longer be treated as 'separate spheres' because work and family lives intersect and interact with one another (Moen and Yu, 2000). According toMany researchers have increasingly examined positive relationships between work and family lives(Kirchmeyer, 1992a; Rothbard, 2001, Grzywacz,2002). Henessey provided support to this claim, indicating that work-family enrichment has a positive relationship with both work and family satisfaction. Grzywacz (2002) proposed that work and family enrichment may help to strengthen social relationships, thereby providing a buffer against negative events and leading to improved health outcomes. Several researchers have also suggested that increased levels of work and family positive spillover may be related to both greater job satisfaction and greater family satisfaction.

Work–family enrichment has been defined as 'the extent to which experiences in one role improve the quality of life in the other role' (Greenhaus and Powell, 2006, p. 73).Work-to-family enrichment occurs when work experiences improve the quality of family life. Several studies explored antecedents of work-family enrichment, such as organization support, psychological involvement in work, and personality or interpersonal style (Cohen & Kirchmeyer, 1995; Grzywacz et al., 2002; Grzywacz & Marks, 2000b; Kirchmeyer, 1992b, 1993, 1995; Stephens et al., 1997; Sumer & Knight, 2001; Tiedje et al., 1990; Wayne et al., 2004). Greenhaus and Powell (2006) developed a theoretical framework suggesting how work and family domains might be positively linked. This framework suggests that skills and perspectives, psychological and physical resources, social-capital resources, flexibility and material resources generated in one role improve performance directly, to the extent that these resources are directly transferable to another role. Greenhaus and Powell (2006) also suggest that there might be an indirect cross-domain effect to the extent that skills and perspectives, psychological and physical resources, social-capital resources, flexibility and material resources derived from participation in one domain create a positive affect (or emotional response) that improves performance in the second domain (i.e. the affective path).

FIGURE 1
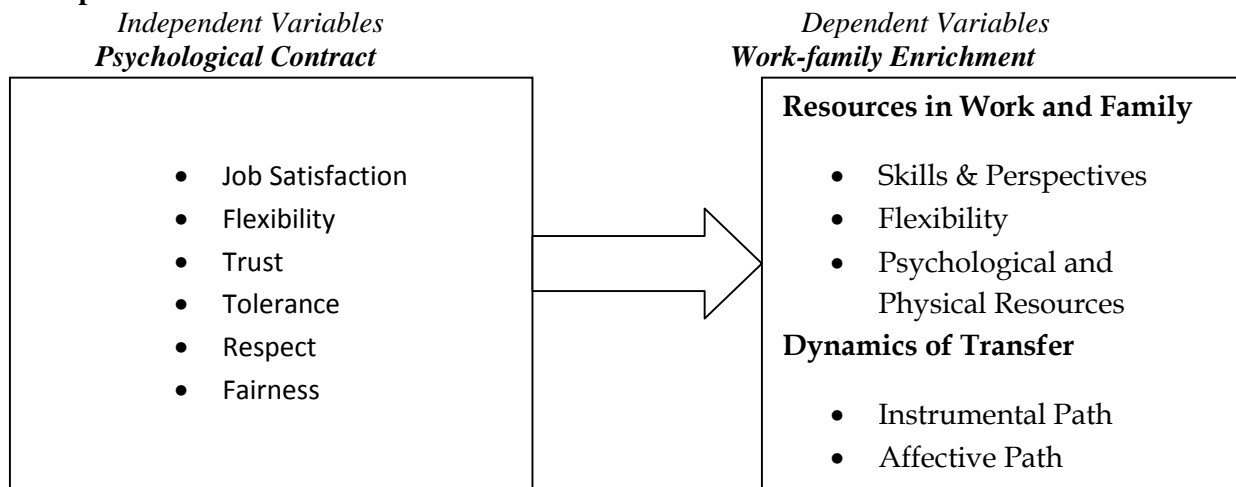Model of Work-Family Enrichment
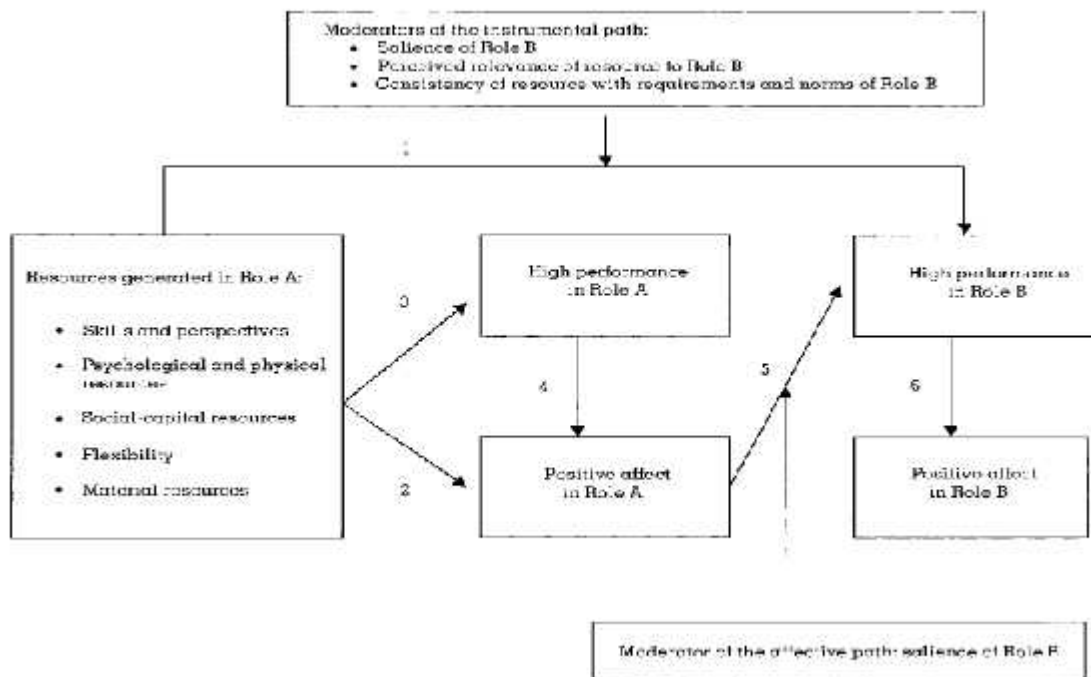
Objective 3: To find the implications of Psychological Contract on Work–family Enrichment
There is growing empirical evidence which supports the mutually beneficial effects of work and family roles. Positive interaction between work and family has been conceptualized as 'a developmental phenomenon enabled by resources made available in one domain of life that can be applied in another (Butler et al., 2005). Studies on the effects of work-family enrichment show that the phenomenon is negatively related to turnover intentions (Russo and Buonocore, 2011,Wayne et al., 2006) and positively related to the perception of psychological contract fairness (Taylor, et al., 2009). A number of different resources have been linked to positive   work – family interaction, including support, autonomy, control and flexibility (Hill et al., 2007). Furthermore, work-family enrichment mediates the relationship between work-life policies and practices (i.e. supervisor support, flexible work arrangements) and work outcomes (i.e. job satisfaction, affective commitment, organizational citizenship behaviors) (Baral and Bhargava, 2010, Macnall et al., 2010). The WRDI (workplace relationship development indicator) model of psychological contract suggests that two major predictors for intention to stay are job satisfaction and affective commitment. The model suggests that delivery of employee expectations, trust and fairness lead to affective commitment and job satisfaction. Berman, E.M. and West, J.P (2003) suggested that workload, work schedules, responsibility and authority, quality of work, working relationship with immediate supervisors, interpersonal relations, specific behaviour of employees and managers, individually preferred working styles, job security, rewards, promotion, career development, and loyalty could be part of psychological contract involving employees and employers. P Devidson (2001) suggested employee expectations involve reward for work/effort, safe and comfortable working conditions, opportunities for personal development and career progression, and equitable personnel policies. If one examines the content of psychological contract, it would be easy for one to see that the content of psychological contract and the factors leading to work family enrichment overlap in many cases.

In short, when an employee has a positive psychological contract, the employee not only aligns himself to the organization but also derives psychological pleasure and satisfaction from the process, which is transferred to the employee's family scenario leading to enhanced family relationships and overall life contentment.

Conceptual Model

Independent Variables	*Dependent Variables*
Psychological Contract	***Work-family Enrichment***

 • Job Satisfaction • Flexibility • Trust • Tolerance • Respect • Fairness 	**Resources in Work and Family** • Skills & Perspectives • Flexibility • Psychological and Physical Resources **Dynamics of Transfer** • Instrumental Path • Affective Path

Conceptual Model showing the relationship between Employee Psychological Contract and Work–family enrichment

Implications
It is pertinent that organizations realize the importance of developing a positive psychological contract.The researcher enumerates that if an employee is psychologically contented in terms of job, work environment, flexibility, trust, respect and fairness, the same gets directly transferred to his or her family environment. Hence organizations have a vital role to play in terms of shaping a committed workforce who not only enjoys the work and workplace but also identifies with it through their actions irrespective of the environment they are in.

The fundamental state of the psychological contract is concerned with whether the promises and obligations have been met and whether they are fair and trust worthy. Employers need to offer pay and conditions that will attract and retain good people. They need to offer flexible benefits which give employees more choice, for example, the opportunity to trade some pay for more holidays. Career advancement and opportunity for personal development is another area for building a psychological connects with the employees. Employees need substantial and adequate information, hence communication has a major role to play. According to Woodruffe (1999), achievement, a sense of direction, respect and recognition, autonomy, balance and a sense of fun are the prime factors affecting job satisfaction. In particular, there is an important link between employees feeling that they have a satisfactory balance between their work and personal lives and having a psychological contract. Employers need to think through how employees can be helped to achieve such a balance.

Corporates should focus on creating a harmony between self-development, career development and family development. In an era wherein people feel that they are not able to spend quality time with their family, the traits they amassed from their work environment cemented by psychological contract would come handy. Prioritizing activities, building trust in relationships, respecting individuals, tolerance for individual differences without compromising on quality, flexibility and fairness automatically becomes the order of the day. All the boring monotonous work at home suddenly finds a charm in itself! Developing a positive psychological contract is not instantaneous – it is a journey that requires support from all levels. As managers, if through our actions we could reinforce and strengthen the psychological contract in our subordinates it would manifest itself as work life enrichment which in turn would contribute towards life satisfaction.

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ENSURING MEANINGFUL GOAL SETTING THROUGH GOAL AUDITS

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Abstract

Most companies today are stressing on strong performance management practices to build a high performance culture. Performance processes in organizations start with the goal setting activities. It is usually a top down approach where the goals of the organisation/CEO's goals get broken down and cascaded to the various functions and finally to all employees.

Goal setting is a critical part of the performance management system in any organization. Goals are usually set in a participative manner with the appraiser and appraised employees arriving at mutually agreed goals, objectives and measures to achieve them. Goal setting involves establishing specific, measurable, achievable, realistic and time-targeted (S.M.A.R.T) goals that are usually quantifiable in nature. This enables the appraiser to assess the extent of goal completion by the subordinate during the appraisal cycle.

Auditing the performance goal sheets for different individuals, business units and levels is a very important activity and needs to be done very carefully ,without any bias or a formed mindset. It is a planned activity that is done to check the compliance with the set standards and the effectiveness of implementation of goal setting activity. The purpose of this project is to ensure the goal setting is done in the right spirit in all businesses to reflect a high business relevance in the performance plan.

This article showcases a case study of goal audits conducted on the goal sheets of around 2500 employees in a biotech organisation consisting of 3000+ employees. The entire study dwells on the linkage of employee goals with business strategies and at the same time the linkage of a meaningful goal setting process to organization performance.

Some major findings:

Quantifiable goals were generally presumed to be goals with mere timelines mentioned while, targets are also required to be mentioned Most stretch goals are not clearly defined: Many employees have considered target accomplishment as "outstanding" when ideally, it should qualify as "meets expectations"

The nature of interdependencies are not clearly mapped across most levels across all the business units.

Keywords: Goals, Interdependencies, Measures, Performance Management.

1.1 Introduction

Most companies today are stressing on strong performance management practices to build a high performance culture. Performance processes in organizations start with the goal setting activities. It is usually a top down approach where the goals of the organisation /CEO's goals get broken down and cascaded to the various functions and finally to all employees.

Goal setting is a critical part of the performance management system in any organization. Goals are usually set in a participative manner with the appraiser and appraised employees arriving at mutually agreed goals, objectives and measures to achieve them. Goal setting involves establishing specific, measurable, achievable, realistic and time-targeted (S.M.A.R.T) goals that are usually quantifiable in nature. This enables the appraiser to assess the extent of goal completion by the subordinate during the appraisal cycle.

Auditing the performance goal sheets for different individuals, business units and levels is a very important activity and needs to be done very carefully, without any bias or a formed mindset. It is a planned activity that is done to check the compliance with the set standards and the effectiveness of implementation of goal setting activity.

1.2 Review of Literature

The purpose of this study is to ensure the goal setting is done in the right spirit in all businesses to reflect a high business relevance in the performance plan. Here are the snapshot of literature review:

From Management Goal Setting to Organizational Results: Transforming strategies into action – Keith Curtis, Quorum Books (1994) A philosophy of management based on results forms the heart of the goal-setting process. When used appropriately, goal setting produces better results than when no goals are set.

Goal Setting: How to create an action plan and achieve your goals - Susan B Wilson, Michael S Dobson (2008), Only with a practical system of setting priorities will one be able to concentrate on the tasks for reaching one's goals.

The Evolution and Future of High Performance Management Systems- Glen Bassett, Quorum Books(1993), A brief review of the most popular strands of the motivational theory will help illuminate the limitations of traditional theories and why the more basic, prosaic practice of goal setting frequently works.

Organizational Behaviour: Foundations, Theories and Analyses- John B Miner, Oxford University Press (2002), Job enrichment as such appears to have begun with a project initiated at IBM in the mid 1940s.At that time the approach was called job enlargement and it included both adding tasks to a job horizontally and adding requirements for greater skill and judgement, thus enriching the job vertically. The intent even at this early point was to introduce more interest variety and significance into work.

1.3 The Purpose of Goal Audits

A goal audit is a planned and documented activity of examining and evaluating the nature and validity of goals set by the employees and supervisors in the organization. Goal audits are carried out by the human resource department to check for aspects like measurability and specificity of the goals being set by the employees. The ultimate purpose of a goal audit is to ensure that all employees of the organization are aiming to perform at their fullest potential, thereby contributing to organizational effectiveness.

Performance Goals Audit should comprise of the following elements:

- The audit has to be done independently
- Intricate analysis of the goals set i.e. to analyze whether the goals which are set are SMART goals or not.
- Check for compliance/non-compliance and indicate the same in the goal sheet accordingly.
- Audit has to be completed as per set deadlines, exceeding which the entire process of performance appraisal can be disturbed.

Goal auditing is a regular endeavor undertaken by the human resource department at the biotechnology organization, prior to the commencement of the appraisal cycles. The project was aimed at scrutinizing the goals set by the employees at the biotechnology organization, in conjunction with their managers' goals, based on certain set parameters.

During the audit process, the condition, under which a goal was deemed to be eligible, was determined by a set of parameters pre-defined by the organization. These were:

- The extent of measures being quantifiable
- Presence of stretch goals
- Clear and specific actions set to achieve the set goals
- Mapping of interdependencies on other departments
- Alignment of goals with the superior's goals

1.4 Goal Audits Methodology

As mentioned earlier, the goal audit procedure was done by evaluating the goals set by employees on the following 5 parameters:

- Around 6 auditors were chosen from the various subfunctions of the human resource department and inducted on auditing procedures and outcomes required.
- Around 2500 goal sheets covering all business units were assigned to auditors from the human resources department.
- The goal sheets had to be evaluated for various parameters which included:
  - Whether the measures were quantifiable or not- applicable for all levels, indicated stretch goals or not- applicable for levels 9 and above.

    o   Whether the interdependencies on other support functions were clearly mapped or not- applicable for levels 9 and above. Actions to achieve the goals were clearly indicated or not- applicable for extremely high level employees.

    o   Whether there was proper reflection of superior's goals in the goals set by the employees- applicable for all levels.

The process was carried out in the following manner:

- The employees' goal sheets were juxtaposed with the managers' goal sheets to check for specific work areas in order to determine the goal alignment. E.g: If the supervisor's goals were audit preparedness then the employee's goals would reflect audit support and so on.
- The extent to which the goals were quantifiable was checked by looking for specific targets, especially for high-weighted goals, which would indicate the extent of goal accomplishment.
- The goals were qualified as stretch (for the levels applicable) if the employee has defined target numbers well above the bare minimum expected goal set by him in the goal area.
- Measures also had to include clear cut actions in the form of steps that would lead to achievement of the set objectives. E.g: Documentation, auditing, meetings with vendors etc.
- The mapping of interdependencies were checked by looking for the nature of work that the department solicits from other departments. E.g: Co-ordination with HR for planning the manpower requirements for the FY etc.

Following the observations, the appropriate and relevant comments were entered in the goal sheet as shown under as an example:


1.5 Some Major Observations

- Generic Formulations
  - Measures taken to accomplish the objectives are clearly defined.
  - Many objectives on dossier filling, lab work, prototype development etc.
- Sales B2B
  - Measures are predominantly sales driven.
  - Measures are mostly quantifiable especially in terms of DSOs.
  - Lower level employees' goal sheets are more elaborate and clear than their superiors'.
  - Actions have been well captured under 'objectives' or 'measures'.
- Active Pharmaceutical Ingredients

- Objectives and measures are defined using heavy scientific terms.
- There is proper reflection of superior's goals.
- Lower level employees' goal sheets are more elaborate and clear than their superiors'.
- Some of the appraisers' goal sheets are not available.
- Many Goals defined in terms of Kaizen- incremental process improvements
- Quality
  - Many measures were stated as "on-going"
  - Usage of phrases like "To ensure", "to Validate" made it difficult to capture quantifiable measures
  - Majority of the objectives were focused on Documentation, Archival and Audit preparedness

- Biosimilars, Insulin, FillFinish
  - There is proper reflection of superior's goals.
  - Majority of the Goals were found to be quantifiable.
  - Measures are predominantly regarding reducing failures of batch operation
  - Many cases where goals and objectives were replicated, verbatim
  - Measures defined in terms of MUV, % measure against target, 5s and FTR %

- Support Functions
  - Majority cases of measures 'not quantifiable.'
  - Govt. affairs employees had documentation, legal filing etc. as their goals which were difficult to decipher whether to be considered quantifiable or not.
  - Objectives and measures were the same.

- Legal, Projects, Supply Chain
  - Difficult to quantify as most of them are compliance related.
  - Goals and objectives seemed to have been swapped.

Quantifiable MeasuresSome statistics regarding the number of quantifiable goals set by the employees across business units.
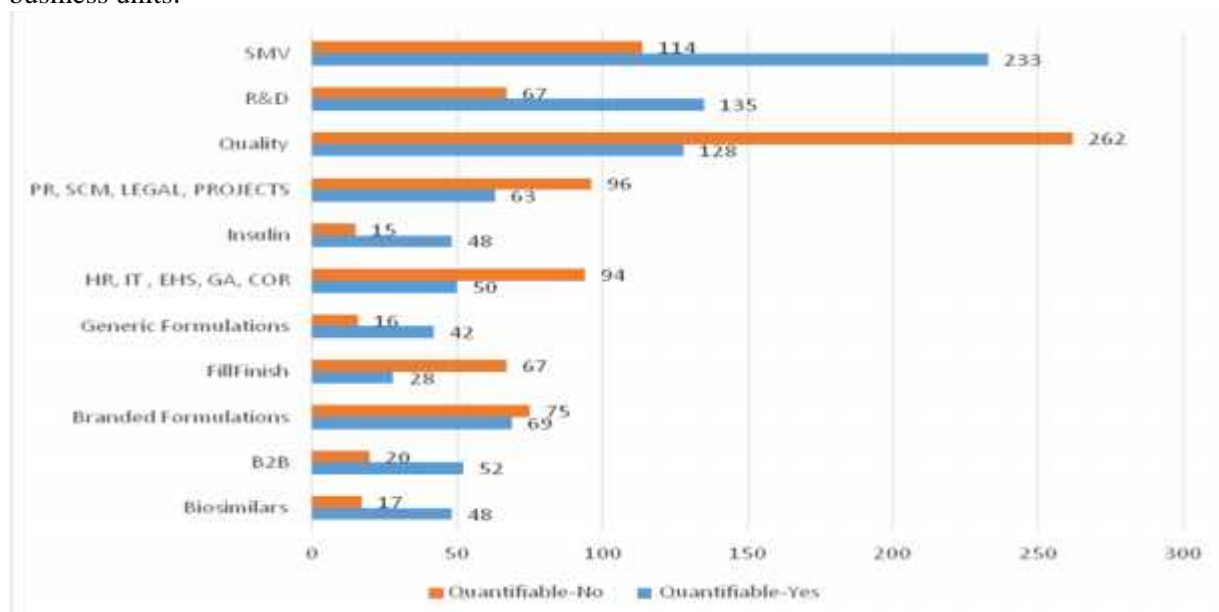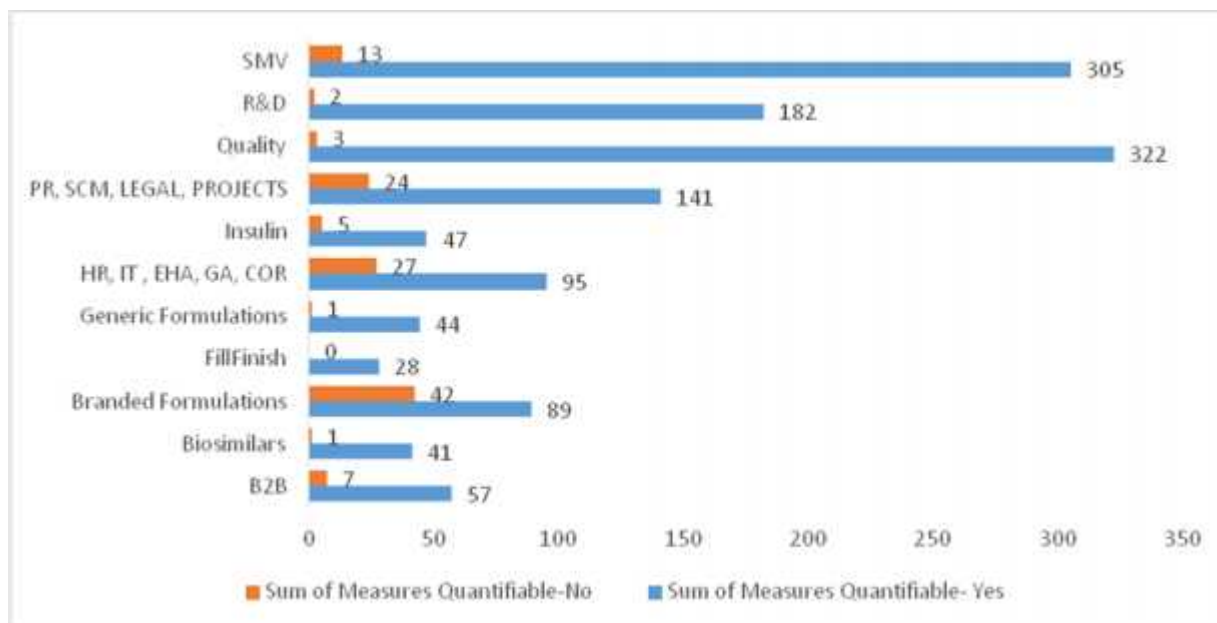

Clear and Specific Actions

Clear mapping of interdependencies Based on the employees' levels, the applicable cases of interdependencies mapped have been shown in the graph below
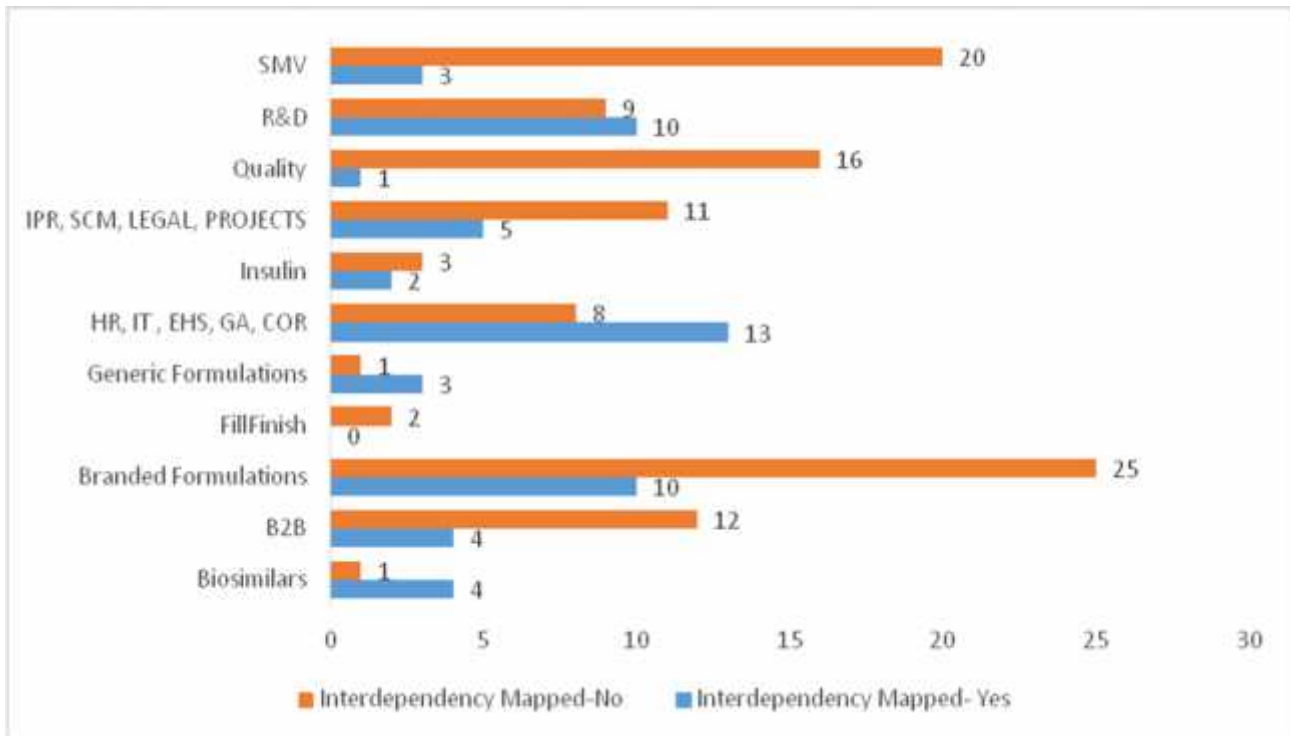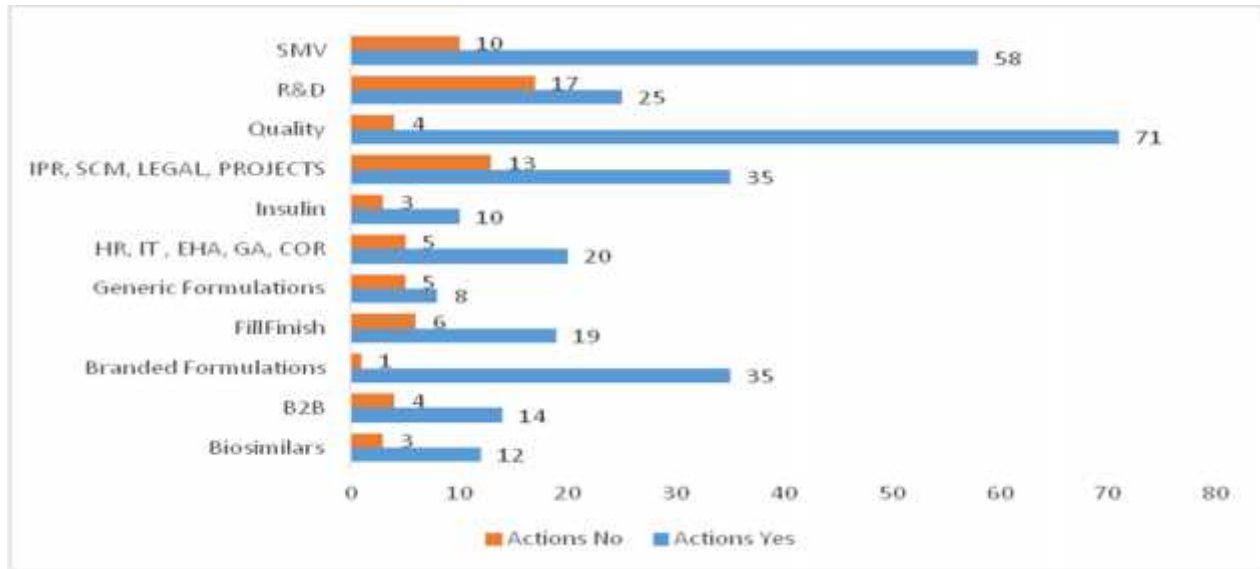
Alignment with superior's goals

1.6 Challenges and Learning

Given below are some challenges that were faced during the audit process

i) Most goals, especially in SMV and R&D departments were defined in very scientific and technical terms thus making it difficult to comprehend

ii) Some appraisers' goal sheets were not available

iii) Many of the goals in the HR, Legal and Government Affairs departments were pertaining to compliance and regulatory procedures. This made it difficult to evaluate the measurability of the goals

iv) Many of the goals were subject to client requirements at a later stage which could not be quantified beforehand during the goal setting process.

v) Bias- While auditing goal sheets, one may succumb to a certain amount of bias.

vi) Encountered difficulty in understanding the generic nature of work done by some employees.

1.7 Findings and Conclusions

The following are the overall findings that emerged out of the goal auditing exercise at the organization:

- Most employees had swapped their goals and objectives areas while filling in their goal sheets
- Quantifiable goals were generally presumed to be goals with mere timelines mentioned while, targets are also required to be mentioned
- Most stretch goals are not clearly defined: Many employees have considered target accomplishment as "outstanding" when ideally, it should qualify as "meets expectations"
- The nature of interdependencies are not clearly mapped across most levels across all the business units.
- The goal alignment with the superior was found to be positive in almost all goal sheets.

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COMPARATIVE STUDY OF LOVE IN WRITINGS OF BAKHARZI AND JAMI BY FOCUSING ON THE ANALYSIS OF *LOVE TRACT* AND *THE SEVEN THRONES*

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Abstract
Saif Al-din Bakhzari and Abf Al-rahman Jaami are two of well-known mystics who were born with the time distance of two centuries in the same geographical region, Iran's Khurasan. These two had enormous impact on the viewpoints of Persian speaking mystics. In Islamic mysticism, love is one of the concepts which heavily influences other issues. It has also been a sparkling issue in the oeuvre of these two famous mystics. Saif Al-din Bakharzi in Love Tract and Abd Al-rahman Jaami in The Seven Thrones have discussed these topics, and comparatively studying them can lead to a better understanding of the concept of love. In Bakharzi's system of thought, love is the humanity's essences in humans, and due to the hardship that the love of a human being to another human being (virtual love) can inflict, it may lead to the refinement (=keeping purity) of the self (=the self that invites the one to commit sin=ego), and transform into the God's love. According to Jaami's viewpoint which is indebted to Ibn Arabi's thoughts, love is the cause of creation all over the universe's phenomena, and virtual love (human's love toward God's creatures) can act like a bridge to the real love (human's love toward God).

Keywords: love, Saif Al-din Bakharzi, Abd Al-rahman Jaami, Love Tract, The Seven Thrones.

Introduction
In Islamic mysticism and Persian mystic literature, love is a basic concept that plays a major role in understanding other concepts. The importance of attaining an appropriate understanding of this concept becomes clear when we realize that despite some general similarities in Islamic mystics toward this concept, each mystic had a distinct and special perspective about love. Learning the similarities and differences between the well-known mystics' understating of love can help us with a better appreciation of love.

In this study, the writers have put their efforts in exploring love from the two viewpoints of the two leading and influential mystics of Khurasan, Saif Al-din Bakharzi (586-629? AH) and Abd Al-rahman Jaami (817-898 AH), who were both from the same geographical area, and eke out the similarities and differences of their understating of love. Saif Al-din Bakharzi in *Love Tract* and Abd Al-rahman Jaami in *The Seven Thrones* have put forward their ideas about love in their own way. Thus, these two works can act as a mirror reflecting the two Khurasani mystics' ideas about love.

Literature Review
In Islamic mysticism, love has been a popular topic for scholars, and many papers and books have been written on the subject. Although papers and books which discuss love are too many to be put into a single paper, works which have discussed love based on the viewpoints of these two authors are not much in number, and especially in the case of Said Al-din Bakharzi, no work was found with such a topic. The works which have explored love based on Abd Al-rahman Jaami's ideas include: papers "Jaami's Thoughts in the Seven Thrones Couplets" by Hossein Sedghi (Sedghi, 1380: 119-154); "Jaami and the Problem of Love" by Baha Al-din Eskandari (Eskandari, 1390: 37-68); "Zoleykha's Love Pain; the Study of the Narratives of Yousef and Zoleykha in Three Works: Yousef and Zoleykha of Ferdowsi, Jaami and Khavari Shirazi (Jaami's work as the pivot)" by Zahra Hosseini (Hosseini, 1386: 77-87), "Love's Gold in Abd Al-rahman Jaami's the Seven Thrones" by Taghi Amini Mofrad

(Amini Mofrad, 1384: 134-144); "Divine Love in Jaami and Ibn Farez's Poetry" by Vadad Al-zemousi (Al-zemousi, 1331: 167-178), "Love in Islamic Mysticism based on Abd Al-rahman Jaami's Viewpoint" by Susan Ale Rasoul (Ale Rasoul, 1385: 157-177); "The Fire of Love in Five Persian Poem Collection" by Maryam Jalali (Jalali, 1389: 40-45).

There has been no comparative study of love from the perspectives of these two writers; furthermore, no study has been done on the love based on Saif Al-din Bakharazi ideas. In this respect, present paper is the first study which discusses love in Bakharazi's view, and gives a precise understanding of his thought about love by a comparative study.

Basic Questions and the Methodology

The basic questions which have laid the foundation of this study include:

   a. What are the characteristics and attributes of love based on Saif Al-din Bakharzi's viewpoint?
   b. What are the characteristics and attributes of love based on Abd Al-rahman Jaami's viewpoint?
   c. What are the similarities and differences of these two perspectives regarding to love?

Based on these basic questions, and for acquiring the proper answers, three steps have been taken. First, the ideas of Saif Al-din Bakharzi about love is discussed; second, ideas of Abd Al-rahman Jaami about love is explored; and finally, the conclusions are drawn according the similarities and differences in the ideas of these two well-known mystics.

1. Exploring Love from Bakharzi's Point of View by Focusing on *Love Tract*

Saif Al-din Bakharzi, born in 586 AH in Bakharz and died in 659 AH in Bokhara, was one of the well-known mystics and Sufis of the first half of seventh century. He was also the famous Sufi Khalifa, Najm Raazi (573-654 AH) (Afshar, 1341: 28). His birth place, Bakharz, is located in Khurasan, and west of Jaam (Moien, 1363: 226). As such, Saif Al-din Bakharzi and Abd Al-rahman Jaami both belonged to the same geographical area, and the understanding their differences and similarities with regard to love can be of interest. Especially when we consider the fact that Jaami wrote about Saif Al-din Bakharzi and his status in mysticism in his *Nafahat Al-ons* (Jaami, 1386:433). This shows that Jaami knew Bakharzi, and was well aware of his ideas.

About his education and learning, it has been said that Saif Al-din Bakharzi learned the basic sciences in Bakharz, and Fiqh, reading and interpretation in Haraat and Neishaboor. Later, he went to Kharazm to learn from Najm Raazi. In Kharazm, after proving his abilities to Najm Raazi who was the head of the Path of Kebrooyeh, Bakharzi became the Khalifah, and was sent to Bokhara as a representative of Najm Raazi[1]. Evidences show that Saif Al-din Bakharzi lived in Bokhara until his death, and everybody in that city, ordinary people and royals, respected and believed in him (Afshaar, 1341: 35-36). Bakharzi's influences in Bokhara was such that Atamolk Joveini (623-681 AH) in his book *The History of Imperialism* gives a glimpse of this issue. In it, he alludes to the fact that despite being a Christian, Mankugha An's mother, Serghooti Beiki[2], dedicated a part of her wealth to the construction of a school in Bokhara, and made Saif Al-din Bakharzi its manager and mentor (Joveini, 1391: 605).

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[1] Najm Raazi's influence on the ideas of Bakharzi about love is also clear. Najm Raazi has a work called *Love and Thought Tract* in which he tries to discuss love like speakers, and as an anti-philosophy mystic, he takes love's side by insisting on intuitive understanding (Mohedi, 1288: 167).

[2] Mankoogha An was the son of Tooli and grandson of Genghis, the Mongol prince who inherited kingdom from Giuk Khan in 648 AH, and ruled until his death due to illness in China in 657 AH (Azadmehr, 1382: 353-354).

The works which have been related to this eminent mystic are *Sharh Asma' Al-hosna*, *Vaga'e Alkhalva, Rasalat Vasia Al-safar*, a collection of quatrains, and *Love Tract* (Afshaar, 1341: 43). Here, we focus on *Love Tract* since its topic is love, and there is unshakable evidence that Bakharzi has written it. So, it can help us in appreciating this well-known mystic's ideas about love.

It can be inferred from *Love Tract* that Bakharzi's mysticism is related to love. This kind of mysticism was prevalent in fifth century and early sixth century in the East of Khurasan, and Bakharzi himself was the founder and preacher of such a mysticism. In this kind of love, love is not merely between humans and God, it includes the love between humans too. Bakharzi thought that the love differentiates humans from animals, and if humans could not appreciate love, even virtual love, they would be still animals. Thus, we read love stories between humans in *Love Tract*. It is due to his attention to human love and its acceptance that his mystic followers viewed love and loving as an acceptable issue and behavior as far as the chastity was preserved (PoorJavadi, 1380: 13-15).

Love Tract opens with a Hadith related to the Messenger of Islam, which confirms Bakharzi's idea that contrary to the viewpoint of mysticism, love is acceptable: "Anybody who falls in love and preserves his chastity, denies it and dies, will be a martyr" (Bakharzi, 1385:93). Based on Shafi'e Kadkani's book Mysticism in History, we should definitely consider Bakharzi a mystic who relied on Bayazid Bastamtami's method of Sufism. For more clarification it should be mentioned that Kadkani writes about four systems of thought which were prevalent in third century in Khurasan, and we can take them as the foundations of different types of mysticism and Sufis:
1. Keramiah Faith (Mohammad Ibn Karam as the leader, died in 255)
2. Malamatiah Faith (Hamdoon Ghassar as the leader, died in 271)
3. Soofiah Faith (with full representation of Bayazid Bastai, died in 261)
4. Ashab Fotovvat Faith (Nuh Ayyar Neishaboori, died in second half of third century) (Shafi'e Kadkani, 1387: 22)

Hence, the focus on love, and an artistic and aesthetic view towards religion and creed is the differenciation point of Soofiah Faith with the leadership of Bayazid Bastami (Shafi'e Kadkani, 1387: 31). Although Bastami's influence on Bakharzi ideas is clear, his reliance on Abu Saieed Abu Kheir who was one of the pioneers of regulating Malamatiyya [belief in reproach] based on Kadkani's analysis, shows that Bakharzi's perspective on love is an aesthetic view and leans on somehow Malamatiyya viewpoint. In his work, Bakaharzi remembers Abu Saied Abu Al-kheir in this manner: "I do not know whether you have met Sheik Abu Saie, or have heard of his merits as the one who erected the flag of Tariq (Path) in the country, Khurasan's Sheiks were envious of this majestically young man's increasing influence" (Bakharzi, 1385: 93). Also, by putting forward the idea that love causes people's reproach and leaves the person ruined, Bakharzi accepts Abu Saied Abu Al-kheir's ideas, and this shows that he was a follower of Abu Al-kehir's Malamatiyya view towards love. (Bakharzi, 1385: 97).

Such a view towards love confirms the proposal that from Bakharzi's perspective, love is not just directed towards God since such reproachful comment on the lover cannot be because of one's love towards God. We can explore Bakharzi's *Love Tract* to see that he cites the king of messenger's lovers (Muhammad, peace be upon him) who said if anybody falls in love, becomes impatient, cries for the sake of uniting with the beautiful beloved, experiences hardships, and tolerates abjectness and suffering, he will be able to conquer his ego who is his main enemy but introduces himself as a friend (Bakharzi, 1385: 98).

It is implied that Bakharzi considers the love of beauty as a cause of the suffering and humiliation of ego and cynical since it is followed by reproach. In Bakharzi's view, because this ego is itself the source of self-

centeredness and bewilderment, earthly love, by preserving chastity[3], can play a crucial role in suppressing ego, and purifying the soul.

Based on a prevalent classification, bodily love is divided into two classes of love of color and love free of color. As such, love of color is for attaining the beauty and its cause is desire and sexual instincts. Whereas, in the love which is free of color, the goal is not the ownership of beauty. Actually the lover finds the beauty of the beloved as a mirror which reflects the beauties of the Lord. That is why some wise people call beautiful beloved who represents Divine beauty, the witness (shahed). Thus, in some mystics' ideas, the love free of color is sometime called human's intermediate love towards God (Mohammadian, 1381: 391). Based on this view of love which is derived from Ibn Arabi's theories concerning "unity of existence"[4], the love which is delineated in Bakharzi's work can be called bodily love free of color since his reliance on chastity and denial of ego indicates the love towards the absolute beauty which is a reflection of divine beauty.

2. Studying Love in Jaami's View by Focusing on The Seven Thrones

Abd Al-rahman Ibn Ahmad Jaami (817-898) was an eminent mystic, and an outstanding poet in ninth century. He was born in Kharjerd Jaam. His father Nezam Al-din Ahmad went to Harat for some business, and hence Jaami could attend Harat's Nezamie School, and learn science and technology of the day (Editor's Introduction, Jaami, 1386: 4). It is said that he was a member of the famous mystics in his time, and had the permission of Khajeh Baha Al-din Mohammad Bokhari, the leader of Naghshbandi dynasty, to preach and inspire. However, he despised the flashy mystics' ambition, and never tried to abuse his status to become famous. Also, he preached people against pretension (ibid: 8). Jaami was always critical of some of his contemporary mystics, especially those who employed pretension and false innovation to attract people's attention (Sedghi, 1386: 139).

Jaami *The Seven Thrones* consists of seven couplet collection called "Selselat Al-zahab", "Salaman o Absaal", "Tohfat Al-ahraar", "Sabhat Al-abraar", "Joseph and Zuleika", "Leili and Majnoon", "Kheradnameyeh Eskandari".

It should be mentioned that unlike Bakharzi and other Malamatiyyas, Jaami does not define love as the tool of being reproached. Although Jaami praises Malamatiyyas, he criticizes them for considering public in their approach towards love, and moving away from the first mystics who were so entangled in Divine love that they were not aware of public opinion (Shafi'e Kadkani, 1387: 36).

It is obvious that Jaami was influenced by Ibn Arabi's idea of unity of existence, and such an idea is all over *The Seven Thrones* (Sedghi 1380: 129). His view about love is also heavily indebted to Ibn Arabi's idea. He considers love as "the essence of creature's life" (Mofrad, 1384: 136). In the sixth throne of *The Seven Thrones*, "Leili and Majnoon", he speaks of the creation of the world by the means of love, and thinks that all the skies and the elements of earth are born of love (Jaami, 1386: 758).

For Jaami, love is the cause of humanity, and the heart without love's pain would be insignificant and useless (Amini Mofrad, 1384: 137). Therefore, in "Joseph and Zuleika", he poses that a heart free of love is not a heart, and body free of love's pain has no merit (Jaami, 1386: 593).

According to Jaami, logic cannot understand love (Amini Mofrad, 1384: 138), and intuition is the only path leading to the appreciation of love. So, he believes that thinking about love has not result but despair (Jaami, 1386: 208).

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[3] "The symbol of love in and the mask of chastity on face" (Bakharzi, 1385: 100).

[4] Based on Ibn Arabi's ideas, unity of existence means the unity of the truth of existence, and the multiplicity of appearances and representations of this single truth (Rahimian, 1388: 120).

Another concept which has been stressed in *The Seven Thrones* is that God's love towards His creature is superior to that of His creatures towards Him (Amini Monfared, 1384: 139). As such, In "Selselat Al-zahab", Jaami takes God's love towards humans to be superior to human's love towards God, and called human's love towards God the shadow of God's love towards human (Jaami, 1386: 250). In fact, according to Jaami's view, it is God's beauty that is reflected in on the face of beautiful beloveds (Sedghi, 1380: 127). That is why all earthly love in Jaami's *The Seven Thrones* end up in divine love. It can be assumed that using Ibn Arabi's idea of unity of existence, Jaami believes every colorful and beautiful face to be a tinge of the real Beloved's light (Amini Monfared, 1384: 141).

If love does not lead to the divine love, it will not acceptable for him because he believes that "Nothing but Him should find home at heart" (Sedghi, 1380: 129). However, virtual love is a bridge to real love in Jaami's *The Seven Thrones* (ibid 135). In order to transform virtual love into real love, there are three stages in Jaami's work: a. the stage of self-love, b. the stage of loving the beloved, c. the stage of loving Love. In the first stage, the lover loves himself, desires the beloved for his own enjoyment, and is not freed of vanity. In the second stage, the lover learns to put away his self-centeredness, and desire what the beloved desires. Here, he is happy when the beloved is happy, and he is sad when the beloved is sad. The third love is such that the lover forgets himself and the beloved. He is so drowned in Love. It is in this stage that the lover reaches the highest form of love which is the divine love (Al-zeimoosi, 1331:169-171).

3. Conclusion and the Comparative Study of Love from the Viewpoints of Jaami and Bakharzi
To pinpoint the main difference in Jaami and Bakharzi's ideas about love, we should consider Bakharzi's focus on the disgrace caused by earthly love, and as a result, the suppression of ego. This is because Bakharzi is devoted to Malamatiyya and for him, earthly love causes the humiliation of ego and leads to people's reproach. In turn, the humiliation of ego results in purification and preparation for accepting God's love (Bakharzi, 1385: 98). Although Jaami praises Malamatiyya, he criticizes their thinking system and avoids their methods (Shafi'e Kadkani, 1387: 36).
Insisting on Ibn Arabi's theory of the unity of existence, Jaami thinks that love is the essence of the flow of existence in the universe (Jaami, 1386: 758). He stipulates that divine love enjoys a higher status compared to earthly love, so that humans' love of God is inferior to God's love of humans (Jaami, 1386: 250). Humans' love towards other humans, in Jaami's idea, can lead to the divine love, otherwise, it should not be considered at all (Sedghi, 1380: 129). This perspective is evident in *The Seven Thrones*, where in the love of humans toward each other, there are clearly three transitory stages of love: a. the stage of self-love, b. the stage of loving the beloved, c. the stage of loving the Love (Al-zeimoosi, 1331: 169-171).

It is true that Jaami's idea about love, being influenced by Ibn Arabi, is more systematic than that of Bakharzi, but we should take it into consideration that Bakharzi lived two centuries before Jaami. In fact, Bakharzi played a major role in spreading the idea that love is the pivot and center of humanity, and it is the differentiating point of humans and (PoorJavadi, 1380: 13-15). Since these two famous mystics were of the same geographic region, it can be also said that Bakharzi has helped to form a system of thought which was preached by Jaami.

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MARKET SEGMENTATION - KEY TO IDENTIFY SPIRITUAL TOURIST

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Abstract
Today tourism industry plays a pivotal role in the economy of the country. Success of tourism marketing is well associated with tourist of different kinds. The classification and identification of tourist is an important factor for the success of tourism marketing. In this study it has been tried to find out the relationship between market segmentation and identifying of spiritual tourist. Market segmentation is the key to identify and classify the spiritual tourists. The spiritual tourism product needs to be positioned to attract the identified spiritual tourists. Implications for adopting the relationship marketing approach require various types of segmentation tools.

Key Words – Tourism Industry, Economy, Classification and Identification, Market Segmentation.

Introduction

Market segmentation divides a market into well-defined slices. It is a marketing strategy that involves dividing a broad target market into subsets of consumers, who have common needs, and then designing and implementing strategies to achieve the desired result. Tourism is travel for recreational, leisure, or business purposes, usually of a limited duration. Tourism is commonly associated with transnational travel, but may also refer to travel to another location within the same country. The World Tourism Organization defines tourists as people "traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.[1] Tourism is an activity done by an individual or a group of individuals, which leads to a motion from a place to another. From a country to another for performing a specific task or it is a visit to a place or several places in the purpose of refreshing, change of location, spending leisure time and for spiritual *darshan* which leads to an awareness of other civilizations and cultures, also increasing the knowledge of countries, cultures, and history. For developing countries tourism has a direct impact on the national revenue. It creates work opportunities, industries, and several investments to serve and raise nations performance and cultures, also distributes their history, civilization, and traditions. Tourism is an important industry that depends on culture and science

A pilgrimage is a journey or search of moral or spiritual significance. Typically, it is a journey to a shrine or other location of importance to a person's beliefs and faith, although sometimes it can be a metaphorical journey into someone's own beliefs. Spiritual tourism, also commonly referred to as faith tourism, is a type of tourism, where people travel individually or in groups for pilgrimage, missionary, or leisure (fellowship) purposes. Modern religious tourists are more able to visit holy cities and holy sites around the world. Pilgrims visited spiritual places for a few reasons: to understand and appreciate their religion through a tangible experience, to feel secure about their religious beliefs, and to connect personally to the sacred place. Beliefs are differing from individual to individual. So to provide need based scope to the tourist in lieu of to achieve the desired result. This study is limited to a particular geographical area of Tamil Nadu State.

Scope and Objective

The scope of the tourism sector is very vast. To cover all the tourist places of Tamil Nadu is a big task. So the study covers the southern region of Tamil Nadu only with limited respondents with the following objectives:

- To study the role of segmentation for identifying spiritual tourist

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[1] "UNWTO Technical Manual: Collection of Tourism Expenditure Statistics". World Tourism Organization. 1995. P. 10. Retrieved 26 March 2009.

- To study the role of segmentation for classification spiritual tourist
- To draw a model on the basis of study

Methodology

Spiritual tourism consumers and providers were interviewed in order to establish how to segment the market to deliver unique value to spiritual tourism consumers. Interviews were conducted with spiritual tourists and tourism operators. Point scaling techniques have been adopted for collecting the preliminary information from the respondents personally. The size of the population is limited to 50 only. Out of 50 thirty percent respondents belongs from female spiritual tourist. With regard to religion character 30, 20, 15, 18, and 17 percent respondents were from Hinduism, Muslim, Christianity, Sikhism, and others respectively. Out of total respondents 24 percent is within the age group of 50 years and above, 42 percent belongs from 40-50 years age group, 18 percent between the age group of 30-40 years and the balance 16 percent below 30 years.

The findings on the analysis of the views of the respondents that thirty percent respondents opined they are not feeling any difficulty even if there is no segmentation facilities available for them as per their religion as the purpose of the tour has not been fully spiritual. The facilities what they need they have been getting easily where they visited. All the women respondents have expressed favourness towards segmentation on the basis of religion, if so; they can able to spend most of the time for exchanging the religious approaches each other on every angel. With regards to the opinions of respondents who have 50 years and above, they preferred segmentation on the basis of spiritual believe towards boarding, lodging, transportation, etc., whereas, the respondents between the 40-50 age group opined their favourable views in respect to segmentation tourist in accordance with their spirituality. The respondents to the category of 30-40 years have been opined their positive feelings about segmentation subject to availability of scope. The balance tourist opined positively and paying much importance for fulfilling of needs at the earliest possible times. With this it can be concluded that segmentation is very essential and it can enlarge scope to the tourist marketers to afford need based facilities to the tourist so as to make them satisfied and that inter alia create desire for subsequent visits.

Review of Literature

Spiritual tourism has been observed to be a growing area of tourism (Cochrane 2009; Haq and Jackson 2009; Raj and Morpeth 2007). There is only limited literature on spiritual tourism because the concept has not been widely explored; it has been overlaid with pilgrimage tourism and religious tourism. A spiritual tourist has been defined as 'someone who visits a specific place out of his/her usual environment, with the intention of spiritual meaning and/or growth, without overt religious compulsion, which could be religious, non-religious, sacred or experiential in nature, but within a Divine context, regardless of the main reason for travelling' (Haq & Jackson 2009, p. 145). This paper reviewed the market segmentation literature to identify an appropriate market segmentation management framework. The importance of spiritual differentiation and segmentation to strategic positioning has been appreciated and favoured by the present spiritual tourist with regard to hospitality. It has been clearly stated by Smith that 'differentiation and market segmentation are closely related (perhaps even inseparable) concepts; attempts to distinguish between these approaches may be productive of clarity in theory as well as greater precision in the planning of spiritual marketing operations' (Smith 1956, p. 4). The application of market segmentation continues to be closely tied to the marketing concept paradigm, still regarded by many researchers as the dominant marketing management philosophy. With the maturity of the segmentation literature have come overviews of the segmentation research and a widespread endorsement of segmentation as an important marketing tool (Kotler, Bowen and Makens 2008). While some researchers have suggested that segmentation research has been fragmented and restricted, others have remarked on the lack of methodological rigor in the segmentation processes (Goller, Hogg and Kalafatis 2002; Hoek, Gendall and Esslement 1998). While mindful of this criticism, it is clear that the collection, organisation, analysis, distribution and refinement of data are all important issues in segmentation knowledge management (Shaw, Subramaniam, Tan and Welge 2001).

It has also been observed by various authors that spirituality in general has recently become an important subject of research in social and business areas (Cimino & Lattin, 1999; Hill, 2002; Konz & Ryan, 1999; Pesut, 2003).

The interest in spirituality has affected a number of industries around the world (Mitroff & Denton, 1999), including the tourism industry. Spiritual tourism seems to be a new concept but it is not a new phenomenon.

Tourism Market Segmentation
A typology is a descriptive framework that encompasses various types of people found in a particular market segment of a broad market grouped within the typology on the basis of their motivation, behaviour and attitudes (McKercher & du Cros, 2003; Moutinho 1987). The concept of grouping people into 'types' does not usually appeal to people who see themselves as individuals, especially those who perceive themselves to be on a 'spiritual journey'. However, a typology of spiritual tourism is critical since the development of marketing strategies needs to be based on a valid customer typology describing characteristics of specific segments within the spiritual tourism market (Alvarez & Asugman 2006; Madrigal 1995).

The ontology of critical realism facilitated the study by analysing each spiritual tourist based on individual response only. The epistemology of objective of the study has been maintained and the information dissected regardless of any relationship or prior understanding of the respondent.

After the examination of each case, spiritual tourists were placed in different groups based on their responses. The classifications of spiritual tourists into groupings have been managerially useful since the groups revealed segments targeted for relationship marketing. Subsequently, tourism marketing typologies available in the various literatures have been reviewed for creation of a spiritual tourism typology.

Stages of Religious Tourism
Smith (1992 a, b) concluded from her research on tourism and pilgrimage that these two terms are opposite end points on a continuum of travel, as indicated in figure below. It can be observed that the positions reflected the multiple and changing motivations of the traveler, whose interests and activities may switch individual from being a tourist to a pilgrim and vice versa. These types ranged from sacred pilgrimage, through faith/knowledge based religious tourism to fun based, secular tourism.

The central area (c) is labeled 'religious tourism', where the sacred and the secular meet and where tourists enjoy knowledge based decision making position. In drawing from stages of the religious tourism model to develop a spiritual tourism typology, all positions along the continuum (from positions 'a' to 'c') accommodate different types of spiritual tourists so definitions of each stage 'a' through to 'c' can be adapted for the spiritual tourism typology.

Pilgrimage		Religious Tourism		Tourism
a	b	c	d	e
Sacred		Faith/Profane		Secular

(Knowledge Based)
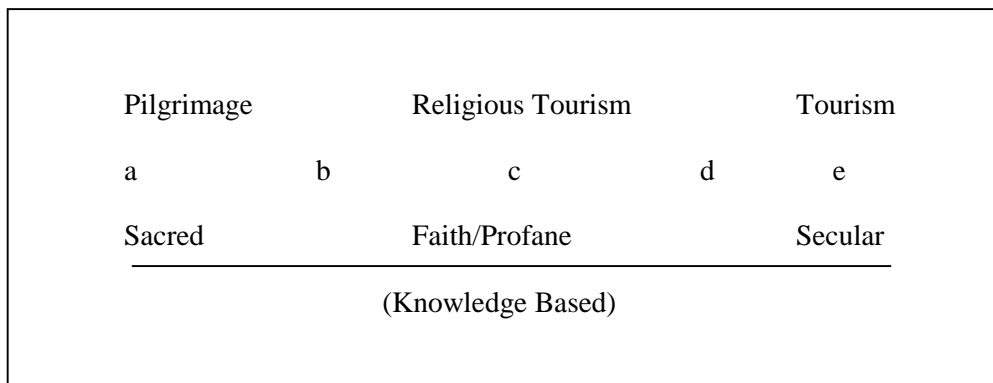
Stages of religious tourism
Behaviour change model
MacKay & Fesenmaier (1998) suggested the behaviour change model that adopted a process approach to assess how tourists move from one stage of behaviour to another. It was designed to assess relationships between stages of travel behaviour and past getaway behaviour. Different stage composition illustrated systematic relationships among stages and processes of change. Five stages of behaviour change were identified. The research results

indicated that this process model allowed a better understanding of the factors that activated getaway travel behaviour and facilitated market segmentation (MacKay & Fesenmaier 1998). The categories for the five stages in this model could be adapted to a spiritual tourism typology. Spiritual tourists could be classified accorded to the following:

- Pre-contemplators: Never been interested in spiritual tourism and not considered to be in the spiritual tourism market at the moment (though they could be encouraged to start 'contemplating').
- Contemplators: They would consider buying a spiritual tourism product since they considered themselves regular tourists, but have not actively searched or bought yet.
- Ready for action: Decided to undertake spiritual tourism and were looking for options available in the spiritual tourism market.
- Active: These tourists participated in spiritual tourism but not on a regular basis.
- Maintainers: This group is always in the market for spiritual tourism and regularly buys spiritual tourism products and services.

The categories presented by MacKay & Fesenmaier (1998) could be useful in the promotion of generic spiritual tourism marketing; they do not segment the market in a way that supports the strategic positioning of products tailored for particular segments of the spiritual tourism market.

Cultural tourism typology
The model presented by McKercher (2002, p. 29) segments the cultural tourism market '(a) according to the importance of cultural motives in the decision to visit a destination and (b) depth of experience'. There are five types of tourists ranging from the ones who had strong purposeful motives for tourism to the ones with no planned motives for tourism (McKercher 2002). While this model is specifically intended for cultural tourism, since spiritual tourism is one type of cultural tourism, the model can be adapted to contribute to a spiritual tourism typology. The five types, in the adaptation of the cultural tourism typology to spiritual tourism, use the tourist's motivation and experience to group them into segments (McKercher & du Cros 2003). The manner proposed in which the cultural tourism typology can be adapted for spiritual tourism is presented below:

- Purposeful spiritual tourist: Personal spiritual growth is the main reason for visiting and this 'purposeful' tourist has a strong intention to seek the Divine.
- Sightseeing spiritual tourist: Personal spiritual growth is the main reason for visiting but this 'sightseeing' tourist places less emphasis on the spiritual experience.
- Casual spiritual tourist: Personal spiritual growth only casually motivates the visit and the spiritual experience of this 'casual' tourist is weaker than the previous two types of spiritual tourists.
- Incidental spiritual tourist: Personal spiritual growth had no influence on the tourism decision of this 'incidental' tourist and during the journey there were only chance or occasional spiritual experiences.
- Serendipitous spiritual tourist: Personal spiritual growth had no element of influence on the tourism decision of this 'serendipitous' tourist, but by luck at a particular moment the tourist had a deep spiritual experience as a result of the journey.

The major difficulty with the adaptation of the cultural tourism typology to spiritual tourism is that tourists are categorised without recognition that the tourist's motivation may be driven by different needs at different times. Moreover, during the journey their motivation may fluctuate, perhaps in response to factors outside the model. Also, there may be multiple motivations influencing the customer's tourism decisions. For example, the primary purpose of the journey may not be spiritual but nonetheless the tourist may be purposefully motivated to spend the major part of their journey seeking spiritual growth. The spiritual tourist may start as a serendipitous tourist but during the trip may convert into a purposeful spiritual tourist.

Modes of Tourism Experience
This highly regarded typology from Cohen (1979a) separates tourists into five different types. Various researchers in tourism and tourist behaviour have used this model (Gatrell & Collins Kreiner 2006; McKercher & du Cros 2003; Crick 1989; Butler 1980). Different people seek different experiences which have different meanings

depending on their culture. The modes, or types of tourists, range from recreational, through experiential to existential tourists; seeking pleasure to tourists in pursuit of meaning. The benefit of this model is that by focusing on the tourist's experience it does not limit the research to materialistic realities. The five modes have been regarded as a standard model to assess the perception of travellers as tourists or pilgrims. This model could be adapted in this study to create a Modes of Spiritual Tourism Experience typology as illustrated in the following:

• The Recreational Mode: Leisure travel with a recreational mode of experience. It is more entertainment oriented and the main motivation for the tourist is to have fun.

• The Diversionary Mode: It is a meaningless pleasure, even when sightseeing and experiencing a 'sacred sight'. It is an 'escape from the boredom and meaninglessness of routine existence into the forgetfulness of a vacation, which may heal the body and sooth the spirit' (Cohen 1979a, p. 185-6).

• The Experiential Mode: This is when alienated individuals become aware of their alienation and want to have a profound experience. They still do not have a strong intention to motivate their tourism.

• The Experimental mode: In this mode of leisure travel, the tourist plays the role of an experimental 'seeker' and is engaged in a quest for an alternative experience in many different directions. Cohen (1979b) argued that tourists in the experiential experimental mode could be the ones most easily converted into the existential mode.
• The Existential Mode: This tourist mode can be described as being fully committed towards the sacred or 'spiritual' centre, and they have a deep faith in regular tourism experiences from an existential (i.e. this is the central purpose of life) perspective.

It is conceivable that spiritual tourists could come from all five categories, although it is likely that they would predominantly be found within the last two modes, which were considered in designing the theoretical spiritual tourism typology in this study.
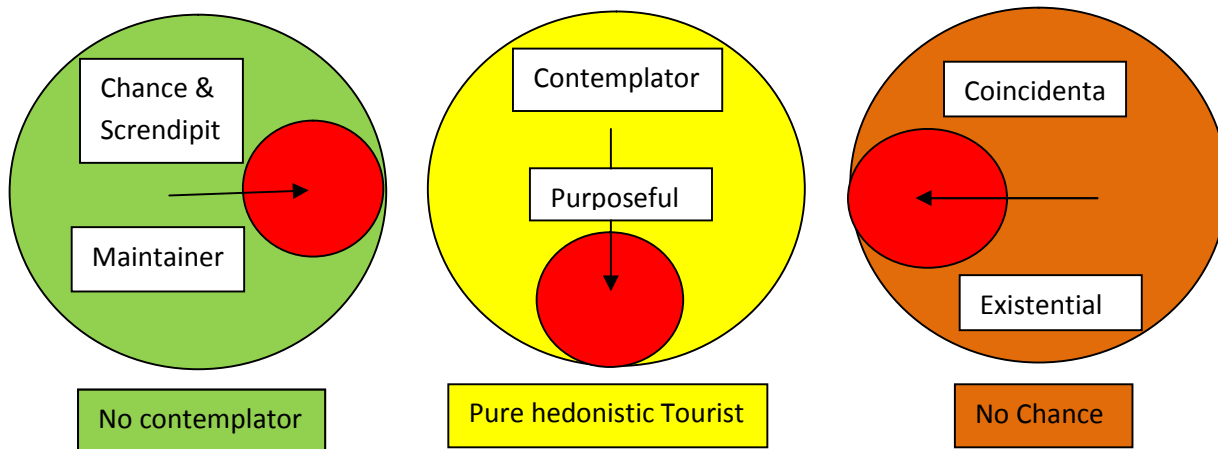
Theoretical Spiritual Tourism Typology
The integration of knowledge extracted from the previous discussion on different typologies created a Venn-diagram model for the theoretical spiritual tourism typology as presented below. The Venn-diagram presents combined information from the four models that could be applied to spiritual tourism. The analysis of various models recognises a focus on the motivation and behaviour of the tourist.

In the figure there are three circles in the Venn-Diagram. The label for each circle uses tourists' motivational behaviour to describe the tourists located in each circle. Thus there is the purposeful motivation, existential motivation and maintainer (regular buyer) motivation. The 'sacred centre' is the overlap between the three circles and is identified as the frequent spiritual tourist and shown as the shaded territory. Spiritual tourists belonging to the sacred centre only travel for spiritual reasons and they can be targeted for different, mostly new, spiritual tourism destinations, events and festivals. The other three overlapping areas portray how motivations of spiritual tourists may consist of more than one type of motivation and how these motivations may be amalgamated. The remaining non-overlapping areas of the three circles represent an individual segment of the market while the overlapping areas represent a different segment of the market. The non overlapping areas present people with low motivation for spiritual travel; however, they are regular tourists and can be convinced to try a new type of tourism, 'spiritual' tourism. It can be observed that the tourists may have already contemplated seeking a spiritual tourism experience or might have had one by chance, or coincidentally, while undertaking a fun-based recreational leisure experience. Their tendency to move towards the sacred centre or the overlapping areas is recognised by arrows in each circle for the serendipitous, contemplator and coincidental tourists. Outside the three circles are those tourists who never contemplate such a tourism experience, and have not had a serendipitous spiritual tourism experience due to their circumstances, behaviour, attitude, or lifestyle. The relationship marketing strategies for spiritual tourism will be applied to the tourists falling in the circle, close or away from the overlapping areas. Tourists sitting out of the circles will not be considered as target customers when marketing spiritual tourism.
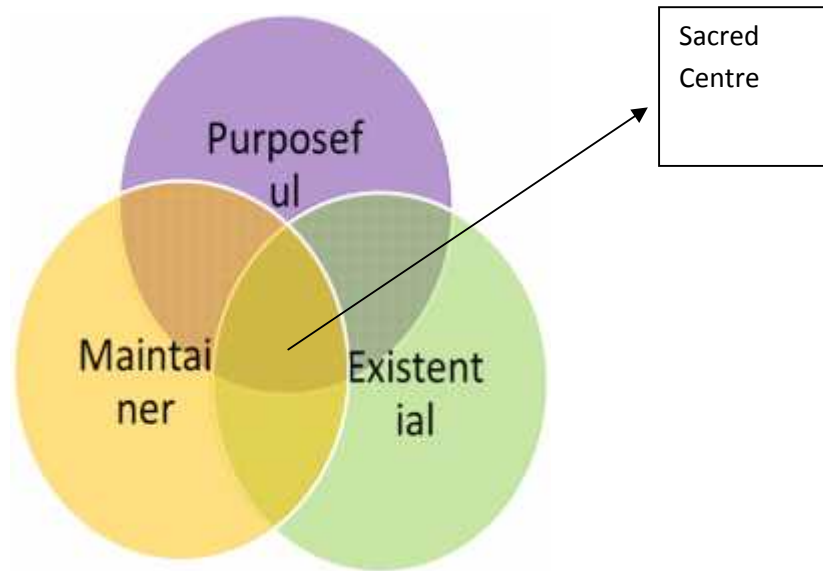
Typology for spiritual tourism: One sacred centre, overlapping areas represent spiritual tourists

Typology for spiritual tourism: The contemplator, by chance and coincidental spiritual tourist moving towards the sacred centre or overlapping areas, no contemplator, hedonistic and no chance, will never be interested in spiritual tourism.

The spiritual tourism typology is a theoretically based conceptual model extrapolated from the foundation of extant literature on the motivation and behaviour of tourists. There are, however, limitations to this model. For example, it should be noted that the people grouped together in each of the three sectors of the theoretical model are not necessarily similar in the specifics of their spiritual tourism needs and practices. Furthermore, while motivation triggers behaviour, it is not solely responsible for people's behaviour. Literature reported in other research domains has indicated that there are other psychographic and demographic characteristics that also impact on behaviour (Barry & Weinstein 2009; Moutinho 1987). It is therefore likely that exploratory research may reveal that tourists' attitudes or other demographic factors could also be used to segment the spiritual tourism market.

The theoretical model provides a starting point for establishing a means of segmenting the spiritual tourism market; however, empirical research with spiritual tourists is necessary to test its validity. It has been established that spiritual tourism marketing is based on effective segmentation. Since no data on spiritual tourists is available, it is not possible to place the tourists in well defined segments. Prior to developing segments for spiritual tourists, they need to be recognised. To recognise the spiritual tourists, sampling needs to be conducted to know exactly who will be considered and interviewed as spiritual tourists. The analysis of interviews and its triangulation with other secondary data would drive this study towards identifying the spiritual tourist segments. From below model it can be concluded that segmentation is essential in accordance with the interest of the spiritual tourist.
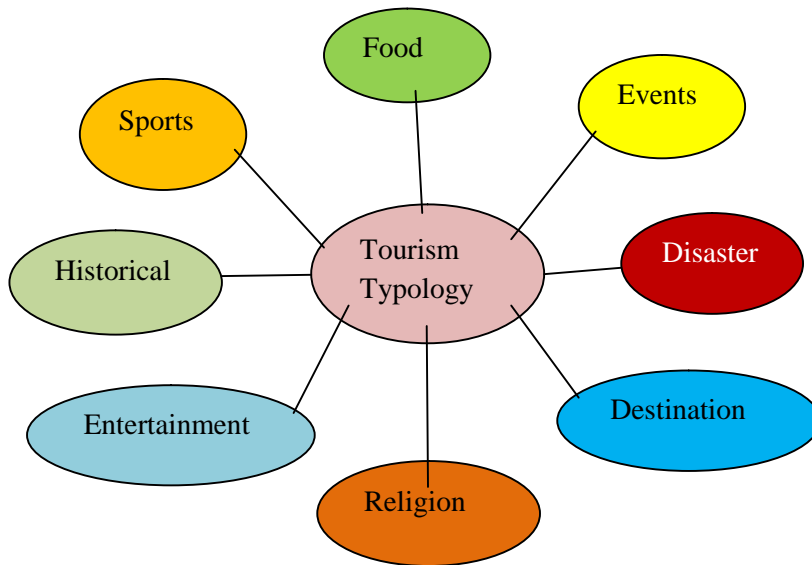
Source: Megehee & Spake 2008[2]

Conclusion
Spiritual tourism has been accepted as a type of special interest tourism that covers pilgrimage, religious and non-religious travel. The conceptual framework derived from the literature has indicated the position of spiritual tourism in the overall tourism discipline. Since this study investigates attitudes and behaviours of Tamil Nadu spiritual tourists, their preferences with respect to places, events and people have been studied. The importance of historical, religious, indigenous and modern trends towards spirituality and related travels in Karnataka has been highlighted. Marketing of spiritual tourism has potential for successful business growth since it represents a consistently growing market. Marketing strategies with customer oriented solutions are required to develop the spiritual tourism product. The suggested core marketing strategy is the competitive advantage strategy, focusing on differentiation and positioning of spiritual tourism product for a segmented market. The relationship marketing approach is needed to implement the marketing for each segment. Relationship marketing is applied with respect to four critical elements: products, people, communications and collaborations. Based on the literature a theoretical typology of spiritual tourists was designed to assist with the segmentation of the spiritual tourism market.

Limitation of the Study
The study is having the following limitation –

- Sample size is less.

[2] Megehee, C. M. & Spake, D. F. (2008), 'Decoding southern culture and hospitality', International Journal of Culture, Tourism and Hospitality Research, vol. 2, no. 2, pp. 97-10

- Area of study is small.
- Population religion wise size is very limited.
- It cannot make sure that the views of the respondents are unbiased.
- Further study in this respect is highly essential.

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