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VIVEKANANDA INSTITUTE OF MANAGEMENT STUDIES
COIMBATORE, TAMILNADU, INDIA



VIVEKANANDA INSTITUTE OF MANAGEMENT STUDIES promoted by a group of professionals and run by **Coimbatore Education Foundation**, is an emerging stand-alone B-School with an avowed goal of achieving human excellence by means of Academic and Allied programmes. The Institute is dedicated to the Nation on the 150th birth anniversary of Swami Vivekananda to transform the youth of India into a potent knowledge power. In the horizon of contemporary management education, one can visualize the emergence of great opportunities and formidable challenges. In the field of management education the real challenge is how to make the education relevant to the realities of business and industry environment. Such connectivity between theory and practice, the conceptual and empirical domains is established only through research, management cases, diagnostic studies and publications. An academic journal is a perfect medium to bring about such connectivity, besides dissemination of knowledge and information and amplify the experience.

Vichaara in Sanskrit language means academic activities deeply engaged in systematic studies and researches on socio-political and economic topics. It also means reflective thinking and self enquiry.

Objectives of Vichaara

1. To be a vehicle of academic research, documentation and dissemination of management innovation and practice.
2. To maintain the quality of publication by means of achieving high Impact Factor and securing a coveted place in the Social Science Index Citation and online databases.

VICHAARA An International Journal of Management, ISSN print version (ISSN NO: -----) is a bi-annual double blind and peer-reviewed journal promoted by Vivekananda Institute of Management Studies. *Vichaara* is a medium for academicians to share the current developments and perspectives on research stratagem, business/ management diplomacy and paradigms of Business, Management and allied Social Sciences. The journal invites robust papers that contribute to the area of research in business management and related disciplines. Every issue of the journal carries the following features:

Business Research

This section is designed to be quantitative, empirical in nature and can include the summary or findings of completed research or work in progress.

Contemporary Management Thoughts

Articles based on current issues and contemporary trends in business and management will be included in this section.

Case Studies

Business and management practices in diverse, institution – context specific cases will find place in this section.

Book Reviews

Reviews on books pertaining to contemporary management thoughts, general and professional practices are incorporated in this segment.

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The best management practices are to be included under this section:

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- Success stories of High Performance Enterprises,
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To disseminate Indian Ethos and Values in management learning and business practices and evaluate the same as success ingredients in management.

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- **Sample Journal Reference**
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- The reviews can be written either by a single reviewer or by more than one.
- Reviews should give a brief introduction about the title of the book and author (s).
- Reviews should make a clear attempt to comprehend the issues or problems highlighted in the book.
- It should objectively evaluate conceptual foundation of the book with its strengths and weaknesses
- The usage of references should be avoided to the maximum. If used APA reference style is preferred.

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- ✓ Acknowledgement of paper received via e-mail: 5 working days
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Editorial

It is heartening to see that the first issue of the VICHARA AN INTERNATIONAL JOURNAL OF MANAGEMENT has been brought out successfully. An educational journal is a platform where knowledge gets amplified and disseminated; research results and innovations are documented and unique experiences are shared for enhancement of knowledge.

The design architecture of *Vichaara* is made in such a way that it becomes a comprehensive document to reflect the different dimensions of Management discipline. **Business Research** forms the core part wherein original, empirical based research papers are included. Four such studies find a place in the current issue: 1) “Impact of Person Environment Fit on Job Satisfaction” 2) “A Study of Financial Position of Selected Steel Industries Ltd in BSE” 3) “Impact of Advertisement on Jewel Purchase Decision: A Study in Coimbatore District” 4) “Feasibility of Online Marketing: A Study in Coimbatore District”.

Another Dimension is about **Contemporary Management Thought** which include a new concept namely “Servitude” and another is on FDI in Retail Sector. A concept based **Case Study** namely Transformation from CRM to CMR finds its application in yarn marketing. **Book Review** is an added feature. An exclusive section on **Management Practices** is included to throw insights into successful entrepreneurs as well as robust enterprises and the coordinates and ingredients of success phenomena. The section devoted to **Revisiting Native Wisdom** provides scope for rediscovering native management perception and practices prevailing since ancient times in India as well as in other old world countries.

We invite scholarly articles and research papers and write ups on robust cases and highlights of successful enterprises and business leaders

Suggestions and views from readers and scholars are solicited for the qualitative improvement of the journal

Editor

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CONTEMPORARY MANAGEMENT THOUGHTS

SERVITUDE, THE HARDEST OF ALL VIRTUES IN HUMAN LIFE MAPPED WITH THE ROLE OF NURSING CARE PROFESSIONALS

Dr. R .Chandrasekhar, Advisor, VIMS, Coimbatore

To serve another is brave. To sacrifice yourself to serve is brave, kind, and worth it. To give time and effort for another and see how much it can change their day of life is far better than anything one could do for one's self. History is full of exemplary examples of people who illustrated the difference that can be made by serving others. Their whole life they never thought about themselves. They were always sacrificing a little of their time or money for others. A U.S based couple worked and lived all along for others and when the couple died (within a week of each other) they left a will which divided their \$30 million to the families they cared about or had helped them at one point in time. They are the examples of practicing the hardest of all virtues in human life....servitude!

Is there anyone seeing that 'servant's heart'?

Familiar as the words may be, the practice of servitude is severely underachieved in most of our lives. We wonder in awe on the occasions that we see it accomplished, and then spend more hours seeking to a servant's heart. What we don't realize in our culture of entitlement is that there is no program to selflessness. Much of what we enjoy on a daily basis is the product of another person's sacrifice and labor. We participate in the fruits of many other people's work, thought, and effort, which in the mind of justice should grant recognition and the majority, if not all, of the benefit to the laborer.

What is 'Servitude'?

It is better to avoid the conventional way of relating this to slavery or a service rendered under compulsion or by law. It is a company or an individual who has an attitude of wanting to help solve a problem. The difference between good service and bad service is often a single word: Attitude! More than any other single factor, a positive attitude with a servant's heart that makes the difference. Someone with a positive attitude will attempt to help, even if they don't have all the answers. They will find someone to help or will seek out an answer.

Servitude is not weakness masked by false humility, but the profound strength of pride

subdued. Willingness to surrender ones own comfort for the sake of others, to see our labor go unnoticed by those we work for and to continue on, is one of the highest marks of character a person can bear. It is unrewarding by all rational accounts, but we do not serve on the basis of rationale but by the motive of gratitude. Those who recognize the extent of their own blessing are also those who expect little recognition for their own generosity. By understanding how much we have been freely given, we do not demand so much of those we give to ourselves.

‘Servitude’ is not only desire to serve

One of the greatest misunderstandings of servitude is that it always coincides with a desire to serve. This is false! Service requires sacrifice, pain, discomfort, and even humiliation.

No person wants that for himself. Like any discipline of the human life, service requires getting beyond feelings and doing what we are called to do. No matter what our spiritual gifting, service is our calling and that too selflessly.

‘Servitude’ is a leadership style

The humble servitude leadership style is more based on the goals and customers of a group. One person that successfully uses the humble servitude leadership model is the active chairman of Wal-Mart, Samuel Robson "Rob" Walton.

To Walton his customers are everything because they are the one that dictate the success of his company. His idea was the job of the leader was to “listen to customers, listen to customers, and listen to customers”. Because his company’s success is driven by the profits of these customers, he made it the priority of his leadership style and decisions. The humble servitude leadership manifests by listening to the needs of those that the group serves. This works well because Wal-Mart is driven by profits and listening is to those that contribute to the profits is the best way and Walton has utilized it greatly.

‘Servitude’ is an unconditional love

Love has the power to heal deep wounds, helping us to elevate to divine and higher heights. Pure love is not selfish, possessive or a thing to give in order to receive. The type of love that many of us practice is conditional and self-serving. This is not in sync with the cultivation of a positive mental attitude. When we chose to love unconditionally, we have no expectations. A positive mental attitude and approach to love, enables you to love fearlessly and freely. As a consequence, you begin to vibrate and resonate on higher levels, drawing that which you give, to you.

When you practice unconditional love, the heart center, which is a chakra and bridge to the higher spiritual realms of existence, expands and opens up, to realign you to your divine Self and higher purpose. A positive mental attitude, where unconditional love is emanated, will eliminate judgment, criticism, envy and a host of other negative emotions that cause you to vibrate on dense and slow frequencies. Remember, love is the key to true liberation and

ascendance!

Servitude in a business environment is captured in 8 different attributes namely:

1. Customer First Mindset
2. Positive Outlook
3. Professional Acumen
4. People Orientation
5. Basic respect
6. Resourcefulness
7. Personalized responsiveness
8. Reliability

Nursing and ‘Servitude’

Taking clue from my experience and exposure in working in 9 countries in healthcare and having visited more than 40 counties pan across world, I have conceived and coined a program exclusively for nurses and delivering the program for the hospitals under the title “SERVITUDE” the name I am attached for its purity and nobility in action. I enjoy working with people and developing a relationship, helping them to see themselves and the world in a better way, adapt to those around them and feel cared for, important, useful and worthy. I also like the intellectual demands of analyzing behavior, motivation behind the behavior, and ways to change that behavior.

I suggest these five traits to form the foundation:

1. Good communication and relationship skills
2. Ability to set boundaries, hold confidences, establish and maintain trust
3. Social maturity, emotional stability, self confidence, and awareness of self along with sound and consistent ability to problem solve, manage stress and anxiety, and ask for help when needed.
4. Positive attitude toward clients with mental illness and other behavioral health problems
5. Sufficient and appropriate assertiveness and professional acuity to manage the work environment in order to make it successful and prevent burnout and feelings of stress, isolation and/or frustration.

The Effects of ‘Servitude’ in nurses

For centuries, there have been nurses in some capacity who have the job of taking care of individuals who are ill. Modern nursing is thought to have begun following the work of Florence Nightingale, also known as “The Lady with the Lamp”. (Who’s who in British History). A nurse is defined as, “A person formally educated in the care of the sick or affirms”. Nurses are responsible for caring for patients, working every day with high tech equipment, and are directly involved in decisions regarding a patient’s care.

A nurse can be referred to as a patient advocate (The Center for Nursing Advocacy). Currently, nursing is the largest healthcare profession. Nurses are typically employed in hospitals, health systems, rehabilitation hospitals, home health, long-term care facilities, assisted living communities, and nursing homes (Future in Nursing).

All illness are Psychosomatic

It has often been said that the way one thinks affects his or her overall health and reality. Images in the mind are real occurrences to the body. Oftentimes, one feels better about himself when he feels he has a sense of control over what is occurring to him and his surroundings (Naparstek 21-26). The mind has powerful control over the body. Imagery is any perception that comes through any of the senses. One’s body does not differentiate between sensory images in the brain and what is veracity (Naparstek 17-18). If one believes something long enough, he will become certain of its regardless of the validity. The subconscious mind does not make a distinction between the real and self-conjured. Individuals tend to behave a certain way depending upon how they view themselves and others (Park 91). The brain fires electron impulses in the same frequency and pattern when doing something physically and the same thing mentally (Park 74). A physical ailment may in fact only be in the mind of the individual.

The Law of Correspondence states, “Your life is a reflection of your inner life. There’s a direct correspondence between the way you think and feel on the inside and the way you act and experience on the outside. Your relationship, health, wealth, and position are mirror images of your inner world”

(Park 74). One’s focus should not solely be on what he cannot do or his physical ailments, but what he is able to do and accomplish. It is always important to focus on the positive and not dwell on negative aspects. The Law of Affirmation states that fully ninety-five percent of thinking and feeling is determined by the way one talk to himself. One’s inner dialogue is accepted as commands by his subconscious mind. One must continuously talk to himself in a positive manner (Park 117).

A study was conducted in a cancer clinic in Sydney, Australia in 2003 to determine how patients and nurses view ‘being positive’ and identify the different factors that influence this state of being (O’Baugh et al. 262). It was already both assumed and stated that the overall

service attitude of the health care providers affects a patient's general attitude and desire or willpower. Although the eleven cancer patients (ranging from ages thirty eight to seventy one) and eight nurses (of varying degrees from ages of twenty to fifty nine years of age) surveyed had different ideas of what "being positive" actually means, all concurred that having a positive attitude affects health, but one does not necessarily need to be positive about everything all the time (O'Baugh et al. 266).

One patient from the study made an interesting analogy between a nurse's attitude and the environment with going shopping. The individual stated, "If you go into a pharmacy shop to buy something and someone is there and they have a sad look on their face and you don't get a word (out of them) so they are so negative in their attitude, it has a terrible effect on you. You don't go back to the shop" (O'Baugh et al. 267). From the study, it was concluded that being positive is an essential when dealing with cancer (O'Baugh et al. 262-270).

According to the patients, factors that determined attitudes are: support of others, relationship with doctor and/or nurse, and environment (O'Baugh et al. 263). At least one individual stated that his religion and relationship with God affects his attitude in trying times (O'Baugh et al. 266). It has also been proven that individuals often seek the guidance of their nurse regarding spiritual issues (Lundmark).

A study was administered to 189 subjects in two Japanese psychiatric hospitals in 2005. In this study the expressed emotion (EE) of nurses was evaluated. EE is an index that represents domestic relationships, and is evaluated by gauging the substance of emotion expressed toward the patient by the family. All over the world EE has been studied and it is believed that there is a connection between the direction of an illness and EE. Nurses often spend the most time with a patient, and it is speculated that the nurse's emotional outlook towards the patient will in some way have an effect on the patient's sickness (Katsuki 265). In addition to several other questionnaires, the Pine's Burnout Scale was also administered. This scale measures emotional, mental, and physical fatigue. It was concluded that a nurse being burnt out effects the nurse's emotional attitude towards the patient, and this in turn affects the patient negatively (Katsuki 268).

Nurses typically work long shifts that require the utmost attention and dedication. This is often a tiresome and draining profession. It takes a special individual with a calling to be a nurse. But the satisfaction of nursing is the knowledge that one has made a positive difference in another individual's life (Heron XV). "When a person becomes a nurse, they sign on for life. It doesn't seem to matter for how long or in what branch of nursing one works; there is a certain quality— a spirit, a depth of soul— which is unique to a nurse" (Heron XV). In the mentioned 2003 study in Sydney, the patients believed that the attitudes of others around them affected his or her positive attitude and recovery status (O'Baugh et al. 267).

When dealing with the sick, it is always essential to use positive reinforcement. After all,

in some circumstances, one is only as sick as he feels. And the encouragement and positive stance of others (namely the health care provider) can do nothing but lift the spirits of the ill and make him feel better than he is in actuality. Speaking kindly, using positive words, affirming, and building up, praising, complimenting, and empowering are excellent ways to motivate a sick person (Knuston 15). It is important to not treat a person as a “case, project, or burden” (Knuston 15). It is vital for health care providers to value a person by his worth to God and not his abilities. (Galatians 3:26) Nurses and all health care personnel are esteemed in society. Trust and belief are influential forces in one’s mind and one is inclined to trust people he gives authority (Park 91).

Mikael Lundmark conducted a survey of 141 nurses in a Swedish oncology unit in hopes of finding out how much spirituality affects a patient as well as a nurse’s reaction to the patient’s needs in this area. The definition of spiritual care as defined in the study is, “Spiritual care means making possible/facilitating for the patient, with the help of suitable nursing interventions, to express and discuss existential questions and to praise his/her spirituality (which may be done through the practicing of a specific religion but also through activities which do not need to be of religious nature)” (Lundmark 868). It was concluded that eighty seven percent of nurses believe that they (nurses) should regard the patient’s spiritual needs.

A caregiver’s words can be a form of dangerous interference, namely if his words cause the patient to think negatively and possibly refuse vital treatments. One may react negatively to news about one’s health since the immune system is weak due to mood. This poor attitude can potentially affect how much pain the patient undergoes and the overall outcome of a procedure (Minding Your Medical Manners 5).

A nurse’s care and attention level can also affect a patient physically. In 2006 a study was conducted in Sweden surveying 252 registered nurses and nurse’s aides. Fifty-three percent were positive about caring for a patient’s nutritional health. It is believed that in regards to malnutrition (focus area of the study) a nurse’s positive attitude has the potential to affect the patient’s health in an encouraging manner (Backrach- Lindstrom 2007).

The overall attitude of a caregiver affects the patient physically, spiritually, and emotionally. If the nurse is positive, the patient is more likely to have a positive attitude himself and potentially improve at a faster rate. On the other end of the spectrum, a negative attitude may affect the patient’s attitude and recovery in a negative and damaging manner.

Experience and time spent with a patient may also play a role in the caregiver’s openness with a patient.

It is vital that a nurse behave positively around patients in order to aid in attitude and recovery.

‘Servitude’ is not slavery

The implications of the health care growth and timid competition in the private sector and the public mauling-by-media the profession seems to endure on a regular basis are putting nursing under a fair bit of pressure. But the thing keeping most of you awake at night is the fear that you cannot meet the expectations of patients and carers using your existing resources. Workforce cuts are piling the pressure on an already stretched profession, but the public's expectations are adding to that stress.

Let's not suggest that any patient or carer should ever tolerate the poor care. Drinks and food left out of reach and blatant disregard of dignity are totally unacceptable. But some patients are unrealistic about what a nurse's role really is. Nurses have told me that some patients use their call bell to get them to change the television channel, pour water or recline their beds – all reasonable requests, except the patients in question were extremely mobile and well enough to do these tasks themselves.

There will always be awkward patients and nurses are usually resilient at dealing with them. But the lack of appreciation for nurses, respect or understanding for the job they are being paid to do is leading to increased frustration – among nurses and patients. Buoyed by the review website culture, where the customer is always right, some seem to believe a stay in hospital should be like a stay in a hotel. While of course feedback should be analyzed to make healthcare improvements, patients need to realize that nurses are not maids. They must learn that nursing requires a broad range of skills – and unquestioning servitude is not in the job description.

The finale

Any stretch of imagination, one should not be sold to the idea that by getting the training on “servitude” no nurse may get some new power or position to be bestowed or awarded by your peers; it cannot even be earned; rather it is a quality of recognition, returned to you as a gift from those you serve. Becoming a nurse as “servitude” certified scholar requires a long term transformational approach to his work, and indeed his life.

By working to actually manifest the qualities of a “servitude” minded nurse, those around who are ‘ready’ will feel some congruence with their own beliefs and aspirations, and may open to the strengths of their own service. There are so many nurses out there who gradually become asphyxiated to the power and importance of the work they do each day. Constant repetition within the workloads and stresses that press down on them and spare little time for building any community of support. Instead, nurses adopt the belief that to be successful leaders, they must soon leave the bed-side.

The opportunity to be a “servitude” oriented professional confronts anyone dozens of times a day where one given the choice to decide between meeting his needs or the needs of others. Self-denial is the core of servitude. Unfortunately, a lot of our service is often self-serving. We serve to get others to like us, to be admired, or to achieve our own goals. That is manipulation, not ministry. All the time was really thinking about ourselves and how noble and wonderful we are. One of the most profound examples of serving from a secure self-image is

Jesus washing the feet of his disciples. Washing feet was the equivalent of being a shoeshine boy, a job devoid of status. But Jesus knew who he was, so it didn't threaten or bother him to do it.

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