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# IMPACT

INNOVATIVE MANAGEMENT PRACTICES  
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

*Wishing you peace, joy, and happiness  
throughout the New Year...*

HAPPY!  
2018!

# Greetings from Impact



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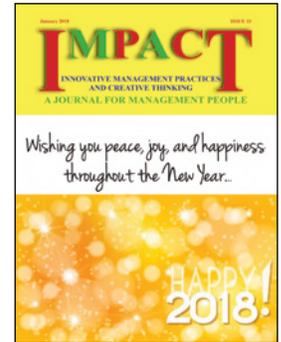
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Dear Readers,

Bidding good bye to 2017, the New Year 2018 has arrived with pomp and pleasure, excitement and expectation. Balance sheet for the year gone by is good enough.

“Most difficult thing to sell in the world is life insurance products” it is said. Marketing experts sell only a concept and nothing concrete can be displayed to the buyer! That indeed makes selling the most difficult in the world, all over the world! It is just an experience!

Similarly the year gone by or the year born we have only experienced and not seen anything concrete. The experience differs from person to person, society to society, nation to nation!

Journalistic world is not an exemption!

This is the first issue of IMPACT and we wish all our readers a happy and prosperous two thousand and eighteen. Year 2017 saw IMPACT regularly on the dotted date and it is a matter of immense satisfaction to us that the purpose for which we launched our e magazine in 2015 is well served with the increasing readership. We are aware of the limitations of an online magazine yet these are the days of “E”!

We express our thanks to all our readers for their continuous support. We do appeal to you to participate in contribution of your good articles for our further attention.

You will find the materials published in this issue interesting and informative as in the issues of the previous years.

Editorial Team

# INSIDE



Adhi Shankara on Management —

*Mr. N V Subbaraman* 4

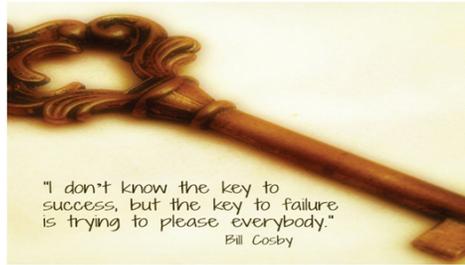
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Managing Bad Debts – A US Health Care Sector Experience —

*Dr. Satya Suresh and Mr. Chandrasekaran* 13

---



How SMART People Handle Mistakes —

*Mr. Syed Fazlullah Khan* 6

---



'Self Image'-Your Key for Successful Life —

*Mr. Jayprakash B. Zende* 9

---



The Happiness Index! —

*Mr. R Venugopal* 15

---

## Research Articles

An Outlook of Subjugation in Ishmael Reed's *Flight to Canada* —

*Mrs. Swathi.C*

23

"The Predicament of the woman Protagonists and their quest for self in the select novels of Shashi Deshpande" —

*Mrs. V. Rajeswari*

27

Significance of Motherhood in James Baldwin's *If Beale Street Could Talk* —

*Mrs.P.Suganya*

30

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# Adi Sankara on Management

December 2017 issue of IMPACT carried an article on Adi Sankara. It was given therein that the spiritual works and commentaries of Adi Sankara were for practical application in our lives. In this issue let us see how far they are helpful to us in our Innovative Management Practices and creative Thinking.

Any one in managerial cadre to be successful and effective has to manage the men, materials and matters. Success depends on how effectively one manages the men more than the other two!

Readers would have noticed from our earlier issues on Ramanuja or Adhi Sankara, the messages conveyed are not just philosophical or spiritual - though both are for practical application in our day to day life - domestic, societal or professional.

Hence no teachings of the great religious leaders need be dismissed as arm-chair philosophy and may not work on practical planes.

In this issue we shall see some more messages from Adi Sankara.

Do not be proud of wealth, people, relations and friends, or youth. All these are snatched by time in the blink of an eye. Giving up this illusory world, know and attain the Supreme.

Do not look at anybody in terms of friend or foe, brother or cousin; do not fritter away your mental energies in thoughts of friendship or enmity. Seeking the Self everywhere, be amiable and equal-minded towards all, treating all alike.



**N V Subbaraman**

*A bilingual poet, writer, trainer, translator, thinker and speaker from Chennai*  
Mr. N. V. Subbaraman has written 36 books. His paper, "Valluvam inspired Mahatma Gandhi," was approved for presentation in the international Tirukkural Conference held in Washington, USA. His translated works include Thirukkural, Bharathiyar's Kuyilpattu and Ramana Maharishi's Aksharamananmalai. He was formerly the Deputy zonal Manager, LIC of India.

## Birth of Adi Sankara

- Adi Sankaracharya was born in the year 805 (AD) and is regarded as one of the greatest philosophers, mystic and poet of all times. His parents were Shivaguru and Shivataarakaa (also known as Aryamba). Sankaracharya's father died at an early age and he was brought up by his mother.



Reality can be experienced only with the eye of understanding, not just by a scholar.

Even after the Truth has been realized, there remains that strong, obstinate impression that one is still an ego - the agent and experiencer. This has to be carefully removed by living in a state of constant identification with the supreme non-dual Self. Full Awakening is the eventual ceasing of all the mental impressions of being an ego.

Knowing that I am different from the body, I need not neglect the body. It is a vehicle that I use to transact with the world. It is the temple which houses the Pure Self within.

The world, like a dream full of attachments and aversions, seems real until the awakening.

As gold purified in a furnace loses its impurities and achieves its own true nature, the mind gets rid of the impurities of the attributes of delusion, attachment and purity through meditation and attains Reality.

When your last breath arrives, Grammar can do nothing.

Curb your senses and your mind and see the Lord within your heart.

Loud speech, profusion of words, and possessing skillfulness in expounding scriptures are merely for the enjoyment of the learned. They do not lead to liberation.

To be free from bondage the wise person must practice discrimination between One-Self and the ego-self.

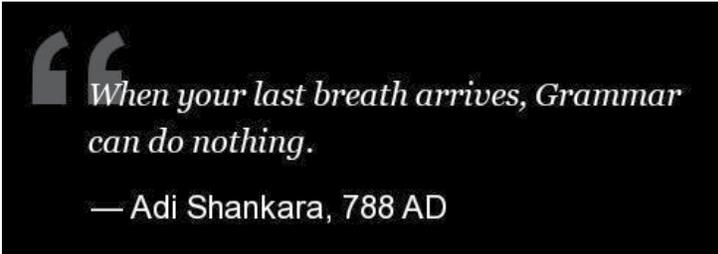
By that alone you will become full of joy, recognizing Self as Pure Being, Consciousness and Bliss.

Give up identification with this mass of flesh as well as with what thinks it a mass. Both are intellectual imaginations. Recognize your true self as undifferentiated awareness, unaffected by time, past, present or future, and enter Peace.

There is sorrow in finitude. The Self is beyond time, space and objects. It is infinite and hence of the nature of absolute happiness.

You never identify yourself with the shadows cast by your body, or with its reflection, or with the body you see in a dream or in your imagination. Therefore you should not identify yourself with this living body either.

Just as a stone, a tree, a straw, grain, a mat, a cloth, a pot, and so on, when burned, are reduced to earth (from which they came), so the body and its sense organs, on



“When your last breath arrives, Grammar can do nothing.”  
— Adi Shankara, 788 AD

being burnt in the fire of Knowledge, become Knowledge and are absorbed in Brahman, like darkness in the light of the sun.

The treasure I have found cannot be described in words, the mind cannot conceive of it.

Each thing tends to move towards its own nature. I always desire happiness which is my true nature. My nature is never a burden to me. Happiness is never a burden to me, whilst sorrow is.

From a clear knowledge of the Bhagavad-gita all the goals of human existence become fulfilled. Bhagavad-gita is the manifest quintessence of all the teachings of the Vedic scriptures.

Like the appearance of silver in mother of pearl, the world seems real until the Self, the underlying reality, is realized.

What is enquiry into the Truth? It is the firm conviction that the Self is real, and all, other than That, is unreal.

All the manifested world of things and beings are projected by imagination upon the substratum which is the Eternal All pervading Vishnu, whose nature is Existence - Intelligence; just as the different ornaments are all made out of the same gold.

Thus one should know oneself to be of the nature of Existence - Consciousness - Bliss [Sat-Chit-Ananda].

Space seems broken and diverse because of the many forms in it. Remove the forms and pure space remains. So, too with the Omnipresent Self.

But the jiva [living being] is endowed with ego and his knowledge is limited, whereas Ishwar is without ego and is omniscient.

The witness of the three states of consciousness [waking, dream and deep sleep] and of the nature of Existence-Consciousness-Bliss is the Self.

**(TO BE CONTINUED)**

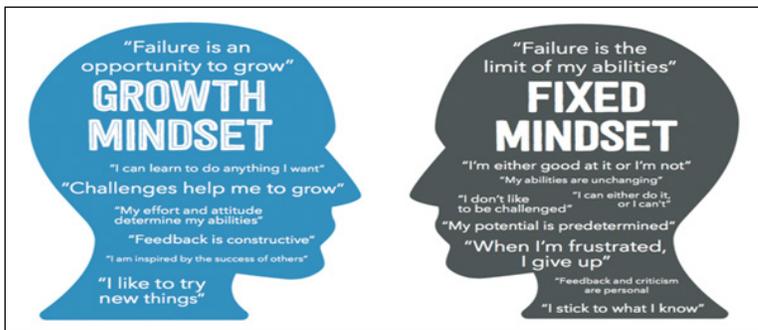
# How SMART People Handle Mistakes

Everybody makes mistakes—that is a given—but many among us do not always learn from them. Sometimes we make the same mistakes over and over again, fail to make any real progress, and cannot figure out why.

**“Mistakes are always forgivable, if one has the courage to admit them.”  
– Bruce Lee**

When we make mistakes, it can be hard to admit them because doing so feels like an attack on our self-worth. This tendency poses a huge problem because new research proves something that common sense has told us for a very long time—fully acknowledging and embracing errors is the only way to avoid repeating them.

Yet, many of us still struggle with this. Researchers from the Clinical Psychophysiology Lab at Michigan State University found that people fall into one of two camps when it comes to mistakes: those who have a *fixed mind-set* (“Forget this; I’ll never be good at it”) and those who have a *growth mind-set* (“What a wake-up call! Let us see what I did wrong so I would not do it again”).



*"By paying attention to mistakes, we invest more time and effort to correct them," says study author Jason Moser. "The result is that you make the mistake work for you."*

**recognize the roots of their mix-ups quickly and never make the same mistake twice.**

***"When you repeat a mistake it is not a mistake anymore: it is a decision."*  
– Paulo Coelho**

Some mistakes are so tempting that we all make them at one point or another. Here are 10 mistakes almost all of us make, but smart people only make once.

## 1 - Believing in someone or something that is too good to be true.

Some people are so charismatic and so confident that it can be tempting to follow anything they say. They speak endlessly of how successful their businesses are, how well liked they are, who they know, and how many opportunities they can offer you. While it is, of course, true that some people really are successful and really want to help you, smart people only need to be tricked once before they start to think twice about a deal



**Syed Fazlullah Khan**

*Certified Project Manager (IPMA C) and MRICS with over 3 decades of qualitative experience in the Construction Industry. Currently working with ETA Properties & Investments Pvt.Ltd., Chennai as Head – Projects.*

Those with a growth mind-set land on their feet because they acknowledge their mistakes and use them to get better. Those with a fixed mind-set are bound to repeat their mistakes because they try their best to ignore them. **Smart, successful people are by no means immune to making mistakes; they simply have the tools in place to learn from their errors. In other words, they**

that sounds too good to be true. The results of naivety and a lack of due diligence can be catastrophic. Smart people ask serious questions before getting involved because they realize that no one, themselves included, are as good as they look.

## 2 - Doing the same thing over and over again and expecting a different result.

Albert Einstein said that insanity is doing the same thing and expecting a different result. Despite his popularity and cutting insight, there are a lot of people who seem determined that two plus two will eventually equal five. Smart people, on the other hand, need only experience this frustration once. The fact is simple: if you keep the same approach, you will keep getting the same results, no matter how much you hope for the opposite. Smart people know that if they want a different result, they need to change their approach, even when it is painful to do so.

## 3 - Failing to delay gratification.

We live in a world where books instantly appear on our e-readers, news travels far and wide, and just about anything can show up at our doorsteps in as little as a day. Smart people know that gratification does not come quickly and hard work comes long before the reward. They also know how to use this as motivation through every step of the arduous process that amounts to success because they have felt the pain and disappointment that come with selling themselves short.

**"THE ABILITY TO DISCIPLINE YOURSELF TO DELAY GRATIFICATION IN THE SHORT TERM IN ORDER TO ENJOY GREATER REWARDS IN THE LONG TERM, IS THE INDISPENSABLE PREREQUISITE FOR SUCCESS."**

**-BRIAN TRACY**

## 4 - Operating without a budget.



You cannot experience financial freedom until you operate under the constraint of a budget. Sticking to a budget, personally and professionally, forces us to make thoughtful choices about what we want and need. Smart people only have to face that insurmountable pile of bills once before getting their act together, starting with a thorough reckoning as to where their money is going. They realize that once you understand how much you are spending and what you are spending it on, the right choices become clear. Smart people know that making and sticking to a strict budget means never having to pass up an opportunity because they have blown their precious capital on discretionary expenditures. Budgets establish discipline, and discipline is the foundation of quality work.

## 5 - Losing sight of the big picture.

It is so easy to become head-down busy, working so hard on what is right in front of you that you lose sight of the big picture. But smart people learn how to keep this in check by weighing their daily priorities against a carefully calculated goal. It is not that they do not care about small-scale work, they just have the discipline and perspective to adjust their course as necessary. Life is all about the big picture, and when you lose sight of it, everything suffers.

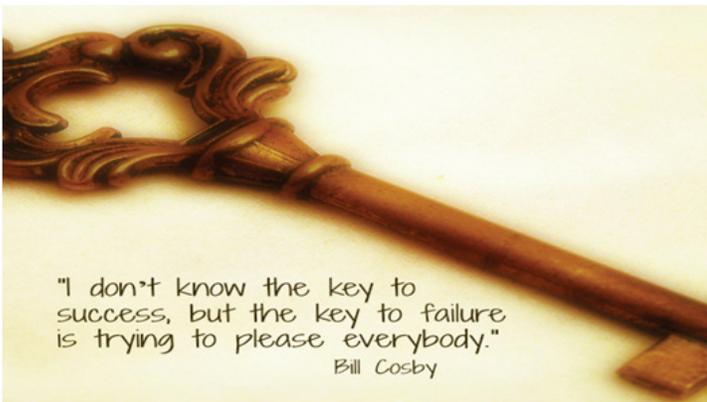
## 6 - Not doing your homework.

Everybody is taken a shortcut at some point, whether it was copying a friend's biology assignment or strolling into an important meeting unprepared. Smart people realize that while they may occasionally get lucky, that approach will hold them back from achieving their full potential. They do not take chances, and they understand that there is no substitute for hard work and due diligence. They know that if they do not do their homework, they will never learn anything—and that is a surefire way to bring your career to a screeching halt.



### 7 - Trying to be someone or something you are not.

It is tempting to try to please people by being whom they want you to be, but no one likes a fake, and trying to be someone you are not never ends well. Smart people figure that the first time they get called out for being a phony, forget their lines, or drop out of character. Other people never seem to realize that everyone else can see right through their act. They do not recognize the relationships they have damaged, the jobs they have lost, and the opportunities they have missed as a result of trying to be someone they are not. Smart people, on the other hand, make that connection right away and realize that happiness and success demand authenticity.



### 8 - Trying to please everyone.

Almost everyone makes this mistake at some point, but smart people realize quickly that it is simply impossible

to please everybody and trying to please everyone pleases no one. Smart people know that in order to be effective, you have to develop the courage to call the shots and to make the choices that you feel are right (not the choices that everyone will like).

### 9 - Playing the victim.

News reports and our social media feeds are filled with stories of people who seem to get ahead by playing the victim. Smart people may try it once, but they realize quickly that it is a form of manipulation and that any benefits will come to a screeching halt as soon as people see that it is a game. But there is a more subtle aspect of this strategy that only truly smart people grasp: to play the victim, you have to give up your power, and you cannot put a price on that.



### 10 - Trying to change someone.

The only way that people change is through the desire and wherewithal to change themselves. Still, it is tempting to try to change someone who does not want to change, as if your sheer will and desire for them to improve will change them (as it has you). Some even actively choose people with problems, thinking that they can “fix” them. Smart people may make that mistake once, but then they realize that they will never be able to change anyone but themselves. Instead, they build their lives around genuine, positive people and work to avoid problematic people that bring them down.

**SMART (Emotionally intelligent) people are successful because they never stop learning. They learn from their mistakes, they learn from their successes, and they are always changing themselves for the better.**

# 'Self Image'-Your Key for Successful Life

During last six to seven decades a revolution has been quietly going on in the field of psychology, psychiatry and medicine. New theories and concepts concerning the 'Self' have grown out of the work and findings of clinical psychologist, practicing psychiatrist and cosmetics or so called plastic surgeons. New methods emerging from these finding have resulted in dramatic changes in personality, health and apparently even in basic abilities and talent. In some of the cases, even the chronic failures have become successful. Understanding the psychology of the 'Self' can mean the difference between success and failure, love and hate, bitterness and happiness. The discovery of real 'Self' can transform victims of personality failures, can be rescued crumbling marriages and recreate a faltering career. On the other plain discovering your real 'Self' means the difference between freedom and the compulsion of conformity.

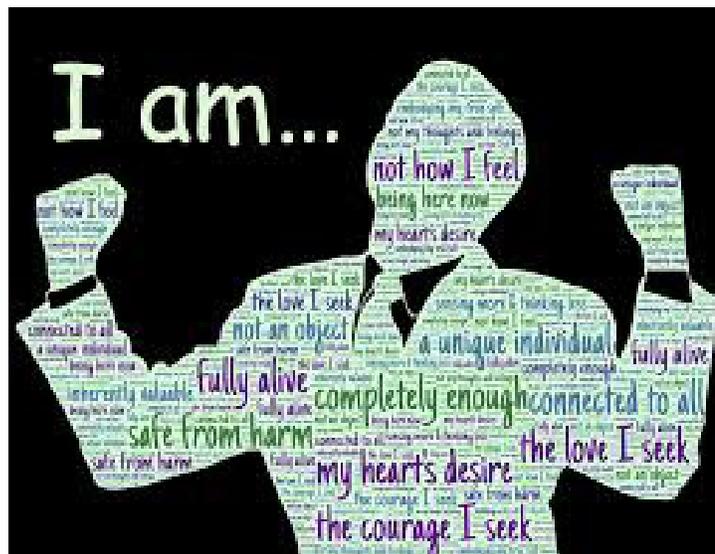
## "Self Image"

Whether we realize it or not, each one of us carries with us a mental blue prints or picture of the self. It may be vague and ill-defined to our conscious gaze. In fact, it may not be consciously recognizable at all. But it is there complete down to the last detail. This self-image is our own conception of the 'Sort of person I am'. This really means, 'Self Image' is the way we see ourselves.

Self-Image has been built up from our own beliefs about ourselves. But most of these beliefs about ourselves have unconsciously been formed from our past experiences, our success and failures, our humiliation, our triumphs and the way other people have reacted to us, especially in early childhood. From all these we mentally construct a 'Self' (or a picture of self). Once an idea or belief about ourselves goes into this picture, it becomes true as far as we, as a person are concerned. We do not question its validity but proceed to act upon it just as if it were true.

This 'Self-Image' becomes a golden key to live a successful life because of following two important discoveries.

- 1) All your actions, feelings, and behavior- even your abilities are always consistent with this 'self-image'. In short, you will 'act like' the person you conceive yourself to be. Not only can this but you will literally not act otherwise, in spite of all your conscious efforts or will power.
- 2) The "Self-Image" can be changed.



Jayprakash B. Zende

*Consultant in employee  
involvement  
& freelance trainer*

Numerous case histories have shown that one is never too young or too old to change one's 'Self-Image'. And by changing 'Self-Image' we can start leading a new life.

The latest and most useable concept is that a human being does not have two 'minds' but a mind and or consciousness which operates as an automatic goal striving machine. The brain and nervous system constitute a marvelous and complex 'Goal Striving Mechanism'. This is also called as '**Creative Mechanism**' (Your physical brain and nervous system make that '**Creative Mechanism**'). It is a sort of automatic guidance system, which works for you as a **success mechanism** or work against you as a **failure mechanism** depending upon how 'you' the operator, operates it and work according to the goal you set for it.

The 'Self-Image' is changed for better or worse not by the intellect alone, or by an intellectual knowledge alone but by experience. Perhaps the best method to get experience is to create experience and control it in a laboratory of our own mind. There is within each one of us, 'life instinct' which is forever working towards

our health and happiness. The 'life instinct' works for us through what we may refer as the 'Creative Mechanism' or more appropriately 'Success Mechanism' which is built into every human being.

Understand this and learn to use your 'creative mechanism'. The method itself consists of learning, practicing and experiencing, new habits of thinking, imagining, remembering and acting in order to,

- 1) Develop an adequate and realistic 'Self-Image'
- 2) Use your 'creative mechanism' to bring success and happiness in achieving particular goals.

## SUCCESS

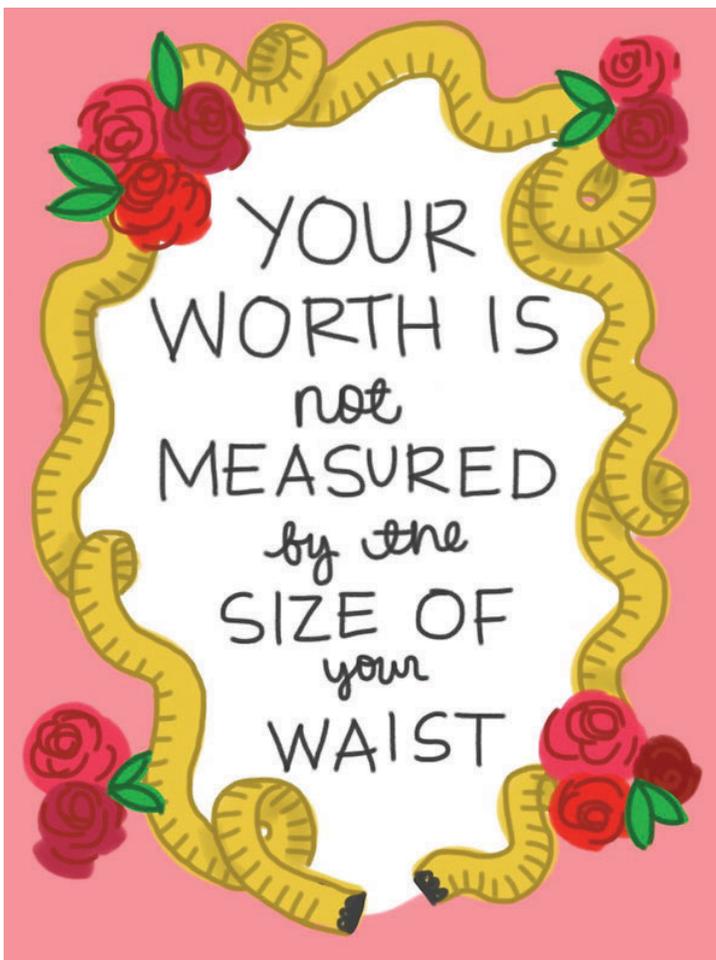
Now let us try to understand the meaning of 'Success'. I think success is not an event or station to be arrived at but it is a continuous journey. Success is feeling, realization and hence it is more personalized. The most general and simple definition given by Earl Nightingale is "**Success is the progressive realization of pre-determined worthy goals**" I define success as a manifestation of good luck that results from inspiration, aspiration, desperation and perspiration. Success and happiness go hand in hand. Success is getting what you want and happiness is wanting for what you get. Mr. Edward C Bliss said "Success does not mean absence of failure; it means the attainment of ultimate objectives. It means winning war not every battle".

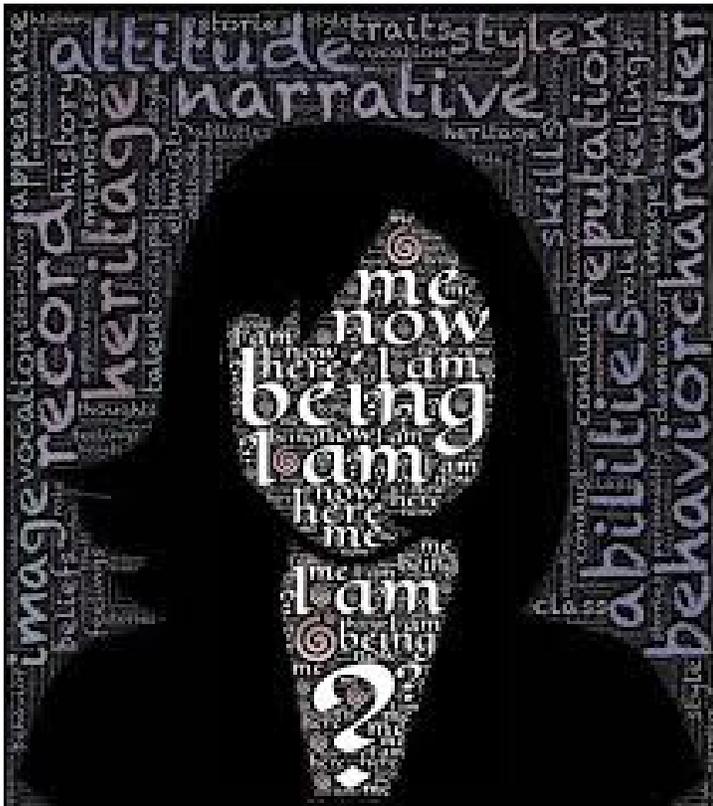
Just as a doctor learns to diagnose the disease from certain symptoms,"Success" and "Failure" can also be diagnosed. The reason is that man does not simply find success or failure; he carries their seeds around in his personality and character.

The easy-to-remember picture of these personalities is as follows.

### Success Personality

- S= Sense of direction
- U= Understanding
- C= Courage
- C= Charity
- E= Esteem
- S= Self Confidence
- S= Self Acceptance





## Failure Personality

- F= Frustration
- A= Aggressiveness
- I= Insecurity
- L= Loneliness

U= Uncertainty

R= Resentment

E= Emptiness

If you want to be successful and happy in your life imagine and write down what you want to be ten years hence

### A. The Work Environment

- What income level do I want to attain?
- What level of responsibility do I seek?
- How much authority do I want to command?
- What prestige do I expect to gain from work?

### B. The Home Environment

- What kind of standard of living do I want to provide to my family and myself?
- What kind of house do I want to take?
- What kind of vacation do I want to take?
- What financial support do I want to give to my children in their early adult years?

### C. Social Environment

- What kind of friends do I want to have?
- What social groups do I want to join?

Readers are requested to send their management related questions.

**IMPACT** will get replies from management experts.

Send your questions to:

[impactjournalindia@gmail.com](mailto:impactjournalindia@gmail.com)

- What community leadership position do I like to hold?
- What worthwhile causes do I want to champion?

## Your built-in guidance system.

Every living thing has a built-in guidance system or goal –striving devise, put there by its Creator to help it achieves its goal-which is, in broad terms- “to live” simply means physical survival for both the individual and the species. The built-in mechanism in animals is limited to finding food and shelter, avoiding or overcoming enemies and hazards and procreation to insure the survival of the species.

In human being, the goal “to live” means more than mere survival. For an animal to “live” simply means that certain physical needs must be met. Man has certain emotional and spiritual needs which animals do not have. Consequently for man to “live” encompasses more than physical survival and procreation of the species. It requires certain emotional and spiritual satisfaction as well. Man’s built-in “Success mechanism” also is much broader in scope than an animal’s. In addition to helping man avoiding or overcoming danger, and the “sexual instinct” which helps keep the race alive, the “Success mechanism” in man can help him get answers to problems, invent, write poetry, run a business, sell merchandise, explore new horizons in science, attain more peace of mind, develop a better personality, or to achieve success in any other activity which is intimately tied in to his “living” or makes for fuller life.

## The success “instinct”

Man also have something that animal does not have that is “creative imagination”. Thus man of all creatures is more than a creature, he is also a creator. With his imagination he can formulate a variety of goals. Man



alone can direct his success mechanism by the use of imagination, or imaging ability. “You can imagine your future.” A human being always acts and feels and performs in accordance with what he imagines to be true about himself and his environment. Your nervous system reacts appropriately to what “you” think or imagine to be true. Hence imagine yourself to be successful.

## Few Examples

Let us peep through the life of Chatrapati Shivaji Maharaj. In his childhood, he keenly observed his father’s career and respectable achievements. His wise mother Jijai shaped his childhood by telling him stories from Ramayan and Mahabharat. His teacher Dadoji Konddeo inspired him with a great vision. These helped Shivaji Maharaj to see big dreams and developed an adequate ‘Self-Image’ and do the un-imaginable things.

Look at the life of Abraham Lincoln. He started his life as ordinary lower. He gave one speech at lawyer’s gathering, which was very powerful and received lot of appreciation. That has helped him to restructure his ‘Self-Image’ and then his real progress started. He then started getting success in politics and ultimately became President of America. His work is a benchmark for many Presidents.

You will find these kinds of incidences in most of the successful personalities. Something happens in their life which influences their ‘Self-Image’ and then their progress starts ultimately they achieve ultimate highest performance.

## Conclusion

Slowly and in relaxed atmosphere, try to imagine very clearly and vividly that you are capable and equipped to achieve the pre-determined goals. Set all your activities towards this. Your creative mechanism, which is given to you by the creator of the world, will work along and for you to help you to achieve what you want to achieve by developing adequate ‘Self-Image’.

- 1) “Bring dramatic changes in your personality by examining and changing ‘Self-Image’.
- 2) This can be done by experience, which needs to be “created and controlled.
- 3) For that you have to use ‘life instinct’ which works through ‘Creative or Success Mechanism”.
- 4) Lastly you are advised to write down what you want to be ten years hence.

## Case Study

# Managing Bad Debts – A US Health Care Sector Experience



Dr. Satya Suresh

*Has 10 years experience in Corporate Communications. She changed her career to teaching to bring forth work life balance, which became a passion in due course. With 15 years teaching experience in Management Schools she is planning to undertake projects which are of social significance like undertaking UN volunteering project on educating children in troubled areas.*

According to a study conducted in 2012, US hospitals provided \$ 46 billion towards bad debts - representing 6.1% of expenses. In fiscal 2013, bad debts soared to \$ 357 millions, 14% increase over the previous year. Attempts by hospitals to recover bad debts showed only a 15.3% success rate. This report also showed that in the US the number of people who had reported problems in paying their medical bills rose from 58 million in 2005 to 75 million in 2012. It also estimated that 48 million people were paying off their medical debt in 2012 up from 37 million in 2006. One of the chief reasons attributed for this state is the recession affecting the US economy

In this scenario, a 120-bed multi-specialty hospital in the US with a turnover of USD 60 million was facing sickness. Their Gross Revenue Days Outstanding (GRDO) was too high, percentage of discharge A/R over 90 days was way out of control and bad debts in excess of USD 2.4 million. Most other financial indicators of the hospital were also looking equally bad. The hospital had to resort to large write-offs that impacted the cash flows and operational efficiencies.

Consultants engaged to deal with this messy situation noted that not even 5% of bad debts is recovered through a collection process. Therefore there should be focus must be on preventing and avoiding bad debts rather than on recoveries. They also noted that revenue cycle performance could be enhanced improved through process improvement and enrichment. In

their estimate this would lead to 2-4% additional net patient revenue. This alone would mean a revenue increase of close \$ 2 million dollars to the top line.

Other points noted by them were:

1. In a large proportion of bad debt cases, the patients were not fully aware of their health insurance plans including which are the expenses that are not covered by their plans.

2. Patients were always evaluated only from a medical point of view and never from a demographic point; i.e. in terms of their ability to pay the full medical bill.



Mr. Chandrasekaran

*Is a senior management professional and has worked with major corporates in India in both public and private sector such as SAIL and RCOM. He currently runs his own consulting company whose clients include large corporates like TCS, LandT, Voltas and numerous SMEs. He also teaches management subjects in educational institutions such as Bhartiya Vidya Bhavan, Welingkars, IBMR-IBS, ICAI etc. In the field of education, he consults with RAK Medical University, UAE and has helped them set up their Performance Management Systems. He has presented papers on various management subjects in national and international conferences. He is on the board of several manufacturing companies in Bangalore.*





3. Electronically verify insurance eligibility that would alert the concerned on the possible reimbursement opportunities.

4. Set up and monitor stringent follow-ups and payment arrangements, payment coupon and send timely reminders to patients.

5. Identify and flag bad debt in real time based on the Bad Debt Policy along with possible reasons for non-collection. This would enable the hospital to help identify possible changes in their internal process.

6. Improve Patient Registration Process to obtain more demographic information of the patient to enable the hospital to have more efficient contact with the patients later.

7. Verify eligibility for charity care to help fulfill the hospital's mission statement and also meet the needs of those patients who truly need assistance.

8. Use predictive dialing tools and updated statement to aid timely and effective follow up with patients.

9. Adopt a scheme of discounted billing for needy cases.

10. Offer financial packages to help patients to make deferred installment payments.

Within a short time after implementing these recommendations, the hospital could experience:

- Increased cash flow
- Significant reduction in A/R outstanding days
- Reduction in collections by eliminating labor, telephone and postage costs
- Reduction in bad debt write offs and fees through early liquidation at discounted costs

In addition, the hospital gained internal staff focus by allowing their personnel to concentrate on high pay-off activities and core competencies.

Maybe the ailing Indian banking sector could benefit from some of these recommendations!

3. Invariably cases of outstanding receivables were escalated after considerable delay making it more difficult to collect and thus allowing them to become bad debts.
4. Doctors were disinclined and ill-equipped to help in collecting overdue accounts. They were shy of assigning accounts to collections because that would jeopardize their relationship with the patients.
5. Collection is not a natural human skill and therefore you would need trained personnel to be engaged in collections of overdue accounts.
6. Collections methods employed by the hospital were not thorough and systematic and largely dependent on the persons handling recoveries.

Based on these and other findings, the consultants recommended the following financial, administrative and managerial practices:

1. Put in place a Patient Education Program where using tools such as 'Patient Liability Calculators', the patients at the time of admission or even earlier, would know how much they would be required to pay out of pocket.
2. Articulate and create a Bad Debt Policy that would provide clear and cogent guidelines to the employees dealing with collectibles.

# The Happiness Index!

**W**e come across so many indices of development for the country like the Performance Index, the Health Index, the Human Development Index, the Education Index etc. For the human body, there is the Body Mass Index- BMI- to indicate the health of our body frame. Now each of us wants peace and happiness in life. We all run for it always. All our actions are directed towards it, but still, we know that it is elusive and very difficult to achieve.

Shall we call it the **Happiness Index**?

## What is Happiness?

Happiness is a state of mind.

It does not come from possessions/ positions alone.

Money does not bring happiness all the time, may be, up to certain level, money can give happiness.

The properties do not make you happy- they may make you proud of ownership. Even if a person has a huge bungalow with a swimming pool and 10 bed rooms, still he can make use of only one facility at a time. The same argument goes for the number of cars one possesses and all other belongings.

As a matter of fact, the more you have, the more worries you have in protecting those properties.

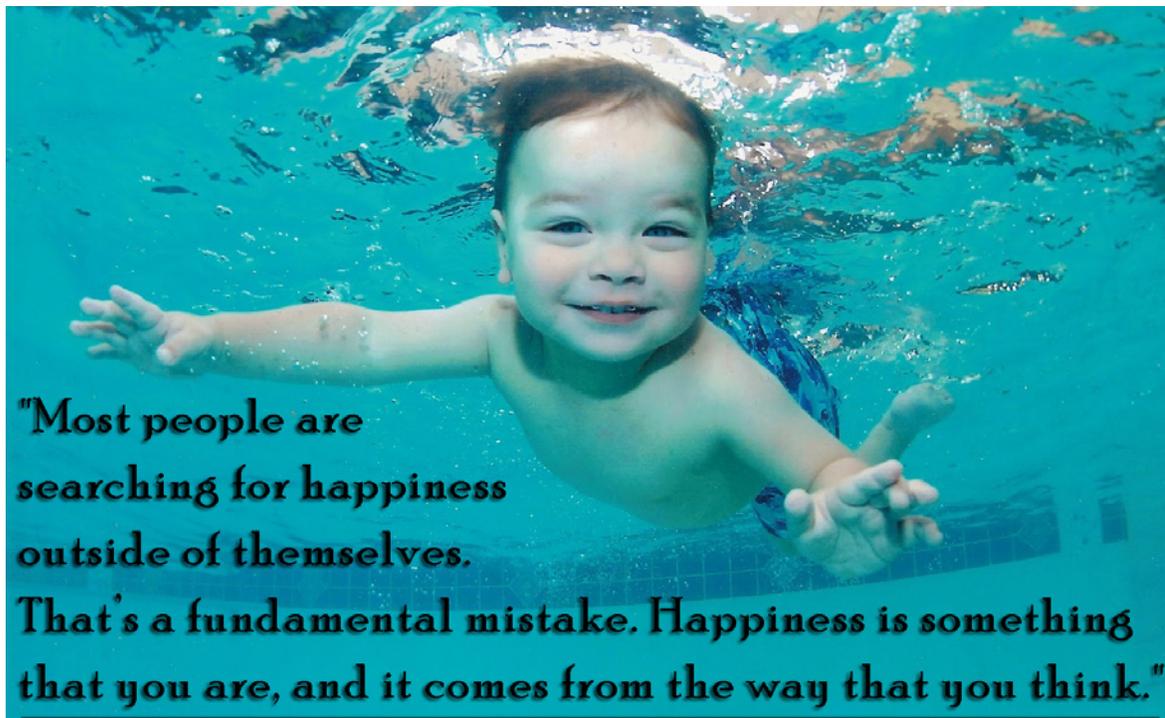
Even the most powerful man on earth is constantly worried of losing that position due to rivalry, competition etc.

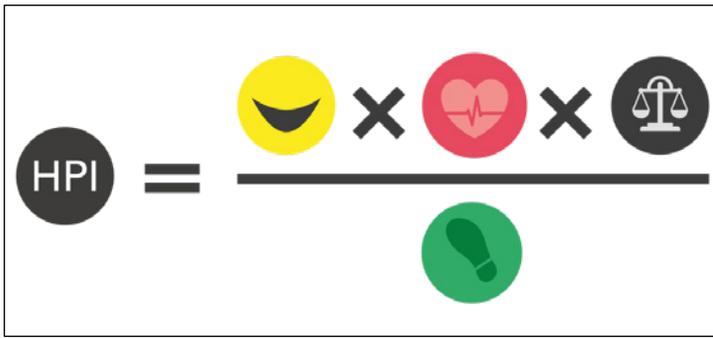
More objects create more bondage.



**R Venugopal**

*Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director. Then he served as the Profaember of the Syllabus Committee for the MSc- Actuarial Science course at the Christ University as well as one of their guest faculty. He is one of the editorial consultants for the Insurance World magazine.*





Of course, this does not mean that one should turn an ascetic or remain a pauper. Everybody does require some money, some house, some conveyance, some position in society and some belongings, but we should appreciate that beyond a certain limit, these possessions and positions give you misery instead of happiness.

## What about Relationships?

Relationships are meant to make our life happy, but do they?

We are happy with our sons and daughters as long as they listen to us. The moment the son/daughter begins choosing their own likings, say, selecting their job, education, life partner etc- the friction starts.

“My son / daughter was always listening to me, but after his / her marriage, he / she is completely changed, going by the dictates of his / her wife / husband never bothers about me”, is this not a familiar moaning from many a father or mother? I am not extending the example to the ‘influence’ of father-in-laws and mother-in-laws!

Often people get the feeling that their son/daughter is not under their control after marriage. The fact remains that even earlier he/she was not!

So the relationships bring happiness as long as the relatives- son, daughter, brother, sister etc- listen to you and act according to your wishes.

Again we have to attend so many functions like the weddings, anniversaries, birthdays etc of the relatives to ‘maintain’ the relationship, as otherwise, there will be a conflict. I am again not mentioning about the culture of ‘gifts’ of what we receive and the ‘gifts’ we have to return- our gifts should be one shade better than what we received - with the result of unnecessary articles lying in drawers and cupboards!

This is not to say that you should have no objects or relationships in your life. The idea is to be aware of their limitations and try to strike a balance.

Attachment is not love.

Unconditional love only leads to happiness. If you say that you love a person, even your own offspring, only as long as he/she obeys you, then it is not true love. Every person is right in his/her own thinking and as per their view point. We must learn to accept the same, if you want to be truly happy. This understanding and acceptance only will avoid conflicts between individuals, societies and nations.

Conflicts often begin with small things, leading to bigger issues.

Have we not often wondered after a particular outburst of anger ‘why did I become so upset on that occasion and bawl out unnecessarily’?

Some times even saying ‘sorry’ does not solve the problem, because the other person is not convinced of your uttering ‘sorry’, because in reality mentioning ‘sorry’ means that I am really sorry for this incident and I will not repeat it in future or in other words the true realization should be there in the word-Sorry.

That is why often people say “you only want me to say ‘sorry’, okay, I am saying now- sorry, is it enough?” Needless to say, this kind of mentioning ‘sorry’ does not carry conviction and hence does not build relationships and bring happiness.

Again who says ‘sorry’ also matters- when a very senior or a rich person mentions it to a lowly paid person or younger man, it carries more weight and conviction. But often this does not happen. Rich people instead normally cover this by paying extra money or extending a favor!

## The ‘Filter’ Mechanism

We all use ‘filters’ to gauge people.

We have a certain mindset to measure people. If the opposite person falls within your ‘parameters’, you start liking them. You carry the same ‘filter’ for that person, as long as he/she behaves within the same ambit and you remain friendly with him/her. The moment they go out



of this 'circle', you throw him/her out. That is the reason we find that people who were so close to each other for years suddenly turn enemies.

Unless we have an open mind and not carry the old impressions and perceptions, true relationships cannot be built and happiness cannot come about.

I always remember the story of the Buddhist monks who were going from place to place. They came across a water-way on the way and they went about, jumping over the channel. A young girl of 10 years was standing there, afraid to jump. One of the monks understood her predicament, lifted her, jumped over, left her there and continued his journey. In the evening when all the monks reached their destination, they had an assembly and the Head-monk addressed them. He pointed towards that particular monk who helped the girl to cross the river and asked him to get out of the meeting as he was not 'pure' having touched a girl that day. The younger monk replied "I agree, I touched a girl today afternoon. I carried her and left her on the bank, but, unfortunately, you are still carrying her in your heart!"

Unless we let things and memories go, there is no true happiness.

### **Expectations**

Often our happiness depends upon external things like others' behavior, weather, traffic conditions and what not.



Let not our happiness depend on outside factors.

Happiness is internal.

If the external things do not come up to our expectations, we become unhappy.

Have not we heard sentences like "I never expected this from you, even others I would not be surprised, but out of all persons, you have done this, no, no," and such "You too Brutus!" lamentations?

How often we say "you let me down"?

Suppose we accept things as they are, then we shall be happier.

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Often we have no control over many things in life, say weather, traffic jams, delays etc, then why fret and fume over them?

Mr. Stephen Covey, the famous author, talks of 90/10 principle- 90% of life is decided by how you react, whereas 10% of life is made up of what happens to you. This means, we really have no control over 10% of what happens to us. We cannot stop the car from breaking down. The plane will be late arriving which throws our whole schedule off. A driver may cut us off in traffic. We have no control over this 10%. The other 90% is different. You determine the other 90%. How? By our reaction!

You cannot control a red light, but you can control your reaction. Do not let people fool you; YOU can control how you react.

If someone says something negative about you, do not absorb it- let it role off as water on a lotus leaf.

React properly and it will not ruin your day.

A wrong reaction may cost you a friend, your job, sometimes even your life partner in a divorce.

Similarly what is the use of losing your temper due to delay of the flight or traffic jams? Why are you showing it on the poor flight attendant? Only your blood pressure goes up!

### **Morning Scenario at every home**

This is a very familiar scene at each home every day, especially when there are school going children.

Tension is everywhere.

The wife is shouting at the kids to take bath, get dressed up, arrange the school bag, and finish the breakfast and what not!

The husband also chips in packing the lunch box, tying the school tie and carrying the bag and the children to the Stand where the school bus comes.

At least this is one time the husband/wife does not look at their mobiles and they wish no calls come! (Some 'good' bosses catch you at that time only!)

With all that, sometimes the wife comes running along shouting that the child has forgotten the home work notebook, his/her geometry box and what else?

I have seen many fathers and mothers heaving a great sigh of relief when the school bus finally leaves with the child, "Thank God, the son/daughter has gone to school today".

Actually many feel that this is a necessary tension to make the child get ready. If the child or father or mother remains a little relaxed, there will be a big shouting- what is this? You are so slow and relaxed- come on, hurry up!

When a child is going to school, the best part in one's life, with such tension and anxiety; do you think it is good for the child? Can he/she enjoy the day?

Is it good for your own health?

You also become so exhausted that you are half-dead. Then you have your own tension in getting ready for the office and reaching the same after your 'heroic travel braving the traffic', thus when you take your seat at the office ultimately, is there any 'life' left in you? What service can you do?

That is why often we hear the peons whispering "today Boss is in a very bad mood- may be, he quarreled with his wife today morning at home!"

All these things can be solved by a little time management, by getting up 30 minutes earlier than usual or arranging things the previous night itself, ultimately leading to the child leaving for the school in a happy frame of mind and you to your avocation in a relaxed mood. A little organization of your things at home will do the trick.

### **We feel it is 'natural'**

We have come to accept that hurry and tension are 'natural' in our lives.

We feel that in every home, there is tension in the morning before people leave for school or office. So what is new or what is the harm in my being under tension?

Examinations create a lot of stress, hence it is natural for students and parents to be full of anxiety- the parents are more stressed- you must visit a home where there is a child going for 10th or 12th Board

examination. Every one behaves like a zombie- "the boy is studying- no game, no TV, no guest etc. Even the younger child has to undergo the ordeal and sacrifice his/her own small, small happiness- the starting point for the sibling to develop hatred for the elder child! The whole atmosphere is charged. This does not mean that the examination going child should not prepare- it can be done systematically without any tension and the examination result is not the be-all and the end-all of your life.

Similarly we feel we have to put a lot of pressure on our children to excel, our employees to perform and torture our own selves to get promotion or climb the ladder and then only they will exert their full potential.

Often the parent may tell the child, "Whatever marks you get, I am satisfied. Do not worry". But this is not entirely true. The parents want their children to perform very well and score high marks, more for showing off to their friends and relatives and to satisfy their own ego. Do you think your children are not aware of your ambitions? Otherwise why so many children who have come SECOND in their classes- not the FIRST- should commit suicide?

Often we do not appreciate our children/employees fully because we feel it would make them complacent.

All these tensions are not necessary.

Care and concern are different from worrying.

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# If you change the way you look at things, the things you look at change.

Wayne Dyer

Care and concern denote love, whereas worry denotes fear.

Care and concern give out a positive energy whereas worry sends out a negative energy.

We can perform all our jobs and studies coolly, peacefully without tension and still achieve success in life.

It is a beautiful life, we are not enjoying it.

Let us begin the day with positive thoughts- leading to good feelings- happy attitudes- resulting in action-formation of good habits and ultimately to a good personality.

Mr. Ratan Tata has mentioned:

None can destroy iron

But its own rust can

Likewise none can destroy a person

But his own mindset can.

Ups and downs are common in everyone's life; actually they are important in keeping us going and growing.

A straight line even in our ECG means we are not alive! Criss-cross lines only denote that we are healthy.

## The Happiness Index

As we prepare our body, our dress, our car etc for the day, let us prepare our mind too.

Peace and happiness are my birthrights. I shall remain peaceful.

Happiness is a choice- it is our own decision.

Somebody asked Buddha "I want happiness".

Buddha replied "Remove the 'I'- that means the Ego.

Remove the 'want'- the unreasonable desires.

Then you have your Happiness".

"Anger is temporary madness. Happiness is nothing more than good health and bad memory"- Mr. Albert Schweitzer, the Nobel winning Missionary and Philosopher.

Life is a game with 5 balls- work, family, health, friends and spirit.

Work is a rubber ball- it comes back.

The other four are made of glass- handle them with care. Once they break or get a dent or damage, you would not get the original value.

Let us maintain equanimity with poise, giving us true happiness.

Bhutan has been continuously ranked as the happiest country in all of Asia and eighth happiest in the world, according to Business Week, in spite of having one of the lowest GDPs. It is also the ONLY COUNTRY that has a Gross National Happiness Index or GNP, which measures quality of life and tries to make sure that material and spiritual development happen together.

Let us hope that India also will follow suit in this regard soon.

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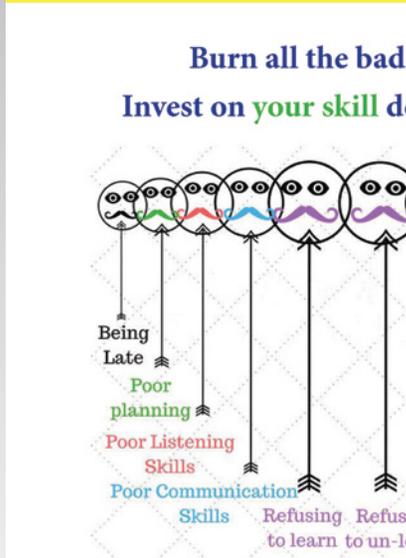
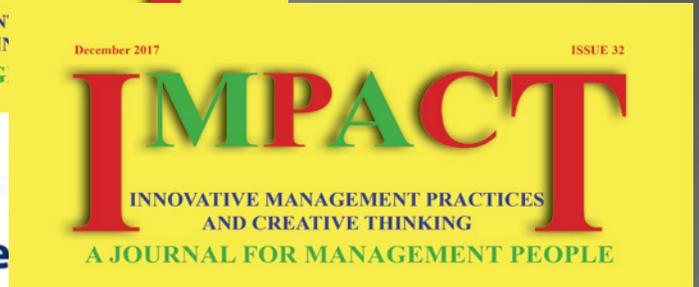
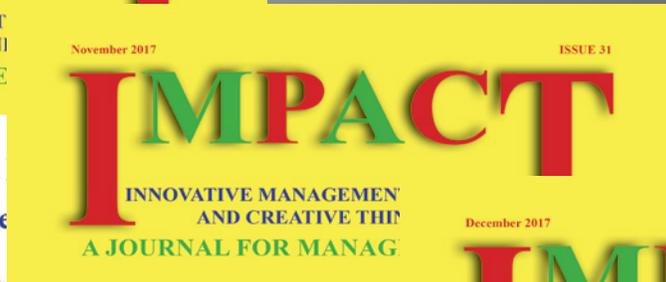
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# An Outlook of Subjugation in Ishmael Reed's *Flight to Canada*

## Abstract:

The act of Subjugation plays a main role in Ishmael Reed's fiction *Flight to Canada*, most of the characters in the fiction are under complete sovereignty and they struggle a lot to overcome their suppression. The author demonstrates this through the characters Raven Quickskill, Stray Leechfield and 40s. In this novel, not only the subalterns undergo this kind of Subjugation but the people who belong to the higher cadre of the society also undergo such suppression. The subjugation is not to a particular class of people, this is proved through a very strong character Mammy Barracuda who treats Swille's wife in at most savage manner. To make Ms.Swille obey her words, she gets into an abusive act; she does it with the prior permission from Swille. Even though Barracuda is also a worker in Swille's castle, she behaves like she heads all other workers in the castle. All other workers obey her because of her rude tone and appearance. This research paper expounds the role of subjugation in minor characters and also in the major characters in the fiction *Flight to Canada*, and how the characters undergo suppression, what kind of efforts they take to escape from the sufferings, at last what they feel after fighting against the injustice made to them. Even though the characters get succeed and overcome their subjugations, they all felt like they have lost something. Ishmael Reed through his characters discloses that, though they succeed in escaping from their enslavement they end up in some kind of bewilderment.

Key words: Slaves, Suppression, Subjugation, Emancipation, Inn, Tracers.

Slavery in America began in early 17th century, then the practice of subjugation started and it was in practice even after years. Subjugation plays a considerable role in Ishmael Reed's fiction *Flight to Canada*. The slaves are subjugated by their masters. The master's wife is subjugated by the lead servant maid and this is considered to be astonishing. The characters who are under force will for sure burst out one day, most of the novels which deals with despotism in literature will talk about the suffering and suppression of women, but this fiction in the controversy talks about the suppression of men in major, the men who are slaves in the fiction runs away from their place and escapes. Even after they reach a safer place they feel that, the force behind them will not leave them free anywhere they go, they feel like return to the place from where they escaped.

One thing which is very unique in this fiction is it starts with a poetry, in which the slave Raven Quickskill says about how he escaped from his master's



Swathi.C

*Assistant Professor  
Department of English  
Dr. G.R.Damodaran  
College of Science and is  
pursuing Ph.D. in English  
Literature.*

place, and during his master's absence what all he enjoyed through the help of other workers in his master's place. He further explains that there is no point in searching him because the master could not get him since he moves to a place where he will be very safe.

"Last visit I slept in

Your bed and sampled your

Cellar. Had your prime

Quadroon give me she-Bear. Yes, Yes" (*Flight to Canada* 4)

The poem *Flight to Canada* by Raven Quickskill plays the major role in the fiction, because only through this poem, his master Swille, comes to know the place where Quickskill stays, the master found the whereabouts of not only Quickskill but also about Stray Leechfield and 40s. The poem becomes popular and the world knows him but before that his master finds it out and he sends his men to grab him. The men from Swille's place goes to Quickskill's place because the master has paid for them to work under him. Reed clearly explains this through these lines "*Flight to Canada*" was the problem. It made him famous but had also tracked him down. It had pointed to where he, 40s and Stray Leechfield were hiding. It was their blood hound, this poem "*Flight to Canada.*"(*Flight to Canada* 13).

Glenda R. Carpio is of the opinion that "Reed illustrates how slavery's stereotypes — as representations that embody fixed ideas, ideological fictions, and psychic fantasies — are inert in essence but alive in their effects." The author explains about slavery and it is considered to be constant. The slaves in the novel *Flight to Canada*, even after reaching a place which is very secured feels that they are not secured.

Arthur Swille is the master who owns the castle which consists of fifty rooms, he has so many slave workers to look after all the works in his property, they perform various duties like cooking, cleaning and washing, the workers do their work in full respectable manner and the stern looks of their master scares them a lot. They know their own

places and their limits in the castle and they do their work accordingly. Master Swille has a habit of taking two gallons of slave mother's milk every morning, it was brought to him by Uncle Robin. "Arthur Swille has just completed the pushups he does after his morning nourishment, two gallons of slave mother's milk. Uncle Robin, his slave, is standing against the wall, arms folded. He is required to dress up as a Moorish slave to satisfy one of Swille's cravings." (*Flight to Canada* 18) Ishmael Reed makes it clear that from the past time the slave workers are very much dominated by their masters and they should do what the masters need them to do.

Mammy Barracuda is a very strong character in the fiction; even though she is a worker in the castle she dominates other workers. The workers in the Castle get scared when they see Barracuda. Swille trusts Barracuda much, and she takes care of Ms. Swille. She always stares at people and handles them in a bumpy manner. She obeys Swille's words abundantly, once when she brings a letter which was written by Ms. Swille which is regarding, the one year subscription for National Era. Swille after reading it informs Barracuda to destroy it, for that she replies, she will burn it at once. Reed through these characters explains about the struggle between the slaves to prove their loyalty to their masters.

"Barracuda grabs her by the hair and yanks her to the floor.

"Barracuda, Barracuda, what on earth are you doing to my delicate fragile body. Barracuda!" (*Flight to Canada* 112)

When Ms. Swille is in a strike, for a purpose of getting the consideration from Swille, Mammy Barracuda behaves in a manner which is very violent; this could not be tolerated by any master's wife, since this kind of treatment is from a slave. Reed explains about the most pathetic situation of Ms. Swille and it happens with the approval of Swille.

Glenda R. Carpio states that "Reed transfigures nontextual forms of remembrance from the cultural legacy of the African diaspora to extend the limits

of the discourse on slavery.” Ishmael Reed discusses about both the white and black people who are getting suppressed in his fiction, but he focuses on the black people who could not get accustomed to the place in which they get tormented, they at a point decide to leave the place, they escape from their master.

The lead character in the fiction Raven Quickskill, reaches the emancipation city, two men arrive to meet him stating that they are Nebraska Tracers, they have come to take him to Swille. When Quickskill asks them if he is not interested to come to Virginia, what their reaction would be, they reply that they will have to force him to come with them. They also state that they are students of Nebraska school and they do this job to pay their tuition fee to graduate from school. After listening to them somehow Quickskill manages to escape from them. “According to our information, Mr. Swille owns you,” the short one said, reaching into his briefcase. “Here’s is the bill of sale. You see, Mr. Swille sees you as a bargain.” (*Flight to Canada* 62). The author makes it clear that even the slaves manage to escape from the master, the master traces the place where the slaves go, this process is continuous and the masters make them to be in trap. Swille the master is not ready to leave his slaves free.

Quickskill reaches to the place of Leechfield and informs him that, their master has sent his men along with papers to get them back, Leechfield explains that he sends money to his master Swille and he will not disturb him. He even offers money to Quickskill, so that he will send it to their master, so that he would be free.

“Look, man, if you want to buy yourself, here is the money. You can pay me back.”

“But it is not that simple, Leechfield. We are not property. Why should we pay for ourselves? We were kidnapped.” (*Flight to Canada* 74).

Quickskill is of the opinion that they all are humans and there is no difference, he states that he is not a property, he further states that why he should pay for himself. Reed through this character clearly explains about the condition and the mindset of

the slaves, who work under their masters. They also need to be treated in a legitimate way, they would like to be free and live free.

After the meeting with Leechfield, Quickskill moves to a houseboat to meet 40s, who lives there. He explains the same that the men from the master are nearing those, 40s says that he has nothing to worry, if he is not allowed to live here he looks at a mountain through his window and says he would live inside the woods for years together. Whereas Quickskill does not know about surviving in the woods, it would be a mere danger for him. “If you had to go to the woods, you would not know what to eat and how to find your way around. You would eat some mushrooms and die or walk into a bear trap and crush your leg or the elements would get you.” (*Flight to Canada* 78).

Christine Levecq is of the opinion that “Reed uses slavery to challenge American National identity and look to a new, global vision, epitomized by Canada.” The slaves in the fiction like moving to Canada, they believe that Canada is a place in which they will be free and they will not be in domination. The carpenter after reaching Canada through his poetry feels that the Emancipation city is better when compared to Canada, because he has been beaten by some mobocrats.

Quickskill does not want to get in the hands of Nebraska tracers, he stays in Manumit Inn. He receives a phone call from the carpenter, he invites Quickskill for a party since he leaves to Canada because his poem is getting published, Quickskill says that he will also join him; he asks the carpenter how he came to know that he is in this particular inn. The carpenter says that he got it through Nebraska tracers and they asked him to inform Quickskill not to make things difficult. “*Flight to Canada*” was responsible for getting to Canada. And so for him, freedom was his writing. His writing was his Hoo Doo. Others have their way of Hoo Doo, but his was his writing. It fascinated him, it possessed him; his typewriter was his drum he danced to.” (*Flight to Canada* 88 – 89). Quickskill knows it clear that his writing will help him to reach Canada where he can be free; to him everything is his writing.

The author discusses about Princess Quaw Quaw Tralaralara and her husband Yankee Jack, even though he takes much care about her, she lives a life like a slave and she is interested in Quickskill, she is fed up with the life of riots and the surrounding which is about war, Quaw Quaw states that “This country is violent, just like my Columbia professors said. They said it had no salvation.” (*Flight to Canada* 104). She learns that Quickskill is leaving to Canada and she requests him to take her along with him. When Quickskill accepts that she can join him, she gets into a kind of happiness that could not be explained.

Even though Quaw Quaw’s husband Yankee Jack takes good consideration on her, she learns about her past and the injustices done by her husband to her, through Quickskill’s poem *The Saga of Third World Belle*, after reading the poem she bursts out in anger of her husband and even on Quickskill that he has not informed her about it before. She reads it from his file, when he is away from her. “You loved him so, Quaw Quaw. I did not want to be the one. I do not need to knock another man to gain a woman.” (*Flight to Canada* 121). Quickskill did not inform her about all these because he does not want to get her love, by proving her husband as a betrayer.

According to Glen Anthony Harris “Reed proceeds from a recognition of the aesthetic status of historical characters and the literariness of the historical record. The postmodernist historical novel presents history as an open work.” Ishmael Reed discusses about Lincoln’s emancipation, Lincoln comes to meet Swille, but Swille talks awful about Lincoln’s wife. At one point of time, Lincoln grows furious but sits back to discuss about the process and gets two sacks of Gold from Swille for his Emancipation meeting. Through this the author proves that even the people in higher cadre of the society are under suppression by people who are in higher position than theirs.

When Quaw Quaw and Quickskill was in Canada, carpenter comes and informs, in Canada also the Americans dominate people and he further says that he has decided to go back to Emancipation city, even though he talks about Canada in a negative way, he informs about the death of Swille.

“Some mobocrats beat me up,” he said, pointing to the bandages on his head.

“Left me in the streets unconscious. I was going back to the hotel after being denied this room I wanted to rent.” (*Flight to Canada* 159). After listening to the words of the carpenter, Quickskill feels much and is later consoled by Princess Quaw Quaw.

The slaves after reaching their target feel that their suppression will not leave them. They decide to return back to the place from where they escaped. Ishmael Reed in his fiction *Flight to Canada*, illustrates about the subjugation of people who are in working class and also he explicates the privileges the people in working class take on their masters. The masters are not in the mindset to leave their slave workers free and they treat them like their own property. They have paid for them and they like to extract the work from them. The slaves even after getting liberty from their masters face struggles to survive and since they are in a state of turbulence, they do not know to choose their destination and they decide to return to their place after the adventurous run away from their masters place.

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# “The Predicament of the Woman Protagonists and their Quest for Self in the select novels of Shashi Deshpande”

## Abstract

Beginning from the first inception of the universe, there is a fascinating myth associated with the creation of women by the supreme creator, Lord Brahma. And indeed, beginning from Brahma himself, the idea of feminism in Indian literature both oral and written had begun to be established, though perhaps not as blatant as it is today. The comprehensive vision and philosophic insight of the Indian novelist makes him on a par with the writers of international repute. There were also some women novelists who adopted the technique of narrating a fiction. They displayed Indianans through their characters.

Woman writers in India are moving forward with their strong and sure strides matching the pace of the world. Shashi Deshpande on the other hand, started out just like any other eyed young writers in the making like innumerable potential women writers. She is clearly part of Indian Literature and emerges from her rootedness in middle class Indian society.

Some of the issues taken by Shashi Deshpande are a premarital relationship, the knowledge that Madhu in *Small Remedies* could enjoy sex before marriage upsets her husband and leads to strained relationship. And in earlier novel *Roots and Shadows*, Indu, knowingly and willingly has an adulterous relationship with Narendra a relationship which does not leave her with any feeling of guilt. Shashi Deshpande portrays both mothers and daughters as her main focus is on relationships rather than individuals. Saru's mother in *The Dark holds no Terrors* and Sumi's *The Matter of Time* both lost a male child and both relate to the surviving female child in different manner.

A woman's right to her body is violated even within marriage when she is subjected to aggressive male desire. Deshpande takes up the issue of rape both within and outside marriage in her novel *The Binding Wine*. Mira's relationship with her husband is one long nightmare as she is an unwilling victim to his desire. The institution of marriage as it frames women within traditional behavioural patterns and allows men the freedom to own another human being is placed in a different perspective. In *The Matter of Time* Sumi's husband Gopal leaves her not because of another woman but simply to be on his own.

Shashi Deshpande adds a new leaf to the cap of Indian fiction with her novels. In short, almost all the literary ventures of Shashi Deshpande revolve round the pathetic end and heart rending condition of woman in male domination society. She not only shares the personal concerns but also seeks to awaken readers to the reality of marital life in Indian society today.

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Mrs. V. Rajeswari

*Assistant Professor,  
Department of English  
has eleven years of teaching  
experience at various colleges  
at Coimbatore. She is now  
working as an Assistant  
Professor of English at  
C.M.S. College of Science  
and Commerce and is  
pursuing Ph.D. in English  
Literature*

**Keywords:** Inner conflict, Predicament, Self-Identity, Silence and Complex relationships.

*“Woman is the meaning of the word, breath, the touch, act woman that which Reminds man of that which he is woman is growth, the God’s inheritance; the woman is death, for it is through woman that one is born; a woman rules for it is she , the Universe.”*

**-Raja Rao**

## Introduction

Indian writing in English, which has grown over the years in bulk, variety and maturity, has aroused considerable interest both in India and abroad. Indian fiction in English emerged out of almost six decades of intellectual and literary gestation that had begun in 1930’s with the triumvirate of R.K. Narayan, M.R. Anand and Raja Rao. They were followed by a new crop of writers in the 1980’s who dealt with various subjects in a language of irreverence tenor and content to Indian fiction in English in the last decades include Salman Rushdie, Amitav Ghosh, Vikram Seth, Shobha de, Arundhati Roy, Shashi Deshpande who among other have earned considerable fame for their contribution. Common images of woman appear in various literatures of the world. Woman as mother and protector, woman as inspirer and cherisher, woman as the motivating primal force ‘Shakthi’ protecting good and destroying evil, woman as the chaste, suffering wife, and woman as charmer or lure are some of the facets familiar in literature.

## The emergence of woman writers in India:

The emergence of woman writers writing in English in India is of great importance. It brings a new age of brightness for Indian woman. Social reforms influenced by the great personalities like Raja Ram Mohan Roy, Mahatma Gandhi and the foreign personalities like William Bentick had their impact on the status of women in Indian society and brought them out of the tyranny of the social evils.

Shashi Deshpande is one of the most popular recent authors in Indian writing in English. Her contribution to the world of fiction dates back to

the 70s and 80s. She is the daughter of the Kannada dramatist and Sanskrit scholar, Sriranga. She was born in Dharwad.. She began her career in writing with short stories which later on developed to novel writing. Through her novels she has presented the problems and conflicts of educated middle class women who have to reconcile to the traditions and customs in spite of their desire to prove their individual identity in the society. She realizing the norms and values of the Indian culture, tradition and society, does not deny the necessity of the existence of man in woman’s life, but she does not accept the total subjugation of woman before man. Mostly her heroines are practical woman and they do not believe in traditional barriers. Many educated and professional women of today have to compromise their career for their family in order to save their marriage.

Through the women characters of her novel, Shashi Deshpande created a new woman who is capable of self-analysis. Her female character as wife, mother and daughter tries to discover for herself new way of living. Sarita or Saru the protagonist in her novel, *The dark holds no Terrors* represents that the new woman who is confined to the family tradition asserts her identity, struggles for her rights and ultimately reaches to self-analysis. After fifteen years she returns to her father’s house as she has heard about the death of her mother. She got the opportunity to review her relationship with her father, mother, brother, husband and her children.

## The subjugation of Indian women:

Shashi Deshpande in *That Long silence* exposes the suffering women undergo in the name of tradition, family values and customs. The novel shows her heroine Jaya’s reversal from a self-respecting aware woman to a submissive middle class traditional woman. The novel deals with the protagonist Jaya’s passage through a maze of self-doubts and fears towards the affirmation of herself. A crisis in the middle class family of the protagonist triggers off a chain of events which compel her to view her life in retrospection what follows is an honest and frank account of Jaya’s life. In her anxiety to play the role of wife and mother to perfection Jaya realises that she does not do justice to her talents

as a writer. Her constant fear of displeasing her husband and inviting the censure of society, not only make her give up writing but also discourage her from acknowledging her friendship with a man who is not her husband, brother and father. Jaya is representative of the modern young woman-educated and is aware nevertheless unable to break free from the strange hold of tradition.

Young Protagonist Indu in *Roots and Shadows* is home on a visit at the invitation of a great aunt who is on her death bed. Indu had rebelled against this control of the joint family and moving to an urban area had entered a marriage of her choice. Earlier Indu goes over her childhood,

“As a child they had....”

Submission and surrender are the price of a woman's happiness and Shashi Deshpande's heroines resent this fact. Indu's right to freedom is recognised by her great aunt Akka who bequeaths her money to Indu. In the novel *The Dark Holds no Terrors*, the protagonist Saru was a successful doctor and was getting handsome returns for her service, her husband Manu was just a struggling writer.

### **Assertion for her Identity:**

Shashi Deshpande's young heroines rebel against the traditional way of life. They are struggling to assert their self-identity. In the novel *That Long Silence* the protagonist Jaya started narrating her story with,

“I was born, my father died when I was....

I didn't let a third live”

The author clearly stating the condition of married woman in the family. Jaya failed her writing career, with her heartfelt frustration, she is saying,

“To Mohan, I had been no writer, only an exhibitionist”

In the novel, *A matter of Time* Sumi's husband Gopal walks out on her for reasons even he cannot articulate. She is struggling to understand her daughters, she says,

“Do my daughters blame me for what Gopal has done?” The institution of marriage as it frames women within traditional behavioural patterns and

allows men the freedom to own another human being is placed in a different perspective. In the novel *Roots and Shadows*, Indu escaped from her family many years ago because of her marriage with Jayant, to exposing her alienation, she is saying,

“I am alone...they seem to me to be the most poignant words in any language”.

### **Conclusion:**

Shashi Deshpande achieved reputation as a serious writer with tremendous potential. Though not an avowed feminist, she accepts a significant place among the contemporary women novelists who are concerned with the problems of women and their quest for identity. She does not write as a feminist writer. But she has a woman's perspective on the world. She expresses a deep understanding of the female psyche.

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# Significance Of Motherhood In

## James Baldwin's *If Beale Street Could Talk*

James Baldwin is an African American writer of twentieth century literature. He has written six novels, short stories, Essays and poem. Among his six novels *IF BEALE STREET COULD TALK* consists of different themes like Family Bonding, Love, and Identity. The major role of this novel is Love. Fonny and Tish are the main characters of this novel. Tish, nineteen years old girl, protagonist of this novel tells about Fonny, twenty two years old boy and their sufferings. They both are lovers, they decided to get married and got permission from their families. But all of sudden Fonny was falsely accused as rapist by white cops, at the same time Tish is conceived. The rest of the story goes on with the struggles of their family members to bring out Fonny from the prison. Especially Tish's Sis. Ernestine and her mother Sharon helped her a lot physically and psychologically. James Baldwin has portrayed powerful characters and emotional bonding throughout the novel. He also enhance the importance of female characters specially the role of motherhood. How Tish's mother helps her to get rid of all the problems which she faced across her life. She was like a back bone to her daughter in the entire situation, while Tish is crying, she will wipe out her tears, while Tish becomes vexed or upset she will encourage her by telling all the possibilities to come out from the problems.

**KEY WORDS:** Motherhood, Sacrifice, Love, Witness, Encourage.

Motherhood is a valuable relationship between an offspring and the mother. It is not just the state of being a mother; it's also shows the qualities of mother. Women are considered to be soft and gentle in their nature. Her nature and character will be molded while she attains the stage of mother. If she has any bad qualities or arrogant nature automatically it will change as soon as she sees her child. It can also be stated, the motherhood position as a sacred position. Even male chauvinist will listen to the words of his mother and he will give respect to his mother. This position has that much power to control; even it controls the whole group with that position. The families will not go smooth without a mother; she is like a pillar of the family. She is not only giving birth for a baby but also a new life for a family through her affection. She seems to be an emotional idiot to the male characters in the family but the same male characters indulge in some problems, only mother will give valuable ideas to safeguard them from that problem. We can also consider that, only mother who will always think about their children's benefits without any expectation. The same James Baldwin has focused in this novel.

Motherhood played a vital role in the novel *If Beale Street Could Talk*. He has shown two families in this novel, one is Fonny's and another one is Tish's family. In the both families' mother played an important role, it is also focused on motherhood. It proves when Sharon, Tish's mother supports



Mrs.P.Suganya

*Assistant Professor of English at Dr.G.R.Damodaran College of Science. Has Seven years of teaching experience at various colleges. Presently pursuing Ph.D. in English Literature.*

Tish and Fonny till the climax of the novel. As Watts's opinion in his article "Motherhood is a significant and important aspect of life for many women around the globe." James Baldwin in his novel shows the same significant. Tish's mother played an important role to bring out Tish's lover Fonny from the jail. She took lots of effort to find out witness to win the case of Fonny to make her daughter's life happy. Likewise she found out the witness after a long struggle and at last she gave some hope for the case and made them to move to the next level of that case. So here it proves, "I'm here to try to get a man out of prison. That man is going to marry my daughter. And he did not rape you." (*If Beale Street Could Talk* 195)

To the contrary to the above context there is one more mother in this novel named Mrs. Hunt. She is a mother of Fonny but she never behaved like that. She always goes to the Church and always tells the name of God Jesus. But she doesn't know that doing her role properly and being a good mother will automatically take her to God directly with all blessings. At the beginning she was easy going with Fonny for some extent. But after he got arrested, she started to scold and curse him. She also cursed Fonny's baby which is in the womb of Tish. This shows her arrogant character which shouldn't be the character of mothers. "The Holy Ghost will cause that child to shrivel in your womb. But my son will be forgiven. My prayers will save him." (*If Beale Street Could Talk* 85) Baldwin portrays this lady as mother with bad quality which is totally contrary to the character of Sharon.

As Benza stated in his article, "Motherhood came with a sense of responsibility for children which resulted from their compromise and sacrifice. The dedication was exhibit by participants who demonstrated commitment to motherhood when striving to be a good mother." James Baldwin portrays the same in his novel that the mother of Tish sacrifices all for her daughter and she went to Porto Rico to find out Mrs. Rogers. "She don't want to go to Porto Rico. That's right. And she hates planes.

But she wants your baby's father out of jail. Of course, she doesn't want to go to Porto Rico. But she'll go." (*If Beale Street Could Talk* 144) This was the discussion between Tish and her Sis, they have to send someone to Porto Rico to find out a witness but all were fixed with some tight work. Even they cannot send gents over there because they have to convince a lady who has given testimony against Fonny, so it won't work out. Henceforth, they decided to send their mother but they are also telling that she doesn't like that plan from the beginning so she will not accept to go there. But she will go because it is her daughter's life. Likewise she went to Porto Rico by leaving her family first time to safeguard her daughter's life. James Baldwin describes that mothers will do all the things without any hesitation for their children. Even they are ready to sacrifice their family, dignity and self respect to safeguard their children's life.

Good mother will analyze the problems of their children naturally. They will not wait for their children to come and tell the matter, they themselves will analyze the problems of their children by tracing their face. The same James Baldwin has depicted in this novel, "She said, 'Tish. I declare. I don't think you get nothing to cry about.' She moved a little. 'You tell Fonny?'" (*If Beale Street Could Talk* 44) This shows that Tish is conceived and she is about to tell her mother but before that her mother found her pregnancy. Though, she takes care of her daughter until the delivery. From this Baldwin depicts that mother will not expect anything from their children to tell. They have all the authorities to pamper and to scold their children. If it is correct mother will encourage them and if it is wrong she will advise them to come out from that problem.

As Robin stated that, "A mother is a woman who shows you the light when you just see the dark." James Baldwin proved the above statement in this novel through the character Tish's mother Sharon. It is crystallized when she encouraged her daughter Tish while she

got upset of the rough situation she faced in her life. She encouraged her daughter by stating, "Tish, Mama said, 'you a woman now. You got to be a woman. We are in a rough situation-but, if you really want to think about it, ain't nothing new about that, That's just exactly, daughter, when you do not give up. You can't give up. We got to get Fonny out of there.'" (*If Beale Street Could Talk* 115) So, it depicts that mother will always encourage her daughter and she will help her children to come out from the darkness to light.

Mother will not see difference between their children. Some people have a habit of showing difference between their children like son and daughter. Here James Baldwin has quoted in this novel through the characters, "Mama said, 'To the new-born,' and Daddy said, 'I hope it's a boy.'" (*If Beale Street Could Talk* 61) Here the family members come to know about Tish's pregnancy and all become happy by hearing that news. Her mother is very much happy for the baby in her daughter's womb and she prays for baby without thinking whether it is boy or girl. But her father hopes it is boy baby. This is the difference between mother and father. She felt happiness by hearing the news but her husband's thought is different. Here James Baldwin shows difference of opinions of father and mother.

Sharon always thinks about her daughter and her lover Fonny. "Shit. We got to work it out. Fonny's like one of us.' He is one of us , said mama." (*If Beale Street Could Talk* 53). Mothers will always consider others as their children. Here Fonny her daughter's lover, always she used to feel for him and she also uttered a statement that he is his son and he belongs to their family. Since, she considered her son-in-law as his own son and she works hard to make him come out from jail. Even she has argued with the lawyer, Pietro, Mrs. Rogers and even with society. It simplifies the character of motherhood.

Baldwin exhibit the motherhood till the climax of the novel. The final scene of this novel ends up with the labor pain of Tish. We all know that delivering a child is not an easy joke, it is next life for women at that time they need their mother's support. Likewise during the labor pain of Tish her mother was there and while she loses her consciousness she sees only the face of her mother others got disappeared. "I opened my mouth, I couldn't catch my breath. Everything disappeared, except my mother's eyes." (*If Beale Street Could Talk* 230) This depicts the affection of mothers and daughters. Through this context Baldwin depicts that mothers will always be there till the end of their children's life. Without the care and affection of mothers we cannot lead our life happily.

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