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Kemal Cebeci
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Holiday-inn Piramides, Madrid, Spain
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We are very pleased to introduce the proceedings(full paper series) of the Masters International Research and Development Center, MIRDEC 4th, International Academic Conference on Social Science, Multidisciplinary and Globalization Studies, 04-07 July 2017, Madrid, Spain. MIRDEC thanks to all our participants for their academic and social contributions.

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AVKASH JADHAV[1]

THE TRANSITION OF POLITICAL IMPERIALISM TO ECONOMIC IMPERIALISM: A HISTORICAL STUDY OF THE GENESIS OF THE NATIVE CAPITALIST CLASS IN THE TEXTILE INDUSTRY OF BOMBAY IN THE 19th CENTURY

Abstract

The advent of the British in India as the East India Company is documented with the arrival of Vasco De Gama when he landed at Calicut in 1498. In the span of four centuries the country witnessed various stages of imperialism, from requesting concessions for trading to acquiring their spheres of influence over certain territories, then declaring certain provinces as their protectorate to establishing it as their presidency. In all we can easily distinguish the changing interests in the way they slowly and gradually unfolded their demands in India. What started as merely exploration of the world soon became a tool of introducing trading designs which ultimately culminated into establishing political hegemony in India. The administrative control of the country became their primary goal until the revolt of 1857, which brought with it the beginning of a new chapter of governance in the colonial history of India. The direct control of the British crown was responsible for changing the priorities of controlling the affairs in the country. We strongly witness the influx of various ideas and patterns of England being experimented, under the 'mirage of development' and creating new opportunities for growth. This paper will discuss the introduction of a new native class of Indian capitalist, who equally contributed towards Britain's economic imperialism in India. This new class was became the native entrepreneurs and the capitalists of the country. The introduction of cotton textile mills in Bombay gave them enough scope to follow the same exploitative imperialist designs of their European masters. It is equally interesting to note that the mill owners of Bombay established their association called 'Bombay Mill Owners Association' in 1875, ie within two decades of the opening of the first mill in Bombay in 1854. Whereas the workers working in these mills almost took six decades to realize the importance of forming union or association to safeguard their rights. This paper will primarily discuss that how the native Indian capitalist class slowly replaced the colonial masters in exploiting co Indians under the 'mirage of development' which was never inclusive, but exclusive unlike the Europeans.

Keywords: Bombay, mills, working class.

India has always attracted the attention of the world since ancient times, through the writings of Herodotus to the era of geographical discoveries in medieval age. The European world was always intrigued with the unexplainable wealth of the Far East, which was equally adorned by its rich heritage and culture. The expansion of the West to the East under the pretext of reviving the sea or trade routes opened up the new eco- political developments, there by introducing a new pattern under the guise as the foreign policy which was defined as imperialism. The term 'imperialism' came into common usage in England in the 1890s as a development of the older term "empire" by the advocates of a major effort to extend the British Empire.

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The term was rapidly taken into other languages to describe the contest between rival European states to secure colonies and spheres of influence in Africa and Asia, a contest that dominated international politics from the mid-1880s to 1914, and caused this period to be named the "age of imperialism". The first systematic critique of imperialism was made by the English bourgeois social-reformist and economist John Atkinson Hobson (1858-1940) in his 1902 book 'Imperialism: A Study'[2]. Imperialism emerged as the development and direct continuation of the fundamental characteristics of capitalism in general. But capitalism only became capitalist imperialism at a definite and very high stage of its development, when certain of its fundamental characteristics began to change into their opposites, when the features of the epoch of transition from capitalism to a higher social and economic system had taken shape and revealed themselves in all spheres. If it were necessary to give the briefest possible definition of imperialism 'we should have to say that imperialism is the monopoly stage of capitalism'[3].

Karl Kautsky, the principal Marxian theoretician defines it is as follows: 'Imperialism is a product of highly developed industrial capitalism. It consists in the striving of every industrial capitalist nation to bring under its control or to annex all large areas of agrarian territory, irrespective of what nations inhabit it'[4].

The characteristic features of imperialism is precisely that it strives to annex not only agrarian territories, but even most highly industrialised regions (German appetite for Belgium; French appetite for Lorraine), because (1) the fact that the world is already partitioned obliges those contemplating a redivision to reach out for every kind of territory, and (2) an essential feature of imperialism is the rivalry between several great powers in the striving for hegemony, i.e. for the conquest of territory, not so much directly for themselves as to weaken the adversary and undermine his hegemony.

English writer Hobson puts it as, 'the new imperialism differs from the older, first, in substituting for the ambition of a single growing empire the theory and the practice of competing empires, each motivated by similar lusts of political aggrandisement and commercial gain; secondly, in the dominance of financial or investing over mercantile interests'[5].

The description of 'British imperialism' in Schulze-Gaevernitz's book *British Imperialism and English Free Trade at the Beginning of the 20th century* reveals the same parasitical traits. The 'national income of Great Britain approximately doubled from 1865 to 1898, while the income from abroad increased nine fold in the same period[6]. The US President Abraham Lincoln believed 'When the white man governs himself, that is self-government; but when he governs himself and also governs others, it is no longer self-government; it is despotism'[7]. In its economic essence imperialism is monopoly capitalism. This in itself determines its place in history, 'for monopoly that grows out of the soil of free competition, and precisely out of free competition, is the transition from the capitalist system to a higher socio-economic order'[8].

We need to understand the different aspects of monopoly; firstly, monopoly arose out of the concentration of production at a very high stage. This refers to the monopolist capitalist associations, cartels, syndicates and trusts. We have seen the important part these play in present-day economic life. Secondly, monopolies have stimulated the seizure of the most important sources of raw materials, especially for the basic and most highly cartelised industries in capitalist society: the coal and the iron

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[2] Lenin.V.I, Imperialism the Highest stage of Capitalism, Resistance Marxist Library, Resistance Books , Australia, 1999, p. 7.
[3] Ibid. p. 91.
[4] Schulze-Gaevernitz, British Imperialism and English Free Trade at the Beginning of the 20th Century, Leipzig, 1906, p. 318.
[5] Siegmund Schilder, Trends of Development of World Economy, Berlin, pp. 1912. 160-161.
[6] Schulze Op.cit. p. 104
[7] Patouillet O J , L'impérialisme Américain, Dijon, 1904, p. 272.
[8] Lenin. Op.cit. p. 104.

industries. Thirdly, monopoly has sprung from the banks. 'The banks have developed from humble middleman enterprises into the monopolists of finance capital'[9]. The British imperialism was more pragmatic than that of other colonial powers. Its motivation was economic, not evangelical. The main changes which the British made in Indian society were at the top, but the lower strata were thoroughly exploited. They replaced the wasteful warlord aristocracy by a bureaucratic-military establishment, carefully designed by utilitarian technocrats, which was very efficient in maintaining law and order. The greater efficiency of government permitted a substantial reduction in the fiscal burden, and a bigger share of the national product was available for landlords, capitalists and the new professional classes. Some of this upper class income was siphoned off to the UK, but the bulk was spent in India. However, the pattern of consumption changed as the new upper class no longer kept harems and palaces, nor did they wear fine muslins and damascened swords. We witness the emergence of the new towns and urban amenities with segregated suburbs and housing for them were created. Their habits were copied by the new professional elite of lawyers, doctors, teachers, journalists and businessmen. Within this group, old caste barriers were eased and social mobility increased.

The striking thing about the British raj is that it was operated by few people. There were only 31,000 British in India in 1805 (of which 22,000 were in the army and 2,000 in civil government)[10]. The number increased substantially after the revolt of 1857, but thereafter remained steady. In 1911, there were 164,000 British (106,000 employed, of which 66,000 were in the army and police and 4,000 in civil government)[11].

In the Mughal period or medieval India, the zamindars would usually keep a tenth of the land revenue to themselves, but by the end of the British rule their income from rents was a multiple of the tax they paid to the state. In Bihar, for instance, it was five-sixths of the total sum levied was rent by 1850 and only one-sixth revenue[12]. Under the British, transfers became much more frequent, particularly into the hands of moneylenders. The moneylenders frequently presented as squeezing out poor peasants and tenantry and thus promoted the concentration of wealth, but the evidence of what happened to zamindar estates suggests that 'village moneylenders may also have helped to break up concentrations of wealth[13]. Nevertheless, there were some economic consequences of the new legal situation as because of the emergence of clear titles under the British rule, it was now possible for the Indian farmers to mortgage their land. The status of moneylenders also improved due to the change from the Muslim law to the British law. Though the moneylenders were there during the Mughal period, but 'their importance grew substantially under the British rule, and over time a considerable amount of land changed hands through foreclosures'[14].

It was close to 1870's, India built up her own textile manufacturing industry which displaced the British imports. The British imports entered India duty free, and when a small tariff was required for revenue purposes Lancashire pressure led to the imposition of a corresponding excise duty on Indian products to prevent them gaining a competitive advantage. This undoubtedly handicapped industrial development. If India had been politically independent, her tax structure would probably have been different. In the '1880s, Indian customs revenues were only 2.2 per cent of the trade turnover, i.e. the lowest ratio in any country. In Brazil, by contrast, import duties at that period were 21 per cent of trade turnover'[15]. Indian firms in industry, insurance and banking were given a boost from 1905 onwards by the swadeshi movement, which was a nationalist boycott of British goods in favour of Indian enterprise. During the

[9] Lenin. Op.cit. p. 120.
[10] D.A.B. Bhattacharya (ed.), Report on the Population Estimates of India (1820-30), Census of India 1961, Government of India, Registrar General, Delhi, 1963, pp. 4-5.
[11] Census of India 1911, Vol. I, India, Part II, Tables, Calcutta, 1913, pp. 374-6.
[12] D. Warriner, Land Reform in Principle and Practice, Oxford University Press, 1969, p. 158.
[13] W.C. Neale, Economic Change in Rural India, Yale University Press, 1962, p. 63.
[14] M.L. Darling, The Punjab Peasant in Prosperity and Debt, Oxford University Press, London, 1947, p. 178.
[15] M.G. Mulhall, The Dictionary of Statistics, Routledge, London, 1899, pp. 172 and 258.

First World War, lack of British imports strengthened the hold of Indian firms on the home market for textiles and steel. After the First World War, under the nationalist pressure, the government started to favour Indian enterprise in its purchase of stores and it agreed to create a tariff commission in 1921 which started raising tariffs for protective reasons. By 1925, the average tariff level was 14 per cent compared with 5 per cent pre-war[16]. The procedure for fixing tariffs was lengthy and tariff protection was granted more readily to foreign-owned than to Indian firms, but in the 1930s protection was sharply increased[17].

From the beginning of the British conquest in 1757 to its independence in 1947, it seems unlikely that per capita income could have increased by more than a third and it probably did not increase at all. In the UK it there was a tenfold increase in the per capita income over these two centuries. The most noticeable change in the economy was the rise in population from about 170 million to 420 million from 1757 to 1947 in India. However, there were some significant changes in social structure and in the pattern of output. The social pyramid was truncated because the British lopped off most of the top three layers of the Mughal hierarchy, i.e. the Mughal court, the Mughal aristocracy and quasi-autonomous prices (a quarter of these survived), and the local chieftainry (zamindars who survived in about 40 per cent of India). In place of these people the British installed a modern bureaucracy which took a smaller share of national income. The newcomers had a more modest life-style than the Mughals, but siphoned a large part of their savings out of the country and provided almost no market for India's luxury handicrafts. The modern factory sector which they created produced only 7.5 per cent of national income at the end of British rule and thus did little more than replace the old luxury handicrafts and part of the village textile production.

The British reduced the tax squeeze on agriculture and turned warlords into landlords, but the new order had little dynamism. A good deal of the old fuzziness about property rights remained, and landlords were still largely parasitic. The bigger zamindars copied the Mughal lifestyle by maintaining hordes of retainers and huge mansions, the smaller landowner's ambition was to stop working and enhance his ritual purity by establishing a seedy gentility, very little incentive was provided for investment and almost nothing was done to promote technical changes in agriculture. At the bottom of society the position of sharecropping tenantry and landless labourers remained wretched.

In urban areas a new westernized 'middle class' of Indians emerged and became the major challenge to the British raj. The British were a very thin layer at the top of society but they took about 5 per cent of national income. Their allies, the native princes and zamindars, took about 3 per cent, eight per cent is a sizeable proportion for the ruling class but, under the Mughal regime, the equivalent group collected 15 per cent of national income in taxes and spent most of it on their own consumption. Immediately under this group were two new indigenous classes - capitalists and professionals - who became the dominant elite in independent India. They were relatively larger in number and probably had a bigger share of national income than their counterparts. Within the village society the social structure was probably similar to that in Mughal India, with the two top economic groups corresponding to the old dominant castes, the next group to peasant castes, and the bottom group consisting largely of untouchables.

The main difference from the Mughal economy is that village proprietors and tenants-in-chief were no longer heavily squeezed by taxation and their share of national income had probably increased. Thus the main gainers from the British regime (apart from the British) were the so called 'middle' class of Indian capitalists and professionals, and the village hierarchy. Most of these were high caste Hindus though the Parsis and Sikhs did fairly well. The main losers were the Muslims who had formed the major part of the Mughal aristocracy, officer corps, lawyers, and artisans in the luxury handicrafts.

[16] W.A. Lewis, Economic Survey, 1919-39, Allen and Unwin, London, 1949, p. 48.
[17] M. Kidron, I, Oxford University Press, London, 1965, p. 13.

The development of capitalism in India was therefore a very tortuous process. The Indian working-class movement too consequently also developed at a much later stage. The development of capitalism, so to say, a change-over from the old feudal economic order to the modern capitalist economy was a long drawn-out process starting from the mid 16th century to 18th century, the characteristics form of capitalist production was to manufacture for pure profit. In the era before manufacture also, the workers depended on selling their labour-power, but they still had the real chance of eventually becoming independent. But the manufacture era involved extensive division of labour between many workers concentrated under one roof. The social division of labour and specialization of functions led to the downgrading and subordination of the individual who became a completely isolated component, cut off from the process of production as a whole and subjected to rigorous discipline. All that the worker required was a highly specialized dexterity losing his general skill as a craftsman and his ability for independent work. The products of seasoned craftsmanship in the era before manufacture transformed itself into the products of 'collective labour' of a few skilled and many unskilled workers in the era of manufacture. However, it was characterized not only by the invention and introduction of machinery, but also by the appearance of new basic classes, 'the bourgeoisie who owned the factories and the means of production and exploited the workers, and the proletariat, i.e. the wage-laboures who did not possess the means of production'[18].

The industrial revolution had therefore two aspects-the technical, i.e. the invention and the introduction of machinery and the passing away of the old feudal order and the formation of new basic social classes-the bourgeoisie and the proletariat in the newly emerging capitalist economic order. But in this continuously expanding revolution with the machine as the starting-point, the human organ was superseded by mechanical organization, independent of the limitations of human power. This totally transformed the whole production process. At the beginning of this process, in manufacture era the organization of social labour was purely subjective in the sense that it required a combination of different operations, but the new modern industry had in machinery a purely objective productive organism which converted the labour into a mere appendage of an already existing material condition of production[19].
It is interesting to note that when Marx analysed the Indian society, industrial revolution had already taken place in England and capitalism was expanding from England to the other European countries. This traditional system of Indian industry and agriculture was, however, laid waste by the imperialist plunder age. The establishment of the railways and certain connected industries in furtherance of colonial interest completed the process. In the first volume of 'Capital' Marx presents a vivid description of this old economic and social system.

'These small and extremely ancient Indian communities, some of which have continued down to this day, are based on possession in common of the land, on the blending of agriculture and handicrafts, and on the unalterable division of labour, which serves, whenever a new community is started, as a plan and scheme ready cut and dried. Occupying areas of form 100 up to several thousand acres, each forms a compact whole producing all it requires. The chief part of the products is destined for direct use by the community itself and does not take the form of a commodity. Hence, production here is independent of that division of labour brought about in Indian society as a whole, by means of the exchange of commodities. It is the surplus alone that becomes a commodity and a portion of even that, not until it has reached the hands of the State, into whose hands from time immemorial a certain quantity of these products has found its way in the shape of rent in kind. The constitution of these communities varies in different parts of India. In those of the simplest form, the land is tilled in common and the produce divided among the members. At the same time spinning and weaving are carried on in each family as subsidiary industries. Side by side with the masses thus occupied with one and the same work, we find the 'Chief inhabitant', who is judge, police and tax-gatherer in one; the book-keeper, who keeps the

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[18] Sukomal Sen Working class of India. History of Emergence and Movement 1830-1970, published by K.P. Bagchi& Company, Calcutta,1970. pp. 1-2.
[19] Ibid. p. 3.

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amounts of the village and registers everything relating thereto; another official who prosecutes criminals, protects strangers travelling through and escorts them to the next village; the boundary man, who guards the boundaries against neighbouring communities; the water-overseer, who distributes the water from the common tanks for irrigation; the Brahmin, who conducts the religious services; the schoolmaster who on the sand teaches the children reading and writing; the calendar-Brahmin, or astrologer, who makes known the lucky or unlucky days for seed-time and harvest, and for every other kind of agricultural work; a smith and a carpenter, who make and repair all the agricultural implements; the potter, who makes all the pottery of the village; the barber, the washer man, who washes clothes, the silversmith, here and there the poet, who in some communities replaces the silversmith, in others the school-master. This dozen of individuals is maintained at the expense of the whole community. If the population increases, a new community is founded, on the pattern of the old one, on unoccupied land. The whole mechanism discloses a systematic division of labour; but a division like that in manufacturer is impossible, since the smith and the carpenter find an unchanging market, and at the most there occur, according to the sizes of the villages, two or three of each, instead of one. The law that regulates the division of labour in the community acts with irresistible authority of law of nature, at the same time that each individual artificer, the smith, the carpenter, and so on conducts in his workshop all the operations of his handicraft in the traditional way, but independently and without recognizing any authority over him. The simplicity of the organization for production in these self-sufficient communities that constantly reproduces themselves in the same form, and when accidentally destroyed, spring up again on the spot and with the same name-this simplicity supplies the key to the secret of the unchangeableness of Asiatic societies, an unchangeableness in such striking contrast with the constant dissolution and refounding of Asiatic contrast states, and the never-ceasing changes of dynasty. The structure of the economical elements of society remains untouched by the storm-clouds of the political sky'[20].

The colonial rule and the exploitation by the British imperialists completely ruined the system of production of these traditional and self-sufficient societies. As the British army advanced and occupied different territories of India as a sequel to the victory in the battle of Plassey in 1757, the old economic system and social divisions of labour obtaining in those territories were also shattered simultaneously. Along with this occupation, the surplus products of the occupied zones also fell into the hands of the colonialists who then started direct plundering of and exporting the wealth of India to England. Imposing a high rate of taxation on internal trade of India and simultaneously engaging itself in money-lending business, the East India Company extorted a huge sum of money from the Indian people.

Referring to this direct plunder Karl Marx observed 'during the whole course of the 18th century the treasures transported from India to England were gained much less by comparatively insignificant commerce, than by the direct exploitation of that country, and by the colossal fortunes there extorted and transmitted to England'[21]. The sweat and blood of the Indian people, reduced to money became one of the principal sources of the primitive accumulation of capital in Britain. According to obviously minimized statistics, the British colonialists derived from India during the period of 55 years between 1757 and 1812 a direct income exceeding 100,000,000.Conspiratorial military victory and plundering of the wealth of the conquered areas continued for several decades. Subsequently the colonialists realized that the exploitation should be regulated and legalized in some way to ensure permanent revenues and consolidations of British rule, Data of Committee of Correspondence, submitted to the Board of Directors of the East India Company, February 9, 1813[22].

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[20] Karl Marx, Capital, Vol 1, Foreign Languages Publishing House, Moscow, 1954, pp. 357-58.
[21] Karl Marx, The East India Company-Its History And Results, contained in On Colonialism by K. Marx an F. Engels, Foreign Languages Publishing House, Moscow, p. 51.
[22] Hansard's Parliamentary Debates, Vol. 25,p. 28,quoted from Capitalism in India-Basic Trends in its Development, Peoples' Publishing House, New Delhi, by A. I. Levkovsky, p. 10.

In 1793 during the viceroyalty of Lord Cornwallis, the British colonialists passed the Act of Permanent Settlement, fixing a constant rate of taxation to be exacted from the zamindars of Eastern India. The 1793 Act and subsequent Acts conferred the formal rights of land-ownership to none but the zamindars, the hereditary rights of village community members and petty feudal lords were not recognized. This system at once dispossessed the people of Bengal Presidency of their hereditary claims to the soil in favour of the native tax-gatherers called zamindars. Despite securing a kind of right to land-ownership, the feudal zamindars was compelled to turn over ten-eleventh of the rent to the British colonial state, failing which, the state sold his land to anyone who could pay the sum. So in a bid to satisfy the colonial rulers and also for self-aggrandizement, the zamindars intensified exploitation of the peasantry and not infrequently raised it to inhuman heights. While their own instalments payable to the government were fixed, the zamindars enjoyed the freedom of increasing the rate of taxation on the peasantry. With the disappearance of the ancient Indian feudal nobility through this process, a new stratum of landlords originated from the moneylenders, tradesmen and colonial officials appeared on the scene. A series of parasitic middlemen also sprouted out between the cultivator and the zamindars each one of whom sought to extort his own pound of flesh thereby sharpening the exploitation of the peasantry beyond all proportions.

In the south of India the colonialists introduced the ryotwari system to exploit the peasantry. The peasant became a permanent tenant of a plot of land, a toiler of the soil entangled with obligations and in fact chained to the land as a serf. Thus the zamindari and the ryotwari systems were the two principal ways in which the modified feudal methods of exploiting the peasants were preserved. These systems while fully sub served the interests of the colonialists degraded the peasantry to the position of semi-slaves. Simultaneously with the exporting of the plundered wealth of India to England in furtherance of her Industrial Revolution, the English capitalists felt the need of marketing in India the industrial products of England. This in other words meant a free trade with India. The exclusive monopoly of trade with India so long enjoyed by the East India Company since the battle of Plassey in 1757 did not protect the interest of free trade of the British capitalist class as a whole. Prompted by an energetic search for new markets, the English bourgeoisie unleashed a large-scale campaign to abolish the privileges of the East India Company.

In 1813 the East India Company's monopoly in the trade with India was abolished opening the door of free trade with India. This in fact indicated a new phase in the economic exploitation of India. The East India Company had so long been earning profits mainly be exporting to and selling Indian silk, muslin and other luxury goods in England, but after 1813 Indian market was laid open to the British industrial commodities resulting in a rapid increase of British exports to India. 'From 1,600,000 in 1814 it grew to 5,800,000 in 1828, or one-eighth of all British export. The total tonnage of British ships engaged in trade with India in 1828 reached nearly 110,000 tons. In 1814 Britain shipped 213,000 yards of plain and 800,000 yards of coloured cotton textiles to India; in 1826 the totals were 16 and 26 millions yards respectively'[23]. The process of development of capitalism over the ruins of feudalism as it was in the case of Europe was not to be found in India. Although the Imperialist rulers devastated the old Indian economy, they did not supplant it by unleashing the forces of modern capitalist economy. So, the growth of capitalist economy in India followed a different path with accompaniment of strange contradictions, impediments and untold sufferings for the Indian people. Despite this, British rule in India produced two kinds of results, one destructive and the other regenerating. To consolidate colonial exploitation, it on the one hand annihilated the old Asiatic society and on the other was constrained to take some steps, the objective consequences of which rendered the growth of capitalist economy irresistible, although through a very halting and painful course.

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[23] A. I. Levkovsky, Capitalism in India-Basic Trends in its Development, Peoples' Publishing House, New Delhi, p. 19.

Introduction of railways in India was the event of foremost importance in this process. For transportation of the goods imported from England from the ports of India to the interior of the country, for carrying the raw materials from the countryside to the ports, for quick movement of the army to suppress the Indian people through military might-in a word to consolidate colonial rule and exploitation, introduction of railways in India turned out to be an indispensable task for the British imperialists.

In 1853 Viceroy, Lord Dalhousie, wrote his 'famous minute' pointing out the great social, political and commercial advantages to be gained from connecting the three Presidency cities-and these with the north-west frontier-by rail'. It is pertinent to quote here Marx's famous saying regarding the future results of British rule in India as he keenly observed this new aspect. With an amazing capacity of foresight he wrote: "I know that the English millocracy intend to endow India with railways with the exclusive view of extracting at diminished expenses the cotton and other raw materials for their manufacturers. But when you have once introduced machinery into the locomotion of a country, which possesses iron and coals, you are unable to withhold it from its fabrication. You cannot maintain a net of railways over an immense country without introducing all those industrial processes necessary to meet the immediate and current wants of railway locomotion and out of which there must grow the application of machinery to those branches of industry not immediately connected with railways. The railway system will therefore, become, in India, truly the forerunner of modern industry'[24].

The exploitation of the Indian working class was expressed chiefly in the fact that both British and Indian capitalists secured absolute surplus value. The working hours of maximum length, from dawn to dusk and often even longer was the most striking indication of the brutal manner in which labour was exploited. Even the official report of the Indian Factory Labour Commission which was appointed in 1908 to enquire into various recommendations made by the Freer Smith Committee in respect of certain amendments in the existing Factory Act, could not hide this inhuman picture. According to this report, in Ahmedabad the average working period in a day was 12 hours, and at some factories using electric power it was no less than 14 hours. In 'Bombay also the average was 12 hours, but in 60 out of 85 cotton mills where electricity was used, the labourers had to work not less than 13 to 15 hours. In Broach, Gujarat division the working period lasted 14 ½ to 13 ½ hours, in Delhi 13 ½ to 14 ½ hours in Agra it ranged from 13 hours 45 minutes to 15 hours 15 minutes, in Amritsar and Lahore from 13 to 13 hours 40 minutes. But the British capitalists owning the jute mills of Calcutta set the record making the weavers of these mills worked for 15 hours and also from 15 ½ to 16 hours in some cases[25]. The employers did not show any sense of proportion or any human consideration in exploiting female and child labour. Children even of such tender age as between 5 years and 7 years were employed most cruelly everywhere. Investigations conducted by the Indian Factory Labour Commission of 1908 revealed that half of the time, 30 to 40 per cent of those employed in the factories were tender-aged children.

The Report of the Royal Commission on Labour in India, 1931 also testified, 'When the Factory Commission of1908 made the investigations, many textiles mills were working from 13 to 15 hours a day with a single set of workers, and before that this practice had been fairly general'[26]. This was further confirmed by Mr. N. A. Moss, the Chief Inspector of Factories, Bombay, according to whom, 'Strikes have been many two should be put down every year for each factory, but all of them have been short-lived and in the end it is always the operatives who have given in, in some cases with fines and in some

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[24] Karl Marx, The Future Results of the British Rule in India, contained in On Colonialism by K. Marx and F. Engels, Foreign Languages Publishing House, Moscow, p. 87.
[25] Sen.op.cit. pp. 37-38.
[26] Ibid. p. 40

cases with loss of arrears of wages. The reasons leading the men to strike are mostly temporary, reduction of wages without any notice whatsoever'[27].

Class-consciousness of the proletariat, as a general rule, rises in proportion to the advance of economic struggles against capitalist exploitation. But in a colony, some specific features of exploitation as distinct from that in a metropolitan country impede the development of economic struggles of the workers and in consequences retard the growth of their class political consciousness. The general nature of capitalist exploitation in colonial India was thus rendered further oppressive by these specific features.

A colonial regime means the open dictatorship of imperialism in its crudest forms, implying thereby that in a colony the oppression of the working class grows immeasurably, assuming the most ugly and monstrous character. In the context of colonial India it is not only national oppression to which, in addition to social oppression, the working class was subjected as a section of the entire Indian people, the capitalist exploitation in itself was so altered that its burden on the working class increased tremendously. Successful economic struggle is admittedly one of the main factors determining the conditions for the sale of labour-power and the degree of capitalist exploitation. Further, 'this struggle puts a limit on the otherwise boundless quest for profit to which capital is impelled by competition'[28]. When the capitalists were confronted with growing resistance from the workers, a tendency on the part of the employers and the government officials towards presenting a little exaggerated view of the situation cannot, however, be ruled out-in this respect, the study made by the factory Labour Commission of the existing labour condition seems to be more balanced.

According to the Commission, 'The history of movement in Bombay and of similar movements in other industrial centres shows clearly that while the operatives fully understand the machinery of local strikes and have repeatedly forced employers to comply with their demands in isolated cases, they are as yet unable to combine over any large area with the object of securing a common end by concerted action'[29]. The history of all the countries shows that the working class exclusively by its own effort, is able to develop only trade-union consciousness, i.e. 'the conviction that it is necessary to combine in unions, fight the employers, and strive to compel the government to pass necessary legislation, etc'[30]. Japan's bid to capture market as a formidable rival to western capital further worsened the condition of India's industry. This cut-throat competition of international capital combined with extreme impoverishment of the Indian people resulted in a serious shrinkage of the country's market. Confronted with this unfavourable situation, the Indian textile mill owners conveniently directed attacks on the working class in a bid to strengthen their own position. The mill owners attempted 'to reduce wages of the workers. It is a particular misfortune of the colonial working class that they have ultimately to fall victim to the intense rivalry between the imperialists and native capitalists'[31]. Economic development is as much concerned with human and institutional aspects as its more emphasized aspects of capital-formation and better exploitation of the resources of a given country. Hence in a developing economy (or a country aspiring for economic development) 'it is highly essential to minutely examine all the existing and potential forms of human institutions so as to discover their impacts upon the economic growth of the community'[32].

Although both industrial and agricultural workers are affected by this process of capital accumulation, usually the industrial workers first try to protect themselves from the impact of the strains of capital

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[27] British Parliamentary Paper, XXXVI, Vol. II, Part V, 1892, p. 120, British Parliamentary Paper, XXXVI, Vol. II, Part V, 1892, p. 107, British Parliamentary Paper, XXXVI, Vol. II, Part V, 1892, p. 107.
[28] Sen.op.cit. pp. 87-88.
[29] Report of the Factory Labour Committee, 1906, 1907.
[30] V. I. Lenin, Collected Works, Moscow, 1964, Vol. 5, p. 375.
[31] Sen.op.cit. p. 205.
[32] Subratesh Ghosh, Trade Unionism In The Underdeveloped Countries, published by Book and Private Ltd, Calcutta,1960. p 3.

accumulation, since in the urban society they have to come more directly in contact with the rich industrialists and other people belonging to the upper income brackets and hence, are more exposed to what is now known as the demonstration effect. The high standard of living and the conspicuous consumption by the rich in the urban society make them more conscious about their own miseries and intensify their discontent. And in spite of higher money wages 'the loss of the accustomed way of life which the new recruits to the industries in the developing economy used to enjoy in their rural society together with the great insecurity of the industrial life make their condition more intolerable an compared to those of the agricultural workers'[33].

Machinery-inventions made large-scale production an easy possibility. But this large-scale production, of course, necessitated large investments in machinery plantations, which brought into existence a class of men, who could make such investments, the class of capitalists. Mechanical production and output far superseded that of the home industries and village or guild-industries of the Medieval Ages. The ruin of these industries threw the old independent guild-labour-hands out of employment and thus brought them to the feet of the capitalists, who could propose their own terms to the labourers. The 'labourers could do nothing but offer themselves to these new masters on their conditions'[34]. The possibility to carry on unlimited production through machinery in a very short time, gave to the capitalists means of making vast profits, which intensified the feeling of acquisitiveness, vanity, rivalry and love of power. This made them disregard the condition of the labourers that they employed and whom in course of time they began to consider as another piece of machinery.

The old lords, serfs and slaves were abolished; but new kinds of lords and slaves came into existence, without those obnoxious titles, under the name of capitalists and wage-earners. The whole wealth thus obtained by starving the labourers at home and ruining labourers abroad, through competition, went to satisfy the lust of the capitalists. The labourers were men as much as the capital-owners were. Political parties and state mechanisms with their pretention of democratic representations were dominated by their purses. Thus becoming 'masters of the political wheel, which alone is competent to effect reform in society, they could suppress the cry of lessening the miseries of the working-class'[35].

The capitalists that is the possessors of the means and implements of labour, namely lands, factories, ready money and raw material; contractors that is the heads and initiators of labour, commercial men, who represent or ought to represent intellect and the working men, who represent manual labour. The capitalists have become 'the masters of the new slaves, who are not given the rights of human beings, even'[36]. Capital cares nothing for the length of life of labour power. All that concerns it is, simply and solely the maximum of labour power that can be rendered fluent in a working day. It attains this end by 'shortening the extent of the labourer's life as a greedy farmer snatches increased produce from the soil by robbing it of its fertility'[37]. Large populated areas in industrial towns well exhibit to what level of life wage-earners was being reduced. The industrial society began to breed the class of capitalists, which was the source of so much evil in Europe. When the cost of living rose extraordinarily high in times of war, the Indian capitalists showed as much implacability towards the demands of starving Indian labour as the European capitalists did. White capitalists can at least be excused on the ground that it is in their very nature and breeding to behave so towards the Indians, but the Indian capitalists equally followed their path. Most of the trade in foreign and inland was centered in the hands of the Shethias of the Gujarathi community, the Marwaris, the Parsis and the Bohras. These capitalist communities were naturally opposed to the attempts of native Indian workers emancipation. And they in their turn

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[33] Ghosh. op.cit.pp. 21-22
[34] Bani Deshpande, Roza Deshpande, Umakant Mokashi, (ed), Selected Writings : S. A. Dange, Lok Vangmaya Griha publication vol-1 Bombay, 1974. p. 63.
[35] Ibid. pp. 63-65.
[36] Ibid. p. 66.
[37] Ibid. p. 66.

'exhibited all the greediness, idleness and cruelty, luxurious and demoralized life consequent upon capitalism in every form and in every country'[38].

Thus the Indian capitalists were committing three sins. 'They supported the foreign despotism, they demoralize and ruin the peasantry and the wage-earning classes of the society, by doing this they supported and fed the capitalists of Europe and thus helped the cause of misery of the workers of that continent also'[39].

The instruments like the mills in Bombay were not merely for producing cloth; they also had special, social significance. They were instruments of exploiting wage-labourers. The capitalist obtained their profits because they owned the means of production which ultimately meant capital. Thus the distribution of the means of production determined the distribution of the products. The owner of the means of producing cloth had all of it while to the share of the worker falls little of it. It was 'these class relations which determined in the first place the outline of society, its economic structure'[40].

In the modern imperialist epoch it requires very little arguments to prove that the State conforms to the economic structure. In capitalists society, 'the capitalists control the means of production, naturally they control the State also'[41]. The British imperialism in India deprived the feudal order of its political power, but retained its socio-economic character, making it serve the needs of the imperialist country. To 'serve the needs of British industry means to serve as its suppliers of raw materials and markets'[42].

The 'vast wealth taken from India had given a stable basis of liquid capital to British industries, but it disturbed state of affairs in India, and unregulated rapacious Company control, wherein the traders were directly administrators both of the political rule and commercial development'[43]. The handicraft and manufactures were destroyed first by extra-economic force and violent destruction and a vast number of artisans were thrown out of the land. The character of agriculture was thoroughly changed. The growing of crops was subjected to the needs of the exchange market and the peasants economy was brought within the orbit of capital it market. The low level of productive forces, 'the poor national income was burdened with an expensive bureaucracy and disproportionate militarism, the resulting discrepancy was filled up by high taxation and public debt'[44].

A highly industrialized society requires a great deal of accounting to be done. The needs of modern production and distribution have to carry out the inventory of the world in all matters. Without the 'highly organized system of accounting, modern large scale production and international exchange of goods would not be possible'[45]. The Indian worker had to work in such inhuman conditions that for all time there was a permanent fund of grievances justifying a strike. The material conditions of the working-class, on the admission of responsible commissions, were forcing them into class struggle. While in capitalist Europe they secured the 8-hour day and in Soviet Russia they were working even a 7-hour day, but in India during the same time they had to work for minimum 10 hours a day and in the native states it was extended to 14 hours also. He had 'no right to fall sick and become old and if he does, he must starve and die, there was no insurance for him'[46].

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[38] Ibid. pp. 71-72.
[39] Ibid. p. 73.
[40] Ibid. p. 34.
[41] Ibid. p. 36.
[42] Ibid. p. 319.
[43] Ibid. p. 325
[44] Ibid. p. 328
[45] Ibid. p. 461
[46] Ibid. p. 478.

The workers assembling in modern industrial sectors were mainly expropriated peasant class from villages, to which they were linked with family ties or through their holdings of increasingly smaller pieces of land heavily encumbered with debt. The poorest and the most downtrodden and the menials were the first to leave the villages, as they found their roots threatened and had to face a precarious survival commensurate with the growing misery in the rural India. The emerging working class had to face crude exploitative control of the employers which had its roots somewhere in the character of a despotic social set up supported from past a well as the very logical need of modern capitalism. The exploitation of the working class reached an extreme step due to the dual socio-economic pressure generated from the well entrenched feudal social set up and "Commoditism" of the modern capitalism[47]. The replacement of the man with machine made his survival merely mechanical and the native Indian capitalists conveniently replaced the British rule and role even after the independence of India.

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ANTONIO FOCACCI[1]

PROJECT REVERSIBILITY MEASUREMENT TO MANAGE "ADOPTION-WAITING" DECISIONS

Abstract

Rapid technological change is ever more characterizing today's markets and business decisions. Such a situation is to afford with complex tools not always available to all firms. This holds true, especially as far as Small and Medium Enterprises (SMEs) are concerned. Traditional and consolidated techniques are based on financial methods and tend to consider projects and investments as "objects" distinct from the organizations undertaking them. Furthermore, on the practical side, such formal and elegant tools encounter many difficulties in the various implementation steps due to natural environments where their methodological origin is rooted. Considering these constraints, we propose a simple algorithm to analyze, model and quantify "adoption-waiting" decisions to integrate and support traditional methods. The model -very recently published in project management literature as a general tool by the author also with an application real case- is substantially based on widespread and well-known accounting measures. This aspect allows an easy adoption and implementation by any kind of organization in order to tailor investment decisions to its own situation. The aim is pursued by the calculation of a firm's specific reversibility rate able to improve effectiveness of planning processes within project cost management knowledge area.

Keywords: Project reversibility, technology management, investment assessment

JEL Codes: M21, O32, O33

1. Introduction

The current global competition era and renewed increasing markets' turbulence is forcing all firms (both larger and smaller throughout all economic sectors) to reconsider their well-consolidated business models and their defined management styles. Technology is one of the most critical dimension to manage, because its continuous dynamics renders every choice obsolete in an ever shorter time (Woodruff, 2007 and Girifalco, 1991). Hence, entrepreneurs/managers have to consider a sequence of decisions aiming at taking advantages from the latest available technology (investing money in it) or, at the contrary, to postpone such choices waiting for a more efficient subsequent one (by using a better further set of inherent information about prices, costs and market conditions). For what concerns specifically technological investments, capital budgeting techniques become currently ever and ever harder to adapt to real cases due to both the availability of different multiple emerging options and, at the same time, the rapid speed in technological obsolescence coupled with the induced shorter economic life-cycle of products (Barbiroli and Focacci, 2005; Barbiroli and Focacci, 2004; Barbiroli and Focacci, 2003; Focacci, 2006). Under this perspective, the inherent decisional process is a classic "adopt or wait" option and, consequently, a complex valuation among alternative uses of resources to be employed in various opportunities. For these reasons, each investment decision is characterized by a certain rate of irreversibility. Such an irreversibility rate exacerbates uncertainties because capital expenditures (capex) are generally firm-or industry specific, and a subsequent expensive cash outlay will be needed to reverse (if possible) the (previously) adopted (wrong) decision (Guariglia et al., 2012). Deriving from the above mentioned picture is the need (both for SMEs and larger corporations) to manage -in an ever effective manner- the available data in most cases represented by the internal accounting system. This primary

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source of information must be conveniently employed because of its (relative simplified) internal accessibility and proximity.

The main purpose of this paper is to present an appropriate algorithm to analyze and manage investment reversibility (or irreversibility) issues by adopting widespread accounting relationships. The work is proposed in addition to the strand of methods previously originally elaborated by the author in different dimensions of business/firm performance measurement (Focacci, 2011 and 2008).

2. The "adopt-wait" decision and the classical framework of analysis

Traditional paradigm in project pre-feasibility assessment considers that projects, once organized, run ahead as self-proceeding entities (Van der Hoorn and Whitty, 2016). This vision does not appear in line with IEC 62198 key risk-management principles adapted from ISO 31000 advocating a more tailored approach between the nature of the project and the potential sources of uncertainty in its implementation. To manage the interlinked issues pertaining risk and uncertainty, various techniques have been developed: capital budgeting methods, decision-trees and real option valuation (hereunder briefly summarized).

2.1. Brief overview of capital budget criteria to evaluate projects

The quantitative appraisal of cost-benefit analysis during the pre-feasibility phase in order to make investments' comparative assessment is generally implemented by: the net present value (NPV), the payback time (PBT) and the internal rate of return (IRR) (Thuesen and Fabricky, 1989; Titman and Martin, 2011; White et al., 2012).

1. Net present value (NPV)

Currently, this is the most academically preferred theoretical model for project analysis of long-term decisions. It is calculated as the sum of present values of all cash-flows (inflows and outflows) related to the initial expenditure:

$$NPV = -I_0 + \Sigma\ (CF_n)/(1+r)^n$$

whereby:

I_0 = the capital initial cost to pay (cash-outflow);
CF_n = the yearly net cash-flows;
n = the number of years included in the evaluation time of the investment (duration);
r = hurdle rate, opportunity cost of capital or interest (discount) rate. As far as this term is concerned, it should pointed out that its definition is often assumed by the Weighted Average Cost of Capital (WACC) representing the after-tax costs of the different sources of invested capital raised by the firm for its financing needs (Titman and Martin, 2011). WACC is, as just as a reminder, calculated by:

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$$WACC = r_E \times E/V + r_D (1-t) \times D/V$$

with:

r_E is required rate of return for owner(s) and equity;
r_D (1-t) is the required rate of returns expected by firm's creditors, adjusted by a factor equal to 1 minus the corporate (or marginal) tax rate;
E is the market value of equity;
D is the market value of debt
V is the sum of D and E, representing the market value of the firm

Several other assumptions could be approached considering the specific nature of the investment, i.e. for public investments (White et al., 2012) or regarding natural resource uses/exploitation in a more environmental or sustainable perspective (Bartelmus, 2009; Pearce and Turner, 1990; Howe, 1969). Following the NPV criteria, the investor should accept the project if the calculated NPV is > 0; i.e. if - at the end of the investment period- he will have more (hypothesized) money value than at the beginning. In general, the higher the NPV the greater the financial benefits will exceed the costs.

Despite its elegant theoretical framework, critical issues in implementing the model involve:

-the consistent evaluation of cash-flows (usually afforded by the use of simulation techniques);
-the hurdle rate determination process because of the several controversial aspects pertaining its calculation (Park and Gunter, 1990). Such an interest rate should be fairly correlated to the risk of the project. As a general rule-of-thumb: the higher the risk, the higher the interest rate. Nevertheless, this part of the procedure suffers several lacks, even if the more authoritative theoretical findings would be adopted (for example the recourse to the Capital Asset Pricing Model for Stock Market Companies, not presented here for brevity reasons).

2. Payback time

This method considers the project and related money investment by the calculation of the required number of years needed to recover the initial outflow from the cumulative subsequent cash-inflows (cut-off period). This approach is easily understandable and well accepted by SMEs. Main drawbacks lie in the fact that cash-flows after the cut-off date are ignored. Hence, it may hide good opportunities if not carefully considered. An alternative or up-dated version of the method includes also some financial adjustments by taking into account the required number of years for the present worth of the inflows to equal the present worth of the outflows (more properly named Discounted Payback Time-DPBT). In general terms however -considering both the versions- the investment opportunity is judged as an attractive one, if the number of needed years to recover the initial capital cost is as low as possible, i.e. the lesser the time to recover initial capital expenditure, the better the project.

3. Internal rate of return

The internal rate of return is defined as the rate of discount making NPV = 0. In the NPV formula it is assumed as:

$$NPV = - I_0 + \Sigma (CF_n)/(1+r)^n = 0 ;$$

where, the unknown to calculate is r (labeled as Internal Rate of Return, i.e. IRR).

This method simplifies the NPV assumptions and related application. As a matter of fact, after the estimation of CFs, there is no need to evaluate an appropriate interest discount rate by adopting whatsoever formal assessing procedures. Consequently, the calculation of the IRR, reduces subjective considerations merely to the CFs estimation. Under a strictly economic point of view, the IRR represents the cost of financial debt needed for an equivalent loan having the same cash-flows stream. The decisional rule considers the project should be undertaken when the calculated IRR is higher than the firm opportunity cost of capital. Appropriate attention has to be paid to the signs changes within the stream of cash-flows. As a matter of fact, if there were more than one sign change (i.e. one or more cash-flows after the first year should be negative), Descartes' rule of signs proves that more than one positive real root/solution (or also no positive roots) to solve the IRR equation is possible. For all the above mentioned reasons, the adoption of IRR must be carefully considered also in its interpretation.

2.2. Decision tree technique and real option valuation methods

Decision tree technique is generally applied as a companion method to refine capital budgeting procedures (Magee, 1964). The paradox related to the technology investment is to be assumed considering that a potential first adopter, when assessing a new project, has to face two different kind of costs: the sunk cost of making a mistake by a premature adoption (because of the fact that resources cannot be reinvested or recovered for a later more efficient technology) and, furthermore, the opportunity cost. A simple illustrative scheme is proposed in Fig. 1, where a new potential investment could be undertaken at time i and the various outcomes are evidenced. Adding probability density functions and values pertaining different outcomes, the whole project scenario solutions can be drawn by working backward through the tree applying traditional capital budgeting techniques at each step. From the depicted example, and considering faster technological change issues, it is quite simple to detect the "technological trap" (evidenced in subsequent Fig. 2 in the dashed lines). The W (waiting option for a new efficient subsequent technology -blue arrow) could bring to a very negative outcome if further potential adopters (OA) would undertake the choice at time $i+2$ and the demand of the market would rise (HD, evidenced by red arrow). On the counterpart, adopting (A) the available technology at time $i+1$ could have its advantages, because a subsequent more efficient technology could enter into the market. Hence, the dilemma is "technology or not technology"? Adoption "now or waiting for" a further technological change?

By considering decision trees, additional elements must be taken in consideration to analyze the problems like for example: manager agency costs in bigger corporations (Berger and Bonaccorsi di Patti, 2006), firm size (Céspedes et al., 2010) and macroeconomic conditions (Cook and Tang, 2010).

According to a vision of the problem pointing out that uncertainty within investments/projects is assumed as "*variability induced by the state of the nature*" (Saunders et al., 2015), elegant further theoretical academic strand of literature efforts have been directed to adapt financial options framework to real investments developing the real option pricing. In this case the methodological path is consistent with a strictly (even not simple) mathematical problem focused on the binary decision deriving from the evaluation model proposed by Black and Scholes (1973).

Figure 1. Decision tree pertaining an "adopt-wait" assessment of the new technology project

Legend: A = adopt new technology at time $i+1$
           W = Waiting in adopting new technology at time $i+1$
           HD = High Demand of the market at time $i+2$ and $i+3$
           LD = Low Demand of the market at time $i+2$ and $i+3$
           OA = Other Adopters at time $i+2$
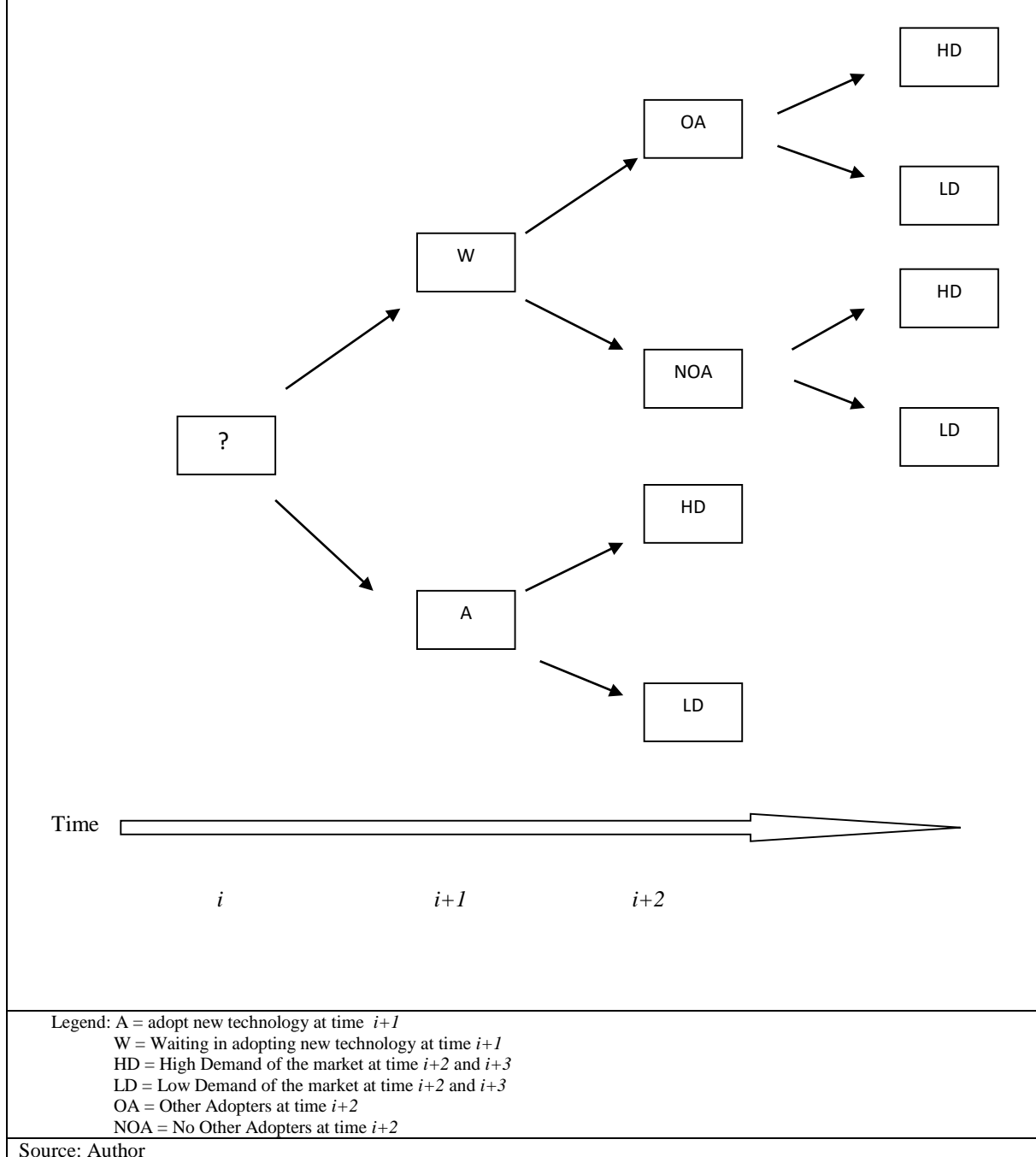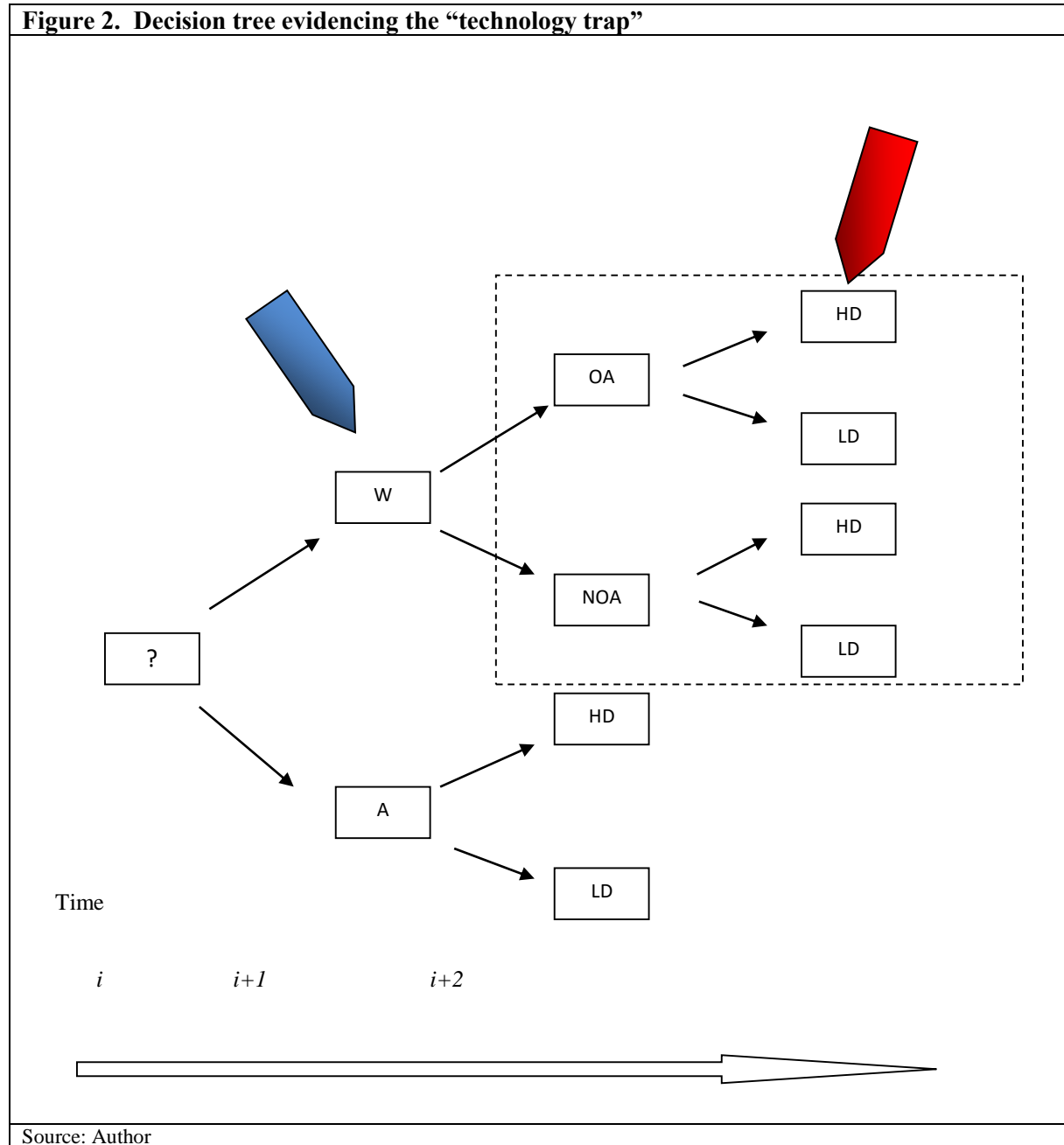   NOA = No Other Adopters at time $i+2$
Source: Author

Figure 2. Decision tree evidencing the "technology trap"

Source: Author

However, common issues and drawbacks in implementing such refined methods in real cases are inherent to their intrinsic nature and origins. Mainly, it is possible to point out, for example, that the number of deals wherein not-standardized real investments (for example in factories, buildings as well as other assets) are undertaken is absolutely not comparable with frequently (also high frequently and ultra high frequently) thousands transactions per minute occurring within regulated markets for standardized financial products. Such facts make effective modeling very hard to develop.

3. Conceptual framework for the "adopt-wait" assessment within a reversibility/irreversibility measurement model

Analyzing in a deeper manner the above mentioned elements, it is possible to affirm that implicit assumptions related to investment decisions -even in their refined versions- seem confirm projects as "objects". Investments are conceived as distinct and separate entities with respect of the firm undertaking it. Corollary of this assumption is that a project could be useful (or not) without considering the features of the firm/organization itself. This statement could be objectively treated in a merely financial perspective, but is hardly realistic. Thus, if the idea overcomes such a restricting feature, it needs a specific linkage to real issues in order to improving odds of its effective further implementation. Starting from this premise, it can be pointed out that the main difficulty the firm/organization can encounter when undertaking investments lies in the uncertainty to recover the initial outflow and, hence, in the possibility to losing resources that cannot be employed for alternative purposes anymore. Technological change can act as a key-driver in this (full of doubts) assessment exercise. Choices have an irreversibility rate inherently linked to the specific entity undertaking the investment. Among the most relevant traits affecting irreversibility pointed out by literature are: firm size (Roys, 2004), existing capital stock (Caballero and Leahy, 1996), current profitability (Abel and Eberly, 1997), output (Caballero and Engel, 1999), financial constraints (Guariglia et al. 2012), and finally, the rate of depreciation compared with the median of other industries (Chirinko and Schaller, 2009). Fixed such boundaries, to build a methodological framework encompassing the various aspects and -at the same time- to give a measure of the irreversibility dimension, the relevant accounting relationships involved in the internal management assessment process have to be outlined. Taking in consideration the prior cited elements, it is possible to group on one side: firm size, capital expenditure and financial constraints. On the counterpart, it is possible to locate: growth and profitability. Such factors are summarized within the accounting system by the well-known ratios:

A) Leverage ratio as defined by: $\dfrac{\text{Average equity capital}}{\text{Total assets}}$ and expressed as : $\dfrac{E}{K}$

and

B.1) Return on Equity (ROE) defined by: $\dfrac{\text{Net Income}}{\text{Average equity capital}}$ and labelled as : $\dfrac{I}{E}$;

B.2) Return On Asset (ROA) defined by : $\dfrac{\text{Net Income} + \text{Interest payment} \times (1 - \text{tax rate})}{\text{Average Total Assets}}$

and labeled as : $\dfrac{I + \text{Interest payment} \times (1 - T)}{K}$.

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As far as the first ratio is concerned, it must be pointed out that it is expression of the relationship between organization/owner's resources and total investment. On this leverage ratio can be found various definitions within literature, but this is not a binding constraint. Other specifications of leverage could be easily adopted (and adapted) without damaging the proposed model. To this point, an interesting empirical "rule-of-thumb" points out that the ratio from a 0.66 (about 2/3) threshold value onwards can be assumed as an expression of a widely-recognized balanced financial structure of the organization as well as a favourable condition to promote/expand firm's investments policy (Moisson, 1961; Ferrero and Dezzani, 1979; Gremillet, 1979). For all such reasons, we adopt this ratio to combine financial constraints (expressed by the relation between Equity and Total assets E / K), capital stock (represented by the K value reporting the Total assets of the organization), firm size (proxied by the K value too), and capex (indirectly indicating the amount of financial resources needed for each investment to existing assets K within the firm).

For what concerns the subsequent well-known two ratios (labeled as B.1 and B.2), they represent growth and profitability of the firm. Further to these ratios -strictly originating and accessible from whatsoever (existing) internal accounting system- another potential implementable indicator to adopt could be represented by the WACC (as previously defined). Obviously, the WACC -due to its intrinsic nature involving assumptions pertaining its elaboration- is not always easily applicable to real cases.

Given these premises, it is possible to propose a quantitative measure to "capture" (without presumption to be exhaustive) irreversibility features with a specific inherent reference of a particular firm. More in detail, we could assume the 0.66 threshold value of the E/K ratio as "an optimal and desirable state for the firm to consider when investment policies have to be implemented". Consequently, each time an investment is undertaken such a ratio changes, lowering its value (suboptimal state E/K < 0.66). The only exception (not realistic for all cases) is for investments financed by new equity inflows any time; in this case the E/K ratio does not change. Following a precautionary approach, the firm will be "ready-to-invest again" when such a ratio will reach (hopefully) the optimal threshold (E/K ≥ 0.66) later. Naturally, this is a measure of time, and it can be assumed as the period needed to recovery the optimal condition. Combining into a formula, we have (Focacci, 2017):

$$0.66 = \left(\frac{E}{K_{actual}} \right) \times (1+\rho)^t$$

Within such a formula, the E/K$_{actual}$ represents the E/K ratio of the firm resulting after the investment decision. The expected growth ratio is represented -within the algorithm- by the ρ as a proxy of all conditions affecting firm profitability. At the same time, ρ as a measurement of yield can be usually defined at the prefeasibility step of the project -for example- by taking a 5 years average of the ROE, ROA and/or WACC. However, this is not a constraint, and manager/entrepreneur can opt for another more preferred time-span to calculate an average value. The subsequent step is the time calculation that can be easily obtained by solving for t as:

$$t = \frac{Ln\left[0.66 \times \left(\frac{K_{actual}}{E}\right)\right]}{Ln(1+\rho)}$$

The final solution "t" is, hence, the time needed to "reverse" the decision in our "adopt-wait" assessing exercise. The higher the t value (with t > 0), the higher the investment decision has to be considered in the irreversibility effort, all other firm's conditions be equal. Put it crudely, solution "t" represents –coeteris paribus- the time needed to recover the "optimal precautionary original state" existing before the decision to invest. A particular case is to mention whether (and when) ρs should be negative. This

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is possible for ROE, ROA. Thus, in this particular case, the solution "t" will appear as a negative value totally discouraging the investment (or, at least, alternatively needing supplementary evaluations). At the theoretical level, the formula can be implemented also taking into account a continuous compounding period further to the discrete case as previously detailed. This specific elaboration, for brevity reasons, is not reported here. Nonetheless, they are available in the specific literature previously cited (Focacci, 2017), wherein also an application is presented taking into consideration a real and detailed photovoltaic investment project.

4. Conclusions

The above mentioned elaboration is an attempt to tailor investment decisions to the potential undertaking firm. On the method, we argue first of all, that it can be easily derived from the accounting system of whatsoever firm (obviously taking care of the fact that data must comply with general accepted accounting principles in order to have a plausible information system). Moreover, such a reversibility/irreversibility rate can be further refined and processed for an entire economic sector in order to develop benchmarking analysis. In our opinion, it cannot replace the usual cost-benefit analysis, but it can be usefully implemented as a relevant supporting tool. Specific regard is devoted to situations where technological change speed is a critical factor to manage and the "adopt-wait" archetype is the crucial point of reference. Nonetheless, it is applicable in all those situations where more alternatives are available, and tailoring investment decisions to organizational factors becomes the crucial factor to consider in a strategic investment approach. The overall emerging picture is that of a pragmatic measure (without pretension to be exhaustive on the topic) pointing out the traits of the "endogenous" specific business dimension. The investment is not considered as an "object" merely bounded to the business plan. Each firm has "its own" projects, and not all projects/investments seem appropriate even if financial methods seem (apparently) supporting them.

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TAMAZ ZUBIASHVILI[1]

GLOBALIZATION AND MIGRATION PROCESSES

Abstract

The globalization of migration processes is one of the characteristics of the modern world economy, which in turn affects the socio-cultural and political climate of individual countries and entire regions of the world. This phenomenon is usually understood as "increase of the scales of international migration of population, involving more and more countries of the world in the migration interaction, qualitative change in the structure of migration flows in accordance with the needs of the globalizing labor market". At the same time, the globalization of migration flows is thought to be derived from the liberalization of the flow of goods and capital and the globalization of population. The globalization of migration processes is not only quantitative increase of the number of migrants, as well as sending and receiving countries. This phenomenon has a significant impact on the formation of modern migration policies at the global, international level. There is a unification of the requirements for labor migrants, no matter how skillful they are. On the other hand, working conditions and methods of personnel management are standardized and unified at the same time. The processes of globalization in this sphere lead to the fact that the geography finally loses its meaning: both for the host country, for the country of origin, citizenship and nationality of the labor migrant, in accordance with its requirements for skills and general qualification in a specific field, and for the migrant himself - in accordance with the conditions of employment and residence in the country to his requests and expectations.

Keywords: Internatinoal migration, globalization, migrants, migratory streams

JEL Codes: F20, F22, F23

1. Introduction

Globalization is characterized by establishment of strong economic, information, political, cultural and other ties between states and these connections become a determining component of their future development. The important form of these connections are migratory streams, i.e. the interstate movement of people conditioned by uneven development of world economy, inequality of economic conditions and opportunities in different countries, different degree of their involvement in the processes of modernization and globalization, demand of the world labor market.

Revolutionary development of transportation and communication systems in the 1960s in the world became a precondition of "migratory explosion;" It was also promoted by the growth of demand for foreign labor force in certain regions of the world. For example, the history of the post-war Europe is closely connected with the formation of mass migratory streams directed to the West-European countries from many regions of the world.

In the process of globalization at the contemporary stage of the world development there are close interconnections between the streams of goods and capitals and migratory movement of people. Thus sometimes they have different geographical direction, supplement each other, become a condition and result of each other.

Without globalization of population when all new and new masses of people get involved in labor markets, in the markets of consumer goods, when owing to migratory streams it became possible to

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explore new lands and natural resources, when, at last, a great part of the world population acquired necessary labor skills and got involved in public division of labor, without all of these it would be impossible to create modern systems of manufacture. On the other hand, globalization of the world economic system has led to cardinal changes of scales and structures of migratory streams. As a result of the processes of globalization there is a formation of new division of labor in which migrants play an important role, filling the economic niches in the developed countries. In the low sector of the world labor market low-skilled migrants, including illegal ones, become important elements of competitive struggle both between powerful transnational corporations and between "outsiders" of the world globalization process with small-sized enterprises of the sphere of manufacture and services. Simultaneously labor migration of managers and experts from the highest echelons which in the conditions of transnational scale of activity of the largest world companies practically does not have national borders provides these companies with the flexible and effective mechanism of hiring and production management.

Globalization of production processes and distribution of information and computer technologies leads to the unification of demand for qualified labor force, increases a role of modern trades for which the national identity loses its previous value and geographical borders cease to be real restriction on employment.

Influence of globalization of the world economy on migratory processes is shown in the formation of essentially new migratory situation in the world whose characteristic features are:

- Unprecedented expansion of the scales of international migration;
- Qualitative changes of migratory streams;
- Feminization of labor migration;
- Growth of illegal migration;
- Transformation of migration into globally organized international business, including criminal one.

2. Scales of international migration

The scales of international migration enable to consider this phenomenon as of global importance. According to the data of the United Nations, at the beginning of the 21st century in the world more than 220 million people lived in those countries where they were not born and did not hold citizenship (this number has increased three times in comparison with 1950). It makes up approximately 3% of the world population. If we consider estimations of those experts on migration which adhere to wide interpretation of the phenomenon of international migration and include in it economic tourists, seasonal workers, pendular migrants, illegal migrants, etc then the number of international migrants in the world will be quite a great one.

International migration contains essentially all the countries of the world which to some extent, in this or that form are involved in the world migratory streams. If in 1965 in the world there were 41 countries with the number of migrants more than 300 thousand persons in each one, in 2000 such countries were already 66 and in 43 countries out of them the number of international migrants exceeded 600 thousand persons.

Migration of labor resources out of the all forms of international migration to the greatest degree is interconnected with the globalization processes of the world economy. The research conducted by the International Labor Organization in 152 countries on the existing situation in the field of international labor migration showed that in the 1970-1990s the number of the countries-importers of labor resources increased from 29 up to 55, and the number of countries with "mixed migratory status" increased from 4 up to 15 (ILO, 2000, p. 7).

Globalization plays a role of the catalyst in transformation of traditional roles of the countries in international migration. It is shown:

(1) When transnational corporations and large companies transfer their manufactures more close to the sources of cheap labor sources and the areas of consumption of their production; their purpose is to reduce production costs and accordingly to increase profit. E. Petras called this "movement of the capital to maximization of profit." However if we consider this process from a position of influence on the dynamics of labor migration it is necessary to notice the opposite process – "movement of labor to the evening out of wages." For example, placing of manufacture in the countries with redundant labor resources with the purpose to reduce migratory inflow from there, the developed countries sometimes get opposite results: familiarizing of the population of poorer countries with the international standards of manufacture and consumption strengthens motivation to move to richer countries. So, Petras observes that Mexicans, having acquired the certain industrial skills in American enterprises located in their country, thought that they could be also demanded at the enterprises in the United States, where labor reimbursement is somewhat higher.

(2) If a country which traditionally was a supplier of labor force and gets involved in globalization processes (for example, through active investment of the international capital, creation of offshore zones, manufactures of transnational companies, etc on its territory) then new job places are created and the country starts to draw labor resources from neighbor countries; thus in this way it turns into the country-recipient. This occurred in many countries where economy experienced sharp rise in the last decades owing to the investments of transnational capital in industry and agriculture (Southern European countries, Ireland), oil production (countries of the Near East) or in high technological branches (Korea, Malaysia, Singapore, Taiwan, Ireland).

Several decades ago, especially in traditional societies, a person could live all life in one city or village without going anywhere from there at all and meeting a migrant among friends, neighbors and acquaintances. In a modern globalized society such situation is practically impossible (Castles S. Migration at the Beginning of the 21st Century: Global Trends and Issues. 2000 p. 269). People's behavior becomes inevitable result of globalization that has an effect not only on the development and distribution of modern forms of production in the world, but also on improvement of transport conditions for movement between countries and availability of information.

It should be noted that in the last decades activization of migratory movement in the world occurs in the conditions when the migrant receiving countries restrict immigration and close the borders for foreigners, and the public opinion on immigrants gets negative. However the restrictive policy of the recipient countries which actually is selective and not so much prohibitive virtually cannot stop streams of international migrants. And economically and demographically host countries become dependent on inflow of migrants. The economic advantage of receiving countries (and permanent existence of migratory streams of high intensity in sending countries) allows regulation of migratory streams and their provision with qualitative structure that will be most acceptable to the receiving countries.

3. Qualitative Changes of Migratory Streams

Globalization "adjusts" the movement of migratory streams under changing requirements of the world labor market, transforms qualitative structure of international migration streams. Classification of current changes can be done by some characteristics; these characteristics are:

- **Time characteristics of migratory streams.**

Out of all kinds and forms of international migration temporary labor migration developed most

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dynamically during the last decades. It is connected, on the one hand, with the development of transport that simplified movement of people and "reduced" distances between countries and continents. In such conditions temporary work abroad appears more rational, than permanent emigration as it means smaller material and emotional expenses.

On the other hand, globalization of the world labor market demands greater flexibility of migratory behavior which just can be ensured by temporary labor migration. Temporary attraction of foreign workers also corresponds to the migration policies of developed countries which, actually, and make the "globalization elite" and in many respects determine the conditions with which other countries participate in the processes of globalization.

- **Qualification characteristics of migrants.**

On the labor markets in developed countries which basically determine the direction and intensity of world migratory streams of labor migrants, steady demand for labor of foreign workers on two qualification "poles:" on workers with low and the highest qualification has been created.

Non-prestigious job places which don't demand high qualification and labor conditions are heavy and wages are low, are available as subsidiary works on construction, in agriculture and manufacture, and also in the sphere of public service and house services. These kinds of works are already actually fixed for migrants (For example, in Germany in the 1990s the expressions "an assistant in the house," "cleaner" (die Putzfrau) and "Polish cleaner" (polnische Putzfrau) practically are used as synonyms), so it can be said that labor migrants have not only simply created the certain enclaves on the labor markets of host countries, but also they have turned into the structural element of a global economic regime, with which the economy of developed countries is built and developed. At the same time economic and social well-being of these countries more increasingly depends on inflow of labor migrants.

Simultaneously thanks to migrants developed countries successfully overcome permanent shortage of specialists of the modern trades demanding high qualification: scientists, managers, developers of information technologies, etc.

Thus, on the world labor market there is polarization of temporary labor migrants by their qualification characteristics, so-called "professional migrants," (scientists, supreme administrative personnel, engineers, technicians, entrepreneurs) for whom favorable conditions for employment in host countries are created, and low-skilled workers, the demand on them also is rather high and selection procedure is tough when there is a huge offer of them.

- **Gender characteristics.**

Traditionally it was considered that overwhelming majority of labor migrants were men. Women participating in labor migration streams mainly were members of the families of male migrants. However already at the beginning of the 1990s it was noted by researchers that women make up not less than 50 % of "independent" labor migrants. In many respects it is basically related with structural changes in the world economy, accompanying globalization processes. Development of so-called "service economy" has led to growth of the sphere of services in the structure of employment of developed countries and created constantly growing demand on women-migrants who are engaged in the sphere of low-skilled labor service.

Women-migrants generally are employed in such spheres of the labor market of host countries which are developing rapidly in recent years. This sphere includes the leisure and entertainment industry (dancers in restaurants, participants of show-programs), sphere of public services (the personnel of

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hotels, bars, casinos, etc.), house service (nurses, governesses, servants), sex-service. Many of these kinds of employment can be related to the "spheres of risk." Risky employment of women-migrants virtually is connected to sex-employment, and so-called to sex-related employment, which frequently is related to sex-services (striptease-show, consumation, massage, etc.). These spheres of employment, as a matter of fact, also represent the basic migratory opportunities for women.

Thus, feminization of migratory streams that became a characteristic feature of the present stage of the development of international labor migration, simultaneously means the tendency of marginalization of big groups of migrants on the world labor market and raises a problem for protection of the rights of labor migrants in the line of priority tasks of the national and international institutes who are engaged in migration study.

4. Contradictions in the Epoch of Globalization

The most acute problems accompanying the modern process of globalization are reflected in international migration as in a mirror. It is an increase of differences in economic and demographic potential of developed and developing countries that is expressed in growing inequality of incomes and opportunities and that accordingly stimulates international migration. It is an increase of competition on national labor markets of host countries, strengthening of ethno-confessional standoffs in the areas of immigrants' concentration that is expressed in general aggravation of social tension in migrants host countries. It is strengthening of labor migrants exploitation by employers that is expressed in reduction of really earned wages, restrictions on payment of various benefits, etc., that incurs infringement of migrants social rights.

Migration and globalization become so connected by this complex system of mutual relations that they act not only as "mutually provoking" processes but also mutual problems causing. In general view the contradiction between migration and globalization are shown in the problem of person's customs. The right to free movement which is not simply one of the fundamental laws of person, but also a condition of development of globalization processes encounters the control by the states on the movement of people in order to maintain optimum size and structure of population of the country. Against a background of free movement of capitals, goods, technologies and information "people are less mobile; they always belong to any state, are depended on passports, visas, permission for residence and the conjuncture on a labour market." (Hirst P., Thompson G. Globalization and the Future of the Nation State//Economy and Society. p. 410. 1995).

The contradictions inherent in the period of globalization are shown in migration sphere in the form of transformation of migration into globally organized branch of international business including various migratory services, starting from the assistance in obtaining a visa and in searching jobs and ending with illegal contraband and human trafficking. Such kind of business manipulating hundreds of thousands of job places worldwide and is operated by the network of organizations and institutions. In such conditions regulation of migratory streams in receiving countries can be productive only in the case if it is oriented not only to migrants, but also to those formal and informal institutes which are engaged in commercialization of migration and make profit from it.

5. Conclusions

Regulation of migration in the conditions of globalization becomes possible only by the joint efforts of the majority of the world countries (first of all by the largest and the most developed countries), i.e. by means of multilateral international cooperation. It is obvious, that it concerns first of all those problems that incur growing number of refugees and increase of the scales of illegal migration which have got really global character. However, not to smaller degree it concerns international labor migration as

maintenance of legal guarantees for those citizens of the countries who work in other countries, became an important component of the global process of struggle for human rights.

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ANDREA RACZ[1] AND ANDREA HOMOKI[2]

RESULTS OF EFFICIENCY AND RESILIENCE MEASUREMENTS IN THE HUNGARIAN CHILD PROTECTION SYSTEM

Abstract

Efficiency measurement based on complex methodology, which is a three-pillar research. Our present study demonstrates the key results from a retrospective research on children with respect to the subjects of career and socialization, followed by the results of the resilience survey, then our study concludes with a brief presentation of a case study made on a young adult. All this calls attention to how these methodologies, research results can relate to the quality of service provision, professional service provision, and efficiency issues in the Hungarian child protection special service, and be incorporated in the everyday practice of child protection, thereby to delineate the future development paths.

Keywords: Child protection, system evaluation, resilience

JEL Codes: I30, I38, I39

Introduction

Within the framework of the project *Comprehensive efficiency study - evaluation models in the child protection system* (2015) by the Rubeus Association, researchers and child protection experts dealt with the issue of child protection services in the field of efficiency, along two methodological paradigms: 1) the development of indicators and 2) the development of evaluation models, the planning of efficiency measurements[3]. In 2016 we continued the recent work within the framework of the research project with the theme *Efficiency measurement based on complex methodology*, which is a three-pillar research[4].

As for the first pillar of our research, with the help of child protection professionals and researchers, we developed a datasheet suitable to track children and young adults in the child protection system. The development and testing of a universal datasheet took place along various needs and benefit types. The datasheet for childhood was tested in four service regions of the Regional Child Protection Special Service: Hajdú-Bihar County, Győr-Moson-Sopron County, Veszprém County and the capital. The aftercare datasheet concentrated on the capital and Hajdú-Bihar County. The institution leaders were asked to delegate child protection guardians, and aftercare professionals who would carry out the data reports for the guarded children and people in aftercare. The research covered a total of 200 children and 50 aftercare recipients. Among young adults, 25 people had experienced child protection in their childhood, therefore this sample contains 225 persons. Data collection started in the year of entry and lasted until 2015. The datasheet was filled in at several occasions on a certain child or young adult, the changes were recorded two-yearly, and thus measured the individual life events and thereby the efficiency of the system. Thus, our research has a retrospective nature based on a sample by experts.

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[3] Within the research framework, the indicator development and the development of evaluation models focused on the following service areas: children's home / apartment home care, support for children with special needs, support for children with particular needs, support system for young adults, foster care and regional child protection services. (Rubeus Association, 2016)

[4] In parallel with our present research, testing of the service indicators has been completed in the above service areas as regards 2-2 institutions. For details see the results: Czibere Ibolya - Rácz Andrea - Szikulai István (2017): Szolgáltatási indikátorok tesztje a gyermekvédelmi szakellátás rendszerében - Módszertani tanulmány. Budapest: Rubeus Egyesület. (online publication, ISBN 978-615-80264-3-7)

http://rubeus.hu/wp-content/uploads/2017/05/indikatorok_modszertanitanulmany_2017_FINAL.pdf [Test of the service indicators in the child protection special care system - Methodological study.]

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The aim of the research is twofold: first, to obtain a picture of the 200 children and 50 young adults' life path evolution from the date of entering the child protection system until 2015, examining the situation in each living area in a given test year, and the changes in the two study years, and the direction of the changes. On the other hand, our aim is to develop a methodology to test datasheets during the test interviews, and to finalize the datasheets on the basis of a partial analytical work, and to provide foundations for an online measurement system technically and methodologically in the long run.

The second pillar of the research is a resilience survey. The guardians selected 100 children from the basic sample of 200 people currently in childhood who were older than 12 years of age, and their resilience datasheets were recorded by the guardians personally.

The third pillar of research involved case studies which explored the life history of 10 children and 5 young adults, who were raised in the network of state and non-state institutions.

Our present study[5] demonstrates the key results from a retrospective research on children with respect to the subjects of career and socialization, followed by the results of the resilience survey, then our study concludes with a brief presentation of a case study made on a young adult. All this calls attention to how these methodologies, research results can relate to the quality of service provision, professional service provision, and efficiency issues in the child protection special service, and be incorporated in the everyday practice of child protection, thereby to delineate the future development paths.

Pillar 1: Retrospective analysis of children's life path

The children's average age is 7.3 years at entry. At the age of 1, 35 people entered the system, 26 at or below the age of 2-3, 29 at the age of 4-5, 32 at the age of 6-7, 22 at the age of 8-9, 23 at the age of 10-11, 22 at the age of 12-13, 34 people at the age of 14 or older. The children's average age is 8.6 years on Datasheet 2, 10.1 years on Datasheet 3, 11.5 years on Datasheet 4, while 11.95 years on Datasheet 5.

The distribution of children by gender: 105 girls and 120 boys.

School career

We asked about school conditions that are of paramount importance from the point of view of career and socialization. When Datasheet 1 was filled in, 72 percent of the children in foster care of compulsory school age attended normal primary class, 16 percent did primary classes in special education institution. The others attended secondary education.

Among the questions for the advancement in education, the question on the complex development is extremely important. According to the first measurement time, the school provided the complex development in 67 percent of the cases - and as datasheet recordings progressed the rate showed a moderate increase. Nearly 90 percent of school-age children attend school on a regular basis, the ratio on the individual datasheets do not substantially change, as the rate of those receiving special tutoring is nearly constant, about one-third. Remarkable improvement appears among children involved in talent management program, in the first datasheet the ratio is only 5 percent but as they spent more years in

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[5] The materials published in this study are based on the online book (forthcoming), titled: *Komplex módszertanra épülő hatékonyságmérések a gyermekvédelemben - Gyermekvédelmi szakellátásban nevelkedő gyermekek és fiatal felnőttek életútjának vizsgálata a rendszer hatékonyságának mérése céljából.* (ed. Rácz A.), Budapest: Rubeus Egyesület, 2017 (ISBN 978-615-80264-4-4) [The effectiveness measurements based on the complex methodology in child protection - Life path analysis of children and young adults in child protection specialist care in order to measure the effectiveness of the system.] Employing the chapter and study sections written by László Kiss, Balázs Freisinger, István Szikulai.

child protection care, this percentage was growing. On Datasheet 2, it is already 8 percent , 13 percent on Datasheet 3, 23 percent on Datasheet 4 participated in the talent management program.

The guardians who provided the data considered that in a large percentage of cases, the schools were appropriate for the children's needs and abilities, significant differences were not observed in the different measurement times.

Leisure and Relationships

In terms of career and socialization, analyzing participation in leisure activities and the relationships is important. The first datasheet shows that only 34 percent of children in foster care has some hobby. During the years in care, the proportion of persons with a hobby is clearly increasing, it is indeed an important socialization success. At the time of the next measurement date, 50 people's leisure activities moved in a positive direction.

Meanwhile, upholding contacts proved to be a problematic area. 51% of the children regularly keeps in touch with the parents or the person authorized for liaison, but if we look at the direction of the changes, 29 persons' contacts moved in a negative direction with their parents. The contacts with peers is closer at the service area, 72% has friends, change moved in positive direction in this area: 36 persons show improvement. Unfortunately, the range of external contacts is narrower, 48% has external friends, but also a shift in a positive direction can be observed in this area. Interestingly, the range of supportive care from adults is very broad at the service area, 80% of the children have such a motivating connection providing emotional security, but it is fraught with challenges for the actors in the system in terms of social integration. In addition, an important figure shows that only 44% has stable and reassuring relations outside the foster family or children's home, which is in most cases would be much useful in case of disorder, insecurity in family relationships.

Figure 1. Do you keep in touch regularly with the parents or other persons authorized for liaison? (person, %)
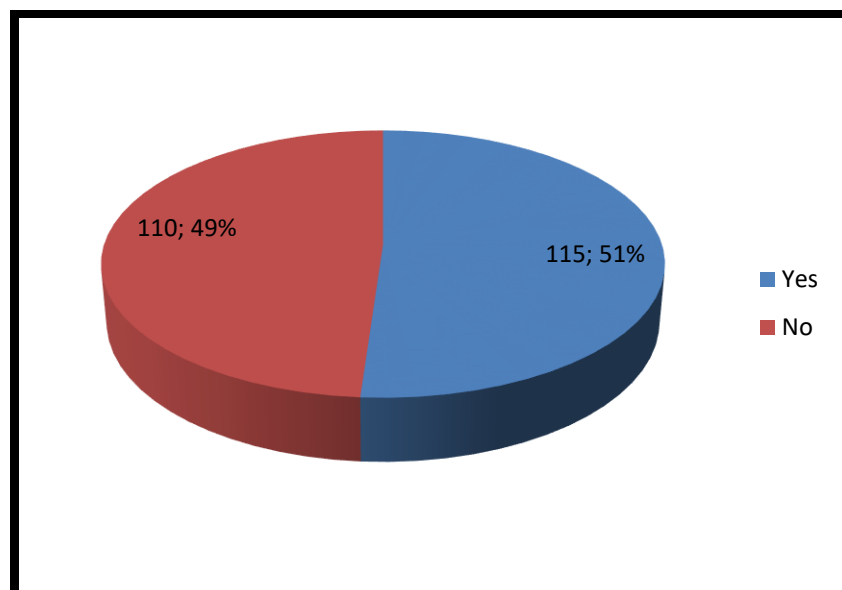
Source: Author

Figure 2. Do you have any friendly relations with peers in a children's home or foster family? (person, %)

64; 28%

161; 72%

Yes
No
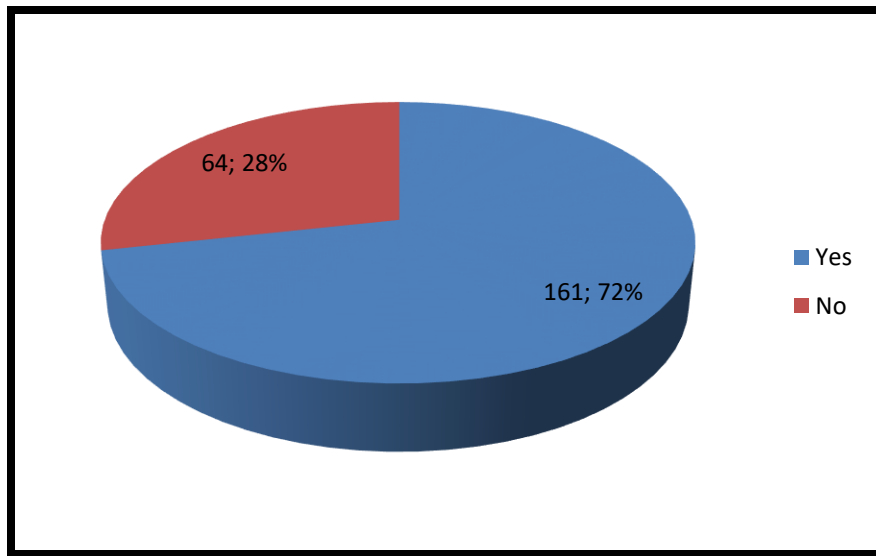
Source: Author

Figure 3. Do you have close, supportive relations with adults outside the children's home or foster families? (person, %)

108; 48%

117; 52%

Yes
No

Source: Author

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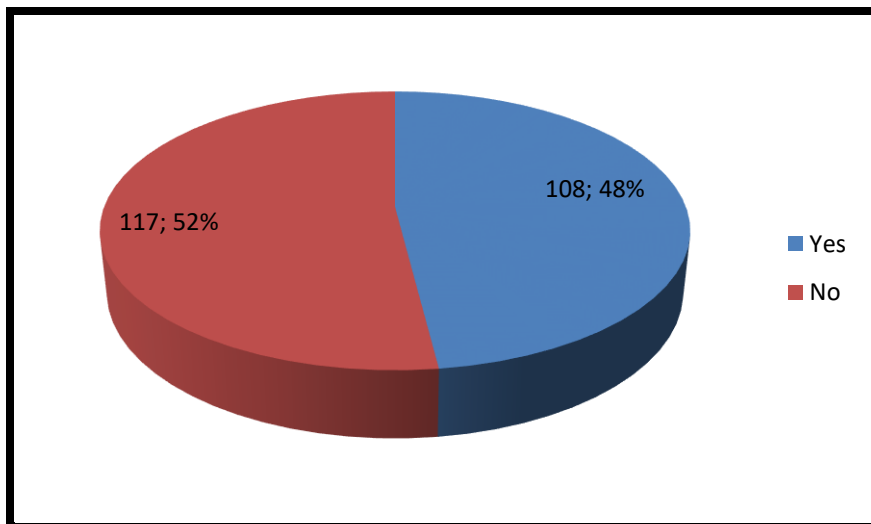
Figure 4. Do you have close, supportive relations with adults in the children's home or foster families? (person, %)
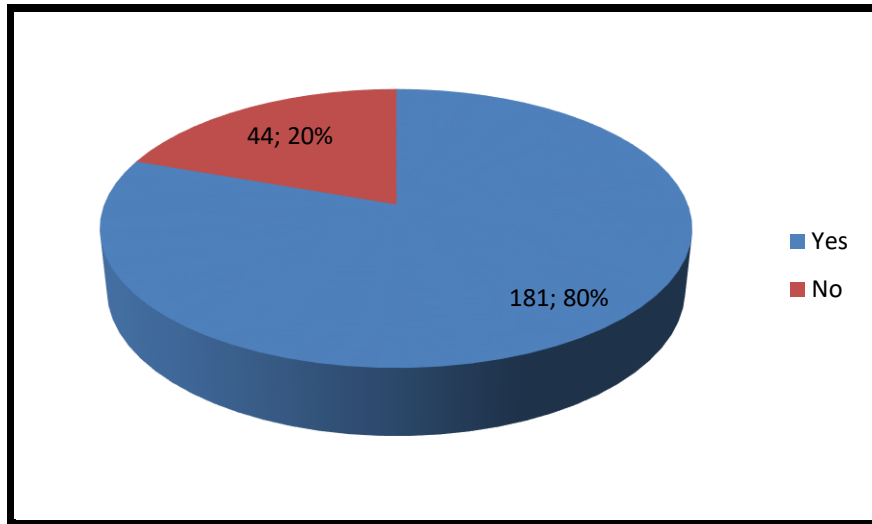

Source: Author

Figure 5. Do you have a close, supportive relations with adults outside the children's home or foster families? (person, %)
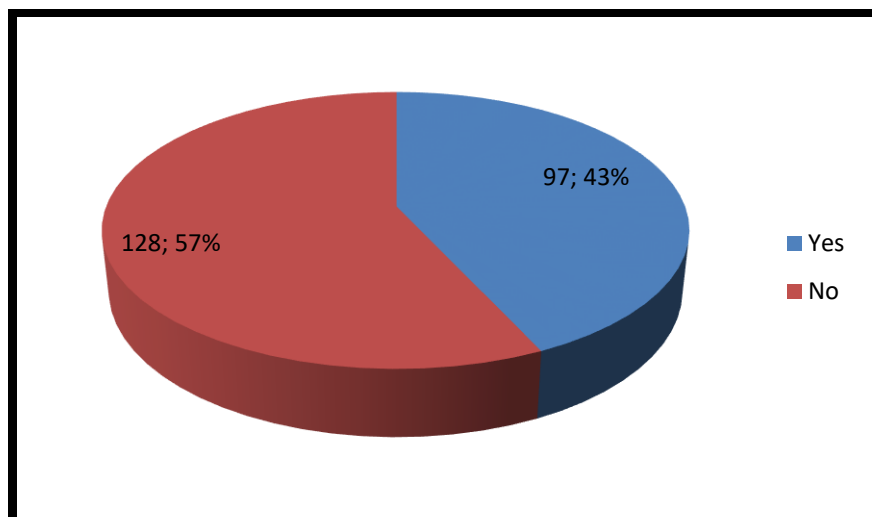

Source: Author

One possible way of deepening the analysis is to break down each area of life along institutional background variables. As an example, the external peer relationships clearly show that most of the children's homes have a closed world, the apartment home has a temporary nature, while more than half of children cared in foster families also have connections with peers outside the family.

In addition, this retrospective study has also yielded interesting findings in other areas. During the time spent in care, the general health condition of children improves, the proportion of persons with health problems is reduced, the volume of access to certain health services increases. As concerns the children's physical development, the guardians reported positive moves on the basis of the successive measurements, as well as positive changes can be observed in the children's intellectual development. However, stabilizing the emotional states should require more attention, because this area has a larger proportion of shifts in the negative direction, which draws attention to that a long time in care - even in a stable environment - puts emotional strain on children. The emotional crises can relate to uncertainties, fluctuations in the relationships described above.

Pillar 2: The test results of the resilience level of adolescents in care[6]

The resilience is an ability, as well as a relevant social competency that can be developed or facilitated. The field of child protection is also very suitable for investigating the "ordinary miracle" (Masten 2001), because every child experience those life events when they have to cope with, overcome the problems, when they emerge from the "swamp" that pulls them down (Sahoo 2011), that is, the abilities that assume their successful integration into social life. The resilience as Chicetti and Cohen put it: *"The individual successful adaptation ability, a forward-looking behavior despite the long-term negative - internal or external - the effects, serious traumas."* (Chicetti-Cohen 2006: 14)

The second pillar of the research is the scale called GYIRM 30 that was finalized within the framework of collective thinking with the directors and guardians the Regional Child Protection Service of three counties and the capital which was recorded with 100 children over 12 years. It is important to note that the resilience scale has 30 items that ask about the areas of the measuring method created in the first pillar of the research, such as a family dimension, school, self-efficacy, confidence in a meaningful life, social support. The average age of the adolescents involved in the resilience research was 14 years, 55 percent of respondents were boys, 45 percent girls.

Table 1. Distribution of adolescents in the sample according to resilience level

Resilience level	Number of items	Distribution by percentage
1 = low	25	25,0
2 = average	65	65,0
3 = high	10	10,0
Total	100	100,0

Source: Author

The vast majority of the hundred adolescent respondents has an average resilience level, only 25% has currently low resilience level, and every 10 respondent has a high resilience level, flexibility.

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[6] See more interpretation possibilities in child protection: Homoki 2014.

The vast majority, 65% of them has an the average level, nevertheless, knowing the inherent development opportunities in resilience it is definitely a cause for hope, that is, the development of a targeted factor may increase their opportunities and thus promote their resilience in spite of their difficulties.

The average adolescent respondents were first detected by child protection system at the age of 5-6 years. 30% of them has lived in special care for the past nine years, 31% for 3 years or less as foster care child. The following line graph shows the correlation changes between time spent in care and resilience score.

Figure 6. Changes of time spent in care and resilience scores

Source: Author
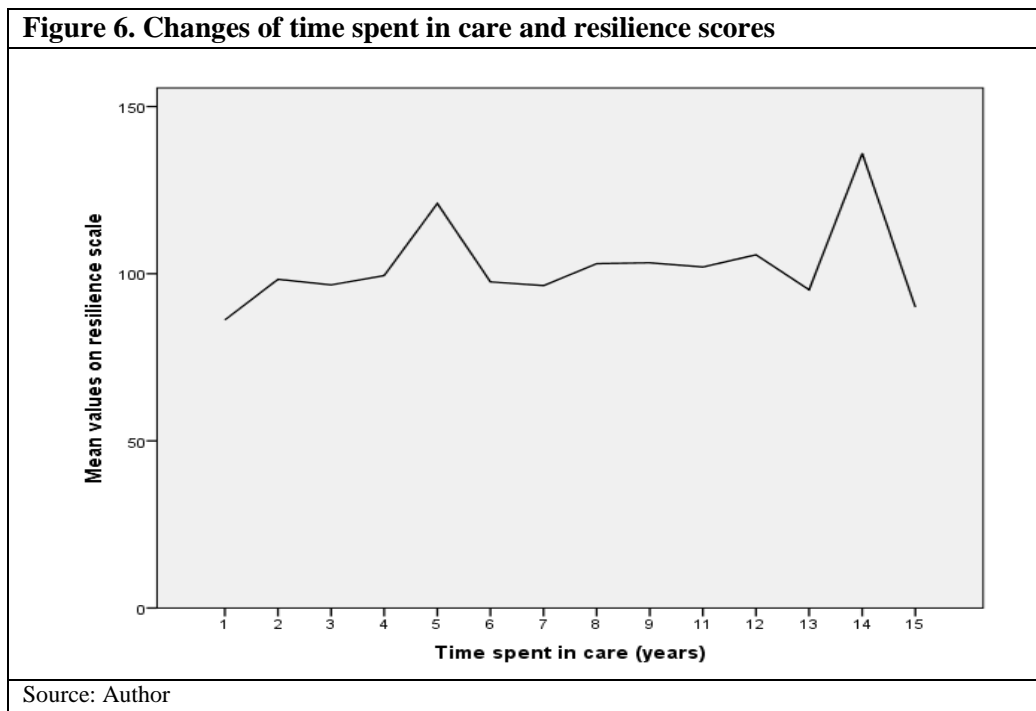
Table 2. The value measured on the GYIRM30 resilience scale in comparison of counties

	Number of items	Average	Standard deviation	Minimum	Maximum
1 Capital	30	101,10	22,338	49	133
2 Hajdú-Bihar	30	99,07	19,738	55	136
1 Veszprém County	20	99,55	19,253	58	131
4 Győr-Moson-Sopron	20	105,60	13,884	86	136
Total	100	101,08	19,346	49	136

Source: Author

In terms of resilience, the territorial or regional situation in the test sample shows no demonstrable significance, although the capital and the county in the western region of the country show a value slightly over the average.

However, a significant difference occurs between the resilience scores and residence of the adolescent respondents living in child protection care. The more familial the atmosphere where a child is raised, the more favorable is the resilience score indicating prosperity chances despite the difficulties. Currently 43%,of the respondents are living in foster families, 57% in children's homes.

Figure 7. Location type of care by county
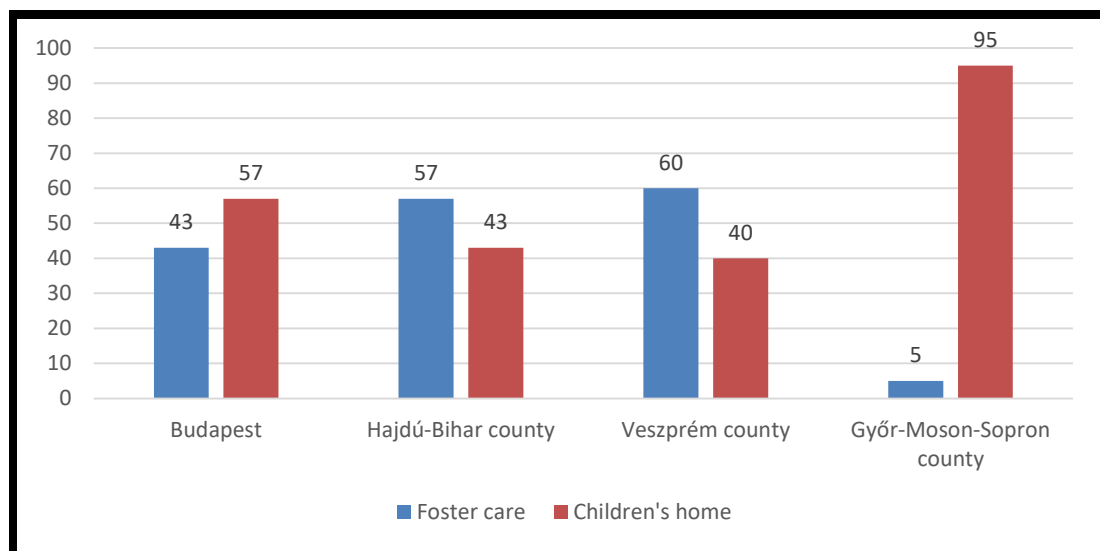
Source: Author

In terms of county distribution, the distribution according to location type of care appears to be even with the exception of Győr-Moson-Sopron County, where the respondents achieved a higher score, despite that the majority lives in children's homes.

Figure 8 illustrates that persons living in foster families have an average resilience value of 15 points higher than their peers living in children's homes.

Figure 8. Average value achieved on the resilience scale depending on the location of care
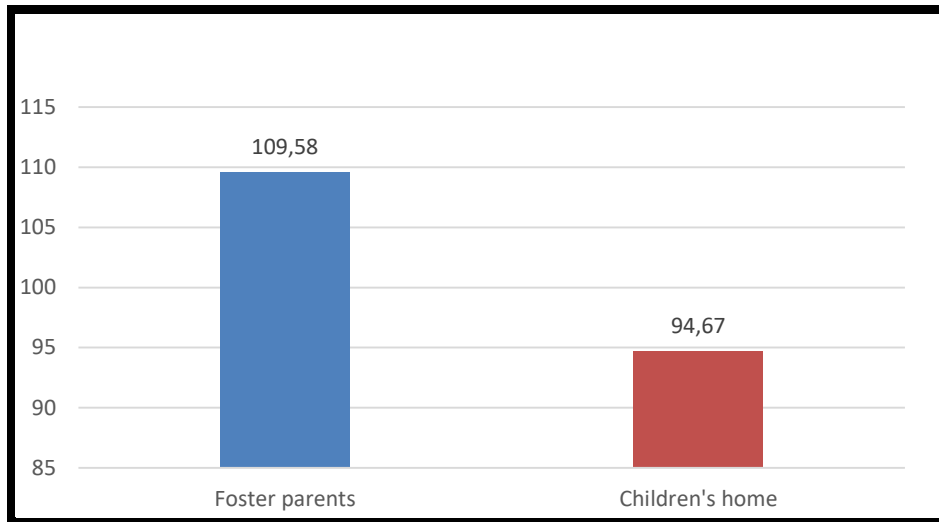
Source: Author

Figure 9. Resilience levels depending on the location of care
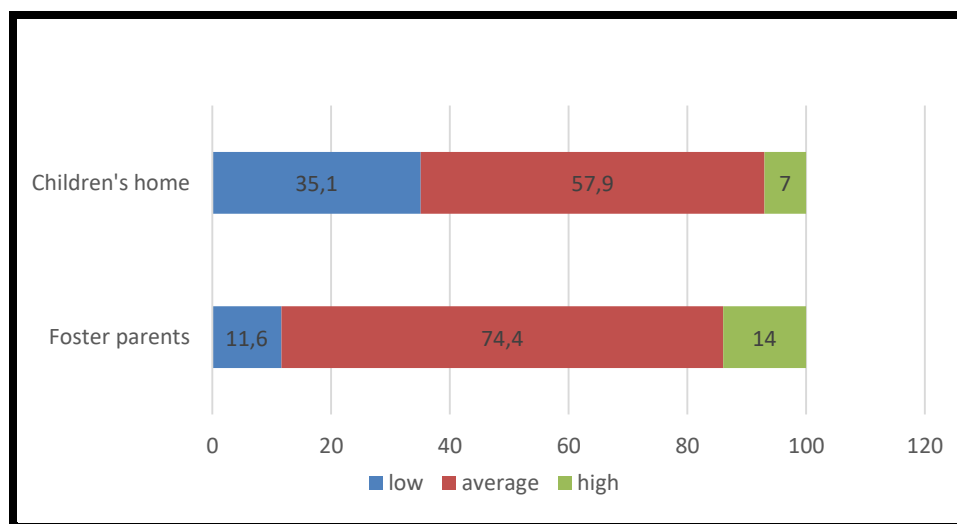
Source: Author

Among those living in children's homes, 35% of minors is characterized by low psychological flexibility, while it is around 12% among persons living with foster parents, and in children's homes the proportion is half of adolescents with high resilience (7%) compared to those living with foster parents (14%).

Overall, the measurement of the children's resilience level would allow more targeted child protection interventions, and for professionals it would provide better quality of work, would lead to enjoy more success, thus reducing burnout and staff turnover typical of the field.

Pillar 3: Case studies based on evaluation models

The purpose of preparing case studies is that the efficiency models developed in 2015 (Rubeus Association 2016) should continue to be tested, and accordingly we examine a child or young adult's life path focusing on their current situation and future possibilities. When preparing the case studies we focused on the upbringing in the child protection, on exploring the system effects, and identifying the child protection functions and possible dysfunctions. This research pillar involved the case study of ten children and five young adults. The case studies were prepared with clients in state and private institutions and foster care networks. The majority of clients are growing up in foster care, but children's homes are also present.

The following presents a young adult's history in aftercare who lives in a civil institution, and displays the critical comments that the young adult and the advocate have expressed.

Andor's path in child protection

Two interviews were prepared to present the young adult's history: one with the client and one with the advocate.

Andor was 18 years old, at the 10th grade of secondary school at the time of the interview, received aftercare benefit, since the age of 16 he lived in an aftercare house run by an NGO, then in an apartment home. He has a younger brother who lives in a children's village. Andor was 3 years old when he entered (with his brother) the child protection system, the cause for intervention was that his parents had serious life problems, alcohol dependency, and inability to perform their duties to the children.

He lost contact with the parents when entering, they did not meet each other after that. On the youth's initiative, shortly after he moved to the aftercare home, the house leader made contact with the mother and the meeting was realized. Andor said that firstly, it was important for him to find out more about the reasons for the disintegration of the family, on the other hand, to try to learn more about relatives of the family, or even to contact them. This was the conversation in a time that revealed for Andor to have two half-brothers, but he knows no more about them.

His school career was not smooth, he graduated from the 9th grade for the third time, after the first two years he failed then changed school. His perception was that the wrong medium, a troubled company was the reason that the study results deteriorated. He had drug problems in this period. In the period between the entry to care and the aftercare home, once Andor and his brother moved house to their new foster mother, Andor was then 13 years old. As the previous foster parent employment terminated the change was necessary. In moving to the aftercare home Andor experienced a very positive turn as he received the freedom he claimed, as he recollects, and it was very good for him to become independent in the new situation.

Because of the drug problems, this young person had conflicts in the care locally, and after repeated warnings, temporarily (he interpreted this as a form of punishment) he has been moved to an apartment home where there is closer inspection. The director of the apartment home believes that the transfer of housing, besides the home drug use, was apparently needed as Andor is not yet suitable for independent life. When Andor changed house, he actually experienced it as a loss, as at the former site of care, he had company, had a friendly community, while at the current site he finds no relationships due to the

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greater number of younger people in the community. In his own words, drug use is still present in his life, but he no longer takes such proportions as before.

As for plans for the future he primarily wants to complete the school, as well as to move back to the old aftercare house. In his opinion he is prepared for independent life, although he has problems with money management.

Andor said that he gets on well with his fellow children in this family, he has not had problems with integration, coexistence. As distractions, he mentioned, that it is less comfortable, if a teenager is raised in a family with many minor children, because his lifestyle characteristics and needs of social contacts are different, there is no satisfactory peer group available, while his personal freedom is limited. It was one of the main reasons that at the age of 16 after, he requested relocation to the aftercare home.

This young adult appreciates freer living conditions because he believes that the stringent conditions for young people do not provide the opportunity or they are not forced to master skills necessary for independent living. In his view, the "foster children" receive most things for ready , there is no pressure on them to experience the value of goods necessary for life, and the weight of the decisions on their own *."[...] while children living in the state care system, [...] we are standing still, never move an inch from there, while a child growing up in a family learns life, the life in the family will begin when the child is born. From there on, there are steps in life, a child growing up in a family starts life not when he leaves home, when he gets out of the nest and begins life alone.[...] They can see how to manage money, how to take care of the small, how to cook food, how all is done. They are taken to grocery, shopping, manage issues [...] but then all that a child will never see in* [the given] *system, or the state care system. Because they can only see that they are given money to buy themselves clothes or the food is ready[...] because kids growing up in a family see this, they see the seriousness of things, when the mother bents her head at the end of the month over the accounts. We never see this, we cannot appreciate money that much."*

When asked the advocate also said that Andor's relocation from the aftercare home was due to repeated breaches of the rules as well as weakness in independency. The expert believes that this young adult needs now primarily to overcome the drawbacks in the area of independent living, studies and socialization with professional help of a detailed educational plan. He thinks that a good solution adjusted to the specificities of the case, would be in Andor's life - to interrupt further studies - to go and work abroad and learn a language, and then he would continue with his studies, so that eventually he could stay in the system until 25 years of age, and then a sufficient sum would be available at leaving to establish his own home.

His critical opinion regarding the system is that it does not prepare young people to the contrast they have to face, when they leave the system after years, as there is often a great difference in quality of life back in the blood family.*"[...] the environment in which they grow up, has a much higher life management [...] this is a very good place for the kids, just they get many things done. So many supporters there are, and the kids get to many places, the best word for it is, maybe, kids in a middle-class level family model of two earners cannot get to so many places [...] So if there is a little guy here who ruins 17 pair of shoes in 15 months , [...] this, I am sure that the family, they got out from, would be unable to do so, but the law obliges us to act on it, that the shoes should be replaced. So you cannot motivate them any more to take care of their things a little [...]"*

The story of Andor draws attention to the fact that the child protection system provides growing-up conditions and opportunities for children and young adults, which do not always bring the intended effect: brings not the discovery of the child's values, care for talents, development capabilities, but rather brings about the formation of a dependent, drifting behavior. Important are the services and the range of narrow and broad support schemes provided by the system, but it is also essential for a successfully

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leave that the child should receive targeted support for resilience and the experts have a professional operational approach that should adequately support the withdrawal of the children and young adults from the system.

Conclusions

In the first pillar of our research, we have tried to follow children and young adults' paths in the system, on a pilot basis, retrospectively. The research has brought a number of positive results and drawn attention to areas of improvement.

Methodologically, it is important to note that the longitudinal recording may provide an opportunity for a kind of impact assessment approach. The impact assessment includes the effect of the operation of child protection systems, which relate simply to the type of institution / care, and be involved in the analysis. The adequate number of elements is essential to carry out high-level measurements, and therefore it is the priority to ensure sample size for analysis in order to identify the cause-and-effect correlations. In addition to measurements according to the types of institutions, we should measure differences in the maintainers with respect to changes in certain life areas.

The results from the second pillar of the research confirm the resilience approach regarding the system view in child protection, and call attention to distribute it. To this purpose, we suggest the following options for future consideration:

- Within the framework of expert meetings, workshops, we raise awareness of the topic and distribute the approach. Presenting the development possibilities of the factors of school success involving the representatives of related professions.
- The development of specialized trainings and methodological materials for the practical mastery of the effective application of the method and scale.
- Program development: Development of program elements aimed at developing the factors of resilience as a multi-dimensional phenomenon according to age groups and care location.

According to case studies from the third pillar of the research, there are areas for improvement along several dimensions as well as such case management elements, that should be strengthened, and the system could contribute towards the successful outcomes of child protection. Based on the cases processed, four target areas can be identified:

1) Strengthening the methods and approaches that support education, enable autonomy, achieve a therapeutic atmosphere:

Irrespective of the maintenance and care type, children and young adults basically feel that the care area provides a safe space despite emotional tensions, interests and values crises. However, in many cases, it appears that the recipients do not develop a trusty relationship with the advocates in primary and secondary care, so there is no contact or help they could build on, which makes them emotionally vulnerable.

2) Cooperation, teamwork, information flow:

The workflow of the professionals involved in connection with the cases seems to have no bridge between primary and secondary care, and thus there is no information flow or joint implementation.
3) The scope of services provided:

The child protection system is not prepared to treat the often complex issues, cannot treat childhood traumas expertly, and manage the high proportion of psychiatric and psychological problems occurring in the therapeutic environment.

4) How children and young people can mobilize their own resources:

As a great help, the experts may support the future plans, provide emotional, moral and life skills support, but this is often based on casual, subjective elements. (Rácz 2012, 2014; Rubeus Association 2016)

Table 3. Usability of the research pillars

Actors	Measurement for children and young adults' path in child protection	Resilience measurement	Test of evaluation models - Case studies
Recipients level	- In addition to targeting individual-level feedback, there is continuous measurements of the living areas of intervention needs, and identifying changing needs - Conscious professional assistance in the life path - Monitoring changes in time	- Realizing targeted professional help, tracking changes	- Identifying emotions, values, cooperation, children and young adults' place in case management, identification of conflicts and planned assistance - Continuous inventory of subjective criteria, personal prospects
Providers level	- Conscious planning, high-level professional work, self-reflexivity, transparency - Planned and targeted programs, the provision of services responding to target groups' needs - Continuous assessment of the system operation, financial analysis of expense and recoveries, eliminating errors	- Professional answers given to individual needs, development tracking - Conscious development of the client system - Continuous assessment of the system operation, financial analysis of expense and recoveries, eliminating errors	- Continuous tracking individual needs, monitoring system-level operation and communication schemes, identifying errors - Transparency, clarifying accountability on the professional spirit of operation, through channeling the case evaluation into conducting professional work experience - Continuous assessment of system operation, and continuous assessment, recording of the warranty elements of professional work
Decision-making level	- The introduction of new services, system development and encouragement of innovation, and implementation into practice of the principle of good governance, monitoring fulfillment of legal obligations	- By facilitating the work of professionals, broadening their knowledge base of professional work through deepening and broadening helpers' background	- Continuous system control to eliminate dysfunctional operation and in order to implement successful outcomes, and system purposes

Source: Author

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AYKUT BEDUK[1] AND NERIMAN CELIK[2]

A RESEARCH ON ASSESSING THE IMPACTS OF HUMAN RESOURCES APPLICATION ON WORK-LIFE BALANCE

Abstract

In recent years, Human Resources Applications became an increasingly important enterprise function at enterprises. This has many reasons but a few of those reasons are human resources management including many factors such as; working hours, payment settings, productivity, role distributing, role conflicts, work analysis, work load, performance assessment and employment conditions. Thanks to such applications of Human Resources Management will provide personnel establishing a balance satisfying and making successful their work lives and private lives. Any possible errors, faults or missing at the contrary applications may cause negatively occurring of this balance. Because, work life balance refers satisfaction of personnel in various fields like health, work, private life, career at their both private life and work life. In this case, human resources management has importance that cannot be ignored at the enterprises. The relation between Human resources Management (HRM) applications and Work-Life Balance will be set forth through this study. The research will be performed at the accommodation enterprises that are active in City, Konya.

Keywords: Enterprise, human resources applications, work life balance

JEL Codes: Y80, M12

Literature Review

At the end of 1970's and beginning of 1980's, an action called *"Human Resources"* departments occurred in personnel departments of the enterprises. This action (Liu et.al, 2007: 503) as human resources management represents too wide and comprehensive area considering human relations in organization. Today it an undeniable fact that the human factor is the most important element regarding to each organization, therefore it is a need that the relation among the people who come together to realize the same purpose and composing an organization should be considered again in a different aspect. Here, HRM has been occurred as to present this different aspect and its main objective is to realize objectives of the organization in the most efficiently and productive way (Şimşek and Öğe, 2015: 22-23).

Successful human resources units for the organizations make great efforts to make both employees and potential employed candidates having positive senses on matters about work and organization (Peçen and Kaya, 2013: 96). How to manage efficiently employed personnel at organizations to reach strategic objectives and aims composes main function of HRM. At the same time, HRM replies the question, what can be done to make people happier, more productive at their work-life (Kitapçı and Kaygısız, 2014: 160). Work-life balance reflects tendency of this individual among her/s different life roles (Kalliahgt and Brough, 2008: 324).

The most important two factors for an individual who entered into work-life are her/s work and family after a while (Fu and Shaffer, 2001: 502; Noor, 2004: 390). Work-life balance bases to thought minimizing contrast between work and private life of individual. Work-life balance refers a term on providing priority among work (career- ambition) and life style (health, entertainment, free time, family

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and mental progress) (Fapohunda,2014:72-77). Thereby, balance between work and daily life becomes a new anxiety source for the individuals (Crosbie and Moore, 2004: 224).

Work-life balance includes a sense on individual health and work-life performance will be affected negatively, claims out of work (family or personal claims) will be transferred into work at the end of obtained views from multi lives of a person (Kalliahgt and Brough, 2008: 324).

Life quality of individual directly effects at their work quality. The organizations that realize this fact determined that the individuals who realized work- life balance become more successful; they determined that Work-life balance is very important for organizations and they developed many organizations policies that will provide work-life balance. The strategies that can assess and develop this point at especially organizations are concern with directly human resources experts. The organizations arrange various programs that will apply work-life balance entrepreneurs and will help their employees to balance their work and family responsibilities better, to make rehabilitations at their welfare levels and to keep organizational interests (Lazar et.al; 2010: 203-205; Fapohunda, 2014: 72-77).

Although work-life programs are begun to be included at the organizations becomes an agenda point firstly in America in 1986 (Yadav and Rani, 2015: 681), application of such programs extends until beginning of 1930's. The first work-life program in the work-life in 1930's was preparing six hours shifting instead of traditional eight hours shifting at W.K. Kellogg Company before World War II and increasing of moral and productivity of employees due to this newly arranged shifting period. And then in 1980's and 1990's, the companies began to present new work/life programs. Those work/life programs were composed submitting options to the employees as implementation of work and personal liabilities and they were composed by an employer (generally about finance or time). The first section of those programs was to support women with children but today work/life programs recognize other liabilities as liabilities special to gender and liabilities in the family. Beside this, work/life programs should have potential like policies and procedures allowing to perform liabilities of employee and organized by an organization and at the same time having flexibility for personal /familial worries; especially to increase motivation of employees in especially difficult economical times and protecting organization data (Dhasa and Karthikeyan, 2015: 11-17).

In other mean, primarily reasons to relate work-life balance with organizations are to increase number of female workers' membership and to use their abilities, to provide motivation of employees and to make showing them a good performance, to make organizations more excellent for the workers, to compose a good organizational social liability conscious for them (Yadav and Rani, 2015: 681-682).

When the studies performed in this scope are considered; organization supports can be ordered like flexible working hours, work sharing, part time employment, compressed working weeks, parent permit, telecommunication, child care in place, payments, holidays and other family friendly policies, etc. Those applications included in the organizations can be summarized as follows (Lazar et.al ,2010: 203-205; Fapohunda, 2014: 72-77):

Flexi time: It determines directly work-life quality of employees; each employee is granted a part time position and they are provided enough time to attend out work activities to provide a good degree work-life balance.

Telecommuting: People can perform at least some of their regular works at their home instead of workplace or office and this is called as *'telework'* or *'telecommuting';* and it provides many advantageous like; the personnel is permitted to organize their working days through their personal and

family needs; to decrease costs about work; to be employed at less stressed and demolishing environment.

Compressed Work Weeks: Compressed work week means to organize employees' working days as long working hours against to decrease work days numbers (for example weekly or once in two weeks).

Part-Time Work: Part time work means part time arrangements; it helps to maximize human resources usage and to increase operational flexibility.

Job sharing: Job sharing is an arrangement that was developed in 1960's and two people share one full day duties and liabilities. Job sharing gives a good chance to the companies to keep their valuable personnel who don't want to be employed full day (Crampton et.al, 2003: 21).

Methodology

The main objective of this research is to search whether human resources applications of organizations have affect on work-life balance of their personnel or not. Quantitative Research Method was determined as the method and data was collected through questionnaire and analyzes thanks to SPSS packet program. A scale including 20 statements to determine work-life balance aspect (Apaydın, 2011: 253), a scale including 23 questions for human resources applications (Tüzün, 2013: 184-185) were adapted at this study. A scale including 20 statements was adapted to determine work-life balance aspect at this study. The universe of the study was determined as personnel employed at an accommodation organizations with 5 star active in Konya Province. The sample of the study consists of 111 individuals. The hypotheses determined for the purpose of the research are:

H1: There is a statistically significant relationship between human resources practices and work-life balance.
H2: It has a statistically significant effect between human resources practices and the dimension of work-life coherence
H3: It has a statistically significant effect between human resources practices and neglecting life.
H4: it has a statistically significant effect between human resources practices and spare the time for himself/herself
H5: it has a statistically significant effect between the applications of human resources and the fact that life is totally full of work.

Frequency and percentage methods were used at analyzing data. Relations among the factors were analyzed through Pearson correlation and regression analyses and obtained results were commented. When safety values of scales used at the research are considered, human resources applications scale's Cronbach Alpha coefficient value was found as 0,960; work–life balance scale's Cronbach Alpha coefficient value was found as 0,910. Subject to those results it is seen that those two different scale included in the questionnaire form are highly safe, confidence.

At the end of factor analysis about Human Resources Applications (HRA) Scale at the study, it was determined that the statements were gathered under one factor and change on the factor about those statements explained nearly % 84 of them.

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Table 1. Human resources application's factor analysis

Factor Analysis		Variance
HRA		84,293
HRA1	,731	
HRA2	,839	
HRA3	,836	
HRA4	,861	
HRA5	,893	
HRA6	,816	
HRA7	,829	
HRA8	,866	
HRA9	,823	
HRA10	,858	
HRA11	,841	
HRA12	,879	
HRA13	,763	
HRA14	,792	
HRA15	,891	
HRA16	,847	
HRA17	,861	
HRA17	,839	
HRA19	,846	
HRA20	,823	
HRA21	,791	
HRP22	,763	
HRA23	,812	
HRA24	,867	
HRA25	,889	
HRP26	,826	
HRA27	,872	
HRA28	,897	
HRA29	,845	
HRA30	,858	
HRA31	,894	
HRA32	,872	
HRA33	,897	
Barlets Test: Ki Kare, 438,766 Degrees freedom,10 Sig, ,000 KMO,838		

Source: Author

At the end of factor analysis about Work-Life Balance (WLB) Scale at the study, it was determined that the statements were gathered under one factor and change on the factor about those statements explained nearly %81 of them.

Table 2. Work-life balance's factor analysis

Factor Analysis		Variance
WLB1	,877	81,710
WLB2	,842	
WLB3	,812	
WLB4	,779	
WLB5	,785	
WLB6	,867	
WLB7	,868	
WLB8	,809	
WLB9	,873	
WLB10	,822	
WLB11	,803	
WLB12	,844	
WLB13	,801	
WLB14	,854	
WLB15	,812	
WLB16	,734	
WLB17	,824	
WLB18	,756	
WLB19	,763	
Barlets Testi: Ki Kare, 553,742 Degrees freedom,10 Sig, ,000 KMO,882		

Source: Author

When Table 3 that includes data of 111 hotel personnel attending to the research is considered, it is seen that most of attending personnel are male and married, their education level is undergraduate and their age group is weightily varies between 26-35; their working period is weightily between 1-5 years.

Table 3. Demographic characteristics

Gender	N	%	Professional time	N	%
Male	89	80,1	0-1 years	34	30,6
Woman	22	19,9	1-5 years	41	36,9
Total	**111**	**100**	6-10 years	29	26,1
Age	**N**	**%**	11 -..	7	6,30
18-25	23	20,7	**Total**	**111**	**100**
26-35	49	44,2	**Marital status**	**N**	**%**
26-45	33	29,7	Single	26	23,4
Above 46 years of age	6	5,4	Married	85	76,6
Total	**111**	**100**	**Total**	**111**	**100**

Source: Author

Findings related to Pearson Correlation Analysis to determine the direction and degree of the relationship between human resources practices and work-life balance are given in Table 4.

Table 4. Pearson correlation analyse

N=111	HRMA.	WLB	Work-Life Coherence	Neglecting Life	Spare the Time For Himself/Herself	Life is Totally Full Of Work
İYD	,692**	1	,563**	,560**	,543**	,589**
Work-Life Coherence	,577**	,793**	1	,182**	0,096*	,314**
Neglecting Life	,563**	,722**	,182**	1	,338**	,475**
Spare The Time For Himself/Herself	,543**	,783**	0,096*	,338**	1	,501**
Life is Totally Full Of Work	,590**	,622**	,314**	,475**	,501**	1
HRMA	1	,692**	,577**	,563**	,543**	,590**

*p< 0,05   **p < 0,01

Source: Author

According to Table 4, the most significant relationship in the positive direction is between the *"human resources practices"* and *"work-life balance"* variables (r = 0,692**; p <0.01) and there is a moderately positive relationship between the two factors. There is a moderate correlation between *Work-Life Coherence* (r = 0,577**), *neglecting life* (r = 0,563**), *Spare The Time For Himself/Herself* (r = 0,543**) and *Life is Totally Full Of Work* (r = 0,590 **). There is a positive relationship at the level.

Tabel 5. Regression analysis

Model 1	Work-Life Coherence	
	β	p
HRMA	,561	,000
	R^2 =,311	F=89,986
Model 2	Neglecting Life	
	β	p
HRMA	,348	,001
	R^2 =,110	F=69,986
Model 3	Spare The Time For Himself/Herself	
	β	p
HRMA	,538	,000
	R^2 =,372	F=59,584
Model 4	Life is Totally Full Of Work	
	β	p
HRMA	,498	,000
	R^2 =,271	F=72,825

*p<0,05

Source: Author

Model 1, model 2, model 3 and model 4 that set forth affects of human resources applications on aspects like work-life coherence, neglecting life, sparing time for her/himself and life is composed by only work is seen as significant at Table 5. According to this case, Human Resources Applications are seen as an effective factor on all work-life components. It can be said that Human Resources Applications are mostly effective on aspects respectively work-life coherence β=,561; spare time for himself/herself β=,538; life is totally full of work β=,498 and neglecting life β=,348.

Conclusions

Changes on today family structure, increasing roles of women in work-life, to become employee for each spouses caused to increase roles and liabilities that should be shared in the family. Work experience of people is aimed rehabilitated through working life gained importance especially in 21st century and rights and welfare of employee favored more. Therefore human resources applications and work-life balance that is one of the most important factors affected by human resources applications have vital importance for organizations. Because, both factors cause positive and negative outputs on organizations and personnel. Meanwhile those factors include applications which are applied in the organizations and concern employee directly. Many factors such as over work load, indefinite role of employee, role conflicts, irregular working hours and insufficient or unjust fee management applied in the organizations create various negative results at organizations. Or vice verse, human resources applications applied in the organizations and satisfying the personnel cause positive results on the individuals and cause positive cases on interests of both employees and organization. Therefore, relation between human resources applications and work-life balance had been examined in this study; affect of human resources applications on work-life balance and aspects composing work–life balance had been assessed. At the end of analyses, it had been observed that human resources applications are effective on work-life balance and it is seen that human resources applications are mostly effective on aspects respectively work-life coherence β=,561; spare time for himself/herself β=,538; life is totally full of work β=,498 and neglecting life β=,348.

This result has great importance especially for especially accommodation enterprises that have important place in service sector. Because accommodation enterprises have intensive labor capital so service is realized weightily by personnel therefore one of the most important factors of provided service quality is personnel. Because, human resources applications in accommodation enterprises will be affective on work-life of the personnel directly and then it will reflect to job quality and provided service quality of the personnel. Therefore, managers of accommodation enterprises should give importance especially to human resources applications at their organizations and they should give place to applications that will provide work–life balance of the personnel and should provide effort for this and they should act in this conscious.

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SHERIN MOHAMED FAHMY MOHAMED[1]

"REVOLUTION OF THE DISENFRANCHISED" AND THE DIMINISHING SUPPORT OF THE EGYPTIAN PUBLIC OPINION ON MUSLIM BROTHERHOOD

Abstract

This study tackles the factors or determinants that enable some political actors to succeed in benefitting from the overall shift in the structure of political opportunities during the stages of revolutionary mobility while some others do not. This is demonstrated through the application of studying the Muslim Brotherhood, after the political change which took place in Egypt in early 2011, their coming to power in mid-2012 and until the collapse of their rule in mid-2013. These stages are known as the ups and downs of the actor, even if the "**intermediate factors**" leading sometimes to success and other times to failure.

The factors which contributed to the rise of the Muslim Brotherhood to power in Egypt arethe ability and success of the group to adapt to the transitional period, the high political and organizational abilities of the group and the strength and powerfulness of the alliance networks of the Muslim Brotherhood both locally and internationally. Nevertheless, the group was unable to maintain its success. Soon it turned into failure of government, only one year after rising to power. This happened because the ruling elite lacked the attitudes of state officials, disorder in the ideology of the group, deterioration of the group's leadership social grounds and foundations, and the political authoritarian method of its system of government.

Members of the group living abroad and some of the headquarters associated to them tried to exploit the public discontent towards the liberalization of the exchange rate, the rising prices and the growing unemployment for the sake of launching the so-called "**Revolution of the Disenfranchised**" on the November 11, 2016, to urge the citizens to demonstrate and to take advantage of this opportunity to make a return to the political scene again. However, the society's response was poor as it was confined to small protests in some provinces. This reflects the Muslim Brotherhood's failure to influence the public opinion.

Keywords: Revolutionary mobility, political opportunity, revolutionary opportunity, transitional period, political actors, Muslim Brotherhood, Revolution of the Disenfranchised.

JEL Codes: E50, E60, E58, E66

Introduction

The last two decades have witnessed a significant rise in researchers' use of the term "political opportunity" to understand the limits of continuity and the shift in political opportunities inside political systems, either in normal situations, revolutionary transitions or internal conflicts. It is also used to understand the extent to which political powers and protest movements are able to employ already-existing opportunities or creating potential chances, based on changes in the structure of existing systems, changes in the political forces themselves or changes of the essence of the general policies inside that system. Based upon these policies, the extent of the change in the structure of political opportunities is determined for that group or that force, either partially or totally(Ezz Al Deen, 2005). The significance of the meaning of political opportunities rises particularly in the post-revolutionary mobility stages according to the different experiences witnessed by countries located in different

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geographical areas, whether in Asia, Africa, Latin America, Eastern Europe and most recently in the countries touched by Arab revolutions post the 2011 transformations, in the context of the shift from authoritarianism to democracy, or the intermediary stage between the collapse of the old regime and the rise of a new one. This is called "drama of transition processes", in which the foundations of the political process are reformulated. In this stage, new elite assumes power, the political and economic power resources are reallocated and new interests and profiting power centers emerge. This means that this phase may witness a change in the structure of opportunities for all the existing political forces and groups, either by rising, falling or fluctuating(Salah, 2010).

The Muslim Brotherhood in Egypt represented one of the political powers that employed the available structure of political opportunities to the utmost, in the period following the January 25th 2011 Revolution, in the wake of the collapse of former President Hosni Mubarak's regime fall. The group won the majority of seats in the parliamentary elections of 2011 – 2012 and the candidate of the Freedom and Justice Party (its political arm) Dr. Mohamed Morsi assumed the position of the President after the Presidential elections, with his victory over his competitor General Ahmed Shafiq. This victory led to the transition of the Muslim Brotherhood from an opposition group to a ruling group. This indicates that a change occurred in the structure of political opportunities which existed in the old regime and a new structure of political opportunities now exists.

However, this change in the structure of political opportunities for the Muslim Brotherhood did not last except for one year. During that year, the group demonstrated its poor management of political affairs, its failure to make strong alliances with other political forces and parties with no religious backgrounds, its inability to comprehend the shifts in public opinion, which is called in literature "mentality of denial". All the above mentioned factors paved the way for setting the "basic environment" for the outbreak of the June 30th 2013 Revolution, which was backed by the military institution. This led to the ousting of President Mohamed Morsi and the collapse of the Muslim Brotherhood rule, in a way that led to many violent confrontations between government institutions and segments of society on the one hand and the Muslim Brotherhood on the other. This marks the loss—or rather end—of the "political opportunities" for this group after it was classified as a terrorist group in December 25th, 2013.

The study problem lies in determining the factors influencing the ability of any political actor to take advantage of the state of political flexibility during the stages of revolutionary change, and to create or broaden the range of their available political opportunities. The point is not the existence of opportunity but realizing it and employing it appropriately on the part of the political actor, according to what is known in literature as "**double realization**". This study attempts to investigate the factors leading to the success of a political actor in investing the change of the opportunity structures at a certain stage, then that same actor's failure in a similar situation in a following period.

The case of the Muslim Brotherhood and its party, Freedom and Justice Party were selected as a case study in Egypt after the revolutionary mobility in early 2011. Also, the period (2011 – 2016) was chosen to be the period of the study because its beginning reflects the outbreak of the January 25th 2011 Revolution, with the collapse of former President Hosni Mubarak's regime and the success of the Muslim Brotherhood to exploit the available structure of opportunities after a popular revolution, a revolution upon which the power of the street grew.

The Muslim Brotherhood were capable of employing this power of the street in calling-up and mobilization, as the latter invested in the revolutionary mobility to influence the political, constitutional and institutional structures in a way that led to widening the scope of the political opportunities for the group. This led to their gaining the majority in the Parliament and the overwhelming majority in the Shura Council, in addition to the victory of their candidate in the presidential elections in mid-2012.

The study covered the stage of former President Mohamed Morsi rule of the country, as it is regarded as an indicator for the rise of the structure of opportunities for the Muslim Brotherhood. In addition to that, the study, covered interactions in 2013, goes back to the ousting of former President Mohamed Morsi and the collapse of the Muslim Brotherhood regime, and also classifying it as a terrorist group. This led to narrowing down—or rather absence—of available opportunities for the Muslim Brotherhood. Inspite of the collapse muslim brotherhood rule in Egypt in mid 2013, members of the group, insider and outsider tried to restore political opportunity through launching the so called "**Revolution of the Disenfranchised**" in November 11, 2016 to make to the political scene again.

So The study tackles the following main ideas as follows:

- The patterns and cases of change within that structure, especially in the phases of revolutionary mobility.

- The determinants governing the ability of political actors to benefit from the change in the structure of opportunities in the phases of revolutionary mobility. More specifically, the features of elite political actors, which may affect their abilities to understand the circumstances of the phase, and their attempt to make the best use of available opportunities.

- The characteristics of the ruling elite (political actors), the Muslim Brotherhood and its political arm affect understanding the change in the structure of political opportunities following the January 25th 2011 Revolution, which led to broadening the scope of their opportunities and rising to power.

- The features of the same ruling elite in the Muslim Brotherhood influence lack of realizing the narrowed down structure of the available political opportunities following the June 30th 2013 revolution, which led to their ousting.

- The ability of Muslim brotherhood to restore political opportunities through Revolution of the Disenfranchised.

Cases of Change in the Structure of Political Opportunities

The change in the structure of political opportunities for the group, movement or certain political forces, either partially or totally, may occur in the following cases:

The First Case: A partial change in the structure of opportunities within the framework of the same system

Some political powers may exercise multiple pressures on the political system to review some public policies, leading to a reordering of priorities, which lies on the government's agenda, allowing opportunities which may widen or narrow for the powers and the groups concerned with those issues or seeking to put their interests at the center of attention. They may also exercise pressures to open channels for political participation by resorting to legal means such as the judiciary, or institutional channels such as official nomination or voting in the election. All this may eventually lead to the ability of some powers to influence the content of the pursed policies (Friedman, 1985).

The Second Case: Change in the structure of the political system as a whole

There are numerous patterns of change in the political system as a whole structure, and they follow the following patters:

A. Change of the political system from the top, and it takes the following forms:

♣ An initiative of the ruling elite itself in the non-democratic system or the reformist wing, thus the elite is making change happen, just as what happened in both Spain and Brazil decades ago (Ismail, 2009).
♣ Bargaining and negotiation between the ruling elite and the opposition forces which resemble what happened in South Africa, El Salvador and Nicaragua (Huntington, 1993).
♣ A coup carried out by the military to replace civil authority in the country or a military coup against another military coup may occur as what happened in some African countries, such as Mauritania (Dr. Zarnoqa, Fall 2012).

B. Grassroots Change of the Political System (radical change), which take place under wide pressures by the opposition backed by the support of most of the peoples, as what happened in Portugal, Argentina, and Romania, which is witnessed by many Arab revolutions States especially Tunisia and Egypt (Dr. Zarnoqa, 1992).

In this context, the distinction can be made between the three graded stages of the revolutionary opportunity, as follows:

First Stage: It is that stage which witnesses the diminishing effect of the political system in its performance and practices, which in turn creates temporal opportunities that soon disappear once its level of performance is improved, taking some partial reform measures. This means that the groups that are active in such a stage are characterized by a reformist approach, and rely on institutional means. It is regarded as the most common type and the least threatening as it aims at gradual reform. It is seen by some ruling elite as a threat whereas it is supported by others through providing facilities to their activities. Such a group might succeed in continuing, and become a powerful actor in the process of transformation thanks to its ability to mobilize support and gain allies within the ruling elite.

Second Stage: This stage witnesses the erosion of the legitimacy of the existing political system, and shaking its pillars, which increases the chances of political opposition in the overthrow of the regime, but its effectiveness enables it to adjust the opposing groups and impose restrictions on its movement, and such restrictions are soon transformed into opportunities if the system loosens its security grip in an attempt to soften the degree of repression.

Third Stage: It is the stage that witnesses experiencing the loss of legitimacy and effectiveness of the political system simultaneously and this represents a major revolutionary opportunity which threatens the survival of the regime and the state equally together. The groups that stand out at this stage adopt a revolutionary approach, and they may depend on peaceful institutional means. They may adopt radical slogans, without having any real possibilities for implementing them in practice, but working through what is made possible by the system of institutionalized legitimate channels. It may be faced by the state without giving any attention, control over its security, or cracking down its movement to pursue its members. In some cases, these groups may resort to non-peaceful means to achieve their ends. (Putnam, 1993).

Figure 1 shows the patterns of political groups in accordance with the standards of the nature of the strategies used in the stages of revolutionary opportunity evolution.

Figure 1. Patterns of the political groups according to the stages of political opportunity evolution

Reformist groups seeking reform relying on institutional means (peaceful), the most common and the least threatening to the existing political systems.	Reformist groups seeking reform relying on non-institutional means (non-peaceful). They are the rarest, most effective and the least threatening to the existing political systems.
Revolutionary groups seeking to radically change the political, economic and social existing conditions, and it depends on the institutional means (peaceful), the least threatening to the existing political systems because of ongoing surveillance over its activity, and the cracking down on its movement to pursue its members.	Revolutionary groups seeking to radically change the political, economic and social existing conditions, and it depends on non-institutional means (non-peaceful), often violence, which represents a threat to the existing political systems, thus allowing it (providing it with) great revolutionary opportunities.

Source: Putnam, Robert D., *Making Democracy Work: Civil Traditions in Modern Italy*, (Princeton: Princeton University press, 1993).

The attributes of revolutionary opportunity (opportunity in the revolutionary movement) originate from the aspects of differences between them and the regular phase of the opportunity (opportunity in the phase of regular change), as illustrated in Table 1.

Table 1. Standards of differences between the phase of regular change and revolutionary opportunity

Standards of Differences	The Regular Opportunity	The Revolutionary Opportunity
Conditions of emergence	Arise in normal times and normal conditions, and it results in short-term shifts which may encourage the emergence of new groups with new opportunities.	Arise in the revolutionary movement or in the phase of revolutionary change.
The limits of change in the structure of political opportunities	It leads to a partial change in some features of the existing structure of political opportunities.	It leads to an entire change, meaning that as the revolutionary opportunity plays the role of the decisive factor in the radical change of the structure of the existing political system, they will necessarily lead to the secretion of a new structure completely different from the previous political opportunities.
Timespan	Short-term opportunities, resulting from temporary crises. Time is short as well as its limited scope of influence.	Long-term opportunities that arise from crises and transformations that affect existing political system structure, and they are characterized by their broad scope of impact.
The nature and size of the beneficiary powers of opportunities	Political actors with reformist tendencies which practice peaceful or non-peaceful teamwork for a change, to maximize its opportunities.	Political actors with radical tendencies, and practice non-peaceful teamwork (violence, which escalates to the point of revolution) to overthrow the existing political system to generate new opportunities for them and other powers consistent therewith or for counter movements.

This table was created by the researcher through using different resources.

(C) **The change of the political system through external military intervention**, similar to what happened in Grenada, and Panama in the eighties of the last century, Somalia in 1992, and Iraq in 2003.

Regardless of the pattern of change that took place in the existing political order form, it in turn affects the structure of political opportunities, so that it may expand or be narrowed for some of the forces or political groups (Dr. Tawfik, 2013).

The Third Case: change that occurs within the same political power or group

This change includes the level of people, ideas, or policies, as follows:

(A) On the level of ideas, and this is illustrated by the defection of some members expressing a new current, and heading to the formation of a party or a group that is able to form an alliance with influential political actors in the political arena. This should help the new powers to reposition themselves, and to try to take advantage of available opportunities (Al-Ezzbawy and Hassan, 2012).

(B) On the level of individuals, this shows through the leadership crisis within the opposition forces. The crisis is linked to the departure of the leadership of political life and is often a result of death, leaving the powers behind it without an alternative elected leadership. Usually, this leadership is the leadership that established the powers. Besides, several problems associated with the decision-making process within the political forces may arise, real and peaceful transition of power, distribution of competence, or regarding the nature of relations between the elite and members (Dr. Aref, 2003).

(C) On the level of policy, this is reflected on the change in the nature of the policies and strategies pursued by the opposition forces in the direction toward changing the existing patterns of alliances. As a result, it allies and solidifies with actors or others inside or outside for the sake of crowding and mobilizing people around common goals. Tilly believes that among the benefits that alliances between the opposition forces achieve (is increasing the resources they need to bargain and to influence the ruling elite resources, so as to achieve their interests in the first place (Kowachuk, No date).

Therefore, the study applies the pattern of change of the structure of political opportunities as a whole through a popular revolution, so that the structure of political opportunities changes radically and can accommodate groups and political forces which were not allowed to exist by the former authoritarian system except for opportunities which were limited, to restrict their movement on the political arena (the creation of a new structure of political opportunities in the revolutionary movement stage). The scope of the structure of opportunities for other forces which had previous support by the regime and given great opportunities that ease their activities on the political arena may be narrowed. This happens within the framework of relations that allow for the establishment of different types of alliances between the authoritarian regime and those powers. Perhaps this is what makes the structure of political opportunities characterized by a degree of particularity in stages after the revolutions and especially with the increasing ability of some political forces to expand this structure at that stage.

The particularity of changing the structure of political opportunities in the stages of revolutionary mobility

The importance of the revolutionary movement stage originates from the fact that it is the period immediately following the fall of the authoritarian regime. It is called, according to some, as the "period of determination," "transition trap" or "intermediate stage between the collapse of the old system and the construction of a new system," in which the reformulation of rules of the political process takes place and where a new elite holds the reins of power and governance.

It witnesses the beginning of the redistribution of political and economic power resources, and the establishment of interests and new beneficiary centers of forces, which means that this phase could see a change in the structure of political opportunities for various groups and existing political forces in the light of the several features that characterize this, including the proliferation of the state of political and

social flexibility and the prevalence of a severe state of uncertainty, which witnessed the escalation of popular demands suppressed economically and socially which led some to call it "drama of transition processes" (Dr .Helal et al., 2012).

Each of the traditional political forces represented by the political parties and non-traditional ones represented by the social movements, currents, and groups of political Islam seek to fill the political vacuum and try to take advantage of the many opportunities offered by the transitional phase, and thus make a difference in the structure of political opportunities that existed in the old system for the sake of new political opportunities. This stage is also characterized by a pervasive absence of political trust, which influences the actors within the political scene, and push all the power of the political forces to lack trust of other powers. They even seek to maximize their gains at this stage (to benefit as much as possible of the available opportunities) (ElSaeed, 2013).

This stage is also characterized by the emergence of complexities of the transitional period, which is primarily represented by the emergence of the dilemma of the security status, and the dilemma of the drafting of the Constitution, as well as how to manage economic conditions, and also how to implement transitional justice mechanisms to achieve national reconciliation and the enforcement of social justice, and perhaps those complications have made some give several names to the transitional period, including the stage of "transitional maze," "transition trap", "transitional phase pain" and others. (Dr. Helal, October 2013).

Determinants of ability of political powers to expand the political opportunity structure in the stage of revolutionary mobility

One of the central questions in the post-revolution stage is "What is the nature of the factors or determinants that drive the forces or a group as much as possible to take advantage of opportunities in the post-revolution stage compared to other forces or other groups?" The answer to this question requires a standing on the nature of the determinants that enable some political forces to take advantage of the change total / partial, which occur to the structure of political opportunities to their advantage in the period following the overthrow of the authoritarian regime and in which the measures necessary to establish a new political system and arrangements are taken, and that stage is known as the transitional period.

The most important of these determinants are as follows:

- The ability to mobilize and crowd through the use of financial resources and political slogans and perhaps religious ones, as well as social networks, in order to get the forces or the political group on domestic support from all segments of society (Goldstone, 2004).

- **The Indicators of the power of organizational cohesion:**

A. A lack of internal leadership crisis, and it is reflected in the keenness of the leadership to convene with members on a regular basis, as well as its keenness on finding an alternative leadership elected by the members to replace them if they leave political life.

B. The existence of a specific program that reflects the intellectual and ideological orientation of political forces, and the objectives to be achieved.

C. The prevalence of democratic practices and the lack of internal divisions.

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D. The strength of institutional and organizational structures of political forces, which can be measured by the force of popular and social rules for these forces, and the increasing contact between them and the public channels, and the increasing size of its membership, and the availability of good funding sources enabling it to gain credibility and influence in the political life and other areas of economic, social and cultural activities.

E. The skill to enter into internal or external alliances, in order to gain inside or outside support, and to achieve the interests of all the allied parties.

F. The existence of previous historical experiences in the field of engaging in political life and in particular the legislative institution, which is referred to in some studies as the ability to "Access the political system" (Tilly, 1978).

• The realization of the existence of opportunities and restrictions on those opportunities. This is an important issue in the ability of forces or political group to pursue necessary policies and strategies to achieve its objectives. What matters is not the realization of actors but rather the existence of opportunities which can be invested in the transitional stage especially after the revolutionary change (A. Rootes, 1999).

• The ability to adapt on the part of the elite political actor with the political environment, characterized by strong flexibility, especially in the stages of the revolutionary movement, in a way which increases the availability of opportunities and reduces the restrictions on those opportunities. (Dr. Khalifah, July 2011).

Muslim Brotherhood's strategy to take advantage of the revolutionary opportunities (February 2011-May 2012).

There are multiple factors influencing the rise of revolutionary opportunities for the Muslim Brotherhood in Egypt during the transitional period extending from February 2011 until May 2012. The most important factors are:

(*)The limits of the Muslim Brotherhood's adaptation to the state of political fluidity.
At the beginning of the January 25th, 2011 Revolution, the Muslim Brotherhood were extremely careful about not clearly stating their support to the revolution because of considerations related to the group's pragmatic approach towards collision with security. As the revolutionary momentum rose, the group felt that it is in their interest to effectively participate in the events of revolution stage, thus the group strongly participated in the revolutionary actions. Furthermore, the group made sure not to fully occupy the revolutionary scene, for the sake of not naming this revolution stage as an Islamist coup, and not a popular revolution, which will consequently contribute to its failure (Dr.Abdel Majid, 2011).

The group also realized that the success of the revolution will be an important turning point in the course of its political experience as the features of a new structure for opportunities is taking on the ruins of the structure of the old political opportunities which may provide greater opportunities for the political actors capable of going through this competition based on the political rules of the game (Diwan,2016), and those actors seek "positioning" in a way which will help it achieve a greater degree of power and influence in the context of the transitional phase. Some of the most prominent features of this stage are the prevalence of political and social severe fluidity, political vacuum and uncertainty (Abu Doh, 2011).

Hence, the Muslim Brotherhood found that its participation in the revolutionary action may bring a lot of benefits and opportunities that that they were deprived of for many years due to the adoption of previous regimes of policies which were against those of political Islam's in general especially the

Muslim Brotherhood, and that would further its exclusion and marginalization for those political currents in return for increasing opportunities for civilian currents and forces in political life (Dr.Rabie, 2011).

In this regard, the group teamed up strongly with the demands of the various revolutionary forces on one level, and benefited greatly from the state of division that characterized the powers of Youth and Civilian parties throughout the transitional phase, on how to reap the fruits of the revolution on another level. These two forces combine right-wing currents, the left-wing, moderate, nationalist, and revolutionary. On a third level, the group benefited from the state of confrontation and lack of agreement between the Military Council and the revolutionary forces regarding some of the attitudes and serious issues, as it induced each party of those parties to serve their interests in the first place (Abdel Fattah, 2014).

(*) The political and organizational abilities of the Muslim Brotherhood, which were used by the group and its party Freedom and Justice well during the three electoral votes (the constitutional referendum in March 2011, the elections both houses of parliament from 2011 to 2012 and the presidential elections in 2012), which became clear in the following indicators:

- The speeches of the Freedom and Justice party, backed by speeches and statements by the Muslim Brotherhood in the election campaign concentrated on the societal and economic issues associated with aspects of life for citizens, as well as its refusal or lack of participation in the demonstrations that took place during the election period. In addition, the Muslim Brotherhood took control over the political scene through utilizing their religious discourse that was able to penetrate into a wide social strata, especially within rural areas, poor and marginalized groups through what is presented to them from a simultaneously simple and misleading religious explanations, conflicts and the disagreements of the Islamic forces with the liberal forces around various issues, and the export of positions of the Islamic movement of political issues as a representation of the "legitimate positions" or as the requirements of the "defense of Islam." (Dr. Farahat, 2014).

- The intensification of the work of the Muslim Brotherhood to link their speeches and organizational abilities to provide temporary solutions to some of the daily problems of the citizens, including the problem of unemployment, and the crisis gas pipes, which some classified as "electoral bribes". (Al-Ashwal, 2012).

- Through their role in the revolution, The Muslim Brotherhood in Egypt demonstrated a distinguished ability to adapt their behavior and their rhetoric to new circumstances. The group managed to cooperate and ally with currents holding similar ideology or different on the intellectual and ideological level, especially in some of the positions of political and key issues during the transition phase, where the Brotherhood made unremitting endeavors to be viewed in the form of a moderate political force that can establish a new political system in Egypt (Al- Sherif, 2012).

Those political and organizational abilities of political Islam movement in General and the Muslim brother hood particularly, led to increasing Muslim brother hood popularity in Egypt according to some results of public opinion survives that has performed by some international centers such as pew research center specially, in "pew" poll conducted in spring 2011, as illustrated in Table 2.(Abu Roman, 2014).

Table 2. Supporting public attitude in the Muslim world to apply Islam rule and Sharia						
		Q 47x which of the following three statements comes closer to your view?				
		Laws should strigtiy follow the teachings of the Quran	Laws should follow the values and principles of Islam but not strigtiy follow the teachings of the Quran	Laws should not be influenced by the teachings of the Quran	Ok/refused	Total
Turkey	Spring, 2011	8	45	34	13	100
Egypt	Spring, 2011	62	27	5	5	100
Jordan	Spring, 2011	70	25	3	3	100
Lebanon	Spring, 2011	20	26	37	7	100
Palest. Ter.	Spring, 2011	36	30	12	22	100
Indonesia	Spring, 2011	26	56	14	5	100
Pakistan	Spring, 2011	78	10	2	4	100

Source: spring 2011 Global attitudes survey pew research center

(*) **The Muslim Brotherhood's political alliances**: They were keen to expand the scope of internal and external alliances after the revolution in support of their influence and to strengthen their impact on the political arena, so that they can increase the size of their investment opportunities in a better way, which consequently led to their coming to power after the first presidential elections following the Revolution.

This became significantly clear through the Muslim Brotherhood's keen efforts to approach and ally with the most important and prominent Islamic forces during the elections streak, led by the Salafi movement and one of its parties, a major party, "Al Noor", as well as Al-Wasat Party, etc. The group was also keen on building alliances with some of the civil powers, especially during the legislative elections, so as to ensure that the group gains the largest possible number of seats in the new parliament after the revolution. At the forefront of the Brotherhood-civil alliances was the Democratic Alliance, which included number of different ideologically- oriented parties, beside the Freedom and Justice Party, in an attempt to bridge the gap between Islamist and parties without an Islamist background. Some of the most significant parties with a non-Islamist background are the liberal parties such as the parties of Al Wafd, Al- Ghad, and nationalist Arabism parties, such as Al Karama party, and center-left parties such as the Party of Al-Nasiri, Al Ahrar, and Al-Arabi Al-Eshteraki and others (Dr. Al Aanni, 2014).

On the foreign level, the group sought to strengthen its alliances on the regional, Arab and international levels, where the State of Qatar topped the Arab states which allied with the Muslim Brotherhood during the transitional period until its rise to power (Dr. Abdullah, 2014). As for Turkey, it was at the forefront of regional countries that supported and strengthened its ties and relations with the Muslim Brotherhood

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during that phase as well (Abdul Kader, 2013). The rapprochement between the group and all of the United States and EU countries such as Germany and Britain also increased, including such strong support pouring eventually in favor of the group in terms of increasing the size of its political opportunities after the Revolution (Jeffery, 2012).

In spite of the diversity and differences in the relative weight of the state parties, regional, Arab and international forces which allied with the Muslim Brotherhood during the transitional period—a critical stage in the political history of the group—those forces and parties were united by common denominators in the context of their alliances and interactions with the Muslim Brotherhood in Egypt. Among those shared denominators were the history of relations with the Muslim Brotherhood, which has its roots for many years, the effect that deepened and strengthened relations between the two sides in different ways and in varying degrees in addition to the common interests between the two parties where each needs the other. The group's goal behind the foreign alliances is to expand its opportunities locally, while external forces seek to support the Muslim Brotherhood to ensure the maintenance of the vital and strategic interests in Egypt and in the region as a whole etc**.** (Sottilotta, 2013).

Determinants of the decline in revolutionary opportunities of the Muslim Brotherhood

There are a set of determinants which led to a decline in the Muslim Brotherhood opportunities during the period of their presence in the government, namely:

(*) Limits to respond to the change in the orientation of the Egyptian public opinion, since the former president Mohamed Morsi's mistakes have proved the limitations of the group's ideology, and its lack of experience in the practice of politics. Apart from mismanagement and decline in conducting the affairs of the people, the most prominent errors of the group are their vision that they can impose whatever laws, procedures and constitution throughout small demonstrations which come out and then disappear. Also, they imagined that they, by depending each time on the language of threats and intimidation and relying on calling-up and mobilization, will be able to deter oppositional political forces, which put the group in the maze of "the mentality of denial," and kept it preoccupied and focused on achieving their political objectives to address some of the former errors of Mubarak's regime to deceive the citizens into believing that it may be different (Dr.Korany, 2014).

The failure of the group to possess concepts and experiences on governance and management of the state, the tradition of secretive work in accordance with the conspiracy theory led the group to rely on their own experts only in state institutions management, which was known as the "Brotherhoodization of institutions" or "empowerment", as well as the government's failure, in the period of the Muslim Brotherhood's rule, to formulate policies and good enough strategies that will help deal effectively with the deteriorating economic and social conditions. This led to the widespread of popular discontent and promoted the feeling of broad masses of the Muslim Brotherhood's bad judgment.

This means that a fundamental shift in the orientation of the Egyptian public opinion towards the Muslim Brotherhood in power happened. This was reflected in some surveys indicating the orientations of Egyptian public opinion during the reign of the Muslim Brotherhood. These surveys were conducted by several institutions and research centers such as the Pew Research Center in Washington (PEW) and the Egyptian Center for Public Opinion Research and showed the degree of anger and growing discontent. Those trends were the same trends that supported and endorsed the Muslim Brotherhood, urging them to experience ruling Egypt, which became apparent during successive elections, In addition to the frequent confrontations of the Muslim Brotherhood with the media, and the Egyptian judiciary, which was not subject to abuses throughout its history like those that occurred during the rule of the Muslim Brotherhood. This is beside the increased number of strikes and factional protests as an expression of discontent over the erroneous practices of the Muslim Brotherhood in power (Osman, 2013).

And the numbers that includes in the Figure (2), Table (3) are illustrated the results of a pew research center poll in 2014 about Muslim brother hood popularity declines(Pew, 2014).

Figure 2. Muslim brotherhood popularity declines

Sources: Spring 2014 global attitudes survey
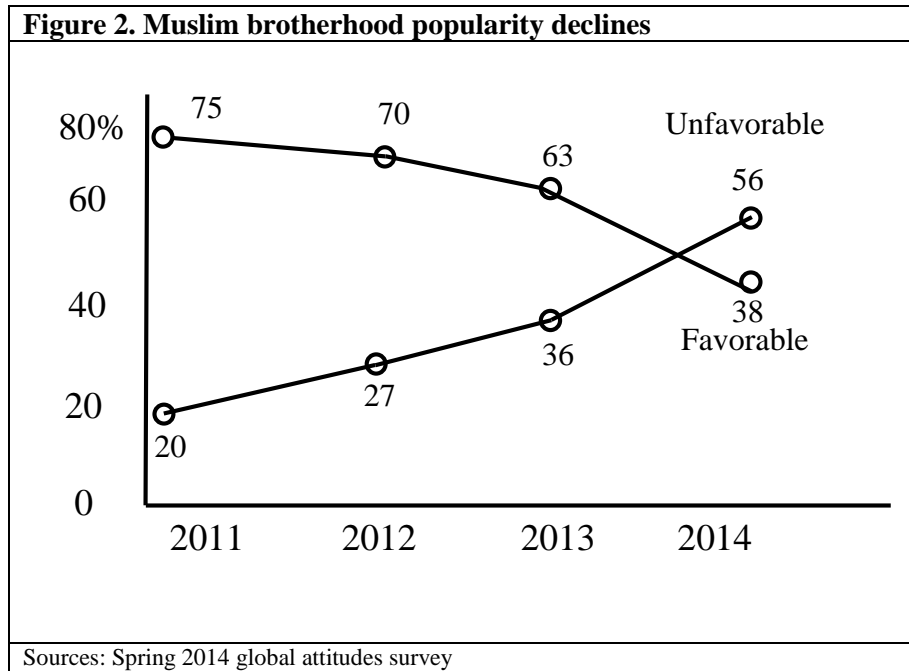
Table 3. Muslim brotherhood popularity after 30 June 2013

	2013 %	2014 %	Change
Muslim brotherhood	63	38	-25
Military	73	56	-17
Court system	58	41	-17

Source: spring 2014 global attitudes survey. Q38c, f& q47e.
Pew research center

 (*) **The pattern in which power is utilized to achieve political consensus**: one of the most important strategic mistakes that occurred is the inability of the Muslim Brotherhood to maintain the continuity of the political consensus that prevailed in the country during successive elections, from which the group benefited and exploited to achieve its main objective, that is the desire to gain power. But what has been achieved on ground is the indifference of the community and various other currents of civil, revolutionary, Islamist and political forces and therefore the group was regarded as powerless and unpopular.

Thus, the group overlooked one of the fixed principles in policy practices, which is that if one antagonizes everyone at the same time, one will certainly lose the battle. Therefore, slogan raised by the group during successive elections turned from "Participation, not domination" to "Domination not participation," so that the first slogan was just a discourse given by the group at that time to get more support from various political, civil, Islamist and revolutionary movements (Hanafi, 2013).

Therefore, the group created feuds with their own hands with those movements and political forces, which stood beside them before and until the election of Mohamed Morsi, as well as the clash of the group with the judiciary in order to control and reduce its independence (Brown, 2013) and (Sherif, 2014).

Furthermore, the tensions between the presidency and the police have emerged because of the presidency's desire for police intervention in the interest of the Freedom and Justice Party, for which Morsi belonged during disputes between political parties and forces. Because the police refused to perform that role, three Ministers of Interior were changed in one year. Likewise, tension between the presidency and the army due to several reasons heightened because of some reasons related to security developments in Sinai and the relationship with Hamas in the Gaza Strip. This is in addition to the desire of the army to intervene to bridge the gap that was aggravated between the political parties and warned that the country is getting into a state of complete chaos. The Presidentrejected this intervention, and the tension heightened to include the relationship between the ruling elite and social organizations with an influential role like Al –Azhar, the Church and various media and social institutions (Azzam, 2014) (Ashour, 2012).

(*) Mass mobilization from the position ofpower: Calling-up and mobilizing people are one of the most important tools relied upon by any political actor (group, party, movement, current, etc.) in order to expand their support among different sectors and segments of society and political forces of various spectra, so as to achieve specific objectives which may include the desire to gain power. When this goal is achieved, the political actor becomes the ruling political elite, who will be able to resort to state agencies, especially security and military forces to stop the marches against the performance of governance, organized by opposition political forces and broad sectors of society, in order to preserve internal security and stability, and not to undermine the legitimacy of the existing regime (Wilkening, 2005).

The elite of the Muslim Brotherhood, while ruling the country, acted as an oppositional group, and not as a completely separate entity from the organization and its political arm the Freedom and Justice Party. They pretended to forget not confusing the method of state management and the method of group management. As a result, the mixing of the state method with the group's method was clearly shown in power. The group's elite wanted to continue their conflicts with various civil and Islamist opposition forces depending on the policy of calling-up and mobilization which is a very odd method in dealing with the opposition forces (Al-Ibrahim, September 2015).

The leaders of the Brotherhood organized marches and demonstrations, counter-balanced by the protests and demonstrations in the street opposition forces, in order to suggest that there are broad sectors of citizens in favor of its decisions and consistent with the its orientations, and without being aware that such an approach could lead to a state of political and social polarization, hence the prevalence of chaos and political instability. One of the incidents which revealed the Muslim Brotherhood method of calling-up and mobilization, and also served as one of revealing events of the state of weakness of the group's popularity after the rise of its party representative to power, Dr. Mohamed Morsi, in mid-2012 was when the Muslim Brotherhood organized marches to face the anti-marches calling to overthrow the rule of the Muslim Brotherhood in August 2012. Furthermore, they organized protests against the protests of the Ettihadiyya Palace in December of the same year. In addition, the Brotherhood organized Rabaa Al-Adawiyya Square and Al-Nahda Square sit-ins to confront the demonstrations calling for the June 30th 2013 Revolution (Awad, November 2013) (Dr. El-Shobky, 2013).

Revolution of the Disenfranchised and the attempt to restore political opportunities

Following the removal of President Morsi from power on July 3, 2013, the Muslim Brotherhood and their supporters from different forces and parties that formed the "National Alliance for the Support of Legitimacy" carried out a sit-in at both al-Nahda and *Rabaa*al-Adawiya *squares* demanding the return of the deposed President Mohamed Morsi, the resumption of the suspended constitution and the dismantled Shura Council, which means calling off the new road map.There had been several attempts to mediate by internal and external parties with a view to reaching a political settlement to end the sit-in peacefully, but they all reached dead ends. As this sit-in had become a challenge to the prestige of the state and the rule of law, the demonstrators were dispersed by force on August 14, 2013 and a large number of leaders and members of the group were arrested and brought with former President Mohamed Morsi on various charges (Abdel Fattah, 2016).

Ever since the Muslim Brotherhood were ousted from power, they have been organizing protests and acts of violence and terrorism; they have never stopped staging demonstrations even if fewer people would take part in them every time. Such demonstrations often turned into acts of violence and terrorism and clashes with the police and sometimes with civilians themselves (Showman, 2016). Public and private property would be even attacked by elements of the group or members of organizations affiliated to the group. North Sinai is still the most violent governorate; in the first quarter of 2016 North Sinai witnessed the fall of 94% of the army and police victims, and, on the other hand, 91% of terrorists were killed there. Moreover, 65% of the terrorist operations carried out during this period took place in North Sinai according to the Cairo Index to measure stability in the Middle East, prepared by the Regional Security Studies Unit of the Regional Center for Strategic Studies in Cairo (Abdel Salam,Kamel Al-Behiri , 2016).

The Muslim Brotherhood have tried to exploit the growing anger and discontent with the deterioration of the economic and living conditions in the country following the government's recent economic decisions, which included liberalizing the exchange rate of the pound and reducing fuel subsidies, causing an increase in food prices. The group launched its call on the social networking sites "Facebook" and "Twitter" for larger segments of the Egyptian society to demonstrate on November 11, 2016, in the framework of what they called the "Revolution of Disenfranchised", in an attempt to get closer to and reconcile with large sectors of Egyptians, after a boycott that lasted for more than three years, and incite citizens to overthrow the regime through a wide-ranging protest to be developed into an extended revolution that could bring new opportunities for the Brotherhood to return to the political scene once again (Trager, 2016).

However, the Brotherhood's attempt this time failed. The attempt did not receive an effective response from the citizens; some demonstrations took place in a limited number of Egyptian governorates such as Giza, Alexandria, Menoufia, BeniSuef, Beheira, Suez, and Minia. However, they did not express a popular uprising as much as small-scale protests, which explained the Brotherhood's failure to influence Egyptians to come out on Nov. 11 in an attempt to restore their political chances (Al-Rahman, 2016).

One of the explanations for the failure of what the media called the "Revolution of Disenfranchised" and the unwillingness of Egyptians to try again with the Brotherhood is the lack of confidence in the possibility of the Muslim Brotherhood's return to the political arena, especially after proving their failure to manage the affairs of the country during their rule, and that Egyptians feel tired after five years of unrest, which is called according to some literature "social exhaustion" and "depletion of the forces of society". Furthermore, Egyptians were afraid for their country getting into a state of total chaos like what happened in Syria, Iraq, Libya and Yemen. Also, strict security measures and precautions were taken by various security agencies in the state to secure the lives of citizens and public institutions and police sites, and thus all corners of the country witnessed a state of security calm on a large scale amid

the easy traffic flow in the streets and major places in the country; no acts of violence or riots were registered by operation rooms across the country (Showman, October 23, 2016).

Conclusions

According to the approach of the structure of political opportunity, one can explain the growing role of the Muslim Brotherhood as a political actor after the revolution of January 25th, utilizing several explanations, including the employment of the discourse of injustice as a result of repression and marginalization processes from which the Brotherhood suffered under the authoritarian regime. This enabled its members to make the best use of the opportunity of political openness in the post-revolution phase. In addition, the collapse of the old authoritarian regime helped bring to light their influence and expand the size of their activity and their influence in the public domain by upholding their background and identity and by highlighting their organizational and tactical abilities, and the success of the group to adapt to the transition period. In addition, the strength and powerfulness of the Brotherhood network alliances at home and abroad, led to the creation of a significant change in the balance of the existing political forces in favor of the Brotherhood.

In spite of the successes achieved by the Brotherhood in the revolutionary movement stage, which enabled them to rise to power in Egypt, the groupcould not maintain those successes as it soon turned into a catastrophic failure in governance practices during a short period of time (one year from June 2012 until June 2013). This is due to a combination of factors, including the lack of political experience of the ruling elite which imbalances the doctrinal patternof the Brotherhood's leadership as well as the problematics of the political organization of the Muslim Brotherhood, which are organizational narrow-mindedness, lack of democracy, erosion of societal balance and lack of legitimacy of achievement. This is in addition to authoritarian political behavior, which is measured by several indicators, including the adoption of violence, the violation of institutions, the lack of flexibility, the mobilization of masses from the positions of power and the imitation of Islamist parties rising to power without realizing the difference of contexts.

These transformations led to violent confrontations between the state institutions and the forces of society on the one hand and the Muslim Brotherhood on the other hand, which resulted in the gradual decline of political opportunities for the Muslim Brotherhood, especially after being labeled as "terrorist organization" by the Egyptian government on December 25, 2013. Therefore, the security forces keep following the trail of the group's hotshots, and sentences have already been issued against most of them, whereas some of them have fled abroad. Furthermore, their assets were frozen, a procedure which has eventually formed an additional burden on the group.

Members of the group living abroad and some of the headquarters associated to them tried to exploit the public discontent towards the liberalization of the exchange rate, the rising prices and the growing unemployment for the sake of launching the so-called "Revolution of the Disenfranchised " on the November 11, 2016, to urge the citizens to demonstrate and to take advantage of this opportunity to make a return to the political scene again. However, the society's response was poor as it was confined to small protests in some provinces, such as Giza, Alexandria, Menoufia, Beheira, Suez, and Mania. This reflects the Muslim Brotherhood's failure to influence the public opinion.

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EARLY WARNING INDICATORS OF FINANCIAL CRISIS INCIDENCE: EVIDENCE FROM TAIWAN

Abstract

The aim of this study is firstly to identify the key variables that the financially catastrophic companies should consider in improving their financial health. Secondly, investigate the effect of bank relationships on financially distressed firm's value. Finally, the role of non-financial ratios is tested.

As to the discriminatory power of our research model, the empirical results suggest that our model is consistent and stable and is good at classifying both financially healthy and catastrophic samples. That is, the findings are that our model has a diagnostic value.

Keywords: Financial catastrophe, financial ratios, non-financial ratios

JEL Code: E60, G01

1. Introduction

1.1. Research background and motive

The formation of enterprise financial catastrophe is not developed overnight but due to years of corporate mismanagement (Kashyap, 2010; Alfranseder & Dzhamalova, 2014). Financial catastrophe could have a great impact on employees, shareholders, creditors, and even the whole economic system (Altman, Sabato, & Wilson, 2010; Minoiu, Kang, Subrahmanian, Berea, 2013). How to provide the information requester with prompt information on the company's financial catastrophe is of great significance; as a result, the motive in this research comes from the necessity of establishing an effective financial catastrophe prediction model.

1.2. Research objective

The aim of this study is threefold: firstly to make use of normality tests, mean tests, T tests, and logistic regression model employed in financial catastrophe prediction to understand the key factors and the leading indicators of the enterprise financial catastrophe. Secondly, investigate the relationship between banking relationships and the financial crisis and to further involve and analyze the financial catastrophe predictive power of the model of bank relationship variables. Finally, adopt the non-financial variables in the setup of the financial crisis prediction model, this research aims to improve its effectiveness and early predictive power.

2. Literature review

First, banking credit and its principles are introduced in this chapter; then, credit risk management and BaselII are investigated; Enterprise credit risk evaluation and its research models are also reviewed; finally, studies related to enterprise credit evaluation are concluded. The literature review and the studies by experts serve as references in the structure guiding of this research.

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3. Research methodology

3.1. Definition of enterprise financial risk

3.1.1. Shall listed companies violate Article 49, 50, and 50-1 of Taiwan Stock Exchange Corporation Rules (amended on May 20, 2010), the stock exchange may ask the company for full-cash delivery, suspension or delisting.

3.1.2. Shall OTC companies violate Article 12, 12-1, and 12-2 of GreTai Securities Market Rules Governing Securities Trading on Over-the-Counter Markets (amended on April 26, 2010), GreTai Securities Market may ask the company for full-cash delivery, suspension or delisting

3.2. Research method

In this research, SPSS is used for statistical analysis in stepwise regression in which the distinguishable independent variables are selected and included into the model constructed by means of the logistic regression.

3.3. Sample period and sample selection

The catastrophic company studied in this research is selected from the listed and OTC companies asked by the stock exchange for trading halt, altered trading method, full-cash delivery, delisting, or suspension.

In the case of sample matching of this study, the matching approach proposed by Beaver (1996) and Altman (1968) is applied. By means of this paired samples approach in which 1:1 matched pairs are selected, a financial healthy company similar to each catastrophic company in industry sector, working mode and size is selected and paired with the catastrophic company. 415 financial healthy company samples and 415 catastrophic company samples are selected for this study.

3.4. Research variables

The research variables of this study include debt paying ability, administrative capacity, earning power, financial structure, cash flow, working capital, and company size. In addition, bank lending variables are added to this research to determine if the company's banking relationships benefit the company.

3.5. Research hypothesis

The research hypotheses of this study are as follows:

Hypothesis 1: The catastrophic companies are not long-established and have higher levels of default risk.

Hypothesis 2: The lending back of the catastrophic companies has a prominent inclination to squeeze credit.

Hypothesis 3: The catastrophic companies set up no independent directors.

Hypothesis 4: All catastrophic companies replace their accountants.

Hypothesis 5: The development expense of catastrophic companies is prominently reduced.

4. Empirical results

4.1. Normality test

The Kolomogorov-Smirnov test is employed in this research to evaluate if the variables of the two populations follow a normal distribution. It can be obtained from the results that many of the variables reach significance level, indicating that some samples in this research are not normally distributed.

4.2. Mean test

The results of the normality test suggests that some samples in this research are not normally distributed; therefore, due to the limitations of statistics, the Mann-Whitney-Wilcoxon, a non-parametric statistical hypothesis test, is used to test for equality of means. A small portion of normally distributed variables, nonetheless, are assessed by means of the t-test to decide whether the means of the two groups are statistically different from each other.

4.2.1. The Mean test of financial accounting data

4.2.1.1. The Mann-Whitney-Wilcoxon

The empirical results of this study suggest that in the year prior to the occurrence of financial catastrophe, more variables significantly different from one another are found; however, such variables appear less two or three years before the financial catastrophe happens, indicating a lower discriminatory ability.

4.2.1.2. T-test

The empirical results suggest that with the approach of financial catastrophe, more variables between financial healthy and catastrophic companies are prominently identified.

4.2.2.2. The mean test of bank lending variables

The results of the mean test of bank lending variables indicate that credit squeezes from banks are not frequent, and banks have no prominent inclination to neither stop loaning those bankruptcy-prone companies nor force them to borrow money from other banks.

4.2.3. Non-financial test of the Mann-Whitney-Wilcoxon

It can be obtained from the test results that the catastrophic companies share the features of setting up no independent directors, replacing accountants prior to the occurrence of financial catastrophe, and also cutting down on the development expense.

4.3. The construction of logistic regression model

To avoid using collinear independent variables, stepwise regression is adopted in this research to select more distinguishable variables, from which independent variables for building the prediction model are sorted out and the predictive power of this model is assessed.

The logistic regression model manifests that non-financial variables and bank lending variables are highly distinguishable in the occurrence of financial catastrophe. Besides, TCRI (Taiwan Corporate Credit Risk Index) is decidedly related to financial catastrophe. The empirical results also reveal that

the explanatory ability of the variables to explain the model appears weaker while not getting closer to the actual occurrence of financial catastrophe. In other words, significant differences are rarely found between financial healthy and catastrophic companies.

4.4. Classification accuracy of the research model

In line with our expectation, not only the classification accuracy of this research model but also the total classification accuracy of the research models are improved under the models of bank lending variables and non-financial variables; therefore, these variables are reckoned as uplifting the predictive power of the model. It is of apparent insufficiency to predict crises simply by means of financial ratios since the transparency and authenticity of financial statements remains controversial (Barnes, 1982). Thus, non-financial variables in close relation to the corporate should be applied to the further assessment. The empirical results in this research suggest that the accuracy of the financial catastrophe model is greatly boosted by means of financial ratio variables, bank lending variables, and non-financial variables.

5. Conclusions and suggestions

The Kolomogorov-Smirnov test and t-test are adopted in this research to assess if the company's normality and means over the past three years follow a normal distribution. The empirical results and findings are concluded as follows:

1. The normality analysis of financial ratios is examined in this study via two modes: Mode 1, firsthand data mode; Mode 2, alteration mode. Under Mode 1, the means of catastrophic companies' debt paying ability, earning power, and cash flow are lower than those of financial healthy companies; Under Mode 2, the means of catastrophic companies' debt paying ability and earning power are lower than those of financial healthy companies. Accordingly, the means of catastrophic companies' debt paying ability and earning power appear lower than those of financial healthy companies under both modes.

2. In the case of bank lending variables, the bank lending variables of catastrophic companies are prominently higher than those of financial healthy companies, suggesting that the mismanaged companies tend to raise their bank lending ratios because they have difficulty in getting out of debt and thereby increase the possibility of financial catastrophe.

3. In the case of non-financial variables, the accountant's verification and the TCRI of catastrophic companies apparently differ from those of financial healthy companies, suggesting that compared to catastrophic companies, financial healthy companies perform better in the accountant's verification and the TCRI.

4. To meet the first objective of this research, stepwise regression is employed in Mode 1 and Mode 2 for selecting distinguishable variables which are then respectively included into Logistic Regression Model to predict the prediction model's classification accuracy. The empirical results indicate that with these significant variables used in the model, the model's classification accuracy is further predicted and it is shown that the classification accuracy of Mode 1 fails to obtain extra data from alteration mode.

5. To meet the second and third objectives of this research, stepwise regression is employed in this study to select from bank lending variables and non-financial variables distinguishable variables which are then used in the model. It is found that in both Mode 1 and Mode 2, the model's total classification accuracy is increased, especially the classification accuracy for catastrophic companies. Thus, the empirical results show that bank lending variables and non-financial variables benefit the predictive power of the financial catastrophe model, and such variables imply information unable to be obtained from financial ratios.

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MANJUSHAA BATTLE[1]

GLOBALIZATION AND AGEING POPULATION IN RURAL INDIA: ISSUES AND CHALLENGES

Abstract

India is a country, where the culture of family and community has been of utmost importance since ages. The aged in India have enjoyed advantages within the framework of a long-standing tradition in Indian culture to live in extended families. To carry out needs of the old remained the moral responsibility of a family. However, the present changing times or modernization is forcing us to have a different approach to elder care.

When we write about development, the focus is on the movement of goods, money, people, information, and ideas. We only look at the effects on economic growth, income disparities and poverty, not at how it affects socio–psychological problems of old people. Rural aging population is the most isolated population in India where their issues and challenges are completely neglected.

In such a scenario, the old person finds him or herself in a challenging situation, in between limitations of old age and the demands of development. The present paper will highlight the challenges within the framework of globalization and will understand the emerging concerns of the aged in terms of financial and psycho-social health. The direct and indirect impacts of globalization on ageing will be discussed. This paper also attempts to undertake a comparison between urban and rural contexts and its specific impacts on the elderly. The measures taken by the central and state Government will be discussed.

Keywords: Globalization, ageing population, rural challenges

JEL Codes: P23, R23, P42, Q56

Introduction

Globalization is not a new phenomenon and the world has witnessed it from the time of Vasco-da-Gama, Columbus and East India Company. This has been used for improving business and financial activities across the globe. Industrialization has deepening impact on a transnational flow of trade, capital, technology, and information within a single, integrated global market. The economists focused on the movement of goods, people, information and ideas, economic growth, income disparities and poverty. Even the social researchers, the emphasis is mostly on financial aspects and not much on socio-psychological problems of elderly persons and how it affects old people.

Ageing in a global environment

Old age presents special and unique challenges, but these have been aggravated due to the unprecedented speed of globalization leading to a number of transforms in different aspects of living conditions. In developing countries, and some countries with economies in transition, rapid demographic ageing is taking place in a context of continuing urbanization and a growing number of ageing people in isolation in rural areas, rather than in the conventional environment of an extended family.

The global integrations have increased income disparities both within and between countries. Old people, have their own physical and mental incapacities which are always at the receiving end of this

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widening the gap between the rich and poor. All these developments so far ignored the old age poverty and industrialization supports to get resources from the poor to the rich across the world. Therefore, it increases social problems and simultaneously impacts the freedom and capacity of countries to make social policies.

Increasing globalization of the world economy has posed a great threat to the welfare society from encroaching upon its policy space especially the welfare of the elderly. At the same time, the participation in labour force of elderly is declining due to lack of opportunities in the primary and secondary sector activities such as agriculture and household industry. In most professions, humans have been replaced with machines, whether it is agriculture, fishing, weaving or any other sector.

There are a number of developments pushed and many times dictated by inter-governmental organizations like International Monetary Fund (IMF), the World Bank and the World Trade Organization (WTO) and both have been at the forefront attempting to foster an economic policy limiting State welfare services and endorsing private and voluntary initiatives instead.

As cited by Arvind Joshi the World Bank Report (1994), 'Averting the Old Age Crisis', this has been a major influence in making the case for a multi-pillar pension system and in a particular for a second pillar around a private, non –distributive contributory pension plan. It is not only the reduction of old age security through pension cuts, but also cuts in the health and social service sector, especially those catering to the aged.

Today, everything has become part of a larger pattern of global transformation and global flows and the world become interconnected in many ways like hierarchies of power, inequality, technology and people. The Importance of development is fully made us aware that there is need to understand the constraints of old age and consider the process of growing old within a global environment.

Ageing an Indian perspective

In India, the elderly were considered an asset within the joint family system wherein they were ensured of family care and support by their children or grandchildren. The elder women of the family were considered ideal care-givers of the infants, children and adolescents in imparting folk medicines, food, knowledge and discipline. The elder men helped children in learning family occupations, market strategies, wisdom, dealing with professional and personal challenges. Both elderly male and female were the greatest source emotional support to the younger generation and this kind of close bond provides security in old age to many elderly and it is still continuing to some extent in urban and rural areas.

India is today home to more than 100 million ageing citizens and the rapid urbanization has overtaken the ancestral value system of our people and shifted their all priorities. Younger generations of family members find no time for elderly and they feel neglected and unloved. Due to globalization the gradual shift from joint family to nuclear family, migration of rural youth to urban, urban youth to other countries in search of work or a better life, lack of development of rural areas, trades in the economy, exchanges in value systems, increasing participation of women in the workforce are the significant factors of marginalization of elderly population in India.

Globalization has brought cultural modifications and it has impacted the socioeconomic aspects of people's lives and one can observe the disintegration of family system has serious and long-lasting damage on elderly's importance and conditions in rural and urban society. Pushing out youths to other cities or countries in search of job has emerged as a major cause in desertion of old parents

According to Arvind Joshi, poverty and unemployment, which have been emerged due to globalization have been developmental concerns in India for a long time. The situation has worsened with the growing globalization.

One can observe serious changes in the Indian value system and culture and that has created many consequences for urban elderly. Their secondary role in family, with no decision-making power, economical dependency along with rising personal and social problems such as crime, alcoholism, mental illness, social security, unemployment. Also, they lack in friendly public infrastructure, poor living conditions in slum areas, low income levels, a high proportion of migrants, lack of suitable housing, total or partial lack of public and community facilities such as safe drinking water, sanitation, planned streets and access to affordable health care services

In India as per 2011 census, there are 649481 villages and total 71% elderly resides in rural areas. Most of the Indian rural families still follow the Indian culture of keeping their children with their grandparents and it is not an obligation but it is a necessity as it helps in getting a good understanding about Indian value system, sharing, caring and nurturing humanity. Some of the villages still have two to three generations staying together as this joint family bond helps children world as a positive place to live and inculcating positive values to make it further better place and richness to life and getting wisdom. This strong intergeneration relationship has helped elderly to live their life with respect and dignity without any fear. Since the last four decades rural India is also experiencing a rapid growth in ageing population and there is a dire need to focus on ageing issues and to take effective measures for improvement in the quality of life of elderly. Prior to development the old people were the first priorities of social welfare state but now they are first targets of economic restructuring and financial issues, and rural elderly are in worsen state. It has directly or indirectly hampered social services and promoted complete privatization of healthcare and other services.

In the modern era due to lack of development in agriculture sector, reduced manual work, diminishing traditional livelihood and land acquisition has increased the poverty rate in rural India and it has forced younger generation to migrate to cities in search of jobs. Those who are in villages are mostly work in the informal or unorganized sector and face insecure employment, insufficient income, and lack of access to any form of social security and good quality and affordable health care. The old person finds him- or herself in a vulnerable situation, in between an insensitive state and the demands of globalization.

The elderly in rural India face economic insecurity due to various factors like 90% population work in unorganized where they are not entitled to get pension and very few working in informal sector and salaried employment affected by compulsory retirement ages; these force persons to be in work until they are no longer to do so.

Due to the high rate of migration of youth to cities elderly are left alone often without adequate care and support systems. The needs and challenges of the elderly vary accordingly to their, socioeconomic status, living status, age, gender, health and other such background characteristics.

The elderly have age related issues like a limitation in performing physical activities, deteriorating health, age related disabilities, increasing life expectancy. These issues are more prevalent in elderly women as due to the strong hold of Indian conservative values and women have always ignored or given less priority to their physical and mental health. Also, rapidly increasing number of elderly widows and lack of support system for them has worsened the situation

Elderly issues are multi-dimensional in nature. They may be broadly categorized as demographic, Economic, psychological, social, and health issues.

Demographic issues

The elderly population in India is the second largest in the world and in recent era, it has been a big concern due to the obvious consequences of demographic transition, increasing numbers and deteriorating conditions. Their increasing number is attributed to demographic transition while their deteriorating financial, physical and mental health conditions considered as the adverse result of globalization and rapidly eroding family system. As per the report 2016 on elderly in India and the Population Census 2011 there are nearly 104 million older people (aged 60 years and above) in India; 53 million females and 51 million males. Both the share and size of elderly is increasing over time. 71% of elderly population resides in rural areas while 29% is in urban areas.
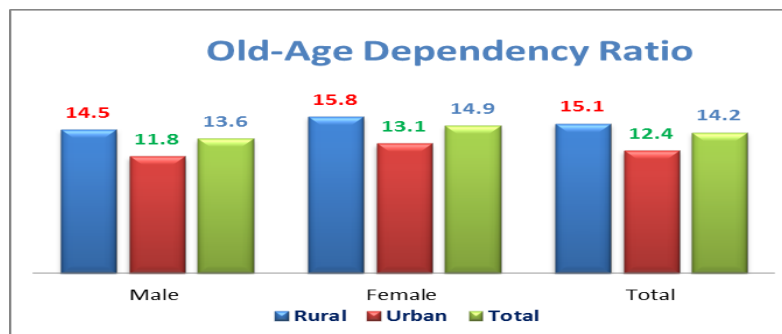
Life expectancy at the age of 60, which was 9 years in 1901, is currently around 16 years for males and 18 years for females (Irudaya Rajan, 2005). Elderly widows are greater in proportion (51%) as compared to males (15%).

The ageing of a population is an obvious consequence of the process of demographic transition. Being ahead in this process, the developed regions of the world have experienced its consequences and the developing world is well on its way to facing a similar scene. Developing countries have more elderly persons in absolute terms because of their large population base. A recent emphasis on studies pertaining to the elderly in the developing world is due to their increasing numbers and deteriorating conditions. While their increasing number is attributed to demographic transition, their deteriorating condition is considered as the end result of the fast-eroding conventional family system in the wake of rapid modernization and urbanization. As neither of the circumstances is avoidable, the reason seems to be the lack of adequate preparedness. The following graphs will explain the scenario of Indian elderly.

Situational analysis of Elderly in India as per 2011 census

Figure 1. Elderly population as per the census of 2011

Source: Elderly in India (2016) Profile and Programmes
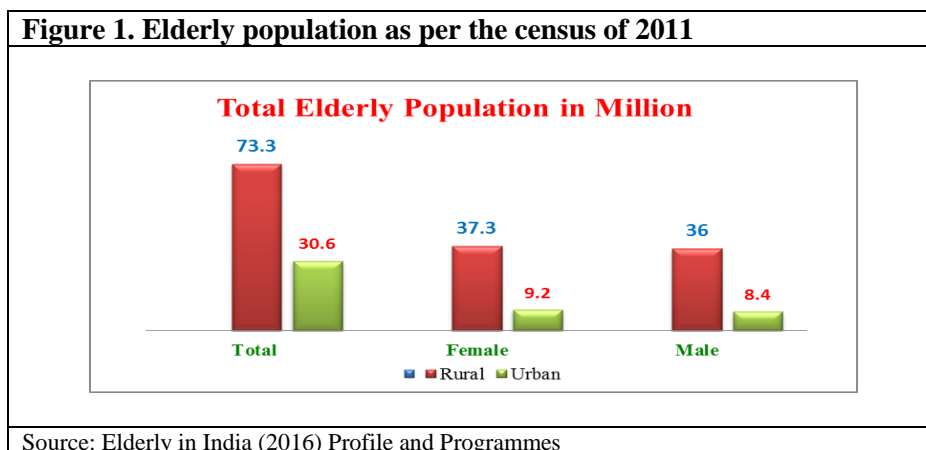
Figure 2. Old-age dependency ratio

Source: Elderly in India (2016) Profile and Programmes

Economic issues

Majority of the people in India are employed in unorganized or informal sector where they have unsteady and inadequate income. Also the employment opportunities are based on seasonal work where they have insecure employment. There are only 1.5 percent people working in regular salary employment in rural India. The other fact is that rural male elderly are more economically active than rural female elderly. However, rural female elderly are more independent compared to urban elderly female. The chances of women surviving more than men are increasing and leading to an increase in the years of dependency and economic challenges. Also, proportion of widows in rural area is increasing. Most elderly in India are abandoned if they are not financially capable of taking care of their daily needs as well health issues.

Due to the unorganized working sector, lack of work and unsteady income most elderly precludes gainful retirement financial security like pension and other post-retirement benefits. Overall, 75 per cent of the economically dependent elderly are supported by their children and grandchildren. It is estimated that one-third of the elderly population live below the poverty line and another one-third of them are living just above the poverty level. As per Siva Raju's report the profile of the National Old Age Pension Scheme (NOAPs) beneficiaries revealed that most of the pensioners were women - widows - not blessed with sons and having a very low economic status.

Rural poverty is one of the causes of young generation migrating to urban areas in search of work and as a result, rural elderly are completely dependent financially on their children and their intimacy with there is only from a distance which is leading to social and psychological issues.

The steady and rapid growth in the elderly population has caused a major alteration in their various profiles personal, family, neighborhood, economic and social environment. The economic, demographic issues along with socio-cultural issues are posing serious challenges in availing and promotion of good health, emotional needs and active ageing in all over India and they are much higher in rural India. In rural areas as people still believe in herbal medicines, especially elderly population, and any sort of physical illness is considered and ignored as old age elements as many times they have to pay a large amount of their income for life threating diseases or for even basic health care services as public health centers are far away from their vicinity due to lack of transportation. This interconnection between economic status and health continues throughout the life and is one of the causes to increase psychological issues of elderly in India. Also, it is a major impact on elderly whose livelihood depends on their physical ability and doesn't have economic security. These challenges also indicate that there is an urgent need to address those issues with multiple approaches.

Social issues

Rapid globalization and developmental evolution has taken women out of the home and it has replaced the family structure into a nuclear family system which has severely damaged the social position and importance of elderly within the family and in society. Traditionally the family has been a great source of social support, but modern life requirement has led elderly in isolation and alienation from family and society. Also, the notable increase in rural widows has led the responsibilities of children or relatives to support such elderly women. Many times, this young generation is not capable of taking care of the elderly due to various challenges, for instance financial incapability, illiteracy, lack of work and skills, lack of accommodation facilities in cities and rising cost of living in cities. In India illiteracy rate is still high especially in rural areas and due to lack of education and not equipped with any other skills the young generation has been forced to continue diminish long-established, livelihood options which some time barely provide sustainable income. Many times, it leads to deserting their elderly family members which is severely affecting elderly living condition and quality life of elderly and leading to social imbalance.

As a result of globalization there is shift in lifestyles; increase in life span, disintegration of joint family, marginalization, isolation of elderly has created social insecurities among Indian elderly. With more elderly living longer, the households are getting smaller and congested; causing stress in joint or extended families has increased generation gap. This has resulted into various social issues like increasing chronic functional disabilities leading for a need for assistance required by the elderly to manage simple daily living chores, diversities in cultural values and customary practices has an impact on rearrangement roles and functions of the members in the families which has caused more need, care and support for the aged people in family. With together these issues there is a growing need of the older persons in terms social, economic, health and shelter has emerged various other challenges for rural elderly. These factors are largely responsible for the emergence of old age homes, retirement homes, an increasing number of elderly alone and spread ageist views of Indian society

As per Siva Raju's analyses report the studies conducted among rural elderly found significant effect on living arrangement, on emotional adjustment as most of them had one or all children living in the same village and how the elderly adjusted to fit in where the Indians had tradition of living three to four generation together. The elderly who handed over their property to the younger generation and retained no control over the source of income, lost in their role as decision makers. It was observed that elderly males suffer loss of status more than elderly females.

These social cultural adjustments, coupled with the demographic issues are posing serious challenges in health, mental health and overall well-being of the elderly.

Psychological issues

In Indian rural areas people mostly, dependent on agriculture and allied occupation which is unorganized sector and not having regular income source so the financial dependency is very common in later years of their life. Rural elderly women are mostly home makers throughout their life and economic insecurities have been more common among them. As they grow the aged become more dependent on others and reduced physical activities, income and consequently decline position or role in the family and society makes them more vulnerable. They begin to feel that even their own children do not look upon with that degree of respect they had it earlier.

The old people feel humiliated and neglected and increasing dependency on others lead to the development of psychological issues which might be the cause of isolation and loneliness.

In rural India, the number of nuclear families has increased and transform in priorities of a family has adversely affected the rural elderly. The prevalence of mental health, physical health, widowhood, dependency, helplessness, and low self -esteem are the risk factors that influence both the extent and severity of mental illness and quality of life. Nearly four million Indian elderly are mentally ill. Psychiatric morbidity, which increases with age is more prevalent in the geriatric (43.3%) than in the young generation (4.66%). The prevalence of depression, the most common problem, ranges between 13 and 22%. Ageing declines the cognitive functioning due to senile changes.

The disintegrating system of joint family, rapid industrialization and urbanization and changing social values have together caused a serious problem for the aged. They are treated like an unavoidable burden if they remain non- productive members. Poverty is one of the determent of not providing suitable housing condition to the elderly which has an adverse impact on their psychological conditions. Many rural elderly migrating to cities, either have been shunted out by their children, or have no source of income available for both. This leads to isolate from the community or society which creates psychological imbalance among them. Also, Occupational problems of aging are a generally accepted fact that the lack of employment security of older workers constitutes a significant social and psychological problem. The ever-increasing complexity of technological innovations have produced labor market in which many older workers find themselves on the margins without any secure attachment to a job or even actually displaced. The high living cost, staying alone and ignoring the importance of a nutritious diet is causing too much physical health issues and mental health issues.

It is recognized that the elderly are prone to psychic disorders through various transformations such as social isolation, malnutrition, economic and emotional depression and so on. All these events can be classified as various kinds of losses such as bereavement, moving away of children, loss of status.

The rapid demographic development is happening along with a fast-paced social restructuring that accompanies the economic development which could be a major issue in increasing psychological disorders. Currently in Indian elderly, there is rapid growth of depression, Dementia and Alzheimer diseases and significant growth are observed in rural elderly. The report by Alzheimer's & Related Disorders Society of India (2010) shows that this is more into the age group between 75 to 90+. A higher prevalence is seen in women and then men. The larger proportion of older women than men who have dementia can be explained by the fact that women live longer in India. Due to the high dependency rate in rural elderly, these disorders become a larger issue as it is increasing the number of psychiatric disorders which are still a big stigma in Indian society and largely considered not required any sort of medical assistance.

As per Dementia India Report 2010 that over 3.7 million people are affected by dementia in India (2.1 million women and 1.5 million men) and it is expected to double by 2030.

Challenges

Ageing population generates many challenges and involves concerns about the pace of future economical insecurities, physical and psychological health, growth and social integrity of health care and welfare schemes system and well-being of the elderly.

Morbidity patterns by age shows that the elderly experience a greater burden of aliments which are defines as illness, sickness, injury, acquired disability compared to other age groups and this is more prevalent in rural areas. The Indian elderly are more likely to suffer from chronic than acute illness also there is a rise in particularly degenerative disorders. A multiple chronic bronchitis, anemia, high blood pressure, chest pain, kidney problem, vision problems, diabetes, cancer, communicable diseases as well as depression.

Rural India still has a one Public Health Center in every five kilometers and majority of them lack in advanced medical facilities as well experienced medical practioner. Also lack of transportation and road connectivity makes people difficult to access those facilities.

In India 6.5 million people loss their vision due to cataract and number is higher in rural areas. Concurrently, the prevalence of morbidity in among rural elderly is high due to re-emerging infectious diseases erected by industrial pollution, lack of medical facilities, lack of priority to elderly's health issues, only using herbal medicines, superstition.   However, there are considerable variations across genders and socioeconomic status. It is projected that age related disability will increase and contribute to a higher proportion of overall national disability, in step with the graying of the population.

Presently in India geriatric health is the biggest challenge and so far, most geriatric out-patient services are available only at tertiary care hospitals and rural elderly are completely neglected. Also, most Government, Non-Government organizations and private facilities such as old age homes, retirement homes, day care centers, palliative care and counselling and recreational facilities are for urban elderly. The majority of rural elderly are unaware of the existence of such welfare facilities for them.

In Indian societies widows are subjected to face various challenges and injustice in personal condition and social status and this is a one of the biggest challenges. Widowhood is considered as the saddest turn in the life of Indian women. Life of widows is made miserable and distressing on the norms of tradition, culture and patriarchy. She faces emotional trauma, social stigma, family exploitation, financial insecurities and it becomes adverse in old age. Due to various reasons, elderly widows face a more disadvantaged position in societies and in the family as they remain dependent for a longer time. This dependency is greater for rural widow elderly-88% is economically dependent and thus more vulnerable than widowers. They are viewed as inauspicious and tabooed in several social occasions and rituals, though this scenario is changing in urban elderly; it is still very prevalent in rural elderly widows. Also, there is one more fact that elderly widows are in vulnerable conditions because their legal accepted rights are violated in practice which enhances their chances of getting economic deprivation, emotional and psychological dependency. Most widows find serious conflicts over her inherent property, land and residence. These conflicts often end in violence and force widows to leave village. In such situations either she has to beg for her survival or stay in widow shelter homes which are less sensitive towards her basic needs and rights. There are very high chances of them getting abused and exploited. Currently India is facing challenges in providing basic needs, security, health care facilities for constantly increasing elderly population.

In India 10 the percent of the elderly are suffering from depression and out of which 40 to 50 percent requires psychiatric or psychological intervention at some point of their twilight years. In India mental health needs despite being frequently observed in the elderly population, many of the disorders are not acknowledged as health needs due to cultural perceptions of it. Conditions like dementia and Alzheimer are viewed as normal ageing and depression taken as the result of neglect by family.

As per the Dementia India report 2010 there are total 3.7 million people suffering with Dementia and it is expected to be double by 2030, though the families are main caregivers and they need long term support. There is no awareness of dementia as an organic brain syndrome or as any kind of medical condition. Dementia's symptoms are considered as normal ageing issues and don't require any medical interventions or any other help. Also, there is no special emphasis on dementia diagnosis and management in the training of healthcare professionals. This general lack of awareness has serious consequences as families don't seek help and health services as care services take a huge toll financially and reason for enhancing economic vulnerability. Handling these people is become a big issue due to lack of societal acceptance, no adequate support system and expensive care facilities available in urban areas and completely lacks in rural areas. Also, access to mental health services is limited in urban areas,

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and almost non-existent in the rural sectors, which becomes a serious concern for the well-being of the elderly in India.

A larger number of widows are disproportionately vulnerable to disability, illness, and poor healthcare utilization due to social and financial constraints.

Financial Insecurity is the biggest challenge that Indian rural elderly is facing. The data shows that as many as 70% aged depend on family members or on other relatives for their day-to-day maintenance and the situation is worst for rural elderly females, where 85-87% are economically dependent partially or fully. Economic insecurity, loss of spouse, friends or relatives, declining health accompanying with advancing age and consequent dependence on others, increasing cases of cancers, Alzheimer's patients has created enormous challenges which are ever increasing due to the constant growth in the elderly population and inadequate medical facilities.

Elder abuse is one of the emerging challenges which Indian elderly are facing and this is a trauma undergone by thousands of elders across India. Problem is, no one talks about it, no one reports it and naturally no one stops it.

Verbal abuse, emotional and mental torture is more prevalent; however, lower socio-economic strata aged population didn't take any action when they face abuse. Most abuse is done by close family members like son, daughter in law and due to preserving social dignity most cases are not being reported and accepted as fate or 'karma'. One of the studies shows that the elderly elderly in the cities feel that they are the soft target of criminal acts as they have been considered a burden due to no financial stability, however, no much data available about rural elderly abuse as the majority of cases are not reported due to lack of support from the existing systems.

Policy programs and laws for elderly in India

The ageing population is a big concern for the policy maker all over the globe due to huge demographic change and India too facing this challenge. This rapid expand in demographic profile has created many more new challenges in the social, economic and political domains and it has affected social system largely. A large scale of migration of rural youth as well as urban youth has been majorly responsible for developing nuclear family concept in Indian society which has occurred due to industrialization and urbanization. Considering a rapid growth in Indian elderly population and the challenges there is an urgent need to pay greater attention to promote various ageing policies and programs with a holistic approach and stronger rules of implementation and monitoring.

A significant growth in elderly population since 1961 but India has recognized its first National policy for Older Persons in 1999 and second National Policy in 2011. These policies aim physical and financial security, health care, shelter and acknowledge the need for affirmative action by the government especially for the elder women and rural poor. Also encourages individuals to make provision for their own as well as their spouse's old age, families to take care of their older family members. They should not live unprotected, ignored or marginalized life, should be provided with dignity and peace, promote the concept of "Ageing in Place or ageing in own home, provide old age pension, access to healthcare insurance schemes and other services. It also provides protection against abuse and exploitation and helps to improve the quality of their lives. India is a signatory to the Madrid Plan of Action and Barrier Free Framework it aims towards an inclusive, barrier free and age friendly society.

The National policy for Senior Citizens 2011 takes care of implementing policy on the overall aspects of well-being of rural and urban elderly: Income security in old age, old age pension schemes, public distribution system, income tax and micro finances.

Integrated Programme for Older Persons has been implemented since 1992 and it was revised in 2008 with new innovative projects were included in the welfare of Senior citizens, later in 2015 cost norms of the have been revised.

Currently in India the Ministry of Social Justice and Empowerment is the nodal Ministry for the welfare of senior citizen.

India has its first recognized section 125(1)(d) of the code of the Criminal Procedure 1973 and section 20(3) of the Hindu Adoption and Maintenance Act 1956 for the parents without any income to be supported by their children.

The first act for older people is based on recommendations made in the National Policy on Older Persons, 1999 as well as the State's obligation under Maintenance and Welfare of Parents and Senior Citizens Act, 2007. This act provides maintenance of Parents/ senior citizens by children/ relatives made obligatory and justiciable through tribunals Revocation of transfer of property by senior citizens in case of neglect by relatives, Penal provision for abandonment of senior citizens, Establishment of Old Age Homes for Indigent Senior Citizens, Adequate medical facilities for the Senior Citizens .

The Ministry of Health Care of the Elderly (NPHCE) during the 11th Plan period to address various health related problems of elderly people. It aims to provide health care facilities to the elderly people, through State Public health delivery system a primary, secondary and tertiary levels including outreach services. The major components were included in 2011-12 are: Community based Primary Healthcare approach, strengthening of health services for senior citizens at District Hospitals/Community Health Centers/Public Health Centers, Sub-Centers, dedicated facilities at 100 District Hospitals with 10 bedded wards for the elderly and strengthening of 8 Regional Medical Institutions to provide tertiary level Medical Care for the elderly, with 0 bedded wards and introduction of Post Graduate courses in Geriatric Medicines in the these Institutions and In-Service training of health personnel at all level. As on date, a total of 104 districts of 24 States/Union Territories have been covered under this programme.

Ministry of Rural development

Ministry of Rural Development has implemented Old Age Pension Schemes under the Indira Gandhi **(**IGNOAPS which is one of the component of National Social Assistance Porgramme**(NSAP).** Under this schemes central assistance of Rs**.**200/**-** per month is provided to person in the age group of 60-79 years and Rs**.** 500/**-** per month to people 80 years and above and belonging to below poverty line **(**BPL**)** as per the criteria by Government of India**.** State/Union Territories have been asked to contribute at least the same amount under the scheme**.**

Ministry of Home Affairs

The Ministry of Home Affairs has issued two detailed advisories dated 27-3-2008 and 30-8-2013 t all States Governments/Union Territories ad advising them to take immediate measures to ensure safety and security and for elimination of all forms of neglect, abuse and violence against old people through initiatives such as identification of senior citizens, sensitization of police personnel regarding safety, security of older persons, regular visit of the beat staff; toll free senior citizen helpline; senior citizen security cell.

The Indian are also entitled to get concessions in Indian Railways, State Bus Services, and Airlines offers discounted fares to the elderly. There are separate queues senior citizens at the post office; railway counters and some buses even have seats reserved for them.

Conclusions

Old age and proliferation is being a global phenomenon which has raised serious concerns all over the world due to its alarming rise in the population and emerging issues and challenges. This paper focuses on major issues and challenges faced by the rural elderly in India. Though, it was difficult to cover all the challenges so focused on only major issues and challenges. The above article states that how over the last few decades' Indian aged population showed a sharp increase in the number along with many sets of issues and challenges. These issues have an overall impact on well-being of elderly in India and presently it is challenging to apply a holistic approach while working with them.

At present one of the major challenges we are dealing is with increasing life expectancy from better advanced medical care coupled with continuing low fertility. However, this phenomenon is globally faced and many western countries are able to find various approaches to deal with them. Having an old age is home is not a new concept in west, for the West it may not be so heart rending for, there; it is their original life style that two generations never stay under one roof. So being in an old age home is easily adapted in the western cultural sphere where the residents get all the facilities for a routine living, like food, clothing, shelter, medical care. But in India we are still struggling to manage to fulfill basic needs, a dignified and active life to our elderly. As per my readings for this article and my experience working with them shows that our cultural values and close bonding has become a major barrier for our elderly to talk about their issues as they lack financially security. Also, their twilight years they don't want to spend without love and care which they expect from their children especially from son and his family. Also, our value system is so strong that deserting old parents or keeping them in old age home are not socially accepted in such cases elderly can't leave their children and stay in an old age home. Besides being financially dependent on their children most of the times their health issues are the last priority of the family. Due to globalization, the phenomenon of nuclear family and migration of rural youth to cities has put elderly in isolation and forced them to accept the situation the way it. This has them unable to cope with a new setup which has created many more psychological issues for them.

Though the concept of joint family is diminishing in both areas, urban as well rural but urban elderly to some extent are able to manage this new phenomenon as there is a growing awareness about their issues by number of Non-Government Organization working for them, Day care shelters, old age homes, old age pension schemes, handful of social clubs working with them, awareness about life insurance, media is highlighting their challenges and changes in policies and a handful of laws and schemes are making aware at least educated working class elderly. The situation is still very bad for the poor elderly in urban and rural areas where they don't have access to any kind of facilities and government policies and schemes lacks in implementing and having a strong monitoring system. For the elderly in india, it is still a long way to go.

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NARJES BANAYE SHAHANI[1] AND MOHAMMAD HOSEIN NASER BAKHT[2]

METHODS OF ADAPTION FROM IRANIAN WOMEN'S LITERARY WORKS IN DARIUSH MEHRJUYI'S MOVIES

Abstract

Dariush Mehrjuyi is one of the famous Iranian director and scenarist who use adaptation in many of his movies as Sara adapted from doll house by Ibsen, Lady adapted from Viridia by Buñuel or Ghosts adapted from same name play by Ibsen. He uses two literary works of Iranian women for making films: Pear Tree by Goli Taraqqi and Leila by Mahnaz Ansariyan. Theoretical framework of this research is classification that proposed by Geoffrey Wagner that says there is three types of adaptations: transposition equal literal adaptation, commentary that is between literal and free adaptation and analogue equal free adaptation. According to results of research, adaptations in both movies "Pear Tree" and " Leila" are transposition adaptation. Dariush Mehrjuyi applies least changes in stories and does literal adaptation from Taraqqi and Ansariyan's literal works.

Keywords: Adaptation, Mehrjuyi, Taraqqi, Ansariyan, Wagner.

JEL Codes: Z11

1. Introduction

From the first years of engendering of cinema, using the fiction in screenplay and adapted scenarios has its special place in Seventh Art. For creating a good cinematic product, the prerequisite is to have an acceptable scenario and a scenario should benefit a literary backing to possess a more correct narrative logic, a better characterization and an efficient dramatization. " A trip to the moon" produced by George Méliès in 1902 A.D is produced in the first years of engendering of cinema and is adapted of Jules Verne's novel "From the earth to the moon". One of the most important and all-purposed ways for producing a screenplay, is adaptation from literary texts in cinema industry longevity that has its fans among filmmakers despite all oppositions. Many great movies all over the world are adapted and masterpieces like "The Godfather", "Trone of Blood", "Hamlet", "Doctor Zhivago", "Gone with the Wind", etc. are made according to best novels of famous writers and cinema has a significant role in introducing fiction. There are also some movies in Iran's cinema that are adapted from the oeuvres of different writers mentioning : "Prince Ehtejab" by Bahman Farmanfarma[3] (1942) based on Houshang Golshiri[4] (1938-2001) novel with the same name, "My Uncle Napoleon" by Nasser Taghvai[5] (1942) based on Iraj Pezeshkzad's[6] (1928) novel and also "Captain Khorshid" based on Ernest Hemingway's[7] (1899-1961) novel "To Have and Have Not" and "the Cow" by Dariush Mehrjui[8] (1962) based on

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[1] MA. In Dramatic Literature, Soore University, Tehran, Iran.

[2] Phd. In Art Research, Art University, Tehran, Iran.

[3] Iranian filmmaker, film producer, film director and screenwriter with the oeuvres like "Prince Ehtejab", "Familiar Territory", "Yek boos-e koochooloo", etc, winner the awards at Fajr International Film Festival, celebration of Iranian cinema, etc.

[4] One of the most influential writers of Persian prose of the 20th century with the oeuvres like "Prince Ehtejab", "like always", etc.

[5] Iranian screenwriter and film director with the oeuvres like "release in presence of others", "Captain Khorshid", "Unruled Paper", "O Iran", etc.

[6] Iranian writer and satirist.

[7] Contemporary American novelist, winner of the Nobel Prize in Literature. He is one of authors of an efficient literary style called "Chronicle".

[8] Iranian film director, with the oeuvres like "Sara", "Paris", "the Cow", "Orange Suit", etc.

Gholam-Hossein Saedi's[9] (1*936*-1*986*) novel "Azadaran-e Bayal". Although, adaptation is not really noted in Iran's cinema as we see few adapted works from the first years of cinema in Iran. The number of Iranian or foreign scenarios based on fiction is lower than 90 and the works based on Iran's literature hardly reache 50 oeuvres in the history of Iran's cinema. Literature has a special place among our nation and we have a very strong backing in literature but there is not a strong alliance between our literature and our cinema because our filmmakers like mostly to be auteur themselves. Among Iranian contemporary authors we just see few women whom oeuvres are used for adapted screenplays like Goli Taraghi, Nahid Tabatabai, Mahnaz Ansarian, Marjan ShirMohammadi, Narges Abyar and Farideh Golboo whose oeuvres are used in movie making after the Islamic Revolution of Iran. It's notable that Simin Daneshvar who is a great Iranian author is not among these authors.

In this article we're going to study the way of adaptation is used in two scenarios of Mehrjuyi's film which based on Iranian women's works : "Leila" and "Pear Tree".

In 1976, Geoffrey Wagner[10] presents a new classification of adaptation containing three types:

1. Transposition: in which a novel is given directly on the screen with a minimum of apparent interference with the source and the author just tries to give it in another form. This kind is as literal adaptation.

2. Commentary: where an original is taken and the product has the main features of the source but it's altered in some respect. When there has been a different intention on the part of the film-maker.

3. Analogue: which takes a situation or a person from the literal source and represent that in independently for the sake of making another work of art. In this type, it's just the the basic idea of the source that is saved. The experts affirm that transposition is Literal, analogue is free and the commentary is between them.

In this article, we've used the analytic-descriptive method to study the adaptation by using written and library sources and also online resources and inductive analysis. Our framework is Wagner's classification.

2. What is the meaning of adaptation in cinema?

Adaptation is "getting some techniques, methods and known and successful subjects in different arts and reproducing them in another form of expression tailored with cinema's industry." It can be used in diverse fields such as acting, Cinematography, lighting, scenic design, film direction, music composition and arrangement and script"(Kheiri, *2006*:14).

A film is made according to a screenplay, that contains all the events, sounds and the details of the stage; in an adapted screenplay, the subject or subjects of the film can be taken from different literary sources and represent them in a cinematic form.

So cinematic adaptation is writing a screenplay based on a fiction written in the form of a script, short story, novel, history books, biographies or also poem and versification.

The process of adaptation includes: 1_ choosing the oeuvre 2_ working on the oeuvre according to a specific plan 3_ answering to main questions such as: what is the story's them? Hero and his opponent? Etc. 4_ writing the primary script 5_ writing the final version and duplicating it

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[9] One of the great iranien contemporary writers with the oeuvres like "Azadaran-e Bayal", "tup", "Tatar-e Khandan", etc.

[10] Born in 1927, United States, novelist and screenplay writer: "Five Ways to Freedom", "End of education", etc. He has various theories in different sciences.

Literature and cinema have their own components, narrative and structural elements but they have some intersections that can be used to compare them in adapted screenplays.

These elements are choosed to be studied considering the subject of the article:

1 Plot: According to Robert Mac Kee in his book named 'story' "Plot is an exact word for internally consistent and interwoven pattern of events that occur through the time to form a story."(Mc Kee, 1998:30)

2_ Character: In a play or a narration, Character is an individual whos mental and moral qualities appear in his or her words and deed. Creating such characters that evokes real persons for the reader in a story is called characterization. (MirSadeghi, 1*998*: 85)

3_ Point of view: point of view is the mode of narration that an author employs to let the readers find out what takes place in his or her story. In fact, it shows the author's relation whit the oeuvre.

4_ Theme: Theme is the central idea of an oeuvre; the theme is expressed through the oeuvre and link the actions that take place within the story. In other words, it's the main idea that the author uses in the story. That's because it's common that the theme shows the thoughts of the author. (MirSadeghi, 1*998*: 174)

5_ The time in a novel or a movie has three types: calendar time, mental and grammatical. Calendar time is the time that suggests the position of sun and the earth's rotation that is ongoing to the future. Mental time concerns character's memories, dreams and thoughts that occur disorderly in his/her mind and breaks the colander time. Grammatical time is the time of the verbs in a novel that can be past, present or future but in the screenplay, time of the verbs is present to show the events as occurring now.

6_ Location: it's described by the writer in novel. The more these descriptions are detailed and realistic, the more exact is the fancy in the mind; on the contrary the more these descriptions are general and unrealistic, the fancy is more ambiguous. This is true the time we adapt a movie based on a novel. The cinematic facilities help to show better the ambiguous scenes.

Introduction of the director and the writers studied in article

In this article we will study two movies adapted from the oeuvre of two Iranian women by Dariush Mehrjuyi.

Dariush Mehrjuyi was born in Tehran at 1939. He showed interest in music in his adolescence and started to play Santoor with his father who knew Iranian music very well. Then he got to know western classic music and started playing piano and writing opus's.

At the age of 17, Mehrjuyi was interested in silver screen and he started to learn English so as to better perception of the films. Finishing propaedeutic in Tehran, he moved to California in the United States. First he studied Cinema but he switched his major to philosophy and graduated from UCLC, Los Angeles in 1964. At the same year, he engaged in Pars Review literary magazine in 1964 as chief clerk. One year after in 1965, Dariush Mehrjuyi moved back to Teheran and made his debut in 1966 with Diamond 33, with a big budget that was screened at 25 January but it had an average sale. In 1969, he collaborated with Gholamhossein Sa'edi in scripting a film named Cow (Gaav), adapted from a short story by Sa'edi himself from his oeuvre "Azadaran-e Bayal". He was also the director of the film. "Cow", brought him and the Iran's Cinema many international rewards. The film was successful both economicly and in artwork. It provided a turning point in the history of Iranian cinema. After the Islamic revolution of Iran, Mehrjuyi continued making films specially adapted scenarios that were successful such as Ejareh Nesheenha(1986), Hamoun(1990), Banoo(1998), Sara(1993), Pari(1995), Leila(1996), Pear Tree(Derakht-e Golabi)(1998), Mehman-e-Maman(2004).

Dariush Mehrjuyi has won many awards in different festivals as the director and screenwriter like:

1-Award for best screenplay of " cow", Sepas Film Festival 1969.
2-International Critic's Choice Movie Award(International Federation of Film Critics) thirty second Venice Film Festival for " Cow" 1971.
3-Crystal Simorgh for best director and best screenplay of Fajr Film Festival for the movie "Hamoun" 1990.
4-Bronze award for the best film for "Hamoun" in twenty forth Houston global film festival 1991.
5-Crystal Simorgh for best screenplay of Fajr Film Festival for the movie "Sara" 1990.
6-Silver award for the best movie for "Sara", France, Nantes Three Continents festival 1993.
7-Crystal Simorgh for the best director of Fajr Film Festival for the movie "Pari" 1995.
8-Best screenplay and best director for the movie "Leila" in the first celebration of Iran's Cinema for his film "Leila" 1998.

The specific symbol of the irainian film festival in Zurich that was Cyrus Cylinder was also given to Mehrjuyi in current June (2017) for his artistic activity for years. He is one of the film makers who has used adaptation a lot in his films. He had used the oeuvres of both Iranian and non- Iranian writers in his screenplays; among whom, there are two women. The screenplay "Pear Tree(Derakht-e –Golabi)" adapted from the short story of "Pear Tree", written by Goli Taraqqi and the screenplay "Leila", adapted from the novel of Mahnaz Ansarian entitled "Leila" are both written and directed by Mehrju'i.

Goli Taraqqi was born in first October 1939. Her father Lotfollah Taraghi was the director of Taraqqi magazine so she got similar to writing. She went to the United States in 1966 and was graduated in philosophy. Her first collection of narratives entitled "I too am Che Guevera" was published by Morvarid publications in 1969.Her story "The Great Lady of My Soul" was selected as the best Story of the year in France at 1986."The Pomegranate Lady and Her Sons", "The Great Lady of My Soul" and "The Pear Tree" from "somewhere else" collection were chosen in 2001 by the judges of the first course of Golshiri award.

Also, the stories "Beyond the Wall" and "The Flowers of Shiraz" were chosen in the third cours of Golshiri award, from the collection of "Between Two Worlds" in 2003.
Mahnaz Ansarian is an Iranian actress, script supervisor and writer born in Tehran 1967. Her debut in artistic work in cinema was "The Key" in 1987. Ansarian has came to fame by "I want to stay alive" and her return to acting was by "The Gradual Death of a Dream" of Fereydoun Jeyrani. She had started a novel named "Leila" in 1991 with the subject of sterility and remarriage. Before publishing the novel, Ansarian proposed it to Dariush Mehrjuyi and he directed it to a film with the same title.

3. A-Introduction of the novel "Leila"

"Leila" is a long novel published by Farzan publication in 1998. Before the publication, the novel was given to Dariush Mehrjuyi by its writer Mahnaz Ansarian, because he is master in adapting the stories to the films. Mehrjuyi liked it for adapting.

3. B-The novel in brief

Leila and Reza visit each other in the ceremony of cooking "Sholeh Zard" (persian saffron rice pudd) in 28 of Safar(the second lunar month). Reza is an engineer. He is an only boy child from a rich, traditional family. He gets to know Leila's brother in a library and proposes marriage to Leila. They start their common life and they're pleased with their marriage. All the family, specifically Reza's family attend a baby. Something that doesn't happen. After visiting a doctor, they learn that Leila will not be able to conceive a child. She starts the treatments but they're not successful. Reza's mother ask Leila to assent

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Reza's remarriage. This is what Leila tries to hide from her family by treating as everything is OK. She doesn't accept even adapting a child; she believes that Reza should rise his real child when he doesn't have any problem for childbearing. Leila assets Reza's remarriage and he goes to different matchmaking ceremonies proposed by his mother and ante Shamsi. Reza's father and his sisters are disagree with his remarriage and even blame Leila for accepting this but Leila does anything for her love, Reza. After all, he admires Guiti and Leila accepts her too. The wedding fares. Leila do her best to celebrate their wedding in the best form but she leaves Reza's home and goes back to her paternal house. She does not like to return to that home. Reza goes to their house to talk with Leila and explain the conditions but she doesn't want to speak and doesn't like to return to Reza's life. Guiti gives birth to a girl but because Reza is not kind to Guiti, she gets divorced and leaves him. Every year, Reza goes to Leila's father's house in 28th Safar with his daughter to ask Leila to come back to home.

4. A-Introduction of the film "Leila"

"Leila" is made by Dariush Mehrjuyi on 1996. This famous filmmaker has adapted the screenplay of his oeuvre from the novel of Mahnaz Ansarian entitled "Leila". The main actors are Leila Hatami and Ali Mosafa. This film won the awards for the best director and the best screenplay in the first celebration of Iran's house of cinema in 1991. In the same year, "Leila" was candidate in ten majors in the Fajr film festival like direction and screenplay. It won the award for best actress, Leila Hatami and the best supporting actress, late Jamileh Sheikhi- who plays the role of Reza's mother.

4. B-Film in brief

Leila and Reza who had visited eachother in the ceremony of cooking "Sholeh Zard" (persian saffron rice pudd) marry together. They have a lovely life. Because Reza is an only boy, his mother likes that her daughter-in-law brings him a child. Leila likes it too but visiting a gynecologist, she understands that she's not able to give birth a child. When Reza's mother understands this, she asks Leila to asset with Reza's remarriage. Leila accepts her request because of her love for Reza, although he is not agree. His father and his sisters are disagree and they tell it to Leila; but she had accepted her destiny. Finally, Reza marries one of the girls that his mother and his aunt offered him. The day of wedding, Leila prepares Reza his best dress, cleans the house and picks some flowers from the croft and decorates the house and the bedroom with them. After the arrival of Reza and his new wife, Leila quits and goes to her father's home. A day after the wedding, Reza goes to their house, explains everything to Leila's family who are not aware about the evens and ask Leila to return home. Leila does not accept his suggestion. Reza's wife gets pregnant and gives birth to a daughter named Baran. She gets divorce from Reza because he is not kind about her. Now, Reza is alone with his daughter who is born because of his mother's insistence and his beloved wife who doesn't like to return home. At the end of the film, there is Reza and Baran who come to Leila's father's house for the ceremony of cooking Sholeh Zard; Leila smiles to them through the window but she doesn't come out.

5. Type of the used adaption

It's not out of mind that Dariush Mehrjuyi is master in adaptation in Iran's Cinema. One of his best adaptations is the film "Leila". Mehrjuyi has adapted the film, word for word and we can see many dialogs of the film exactly in the novel. The novel of "Leila" is in the third person or omniscient narrative mode and the third person is narrating the story. But in the film the first woman protagonist of the film, Leila, is narrating the story for the audience. So the narrator is the first person participant.

The characters of the film are the same as the novel's characters. The first person of both is Leila, an infertile woman that the title is taken from her name. Leila is a girl with a traditional family and religious beliefs. She is not interested in educations but preparing herself for the entrance exam of university. She

gets to know Reza trough his friendship with her brother and gets married with him. She likes to have children and her infertility is a big dilemma. The solution is the remarriage of Reza because she didn't answer to treatments.

Leila's husband has the same characteristics in the story: engineer, company owner, only boy. His main characteristic is his passivity about the events that are closely related to him. At the beginning of the novel and the film, his reaction to the insistence of his mother and Leila's decision is to say: "why do you and mother decide for me? Can't I do it myself?" little by little he accepts to launch matchmaking and says: "see what you want me to do." and gradually turns this way: " My wife should like and accept ;I said from the beginning." And then: " she was not bad; shy and calm... She is introvert." And finally: " I wish you don't like her." These dialogs show that Reza is passive and tries to accuse someone for his problem and who is better than Leila for this.

The names of Reza and his sisters are the same in both novel and the film, except his younger sister; Firouzeh, Homa, Parvin. The characters of Madar jan(Reza's mother), Pedar jan(Reza's father), Aziz jan(Leila's mother), Hossein (Leila's older brother), Nazgol (Leila's sister), Mehri(Leila's sister-in-law who is pregnant), even Javaher Khannam and Gol Mohammad(servant's of Reza's mother) are the same too.

The plot of the film and the novel is the story of the infertility of a young woman and her agreement with the remarriage of her husband. This is not because of her helplessness but because of his love to her husband. This agreement that is so hard for her and her society can't accepts too, makes her stronger. She can't stand the conditions after Reza's remarriage and leaves the house although she had promised to stay with her husband. Now, this is the husband who has to try his best to bring back his romantic life again.

The time of the film is the calendar time that means it's ongoing to the future and the characteristics' changes happen in the time passing along.

The location of the story is a realistic location, about the traditional, wealthy class of Iran society. This location exists in the film too. The difference is that Mehrjuyi had benefited the colorful lighting in his film for better expression of the emotions. For example, in the romantic scenes between Reza and Leila, the lighting is almost red and whenever Leila is disappointed, the lighting is yellow.

The themes of the novel and the film are also the infertility and its results in a couple's life. The love is also noted by the writer of the novel and the director of the film as a sub-theme.

By verifying the classification of Geoffrey Wagner, we see four important sections: main events and their evolution, main character, sub-events and the main idea of the oeuvre. According to this classification, in transposition, there is the least difference between the main events and even the sub-events of the book and the film. Some of the main characters' names are changed but their functions are the same. The main idea of the oeuvres are similar. This function doesn't exist in commentary and analogue adaptations. In commentary adaptation, just the main events will be adapted in the film, the sub-events are not necessarily transferred and the main characters can be changed. In analogue adaptation, the main events and characters are not important. What is noted in this type is the main idea of the oeuvre. For the filmmaker doesn't pay attention to the story events but the main idea of the story is noticeable for him.

So, by verifying the film "Leila", we can see the characteristics of the transportation adaptation in that.

Table 1. The "Leila" adaptation classification based on Wagner's theory

Film	Novel or fiction	
Leila, Dariush Mehrjuyi	Leila, Mahnaz Ansarian	Name of the oeuvre and its creator
1- Marriage of Leila and reza 2- Awareness about Leila's barreness in their marriage anniversary 3- Insistance of Reza's mother to Leila for accepting his remarriage 4- Remarriage of reza 5- Leila quites home 6- Birth of Reza's child and the divorce of his second wife 7- Reza's effort for Leila's return	1- Marriage of Leila and reza 2- Awareness about Leila's barreness in their marriage anniversary 3- Insistance of Reza's mother to Leila for accepting his remarriage 4- Remarriage of reza 5- Leila quites home 6- Birth of Reza's child and the divorce of his second wife 7- Reza's effort for Leila's return	Main events and evolution of them
Leila, Reza, Reza's mother	Leila, Reza, Reza's mother	Main parotagonists
1- The ceremony of cooking Sholeh Zara in Leila's father's house 2- Scens in which Leila and Reza eating food together 3- The relationship of Reza and Leila with their families during family parties	1- The ceremony of cooking Sholeh Zara in Leila's father's house 2- Scens in which Leila and Reza eating food together 3- The relationship of Reza and Leila with their families during family parties	sub-events
A look at the bareness problem of women, patriarchal culture of the society and remarriage of the husband for having a child	A look at the bareness problem of women, patriarchal culture of the society and remarriage of the husband for having a child	Main idea of the oeuvre

Source: Prepared by Narjes Banaye Shahani, (2016)

According to Geoffrey Wagner, in transposition type of adaptation, the primary elements of the story are directly given on the screen with a minimum of interference with the source. This is what we see in the film "Leila". Mehrjuyi had completely adapted the story of "Leila" in his film from the novel of Mahnaz Ansarian. The rest of the film is going on according to the novel except some few scenes. The beginning and the ending of the film and the novel are the same; they describe the ceremony of 28th Safar, cooking Sholeh Zard; this process is seen along the film and the events are too similar. The characterizations, plots and theme are alike in both the film and the novel. In transposition adaptation, we have the least changes in the story and all of the factors are transferred in the film except some of the details. The only change in this film is the transformation of the narrator from third person to first

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person participant; noting that both are focused on Leia. So the adaptation used in the film is a word for word and literal adaptation.

6. A-Introduction to "Pear Tree" story

"Pear tree" is a short story by Goli Taraqqi from her collection "somewhere else" that is published by Niloufar publication.

6. B-The story in brief

An intellectual writer who has a hereditary garden in Damavand, goes there in order to finish his book that is left unfinished for years. There is a pear tree that has refused to bear fruits this year. According to the traditions of that village for bringing the tree to bear fruits, it should be threatened and menaced to be cutten, then someone should come and intercede for it; so that the tree fears and will fructify. The writer doesn't believe in these traditions but accepts doing that. By participating to the ceremony, he remembers his memories, M his beloved cousin who was older than the writer and he wished her companionship. M reads books, smokes, she is an artist and wants to move to abroad and become a stage actress. The writer adores M but she believes that he is just a child. M travels to abroad, becomes a stage actress but she no longer wants to be an actress; by then she takes up literature and history. M writes letters for him but Mahmoud is to busy to respond because he works in political parties and has no time for love. The writer gets imprisoned and there, he understands that M is dead in an accident.

The writer participates in the ceremony for frightening the tree to fructify and respect it, commemorating the memories he had with M under that tree and the first seconds of felling in love with her. His book finishes and becomes his best book.

7. A-Introduction to the film "Pear Tree"

The "Pear Tree" adapted by Dariush Mehrjuyi in 1998 from Goli Taraqqi's story with the same title. The film is co-scripted by Mehrjuyi and Taraqqi. Golshifteh Farahani has won the award for the best actress in the Fajr international film festival in 1998 for acting in this film that lasts one hour and 35 minutes.

7. B-The film in brief

Esteemed writer suffers from writers block has gone to his family's rural state in Damavand in order to overcome this problem. As the writer, it's a while that the big pear tree in the garden does not fructify. The old family gardner believes that if they menace the tree, it will fear and so it will fructify. Unwillingly the writer helps him to do the ceremony for frightening the tree and while joining the ceremony, he remembers his distant memories. In his adolescence, he was in love with a girl, that we know her as M. She is the writer's cousin who is older than him but the adolescent writer is enamor with her. M's father is a political refugee living abroad. M likes to go to the abroad to study acting. She rimes, jokes; She steals the military uniform of the uncle and uses it for their costumed play-acting and refuses her bridegrooms. Mahmoud who has felt in love with Me, gets seek after she leaves garden to Tehran but no one understands his problem. Mahmoud and his family return to Teheran; M and his mother come to their home for visiting him and to take their firewall. M brings back him, his notebook that he wrote his poems and memories in that and tells him that she had read it. She is going to depart to France. Mahmoud tells her that if she leave, he will go after her anywhere even the other side of the world. She says goodbye and Mahmoud starts to cry lonely under his bedsheets. This is their last visit. After sometime M sends him a letter and tells him that she is not more interested in acting and that she has started studying literature and history. She complains why he didn't do what he had promised and didn't travel to France. Mahmoud is busy in political activities and had presented his poem collection to M.

Mahmoud is absorbed in political activities and forgot M. During one of his political campaigns, he gets arrested and in prison, one of his cell mate that M is dead in an accident in France. Mahmoud is released from the prison but the suffers the pain about his love. Reminding his past love, he recovers and starts to complete his book. The book becomes one of his grate successes. At the end of the film, Mahmoud, the writer is sitting under the tree and the adolescent Mahmoud is climbing the tree to achieve the highest branch and watch the spider creating Web.

8. Type of the adaptation

By verifying the film, we undrestand that this film is adapted word for word from Goli Taraqqi's oeuvre. The filmmaker had tried to transform Goli Taraqqi's short story to movie literally. For this main, he had used narration to transfer the personal status of the main character of the film to the audience. The self-narratives of the writer are used for the same purpose.

The film starts this way:

"Day, internal, a room in Damavand's garden

The writer is walking in the room and we hear his narration.
Narration of the writer: All the trees of Damavand garden have yielded except the pear tree; the coquettish, showy pear tree... Every morning, the old importunate gardner reminds me this calumnious fact.

The writer look at the garden from the inside of the room, the old gardner is cultivating the trees.

Writer's narration: Opening my eyes, I see him standing in front of the window. He can't understand that the sad fortune of the dumb plants and the verdure or wilting of the grasses and herbs is not important for me; me, the writer, philosopher and poet. He doesn't care that my senses are different. I'm thinking about what is beyond the insignificant earthly events and the daily worthless incidents..." (Mehrju'i, 1997, min. 2)

Now, the first lines of the story:

" All the trees of Damavand garden have yielded except the pear tree; the coquettish, showy pear tree... Every morning, the old importunate gardner reminds me this calumnious fact, dolefully and with anger, while watering the garden's trees. Opening my eyes, I see him standing in front of the window. He can't understand that the sad fortune of the dumb plants and the verdure or wilting of greeneries, grasses and herbs is not important for me (me, the writer and philosopher).He doesn't care that my senses are different. I'm thinking about what is beyond the insignificant earthly events and the daily worthless incidents." (Taraqqi, 1980: 126)

The narrator is first person. So the point of view is first person or self-narrator. Mahmoud or the writer is narrating his life story. He is transferring his state and emotions to the audience so the point of view in the film is first person participant. That means Mahmoud is expressing his words and innerities for the spectator by narrating.

The themes of the film and the story are both love. A love related to Mahmoud's adolescence to his cousin that he had forgotten trough the time and now, it's the same love that helps him to recover.

The characters of the film and the story are almost alike. The protagonist of the film is a writer and philosopher named Mahmoud who remembers his adolescence memories. He is in love with a girl

named M. M likes studying and music and differs from the others; maybe because of this characteristics Mahmoud loves her. We don't learn her real name and the writer wants the audience to know M with first letter of her name (M is the 28th letter of Persian alphabet). Another important characteristic of the film and the story is the old pear tree in the garden. It reminds the childhood memories for the writer. The tree can be a symbol of the writer himself who is infertile and sterile and now, love should evoke his creativity to be beneficial as before. Other characters are also the same as the characters developed by Goli Taraqqi. The old gardener of the garden, the hold an of the village, Mahmoud's friends in political party,... and even the names didn't changed in the film.

The plot of the film is the story of a writer who can't write for some time. He decides to go to his hereditary garden to be alone and write his new book freely. This is simultaneous with the infertility of the pear tree and remembering the childhood and adolescence memories of the writer; memories that he had forgotten for many years. Remembering these memories and his childhood love results in writing a new book that gains a new success.

The time of the film and the story is psychological time. Mahmoud's dreams and memories are reviewed irregularly along the film and the story; recounting memories removes time boundaries and brings the audience the information he/she needs wherever it's necessary. One part of the film passes in present; another one shows a distant past when Mahmoud and M are child and the other one describes a nearer time, their adolescence, when they have their own interests.

The location is a garden near Teheran. The most of the film passes in that garden except some sequences that are filmed in the town and Teheran's streets at the time of the Islamic Revolution of Iran.

The film is a transposition adaptation and faithful with a minimum interference in Goli Taraqqi's story. The whole story is filmed completely and for this purpose the narrations were so helpful. Lots of the sentences that the writer expresses in the film as narration exist exactly in the book. The first sentence and the last one that we hear from the writer are also alike the fist and the last sentences of the book. There are lots of sentences in the film that can be found exactly in the book.

For better explanations we are going to verify the clarification of Wagner about adaptation in the table below.

Table 2. The "Pear Tree" adaptation classification based on Wagner's theory

	Novel or fiction	Film
Name of the oeuvre and its creator	Pear Tree, Goli Taraqqi	Pear Tree, Dariush Mehrjuyi
Main events and the evolution of them	1- Retreating of the famous writer to his family garden to write his new book 2- Old gardener's insistance for participating in a traditional ceremony, frightening the pear tree to make it to fructify 3- Remembering the writer's adolescence memories, his love trough his cousin(the daughter of his oncle) who was older than him 4- Dissociation of the writer and M because of her travel to the abroads 5- Joining political groups, forgetting M and indifference about M who wants marry him 6- death of M 7- completion of the writer's new book that becomes his chef-d'œuvre and fructifying of the pear tree	1- Retreating of the famous writer to his family garden to write his new book 2- Old gardener's insistance for participating in a traditional ceremony, frightening the pear tree to make it to fructify 3- Remembering the writer's adolescence memories, his love trough his cousin(the daughter of his oncle) who was older than him 4- Dissociation of the writer and M because of her travel to the abroads 5- Joining political groups, forgetting M and indifference about M who wants marry him 6- death of M 7- completion of the writer's new book that becomes his chef-d'œuvre
Main protagonistes	The writer(Mahmoud), cousin (daughter of the oncle) or M	The writer (Mahmoud), cousin (daughter of the aunt) or M
Sub-events	1- Childis games of M and Mahmoud 2- A bridegroom comes for M 3- Mahmoud climbs the pear tree when M leaves suddenly 4- Imprisonment of Mahmoud because of his political activities 5- Speaking of Mahmoud with his students	1- Childish games of M and Mahmoud 2- A bridegroom comes for M 3- Mahmoud climbs the pear tree when M leaves suddenly 4- Imprisonment of Mahmoud because of his political activities 5- Speaking of Mahmoud with his students
Main ideae of the oeuvre	Love and its effect in people's lives	Love and its effect in people's lives

Source: Prepared by Narjes Banaye Shahani, (2016)

Conclusions

1. The adaptation used from the novel "leila" written by Mahnaz. Ansarian is literal and according to Wagner's theory, it's in the transposition type.

2. The adaptation used from the story of "Pear tree" written by Goli Taraqqi is literal and according to Wagner's theory, it's in the transposition type.

3. Dariush Mehrjuyi had trusted to the writers of the oeuvres and had prefered to transform their stories to film without special changes. He had used different elements but he had not changed the texts.

4. For better transferring the stories' mood, the narration has been used in both of the films.

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CO-CREATION IN ORGANISATIONS

Abstract

Over the past decade there have been many changes related to consumer behavior and the emergence of new consumerist tendencies has led to a reconsideration of the relationship between the company and its partners, whether suppliers, public authorities, competitors or consumers. The company now seeks to develop collaborative approaches that involve all these performers in the creating value's process. The aim of this paper is to put emphasis on the concept of co-creation of value while taking into account its various dimensions and illustrating the role of this new trend, which is often described as an innovation, in the development of the mass distribution sector activity, that faces changes in consumer behavior, trying to integrate its customers in the elaboration and creation of the final offer.

Keywords: Co-creation, supermarkets, innovation

JEL Codes: O10,O31,D30

Introduction

During the last decade we attended numerous modifications attached to the consumer's behavior and the emergence of new consumerist trends who leads towards a reconsideration of the companies relationships with their partners, whether it is the suppliers, the public authorities, the competitors either the consumers. The responsible of those companies tries actually to set up collaborative approaches which involve all these actors in the process of value creation. The management literature (especially in marketing of the services) very early revealed the role which the partners of the organization can play to enrich the global offer of this one. Most of these works insisted especially on the place of the customer in the manufacturing and the renewal of the offer through the concepts of coproduction, co-design, and more recently the co-creation of value which is a more exhaustive approach. The concept of the co-value creation replaced the classic service approach which maintains the customer outside the process of definition of the offer and keeps him in activities predefined by the company by involving him by means of his feelings, perceptions attitudes, skills … in diverse design phases of the product or the service. This approach may led generally to a better results. The innovation in co-creation thus, tries to renew radically the former approaches (Chesbrough, Appleyard, 2007).

The Present article try to highlight the notion of the co-creation of the value, its diverse dimensions and by illustrating the role of this new trend, which is often described as being an innovation, in the development of the activity of the retail industry, which in front of the consumers behaviors transformations, try to assure a serene integration of its customers in the elaboration and the constitution of the final offer.

1. Co-creation: Principles and actors

The co-creation is an approach by which the suppliers and the consumers create the value jointly. The suppliers propose the resources which they hold in their various forms to the beneficiaries or to the consumers who integrate these resources and then create some value by their consumption (Lush and Vargo, 2011). Arnold Marlen (2015) underlines that the co-creation or "open innovation" consists in

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combining internal and external skills within the framework of the innovation process through various tools (Lüthje and Herstatt, 2004) (ex: Innovation workshops, ideas contest, dialogue, Web community …). For Leclercq T ,Hammedi, W and Ingrid P (2016) , they defined the co-creation as:

"A joint process in which the value is mutually created for each of the actors (individuals, organizations or networks). These actors involves in the process by interacting and by exchanging their resources. The interactions take place on an engagement platform where every actor shares his own resources, integrates the resources proposed by other actors, and develop potentially new resources by a process of learning".

The co-value creation is based primarily on the division of the resources, knowledge and the ideas. This division is facilitated by the interaction between various actors who intervene throughout the process of value creation (Gröuroos, 2008). These actors develop then new capacities and adhere to a process of learning which enriches their commitment during every opportunity of co-creation through this exchange and this integration of the resources that the professionals make available (Payne and al., on 2008). However, in the management sciences literature, as we previously underlined, we found other concepts very close to the co-creation, for example the co-conception, the co-manufacturing or the coproduction who is the more closest concept to the co-creation but which distinguishes itself from the latter by its limitation in a simple collaboration between the actors during the stages of constitution of the offer, whereas that in the case of the co-value creation it is a more global frame which overlays several dimensions and can contain also the interactions arisen during the consumption. Another element which distinguishes both concepts is that the co-creation involves a generalization of the value for integrity of the actors while the coproduction this generalization is not compulsory (Vargo, 2008).

Nevertheless, the participation of various players in the co-creation process can sometimes hinder the good progress of the company activities. In this perspective, we evoke the co-destruction of the value, which ensues generally from the inappropriate use of the resources. The co-destruction can derive also from the lack of consensus about the process of value creation or its result or else, from opportunist behavior and sabotage acts (Plé and Chumpitez Caceres, on 2010). In a recent article, Greer (2015) recalled three inadequate behaviors:

✓ Interpersonal inadequate Behavior (ex: verbal or physical damage);

✓ Relational inadequate Behavior (Ex: under or over participation);

✓ Goods Abuse (ex:Fraud)

The opportunist behavior risks to damage the confidence of the actors involved in the co-creation what would have inevitably a negative impact towards their future transactions.

2. The components of the co-creation

To apprehend in an exhaustive way the co-value creation we considered important to analyze the fundamental components of this concept. Three main elements are mobilized for understanding in depth this Notion:

The value

The mutual creation of the value is a main concept which allows the concrete assimilation of the co-creation. At first, this notion designates mainly the value of the market (which is generally expressed in monetary terms), after this first appellation, its boarders contain new connotations of the value, more

subjective. Leclercq T ,Hammedi, W and Ingrid P (2016) listed four types of value perceived by the consumer:

- ✓ Exchange value: it describes the perception of the value by its beneficiary which comes from the exchange of the various resources (Zeithaml, on 1988);
- ✓ Use value: it describes the role played by the beneficiaries through their use or their consumption of the product or the service in the increase of the satisfaction of these (Grönroos, on 2008). In this context, the consumer can insets in a proactive way into the process of creation and enrichment of the value;
- ✓ Contextual Value: this notion was developed by Vargo (2008), extended the fields of the value to designate besides the first two types above-mentioned, a third dimension, more subjective, by insisting on the fact that the beneficiaries can actually take advantage of the value of an offer without using it directly, in particular by indirect exchanges such as the imagination, the influence of the other users through the prescription or the recommendation for example;
- ✓ Experiential Value: it encrusts, beyond three valuable categories described earlier, the hedonic dimension of the value (Park and Ha, 2015) the experiential value is always created by the beneficiaries (Helkkula, 2012).

The actors

The process of co-creation of the value includes all the stakeholders (the suppliers, the competitors, the state, the consumers … etc). The management sciences literature is much more interested in the case of the co-creation with the customer either the consumer, who is considered as being a potential operand resource, if we resume the terms of vargo and al. (2008). The operand resources act on other resources to create some value. This kind of resources are organizational (rules, routines), human (skills), relational (networks) or informative (Knowledge).

We focus by way of illustration on the human resources which materialize through the notion of competence to demonstrate the major role of these resources within a relation of co-creation. The competence (Cova and Cova, 2012) indicates the consumer's knowledge of products, marks and their attributes (Alba and Hutchinson, on 1987, on 2000). This notion can be also explained by the membership of the customer to a generation (Robert and Manolis, 2000). Several consumer profiles can be detected within a co-creation relationship:

- ➢ The emergent users (Hoffman et al, 2010): they help the company develop products and services by their intuition and their personal judgment. The contribution of the emergent users is not dependent on their exchanges with the other consumers;
- ➢ Lead users (von hippel, 1986; Vernette and al ., 2013): they are considered as being the pioneers to express needs before they are detected by the whole market;
- ➢ Pro-ams (Leadbeater and Miller, 2004): they try passionately to show their skills by the collaboration with the company and with other users who have keen behoove for the same centers of interest;
- ➢ The boatmen of border (Bullinger and al ., 2010): they are capable of generating links outside their social groups which allow them to appropriate of new knowledge developed outside their traditional community;
- ➢ The Market experts: they accumulate a perfect knowledge about the new technological trends and tend generally to lead discussions on products and their attributes with other consumers;

The consumers who do not participate in the process of co-creation: they are considered as actors, even if their role remains passive, because they enjoy the process of co-creation and determine consequently the value which results from it (Vargo and Lusch, 2008).

The engagement platform

The engagement platforms are necessary to carry out the act of co-creation; they indicate all the on line and offline foundations on which the resources are exchanged between the various actors (Ramaswamy and Ozcan, 2014). They also regulate the behavior of all the actors, in the framework of a group or of a community for example, via the standards, the rules and the rites which will be reaffirmed every occasion of exchange (Dal fiore, 2007).

The participation in an engagement platform can require selection criteria (required skills) as it can remain accessible for all the actors without restrictions (Roser and al., 2013). According to Leclercq T ,Hammedi, W and Ingrid P (2016), to understand the relation between the actors on the engagement platform it is necessary to consider characteristics which distinguish it:

The exchanges between actors can be either recurring, by a unique participation; the engagement platform defines the number of the committed actors as well as their perimeter of interaction. The exchanges can be "one to one", "one to many" as " many to many" (network);

The co-creation places the logics of governance in the heart of the concerns of development. Indeed, the existence of a governance relative to the exchanges made within the interactional structure, which describes how the actors coordinate within the framework of a relation of co-creation as well as the various forms of influence between the actors (influence of the group on the individual or the pressure for a conformity, the influence of the individual on the group or the community);

The relation between the actors can take different forms (cooperation, competition or coopetition)

3. Co-creation and retailing industry (illustration)

In the case of the retail industry the development of the logics of co-creation incarnates the competence evolution of the customers and their infatuation for "empowerment" (Scott and Jaffe, 1998) in front of professionals of this sector.

This desire of the power finds its origins in the new strategic positioning, and the economic models customer-oriented (Volle and al., 2008) that the distributors set up to win positions on more and more saturated markets. It can be also explained by the emergence of the NTIC which make the consumers more informed (Garnier and Macdonald, 2009).

Within the framework of a relation of co-creation, the participation of the consumer or "prosumer" (Ritzer and Jurgenson, 2010) in the process production/consumption (Firat and Dholakia, 2006) lead in an increase of the production (Lovelock and Young, on 1979), in a better adapted design of products and services to the needs for the customers (Hoyer and al., 2010) and also allows to reduce the failure rate of the new products or the new formulae of service (Thomke and Von Hippel, 2002) introduced to the market.

The co-creation has attribute to the retail service, besides the increase of the satisfaction and the value perceived by the consumers (Cemak and Line, 1994), the possibility of developing a feeling of control (Bateson, 1985) without they feel double exploited as customers and employees (Cova and Dalli, 2009). On another level, the distributors tries to establish more vigilance about their relation with the consumers by clarifying them their role in the process of design and creation of products or service; by forming them to understand the spots in which they are requested to contribute; by developing the feeling of membership...

Conclusions

Thus, the co-creation appears as an ideal way for organizations to widen their borders by the incorporation of new actors often considered as externs without stipulating the elaboration of formal and explicit contracts which manage the implication of these. The process of co-creation establishes, indeed, a functional break which questions the main objective of the commercial action of firms, which consists in proposing to the customer at prices that they are ready to pay, products which they would consider satisfying; it would be a question rather of creating the conditions favorable to a contribution to the constitution of the offer by the set of the participating actors. The co-creation workbench a report of mutual dependence between the actors and deprives the organizations of the power which they exercise on the community of the participants which they act outside the report of submission to the hierarchical directives (contrary to the collaborators of the company who are forced to respect certain rules been imperative by the organization) to the development of the product either the some categories of products and increases their acceptance by a wider public and their chances of distribution on the market (Marlen A, 2015).

Present article tried to clarify the notion of co-creation by proposing a panoramic view on the actors, the values and on the base on which this relation of co-creation is established. Furthermore, through the 3rd part of this humble communication, we tried to introduce in a synthetic and illustrative way the place that this new concept could play in the case of retail industry.

The next stage would be to lead an investigation with the professionals and the customers of the mass-market retailing in Morocco, to determine if the Moroccan market is prepared to accept such approaches.

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USE OF TECHNOLOGY-BASED INTERVENTION FOR PROGRAM DELIVERY AND DISSEMINATION OF FAMILY EVIDENCE-BASED PROGRAMS (EBP)

Abstract

Family evidence-based interventions are the most effective when implemented with other youth-only school/community prevention approaches and increase the effect sizes for positive outcomes in predictors variables. Unfortunately, several studies report high cost/benefits from such practices. However, it has been found effective the use of technology intervention (CD, DVD, MP3, YouTube, Apps, among others) for family intervention programs delivery and dissemination and for reduce delivery costs. In this study, a systematic review was developed consulting Medline, Pubmed, PsycINFo and Conchrane electronic databases, for the reference period 1989 onward. Revision articles, meta-analysis and empiric research, about "family/parental evidence-based programs", "technologies", "CD/DVD use" or other technologies such as "MP3" and "Apps", were included in the 42 papers that emerged from the search. In these papers, we identified 29 family/parental evidence-based programs, but only 9 reported the use of technologies and were analysed in our study. The literature review showed more positive outcomes in using technologies in family intervention by comparison with programs traditional format, highlighting the studies about the implementation of Parenting Wisely, Parents Who Care, Mother and Daughters, Triple P, Functional Family Therapy, Multidimensional Family Therapy, Strengthening Families Program- CD/DVD version and web-delivery online. Promising results suggest that family interventions' cost/benefit ratios can be increased using digital delivery (e.g., DVD) to create a broader public and promotion health impact, through the use of technology-based intervention for delivery and dissemination of family evidence-based programs.

Keywords: Family Evidence Based Programs; new technologies; prevention

JEL Codes: I31, I20, O30

Introduction

Parental and Family Evidence-Based Programs

Literature review reported that the decrease and prevention of risk behaviours in children and youth implies an enhancement of parental skills and family relationships to provide relevant learning opportunities to their children (Foxcroft & Tsertsvadze, 2012; Kumpfer & Alvarado, 2003; Ryzin, Kumpfer, Fosco, & Greenberg, 2016). Taking into account the vary number of parental and family relationship problems, in families whose parents are depressed, anxious or misuse alcohol or drugs, it becomes necessary the focuses on enhancing parenting skills and development of effective interventions, more than only Parent Education that do not promote changes that are kept in long term (Hawkins, Catalano, Kosterman, Abbott, & Hill, 1999; Kumpfer & Alvarado, 2003; Ponzetti, 2016).
Literature about risk and protection factors show a theoretical support role for the development of programs that seek to provide immediate and concrete resources, related to the family basic needs as well responding to psychosocial and educational needs (Kumpfer & Alvarado, 2003; Ponzetti, 2016; Ryzin et al., 2016).

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In fact, it would not be relevant to transmit knowledge to parents, about for example, rules and limits, but not knowing how the parents use that knowledge in their daily life. Recent literature point out that family intervention components that appear to be significant predictors of larger effect sizes should included: emotional communication, practicing with own child and family coach, positive interactions with child, and consisting responding (Kaminski, Valle, & Boyle, 2008; Kumpfer, Magalhães, Whiteside, & Xie, 2015). Parents need to be instructed to define the behavior(s) to be changed concretely and specifically. In addition, they learn how to observe and identify relevant behavior and situational factors, and how to chart or otherwise record the child's behavior. Therefore, working with the parents and families of the children are valuable sources and much more effective in preventing and reducing behaviour problems (Tobler & Kumpfer, 2001).

A positive family environment, characterized by support relationships between parents and children, clear definition of limits and rules, monitoring, supervision, communication, family values and strong family belonging sense are fundamental factors to protect children and youth from risk-behaviours (Kumpfer & Alvarado, 2003; Ponzetti, 2016; Ryzin et al., 2016).

Hence, family education/training, by providing parents and families with alternative, efficient and positive ways to deal with their children behaviour, can be useful in the prevention of behaviour problems, child maltreatment prevention and alcohol and drug abuse, delinquency and teen pregnancy (Barth, 2009; Hutchings et al., 2006; Kumpfer & Johnson, 2014; Webster-Stratton, 2007). In this sense, literature review and studies show that there is not a family better then another one, instead it suggests that family interventions must be adapted to their cultural needs, to the children`s age, in terms of family dysfunction, parenthood and the very own family necessities and demands (Kumpfer & Alvarado, 2003; Kumpfer, Magalhães, & Xie, 2012). Hence, a key factor in intervention effectiveness is the adjustment between family needs, the content and appropriate intervention dosage. Other important factors in that increase family intervention success include implementation practices such has program reliability, successful enrolment and recruitment of families, cultural sensitivities of the families and removing attendance barriers (Kumpfer et al., 2012; Kumpfer & Alvarado, 2003). Being so, family interventions must be a fundamental component of any children and youth risk behaviour prevention program. In this sense, the effectiveness of evidence-based family intervention programs has been compared with other type of interventions. Studies conclude that these are the most effective interventions in solving problems that affect families, as well in decreasing risk factors and promoting protective factors (Foxcroft, Ireland, Lister-Sharp, Lowe, & Breen, 2003; Foxcroft & Tsertsvadze, 2012). Hence, prevention programs that change on-going family dynamics are the most effective. Working with parents and family of the child is much more effective (Kumpfer et al., 2002).

Recently the effectiveness of using/implementing evidence-based family programs in DVD format (Kumpfer & Brown, 2012) has been shown, as well the use of other technological resources for reduce cost delivery (MP3, Apps, among others).

Difficulties in the implementation and dissemination of parental and family evidence-based programs

Participant recruitment and engagement is considered the most challenging part of the research process (Simpson et al., 2000) or, for that matter, in any population intervention. Several studies in the healthcare field have documented difficulties concerning recruitment of population in prevention as well as treatment programs (Hawranik & Pangman, 2002; Miller, McKeever & Coyte, 2003; Simpson et al., 2000). Studies have revealed that successful retention of families is one of the best predictors of the effectiveness of the program (Simpson, 2001) and higher level of engagement is directly proportional to a higher retention rate in the program (Broome, Joe, & Simpson, 2001).

The low recruitment and engagement of families can lead (Muth et al., 2001; Wilcox et al., 2001) to the early termination of the intervention/program; negative results or decreased statistical power; increased probability of type2-error; inadequate generalization, leading to decreasing participant and researcher confidence; trainers without specific training in family evidence based intervention/programs (Kumpfer et al., 2008; Muth et al., 2001; Wilcox et al., 2001). The cost/benefit analysis (Miller & Hendrie, 2008) also shows high costs from these practices (Haggerty et al. 2006, 2007) mentioned that the use of new technologies, for example, DVD format can lead to participation and engagement increase with high risk groups, as well with individuals that cannot participate in group sessions due to their work schedule and family demands. Also allows families to see, practise and review session at their own pace and according to their convenience, which can lead to an increase of participation and engagement in a very cost-effective way.

Use of Technology-Based Intervention for Program Delivery and Dissemination of Family Evidence-Based Programs (EBP)

Since the past few decades, the use of computer technology to obtain health-related information; manage and prevent diseases; or to deliver behavioral change interventions by changing knowledge, attitudes, and behaviors has been a norm (Budman, 2000; Moore, Fazzino, Garnet, Cutter, & Barry, 2011). According to Noar, Black, and Pierce (2009), "computer technology-based interventions (CBIs) can be defined as those interventions that use computer technology as the primary or sole medium for intervention delivery" (p. 525). In spite of the promising results, the computer technology-based interventions (CBI) are yet to attain their full potential due to their underutilization and dearth in research studies.

New technologies use (CD-ROM, DVD, apps, etc.) has been applied in diverse therapeutic and educational contexts, showing advantages related to low costs, high dissemination and delivery. It also allows reaching a diversity of groups and ages, being described as a pleasant experience and of easy comprehension (technology use). Also, some studies shown that family evidence-based programs can be implemented, with good results, by using technological resources, such has CD, DVD or smartphone applications (Kumpfer et al., 2014; Kumpfer & Brown, 2012). With the use of technologies, the program`s implementation does not require trainers, which reduces drastically it`s cost, making the program cost-effective. Also the use of a DVD format helps keeping the intervention fidelity by the normalization of content and implementation way.

In family interventions, families can participate in the program in the privacy of their homes, at their own pace and with minimal intrusion. It can be particularly beneficial for families who fear compromise; that are reluctant in participating in group interventions; or simply can`t participate with regularity due to work or family demands (Levin et al., 2011).

The use of DVD format can reach a higher number of participants, and also increase participation and engagement level, since it has the capability of appealing to a variety of learning styles and enhancing content retention with the use of audio, narration, text, images and graphic design, videos and interactive role playing, by engaging families in an active knowledge process (Levin et al., 2011; Stemler, 1997).

Methodology

In this study, we developed a systematic review. A comprehensive Internet search was conducted for published studies, consulting Medline, Pubmed, PsycINFo and Conchrane electronic databases, such as workshop summaries, dissertations and conference reviews, our search was performed via other websites such as EDDRA, ONU and SAMHSA, NREPP. The initial search was restricted to titles,

abstracts and keywords and included search terms such as "family evidence-based programs"; "parental evidence-based programs", "technologies", "CD use"; "DVD use" or other technologies such as "MP3"; and "Apps". The inclusion criteria for the review were the following:

(1) Systematic reviews, meta analyses or comprehensive reviews that included only parental and family evidence-based programs, taking into account the quality of empiric studies about the programs effectiveness.

(2) Programs had to target children/youth behavior problems and/or drug use, general parenting and/or family skills. Also we take into account a number of scientific evidence base programs and main characteristics, namely the objectives, theoretical support, sessions amount, target group, outcomes, intervention types, research quality and technological resource used.

(3) Reviews written in English and published between 1989 and onward.

During the identification process, papers were excluded if they were related to diseases, obesity, and the youth or school only intervention. During screening, works were excluded if they were editorials, letters, commentaries, solely for practitioners, school interventions and interventions targeted at the child only. They were also excluded if the main outcome wasn´t related to the inclusion criteria. Finally, at the eligibility level, papers with low quality of eligible outcome in the program´s evidence base of evaluation studies were dropped from this analysis. For that purpose, NREPP- National Registry of Evidence-based Programs and Practices classification was considered, as well as assessment of quality research (0-4 scales, 4 represented the highest quality of evidence, and a 0 represented very poor quality of evidence). The ratings were based on six criteria: 1) reliability of measures, 2) validity of measures, 3) intervention fidelity, 4) missing data and attrition, 5) potential confounding variables, and 6) appropriateness of analysis. Readiness for Dissemination was also rated on a four-point scale, with 4 representing the highest rating.

The search identified 42 papers. An initial screening of the titles and abstracts was used to exclude studies not meeting the inclusion criteria. Articles that were duplicated were also removed and selected papers retrieved for detailed appraisal. A total of 29 articles that identified family/parental evidence-based programs were selected for detailed review, but only 9 reported the use of technologies and were analyzed in our study.

Table 1. Parenting and Family Evidence-Based Programs (description, target group, number of sessions, type of intervention, quality of research and the use of technology)

Interventions design	Quality of research (scale: 0-4, NREPP classification)	Brief description	Target group (age of children)	Number of sessions	Type of intervention	Use of technological resources (CD, DVD, etc.)	Overall Outcomes/results
1. Triple P (Sanders, & Turner, 2016)	2.9	Is a multilevel, multidisciplinary parenting and family support strategies designed to prevent behavioural, emotional and developmental problems in children (or, where applicable, to halt the progression or reduce the severity of such problems).	Infants to teenagers	Sessions (number, length and interval) differ according to the risk level. Individual and group sessions	Universal, selective, indicated, early intervention, treatment	Web delivered version	Child outcomes including clinically elevated emotional symptoms (29.7% decrease), conduct problems (30% decrease), peer problems (14% decrease), hyperactivity (27% decrease) and prosocial behavior such as helping others (35% increase).
2. Incredible Years (Webster-Stratton, Reid, & Stoolmiller, 2008)	3.7	Is a multilevel, multidisciplinary parenting and family support strategies designed to prevent behavioural, emotional and developmental problems in children (or, where applicable, to halt the progression or reduce the severity of such problems).	0-12 years	Approximately 20 sessions each for parents and children	Universal, selective, indicated.	Not apply	Small to medium reduction in child aggression and conduct problems at home; medium to large reduction in child aggression and behavioural problems at school; medium increase in child's social and emotional competence; Small to large increase in child's classroom engagement; Large increase in school readiness
3.Family Matters (Miller, 2016)	3.2	Parent education using mailed out booklets to make parents more aware of factors related substance use among adolescents. Excellent for geographically dispersed parents.	12-14 years	Four to five booklets mailed home with follow-up calls by health educators.	Universal	Not apply	Tobacco: -7%; Alcohol: -6% 3 and 6 months follow up indicated reduction in alcohol consumption and smoking.
Interventions	**Quality of**	**Brief description**	**Target**	**Number**	**Type of**	**Use of**	**Overall Outcomes/results**

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design	research (scale: 0-4, NREPP classification)		group (age of children)	of sessions	intervention	technological resources (CD, DVD, etc.)	
4. Guiding Good Choices (Catalano, Kosterman, Haggerty, Hawkins, & Spoth, 1998).	2.8	It seeks to strengthen and clarify family expectations regarding behaviour, enhance the conditions that promote bonding within the family and teach skills that enable children to resist drug abuse.	9-14 years	5 two-hour sessions or 10 one-hour sessions usually held over five consecutive weeks	Universal	Not apply	Observed and self-reported positive effects on parenting and positive parent-child interaction outcomes. Long term decreases in several forms of drug abuse.
5. Parents as Teachers (Wagner, & Clayton, 1999a; Wagner et al., 1999b; Wagner et al., 2002)	2.8	Is a parent education, family support and school readiness programme that serves parents-to-be and parents of children up to the age of entry to kindergarten.	0-5 years	The programme should be implemented over several years, depending on the curriculum used. Home visits to each family once a month (at least 50 minute)	Universal	Not apply	Children who have participated in the programme are more advanced than their peers in terms of language, problem-solving and other cognitive abilities and social development.
6. First Step to Success (Walker , Kavanag, Stiller, Golly, Severson, & Feil, 1998)	3	Is a school-based early intervention. 3 phases: therapeutic coaching, teacher and parent-led intervention and maintenance. Includes home visits. Goals: to divert antisocial kindergarten children from negative behaviour patterns and to develop their ability to adjust to positive behaviour.	5-6 years	Participants should complete 30 programme days, for each of which the target pupil must achieve a specific performance criterion. Programme usually takes about 3 months to complete.	Selective	Not apply	Teacher ratings of adaptive and maladaptive forms of classroom behaviour have also proved sensitive to the intervention, positive effects having been reported at pre- and post-intervention evaluation.
Interventions	**Quality of**	**Brief description**	**Target**	**Number**	**Type of**	**Use of**	**Overall Outcomes/results**

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design	research (scale: 0-4, NREPP classification)		group (age of children)	of sessions	intervention	technological resources (CD, DVD, etc.)	
7.Multidimensional Family Therapy (Liddle, 2010; Liddle, Rodriguez, Dakof, Kanzki, & Marvel, 2005)	3.2	Is a manual-driven intervention with specific assessment and treatment modules for drug abusing youth. helps the youth develop more effective coping and problem-solving skills for better decision making and helps the family improve interpersonal functioning as a protective factor against substance abuse and related problems.	12-18 years	Delivered across a flexible series of 12 to 16 weekly or twice weekly 60- to 90-minute sessions,	Indicated	Use digital technology for content delivery	Decreased drug use; decreases in substance abuse; improvements in positive attitudes/behaviors; improved school functioning (academic performance and behavior); higher school attendance rates.
8. Functional Family Therapy (Sexton, &Turner, 2010)	3.3	Program to help troubled youth and their families to overcome delinquency, substance abuse, and violence.	1- to 18-years	Average of 12 to 14 sessions over three to five months.	Indicated	Use digital technology for content delivery	Reduce aggression and antisocial behavior; reduce substance abuse and criminal recidivism among juvenile offenders.
Interventions	**Quality of**	**Brief description**	**Target**	**Number**	**Type of**	**Use of**	**Overall Outcomes/results**

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design	research (scale: 0-4, NREPP classification)		group (age of children)	of sessions	intervention	technological resources (CD, DVD, etc.)	
9. Stop Now and Plan (Augimeri, Levene, 1997,1999; Augimeri, Farrington, Koegl, Day, 2007)	2.9	Multifaceted cognitive-behavioural strategy that targets children with behavioural problems and at risk of becoming juvenile offenders. It addresses key risks posed by the behaviour of such children, such as poor impulse control, and fosters problem-solving skills.	6-11 years	Regular sessions: SNAP Parent Group, 12 sessions (one 1.5-hour session per week) Children- regular sessions: children group - 12 sessions (one 1.5-hour session per week)	Indicated	Not apply	Significant improvements in terms of externalizing behaviours (e.g. aggression, delinquency), internalizing behaviours (e.g. anxiety, depression) and social competency (e.g. peer relations, participation in activities). Parents experience less stress in interacting with their children and increased confidence in managing their children's behaviour.
10. Creating Lasting Family Connections (Johnson, et al.. 2000)	3.0	Programme designed for parents and children ages 9 to 17 years primarily implemented through churches. Content includes communication, conflict resolution, peer resistance coping mechanisms, ATOD knowledge	9 to 17 years.	18 to 20 weekly sessions	Universal Selective Indicated	Not apply	Reduced substance abuse and alcohol use among adolescents.
11. Multisystemic Therapy for Delinquents and Substance Abusing Youth (Henggler, 1996; Schaeffer & Borduin, 2005)	3.3	Intensive family- and community- based treatment for juvenile offenders who have committed serious offences and their families. Most of the treatment is conducted in the home.	12-17 years	The course of treatment ranges from 3-5 months; intensity of the home-based treatment varies according to clinical need (from 2 to 15 hours per week).	Indicated	Not apply	Reduced substance abuse and criminal behavior among young persons and the number of juveniles placed in care.
Interventions	**Quality of**	**Brief description**	**Target**	**Number**	**Type of**	**Use of**	**Overall Outcomes/results**

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design	research (scale: 0-4, NREPP classification)		group (age of children)	of sessions	intervention	technological resources (CD, DVD, etc.)	
12.Multidimensional Treatment Foster Care Middle School Success (Chamberlain et al, 2008)	3.1	A community-based alternative to placement in-group or residential care for children and adolescents with severe emotional and behavioral problems. Coordinated interventions in the home, with peers, in educational settings, and with the child or adolescent's birth parents, adoptive family, or other long-term placement resource.	9-18 years	6–9 months	Indicated	Not apply	More effective for girls in preventing tobacco, alcohol and drug use.
13. Parent-child interaction therapy (Eyberg, S., 2004)	3.3	Is an empirically supported treatment that places emphasis on improving the quality of parent-child relationships and changing parent-child interaction patterns in cases of conduct disorder in young children and cases of child abuse.	Children with conduct disorder: 2-7 years or abused by a parent in treatment: 2-12 years	One 1-hour session per week for families. (Treatment is not limited to a certain period)	Indicated	Not apply	Major improvement in both internalizing and externalizing symptoms was observed both in children. A large decrease in the use of inappropriate child management strategies and a large increase in the use of positive parenting practices were observed.
14.Helping the Noncompliant Child (McMahon, & Forehand, 2003).	2.9	Parenting skills programme to teach how to achieve compliance in their child so as to reduce conduct problems and prevent juvenile delinquency and other problem behaviours.	3-8 years	5-14 sessions (average number 8-10), each lasting 60-90 minutes. Sessions are attended once or twice a week.	Selective and indicated	Not apply	Positive changes in child behavior; change in parent attitude towards child; high levels of parent satisfaction; decrease in symptoms of depression in mothers.
Interventions	**Quality of**	**Brief description**	**Target**	**Number**	**Type of**	**Use of**	**Overall Outcomes/results**

Table 1. Parenting and Family Evidence-Based Programs (description, target group, number of sessions, type of intervention, quality of research and the use of technology)

design	research (scale: 0-4, NREPP classification)		group (age of children)	of sessions	intervention	technological resources (CD, DVD, etc.)	
15. Positive Action (Allred, 1984; 1998)	3	Is primarily a school-based curriculum; empowers families to make positive choices in life. Together, families learn basic physical, intellectual, social and emotional positive actions and become naturally motivated to implement those actions.	0-18 years	7 two-hour sessions for parents; the same for children and families	Universal, selective, indicated, early intervention, treatment	Not apply	Significant decrease in family conflict (9%); improved family cohesion (7%); improved parent-child bonding (10%).
16. Resilient Families (Toumbourou, & Gregg, 2002)	3.1	Developed to provide a framework enabling disadvantaged schools to improve student education, health and well-being. Is designed to empower students and parents to work together to develop knowledge, skills and support networks during the first 2 years of secondary school.	11-15 years	1 evening forum for parents followed by 8 sessions of 2 hours each 10 sessions of 45 minutes each	Universal	Not apply	Students exposed to the intervention reported better family attachments, school attendance, academic performance and behavior at school than those in the control group. After two years, students exposed to the intervention reported reduced alcohol use.
17. Nurse-Family Partnership (Olds, Henderson, Chamberlin, Tatelbaum, 1986)	3.5	Development of therapeutic relationships with the family and to improve 5 broad domains of family functioning: Parental roles; Family and friend support; Health (physical and mental); Home and neighbourhood environment; Major life events .	Prenatal to 2 years	Variable according to needs of family	Indicated	Not apply	61%fewer arrests; 72% fewer convictions; 98% fewer days in jail; 48% fewer cases of child abuse and neglect; 90% reduction in supervised probation (based on records of family courts for 116 children).
Interventions	**Quality of**	**Brief description**	**Target**	**Number**	**Type of**	**Use of**	**Overall Outcomes/results**

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design	research (scale: 0-4, NREPP classification)		group (age of children)	of sessions	intervention	technological resources (CD, DVD, etc.)	
18. Families Facing the Future (Haggerty, Skinner, Fleming, Gainey, & Catalano, 2008)	2.9	Its primary goals are to reduce parents' use of illegal drugs and to minimize risk factors that increase the likehood that their children will also abuse drugs in future life while enhancing protective factors.	5-14 years	32 sessions (90') for parents 12 (90') for children 1 (5-hour) retreat for family Sessions conducted twice a week over a 16-week period	Selective	Not apply	Parents were more likely to use relapse prevention and refusal skills in drug use situations; less likely to abuse drugs following difficult life events; reported using more household rules; and had greater knowledge of parenting skills.
19. Parents Under Pressure (Dawe, Harnett, H., Rendalls, & Staiger, 2003). - 307	2.8	Designed for use with multi-problem, high-risk families. Learning how to understand and regulate emotional states is a critical component; help parents facing adversity to develop positive and secure relationships with their children; reduce children's problem behaviour and promote a settled, stable and safe family environment.	2-8 years, although the programme has been used with children up to 10 years old.	Families have 12-14 in-home sessions of about 90 minutes each. They often work with children and their teachers. In addition to direct clinical work	Selective/indicated	Not apply	Not specified by program developer.
20. Al's Pals: Kids Making Healthy Choices (Lynch, Geller, & Schmidt, 2004).	3.0	Is a resiliency-based, early-childhood prevention curriculum and teacher training programme that develops personal, social and emotional skills in children. It includes a component on building positive relationships.	3-8 years	46 core sessions for children and 9 booster sessions. Each session lasts 10 to 15 minutes.	Universal	Not apply	Children who participate in Al's Pals show significant improvement in their use of positive social behavior.
Interventions	**Quality of**	**Brief description**	**Target**	**Number**	**Type of**	**Use of**	**Overall Outcomes/results**

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design	research (scale: 0-4, NREPP classification)		group (age of children)	of sessions	intervention	technological resources (CD, DVD, etc.)	
21. Staying Connected with Your Teen (Haggerty, Skinner, MacKenzie, & Catalano, 2007)	2.8	An educational skill-building programme. The objective is to reduce risk factors and strengthen protective factors known to influence the likelihood of the child's abusing alcohol or other drugs, becoming delinquent or violent or displaying other problem behaviour later.	12-17 years	7 two-hour sessions for parents and children	Universal	Not apply	Parent participants indicated that the group in treatment showed a statistically significant improvement in three areas: i) family discipline, ii) family non-tolerance of antisocial behavior and iii) level of family bonding. Children outcomes: both formats had a small to moderate effect in discouraging favorable attitudes towards drug abuse among young persons.
22. Families and Schools Together (McDonald, 2016)	3.7	The multisystemic intervention brings together family, home, school and community to increase child well-being by strengthening relationships and factors that protect against stress.	6-13 years	Eight weekly family sessions of 2.5 hours; Monthly booster sessions of 2.5-4 hours led by parents who have completed the programme	Universal	Not apply	Family outcomes: increased adaptability and closeness; reduced conflict, stress and social isolation. Parent outcomes: increased parent involvement in schools and social capital; parents of classmates get to know each other better. Child outcomes: positive child mental health and increased social skills; improved academic and school behavior; reduced aggression and anxiety.
23. DARE to be You (Miller-Heyl, MacPhee, & Fritz, 2001	3.9	Combines 3 support aspects: educational activities for children, strategies for parents or teachers and environmental structures. Designed to significantly lower the risk of future substance abuse and other harmful activities by improving parent and child protective factors.	Mainly 2.5-5 years, also older	11 sessions, 2.5 hours each, with 4 booster sessions for parents (the same for children and families)	Universal, Seletiva	Not apply	Parent outcomes: better child self-management and family communication reported by families; a significant increase in satisfaction with support systems and self-sufficiency; increase in positive parenting. Child outcomes: a statistically significant decrease or delay in the onset of alcohol and tobacco use in the experimental group, as compared with the control group.

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24. **Strengthening Families Program** - **SFP** Kumpfer & Alvarado, 2003; Kumpfer, Magalhães, & Greene, 2015)	3.1	Whole family attends weekly a meal, 1 hour of parent and child skills training group followed by 45`of family practice sessions including: 1. Parent skills training: increasing attachment, communication skills, and, effective discipline. 2. Children or teen skills training: speaking and listening, peer refusal, decision making, anger and coping. 3.Family skills training: parent/child positive time, communication, family meetings, chore charts, and discipline practice.	0-17 Years	7 sessions for universal low risk families of 10 to 14 year olds plus 4 boosters or 14 sessions plus 2 boosters for selective high-risk families of 0 to 17 year olds or 11 to 14 sessions of new DVD home, clinic or group SFP 7-17 video version.	Universal, selective or indicated	Format de DVD	Universal school SFP 10-14 Years prevented the most substance use of any programme (Miller & Hendrie, 2008): tobacco: -7; alcohol: -18%; cannabis: -15%; and illicit drugs: -11%.
25. **Parenting Wisely** (Pushak & Gordon, 2016)	2.8	Self-administered online programme that teaches parents and children skills for enhancing relationships and decreasing conflict through behaviour management and support. It seeks to improve problem-solving, parent-school communication and children's school attendance and grades or discipline.	6-18 years	1-3 sessions, each lasting 2-2.5 hours	Selective and indicated	CD	Parent outcomes: improved problem-solving; increased knowledge and use of good parenting skills; reduced spousal violence and parental violence towards children; increased parental self-efficacy and parenting satisfaction Child outcomes: a clinically significant improvement in behavior was observed in children for 20 to 55%of the time spent by their parents using the program.

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26. Parents Who Care (PWC) (Hawkins, D. & Catalano, R., 2008)	3.0	Is an educational skill-building program created for families with children. The objective is to reduce risk factors and strengthen protective factors within family settings that are known to predict later alcohol and other drug use, delinquency, violent behaviour, and other behavioural problems in adolescence.	12-16 years	Once a week in 5 to 6 sessions lasting 1-2 hours.	Universal	CD	Results for parent participants indicated that the treatment group showed a statistically significant improvement in three areas: i) family discipline, ii) family attitudes favourable to antisocial behavior, and iii) level of family bonding. At post-test also showed lower levels of risk factors of poor family supervision and low parental commitment to school.
27.Mothers and Daughters (Computer Mediated) (Schinke, Cole, & Fang, 2009)	2.8	Gender-specific, online interactive program for mothers and daughters to complete. Dyads are recruited from Craigslist. Gift cards for survey completion.	10-14	9 web-delivered 35-45 minute mother and daughter interactive lessons.	Universal	Web delivery –online and CD	Girls reported greater mother-daughter communication and parental monitoring. Intervention-arm mothers reported greater mother-daughter communication and closeness as well as increased vegetable intake and physical activity.

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28.Asian American Mothers and Daughters Program (Schinke, Cole, & Fang, 2009; Fang & Schinke, 2013)	2.8	Online interactive program for Asian American mothers and daughters to complete. Dyads are recruited from social media and community agencies. Gift cards for survey completion	10-14	9 web-delivered 35-45 minute mother and daughter interactive lessons. Average 5.8 months to complete	Universal	Web delivery -Online and CD	Is a version of program number 27. Were identified similar outcomes.
29. Mother daughter intervention among Black and Hispanic Adolescent Girls (Schinke, Fang, & Cole, 2009; 2011)	2.8	Gender specific CD-ROM or internet based program for mothers and daughters. Recruited from postings on craigslist.org and from advertisements in New York City newspapers.	10 -13 years	10 interactive sessions	Universal	Web-delivery –Online and CD	Is a version of program number 27. Were identified similar outcomes and also 6-month follow-up showed reduction for 30-day alcohol, marijuana, poly drug, and total substance use.

Results

Of the 29 parental and family evidence-based programs only 9 programs, particularly: Parents Who Care, Parent Wisely, Triple P, Functional Family Therapy, Multidimensional Family Therapy, Strengthening Families Program, Mothers and Daughters (Computer Mediated), Asian American Mothers and Daughters Program, Mother and daugther intervention among Black and Hispanic Adolescent girls program use Technology-Based Intervention for Program Delivery and Dissemination. The last three programs are the same program, develop by the same authors but have different target-population.

Only one RCT study could be found comparing an evidence-based parenting group of the 7-session *Parents Who Care (PWC)*. Thiss an educational skill-building program created for families with children between the ages of 12-16. The program focuses on strengthening family bonds and establishing clear standards for behavior, helping parents more appropriately manage their teenager's behavior while encouraging their adolescent growth toward independence. The main aim is to reduce risk factors and strengthen protective factors within family settings that are known to predict later alcohol and other drug use, delinquency, violent behavior, and other behavioral problems in adolescence. In this process, program pursues to change specific risk and protective factors in the family and peer domains.

The program has a CD self-paced version with weekly phone calls (Haggerty, Skinner, MacKenzie, & Catalano, 2007). The results showed higher program initiation in African American families for the self-administered format. Additional results are favorable to the increased effectiveness of self-paced, home-use computer programs for ethnic as well as the higher risk families where parents have to work more and cannot attend group interventions as easily. Hence, it is possible that for families who can't attend a group-based parenting program regularly or need more exposure to learn the parenting skills, a program delivered via a CD, DVD, or the web could be more effective (Haggerty, Skinner, MacKenzie, & Catalano, 2007).

Parenting Wisely is a self-administered online program that teaches parents and their children important skills for enhancing relationships and decreasing conflict through behavior management and support. The program is designed to enhance child adjustment and has the potential to reduce juvenile delinquency and substance abuse. In addition, it seeks to improve problem-solving, parent-school communication and children's school attendance and grades while improving discipline (Pushak & Gordon, 2016).

The program uses an interactive CD-ROM that shows video scenes of common family problems. The program instructs parents in effective parenting skills through the use of demonstration, quizzing, repetition, rehearsal, recognition and feedback on correct and incorrect answers. The video program covers communication skills, problem-solving skills, speaking respectfully, assertive discipline, reinforcement, chore compliance, homework compliance, supervision of children who spend time in the company of peers who are a bad influence, stepfamily problems, single-parent issues and violence. The program is administered in one to three sessions, each lasting 2-2.5 hours, depending on the time spent by users in discussion. Parents using the program receive a workbook for future reference that outlines all problems and solutions included in the program (Pushak & Gordon, 2016). It is being delivered through the web commercially and used a brief self-administer parent training CD-ROM program that taught strategies such as contracting, contingency management, specific commands, I statements, active listening, assertive discipline, praise, and role modeling behavior to the parents. In a randomized study, Kacir and Gordon (1999) investigated the effect of PW CD-ROM on parenting practices. Thirty-eight mothers were assigned to either PW program or a no-treatment control group. Mothers enrolled in the PW CD-ROM program showed increased knowledge of adaptive parenting practices, and children

reported significantly lower rates of behavior problems as compared to the wait list control group.

The *Triple P* is a multilevel, multidisciplinary, evidence-based system of parenting and family support strategies designed to prevent behavioral, emotional and developmental problems in children (or, where applicable, to halt the progression or reduce the severity of such problems). It aims to help parents develop a safe, nurturing environment, promote positive, caring family relationships and develop effective, non-violent strategies for promoting children's development and dealing with common behavioral problems and developmental issues. The program also aims to promote parent confidence, reduce parent stress and, in the case of two-parent families, improve couples' communication and consistency in relation to parenting, thus reducing known risk factors and strengthening protective factors associated with behavioral problems (Sanders & Turner, 2016). It has a totally web delivered version being tested in Australia and Oregon clinics in small randomized control trials (RCT). These replication trials may eventually prove to the U.S. Preventive Services Task Force that family EBIs work in pediatric care as well as in community trials and should be ACA-funded.

In the *Computer Technology-Based Home-Use Strengthening Family Program (SFP) 7-17 Years DVD Program,* each of the sessions are only 20 to 30 minutes long, but parents have downloadable handouts and home practice sessions. Hence, the program is longer in practice. The program is structured so that parents learn from direct observation, practice and feedback from the trainers, videotape sessions, therapeutic interactions, and role play game situations. In the DVD the SFP skills are efficiently organized into a series of lessons that specifically target the risk and protective factors of bonding, setting boundaries, and monitoring. Children learn goal setting, Alcohol, Tabacco and Other Drugs (ATOD) resistance, and social skills, championed by engaging youth hosts. Each skill builds on the previous one and prepares the families for the next (Kumpfer, Xie, Silva, Brown, & Fennolar, in press). At certain points, families at home are asked to pause the DVD and role-play the skill they just learned – much like the regular SFP group classes. The original SFP lessons, updated in 2001 and 2003, were again updated in creating the SFP Home-Use DVD version. New information was included on how the brain develops during adolescence, how it is harmed by alcohol and drugs, and how to motivate children to change behavior. The lesson order was revised, allowing parents and children to learn the same skills together at the same time. This allows families to all be working on the same skill at the same time and can remind and encourage each other. Parent report their children enjoy the DVD (Kumpfer, Magalhães, & Greene, 2015; Kumpfer, Xie, Silva, Brown, & Fennolar, in press). It will enable the families to watch, review, and practice the sessions at their own pace, and at their own convenience, which in turn will increase the retention and engagement rate among the participants. Taken as whole, finding positive changes in 17 of 18 scales of outcome variables for the new 10-session SFP Group class DVD program suggesting positive changes in the parenting skills of the parents, the family relationships and in the children's behaviors and also alcohol and drug use is an important finding. However, more replications are needed with larger samples in RCTs as well as longitudinal outcome studies (Kumpfer et al., in press).

Multidimensional Family Therapy is a manualized family-based treatment and substance abuse prevention program developed for adolescents with drug and behavior problems and delinquency and helps the youth developing more effective coping and problem-solving skills for better decision making. Also helps the family improve interpersonal functioning as a protective factor against substance abuse and related problems. It´s delivered across a flexible series of 12 to 16 weekly or twice weekly 60- to 90-minute sessions and use digital technology for content delivery (Liddle, 2010; Liddle, Rodriguez, Dakof, Kanzki, & Marvel, 2005).

Functional Family Therapy (FFT) is an evidence-based treatment for adolescent behavioural problems, conduct disorder, substance misuse and delinquency (Sexton, 2010). The FFT model has three distinct phases: engagement, behaviour change and generalization. Therapist goals and interventions appropriate

to each phase are described in the treatment manual (Sexton, 2010). The FFT supervision process has also been detailed in a manual (Sexton, Alexander, & Gilman, 2004). Through telephone supervision with an expert FFT supervisor, therapists' adherence to the FFT model in community-based sites is assessed regularly. The FFT-Q system is a secure, web-based quality improvement information system and a series of evaluation studies has shown that FFT is effective in reducing criminal activity by up to 60%, reducing treatment dropout from 50% to 20%, and improving family functioning in areas such as communication and problem-solving (Sexton, 2010). Use also digital technology for content delivery.

Mothers and Daughters Program, by Dr. Steven Schinke, is a program that has been adapted for computer delivery on a CD as well (Di Noia & Schinke, 2007) for HIV and substance abuse prevention in three formats Mothers and Daughters (Computer Mediated); Asian American Mothers and Daughters Program; and Mother daughter intervention among Black and Hispanic Adolescent Girls. He has also developed gender and cultural specific versions via the CD-ROM or Internet for Asian American (Fang & Schinke, 2013; Schinke, Cole, & Fang, 2009) and African American and Hispanic mothers and preteen daughters with good two year follow-up reductions in 3-6-12 month alcohol, marijuana, and prescription drug misuse (Schinke, Fang, Cole, & Cohen-Cutler, 2011) and universal prevention family versions for testing with inner city girls and their mothers in New York City (Schinke, et al., 2009; Schwinn, Schinke, & Di Noia, 2010). The literature review document a variety of advantages in using technologies in family evidence-based interventions, namely (Kumpfer, 2014; Kumpfer & Brown, 2012), better cost-benefit ratio, better access, quicker spreading and dissemination, use of appealing and attractive resources, higher number of participants, as well of participation and engagement.

Conclusions

Family intervention, especially in social context, ceased to be focused solely in family, to start taking into account family and the several systems that directly or indirectly, are in relation and co-influence behaviours. In this context, research has demonstrated that family and parental skills training programs, based on evidence, have a positive influence in parents-children relationship patterns, as well in the perception of parental behaviour self-efficacy (Barth & Haskins, 2009; Lundahl, Nimer, & Parsons, 2006). It is important then, reflecting about the necessity of a wider spreading and dissemination of validated empiric strategies and ecologically effective, with the purpose of promoting and protecting children and families.

However, there is a dearth of literature and studies that compare the more traditional intervention setting (individual, family, group) and family evidence-based interventions that use new technologies. The current available literature describe promising results regarding use of technologies, for example, the use of DVD, CD, web-downloaded or smart phone applications delivery (Fang & Schinke, 2013), namely better cost/benefit ratio of the evidence-based programs with known impact in health care; higher engagement of parents and families; and higher number of participants with equally effective results (individual or family). Hence, a sustainable prevention needs intervention and dissemination models based in evidence, of low cost, high fidelity and ease of dissemination and implementation, in large scale, according to Interactive Systems Framework- IFS (Wandersman et al., 2008). Guiding and mobilizing the family evidence-based interventions, so that new technologies are incorporated, will increase sustainability of the prevention interventions and yield a better cost-benefit ratio. In this sense, more cost-effective ways of dissemination such as DVD, web, mail-out booklets, and smart phone apps should be developed, tested and compared to the more costly group or individual family delivery.

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BEGUM DILARA EMIROGLU[1], GUREL CETIN[2] AND FUSUN ISTANBULLU DINCER[3]

A TYPOLOGY OF TOURIST – TOURIST INTERACTIONS

Abstract

Identifying the components of tourist to tourist (T2T) interactions might provide valuable insights for tourism organizations in market segmentation and design of their operations. In order to identify factors that affect T2T interactions, exploratory study was designed and 25 tourists were interviewed on their interactions with other tourists. Analysis of the data revealed that T2T interactions might be classifed under attitudes, behaviors and physical appearance dimensions. Implications for the industry are suggested based on the findings.

Keywords: Other customers, customer to customer interaction, tourist to tourist interaction

JEL Code: M39,Y40,Y80

Introduction

Guest experience in tourism is affected by various factors in the servicescape including the physical environment and social interactions (Cetin & Dincer, 2014). Service encounter is defined as "a period of time during which a consumer directly interacts with a service" (Bitner, 1990). These encounters not only include the interactions with staff but also contacts with different elements that are also part of service encounter such as physical facilities (etc. building, equipment), service systems and other customers (Stauss & Mang, 1999). One of these elements is other customers in the service environment (Grove & Fisk, 1997) and might affect the nature of service outcome or processes (Wu, 2007).

Despite relationships between tourist-local and tourist-service personnel is explored in-depth, tourist-tourist interactions have been overlooked in tourism literature (Huang & Hsu, 2010). Customers may find themselves compatible with some customers, while incompatible with others (Martin & Pranter, 1989). Thus, behaviors of other customers might influence satisfaction/dissatisfaction with service experience and may affect consumers' future purchase intentions (Parker & Ward, 2000). Therefore, the purpose of this study is understand such elements that affect service experiences and offer a typology of these factors.

Literature review

Importance of customer to customer (C2C) interactions has been acknowledged in service management literature (Nicholls, 2008). Other customers are seen as important aspects of service experience and a driver of customer satisfaction and loyalty with service firms (Yoo et al., 2012). C2C interactions are defined as interactions between unfamiliar customers (Huang & Hsu, 2010). For example Martin and Pranter (1989) point out that other customers may influence the satisfaction of customers directly or indirectly through specific behaviors, stereotypical impressions, physical proximity, appearance and demeanor, and verbal exchanges.

Customer-customer interactions a vital aspect of service experience in many service industry. (Baron et al., 2007). One of these service industries is hospitality and tourism which involve sharing the service

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environment with other customers. (Miao et al., 2011). There are various typologies offered in the literature regarding C2C interactions (Martin, 1996; Grove & Fisk, 1997; Wu, 2007).

For example, Grove and Fisk (1997) classified incidents caused by other customers under two categories. First group has been labelled as protocol incidents (*e.g. physical incidents*, *verbal incidents, other incidents, other protocol incidents)* and second as sociability incidents (*e.g.* *friendly & unfriendly incidents, ambiance incidents*). Previous studies looked at C2C interactions in various servicescape usually in retail settings. Yet, C2C interactions in tourism service settings might be considered more intense and reflect various spatial differences. Different than most previous studies this study focuses on C2C interactions among tourists. Identifying the components of tourist to tourist (T2T) interactions might provide valuable insights for tourism organizations in market segmentation and design of their operations.

Methodology

This paper aims to understand the elements that affect T2T interactions and classify those based on an exploratory study. A semi-structured interview was utilized in order to reveal perspectives of tourists on T2T interactions. Participants were asked to reply to various open ended questions that enquire interactions with other tourists and T2T incidents they are faced that affect their experience.

International tourists who visited in Istanbul were interviewed during Oct 2016-Jan. 2017. All interviews were electronically recorded and transcribed in the same day. After conducting 25 interviews authors decided that the feedback collected started to repeat itself and saturated. Content analysis was used to analyze the data in a systematic way and involved categorization of common themes. The main objective of using this method is to explain and to better understand how categorizes T2T interactions.

Findings

Considering the demographic profile of respondents; 17 participants were between the ages of 18 and 45. In terms of educational status, majority of participants (23) had university degree. 19 participants had a monthly income above € 1,000; 6 participants were married, and 17 participants were female. Demographics profile of participants has been shown on Table 1.

Table 1. Demographics profile of participants

Age	F	Education	F	Income	F	Marital Status	F	Gender	F
18-25	8	High school	2	No income	5	Married	6	Male	8
26-35	7	University	14	0-999 €	1	Single	19	Female	17
36-45	2	Master	8	1000-1999 €	7	Total	25	Total	25
46-55	5	PhD	1	2000-2999 €	6				
56-65	3	Total	25	3000-3999 €	3				
Total	25			4000 € +	3				
				Total	25				

Source: Author

Based on previous studies and interview transcriptions, we classified factors of T2T interaction as positive and negative incidents. These factors were further grouped under *attitudes* (tourist's own

attitudes and other tourists' attitudes), *behaviors* and *physical appearance* of other tourists as displayed at Table 2.

Table 2. Typology of T2T interactions

	Attitudes		Behaviors	Physical Appearance
	Tourist's Own Attitudes	**Other Tourists' Attitudes**	• Being respectful • Being helpful • Being friendly • Being polite • Being calm • Willingness to talk	• Overall outlook • Clothing • Facial expression

Positive	• Similarity
	  -Age
	  -Same region
	  -Culture (eg. lifestyle)
	• Motivation
	  - Meeting the new people
	  - Learning experience
	  (eg.willingness to learn different culture, different lifestyle)
	  - Security
	• Type of travel
	  - Travelling alone
	• Idea of helping and getting help
	• Culturel differences
	  - Language differences (eg. knowing a common language or not knowing)
		• Being unprejudiced and open-minded
		• Cultural differences
		  - Individualist-collectivist cultures		

Negative	• Motivation
	  -Security
	• Type of travel
	  - Travelling alone
	  - Travelling with companions
	• Cultural differences
	  - Language differences (eg. knowing a common language or not knowing)
	  - Religious differences
		• Being prejudiced and conservative
		  - Racism
		  - Nationalism
		  - Excessive devoutness
		• Cultural differences
		  - Individualist-collectivist cultures
			• Making noise
			• Cutting line
			• Smoking
			• Use of excessive alcohol
			• Overbearing, rude and immoral actions
			• Uncontrolled children
			• Taking much photos and videos
			• Littering
			• Unjustified complaining
			• Ethnic and dirty jokes
			• Habits of different eating
				• Overall outlook
				• Clothing
				• Facial expression
				• Dirty smell

Source: Author

Attitudes reflect feelings, predispositions, beliefs or opinions to respond positively or negatively towards certain situations and persons. Grove and Fisk (1997) indicated that friendly & unfriendly incidents such as others being hospitable, amiable, rude and so on may affect the service experience and enhance or undermine customer satisfaction. Based on the analysis of transcriptions, attitudes that both positively and negatively affect the interactions consist of *cultural differences (eg. individualist-collectivist cultures, language differences), motivation (eg.security), type of travel (eg. travelling alone)* and so on. These were further grouped under tourists' own attitudes and the perceived attitudes of other tourists. For example similar language and cultural background were identified as positive attitudes as this facilitates communications among tourists. Corroborating with this, R9 indicated that: "… if I meet some people who speak English or another language, you can speak, I tend to interact but if it is a different language than the interaction is more challenging."

Perception of security and resilience to safety issues were also found to be internal factors that affect T2T interactions. Some respondents stated that they refrain from interacting with other tourists because of security concerns. For example, R6 indicated that: "My interactions somewhat depends on the country. Sometimes the country is not very safe… for me Iraq is risky but Dubai in Saudi Arabia is a safe place. When you travel another country that have a difficult culture, difficult religion, you somewhat feel unsafe. …sometimes I don't interact with others even if they are staying in the same hotel". Matsumoto et al. (1998) argues that positive attitudes toward foreigners are indicative of more

individualistic tendencies. In individualist cultures, less distance was devoted to external group relations than to collectivistic cultures. It was also found in this study that people who come from individualist countries are more keen to make friends. For example, R20 indicated that "I don't like Asians because their culture is different. Sometimes it is very hard to communicate, even when they speak English they have a distance... It is easier to interact with Europeans and Americans".

Behaviors are acts of individuals and were identified as an important element that affect T2T interactions. Behaviors such as *making noise, cutting line, smoking, use of excessive alcohol, overbearing, rude and immoral actions, uncontrolled children, taking much photos/videos, littering, unjustified complaining, ethnic and dirty joke, habits of different eating* were perceived negative by tourists, positive behaviors were listed as b*eing respectful, friendly, helpful, polite, calm and willingness to talk*. Grove and Fisk (1997) also found that behaviors of others such as helping to mind children or wheelchairs, cutting line, talking loudly, children yelling, people cursing, being hospitable, being amiable, and being rude might affect overall satisfaction of tourists. Martin (1996) also found violent (e.g. kicking a chair, hitting the table) and grungy behaviors (eg. not wearing shoes or shirt, proping their feet on a table, wearing dirty clothing, smelling as if they had not showered in several days) are most dissatisfying factors that affect other customers' satisfaction. Wu (2007) found that protocol and sociable incidents of other customers (eg. beginning a conversation, to be interested in socializing) have a positive impact on customer satisfaction. Confirming these, about negative behaviors of other tourists (e.g. making noise, uncontrolled children and taking much photos and videos), R7 indicated that: "big tourist groups are talking very much and they are very noisy. They always take pictures or photos. They laugh, they scream. I don't like that because sometimes it is not respectful for the people. They take photos inside. Child child run inside of mosques. I think that this is unrespectful to culture. I don't like it".

Physical appearance reflects the external look and appearance of other tourists that usually affects tourists at first sight and includes such items as overall outlook, clothing, smell and facial expression (eg. gestures, mimics and smile). Wang (2009) indicated that when people decide to make a total stranger conversation, people are affected his/her appearance. If a person's overall appearance and clothing are not appropriate, it can lead to misperceptions. Martin and Pranter (1989) indicated that customers may be affected directly or indirectly by appearance of the other customers. Chan (2009) stresses that facial expressions are particularly important source of social and emotional information such as the inner emotional state of an individual and the identity of a person. Confirming these, about the overall appereance, P12 indicated; "…I mean like regular people. Person must look clean and tidy ". About the clothing P19 surmised; " ... If you are dressed in smart clothing yes it is suitable for me to interact with you but someone look like homeless." About the facial expressions, R4 indicated that: "Other people… if they smile; it is easier for you communicate. If you are not smiling, I don't know my way for talking." Dirty smell was also mentioned among factors that negatively affects the tourist's interaction. About the smell P13 indicated that; "... Because some of them have a terrible smell, and I do not like to chat with these people. You can not stand with them. You need to put a stopper on your nose to stay with them".

Conclusions

This paper explored T2T interactions identified three main factors that affect T2T interactions. These are *attitudes, behaviors* and *physical appearance*. Tourists have different characteristics, personalities and attitudes that are reflected both in their behaviors and physical appearances. Understanding these factors; marketing and operation managers working in tourism industry might be in a better position to leverage customer compatibility and take into consideration the cross-cultural differences while segmenting and targeting the market. Practitioners might also enforce codes of conduct for customers

(policies to regulate smoking, dress code etc.). Ability to solve customer complaints might also be easier if service staff is trained about possible areas of discontent among tourists.

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SYED MUHAMMAD HAIDER ZAMAN GARDEZI[1] AND NAVEED AHMED[2]

FREUD'S IMPACT UPON SURREALITIC FICTION WITH SPECIAL REFERENCE TO HERTA MULLER'S NOVEL THE PASSPORT

Abstract

In this research article I examine the impact of Freud on surrealism with a special emphasis on the idea of unconscious mind and unconscious symbolism which actually became the inspiration for surrealistic artists. I commence with the introduction of Freud's life and his idea of the Unconscious mind along with its topographical view with a reference to dream theory and psychology of errors (parapraxis). This is followed by a literature review which includes Freud's works dealing with art and literature and critics views on Freud and his theories with a reference to Freud's position as a thinker and a psychologist in the world. After discussing Freud's position as a psychologist, I examine the novel The Passport in the light of surrealism and its major theoretical formulations. I contend that Freud's impact goes beyond the province of textbook psychology and extends into other fields of human endeavor such as fine arts and literature of which surrealism is one prominent example. I also argue that surrealism, that had its roots in Freud's ideas, is very helpful in understanding the figurative language of literary texts. By amalgamating dreaming and realism a hybrid approach towards literature is created that is best suited to the concerns of not only Surrealistic writers and artists but also by gaining the knowledge of its development right from its precursor's inspiration from Freud, the knowledge of it can also help us to develop a link with that of psychology and fine arts which is very helpful for the student of literature at least for the development of a broader perspective for modern literature's understanding.

Keywords: Surrealism, Unconscious Symbolism, Parapraxis and Realism

JEL Codes: Y92, Z19, Z11

Chapter 1

Introduction

> If I cannot move heavens, I will swirl up the internal regions[3].
> Sigmund Freud (1856-1939)

1.1. Introduction to the life of Sigmund Freud

Sigmund Freud, the founder of psychoanalysis[4][5]and the father of modern psychology[6], was born in a Jewish family in the small town of Moravia Chekoslavakia on 6th may1856.His parents moved to the city of Vienna when he was only four years old, and this migration to Vienna became a good luck for Sigmund Freud because it was in Vienna where he lived almost his entire life and also where he breathed the air of truth and heavens. Freud's father, Jacob Freud had three wives, Amalie, Freud's mother, was the third wife of Jacob. She survived until the age of 95. She had seven children but Freud was her favourite child as she used to call him (my golden sigi) one reason to which Freud accredited his inner confidence. As a child he was very precocious and extremely hardworking. He stood first for the six

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[1] National College of Business Administration and Economics Multan, Pakistan.
[2] National College of Business Administration and Economics Multan, Pakistan.
[3] (Freud, *The Interpretation of Dreams*, 1900)-Epigraph
[4]"For psychoanalysis is my creation; for ten years I was the only person who concerned himself with it".
[5]"I consider myself justified in maintaining that even to-day no one can know better than I do what psychoanalysis is, and how it differs from other ways of investigating the life of the mind."[5] (Freud, 1914) *The History of Psychoanalytic Movement*. (P7)

consecutive years when he was in school. By the time he left school, he had mastered Greek, Latin, German, Hebrew, French, Spanish, Italian and English. He started reading world classics including Shakespeare, Goethe and Milton when he was eight years old. (Anthony Storr 1989;1-3)

From his earliest years he was too serious and therefore dedicated his entire energy and time to the studies that it became evident to his teachers and his kinsmen that he will make mark in the world. He also himself had this mission in mind that he will make some important contribution to knowledge which certainly became true as he discovered the parental truths of psychodynamics, a word that was coined by Freud himself.

1.2. Impact of Sigmund Freud

Neither speculative philosophy nor descriptive psychology nor what is called experimental psychology, are in a position to tell you anything serviceable of the relation between mind and body or to provide you with the key to an understanding of possible disturbances of the mental functions[7].

"I was compared to Columbus, Darwin, and Kepler".
Sigmund Freud. (1914)

"He looked like a philosopher in being a system builder".
Anthony Storr. (2001)

(John Mills 2004,) writes that Freud is one of the most dominant thinkers of our time that he entirely altered our way of looking at the world , of commercing with human beings, human nature, science , religion, civilization and gender[8](p xi). (Ricour as quoted by John Mills) refers to Freud's writings as the monuments of our culture. While (Wollheim as quoted by John Mills) says that he revolutionized the world[9]. He further says that we can agree or disagree with him but not without him. His ideas have become so widespread and significant that nowhere can we afford to disregard him, without being reminded of his legacy. Moreover he writes that we can feel his impact upon philosophy, literature, socio-political theory, cultural theory, history, feminist thought, film studies, semiotics, neurocognitive science and the history of ideas.

(Matt Jarvis 2004, 22) quotes (Eysenck 2000) that the position of Sigmund Freud is so unique in psychology and other fields that even after hundred years of his first publication and sixty years of his death, he is still undoubtedly the unparalleled psychologist and the most notably referred and quoted psychologist of the world in the contemporary literature.

1.3. Introduction to Surrealism[10]

"The Surrealists are no exception. They are logicians and moralists primarily"[11].

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[7] Introductory lectures on Psychoanalysis. (Freud 1915)Vol.15 p20

[8] "Hand in hand with this expansion of psycho-analysis in space went an expansion in content; it extended from the field of the neurosis and psychiatry to the other fields of knowledge".

[9] "(Sigmund Freud 1914; p30,26,43) writes that the theory of psychoanalysis has penetrated into the most distant lands and everywhere not merely startled the psychiatrists but commended the attention of the educated public and of scientific workers in other fields".

[10] Beside doctors psychoanalysis attracted writers, painters and so on.
On the History of Psychoanalytic Movement. P26(1914-16)

[11] Peyre, Henry (1964)TheSiginificance of Surrealism. Yale French Studies.no31Bigsby

"I believe in the future resolution of two extremes that is dreaming and reality, into a sort of one actuality called surreality"[12].
"Everything has appearance and essence, shell and kernel, mask and truth. What does it say against the inward determination of things that we finger the shell without reaching its kernel, that we live with appearance instead of perceiving the essence, that the mask of things so blinds us that we cannot find the truth"[13]?

Henry Peyre (1964) writes that Surrealism, which means transcending the realm of realism, has received an unparalleled attention in the milieu of art in countries like France and Switzerland where it actually flourished, is one of the most daring attempts at not only altering and further developing art, literature and painting but also psychology, ethics and, man himself. Outside all aesthetic or moral preoccupations, it was a literary and philosophical movement which started in the 1930s in France and eventually spiralled into art. It was actually facilitated by Freud's theory of dreams which he wrote in his marvellously written book *The Interpretation of Dreams*, his therapeutic method of free association and his topography of the unconscious mind. Surrealism refers to something which goes beyond realism or which is beyond phenomena. Surrealists actually confirmed the idea of Freud that there exist forces behind the traditional layers of our mind which actually control us. Thus Surrealists would like like to liberate man from those forces which enslave man's freedom. It was developed as an ideology by the famous prose writers of 1947 France like Andre Breton, the major theorist and many others like Eluard, Char and Densos and several gifted painters and a group of artists and writers who were later known as surrealists. It became famous in many European countries and in different continents of the world. One of the major assumptions of surrealism was that many writers and artists of the past like E.A Poe, Blake and Bosch rise above the level of realism and thus they land into the territory of surrealism without really knowing it and thus therefore they should be known as the precursors of Surrealism as Rousseau became the Precursor of Romanticism and Baudelaire became the reason behind the symbolist experiments. At a broader level surrealism represents human emotions, a love for the world of phantasy and dreams. Moreover it refers to the free expression of individual's imagination and thinking the idea which had its roots in literature and theories of Sigmund Freud.(p. 365) The Theories of Modern Art.(Hershell B. Chip 1968). The Surrealist movement was a refined version of Dadaism which was also a movement of art but it was simply a negation or a kind of a reaction against the traditional values because the young artists were fed up of the war between their countries and thus a moment became an expression of their hatred towards war however surrealism was more of a theoretical movement influenced mainly by the findings of Psychoanalysis. The Dadaists became nihilists and started composing non sensical poems and paintings which was actually a way of resisting war and its mayhem. Quite contrary to the surrealists, they neither had any theoretical foundations nor a mentor. Thus they were not organized in their approaches and perspectives. This movement was actually developed by a German dramatist Hugo Ball(1886-1927). Some of the famous artists of the Dadaist movement were Marcel Duchamp, Romanian artist, Richard Huelsenback and Marcel Janco who actually predicted its light weight ravishments in Paris. The moment declined in 1923 when Duchamp divorced painting and started focusing more on the intellectual activities like Chess and Mechanics.

The movement next to come after the decline of Dadaism was Surrealism and was comprised of a very developed ,proportioned and organized artists and writers , most of which were attached to Dadaism in their past, but who in 1924 joined the group of Andre Breton, the founder of Surrealism, in Paris when he first published his Surrealist Manifesto.

The larger academic part of the movement was rooted in Freudian psychology and the symbolism of dreaming which actually became the inspiration for the surrealist painters and novelists. The surrealist

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[12] Manifesto of Surrealism.The Critical Idiom.Dada & Surrealism.1972. C.W.E Bigsby
[13] Franz Marc , Aphorisms, (1914-15) p180 theories of Modern Art 1968 Hershel B Chipp.

artists like Dali had a great respect for Freudian theory that not only he utilized Freud's theory of dream interpretation but also Freud's writing style which surrealists thought was the best example of automatism, which actually refers to the flow of words and images welded with language without any conscious control or resistance. Thus surrealists they picked dream images and unconscious symbolism from Freud's *The Interpretation of Dreams* and then afterwards developed a complete system of their own of painting and writing called Surrealism.

1.4. Introduction to Herta Muller

Herta Müller was born on 17[th]August 1953. She is a German-Romanian novelist, poet, essayist and a winner of the 2009 Nobel Prize in Literature. Born in Nițchidorf, Timiș County in Romania, her native language remained German. Since the early 1990s she has been internationally recognized, and her works have been translated into more than twenty languages.

Müller is noted for her works depicting the possessions of violence, brutality and terror, usually in the setting of Communist Romania under the repressive Nicolae Ceauşescu regime which she has experienced herself. But what stands out in her novels is the use of surrealistic imagery. Many of her works are told from the viewpoint of the German minority in Romania and are also a depiction of the modern history of the Germans in the Banat, and Transylvania. Her much acclaimed 2009 novel *The Hunger Angel* portrays the deportation of Romania's German minority to Stalinist Soviet Gulags during the Soviet occupation of Romania for use as German forced labour.

Müller has received more than twenty awards to date, together with the Kleist Prize (1994), the Ariteion Prize (1995), the International IMPAC Dublin Literary Award (1998) and the Franz Werfel Human Rights Award (2009). On 8 October 2009, the Swedish Academy announced that she had been awarded the Nobel Prize in Literature, describing her as a woman "who, with the concentration of poetry and the frankness of prose, depicts the landscape of the dispossessed".

The Passport was actually published in Germany in 1986. According to *The Times Literary Supplement*, the novel was indecipherable because there is nothing specific to decipher, it is candid, but somehow beside the point, redolent of things unsaid and is loaded with surrealistic imagery which makes this novel actually a surrealistic novel because Muller has employed several surrealistic images as it becomes obvious when one only reads the novel and also the reviews of the novel. From odd observations the villagers sometimes make ("Man is nothing but a pheasant in the world"), to chapters titled after unimportant props ("The Pot Hole", "The Needle"), everything points to a strategy of unfamiliar meaning …The resulting sense is that anything or indeed everything – whether spoken by the characters or described by the author – is potentially dense with surrealistic imagery which occupies an emotional space far beyond its size or the seeming simplicity of its story.

The aim of this study is to work in traditional psychoanalytic paradigm and to trace out how Freud facilitated the emergence of Surrealism in art and subsequently in literature and how Herta Muller got inspiration from surrealists.

1.5. Realism and Surrealism

"Realism tells me what is, but surrealism tell me what can be" (Kim Grant 2005, p. 76)
Freud wrote few words for reality which are as follows:

"Reality as it is experienced by human beings is something world apart from
Invention and we set a very distinctive and high value upon it".

(Freud 1916-17, p. 368)

Kim Grant (2005) defines realism and surrealism in these words that it is a tragic state between reality and dream. That the dream is not very poetic in its illustrative representation in that true poetry in painting can also be but represented by a Sleeper. (p. 238). He further says that modern art has given more priority to personal expressions through form than truth. True realism in art can only be expressed by the force of openness, honesty and humility before nature and surrealism is simply a conception of the artists activity either of awareness or deception of the transcendence of the essence of that reality which he internally thinks as real. (p. 239). The real problem with defining realism lies in the deviation of glances in the understanding of those professed images in making sense of the contradictions in the light of personal discernment. It lies actually in the prefecture of the mind and not in the anatomical structures of works created. The outside world for the painter as well as the philosopher does not exist unless it is mastered by the internal forces or in other words by the psychic forces of the artist. Kim Grant thinks that realism is uninflected naturalism, illustration of significant subject matter and contradiction. Therefore surrealism is a peculiar approach of the psychologist and philosopher of which they think it is close to rhythmical naturalism as imaginative creation rather than capturing the realistic representation. (p. 240).

1.6. Automatic style[14]

Another important concept in the theoretical formulations of surrealism is automatic style which actually resulted from Freud technique of psychotherapy called free association. Kim Grant (2005) define automatic style in these words that it is basically the abandonment of all mental control and a free release of the thoughts and words in any form of communication either verbal or written (p. 244).

Freud would ask his patents that in order for the proper treatment they should allow their thoughts to release. As he says in his own words (1905 p251) "you should let yourself go as you would do in a conversation in which you are rambling on quite disconnectedly and random. He further used to advice his patients that they should include in their conversation whatever comes into their heads. Even if they think it is un important or irrelevant or non-sensical; he use to insist they should not omit any thought or idea which is either frustrating or distressing. According to Freud "free association" or as surrealist use to call it "Automatic style" is the only proper way of bringing the unconscious material to light. (p266).

With this technique Freud was also able to understand the illnesses of the tongue know as amnesias which were direct consequence of repressions (p. 251).

Kim Grant (2005) Automatic style actually brings a deeper association of the things with words in a united way which is central to surrealism.(p. 83).

The ultimate goal of automatic style is not only to expressed thought as superior to all other things but an effort to gain to access to lyrical language.

Dreams are a good example of automatic style because in dreams there is no control of reasons upon the mind so therefore mind finds itself free and gives birth to hap hazard images. (p. 77). Dreams represent the natural imagination of the human mind in obtaining the satisfaction of its wishes. Thus it is the artist's role to bring the dream world into practice. Poetry teaches us how to maintain the daily and

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[14] (Herrschel B. Chipp 1968) "Automatic writing is an exercise by the help of which all conscious control are realized, the marvelous and boundless world of pure psychic automatism, images of the unconscious could now to the surface. The writer had only by various means to shock himself free from these controls and then automatically to record whatever thoughts and images presented themselves. The same method for the painter produced. automatic drawings". "Surrealism as a movement thus was much broader in scope than either literature or painting, and was in the words of Breton, "pure psychic automatism" (p370-371).

intelligible collection of human desire but there are things which fail to find their way into poetry, they should be expressed in the artistic activity of the surrealistic artist. Although created by the mind but released without rational control the poetic image expressed in an automatic way at least satisfies human desires and the potential of the mind. (p. 77). "The image expressed in automatic style is a pure creation of the mind".(p. 78). This automatic image is not just the result of the comparison of two realities but of the conjunction of two or more less distance reality. The more remote the connection between the two realities will be the stronger and greater will be its emotional power and poetic reality. (p. 78).

1.7. Surrealistic images in Herta Muller's "The Passport"

Freud (1913) writes that there is only a single field of our civilization that has the omnipotence of thoughts, and that is in field of art. Only in art does it still happen that a man who is consumed by desires performs something similar to the achievements of those wishes and that what he does in play produces arousing effects, thanks to artistic fantasy just as though it were something actual. People speak with fairness of the magic of art and compare artists to magicians. (p. 90).

'The moon is large. I dreamt of the dry frog. I was dead tired. And I couldn't get to sleep. The earth frog was lying in bed. I was talking to my wife. The earth frog looked with my wife's eyes. It had my wife's plait. It had her nightshirt on, which had ridden up to the stomach' (p. 9).

Here are some examples taken from the text of Herta Muller's novel The Passport that clearly show surrealistic images. For instance: The largeness of the moon is an image of realistic dimension but comparing the frog with wife and finding the wife in an earth frog makes this image a surrealistic image. Actually here is an indication of male's fear of female sexuality. In these lines the male thinks of himself as insect and is afraid of getting devoured by an earth frog. Besides this if we just look at the above mentioned line of the text clearly than it becomes obvious that actually it is his wife shouting a not the earth frog.

In the end of the same chapter we encounter with several surrealistic images which are as follows:

'The earth frog pulled the night shirt over its thighs' (1)
'The earth frog smiled with my wife's mouth' (2)
'My daughter has calves like melons' (3)
'There his shadows in her eyes' (4)
(p. 10)

In the first line of the text we see that the shirt which human beings they are suppose to wear but it is found on the legs of frog which is again a surrealist image because we see the welding of the two different realities, shirt and frog. Shirt and frog if separately seen are realistic entities but together they become surrealistic in nature.

In the second line we see that the smiling of the earth frog is compared with the mouth of a living human being. Smile in itself is basically a humanly characteristic and not something to be found in frogs. Frog they usually have jaws and human beings they have mouths but here in the text the situation is being reversed and the mouth is attached with an earth frog. Thus it also become a surrealistic image.

The third line is basically metaphorical in nature but the comparison of thighs with melons makes it a surrealistic image. Thigh and melons alone are realistic entities but welding of thighs with melons gives this image a surrealistic dimension because legs are being disfigured and in reality calves can never be melon's like.

In the fourth line we see that image of shadow is being traced in the eyes which is again not possible thus it also becomes a farfetched image or in other words a surrealistic image.

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GHIZLANE SAAD[1], REDOUANE AHNYNE[2] AND NABIL CHERIET[3]

THE CONTRIBUTION OF INNOVATION MANAGEMENT TO THE COMPANY'S EVOLUTIONARY THEORY

Abstract

Among the theoretical approaches of the firm, only the evolutionary theory of company reserve a significant part with innovation and with the technological change. Initiated by work of Winter and Dosi 1982, this approach is enriched by new contributions. The evolutionary theory of the firm indicates the innovation like métas routine with double types of knowledge: codify and tacit, which insert in an organizational device based on the training.

This theoretical approach considers the innovation of an endogenous manner thanks to the contribution of the actors dedicate to research development. It considers only one problem or conflicts of cognitive order. However many recent work showed the limits of this approach in particular as regards management of the innovation. In other words the company is brought with to solve problems not only in order cognitive but also economic, commercial and relational. The management of the innovation integrates multiple devices of coordination: incentive, resolution of the problems, communication.

The object of this communication is of going in this direction, to propose a grid of reading likely to widen the prospect opened by the evolutionary theory for the firm by integrating the mechanisms of training and coordination mobilized by management of the innovation in order to answer the constraints inherent in any process of innovation. The communication is organized in two parts. First is dedicated to the large features of the evolutionary theory of the firm. The second takes note of some limit this theory and thus sticks to fill them while resorting to the lesson of the management of the innovation.

Keywords: Evolutionary theory, innovation, innovation management, processes, training, R & D

JEL Codes: O30, Q50, O10

Introduction

Many work agrees on the following point: the evolutionary theory of the company dissociates other theories, in particular contractualists, by the importance which it attaches to the innovation and the technical change (Coriat, Weinstein, 1995; Lazaric, 2010; Baudry, Chassagnon, 2014. Maâninou, 2016). Thus, following Nelson and Winter (1982), is set up a Simon but research program which is inspired freely by the heritage of Schumpeter, also from which it borrows the concept of rationality limited like behavioral assumption. This program puts the routines and their articulations with the processes of training in the middle of dynamics of the firm, in particular the méta-routines (orinnovations) which cause changes and this by collecting technological opportunities in order to operate a change of routines. Also, the activities dedicated to the R & D mobilize méta-routines which determine what it should be explored, how and up to whatpoint (Dosi, Teece, Winter, 1990). They activate them according to the heuristic ones of search and resolution for problems of mainly cognitive nature. This articulation thus draws the trade of the company, i.e. its land but so secondary competences, located either upstream or downstream. The change of routines is done as for him in an endogenous way thanks to the transformation of secondary competences into land competences. This transformation also rests on mechanisms of selection: importance of the capital, access to the credit, institutional standard.

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If this approach attaches importance to the innovation, force is to note that it gives only few indications not only on the methods of coordination of the activities of R & D but also on the reports/ratios which the latter with the other functions maintains the company. The raised problems and treaties concern "dissonances cognitive", they are essentially of ordertechnico-scientist. The conflicts and the resolutions of the problems, interalia, organisational are under valued. However this type of activity can mobilize an important manpower interns and external with thecompany (Baudry, 1995; Maâninou, 2010; Julien, Lung, 2011), which can feed from the tensions, the process of innovation can be long with the image of pharmaceutical industry (Weil, 2003), of the relations with public and private partners force themselves to explore the advances of science and to benefit from it… In short it is necessary to take account of the mechanisms of incentive, control and resolution of variedproblems (Cohendet, 1989; Cohendet, Llerena, 1999).

To fill this vacuum, the contribution of part of the literature dedicated directly or indirectly to management seems to us completely indicated. It is mainly about work which is interested in first chief in the technological and organisational innovations. Their field of investigation relates to industrial activities like aeronautics and the car. Without calling into question the distinctive features of the evolutionary firm, this contribution puts forward what follows: the innovation destabilizes the established order, causes resistances, accentuates uncertainty and also puts in front of the acts deviance. Consequently the installation of mechanisms of incentive of control and training is likely to better channel the efforts in the same direction and to solve various problems: technological, economic, commercial, relational… Accordingly, the manager can slice and direct the process of innovation and thus play the internal part of selection while supporting such or such direction.

The object of this communication is of going in this direction, to propose a grid of reading likely to widen the prospect opened by the evolutionary theory for the firm by integrating the mechanisms of training and coordination mobilized by management of the innovation in order to answer the constraints inherent in any process of innovation. The communication is organized in two parts. First is dedicated to the large features of the evolutionary theory of the firm. The second takes note of some limit this theory and thus sticks to fill them while resorting to the lesson of the management of the innovation.

A. Les traits distinctifs de la firme évolutionniste: routines, organisational training and distinctive competences of the company

1. Routines and organisational training

For the current which occupies us in thiscommunication, "routines", "organisational training" and "competences" are three central categories to apprehend the distinctive features of the evolutionary firm. Let us start with the examination of the first category which constitutes the base of the conceptual and analytical building of the evolutionary firm insofar as it returns to the "memory of thecompany": "The routinisation of theactivity in an organization constitutes the most important form of storage of specific operational knowledge of the organization (…) The organizations remember by making" (Nelson, Winter, 1982, p. 90). Nelson and Winter do not propose therefore an extensional definition of routine, which caused after the publication of their work of sharp debates on its contents and, consequently, fed a flowering of restrictive or broad acceptances of thisconcept (Garapin, Llerena, 2007; Lazaric, 2010). Nelson and Winter (1982, p. 97) stress that they use it in highly flexible way a "(…) That refers to a repetitive model of activity for a whole organization, as well as a particular competence". The flexible dimension of this concept results thus in the location of a hierarchy of routines – individual and organisational, static and dynamic - which form part of processes of training and form consequently the organisational memory subjacent with distinctive competences of the firm. The table which follows us gives a first presentation of it.

Table 1. Test of classification of the routines

Type of the routine Nature of the routine	Individual	Organisational
Statics	Know-how (skill)	Standardized operational procedures
Dynamics (searchcapabilility)	Aptitude for research	Méta-routine

Source: Garapin and Llerena (2007).

One can thus distinguish between static routines and dynamic routines. The first applied to the agent are synonymous with know-how, i.e. of a capacity to carry out the same task in a repeated way which derives from an activity of satisficing (Nelson and Winter, 1982, p. 243). One of the characteristics of the static routines is that they incorporate a dimension "tacitness" - "oneknows some more than what we can say" - who is the result of the cognitive characters of the agents, those are not by no means of perfect calculators: they function according to tested routines, repeated while drawing from the repertory of the answers of which they lay out to provide in a quasi automatic way an adapted answer, without being necessarily able to explain their choice in form, for example, linguistic. They know simply "how to make" (how to negotiate with a customer, a senior in rank; how to handle such an instrument; etc) without to be able to explicitly represent the followed rules (see framed 1).

Framed 1. One knows some more than what one can say

Let us take the example of a child with whom one wants to learn how to make bicycle. One explains to him that it is necessary to sit down on the saddle, to hold the handlebar firmly, to pedal while holding to preserve its balance, to avoid looking in bottom… Inshort, knowledgecodifiablesverbally is communicated to him. Any relative having learned how with his child to make bicycle knows well that these instructions are insufficient so that the child succeeds of the first blow. Also, the latter several will falltimes, wipe a few scratches, possibly pour some tears, go back in the saddle … It is only at the end of one certain time, on the basis of its own experiment, which it will manage to roll to bicycle without falling. In fact, which the child progressively accumulates with his experiment, they are all tacit knowledge necessary to its success.

Source: Adapted of Bouba-Olga (2003).

The static routines are considered, at the organisational level, like standardized operational procedures. They simple, recurring and are stabilized. They focus the attention of the economic agents on tested procedures which do not require "a deliberation on the level of the choices, confining the behavior in well defined ways" (Nelson, Winter, 1982, p. 89). Dimensions repetitivity and automation explain why the routines are economically more effective, and impose themselves vis-a-vis the deliberation or on the contract heavier in costs of coordination. Once acquired, the routines are spread without clashes, and additional costs.

If each particular routine constitutes a knowledge to make particular, a manner of associating and of combining fragmentary competences built-in in individuals to carry out a task, catches together the

routines form the "organisational memory" of the companies. It materializes in the form of files, of documents, interfaces…, and constitutes a stock to know to make in which the agents draw to ensure the good course of operation within the organizations.

For the pioneers of the evolutionary theory of thefirm, interindividual coordination rests on the routine dimension which controls and makes coherent the behaviors of the agents. The latter distinct and are equipped with cognitive characteristics which are clean for them. Within this framework, coordination does not rest on the presence of an omniscient director able to ensure super-coordination between decisions a priori non-cohesive, but on the routines which, acquired by the agents during their interactions, are in the middle of the behaviors of the individuals and allow consequently the coherence of the decisions within thefirm (Coriat, Weinstein, 1995). This coordination thus returns to the cognitive capacity of the agents to observe the operational procedures standardized, to mobilize their knowledge in a routine way, adapted: " what is central in coordination is that the individuals know their work, interpret and answer correctly the messages that they receive" (Nelson, Winter, 1982, p. 104). This coordination appears in various ways: glance, ringing, signals, shaking of head… It remains, in principle, tributary of a "organisational truce" sothat the deployment of the routines is stabilized and perdure in time. We stop on this point. Nelson and Winter (1982, pp. 107-112) are not unaware of theexistence of intra-organisational conflicts which are likely to destabilize the routine organization of the firm and with thus making go up on the surface of the divergences of interest between the agents which make it up. They evoke in this respect dysfunctions of the kind: not compliance with the rules, sabotage… They refer there after to certain mechanisms of control equipped with threats and other sanctions which, with the wire of time, become in their turns creatures of habit. But the evocation of these conflicts and their corollaries is a stylistic effect because, after having recognized that the taking into account of these conflicts is important, they write: "the routine activity implies an organisational truce of the intra-organisational conflict" (Nelson, Winter, 1982). Consequently, so that the wheels of the organization are well oiled, it is necessary to put the conflicts of interest between bracket. This truce relates to at the same time the relations between the individuals and those which connect the hierarchical levels of the organization. It ensures the maintenance of the usual activities of the latter. It gives to cognitive coordination all its force and consequently reduces occasion the impact of the "cognitive dissonances" which can affect the organization of the firm: essence is that "these people are good as regards…" (Dosi, Teece, Winter, 1990, p. 246).

The static routines fit in a mode of application of the rule ready with employment (rule ready to uses), rule which is most usually employed in an organization and which is turned towards the simplification of the problems of interpretation. The routines have the capacity to generate the collective action, they guarantee the regularity and the foresee ability of the individual behavior necessary for the collective action. From this point of view, the routine expresses an interaction between dimensions coordination and cognition (B. Reynaud, quoted by Hook, Llerena, 2007). The repetition of the routines gives birth to procedures of training: "one of the characteristics fundamental of the routine is that it offers a training appropriateness (…) process by which the repetition and the experimentation make that the tasks are carried out better and more quickly and that new production appropriate nessesare identified" (Dosi, Teece, Winter, 1990, pp. 242-243). On this subject, the training acquires two characteristic-keys. On the one hand, it is generally cumulative, in the sense that this characteristic indicates that the repetition and the experimentation lead to an enrichment of know-how of the agents which results in improvements of the incremental type. Thus, which is learned during one time rests on what learned during former periods. The individual knowledge acquired by training must however be used in order to preserve it, or else they risk with long to be forgotten. In fact the organisational routine sare used as support and of crucible for the maintenance of this knowledge to make which is largely tacit. The routines are for this reason models of interaction which constitute solutions appropriate to particular problems. In addition, the training is total. This type of training implies more organisational individual competences. Although the knowledge to make individual are essential, their value depends on their employment in particular

organisational assemblies. The processes of training are intrinsically social and collective phenomena. The training occurs not only by the imitation and the emulation of the individuals, but also because of joint contributions to the comprehension of complex problems. The training thus requires common codes of communication, procedures of coordination and search for solution.

If, as pointout it Coriatand Weinstein (1995), the common codes of communication are formalisables and potentially transferable, the training as such can be transferred only with the help of certain losses from substance, and this because of the tacit dimension of the routines. Knowledge can certainly be the object of a transmission, but according to a long process of training. The transmission is not done in an articulated way, even less recordable, it is mouldedrather in a process of demonstration, training, progressive experimentation, or for the statement differently: "the training is a process of test, feedback andevaluation" (Dosi, Nelson, Teece, 1990, p. 244). The process of training and the organisational routines which are closely associated for him are thus registered in thus a precise context, following particular organisational assemblies. Since the behavior of the agents is urged on by limited rationality, the firm does not deploy on the plans individual and organisational the whole of its capacities and potentialities, it thus concentrates on some which it develops, via the training, to improve and reinforce competences which are clean for him. This local specificity centered on the training and the capacity of the individuals to answer correctly the problems which they encounter are in the middle of the definition of the routines - which seems to achieve the unanimity among the economists affiliated to the evolutionary approach of the firm - suggested by W. Cohen and Al (citybyHook, Llerena, 2007): "theroutine is a capacity carried out at the time of implementation a repeated and particular context, learned by the organization to face selective pressures". More precisely, the routines are not simple organisational practices, applied in a universal way, but of the capacities to implement suitable answers in an environment, singular, strongly markedby "elementsidiosyncrasic" (Nelson, Nelson, 2002, p. 268). The routines are thus not fixed in the marble but answer a logic of adequacyvis-a-vis a context. Their mechanism of change is real but nonconstant (Lazaric, 2010). As for the dynamicroutines, ormétaroutines, they of a higher level, are directed par excellence towards the training and the development of new products and processes. Consequently, the activity of R-D proceeds of the use of routines to determine what it should be explored, how and up to whatpoint (Dosi, Teece, Nelson, 1990, p. 243). Lazaric (2010) remarked on this subject which the idea of change is difficult to admit because, in a literal way, the routines are regarded as a repetitive and automatic process not requiring a deliberation on behalf of the individuals. It is thus usual to oppose the term of "routines" to that of "innovation". Never the less, this opposition is far from corresponding to subjacent organisational reality. The routines evolve/move according to various internal or external pressures and create focal points on which the members of the organization agree to organize their work or their activity. At the bottom, forthenéo-schumpetériens, there is not discrepancy between routine and innovation: Organizational change is analyzed in terms of changing routines (« innovation involves change in routine ») (Nelson et Winter, 1982, pp. 128-133).

Their sales leaflet is as follows. On the one hand, the innovations as regards organisational routines consist, essentially, in new combinations of existing routines. To give an example, themethods of toyotists production do not make tabulashaved "receipts" toyloro-fordists. Also, certain activities, more or less, refractories with simplification make they to it object of a more thorough standardization: that one thinks of the activities dedicated to the changes rapid of tools, the quality control and maintenance. Moreover, the toyotism in corporates other methods of production, coming from textile-clothing, which make it possible to reduce the rejects and the defects and thus authorize the agents to turn their attention on othertasks (Maâninou, 2010). In addition, the processes of innovation are often led by the heuristic ones which are nothing other than routines of a higher row. This kind of routine raises of a capacity of research which is characterized by a process of test-error and evaluation and, which in its turn, incorporates a tacit dimension. This type of routine results thus in a behavior of search (search) which is certainly impregnated of risk and uncertainty, but generating of change (see Table 2).

Table 2. The features quasi-genetics of the firms A taxonomy suggested by S. Winter (Santa Fe 1995)

Taxonomy	Definition	Examples
(I). Routines in the broad sense with: I-A. Routines with the narrow direction and	Activities of behavior complex, highly automatic, and escaping in this direction from any conscience	The sequence of the operations to compensate for a cheque, systems countable, synchronous actions of a team of workmen in an assembly line
I-B. The rules of-thumb	Relatively simple rules of decision and a quantitative way which one applies consciously	The rule fixing the level of the expenditure of R & D (or publicity) according to the level of the sales, percentage strokes in a formula of fixing of the prices
(II). Heuristic and Strategies	Concepts and general provisions directing and framing research of solutions to a whole standard whole of problems in the same way (but not providing neither the details nor individualized solutions)	Precedents (for decisions): to increase the size of the equipment or to increase the speed of the cycles
(III). Cognitive paradigms and codes	The "mental models" which affect the cognitive activity of actors (perception, problem-solving, etc), largely tacit in their composition, in particular for perception	Scientific paradigms (Khun) or technological paradigms (Dosi)

Source: Mangolte (1998).

On the organisational level, theméta-routines are models of dynamic behavior which represent the aptitude to change the existing routines, to fold ambient organisational inertia. The explored ways are essentially the copy of the most profitable routines, the imitation and the innovation. Remain to know how this change takes place, on which basis the company is brought to mobilize itsméta-routines and to wards which direction must it direct its capacities of research and its behavior of search. In the wake of work of Nelson and Winter, the evolutionary economists mobilized a whole conceptual arsenal, of meso-economic invoice, for better accounting for the innovating activity of the firm ("technological mode", "technological style"…), in which figure in good place that of "technological paradigm".

Like a scientific paradigm, a technological paradigm constitutes for the firm a diary of research established starting from the identification of the problems - keys compared to principles founders. The search is not spread in a random way, but according to the heuristic positive ones (path of research to be continued) which combines a whole of determined problems, solutions propose and procedures of realization, explore ways of acquisition of knowledge and means of protection. Thus, forDosi (1982), a technological paradigm is defined like "pattern has to select the relevant technological problems, to identify the technical methods to solve them, elements to use as well as the kind of artifacts to develop and improve". This diary is characterized by a certain technological potential from which several

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possibilities of research, development and realization exist. The interest of a technological paradigm is to direct the efforts of the firm in given directions: micro-electronics, spark-ignition the engine, the chemistry of synthesis, the composite materials… are examples quoted by Dosi. A technological paradigm is thus at the same time a way of thinking the state given of the technical solutions and its "logic of evolution", at the same time a "vision" of the solutions acquired temporarily and problems arising, directions and methods of the technical change starting from a research program (Dockès, 1991). Consequently, it models the innovating activity of the firm, gets a potentially favourable frame work to engage in such or such way to him, points promising "hearths of attention", directions to be given up…

Let us specify in the passing that a technological paradigm returns essentially to a major or radical innovation which is largely dependent on the R & D. The trajectory which it draws is the fruit of a series of improvements of an incremental nature resulting also from the R & D but whose connections with competition and the request are to be taken into account. In addition, the technological paradigms are differentiated according to industrial sectors'.

The procedures of research are specific to the nano technologies, electronics, robotics, the NTIC, etc (Malerba, 2002), and the access to the progress of the scientific and technical training emanating from the public and deprived universities, of the research centers…, is also done in a differentiated way (David, 2002). In short, the interest of the concept of paradigm technological is declined in the plural. Let us satisfy here to present two of them. On a side, this category gives to the principle diversity more extent, in the sense that: i/ the technological paradigms are numerous and various, II within a given sector, the routines are specific to such or such firm, the III accesses to the scientific and technical training is not identical for the companies. On another side, this concept offers to the routinisation activities which concern the R & D a framework general intrinsically related to the technological potentialities registered in the diary research the firms, and thus likely to lead to a change of routines.

2. The distinctive competencies of the firm

The static and dynamic routines as well as the processes of training which cement them are at the base of land competences of the firm, competences which are clean for him and which enable him to be distinguished from the competitors and thus to draw its pin from the play: "A land competence is a whole of differentiated technological competences, credits complementary and routines which constitute thebase of competitivenesses of a company in a particular activity. Typically, such competences have an important tacit dimension (…) The competitive capacity of a particular company depends on its land competence and its relations with its customers and itssuppliers" (Dosi, Teece, Nelson, 1990, p. 24). These competences can thus borrow several directions as this table suggests it.

Table 3. Some examples of distinctive competences

Fields	Distinctive competences	Examples of firms
Humanresources	Know-how in formation and of rare human resources	IBM
Research and development	Capacity to develop entirely new products	Sony
Design	Originality of the design and industrial design	Apple
Logistics	Capacity to optimize the costs of logistics and provisioning	Crossroads
Manufacture	Flexibility of the tool and speed of answer	Benetton
	Mass production for a service of mass	McDonald
Sale and distribution	Control of a network of retailers into clean	Louis Vuitton
Marketing	Creation and management of mark	L'Oreal
Service	Complete service accompanying the product, of the study until maintenance	Decaux
Sale	After-sales service	Darty

Source: Baudry (2003).

They are distinctive or specific competences firms which explain the performances between them. These competences equip the firm with capacities to solve the problems which it encounters, to coordinate the activities which it shelters, to combine them differently. However, distinctive or land competences of the firm are not exclusive. The companies can also develop complementary activities, more or less secondary. These activities are varied and as well relate to the parts upstream or downstream of the chains of value of the company: distribution, production, logistics, marketing, etc The development of this type of activity is the royal waytoactivateméta-routines in relation to the organisational training and the environment of the company. Accordingly, "the presence of complementary credits, particularly of those which can be emphasized by the innovation helps to direct the evolution of newtechnologies" (Dosi, Teece, Winter, 1990, p. 245). In its attempt to mobilize itsméta-routines, thefirm, does not explore therefore the totality of the potentialities which its environment conceals. The dynamics of its innovations remains thus local, centered on the routines and the competences accumulated by it and inserted in an organisational training likely to lead to a change of the routines according to the opportunities offered by its environment, in particular of a technological nature. In substance, for the evolutionary economists, the firm shelters and develops "endemic" routines and deploys specific processes of training which are at the base of its land competence (or the active main thing). Each firm thus has a singular whole of routines, including within the same branch of industry. In fact the dynamic routines are able to lead to the emergence of other routines. In this respect, the two leaders of the evolutionary current retain a largely endogenous explanation of technical progress. The activity of R & D is a routine activity of the company, and the interaction of the firm with its environment opens prospects to him to activate its métaroutines, to change its routines and thus its competences. To explore more this direction, the examination of the concept of "constraint of path", used by the evolutionary economists, will be of a great interest. Also, for the evolutionary current, the evolution of the firm fits

in a pathdependingorforcedpath (pathdependency). This evolution is not free and random. It can be prone to gradual transformations or, on the contrary, to abrupt transformations, carrying major ruptures.

This concept has the aim of proposing an endogenous explanation of the change of the activity of the firm. The transformation of the latter "does not fall from the sky": "The concept of constraint of path recognizes that "the history counts". Thus, the former investments of a company and its repertory of routines (its "history") force its future behavior (…) I.e. the training appropriate nessesare "enclose" in former activities and are specific transactions and productions carriedout" (Dosi, Teece, Winter, 1990, p. 244). This position takes with against foot that under unclaimed with the standard economic theory which postulates the existence at any moment "technological basket" placed at the disposal of the decision maker, so that the economist has to say little or war is not interested in dynamics of the technological choices and the methods which authorize their diffusion. On the contrary, the alternative vision defended by the evolutionary economists grants a fundamental place to time, with the succession of the choices, the irresolute and irreversible character of the innovation, with the effects of training, the junctions of trajectory. The change is thus perceived as depend on the constraint of path in the direction where "the new one rises from the old man" (Nelson and Winter, 1982, p. 256). The evolution of the firm is thus based on the nature of competences which it accumulated, on its capacity to maintain the adequate trainings to guarantee its perenniality, and on its behavior to adapt to a moving environment. This concept is thus constitutive of evolutionary dynamics in measurement insofar as it provides a key tool of the endogenous transformation of the firm in the course of time (Coriat, Weinstein, 1995).

This concept remains this perfectly compatible with the existence of major junctions in the evolution of the companies. It is indeed by the means of their secondary competences that the companies possibly will begin in trajectories different from those which they follow taking into account their central competences and their routines. The change rests on a purely principal basis on the capacity of the company to develop, in parallel of its land competence, the complementary credits or competences. It can be a question for example of a competence upstream (R & D) or a competence downstream (marketing, distribution). During its evolution, the firm can thus "change course" thanks to its secondary competences which can draw a new trajectory. It is the presence of technological opportunities which is essentially likely to start themoult. The change of the trajectory is thus to put in the active of the transformation secondary credits into principal credits. Framed which follows this passage illustrates.

Framed 2. Principal, active credits secondary and transformation of the firm

Singer was created in 1851. It engaged in manufacture and the marketing of sewing machines and was especially announced by commercial innovations (hire purchase, offensive sales engineering…) The production of sewing machines always represents an essential activity of the company: in 2001, its share of the world market is estimated at 25% and it has recently, end of 2001, launched a new model of intelligent machine, the XL5000 Computer Machine. Progressively with time, it also accumulated auxiliary competences, which were gradually transformed into principal competences:
- Singer, initially, accumulated auxiliary competences in the sale of detail of the sewing machines. It was then directed towards the sale of detail of durable goods of consumption, which constitutes its other principal activity today. Are in particular concerned the electronics component (televisions, video tape recorders, readers of CD and DVD…), the electric household appliances (refrigerators, washing machines…) and furniture. Reorientation such as the sale of detail corresponds today to 68% of its activity, against 32% for the sewing machines;
- to facilitate the sale of its sewing machines, Singer engaged in the design, the manufacture and the sale of especially adapted tables. That enabled him, thereafter, to be reoriented towards the production of office supplies.

Source: Bouba-Olga (2003).

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It is the seen that the passage to a new path is conditioned by the transformation of secondary competences into principal competences. This passage remains largely depend on the technological potentialities which characterize the immediate environment of the company. Nevertheless, the evolution of the firm is also framed by the nature of the selection which is carried out on themarkets (Dosi, Teece, Winter, 1990). Thus, for the benefit of the evolutionary theory of the firm, is incontestably necessary it to propose a certain number of decisive contributions. Most important undoubtedly is that the company y fully treated like an organization: it is well principle of a company consisted a multiplicity of agents themselves equipped of limited cognitive capacities which the evolutionists leave in their treatment the firm. On the basis of concept of routines, of organisational training and land competences, they build an at the same time original and relevant representation of thefirm (Coriat, Weinstein, 1995). The constitution of this research program does not miss originality insofar as it rests on an articulation between the routines and the processes of training to delimit competences of the company, i.e. what it can do and what it able to make. Indeed, the jointuse of organisational routines and process of training leads to a self-sustained process - regularity in the behavior of the actors -, specific - coexistence knowledge to make largely tacit and clean at the firm, andopen – organisational change with resolution of problems of a cognitive nature.

This theory, extremely tempting, does not escape not with standing from criticisms. One of them is as follows: the representatives of this approach give the share of the lion to the cognitive mechanisms in the coordination of the routines, and consequently minimize ordespize motivations of the agents and the mechanisms inciting like device impossible to circumvent to guide the action and to cement the routines of the company. Also, for certain economists of evolutionary obedience, the theory of the firm impelled by Nelson and Winter are it incomplete and remain tobuild (Cohendet, 1998; Cohend and Llerena, 1999) insofar as the emergence and the consolidation of the routines do not rest solely on the resolution of problems of a cognitive nature, but also integrate other mechanisms of coordination whose acuity is important when the firm is on the point of changing routines. The installation of these last, their organization and their evolution rest on the motivations of the agents (pecuniary and not), which can cause resistances, to feed from the conflicts (latent or open)…, which requires negotiations and compromises which exceed the restrictive framework of the deliberation and the evaluation cognitive as it a little further will be seen. Consequently, the establishment of the routines in an organization, their evolution and the test of their aptitude to solve problems, their reinforcement or their rejection suppose a bond direct between the concept of routine and the mechanisms of incentive, control and resolution of conflicts. In this wake, the evolutionary theory conceals the way in which the hierarchy in the organizations contributes to form the routines, to direct them…, and thus how much it weighs on coordination intra-firm. This deficiency finds its source in the absence of the identification of the actors. Their position in the hierarchy, their influence on the organisational level as their statute import little. The reference to the manager is thus gummed, that which concerns the contractor is quasi-absent… From this point of view, the work dedicated to the management of the innovation is likely of stage to this insufficiency.

B. The management of the innovation

1. Elements of framing

The management of the innovation takes various forms according to the particular context of the company and implements various managerial devices to sensitize the personnel with the importance of theinnovation (Wiel, 2003). It falls under a process which requires the installation of a mode of management open to uncertainties, with unforeseen, making it possible to produce new ideas and giving the means of transforming them intosuccess (Hakmi, 2010). The age of the company, its size, its trade, the structure of the market in which it positions, the nature of the innovation (radical or minor)… impact its management of the change and its capacity to be innovated.

The innovation does not raise solely of purely technological considerations, even if its implementation can claim complex technological problems: it can be a question of the offer of new services around a product, or sale by Internet or the reorganization of a space of sale… This process thus establishes a synergy between the R & D and the other departments of the company. The new ideas of products or services can come from a service of marketing or emerge anywhere within the company, in particular in the collaborators in liaison with the customer or confronted with a particular problem. The relationship to the external environment is also important. It acts, for example, of the relations with partners who collaborate in a network for the development of new products or services, in particular the suppliers of first level. It is necessary to also take emanating account of the capacity for absorption of knowledge of the universities, of the researchcenters… (Aissaoui, 2015). One can thus deduce it within reach does not exist "managerial receipt", valid for all the situations, more especially as often the process of innovation is far from being a quiet river as it further will be seen. In short, fascinating like fields of investigation of the manufacturing sectors, Weil (2013) stresses that management innovation gathers several aspects:

- integrated management of the technology based on the capacity of the company to detectandintegrateexogenictechniques,

- piloting of the management of competences in harmony with its strategy,

- valorization of its capacities of training and capitalization of its knowledge to make beyond its sphere of activity

Thus, the management of the innovation returns to the management of activities whose results dubious, are struck by the seal of uncertainty. This management is not limited to that of the research programs. It integrates the installation of competences necessary to the realization of innovating projects, more especially as the contest of other companies is crucial to develop new solutions, which requires the inscription of the company in a network of research (organizations of research, suppliers, competitors…) in order to build a capacity for absorption of knowledge emanating of its external environment. In fact, the company is brought to widen its stock of knowledge and competences and to control it via a monitoring and an analysis of the evolution of technologies, markets and competing environment. Accordingly, Weil (2003), estimates, following the example evolutionary theory, that the company is able to adapt and evolve/move by transforming its secondary competences into land competences.

On itsside, Hakmi (2010) insists on the fact that the innovating projects are risky and specialized projects which order an adapted management, which combines training and absorption of knowledge. In fact, the management of the innovation must borrow an intermediate way between a change by rupture with what exists and a change by continuous improvement.

2. Process and management of the innovation

A more attentive examination of the activities of the company (R & D, production, marketing…) as well as the exploration of the goals and the motivations of the users and the developers of theméta-routinesplay a key part to determine the speed and the flexibility of emergence of new routines, the obstacles which they meet and the nature of the adopted solutions so that they are essential, which makes it possible to better determine the stakes inherent in the processes of training in dynamics of the innovation as theanalyses of Tabatoni (2005) suggest it, Temri (2000) andAtler (2012). This examination thus results in exploringthisother "blockbox" which is the activity of R & D. These authors insist on the following idea: the process of innovation is by nature destabilizer, it generates a disorder in the activities, mentalities, the positions, the relations and the criteria of performance. It also feeds from the resistance on behalf of the "legalists" who incarnate the rule, the established order which seems

to them favorable. This process thus supposes capacities to transgress the laid down rules, to identify new action plans not indexed by the company. It is acted in fact of a disordered process, which seldom develops according to forecasts and plans' and whose results can be unexpected, that they are profitable or not. The innovation can be of typeserendipity (Assaoui, 2015), fruit of the chance to the image of the walkman which is an unexpected use of the portable tape recorder. This process can be relatively short (development of a software) or on the contrary to last ten years if not more (developed of a new drug). In this wake, the process of innovation is organized on the basis of articulation between tacit knowledge and codified knowledge. It is a process of training, facts of tests and errors, controlled by the experiment, which raises the "immunizing defenses" materialized by a process of negotiation inherent in the process of collective training of the change, where the parts, at the rate/rhythm of their interactions, specify their objectives, learn the limits from their respective positions, the risks of loss of credibility, and the opportunity cost, collective and individual, not to innovate. It is a "paradoxical" situation truly where the rate/rhythm of the negotiations, and their crises, lead to new common prospects, and, possibly, with changes of standards, of organization, models of action…, and redeployments of resources and positions which can result in job losses. This process takes a true race of cruising only when it meets collective needs which give him direction, legitimating the disorder which it causes.

It is the active interaction between the committed agents which organizes a cognitive and organisational proximity. This interaction is flexible, it escapes coding partly and results in the exchange of knowledge and the acceptance of common practices. The active interaction between the "communities" of knowledge or projects rests on the voluntary adhesion of the agents, the social standards and the relations of confidence, but it integrates also conflicts, negotiations, the joint search for acceptable solutions, lassitude, passion, acts of deviance…, and is also based on beliefs and conventions representing a common code allowing the individuals and thegroupstoengage in production process and diffusion of the innovation. The incentives which control the behavior of the participants are essentially the participation and the social recognition of competences, which is likely to reinforce their employability. The persons in charge for the projects of innovation are thus highly held to work out pacts of training between them and the other participants, including negotiations, for example, on the rights of access to the knowledge diverted by other members of the firm or network, especially those which milked with tacit knowledge (experimental procedures, operation of the equipment, algorithms of analyses of the data…). They are also requested to set up new managerial practices and to encourage the statutes of double agent, among the researchers and other engineers of the firm, to improve its capacity for absorption of external knowledge.

The R & D based on science thus are not only identified by a whole of instruments and methods scientific but also by managerial practices of incentive, intended to place the researchers of the company in the center of networks of academic research (Foray, 2009). Thus, the manager of a team of research behaves like a business manager: it regulates the material problems to make it possible to the researcher "to concentrate on its art", it outside promotes the results of the researcher and the relevance of his work. In fact, it makes become aware with its "protected" from the strategic priorities of the organization, and this of the relevant subjects and the priority problems to solve, and as a its spokesman it makes it possible the hierarchy to appreciate its contribution in the collective dynamics carried by the process of the innovation. For this reason, it plays the part of a plug or a screen between non-matching logics (Weil, 2003). Also, the manager it is required to deploy mechanisms of supervision, follow-up and management of conflicts which exceed the framework strictly speaking cognitive dissonances. Considerations of an economic, commercial, relational nature… enter also concerned. They tally in their turns the process of innovation and consequently make occasion office of arbitration and sorting, like illustrates it this framed.

Framed 3. The invention of a new car
The car manufacturer who called upon us was transforming the organization of the design. During long month, the operation of the system remained to us completely opaque. It is true that we dealt with complex organization: a car is made of almost 4000 parts. But most important is undoubtedly that these parts are in strong interaction: one can hardly modify one without calling into question of them the design of some others. Under these conditions, they is tens of thousands of relations between parts and subsets which one deals, knowing that in addition it is necessary to design machines which will manufacture and assemble all that at great rate (…) This technical object in gestation, it is more than thousand technicians who have it in load, and that during about 5 years! (…) First of all, the long observation of the work of the originators showed that the communication between the latter was important: as soon as a draughtsman drew a feature, there were several people around her board of drawing. This overall communication started very early, at the beginning of the project. This great fluidity of the people (…) also applied to the objects: models, parts "arranged" in a workshop, and even the prototype cars were exchanged, negotiated, circulating between the various places of the design. A second important point related to the car itself: the technical problems most various emerged each day often calling into question the work of several technicians (for example, The fact that a stamper realizesthat it will not be able to make such or such precise shape of the case can involve an uncertainty on the fixing of the rear view mirror, uncertainty which involves that on the passage of the cables control internal of the same rear view mirror…). It seemed extremely difficult to treat on a hierarchical basis these problems: a badbehaviour of therods of door appeared to require care as many as a defect of cold start. It is now necessary to connect between them these two observations: 1) the permanent communication between technicians, 2) generalization continues technical problems. Indeed, one can consider that 1) is a goodorganisationalresponseto 2). Coordination by mutual adjustment, car-organized, started by the events provides a possibility of coherent reactivity with the rate/rhythm of the technical risks. Thus at the beginning of the project created for themselves networks of technicians working out together strong practices of joint work, carried out in an environment of great sociability, based on complicity, friendship, sharedhumour… This particular social system, strongly co-operative, we proposed to call it "the adhocracy of thebasic technicians". If coherence there were between the characteristics of the technical object and the organisational answer, wherethus were the problems? The key word on the matter is not that of solution, but compromise: to solve a problem, several technicians will have to make an effort, to reduce the room for manoeuvre which they had taken. Under these conditions, two circumstances could occur when two technicians had to negotiate between them: either they found quickly a compromise acceptable (…), that is to say the compromise was not easy to find, and the negotiation was then likely to last for ever. Indeed, to want to close the controversy, it quickly was to go quickly towards the conflict, and neither one nor the other had interest there: they were likely to compromise collective operation, and also to reveal with their hierarchy which they could not "only manage". In addition, as the project is extremely moving, much things change in the course of time (…) However, a form of structuring of the process existed: it was made up of imperative key dates to respect: dates on which it is necessary to deliver a intention to the supplier, dates on which one launches the manufacture of tools, etc It is compared to these key dates that the technicians "were fixed". When they approached, it was necessary well to solve the latent problems, it was necessary to close a certain number of controversies, to find compromises where there was opposition of code of practice. The only possibility so that the conflict does not degenerate at the base, was then to make go up the problem towards the levels higher, to make them arbitrate by the hierarchy. But the latter was far away from the technical considerations which prevailed at the base, one attended a negotiation between chiefs, founded on very other variables that those which had intervened up to now. It was there question of budgets, times, price, costs of cost, etc: to speak quickly about economic variables, in opposition to the technical variables used by the technicians. In fact, the increase to the top consisted with reframe the problem and to provide to the technicians a new stress field enabling them to solve the problem without losing the face(…)the administrativo-economic hierarchy constitutes an arbitration board for the small number of difficult questions about which the technicians are not able to agree.
Source: Moisdon and Weil (2012).

This example goes up at the beginning of the years 1980, since the work of design recorded many transformations related to the entry into scene of the NTIC (Foray, 2009). These changes appear by the introduction and the routinisation of: computer-aided design, simultaneous engineering, numerical integration…, without forgetting the computer-integrated manufacturing and robotics. These transformations contributed to bring more effective solutions to the level of the design, drawing,

calculation, realization of prototypes, quality, deadlines, transmission of information… (Maâninou, 2010). In addition, this inflection is accompanied by a recasting by the organization by the process of innovation will intra and inter-firms. the model "in Schumpeter" or known as linear according to which the innovation carries out linearly of scientific research (invention) the development, of this last to the production, the production to marketing, another equivalent succeeds a complex process marked by the sequence of stages successive but always interpenetrated in time, with multiple effects of feedback between R & D, technology, production, financing, promotion, marketing… with like background of multiple connections, of the relations between return and feedbacks short or long, important feedbacks. This process gains in complexity if one keeps in mind which the relations inter-firms in their turns underwent of the changes through the abandonment, at least in certain sectors like the car and aeronautics, of the strategies of vertical integration and there course to the externalization and possibly to the delocalization, including on the level of the R & D (El Mouhoub, 2011) andwith the installation of the firm network. That results for example in the implementation of the design of the joint products by the means of "plates of design" which are supposed to solve the two problems of the design in network: to bring closer the expertises coming from the outside of the company and to impose on all the actors of the network the same temporal discipline, which indicates that the question of the training exceeds the local framework.

Conclusions

The evolutionary theory of the firm is characterized by its dynamic tonality, by the interest which it carries to the innovation and the technical change. Its research program, which constitutes a true alternative compared to the widened standard theory, is rich. It is articulated around the triptych routine-training-competence and proposes an endogenous transformation of the firm.

Its weakness is to hold account only problems of a cognitive nature. However, as the literature dedicated to the management of the innovation shows it, the problems raised by the process of the innovation are numerous. The training as well as the other methods of coordination are a lever of first order to make a success of this process. This last evolves/moves according to the interaction between the actors and uncertainty. It thus requires to invent solutions with problems not expected during this process, the emergence of new rules and the installation of the methods of incentive, coordination and training. The taking into account of these methods makes it possible to supplement the approach of competences by the innovation.

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