

IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE



Financial
HAPPY NEW YEAR!

2016

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IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

EDITORIAL TEAM

N V Subbaraman
"Kalki" V Murali
Dr M G Bhaskar

EXPERT ADVISORY BOARD

Dr.R.RANGARAJAN, Professor,
Dept.of Commerce,
University of Madras

Dr.R.Krishnaveni, Assistant Professor,
Department of English,
LRG Government Arts College for Women,
Tirupur

Designed by
SRIKANTH
ksheersaagars@yahoo.com

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With Greetings from IMPACT

Come April! May be a British Legacy-new Financial Year starts; new academic year is to arrive a couple of months ahead! New accounting year starts for many businessmen; new Assessment Year for Income Tax Assesseees!

Telugu New Year's Day to be followed by Tamil New Year's Day!

Anyhow IMPACT extends a warm Welcome to April! This time April is born with a scorching sun in many States of India –awful indeed is Tamil Nadu!

This New Year brings with it electoral fever at its pitch in five States of India. One only hopes all the eligible voters do exercise their franchise without fail as their democratic right and duty, go to the polling booths and cast their votes- lest it will be cast by others!!!??? Foundation of democracy is made stronger by the election of right, honest, knowledgeable, well informed, dedicated, patriotic and nationalist citizens.

The first Issue of the New Year's IMPACT is in your hands. You will find two sections in this issue: Section I carrying two research papers and the second Section carrying regular articles by well-known authors to the readers of IMPACT.

We thank the contributing authors, advertisers and readers and solicit their continued support to IMPACT for achieving its objective of "INNOVATIVE MANAGEMENT PRACTICES AND CREATIVE THINKING."

Wishing a great response

- Editorial Team

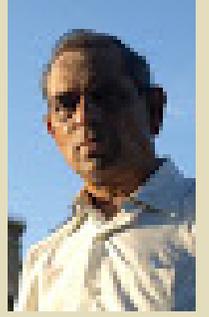
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MANAGEMENT IN VALLUVAM

ON SPEAKING SWEET - இனியவை கூறல்

A bilingual poet, writer, trainer, translator, thinker and speaker from Chennai, Mr Subbaraman has written 36 books. His paper, "Valluvam Inspired Mahatma Gandhi," was approved for presentation in the International Tirukkural Conference held in Washington, USA. His translated works include Thirukkural, Bharathiyar's Kuyilpattu and Ramana Maharishi's Aksharamanamalai. He is connected with the publication of the Management e-journal IMPACT. He was formerly the Deputy Zonal Manager, L I C of India.



Yes; in this issue under the above title, we are going to see the efficacy sweet-kind-words on the effective Human Relations Management in the day to day life- may be official, domestic or societal. It is applicable in any area.

Chapter - அதிகாரம் 10

இன்சொல்லால் ஈரம் அளைஇப் படிநுஇலவாம்
செம்பொருள் கண்டார்வாய்ச் சொல் (குறள் 91)
Insolaal eeram aLaiip padiruilavAm
SemporuL kaNdaar vaaych chol. (Kural 91)

Words with love are sweet
Sans deceits that flow from saints
Sure to do good neat!

The words that come out of the lips of those who lead a noble life, will be genuine and sweet.

An effective Manager is not living in island; he has to move with the human beings susceptible to feelings and emotions. When one speaks sweet and kind under most of the circumstances, he is quite impressive and the listener reciprocates and the relationship is happy and harmonious.

அகன்அமர்ந்து ஈதலின் நன்றே முகனமர்ந்து
இன்சொலன் ஆகப் பெரின் (குறள் 92)

Agan amarndhu eedhalin nanrae
muganamarndhu Insolan aagap perin.
(Kural 92.)

Better than a gift
Words nice, sweet with love and smile
That all should give swift!

Sweet and kind words spoken by one to the other with a smile is more valuable than presenting something material whole heartedly.

And it is universal experience that the recipient reciprocates and the result is harmonious and the work gets on going without any friction at any level.

முகத்தான் அமர்ந்து இனிதுநோக்கி அகத்தானாம்
இன்சொ லினிதே அறம் (குறள் 93)
Mugaththaan amarndhu inidhu noakki
agaththaan aam
Insolin adhae aram. (Kural 93)

That is virtue true
Fond look, sweet words, cheerful face
Make divine life sure!

With a pleasant look, smiling face, with
heartful love speaking sweet words is in fact
a great virtue.

Such a Manager is respected by all and that
respects get him going effectively.

துன்புறாஉம் துவ்வாமை இல்லாகும் யார்மாட்டும்
இன்புறாஉம் இன்சொ லவர்க்கு (குறள் 94)
Thunburoom thuvvaamai ilaagum
yaarmaattum
Inburoom insole varkku. (Kural 94)

He who speaks sweet words
That provides joy for others
Knows not drought in world!

Those who always speak sweet words kindly
with genuine love and care will never face
difficult situation like poverty and penury.

It is not only penury and poverty, official
resistance even by the unruly elements in an
organization!

பணிவுடையன் இன்சொலன் ஆதல் ஒருவற்கு
அணியல்ல மற்றுப் பிற (குறள் 95)
PaNivudaiyaan insolan aadh al oruvarkku
ANialla matruppera. (Kural 95)

Humble and sweet words
Indeed one's jewels – giving joy
Not silver and gold!

A person with humility and sweet words,
needs no other ornaments and nothing else
to make him nice, fine and beautiful.

And that earns the Manager, the needed
respect, obedience and instant reciprocation.

அல்லவை தேய அறம்பெருகும் நல்லவை
நாடி இனிய சொலின் (குறள் 96)
Allavai thaeya aram perugum nallavai
Naadi iniya solin. (Kural 96)

Contemplated thought
Sweet and good words dissolve sins
Sure evils get caught!

If one takes recourse to sweet and kind words,
his sins will get dissolved and his virtue and
nobility will develop.

That leads to the appreciation and admiration
and that makes his job of managing men
becomes easier.

நயன்ஈன்று நன்றி பயக்கும் பயன்ஈன்று
பண்பின் தலைப்பிரியாச் சொல் (குறள் 97)
Nayaneenru nanri payakkum payaneenru
PaNbin thalaip piriyaachchol. (Kural 97)

Words sweet sans evils
Make one divine and noble
Harsh words breed devils!

Those who speak sweet and truthful will get
all good things in life that will ensure joy and
happiness in their life.

All good things include harmonious and
peaceful management of men, matters and
materials.

சிறுமையுவு நீங்கிய இன்சொல் மறுமையும்
இன்மையும் இன்பம் தரும் (குறள் 98)
SirumaiyuL neengiya insol marumaiyum
Immai yum inpbam tharum. (Kural 98)

Sweet words that harm none

Gives one joy and peace in life
Current and the next!

Sweet words spoken without harming any
one will ensure joy and peace in this life and
the next.

A Manager is more worried about today and
he ensures joy and peace in his day to day
activities.

இன்சொல் இனிதீன்றல் காண்பான் எவங்கொலோ
வன்சொல் வழங்கு வது (குறள் 99)

Insol inidhueenral kaanbaan evankoloe
Vansol vazangu vadhu? (Kural 99)

One who enjoys words
Sweet from all, justifies not
Sure his own sharp swords!

The one who is happy with the sweet words
he receives from others, cannot afford to
make use of sharp words to others.
That is all human relations management to
put it plainly and in simple language.

இனிய உளவாக இன்னாத கூறல்
கனியிருப்பக் காய்கவர்ந் தற்று (குறள் 100)

Iniya uLavAka innaadha kooral
Kaniyiruppak kaay kavarnthratru (Kural 100)

Speaking harsh leaving
Sweet, is like taking the fruit
Unripe leaving ripe!

Making use of harsh words when sweet ones
are available is similar to taking raw fruit while
sweet and ripened fruit is readily available.
Let the practitioners of Management enjoy
the sweet and ripened fruits and discard the
raw ones.

At the first sight, it may look Utopian and I can
assure the esteemed readers that whatever
prescribed by Thiruvalluvar is not bookish
or theoretical. Within the limits of modesty
author of this article has enjoyed his position
in the organization where he served four
decades and more by following Valluvam in
practical life. After a decade and a half, even
today he is getting phone calls and visitors
from distant Bikaner where he served just for
a couple of years in the early nineties!

Thank you, my friends. We shall meet through
this medium next month. Till then May God
be with you!



BINDAAS MANAGEMENT!!!



Mrs. Sandhya Rao, Senior Innovation Consultant, Innomantra Consulting Private Limited. Master's in Psychology from Punjab University, Graduation from Government College for Women, Chandigarh with Economics, Psychology and English (Honours), Schooling from Carmel Convent, Chandigarh.

MANAGEMENT: AN ACTIVITY OR ART WHERE THOSE WHO HAVE NOT YET SUCCEEDED AND THOSE WHO HAVE PROVED UNSUCCESSFUL ARE LED BY THOSE WHO HAVE NOT YET FAILED.
PAULSON FRENCKNER

When I heard this word the first time many years ago I just laughed it off as if it was a joke. I heard this word Bindaas Management from a friend again today and it set me thinking. I got the title for my next article!

Someone who is carefree and independent –minded can be termed as bindaas. The word supposedly has its origins in a Sanskrit word called Vinadasya (vina+dasya). It is bin-das in Gujarati which actually means "without

servitude". It is someone more powerful, soon became some less and down the bindaas. ladder there are no powers at all. It does not imply that all those who are powerful use their powers wisely. It is said power corrupts and corrupts absolutely which proves to be true in most cases whether at individual or at an organizational level.

We all know what Management means. Wikipedia defines it as "Management in businesses and

organizations is the function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively."

So our discussion topic Bindaas management is about management that can be accomplished without servitude. When people try to accomplish goals and objectives in any business there is an underlying sense of servitude. There

One cannot break the norms that are followed in organizations to make management easy. Management is well known to be getting things done and not doing things. In every organization there are performance appraisals in different hues and shades and they are done once or twice a year. The appraisal time is a big activity time. In fact the activity starts a couple of months before the actual

appraisal. The employees are trying to put their best foot forward by keeping the bosses happy by praising them and their work. Some employees are found fighting competition by speaking badly about their worthy colleagues behind their back. Crab mentality of pulling down each other is evident if observed closely.

In such a scenario can it be possible to have a bindaas management? Yes, it is. It is possible if one can become fearless in managing things in the right way. If Management is about getting things done I would add do it in a bindaas way. This can be achieved by listing out the fears that make us work with reservations. There is variety in fears. It can be fear of losing the job or fear of losing the pay packet, fear of losing out of the good books of the boss, fear of societal pressures.

The secret is getting rid of 'attachment' to all fears. This is not so easy for everyone but one has to move out of the comfort zone and do what one truly believes in. Work hard with a purpose and a commitment and without caving in to pressures

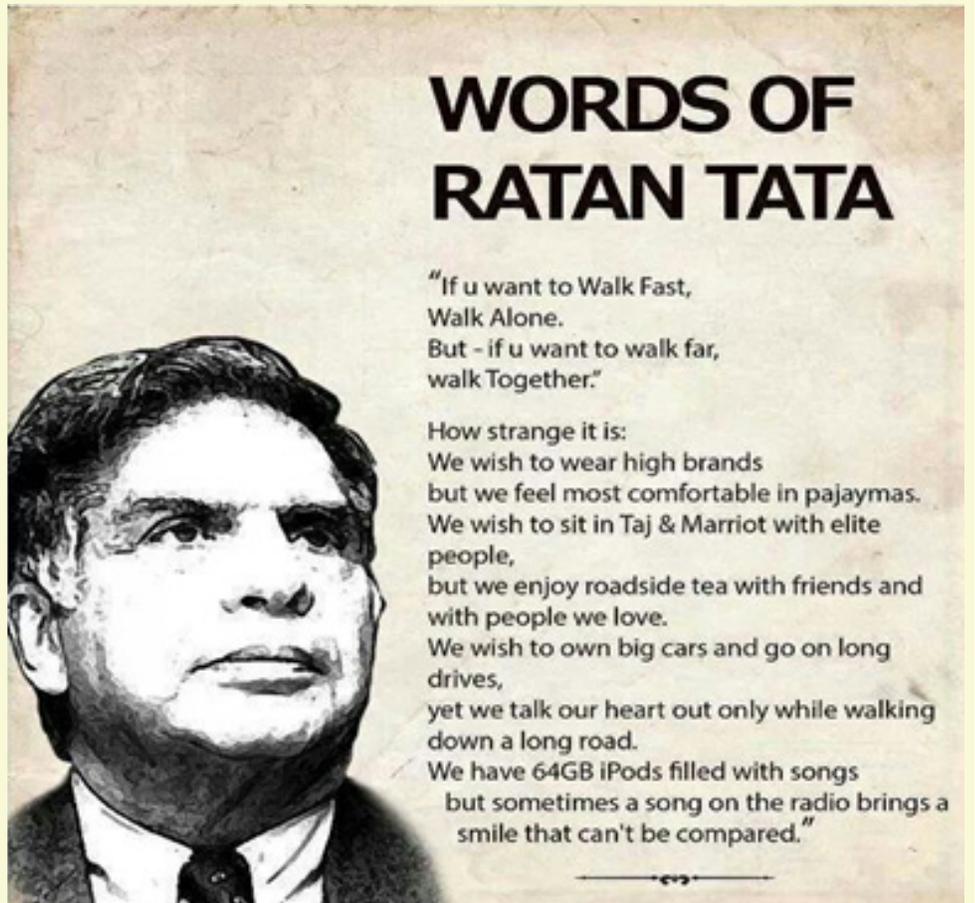
from outside. Resilience is required. We learn from our failures and not from success. It is a different story that we get inspired by success stories. Falling and getting up again is a sign of courage. This is what is required in Bindaas management. How we approach things and issues is what makes our attitude which in turn will pave the way for our growth. Bindaas does not mean casual and don't care attitude. It is about facing life and work without any fear. Fear makes us a weakling and robs us of our skill of managing our work and our lives!

Let me share three important life's lessons in this context:

1. Even if defeat and failure is staring at your face, remember it is not lost until you lose it.

2. The key to master one's mind is dispassion and equanimity. This means accept success and failure with the same emotion without excessive joy or excessive sorrow

3. You win some battles and lose some by an unknown roll of dice because of the seeming randomness in life.



DIFFERENT ATTITUDE IN SEARCHING FOR A JOB



Dr. K. Balasubramanian – Founder and CEO of Vision Unlimited.

He is a PhD in Psychology and Post Graduate Diploma in Training and Development. His name has been appearing in the popular people of Tamil Nadu Directory for the past 25 years.

We are living in some of the toughest economic times many of us have encountered, and each of us is challenged with how we will respond. Populists say, "Your living is determined not so much by what life brings to you as by the attitude you bring to life; not so much by what happens to you as by the way your mind looks at what happens." One of the keys to living your calling—that is, doing the things God is calling you to do with your life—is learning that you are in control of your attitude.

Therefore, one of the most important steps you can take toward achieving your greatest potential in life is to learn to monitor your attitude and its impact on your work performance, relationships and everyone around you.

People just decide their job or occupation just based on the market situation and the job opportunities available around them. Similarly people who would like to



change their jobs also decide only on the basis of market conditions.

Searching of a suitable job in the recent days depends on the individual's age and the right decision is taken just based on their age and agility.

The other criteria of choosing a job or profession do not just depend on the emoluments but the suitability of the job with their life style. Majority of the young population decide their jobs these days merely on their life style situations.

Teenagers and young adults - the so-called Generation Y - have watched with horror as their parents worked punishing hours in their scramble for money and

status. Now, as this group go in search of jobs, they have different priorities. They care less about salaries, and more about flexible working, time to travel and a better work-life balance. And employers have to meet their demands. They are ready to resign if their jobs were not fulfilling and fun, with decent holidays and the opportunity to take long stretches off for charity work or travel. Salary and status were not high on the priority list

Aforesaid criteria, in fact, changes from country to country and the attitude of employees are completely different.

In China, people choose only popular and renowned organizations. North

Americans of late, do not show interest to work in manufacturing facilities.

People in China and North America use social media more to identify their jobs compared to other developed countries.

Most skilled people across the globe select their profession want to avoid stringent selection and recruitment procedures in any organization and rather choose one that would suit to their life style and attitude. The fact that young people change jobs more frequently meant they are less willing to put up with long hours or poor holidays.

Accordingly the organizations also have started to introduce modern recruitment methods, employee related policies and pay structure across the globe. This is the big change in attitude one can find among the employees as well as the employers.

In Canada, working-age people with disabilities are historically under-represented in the workforce — only 56 per cent of them have jobs compared with 74



per cent of people without any physical or intellectual challenges. As for the paid employment rate of people with developmental disabilities (intellectual challenges) nationally, only 16 per cent have jobs.

The top priority when choosing a job was 'doing work that I love'. 'Earning lots of money' was far behind, in seventh place. When it came to walking away from an employer, a lack of motivation was the top reason followed by a work-life balance leaning too far towards the job.

Finally, we see young people who are searching for some sort of meaning in life and if you cannot align their values

with the organisation they might leave.

A famous quote says: "We who lived in concentration camps can remember the men who walked through the huts comforting others, giving away their last piece of bread. They may have been few in number, but they offer sufficient proof that everything can be taken from a man but one thing: the last of the human freedoms—to choose one's attitude in any given set of circumstances, to choose one's own way."

Life ultimately means taking the responsibility to find the right answer to its problems and to fulfil the tasks which it constantly sets for each individual.

IT IS THE CLIMB THAT MATTERS

Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director. Then he served as the Professor of life insurance at the National Insurance Academy Pune for nearly 3 years. Now settled down at Bengaluru. He is a member of the Syllabus Committee for the MSc- Actuarial Science course at the Christ University as well as one of their guest faculty. He is one of the editorial consultants for the Insurance World magazine.



I was recently hearing the curriculum.

song of Ms.Honna Montana- it is all about the climb-that triggered a lot of thoughts in my mind. How many of us fancied in our School and College days what we would be when we grew up- mostly Doctors, Scientists, Celebrities and what not but ultimately how we ended. Why could we not fulfil our dreams?



a top Action actor in the Hindi films from the position of an ordinary cook at Chandni Chowk, Delhi.

I have just given the names of a few people who made big but they were not born with a silver spoon in their mouths. Due to sheer determination and hard work, they have made the mark.

Role Models

Mr.Dhirubhai Ambani was working in a petrol pumping station in Dubai and then due to sheer hard work struck gold.

Mr.Shivaji Rao Geikwad was a city bus conductor at Bangalore, struggling to make both ends meet before he was spotted by a film Director and was made as Rajnikanth. Today IIMs are vying with each other to discuss his life as a case study in their

Mr. Mark Zuckamberg has



become a billionaire within a few years in view of invention of social networking site-Face book.

Mr.Akshay Kumar emerged as

Nearer Home

Let us not think these are all extreme examples.

Even in our life insurance sector, I can recall a large number of people who were working as humble teachers, peons in offices, conductors in the bus etc., have become Chairman Club Members and Million Dollar Round Table Qualifiers mainly due to dint of dedicated service to policyholders.

I remember the name of

Mr. Amitabh Debnath (he is no more with us) Development Officer of Kolkata who continued to be number One in the matter of number of Lives procured in the entire country for so many years continuously. He began his career as a school teacher only.

Similarly among the Staff too, there are a large number of persons who have risen to the position of Zonal Manager, having started their journey as an Assistant. This was simply possible due to their willingness to devote themselves to the Organization.

How these are all possible?

The 'Kitchen' of Life

A young woman was complaining to her father about how difficult her life had become. He took her to the kitchen and set three pans of water to boiling. To the first pan he added carrots; to the second, eggs; and to the third, ground coffee. After all three had cooked, he put their contents in to separate bowls and asked his daughter to cut in to the eggs and the carrots and smell the coffee. She asked impatiently "what does this all mean?"

Father replied "each food teaches us something about facing adversity, as represented by the boiling water. The carrot went in hard but came out soft and weak. The eggs went in fragile but came out hardened. The coffee, however, changed the water to something better.

He asked the daughter "which will you be like as you face life? Will you give up as a carrot or become hard as an egg or transform adversity in to triumph like water becoming an aromatic coffee? As the "chef" of your own life, what will you bring to your table?" Thus it is in our hands what we become in our life.

Self- Confidence

The adage says: Nobody will believe in you unless you believe in yourself. For this you should have an open mind to accept all suggestions coming from all directions and use them for the betterment of the individual and the Team. Minds are like parachutes- they function only when they are open.

Cooperation

A single person cannot build

an empire. It has to be a coordinated effort to yield results. There are spaces between our fingers so that another person's fingers can fill them in.

It is all in how you accept your life and the surroundings.

A man pulled in to a gas station on the outskirts of town. As he filled the tank, he remarked to the attendant, "I have just accepted a job in this town. I have never been to this part of this country. What are people like here?"

The attendant asked "what are people like where you came from?"

The man replied, "Not so nice, in fact, they can be quite rude."

The attendant shook his head. "Well, I am afraid you will find the people in this town also to be the same way."

Just then another man pulled in to the station. "Excuse me", the driver called out. "I am just moving in to this area. Is it nice here?"

"Was it nice where you came from?" the attendant asked.

"Oh yes, I came from a great place. The people were friendly, and I hated to leave."

"Well, you will find the same to be true of this town too" replied the attendant.

"Thanks", yelled the driver as he pulled away.

"So what is this town really like"? Asked the first man, now irritated with the attendant's conflicting reports. The attendant just shrugged his shoulders. "It is all a matter of perception and your mind set. You will find things to be just the way you think they

are."

Ability is what you are capable of doing. But Motivation determines what you do. But your Attitude decides how well you do it.

The Game of Life

The climb is more important than where we reach.

The efforts are more praiseworthy than the results. The game of life is the game of boomerangs. Our thoughts, deeds and words return to us sooner or later, with astounding accuracy. When you reach for the stars, you may not quite get one, but

you would not come up with a handful of mud either.

It is never too late to be who you might have been. Let us not worry about the destination. Let us begin the climb.

We may not reach the peak but definitely we will be at a place slightly higher than earth. That is good enough because the view is always greater from any height. It is worth the trial and the attempt.

Always it is the climbs that matters and let us celebrate the climb.



Management Quotes

"It is not about money. It is about the people you have, and how you're led."

– Steve Jobs

"The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it."

– Theodore Roosevelt

"Focus on a few key objectives ... I only have three things to do. I have to choose the right people, allocate the right number of dollars, and transmit ideas from one division to another with the speed of light. So I'm really in the business of being the gatekeeper and the transmitter of ideas."

– Jack Welch

"What's measured improves"

– Peter F. Drucker

"Hire people who are better than you are, then leave them to get on with it. Look for people who will aim for the remarkable, who will not settle for the routine."

– David Ogilvy

"If you pick the right people and give them the opportunity to spread their wings—and put compensation as a carrier behind it—you almost don't have to manage them."

– Jack Welch

"Surround yourself with the best people you can find, delegate authority, and don't interfere as long as the policy you've decided upon is being carried out."

– Ronald Reagan

"Management is doing things right; leadership is doing the right things"

– Peter F. Drucker

"Hiring people is an art, not a science, and resumes cannot tell you whether someone will fit into a company's culture. When you realize you've made a mistake, you need to cut your losses and move on."

– Howard Schultz

"Management is, above all, a practice where art, science, and craft meet"

– Henry Mintzberg

"A leader is the one who can outline the broad vision and the direction, and say here's where we are going to go, here's why we need to go there, and here's how we are going to get there. A manager is the one who actually gets up under the hood and tunes the carburetor."

– Mike Huckabee

"The true measure of the value of any business leader and manager is performance."

– Brian Tracy

"Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them."

– Paul Hawken

"The conventional definition of management is getting work done through people, but real management is developing people through work."

– Agha Hasan Abedi

"Good management consists in showing average people how to do the work of superior people."

– John Rockefeller

"The Four Keys of Great Managers:

(1) When selecting someone, they select for talent ... not simply experience, intelligence or determination.

(2) When setting expectations, they define the right outcomes ... not the right steps.

(3) When motivating someone, they focus on strengths ... not on weaknesses. and

(4) When developing someone, they help him find the right fit ... not simply the next rung on the ladder."

–Marcus Buckingham

I keep my head straight by having the right people around me, from my friends and family to my management and my team. They all keep me in my place. If I didn't have them supporting all the work that I do, I wouldn't be in such a solid place.

– Jess Glynne

Employees who believe that management is concerned about them as a whole person - not just an employee - are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability.

– Anne M. Mulcahy

In light of the recent controversy surrounding foreign management of U.S. Ports, a thorough review of foreign management of U.S. airports needs to occur.

– Jon Porter

I've never formally trained for pain management, but I have a good understanding of how to conquer it. I just analyze the pain, feel it in the moment, and then mentally become numb to it.

– Criss Angel

I have long believed these types of collaborative agreements are a far better approach to federal land management than the contentious battles that too often sidetrack proper resource management. –Michael K. Simpson

MANAGEMENT JARGONS

(Courtesy: Google)

A

Accommodate concerns

1 Make room for opinions 2 Make an allowance for a preference 3 Tolerate a different point of view

"We will try to accommodate your concerns"

Accountability

1 Responsibility for the progress of a project or the progress of the firm 2 A lack of progress may not lead to any disciplinary action

"We are going to build in accountability"

Address

1 To provide words on a topic which may have little or no meaning

"He will address us on the topic"

Aggressive quote

1 A low bid to produce a good or provide a service

"We can get it with an aggressive quote"

Ambush marketing

1 To tie a firm's name to its competitors advertising

They are using ambush marketing by naming the stadium ..."

Anecdotal information

1 Scattered stories and or reports 2 First information from the field 3 Not scientific or definitive

"Your use of our product provides anecdotal information to us"

Arrows to fire

1 Points to mention and/or tactics to take

"He ran out of arrows to fire"

At some juncture

1 Some unspecified point in time in the future

"At some juncture we will decide"

At this point

1 Now

"At this point we have begun"

B

Band aid

1 A quick temporary fix which when the fix works, is frequently ignored because of the higher expense to permanently fix the problem

"Can we put a band aid on the problem"

Bandwidth

1 Capacity 2 Maximum amount

"We do not have the bandwidth to accommodate your request"

Bearish on

1 Against 2 To assert a belief that something will decrease

"I am bearish on the economy"

Believe in

1 Behind an idea or in favour of something

"believe in our marketing"

Benign report

1 A harmless document when it could have been detrimental to the firm

"The benign report is not a problem"

Bounce an idea off someone

1 To get someone's initial impression of an idea they have not heard before

"Can we bounce an idea off someone today"

Break it down

1 Provide details

"He will break it down for you"

Bring them along

1 Give a slow introduction over time 2 Incrementally spoon feed small amounts of possibly misleading information until the whole concept is accepted 3 Withhold distasteful information

"We must be careful to bring them along"

Brush fire

1 Out of control 2 Growing wildly

"Let us stop these reports before they grow into a brush fire"

Budget

1 Projected dollar amounts estimated ahead of time for a project 2 the company's overall costs and revenues 3 Any estimate before or after any or all facts are known

"Let us revise our budget after the project starts"

Bullish on

1 In favour of 2 To assert a belief that something will increase

"I'm bullish on our sales"

Bushit

1 Great lies told by a great authority 2 Overly exaggerated claims of validity about a heterogeneous collection 3 Giving assurance with a quick smile and a chuckle 4 Claiming new information is true because it is common knowledge

"I know better than to believe his bushit"

Business case

1 A multiple year estimate of a future project costs and revenues

"Can we make a business case for your project"

Buy in

1 Agreement 2 Commitment

"We need manufacturing's buy in before we go ahead with this"

C**Calm market**

1 A steady price

"We are experiencing a calm market"

Cash burn rate

1 How quickly liquid assets are being spent 2 The number of dollars of cash flow being lost each month or quarter

"Let us get our cash burn rate under control"

Cash flow benefits

1 Either increase in revenue or a decrease in costs 2 A decrease in costs caused by a more efficient production method 3 A production method that requires fewer employees and/or less plant and equipment

"Your idea has some interesting cash flow benefits"

Clamp down

1 To reduce 2 To slow to near zero 3 To spend very little

"We must clamp down our expenses"

CNBC

1 Conservative National Bushit Conference 2 Nonstop radically conservative propaganda

"I am watching CNBC because they think they are right."

Commitment

1 The act of standing behind a policy whose value ends when the policy is concluded

"We made a commitment to this"

Company policy

1 A written or verbal statement of a firm's stance on a topic

"Ours is a very good company policy on that"

Compelling case

1 A winning argument 2 Overwhelmingly persuasive

"You make a very compelling case"

Competitive analysis

1 An investigation to find out if others are already doing the same thing

"We need a competitive analysis before we begin"

Confidence in the future

1 Assurance that a plan of action will work out

2 To imply prior knowledge of future events

"We have confidence in the future"

Consolidation

1 The firing of employees and/or the reduction of plant and equipment

"Our consolidation will close one store"

Cost containment

1 The firing of employees and/or the reduction of plant and equipment

"Cost containment will lead to a profit"

Cost management

1 The firing of employees and/or the reduction of plant and equipment

"We need to exercise some cost management"

Create value

1 Make a better product or service 2 To increase a customer's perception of something's usefulness

"This will create value for our customers"

Crisis management

1 To control and limit the impact of major unforeseen problems 2 A management style that only acts after a crisis has occurred

"We need to exercise better crisis management"

Corporate culture

1 Acceptable behaviour at a company

"It is within the bounds of our corporate culture"

D**Deal with**

1 Handle and/or dispose of something in such a way that it may not solve and/or answer anything directly 2 A postponement and/or avoidance

"We will deal with that when the time comes"

Decisive action

1 A change by the firm which will effect its future performance 2 A deterministic stance

"This requires decisive action"

Dehire

1 The firing of employees

"We had to dehire your friend"

Detailed

1 Provide another level to a description 2 Very little extra substance when the starting level is high enough

"Send them the detailed report"

Down size

Downsize 1 To fire some employees and/or reduce plant and equipment

"The firm will soon down size their production"

Drill down

1 To increase the amount of detail about a topic, the amount of additional detail is relative to the starting level

"The report will drill down into the issue"

Drive home a point

1 To emphasize 2 Repetition used instead of additional information

"They will drive home the point"

E**Effect the production**

1 To reduce output 2 A reduction in output that is not desired

"The weather may effect the production of corn"

Empowerment

1 To give responsibility and some authority to one or more employees. The amount of authority may not be sufficient to fulfil the responsibility

"His empowerment is over this product"

Expense management

1 To limit wasteful spending 2 To keep a record of what is spent

"We must exercise more expense management to make a profit"

Extended price

1 A high price 2 A price that may be reduced in the future

"The extended price will soon fall"

F**Feel good about**

1 Optimistic 2 Can accept

"You must feel good about our future"

Financial drag

1 Expenses that are higher than desired

"Waste is a financial drag on us"

Focused on

1 Give a great deal of attention to 2 The attention given by some to one of many things

"He is focused on the problem"

Follow up on

1 To check on progress at a later date 2 To not promise to take any corrective action in the future

"I will follow up on that"

Fox News

1 Propaganda for the radical right 2 Nonstop Republican spin 3 The religious right 4 The more conservative the better 5 TV conservative political cult

"No one is more conservative than Fox News"

Free seminar

1 sales presentation

"Come to our free seminar to learn how to buy our product"

Fully paid moving expenses

1 Pay for some part of each major expense incurred for employee relocation 2 Pay only the minimum fees for services such as moving insurance

"We offer fully paid moving expenses"

G**Get a handle on**

1 Investigate and learn about something when very little is known before hand

"We will respond when we get a handle on that"

Give a comment

1. To provide words on a topic that may have little or no meaning

"They need to give a comment on that"

Give a talk

1 To provide words on a topic that may have little or no meaning

"Will you give a talk about your area"

Given a mandate

1 Told to do something with few employees or resources assigned to the task

"I was given a mandate to do this"

Go a long way toward

1 Get a good start on

"That will go a long way toward solving this"

Good meeting

1 A discussion with nothing unexpected happening 2 A uneventful meeting

"That was a good meeting"

Going forward

1 In the future

"Going forward sales will be up"

Granularity

1 Detail

"We need to see these reports with more granularity"

Great confidence in

1 To have a belief that something is likely when little proof may exist

"We have great confidence that you will finish"

Growing

1 An increase in sales or an increase in the number of employees

"Our firm is growing"

H**Has far too much time**

1 Not busy

"He has far too much time"

Health care delivery system

1 The medical services (doctors, nurses, hospitals, clinics, equipment, and medicines) available to an employee and the method used to pay for them

"We are currently evaluating our health care delivery system"

Heritage

1 A firm's traditional lines of business which are rarely abandoned

"We will stick with our heritage"

Hired gun

1 A consultant with an expertise who may or may not have better knowledge than almost any employee

"Do we need a hired gun"

I**In Depth**

1 To some degree of detail

"It is an in depth report"

In some sense

1 Partially 2 Related in some way

"We are in some sense better off"

In sourced

1 Use resources owned by the firm to produce a good or provide a service

"It was in sourced because we had the people"

Interact with

To be in physical proximity to or connected to over some communication medium 2 Some amount of talking with

"They can interact with us"

Internal efficiencies

1 Reductions in the cost of production whose cost savings may come from a the firing of employees and/or the reduction of plant and equipment

"We have experienced some internal efficiencies"

Is hot

1 Current and up to date 2 Topical in the media 3 A growing field

"Email is hot"

Issues

1 Questions 2 Problems 3 Points of disagreement and/or other assorted topics that can be brought up but are rarely disposed of satisfactorily

"These issues need to be handled"

J**Jettison employees**

1 The firing of one or more employees who will not be hired back

"We must jettison employees to reduce costs"

Job ready

1 A prospective employee with all the required skills 2 Older and more experienced workers 3 Retrained workers

"The applicant is job ready"

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AMERICA AS A MIGRATION COUNTRY

Dr. J.Uma Samundeeswari, Assistant Professor of English and Reserch Advisor, A.V.V.M.Sri Pushpam college (autonomous), Poondi, Thanjavur, Tamil Nadu – 613 503.

S.MUHILAN, Ph.D. Research Scholar in English, A.V.V.M.Sri Pushpam college, Poondi, Thanjavur, Tamil Nadu – 613 503.

Abstract:- America is born out of the breakup of Europe, and other Continents. Since maximum national and ethnic groups came to America and spread their cultural, political heritage and myths, we cannot find out or give any boundary line for "American Tradition". Most of the American writers wrote about white migrants, immigrants' life but its basic cause is European whites.

America is occupied by the four different traditions of migration families. They moved to America from different Continents. Basically the first settlers of America were Asians who were later called as American-Indians. Second settlers were western from Europe and British Isles. Third were Negros, who came from Africa. Fourth one, which is considered as a broad migration consisted of various people from various Continents like Eastern Europe, Mediterranean, Latin and the near island of own America. Hence America is identified as a settler country of various linguistic and ethnic groups.

Keywords: Migration, Immigration, Colonization, Struggle, Migrants, and Farm workers.

AMERICA AS A MIGRATION COUNTRY

The 1920s' and 1930s' were considered to be crucial for America. The census of 1957 says that 170 million people reached America from various Continents. The census also predicted an estimated increase in population, an addition of 165 million by 1946.

In 1790 partly three quarters of a million were Negros, 82 percent of the total white population was English. After 1830 the migrants moved slowly to America. Irish, German farmers and artisans, and then Scandinavians came to America in 1880s which led to a greater fever named as "mass migration". The mass migration is also called as "new" migration. Maximum number of people came from Eastern and southern Europe. They settled in capital cities and worked in the mills and factories and later on moved to agricultural lands.

According to the European census between 1800 and 1914, 50 million people left Europe. Almost 35 million settled in America. In the detailed census of 1800 to 1950, 40 million new comers moved to U.S. 85 percent



Brokers did not allow single home for families. They gave open hall or open grounds for lodging and other activities. So people were prone to several problems like drinking polluted water etc. It caused Scurvy, Dysentery and "ship's fever".

After the First World War the whole world experienced the great migration movement, because everyone first wanted peace and growth in their life. American legislation of 1921 and 1924 is considered to be an important year in their history because maximum number of people settled in that year.

from Europe, 11 percent from other countries in the US Hemisphere, 3 percent from Asian countries and 2 percent from the rest of the world contributed to the population of 40 million. It is found that the peak migration time was between the years 1904 and 1914. In 1907, a whopping population of nearly 10 million people migrated to US. In the same year 1 million came to US for seeking Job.

At that time of mass migration, people faced extreme medical and physical problems.

"The intellectual and moral atmosphere into which the settlers from Europe come has more power to assimilate them than their race qualities have to change it"

-James Bryne (1880)

James Bryne prophesied that America, American culture and their society will be changed by the migrants. They will not possess the same kind of personalities. Everyone would be different because of their system

and routine. He also concluded his thought by pointing out that America will transform as a great country and they will lead the world at all sorts of needs.

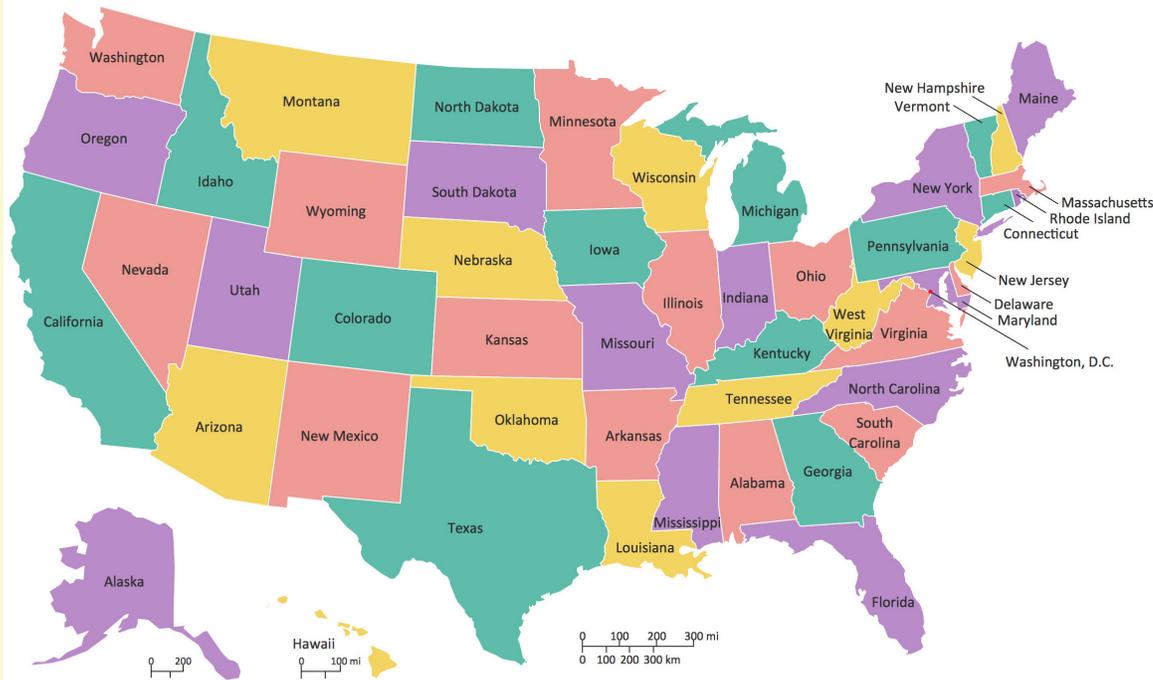
In the year 1921, an Immigration Act was imposed in America. It collapsed the life of the Europeans. After the Act, Europeans were not able to enter America easily. Around 3000 French, 5000 Italians, 25000 Germans and 65,000 artic people were roughly admitted to America. From 1900, a total of around 2,50,000 people migrated from various countries to America. This era is considered as a migratory era in world history.

In 1790 America had fewer than four million people, of whom three quarters of a million were Negroes: 82 per cent of the total white population was English. For the next forty years, until 1830, immigrants were slow in coming. In the 1830s the "Atlantic Migration" quickened, first with Irish countrymen, then with German farmers and artisans, and then with land-hungry Scandinavians. In the early 1880s came a greater wave of the "new" immigration- "new" in the double sense that they were no longer from western and northern Europe but from eastern and southern Europe, and that they were more likely to settle in the big cities and work in the mines and mills and factories than on the land. From Europe, almost thirty-five million came to the United States. In the century and a half from 1800 to 1950 some forty million newcomers moved to the United States, 85 per cent of them from Europe, 11 per cent from Asian countries, and 2 per cent from the rest of the world. In the single peak decade of 1904-1914, ten million came, and in the

peak year of 1907 more than a million and a quarter.

For years, perhaps for the rest of their lives, many of these immigrants were to remain (as Oscar Handlin has so movingly described in *The Uprooted*) alienated men-alienated from the culture they had left and from the one that had not yet wholly welcomed them and that they did not understand, and alienated finally from themselves.

The immigrant experience was thus somber and tragic. Yet it would be a mistake to see it thus without adding that it was also one of excitement and ferment. Millions of the immigrants, after giving their strength to the new country, died with a sense of failure and frustration. But many more millions survived their ordeal, became men of influence in their communities, and lived to see the fulfilment of the American promise in their own lives doubly fulfilled in the lives of their children. New laws, a new mode of living, a new social system; here they all become a man: in Europe they were so many useless plants, wanting vegetable mold, and refreshing showers. They were withered and moved down by want, hunger, and war; but now by the power of transplanted, like all other plants, they have taken root and flourished! Without the immigrants America could not have found quickly enough the man power to build the railroads, mine the coal, man the open-hearth steel furnaces, and run the machines. Moreover, while most of the immigrants were pushed into the unskilled, backbreaking jobs, enough of them were skilled-carrying over techniques from European industrialism which had made an earlier star-so that the



Great Migration was not only one of people but of talents, skill and cultural traditions.

A great change came over American attitudes towards immigration after World War I and led to the racist discrimination of the quota legislation of 1921 and 1924. Actually the movement for restrictive legislation started before the turn of the century, almost with the start of the Great Wave of the new immigration. Every people were "ethnocentric."

"Americans are always moving on" is the opening line of Stephen Benet's unfinished heroic poem of the westward migrations. Much of American literature is dominated by this theme of restless movement on land or river or sea. Of the historical writings, there is Turner's work on the frontier and Parkman's on the Oregon Trail, along with such minor classics as Morison's Maritime History of Massachusetts, Web's The Great Plains, and De Voto's Across the Wide Missouri. Melville's Moby Dick, like his South Seas romances, would have been impossible expect in a maritime as well as a Puritan civilization, where the moral quest

for the principle of good and evil could naturally be presented in the story of a pursuit over the high seas. Mark Twain's Life on the Mississippi is an American novel of the apprentice years, expressive of the turbulence and power of the greatest of America's rivers.

The majestic highway of Western life in Mark Twain's time, it was a virile world of swarming passengers, profane ship captains, tobacco-spitting, gambling steamer races bursting boilers salts language, and tall stories-the perfect school of experience for a young man with a feeling for America and the knack of literary portraiture. Mark Twain's greatest novel, Huckleberry Finn, was also borne along, now drowsily, now tumultuously, on the current of the Mississippi. A series of books on the "Rivers of America", crowded with historic incident, has shown how interwoven America's waterways were with the whole course of its history; yet in each case the rivers have in recent years lost most of their importance.

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FROM MARGINS TO THE CENTRE: A STUDY OF BATYA SWIFT YASGUR'S BEHIND THE BURQA



J. Yuvarani M.A., M.Phil. has been working as Guest Lecturer in L.R.G Government Arts College for the past nine years. She has cleared SET Exam in October 2012 and presently pursuing her Doctorate in English Literature in L.R.G Government Arts College for Women, Tirupur.

Abstract

Aptly dedicated to the women of Afghanistan Batya Swift Yasgur's *Behind the Burqa* delivers a heart-breaking portrayal of the plight of the civilians specially women. A country perpetually reeling under foreign invasions such as the Soviets, internal conflict by the warring factions of the Mujahideen, victimized under the dictates of the ancient sharia laws of the Taliban- the novel questions the power of endurance in order to come to the centre. Freedom and oppression are central concept in the novel. The female characters in the novel depend on the opposite sex, regardless if it is their younger brother, father, or husband. This paper describes the struggle and the challenges faced by the women under oppression and their fight for freedom.

Keywords: Taliban, endurance, Freedom, oppression

FROM MARGINS TO THE CENTRE: A STUDY OF BATYA SWIFT YASGUR'S *BEHIND THE BURQA*

Women have always fought for their rights in the matter of equality between women and men. There has always been a struggle for women to be able to have the

same job as men, the same salaries as men and permission to vote and affect society. The main theme of this essay will include female struggle for freedom and also the struggle against oppression which is exposed in this novel from Afghanistan. In the novel, *Behind the Burqa* the female gender is seen as a negative feature and where women fight for their right to express themselves without much success.

Behind the Burqa is written by Batya Swift Yasgur, who is a freelance writer. Yasgur wrote *America: A Freedom Country* and it was through this project that she met a woman who became the model for one of her main characters in *Behind the Burqa*. The novel is divided into two parts, one part where Sulima, the older sister, tells her story about growing up in a home marked by fear, oppression and abuse. Sulima grows up during the communist period in Afghanistan and becomes an important member of the first women's rights movement in 1970. During her fight for women's rights she experiences betrayal from her own brother and is forced to make a choice between going to prison and leaving Afghanistan forever. Sulima leaves Afghanistan in 1979.

Hala is sixteen years younger than Sulima and grows up during a period when the Taliban regime was in power. Hala manages to escape to her sister in 1999. One cannot escape from the fact that it is a terrifying story about two young women living in fear of practically everything. Their own father, brother and uncles are controlling almost every minute of their lives, and freedom is certainly something they both long for.

Yasgur portrays the lives of two young women during a period when women were excluded from jobs, schools and the public world. They all have oppression and longing for freedom in common, they are all 'third world' women since men dominate them. What is the difference between a 'first world' and a 'third world' woman in the matter of freedom and oppression then? Are Western women more free than a woman living in Afghanistan? Mohanty mentions the comparison between western feminist self-presentation and the western feminist representation of the 'third world' woman. Mohanty writes in his book

Feminist Post-Colonial Theory- A Reader: Universal images of 'the third-world woman' (the veiled woman, chaste virgin, etc.), images constructed from adding the 'third-world difference' to 'sexual difference', are predicated on (and hence obviously bring into sharper focus) assumptions about western women as secular, liberated and having control over their own lives. This is not to suggest that western women are secular and liberated and have control over their own lives. (68)

The characters in Behind the Burqa can be

seen as 'third world' women since they are somehow oppressed while the men are portrayed as superiors although in a negative sense which leads to the conclusion that the female characters are 'third world' women in the matter of independence and freedom. All women in the novels studied are depending on their men when it comes to the ability to make their own choice. Women were not allowed to have their own thoughts, opinions and beliefs. To be seen in public as a woman, without a man, was strictly forbidden.

The attitude towards the concept of freedom and oppression is different for every individual. But despite the differences, one can conclude that a 'first world' woman may have more similarities with a 'third world' woman than differences. Mohanty's earlier explanation of 'First World' women's categorization of the 'third world' woman as being 'religious' and 'non progressive', does not correspond in this sense, since almost all women share the same goal. 'First world' women may be freer when it comes to possibilities as work, making one's own decision or wearing the clothes one like. However, 'first world' women like the 'third world' women is striving for individual independence, their goal is to be emancipated from the male gender.

Sulima, one of Yasgur's brave heroines, is fighting against male domination. Her wish is to be able to attend meetings, parties and leaving her house without the permission of a man. The female characters in the novel want to break free from the male-dominated society and be able to have their own rights, they want to be independent women just like the vision of the 'first world' woman. 'First

world' women are also struggling for an equal society, they are struggling for women's rights concerning managerial positions and same salaries as mentioned.

The General Assembly of the United Nations announced the Declaration of Human Rights in 1948 and wanted it to be valid for all human beings. The General Assembly clarifies the significance of the Declaration thus:

The General Assembly proclaims this Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration constantly in mind, shall strive by teaching and education to promote respect for these rights and freedoms" (2).

The Declaration includes articles about what freedom is, one example is Article 1 which states: "All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood" (UDH 2). In general, all articles are pointing in the same direction, that is, the freedom of speech, practicing one's religion and conscience. Oppression is a difficult term to explain. It could be described as: "A feeling of being heavily weighed down in mind or body" (American Heritage Dictionary). A character in the novel is certainly being weighed down in mind and body, which can be stated in a passage from *Behind the Burqa*:

I have no freedom. I cannot go out. I cannot attend a meeting, a party, or a movie. I cannot go to a concert or go to work. I must ask my

father or older brother, both of whom would be violently opposed to what I'm doing if they found out about it. Luckily, they don't know which is why I am able to give this speech. But if I am married to a supportive partner, he will "let" me work. "He is my ticket to freedom". In order to be free, I need the permission of a man. Do you think this is right? Do you think this is fair? (BTB 29)

Yasgur's first character in the novel, Sulima introduces the hidden concept of oppression by explaining the role of a man but also the concept of freedom. The individual man is seen as a ticket to freedom for women. By getting married, a woman can work and attend meetings, that is, if she is "lucky" enough to find a supportive man. Freedom for Sulima is being able to work, to attend a simple party and go out by herself. An interesting question to discuss is if a 'third world' woman would move to a Western country, would she still be oppressed?

Someone is praising me. A neighbour. "Your wife speaks such good German. You must be proud. "Later, a fist. Another black eye. Another lie to Gretchen, my friend who works with me at the lab. This time, I have bumped into the dresser corner. She looks at me, and I know she has figured out the truth. I hide my face in shame. (BTB 122)

The passage is taken from *Behind the Burqa*, where Sulima has moved from Afghanistan and lives with her husband and daughter in Germany. It did not matter that Germany is a country in Europe where women have equal rights. To the contrary, oppression for Sulima did not end in Germany, it still



remained. It did not matter if Sulima ran away from Afghanistan, her fight against male domination and female oppression continued in her home.

Sulima's husband treated her like a doll, he nursed her, beat her at his wish. Sulima reached Germany with the hope of regaining her peaceful life again but it was all in vain. Sulima's husband Ibrahim's brother Yasin looks at her with an evil eye then with the help of Yasin they settled in Germany. Yasin is a perfect Afghan man who wants to control women and enslave women. He corrupts Ibrahim and advises him to control Sulima. In Germany, luckily Sulima got job in her discipline of biology as a researcher in university after working for a while as a menial worker. Sulima is frequently beaten

by her husband. Sulima could not progress academically because of her husband's objection. For instance, she was unable to register for PhD. Secondly as a researcher she was prevented from going to France.

In America Yasin's role is replaced by her mother-in-law Delijan. In America also Sulima started her life again by working as a domestic help and reached the level of flower decorator. Ibrahim has become a chronic drinker and beat Sulima frequently; very often Ibrahim leaves Sulima and moves to his mother's house. Sulima begged many times to bring back Ibrahim to her house. Ibrahim has moved to Germany without informing Sulima, to join her husband Sulima sold her newly bought house by facing hardships and also left her flower decorating job.

Sulima became pregnant twice again in the midst of her bad time with her husband and delivered two more daughters, she came back to America and started her own flower shop with the help of a friend. All the money she earns is spent by her husband. Sulima has many chances to sue him and to put him in jail by using American law but she never does that. Sulima alerted the police when she was brutally thrashed. This incident served as plausible reason to Ibrahim for filing divorce.

The main cause of women's subordination is the negative impact of tradition, religion, patriarchy, seclusion or purdah and paternalistic attitudes in the socio-economic and legal spheres. But among these factors patriarchy is the prime cause and other causes are the by-product of patriarchy.

The main theme of the studied novel is female oppression and the long way towards freedom. The main characters are two females who are constantly suffering physically and mentally because they are women. Not only the main characters, but all women in Afghanistan who are portrayed in the novel, do not have the possibility to express them and are being kept in silence. Behind the Burqa can be interpreted as postcolonial writing, with the powerful man and the oppressed woman, something that some feminist critics have reacted to and claimed that postcolonial writing may appear as a male-centred field.

The characters in the novel long for freedom and emancipation from the male-dominated society. Their view of freedom is to be able to having their own opinions, belief and

education which can differ from a Western woman's view. The attitude towards concepts as freedom and oppression are different for every human being. Thus, to raise women's position, it is urgent to protect women from patriarchal subordination. It is patriarchal ideology which makes women feminine and masculine, which assigns different roles, rights and responsibilities to women and men. The responsibilities of women should also be equally distributed. In fact, real democracies and egalitarian societies can only be established if one practises democracy, equality and mutual respect within the family. Real peace in society can only be established if one experiences peace at home.

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