

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

Open J-Gate, India [link of the same is duly available at Infilbnet of University Grants Commission (U.G.C.)],

The American Economic Association's electronic bibliography, EconLit, U.S.A.,

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 4767 Cities in 180 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	ROLE OF SELF-AWARENESS IN STRATEGY FORMULATION PROCESS <i>KURIAN MATHEW</i>	1
2.	CHALLENGES OF HUMAN RESOURCE MANAGEMENT IN PUBLIC SECTOR BANKS IN INDIA <i>DR. AMIT KUMAR BANSAL & SARITA BANSAL</i>	5
3.	PRODUCTIVITY OF AGRICULTURAL EXTENSION PACKAGE (CASE OF WOLAITA ZONE) <i>TADELE TAFESE HABTIE</i>	9
4.	PATTERN OF POPULATION GROWTH DURING 1901 TO 2011 IN THE INDIAN HIMALAYAN REGION <i>DR. B. R. PANT</i>	13
5.	A STUDY ON RURAL CONSUMER AWARENESS AND BRAND PREFERENCE OF INSTANT FOOD PRODUCTS (WITH SPECIAL REFERENCE TO VADAKARAPATHY PANCHAYATH) <i>DR. P. S. CHANDNI & JENIFERSARA.D</i>	27
6.	ROLE OF MICRO-FINANCE INSTITUTIONS IN DEVELOPMENT FOR UNDERPRIVILEGED IN HARYANA STATE AMONGST WOMEN: AN EMPIRICAL STUDY <i>RAVI DUTT & DR. R. K. SHARMA</i>	32
7.	IMPACT OF TOURISM ON INDIAN ECONOMY <i>DR. JASJEET GILL</i>	37
8.	FACTORS DETERMINING WOMEN SHOPPING BEHAVIOUR <i>SHILPA BAGDARE</i>	40
9.	REVIEW OF CHANGES IN AGRICULTURE SECTOR IN PUNJAB <i>DALVIR SINGH</i>	44
10.	EFFECT OF BANK CREDIT ON FINANCIAL PERFORMANCE OF FIRMS IN INDIA <i>DR. NEELAKANTA N. T.</i>	52
11.	FACTORS INFLUENCING PASSENGERS' SATISFACTION TOWARDS SERVICES PROVIDED BY KADAMBA TRANSPORT CORPORATION WITH REGARD TO SHUTTLE SERVICES IN GOA <i>GOURI K. MANERKAR</i>	55
12.	A DESCRIPTIVE STUDY ON THE CHALLENGES FACED BY THE MANAGEMENT IN PSEUDO-MODERN ERA <i>SAI JANANI & A. ABIRAMI</i>	58
13.	COMPARATIVE ANALYSIS OF INDIAN Vs. GLOBAL SMARTPHONE MARKETING STRATEGY IN INDIAN MARKET <i>ASHISH KUMAR, VARUN KHARE & DR. KOMAL CHOPRA</i>	60
14.	RECURRING FAILURES IN CORPORATE GOVERNANCE: A GLOBAL SYNDROME? <i>KRISHNA A KAPADIA</i>	66
15.	A REVIEW PAPER ON LEADERSHIP AND POLITICAL COMMITMENT TO GREEN ECONOMY: THE CASE OF ETHIOPIA <i>YESUNEH GIZAW CHERNET</i>	71
16.	ENGINEERING EDUCATION IN INDIA: YESTERDAY AND TODAY <i>SONY KURIAN</i>	76
17.	FINANCIAL REGULATORY ARCHITECTURE: A REVIEW OF LITERATURE <i>MANAS SHANKAR RAY</i>	79
18.	CASUAL WORKERS AND THEIR WAGES <i>MAMTA LAMBA</i>	83
19.	ISSUES AND PROSPECTS OF FDI IN RETAIL SECTOR IN INDIA <i>SADHANA SINGH</i>	90
20.	IMPACT OF FOREIGN DIRECT INVESTMENT (FDI) ON ECONOMIC GROWTH <i>CHIRANJEEV RANGA</i>	94
	REQUEST FOR FEEDBACK & DISCLAIMER	97

CHIEF PATRON

PROF. K. K. AGGARWAL

Chairman, Malaviya National Institute of Technology, Jaipur

(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)

Chancellor, K. R. Mangalam University, Gurgaon

Chancellor, Lingaya's University, Faridabad

Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi

Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana

Former Vice-President, Dadri Education Society, Charkhi Dadri

Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

DR. BHAVET

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

ADVISORS

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

FORMER CO-EDITOR

DR. S. GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SIKANDER KUMAR

Chairman, Department of Economics, Himachal Pradesh University, Shimla, Himachal Pradesh

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. RAJENDER GUPTA

Convener, Board of Studies in Economics, University of Jammu, Jammu

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. S. P. TIWARI

Head, Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

DR. ANIL CHANDHOK

Professor, Faculty of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

DR. ASHOK KUMAR CHAUHAN

Reader, Department of Economics, Kurukshetra University, Kurukshetra

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. VIVEK CHAWLA

Associate Professor, Kurukshetra University, Kurukshetra

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

ASSOCIATE EDITORS**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PARVEEN KHURANA

Associate Professor, Mukand Lal National College, Yamuna Nagar

SHASHI KHURANA

Associate Professor, S. M. S. Khalsa Lubana Girls College, Barara, Ambala

SUNIL KUMAR KARWASRA

Principal, Aakash College of Education, ChanderKalan, Tohana, Fatehabad

DR. VIKAS CHOUDHARY

Asst. Professor, N.I.T. (University), Kurukshetra

FORMER TECHNICAL ADVISOR**AMITA**

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT**SURENDER KUMAR POONIA**

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to their inclusion of names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR	:	
Designation	:	
Institution/College/University with full address & Pin Code	:	
Residential address with Pin Code	:	
Mobile Number (s) with country ISD code	:	
Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No)	:	
Landline Number (s) with country ISD code	:	
E-mail Address	:	
Alternate E-mail Address	:	
Nationality	:	

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. ***pdf. version is liable to be rejected without any consideration.***
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
 - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
 - e) **Abstract alone will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
 - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty four hours** and in case of non-receipt of acknowledgement from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be **bold typed, centered and fully capitalised**.
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully italicized text**, ranging between **150 to 300 words**. The abstract must be informative and explain the background, aims, methods, results & conclusion in a **SINGLE PARA. Abbreviations must be mentioned in full.**
 6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php, however, mentioning JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER. It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably range from 2000 to 5000 WORDS.**

12. **FIGURES & TABLES:** These should be simple, crystal CLEAR, centered, separately numbered & self explained, and titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, horizontally centered with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word should be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section: Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. *The author (s) should mention only the actually utilised references in the preparation of manuscript* and they are supposed to follow Harvard Style of Referencing. **Also check to make sure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document.** However, you can mention short notes to elucidate some specific point, which may be placed in number orders after the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

KURIAN MATHEW
DEAN (COORDINATION)
XAVIER INSTITUTE OF MANAGEMENT & ENTREPRENEURSHIP
KALAMASSERY

ABSTRACT

Borrowing insights from self-awareness studies in computing systems and other self-awareness theories from psychology, the author establishes a parallel between a firm's mission and its self-awareness. A firm's mission is an idea – the idea of distinction – that separates it from its environment. And it is fundamentally non-dualistic in nature and, therefore, in principle, ineffable. According to the author, not all firms are self-aware, and there are varying degrees of self-awareness. Moreover, self-awareness is an emergent phenomenon, and it resides within the firm, distributed among a network of key stakeholders called 'nodes.' A key feature of a self-aware system is that it need not have to possess a global omniscient controller. For ordinary members of self-aware systems, it is sufficient to have knowledge of their relevant roles.

KEYWORDS

strategy, self-awareness, mission, SWOT, management.

INTRODUCTION

The strategic management process has two aspects, thinking and acting. The former is known as strategy formulation, and the latter, strategy implementation. Strategy formulation involves a firm's 'mind,' whereas strategy implementation involves its 'body.' In this article, the author takes a closer look at the mental aspect of the strategy formulation process, and the role of self-awareness in it.

The strategic management process, as per theory, begins with the articulation of a firm's mission statement. Once the mission statement is articulated, the firm then proceeds to make an inventory of its inherent strengths and weaknesses. Here, the term 'strengths' refers to the firm's key resources, capabilities, and competencies that give it a competitive advantage in the industry in which it operates, and weaknesses are the lack of the same. Next, the firm makes a realistic assessment of its external environment, both the operating external environment and the remote external environment, which may reveal the opportunities and threats present there. After that begins the strategic analysis and choice process, which essentially boils down to finding a 'fit' between the firm's strengths and weakness and the opportunities and threats in the external environment. The process may reveal opportunities in the external environment that the firm could gainfully exploit using its strengths, or threats that could be effectively averted using those strengths. Alternatively, the process may reveal internal weaknesses that could make the firm vulnerable to potential threats from the external environment. There are many techniques for doing the strategic analysis and choice process, but the most popular is the SWOT analysis. It reveals to the firm a plethora of strategic alternatives, even if many of them may not be compatible with the firm's stated mission. According to theory, the firm chooses one or two alternatives, which are compatible with its stated mission, and then proceeds to implement them. In other words, the firm's mission statement acts as a filter, effectively eliminating strategic alternatives that are not compatible with it.

THE PROBLEM

How exactly does a firm find a fit between its strengths and weaknesses and the opportunities and threats in the external environment? Is this a mechanical process, proceeding in a linear fashion, as the SWOT model seems to suggest, or, does it happen subliminally when a certain critical 'threshold' is reached? Does it involve complex mental processes of which we are not fully aware?

THE HYPOTHESIS

In this article, the author makes the following hypotheses:

1. The term 'mission' refers to the *distinction* that separates a firm from its external environment. It is a non-dualistic kind of knowing, and is fundamentally ineffable.
2. To be mission-aware means to possess the firm's soul, which is analogous to self-awareness.
3. Verbal articulation of mission adds little value to the strategy formulation process; on the contrary, it may be misleading.
4. It is neither possible nor necessary for all members in a firm to possess mission-awareness.

ORGANIZATIONAL SELF-AWARENESS

Self-awareness arises at the confluence of two domains of knowledge: one, knowledge relating to the entity itself (self); two, knowledge relating to the external environment (not self). However, if these two knowledge domains remain separately – as a duality – then self-awareness does not arise. Self-awareness arises only when these two knowledge domains merge into a non-dualistic whole, or *singularity*.

Not all firms are self-aware, and there are varying degrees of self-awareness. Here, the term 'firm' refers to a core group of people – the group of key stakeholders/decision-makers that has 'full' knowledge of the firm – full knowledge of its strengths and weaknesses. And self-awareness resides within the firm, distributed among this core group. Each individual member of this group is a 'node' in the distributed 'network.' Although these nodes have inner knowing of the firm's mission, they may not be able to articulate it verbally. In that sense, it may be construed as the firm's collective self or soul!

When inner knowledge and outer knowledge subliminally merge into one (non-duality), it assumes an abstract form, which is best described by the word "*what*." In fact, the word "*what*" is more than a mere word; it is at the very root of self-awareness and the source of it. Perhaps, it is this abstract concept Peter Drucker succinctly puts as, "*What is our business*." In his book "Management: Tasks, Responsibilities, Practices" Drucker says, "*Nothing may seem simpler or more obvious than to know what a company's business is. A steel mill makes steel, railroad runs trains to carry freight and passengers, an insurance company underwrites fire risks, a bank lends money. Actually, "What is our business" is almost always a difficult question and the right answer is usually anything but obvious.*"¹ In other words, to Drucker, the question, "What is our business" epitomizes a firm's mission.

The question "What is our business" essentially boils down to "what makes us who we are" or "what makes us distinct." The answer becomes intuitively clear when one becomes mission-aware, when one becomes (aware of) the 'form' or boundary that separates the firm from its environment. In other words, one possesses the firm's soul!

This direct relationship between *form* and self-awareness opens up possibilities for an epistemological study of the strategic management process.

LAWS OF FORM

In his seminal book "Laws of Form"² G. Spencer Brown introduces a new approach to mathematics and epistemology that begins and ends with the notion of form or distinction. According to him, nothing could be simpler: a distinction appears to *cleave* a domain. The usage of the word 'cleave' in the above statement is noteworthy. The word 'cleave' exhibits the property of *merism*, which, in rhetoric, is the combination of two contrasting words that refer to a whole. Here, the word 'cleave' has contrasting meanings – it means "to separate" as well as "to adhere closely."

The core tenet of Spencer Brown's formalism is this: "We take as given the idea of distinction and the idea of indication, and that we cannot make an indication without drawing a distinction. We, take, therefore, the form of distinction for the form" (Brown, 1977, p.1). Louis H. Kauffman, the American mathematician, topologist, and professor of Mathematics in the Department of Mathematics, Statistics, and Computer science at the University of Illinois at Chicago comments: "There is circularity in bringing into words what is quite clear without them. And yet it is in this bringing forth into formalisms that mathematics is articulated and universes of discourse come into being. The elusive beginning, before there was a difference, is the eye of the storm, the calm center from which these musings spring."³

Form is another word for 'distinction.' The form of a firm is neither the company profile (inside) nor its external environment (outside); it is both; it is neither. It is really the distinction or the boundary that separates the firm from its external environment. And that distinction is non-dualistic in its essence. It is, in a sense, the soul of the firm!

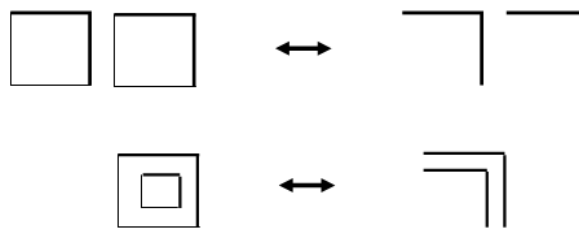
From a strategic management perspective, the notion of the *idea of distinction* is the question, "what is our business." In other words, it refers to firm's mission. Strategic alternatives (in Kauffman's words 'musings') emanate from this source. In sharp contrast, the expression "*idea of indication*" refers to the two disparate domains of knowledge, which the distinction has 'cleaved.' In other words, 'indication' refers to the effable aspects, such as a firm's strengths and weaknesses as well as the opportunities and threats in the external environment. Those who are not mission-aware possess only the idea of indication. Only those who are "mission-aware" – those who possess the firm's soul - have the idea of distinction. And it is this latter group that is eminently suited to lead the strategy formulation exercise.

According to Spencer Brown "*Distinction is perfect continence*" (Brown, 1977, p.1). The term 'continence' literally means "temperance," or "self-control." A distinction is drawn by arranging a boundary with separate sides so that a point on one side cannot reach the other side without crossing the boundary. For example, in a plane space a circle draws a distinction. Once a distinction is drawn, the spaces, states, or contents on each side of the boundary, being distinct, can be 'indicated.'

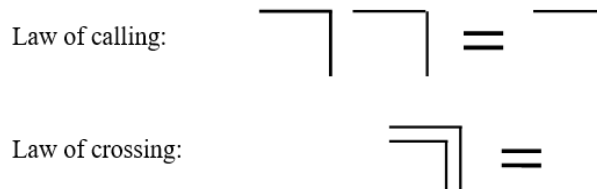
Spencer Brown gives a topological notation for distinction, the *mark*. The symbol is set to represent a distinction between its inside, which, in our case, represents the firm, and its outside, which represents the external environment.

The mark is to be regarded as a shorthand for a rectangle drawn in the plane and dividing the plane into the regions inside and outside the rectangle. Spencer Brown's mathematical system made just this beginning. In his formalism, the idea of a distinction is instantiated in the distinction that the mark appears to make in the plane.

In an expression, we can say of any two marks that one is or is not inside the other. The relationship between two marks is either one is inside the other, or that neither is inside the other. These two conditions correspond to the two elementary expressions shown below:



The mathematics in Spencer Brown's Laws of Form begins with two laws of transformation. They are the *law of calling* and the *law of crossing*, the symbolic representation of which is given below,



A calculus is born of these two equations and, thus, Spencer Brown's new mathematics begins. However, the purpose of this article is not to go into the topological aspects of the strategy formulation process. The focus here, on the contrary, is on distinction itself – the source of self-awareness. Therefore, we shall examine the psychology of self-awareness.

PSYCHOLOGY OF SELF-AWARENESS

Self-awareness theories from psychology are opening up new vistas in the design and engineering of complex systems. In an article published in the Awareness Magazine, titled "An Outlook for self-awareness in computing systems", the authors Peter Lewis, Marco Platzner, and Xin Yao states, "As computing systems continue to advance, they are increasingly comprised of large numbers of different types of subsystems, each with their own local perspectives and goals and connected in changing network topologies. As a result, having humans understand and manage these systems is becoming increasingly infeasible. Future computing systems, from robots to personal music devices to web services, should be able to achieve advanced levels of autonomous behavior to adapt themselves at runtime and learn behaviors appropriate to changing conditions. Nevertheless, users engaging with different parts of the system still expect high performance, reliability, security, and other qualities.

Such systems will be faced with the challenge of managing trade-offs between these conflicting goals at runtime, both at the global and at the local level, in response to changing conditions. For a system to adapt itself effectively, it is important that it has the ability to be self-aware. Self-awareness is connected with the availability, collection and representation of knowledge about something, by that something. A self-aware node has knowledge of itself, permitting reasoning and intelligent decision-making to support autonomous adaptive behavior...

The first of these concepts is the distinction between public and private self-awareness classes, which are concerned with knowledge of phenomena external and internal to the individual, respectively..."⁴

In this article, taking the insights from the study by Peter Lewis et al., and self-awareness theories from psychology, we take a closer look at how an entity becomes self-aware, which might provide useful clues as to how a firm becomes self-aware.

The term self-awareness was first introduced around the start of the 20th century, and it is still an emerging field within Psychology. Morin (2006)⁵ defines self-awareness as "the capacity to become the object of one's own attention."

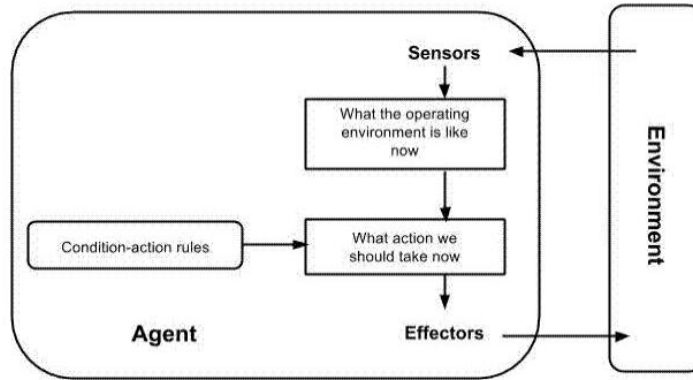
There are three key concepts relating to self-awareness. They are 1) Public and private awareness 2) Levels of self-awareness and 3) Emergence of self-awareness.

PRIVATE AND PUBLIC SELF-AWARENESS⁶

The term *private self-awareness* refers to the knowledge of, and based on, phenomena internal to oneself. It is internal, such as, for example, my knowledge that I am hungry. And it may include values, goals, or behavior.

On the other hand, *public self-awareness* refers to the knowledge of, and based on, phenomena external to oneself. It is one's perspective of the environment. It is the awareness of one's relationship to others, effects of one's behavior, and how others perceive it. It is subjective knowledge.

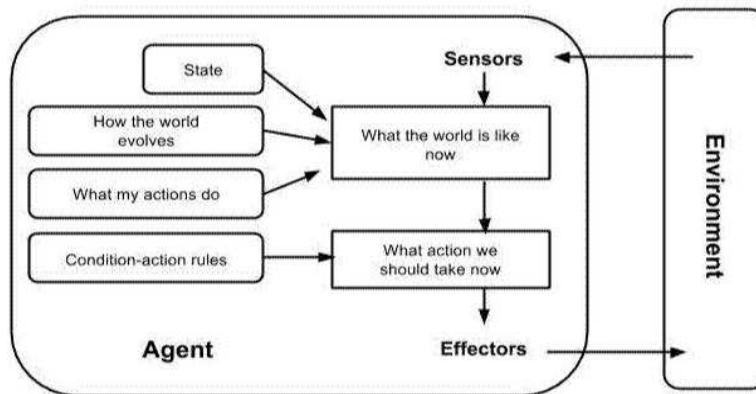
Fig:1 Ecological Self ->Stimulus Response Awareness



Source: EPICs, Birmingham University

There are several levels of self-awareness. At the lowest rung of the ladder of self-awareness is the *Ecological Self* (Fig.1), which has a stimulus-response kind of self-awareness such as that of lower animals. In other words, it is merely the absence of unconsciousness. The ecological self has knowledge of the stimuli, which enables it to respond to events, but it is not able to identify the reasons for the stimuli. It has neither memory of past stimuli nor can it anticipate future stimuli. Therefore, the entity exists in a reactive mode, responding to stimuli as and when they occur. The self-awareness of ecological self can be private, public or both. At the next higher level is the *Interpersonal Self*, which is the simple awareness of interactions with others. The interpersonal self allows simple adaptive working. It knows that stimuli and one's own actions form part of the interaction with the social and physical environment. The interpersonal self has the ability to distinguish between nodes and environments. It is aware that actions can provoke, generate or cause specific reactions through feedback loops. Simple interaction-awareness enables it to reason about individual interactions. More advanced versions of interpersonal self may involve knowledge of social structures such as communities and networks. Essentially, this is a form of public self-awareness.

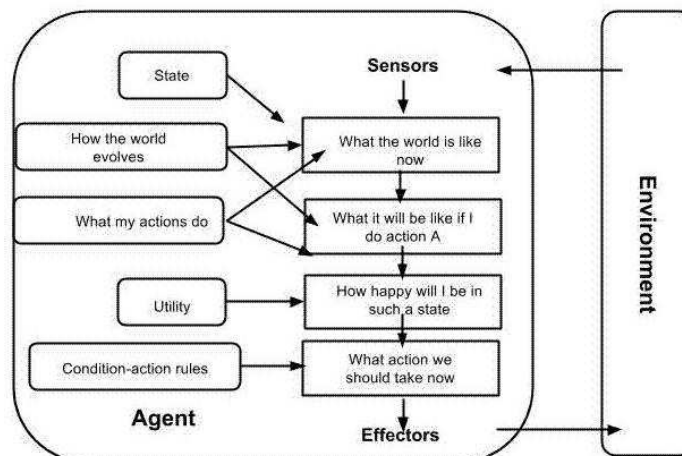
Fig:2 Extended Self → Time-Awareness



Source: EPICs, Birmingham University

Above interpersonal self is the *Extended Self* (Fig.2), which is capable of reflecting over time and is aware of the existence of past and future interactions. This type of self-awareness may involve explicit memory and/or anticipation. And it can be private, public or both.

Fig: 3 Private Self ⇔ Goal-Awareness



Source: EpiCS Birmingham University

Still above the extended self is the *Private Self* (Fig.3), which is capable of processing self-information such as thoughts, feelings, and intentions. It has knowledge of current goals (e.g. goal states, utility etc.), and has knowledge of preferences and constraints. It permits the private self to acknowledge and adapt to changes in goals. This type of self-awareness can be private, public or both.

At the pinnacle of the ladder of self-awareness is the *Conceptual Self*, which is the abstract representation of itself. It has knowledge of the node's own self-awareness capabilities. It may also include knowledge of which level(s) of self-awareness are present, and how they are realized. And Conceptual Self permits the ability to reason about the benefits and costs of maintaining certain levels of self-awareness, in terms of the node's goals. It also permits *meta-self-awareness*⁸ – the faculty of knowing that one is self-aware. This is a form of private self-awareness.

Here is the short summary: the ecological self-possess only a stimulus-response level of self-awareness; interpersonal self is interaction-aware; extended self is time-aware; private self is goal-aware; and conceptual self is meta-self-aware.

WORKING DEFINITION OF A SELF-AWARE NODE

To be self-aware a node should: 1) possess knowledge about its own internal state; 2) possess knowledge about its environment. Optionally, the entity might also possess knowledge of its interactions with the wider system (interaction-awareness); possess knowledge of time, e.g. of past or likely future phenomena or effects (time-awareness); possess knowledge of its goals, e.g. objectives, preferences and constraints (goal-awareness); select what is and is not relevant knowledge (meta-self-awareness).

EMERGENCE OF SELF-AWARENESS: KEY CONCEPTS

In collective biological systems such as the brain, ant colonies, immune systems etc., the entire system can exhibit self-aware behavior. However, the constituent parts may not exhibit self-awareness themselves, and the global information is distributed, not present at a single point. In other words, a complex system may exhibit emergent behavior, which appears globally self-aware, even though no constituent part needs to possess information about the whole system⁹. And this has design implications. A self-aware system need not have to possess a global omniscient controller. And for individual members of the system, it is sufficient to have knowledge of their relevant roles.

CONCLUSION

A firm's mission is the distinction that separates it from its environment. It is a notion, which is fundamentally non-dualistic in nature and therefore, in principle, ineffable. However, when one attempts to comprehend that notion dualistically as knowledge relating to the firm (company profile) and knowledge relating to the environment, it loses its essential vitality. Such verbal expressions of the mission add little value to strategy formulation process and, perhaps, may even be misleading. A firm's mission is analogous to its self-awareness. To be mission-aware means to possess the firm's soul, as it were. And that awareness is an emergent phenomenon – a collective consciousness - distributed among key stakeholders (nodes) within the system who are mission-aware and have a sense of ownership about the firm. These individuals are better suited to lead the firm's strategy formulation exercises.

REFERENCES

1. Peter F. Drucker, *Management: Tasks, Responsibilities, Practices* (1993), p.77, Harper Business.
2. G. Spencer Brown, *Laws of Form* (1977), New York: The Julian Press, Inc.
3. Louis H. Kauffman, *Laws of Form – An Exploration in Mathematics and Foundations* Retrieved from <http://www.homepages.math.uic.edu/~kauffman/Laws.pdf>
4. P. Lewis, M. Platzner, and X. Yao, *An outlook for self-awareness in computing systems*, Awareness Magazine, Mar. 2012
5. A. Morin, *Levels of consciousness and self-awareness: A comparison and integration of various neurocognitive views*, Consciousness and Cognition 15 (2), pp.358-371, 2006.
6. C. Goukens, S. Dewitte, and L. Warlop, *Me, myself, and my choices: The influence of private self-awareness on preference-behavior consistency*. Tech. Rep., Katholieke Universiteit Leuven, 2007.
7. U. Neisser, *The roots of self-knowledge: perceiving self, it, and thou*, Ann. N.Y. Acad. Sci. 818, pp.19-33, 1997.
8. A. Morin and J. Everett, *Conscience de soi et langage interieur: Quelques speculations. [Self-awareness and inner speech: Some speculations]*, Philosophiques XVII (2), pp.169-188, 1990.
9. M. Mitchell, *Self-awareness and control in decentralized systems*, Working Papers AAAI 2005 Spring Symp. Metacognition in Computation, pp.83-85, AAAI Press, 2005.
10. <http://www.epics-project.eu> Engineering Proprioception in Computing Systems (EPiCS) project.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, Economics & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as, on the journal as a whole, on our e-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

