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A GAP Analysis of Expectations and Performance of Conservation Practices at Mubarak Mandi Heritage Complex (MMHC)-An Application of Stakeholder Theory

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A B S T R A C T

Heritage can be defined as anything that is inherited from the ancestors including cultural and social beliefs. It acts as a bridge connecting past, present and future. Heritage and culture run hand in hand as there will be no heritage without culture. Heritage serves as a representative for the community that makes them different from other communities. The concept of Cultural Heritage Management (CHM) is necessary in order to conserve and preserve heritage for the future generations. This study aims to analyze the gap between the expectations and performance of the stakeholders involved in the conservation and restoration of Mubarak Mandi Heritage Complex. Using a case study approach, the study examines the Conservation, Preservation, Restoration (CPR) process at the chosen heritage site within the framework of stakeholder's theory. The study is important because a gap analysis of expectation and performance of the stakeholders involved in the CPR process at the chosen heritage site helps us understand the underlying reasons for its unsuccessful implementation despite adequate funding. In this context stakeholder's theory is a helpful framework for the study. The study has implications for the stakeholders involved in the cultural heritage management of MMHC. Qualitative analysis of the data collected revealed following relevant themes Mubarak Mandi building, Role of stakeholders, Process, Present Conservation Status, Work of ASI. The data has been analyzed using Nvivo11.

Introduction

Heritage brings the sense of pride for the nation that reminds about the history of their culture and the glory of the past. Heritage is a combination of two words Herit and age which

means things inherited through ages. The Oxford English Dictionary defines heritage as the property having some cultural and historical belief and that can be passed on from one generation to another. Heritage tourism is one of the rapidly growing trends in the World; where people travel from one place to another, in order to explore the heritage of the different parts of the World.

Collins (1983) states that, "while defining heritage tourism it is important to include cultural aspects such as ancestors' pattern, religious beliefs, folklore customs and various other practices related to society."

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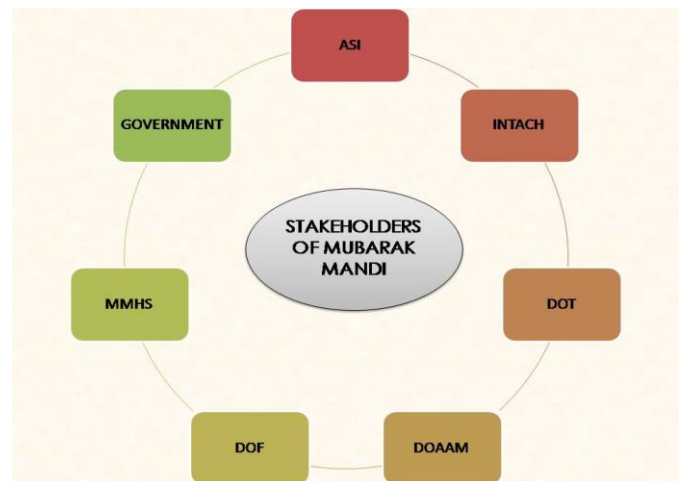
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“Cultural tourism comprises of travelling to the places having some historical significance coupled with human cultural heritage. Therefore, it includes travelling to archaeological sites, cultural exhibitions, museums, battlefields, etc.” (Marczak, 2000). Thus, it can be seen that ‘heritage’ and ‘culture’ are single entity, where culture is the backbone of the heritage. Cultural heritage tourism or heritage tourism is that form of tourism which is directed towards the cultural heritage of the destination where tourism is occurring. Though both mark their beginning at dissimilar times, the lone thing which comes out to be similar by using the term cultural heritage is the cultural aspect. With the rise in demand of heritage tourism various countries are adopting similar strategies for the promotion of heritage tourism moving towards the single culture resulting in the cultural homogenization. Heritage and culture are very sensitive and when we talk about them there are lot of issues like dissonance, commodification and cultural identity loss. A fear of cultural homogenization can stop the movement of people and there will be no cultural exchange activities. People travel to explore new things. Heritage tourism is all about uniqueness and authenticity. The conservation and preservation of the heritage properties is important in order to maintain the relationship with the past. Thus, cultural heritage management has become an important part of the modern World. CHM focuses on proper planning, and framework that supports the idea that conservation must be done with sustainability objectives. The main motive of the CHM is to conserve and preserve the heritage objects whether tangible or intangible so that they could be used now and also in the future by coming generations. Many cultures are on the verge of extinction and soon others will perish. Therefore, it needs a serious attention, and i.e. why the Cultural heritage management is used for sustaining culture, local identity and communities (Chang 1999; Loulanski 2006). For successful CHM, it is important to identify various stakeholders involved in the process and their role in the heritage management. Stakeholders’ theory suggests that various stakeholders should collaborate and develop a consensus on the issues of CHM. Stakeholders theory states that equal collaboration is required among the stakeholders of the destination or organization and no single dominant stakeholder should be there in the CPR process, as one stakeholder impacts the other. Every stakeholder must be given a chance of expressing their views, in order to manage the sites collaboratively. The present study uses the stakeholder’s theory framework in order to understand CHM at the MMHC. MMHC is situated in the heart of Jammu city. “Duggar Pradesh”; also popularly known as Jammu; is the native land of World’s renowned warriors and artists, named “Dogras”. Dogra dynasty was a Hindu Rajput Dogra dynasty. The founder of the dynasty was Maharaja Gulab Singh, who was appointed by Maharaja Ranjit Singh of Lahore as a hereditary raja of J&K. Jammu has a rich cultural heritage and is also known as the city of temples, it is an important place for pilgrimage tourism as it serves as a base point to Vaishno Devi and Amaranth Yatra. Only Vaishno Devi attracts 1 billion tourists every year, one can easily determine the tourism potential of the place by these numbers. The conservation of the

MMHC is important as it is the monument that marks the existence of Dogra grandeur. MMHC took over 150 years to be completed, as it was built by different kings in different phases. The conservation process of Mubarak Mandi was started in 2006 and till now in 2017 only one building has been restored. After 1947, following removal of monarchy, MMHC served as government offices for a long time before it was declared unsafe by the concerned authorities. The fallen buildings, parking complex, centre for drug peddlers and addicts, today this is Mubarak Mandi. Stakeholders play a very important role in the development of any destination. Thus, it is important to involve all the stakeholders in the management process. The main stakeholders identified in the case of MMHC are:



- 1. Mubarak Mandi Jammu Heritage Society (MMJHS):** MMJHS is an autonomous body directly under the cabinet ministry of the state. The main motive for making a society instead of governmental department was to involve locals in the decision-making process regarding the Mubarak Mandi Heritage Complex. MMJHS consists of 50% government officials and 50% locals such as historians, artists, MLAs etc. It is the body which presently takes all the decisions regarding the Mubarak Mandi.
- 2. Archaeological Survey of India (ASI):** It is a central government organization under the Ministry of Culture, Government of India. The main aim of the organization is to maintain the ancient monuments and archaeological sites and remains of national importance. ASI has a large workforce comprising of conservators, archaeologists, scientists etc. According to the Ancient Monument and Archaeological Sites and Remains Act, 1958, ASI manages all the archaeological activities in the country. It also regulates Antiquities and Art Treasure Act, 1972. There are more than 3650 ancient monuments under ASI. ASI has been involved in the restoration of MMHC since 2007. (www.asi.nic.in)
- 3. Department of Archives, Archaeology and Museums, Jammu, J&K (DOAAM):** the department was founded by Maharaja Hari Singh in 1928, therefore

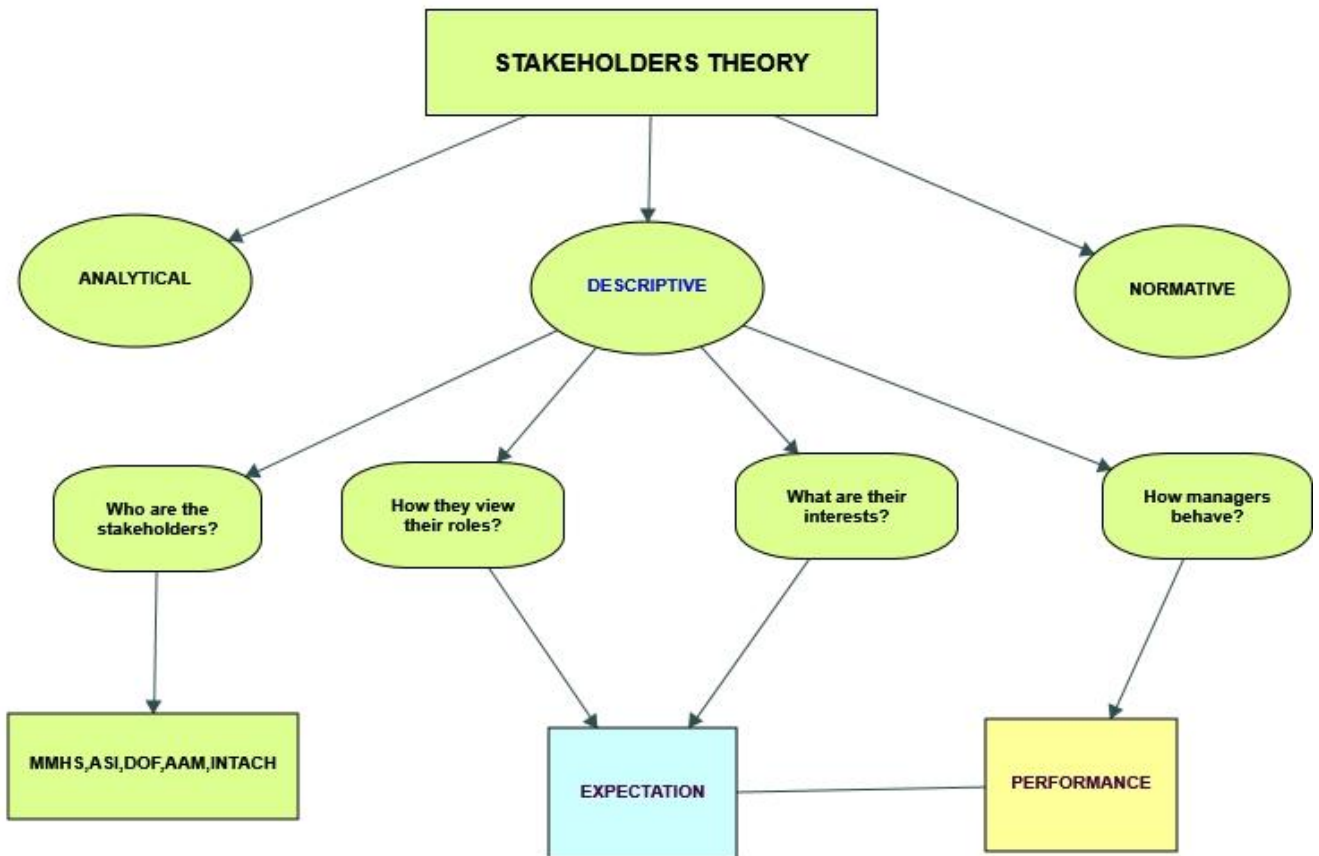
shifting all his important documents in the archives. The main aim of the department is to rectify and preserve the rich cultural heritage of the state such as archival records, archaeological monuments and antiquities. There are 48 state protected monuments under the department out of which 28 are under the department of Jammu. It has 8 lac files stored in the Archives of Jammu, with one of the oldest archival records dating back to 1724 A.D. (<http://jkarchives.nic.in>)

4. **Department of Floriculture, Jammu (DOF):** The Department of Floriculture was established by Prof. K.N Koul in 1969, for maintaining the Mughal gardens. J&K is the only state in India that has a separate Department of Floriculture. The main aim of the department is to maintain the existing parks, implementing the centrally sponsored schemes in Jammu for providing the benefits to the farmers. (<https://jkfloriculturejammu.com>)
5. **Indian National Trust for Art and Cultural Heritage (INTACH):** It is a non-profit organization. It was established as a registered society in 1984. The main objective of the organization is the protection and conservation of heritage. Their aim is to sensitize locals about the cultural importance, to create a sense of

responsibility towards preserving the country’s heritage, to formulate heritage policies and their regulation by taking legal steps to conserve the heritage. INTACH has its headquarters in Delhi and has been established all over the country. INTACH J&K has been divided into three chapters, Jammu chapter, Kashmir chapter and Ladakh chapter (<http://www.intach.org>)

Conceptual Framework for the study

The main stakeholder theory states that there should be an equal collaboration among the stakeholders and there should not be any dominant stakeholder in the process. The stakeholder theory has been kept as the base of the research, as the main motive in the study is to find out the roles they are performing as assigned by the government. The stakeholder theory which appropriately fits the study is descriptive stakeholder theory because the study aims to identify the stakeholders, their roles and how they perform their roles, i.e. to find the gap between what should have been done for the development of Mubarak Mandi and what is being done by the stakeholders of the Mubarak Mandi presently. In simple words the gap between the expectations of the stakeholders and the performance of the stakeholders is analyzed in the study.



Review of literature

Culture is the expression of the experiences of a society and its people over the centuries in shaping their trajectory to live a life of harmony based on adaptation (ICOMOS, 1976).

“Culture is the widening of the mind and of the spirit” – Jawaharlal Nehru.

Culture has no boundaries and borders. It is pervasive in our daily routine such as the way we live, the way we eat, the way we behave. If there will be no culture all the places of the World would exactly look the same as culture makes all the places and the people different. Culture comprises of knowledge, beliefs, art, rituals, law, and customs as well as habits attained by the man as a member of the society (Taylor, 1971). Different authors and organizations have given different concepts and definitions of heritage and cultural tourism. These are as follows:

The National Trust for Historic Preservation in the United States defines Heritage tourism as "Visiting the destinations to experience the places, works of art and activities that realistically represents the legacies of the people from the past" and Heritage tourism includes cultural, historic and natural resources.

“Cultural tourism is a form of tourism, which includes travelling to the places of artistic and historical importance, visiting museums and art galleries, travelling to participate in cultural performances.” (Medlik, 1995)

Cultural tourism is a form of tourism in which the main motive of the traveler is to visit the cultural heritage of a place. Heritage can be defined in two ways:

- In a narrow perspective, heritage consists of the important places and artifacts – culture here only represents the historical important places and artifacts;
- In a broader framework, heritage consists of everyday livelihood, ecological environment, literature representing a variety of regions etc. (Barbier, B. 2005).

When the heritage tourism is defined, it must include the cultural customs like ancestors’ pattern, religious beliefs, folklore customs and various other practices related to society (Collins, 1983).

According to McNulty 1991, heritage tourism includes buildings, art galleries, historical structures and the important landmarks.

Heritage is just not a mere word; it’s much more than that as with heritage, our ancestral cultural values are attached to. It is the bequest to us from the ancient period. Since the early 70’s, the word heritage has been used randomly in historic edifices and landscapes falling under the category of Cultural heritage and Natural heritage. The property which may or may not be inherited’, ‘esteemed belongings that are transferred from the previous generations to the present and the future ones’, ‘a unique or individual possession’ are a heritage (The Oxford

English Dictionary). Various authors and various organizations have defined the word heritage, according to their own understanding of this particular word.

Hewison (1987)	The thing which one wishes to conserve or to collect for the future generations is known as Heritage.
Hardy (1988)	The cultural customs and also the artifacts that are inherited from the ancestors are Heritage.
Collins (1983)	When the heritage tourism is defined, it must include the cultural customs like ancestors’ pattern, religious beliefs, folklore customs and various other practices related to society.
McNulty (1991)	According to McNulty, heritage tourism includes buildings, art galleries, historical structures and the important landmarks.
Tassell and Tassell (1990)	The natural heritage apart from the natural surroundings may also include national parks, wildlife sanctuaries and esteemed cultural landscapes.
Zeppel and Hall (1992)	Heritage tourism is a broader term which includes a visit to the tangible remains related to the past and to experience the local cultural aspects of a particular place.
Orbasli (2000)	Heritage manifests in tangible forms in monuments, public places and urban morphology, which is being experienced by the inheritors and also to protect it for the coming generations.
Lowenthal (1996)	History not only helps to explain the past better, but it also brings the past history into the life.
Masser et al. (1993)	He defined heritage as something which we can pass on to the future generations and also a thing which we desire to be grateful for the large amount.
Ashworth and Vodg (1990)	The combination of the preferred resources that are bound together by elucidation is heritage.
Tunbridge and Ashworth (1996)	One cannot inherit the heritage fully because of the different understanding and insight of heritage.
Hardy (1988)	Heritage can also be used for the cultural aspects, and also the artifacts which are gifted by the past generations.
Whiteland (1990)	An accumulated practice, education meets and to get in touch with past generations is Heritage.
Ashworth and Larkham (1994)	Heritage is a contemporary product which is formed to persuade contemporary utilization.

Source: Authors’ Conceptualization

Thus it can be seen that the ‘Heritage’ and ‘Culture’ are identical terms as Culture is the backbone of the heritage and

there will be no heritage without culture, though sometimes they show some variance with each other. Cultural heritage tourism or heritage tourism is a branch of tourism oriented towards the cultural heritage of the location where tourism is occurring. Though both mark their beginning at different times, the only thing which comes out to be similar by using the term cultural heritage is the cultural aspect. Heritage and culture run hand in hand. Both are essential for the community, as these are the things that differentiate the community from other communities. Culture has played a crucial role in the human evolution. The modern World is moving towards a single culture because of the same strategies adopted for the promotion of the culture by different countries and communities. The authenticity of the culture motivates people to travel all over the World. Thus, Cultural Heritage Management becomes important in order to maintain the authenticity of the culture and to not suffer cultural identity loss. The main focus of the Cultural Heritage Management is on the involvement of stakeholders in the planning process, but to solve the dissonance between the stakeholders remains one of the biggest problems in the cultural heritage management (Green 2001, Johnston and Buckley 2001; Hou 2004). Difference of opinion between stakeholders, especially where livelihoods are concerned, can cause the failure of the conservation project (Silori 2001; Teller and Bond 2002). The locals of the destination want something else, whereas the tourists coming to the destination want something else. These ongoing tensions between the different stakeholders involved in the cultural heritage management makes it necessary to revive the policies and to involve locals in the planning process, in order to promote and preserve the cultural integrity of the place.

Stakeholders are those people having a direct or indirect stake in the organization or in any destination. Freeman (2004) stated that stakeholders can be a group of people or individual who can affect or can be affected by the functioning of an organization. Stakeholders include consumers, employees, locals, media, NGOs, government, rivals etc. Clarkson (1995) differentiated stakeholders into two categories primary and secondary stakeholders. Primary stakeholders are very important for the organization and without their involvement the enterprise will suffer. It includes employees, shareholders, government and locals etc. Secondary stakeholders maintain a voluntary relationship with the organization as their involvement is not necessary for the organization. It includes media, rivals and other ancillary services. Stakeholders play a very crucial role in the development of any destination as their consent is required in every aspect of the destination. Stakeholders comprise of number of people having different ideologies and perception regarding a particular thing that may give rise to the conflict between the stakeholders. Clarkson (1995) differentiated the stakeholders into primary and secondary categories. Thus, it becomes important to screen out the potential stakeholders and to not include the stakeholders who are not that important for the organization or destination.

The collaboration between the stakeholders becomes essential and that could be done by applying stakeholder theory.

Stakeholder theory states that the equal collaboration is needed among the stakeholders of the destination or organization and no single dominant stakeholder should be there in the collaboration process, as one stakeholder impacts the other. Collaboration here means working collectively for the development of the destination or organization. The successful collaboration can be achieved by possessing these characteristics as told by (Carpenter, 1990 cited in WWF resource book 2000).

- Inclusive and non-hierarchical participation.
- Participant responsibility for ensuring success.
- A common sense of purpose and definition of the problem.
- Participants educating each other.
- The identification and testing of multiple options.
- The participants single view in the implementation of solutions.
- People being kept informed as situations evolve.

Stakeholders Theory

Stanford Research Institute (SRI) 1963 is recognized to give the first ever definition of stakeholders which says “Stakeholders are the group of individuals whose support is required to the organization for survival”.

Freeman (1984) emphasized that ‘the group or person who can affect or can be affected by the working of the organization are stakeholders’.

Richard Edward Freeman is believed to be the father of stakeholder theory due to his offerings to the stakeholder theory. The term Stakeholder has been derived from the traditional term- stockholder which is restricted to the economic characteristic whereas stakeholder is a larger concept and related to every aspect of the organization or company. Freeman’s book titled “Strategic management, a stakeholder approach” provided the insights to the managers about the management of the stakeholders by strategic planning. He further recommended that the preparation and implementation of the policies should be done with the consent of all the stakeholders. The long survival and sustainability of the organization can be achieved by the equal collaboration of the stakeholders and there should not be lack of communication among the stakeholders. The stakeholder approach as devised by Freeman provides a practical scope, although fall short to prepare a theory yet serves as the base for all the other developments concerning the stakeholder concept. Donaldson and Preston (1995) in their study “The stakeholder theory of the corporation, concepts, evidence and implications” differentiated the stakeholder theory into three categories normative, descriptive and instrumental stakeholder theory.

- **Descriptive:** The main aim of the managers is to learn how to deal with stakeholders and how to signify their

interests. The organization considers gathering of interests, sometimes competitive and sometimes cooperative.

- **Instrumental:** It recognizes the organizational consequences taking into consideration the stakeholders who are involved in the managing process and to observe the connection between the stakeholder management and the achievement of different corporate governance goals.
- **Normative:** The main aim of the normative theory is to discover “what the responsibility of the organization towards the stakeholder is” and “why the organization must not focus only on the economic interests”. This theory essentially focuses on ethic, values and morals. It acts as a core of the stakeholder theory. So in other words, each organization should set some moral and ethical principles focusing on the other interests rather than economic prospective and must utilize these principles at the time of decision making.

Freeman (2004) gave another definition of stakeholders, i.e. “those groups who are vital for the survival of organization” thus focusing on limiting the number of stakeholders. Thus, the organization should focus on differentiating the important and the negligible stakeholders. He further stated that more the number of stakeholders involved, more it will be difficult to collaborate them due to the different perceptions of each stakeholder. In order to identify the vital stakeholders for the organization, Freeman suggested some questions that ought to be asked by the organizations themselves:

- Who are the current and the potential stakeholders of the organization?
- What are their interest/rights?
- How does the each stakeholder affect us?
- How do we affect each stakeholder?

Analyzing these questions can help the organization to differentiate between the vital stakeholders and inoffensive stakeholders. Thus, limiting the number of stakeholders and resulting in the collaboration of the stakeholders.

Research Methodology

The type of research either quantitative or qualitative must be chosen based on the objective of the study. The research issues of the present study are focused on analyzing the gap between the expectations and performance of various stakeholders involved in the conservation of Mubarak Mandi. Creswell (2002) states that learning about the views of the individuals, generate theories based on the participant perspectives, assessing a phenomenon over time are all certain factors that determine the use of qualitative research methodology. This study aims to get the views of the stakeholders towards the conservation of the heritage complex which cannot be put on the Likert scale. Furthermore, the research issues of the present study require exploratory research. Thus qualitative research was adopted for the present

study. Case study approach was adopted for the present study as the issues of the study are contemporary in nature as the conservation process of Mubarak Mandi started back in 2006 and is still going on, and it is a real life phenomenon as it's not based on any imagination and assumptions, the research is based on heritage management issues; the case study approach tackles the questions of this study in a proper manner and provides the in-depth knowledge of the study and the study deals with a particular heritage structure and a particular area.

Research Instrument

Semi-structured interviews have been conducted in the study as they provide comparability of data collected, helps in exploring the connection between the experience and the perceptions, it is very supportive for the new researchers (Robson, 2002; Jordan and Gibson, 2004).

Research Method

In order to gain information regarding the issues of Mubarak Mandi Heritage Complex six interviews were conducted. The saturation point of data collection was reached by conducting one telephonic interview and five personal interviews. The following are the interviewees who participated in the study:

- Mrs. Sangeeta Sharma, Assistant Director, Department of Archives, Archaeology and Museums, Jammu, J&K.
- Mr. S. K Khanna, DYSAE, Archaeological Survey of India, J&K.
- Mr. Rajinder Kumar, Head Assistant, Mubarak Mandi Jammu Heritage Society, Jammu, J&K, as the present director of MMJHS was busy, the researcher tried his level best to get an appointment with him for a month but in the end, he referred the researcher to Mr. Rajinder.
- Mr. Sanjay Koul, Floriculture Officer, DOF, Jammu.
- Mr. S. M. Sahni, INTACH Convener, Jammu Chapter.
- Mr. Soujanya Sharma, Ex-director, MMJHS, Jammu. The telephonic interview was conducted with Mr. Soujanya as he was out of the station.

Data Analysis and Results

There are no fixed methods to conduct the analysis in the qualitative research. The researchers generally use the coding process, done under the method of thematic analysis. It is widely used in the qualitative research when the data have been collected through interviews, focus groups, participant observation etc. (Boyatzis, 1998). In the present research also the analysis method adopted for the research is thematic analysis as the data have been collected through interviews. Thematic analysis is the encoding of the data that have been collected. Once the data collection is done, transcripts are prepared with the help of videos, audios; field notes etc. the next step is to codify the data. Coding is the process in which the data that have been collected is broken, conceptualized and then is represented in new ways (Strauss and Corbin, 1996). In the coding process, the categorization of data collection is done and the final themes are emerged representing the findings of the study. In the present study, the interviews were audio-taped,

field notes were prepared and then the transcripts were analyzed using Nvivo11. The following themes emerged from the collected data.

Mubarak Mandi Building	6	59
Significance	6	23
Ancient	2	2
Heritage	6	17
Protected	3	3
Tourism Potential	5	33
Festivals organised	3	19
Present Conservation Status	6	33
Process	7	66
Conservation Process	5	20
Preservation Process	1	1
Restoration Process	6	45
Role of Stakeholders	8	92
Maintenance	7	29
Monitoring Funds	8	28
Safeguarding the building	1	2
Supervision	6	19
Work of ASI	6	52
Authentic work	5	26
Slow Pace of Work	6	26

Source: Authors Conceptualization

Theme 1: Mubarak Mandi Building

It comprises of the subthemes such as significance and tourism potential which further helps in understanding the significance and tourism potential of the Mubarak Mandi buildings. Its significance tells that the buildings of the Mubarak Mandi are ancient, heritage and protected. The buildings are 350 years old, representing the Dogra heritage and culture. It has a huge cultural significance as it marks the grandeur of the Dogra rulers. At the time of Dogra kingdom, locals used to cover their head with the piece of cloth while entering the Mubarak Mandi Complex as a note of regard to the Dogra rulers (Curator, Dogra Art Museum, Mubarak Mandi Heritage Complex, Jammu). According to Preservation Act 1920 amended in 2010, SRO 126 it is a protected monument according to which no construction can be done near its periphery within 150 meters. Mr. Rajinder, the MMJHS Head Assistant revealed that when the first cultural festival was organized in the complex, a total of one lac tourists visited the complex and huge amount of revenue was generated from the place. Thus, one can easily guess the tourism potential of the place. In 2017, no festival was organized in the complex, which was being organized from the last 10 years such as Baisakhi Festival, Jammu Festival and the reasons for it are still unknown. A heritage hotel has been proposed in Mubarak Mandi for promoting tourism in the complex and it's an

appropriate place to promote heritage tourism in the state due to its cultural relevance.

Theme 2: Role of Stakeholders

The main stakeholders identified for the study are ASI, MMJHS, DOF, DOAAM and INTACH (others are ancillary services). Different roles have been assigned to the stakeholders by the State Government. The roles of the stakeholders are Maintenance, Monitoring Funds, Safeguarding and the Supervision of the Mubarak Mandi Buildings. The role in the maintenance of the Mubarak Mandi has been given to the DOF, DOAAM, and MMJHS. DOF looks after the Central park and the other spots spotted for the beautification of the Mubarak Mandi as told by Mr. Sanjay, Floriculture officer. DOAAM's role is that according to SRO 126, they are the caretakers of the Mubarak Mandi buildings as they have adopted this building and they make sure no bad is done to the complex. MMJHS role is the management of these buildings; they are the supervisors of the MMHC and the most important stakeholder as the society was created only for the purpose of management of the Mubarak Mandi. Monitoring of funds is done by the State Government and the State Government is involved in the Mubarak Mandi in the form of society which is directly under the cabinet ministry. Safeguarding of the buildings is done by the DOAAM and MMJHS whereas ASI is doing the restoration process of the complex. INTACH too played an important role in formulating the DPRs according to which the funding started from the Central Government in the restoration process of Mubarak Mandi. The only source of funding is the Central Government as they are providing the funds for the restoration process of Mubarak Mandi.

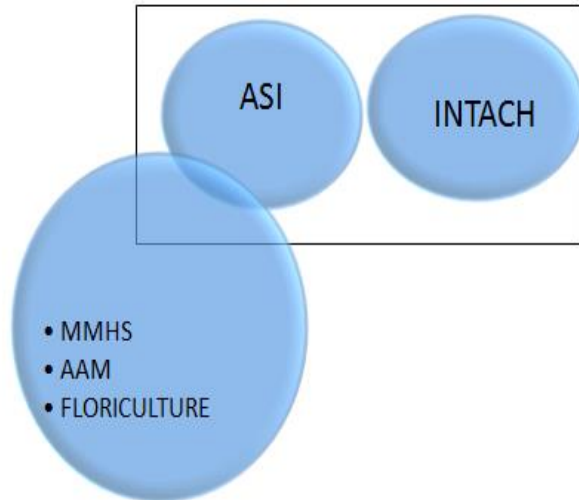
Theme 3: Process

It comprises the CPR process as subthemes which stand for Conservation, Preservation and Restoration. In 2005, the conservation of the Mubarak Mandi was realized from the government end as all the government offices were shifted to other places. Before, 2005 it served as a house of several government offices and the offices are responsible for the deterioration of the complex. The initial step taken by the Government for the conservation of the complex was to create a society, namely Mubarak Mandi Jammu Heritage Society. INTACH played a very crucial role, initializing the conservation process of Mubarak Mandi. They prepared Detailed Project Reports on whose basis funds came from the Central Government. A preservation act has been amended over here according to that it is a protected monument in which checking the age of the building, name of the property address, importance of the building etc., is done. The restoration process is being done by the ASI which was started way back in 2007.

Theme 4: Work of ASI

It emerged as a theme because the restoration work of MMHC is being performed by ASI. It comprises of sub-themes such as authentic work of ASI and Slow pace of work. Two prospects emerged regarding the working of ASI i.e. although

the work of ASI has been authentic yet the pace of work they are restoring the complex will take years for its completion. The work of ASI is authentic in the sense that they take their work very seriously. For instance, in making the furniture of the Mubarak Mandi, they dipped the wood in the water for six



months and then used it for making the furniture. They don't start the work of restoration until they check the buildings thoroughly. They restore the buildings as per the evidence available and moreover they don't let their workers to work with private companies as they don't want it to share their techniques. Their marvelous work can be seen on the Baddi Deodhi which is as unique as anything. Though the process of restoration is being done authentically yet they take minimum three years on the restoration of a single building and in result the pace of work is slow. ASI can only spend two crores in a year at a single building which results in the delay of the process of restoration.

Theme 5: Present Conservation Status

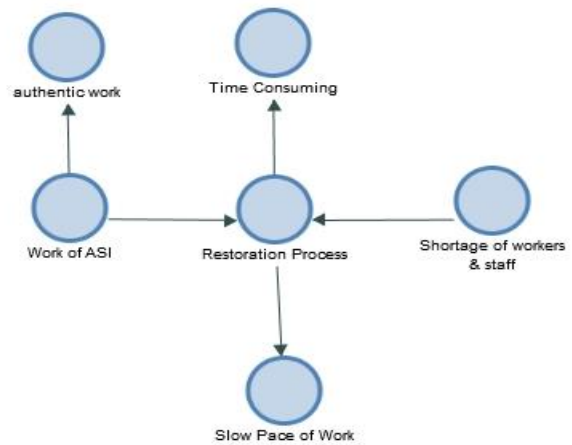
It emerged as a theme as it is the most important aspect regarding the Mubarak Mandi because its conservation process started in 2006. In 2007, the restoration process of one building, namely Army headquarters started with ASI doing the restoration process. The restoration work on this building was marked finished in 2011 and was handed over to MMJHS in 2012. In 2014, the restoration process of Gharvi Khana, Royal court phase 1 and phase 2 was started by the ASI. Presently, the restoration process of two buildings, namely Royal Court Phase 1 and Phase 2 is being done by the ASI whereas the restoration process of Royal Court Phase 1 has been completed 90% and will be soon handed over to MMJHS at the end of this year and the restoration process of Phase 2 has already been started. Presently, only ASI is doing the restoration process and they are restoring those buildings that are given to them by MMJHS. The building is not under the supervision of ASI and they don't have a freehand.

Discussion of Results

a. Stakeholders whose impact on whom

The Central Government agencies involved in the MMHC is INTACH and ASI. MMJHS, DOAAM and DOF are State Government organizations. Presently, the restoration process of MMHC is being done by ASI and directly or indirectly they are related to all the stakeholders other than INTACH. INTACH being an interested party and a Non-profit organization that took the initiative by preparing DPRs, has been kept out of the MMHC. The same can be seen in the figure.

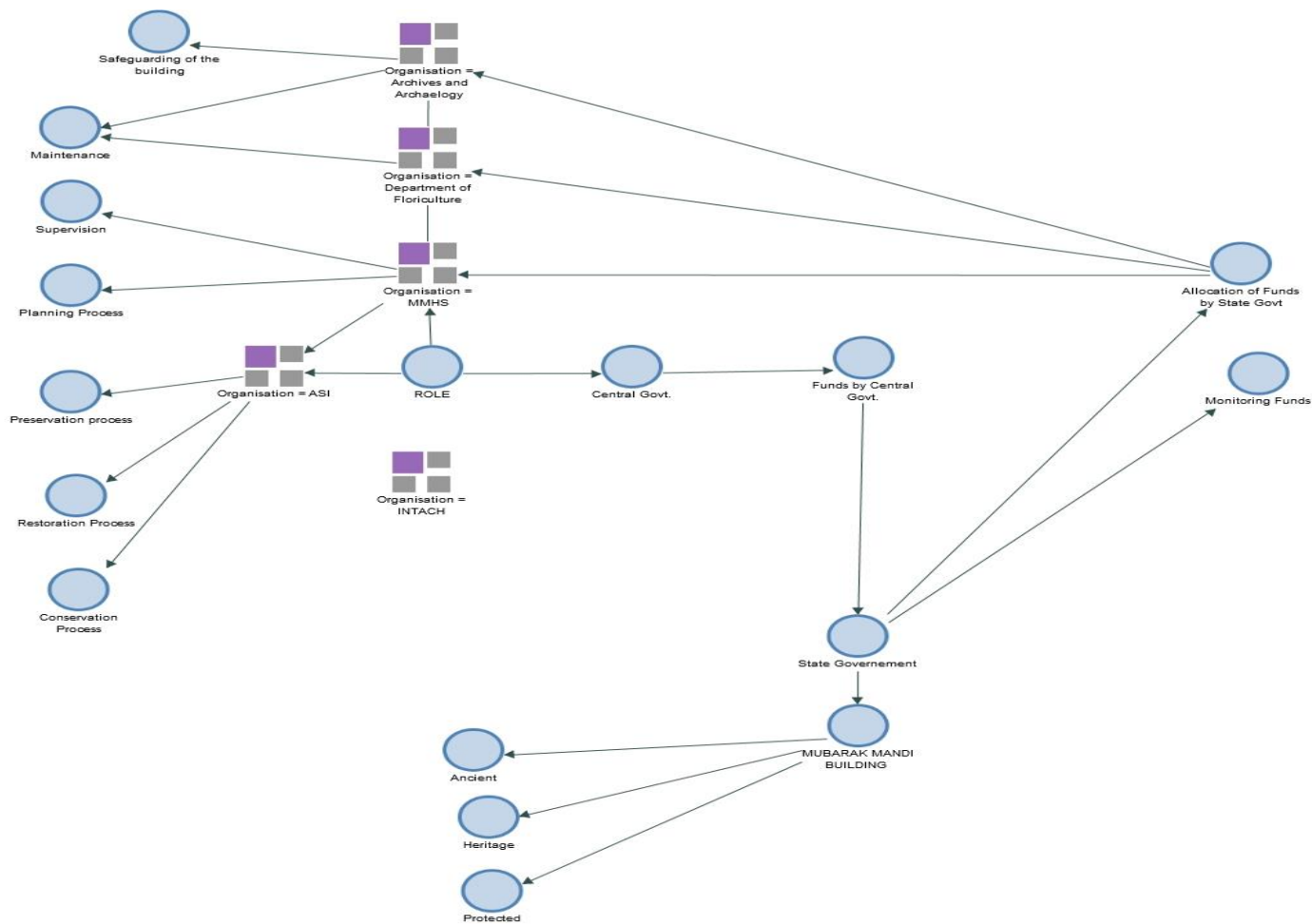
b. CPR Process and Work of ASI



The restoration process of Mubarak Mandi is being done by the ASI. Although they take their work seriously and their work cannot be put under any allegation as their working style is authentic, yet their pace of work is very slow. They have employed 50 workers in the Mubarak Mandi which is very less in number and that is consuming time while doing the restoration process of Mubarak Mandi.

c. Role of Stakeholders in the Mubarak Mandi Heritage Complex

All the stakeholders of the MMHC have been allotted different type of roles in the conservation of MMHC. DOAAM is involved in the safeguarding and the maintenance of the MMHC. DOF is involved in the Maintenance of the MMHC parks. MMJHS is involved in the supervision, maintenance and the planning process regarding the MMHC. ASI is doing the CPR process of the complex. INTACH who played a crucial role in the starting of the conservation process by preparing the DPR's and on the basis of it the funding started from the central government. INTACH being an interested party in conserving the MMHC has been kept out of the complex and no role has been assigned to them by the state government. The central government is providing funds for the CPR process and state government is allocating and monitoring it.



Gap Analysis

Expectations from Stakeholders	Performance of Stakeholders
Restoration of the MMHC	1 building has been restored for the last 10 years.
Steps to prevent Architectural Loss	There is lack of strategies to prevent the architectural features of buildings as it can be seen from the dismantled condition of the buildings at the backside of the MMHC
Promote Tourism	No Tourism facilities are available in the Complex at present
To complete the work in time	No timeline for the project
Conservation of the MMHC	The stage in the central courtyard park, the only place to sit in the Complex was also broken by the MMJHS.

Organize festivals in order to promote the cultural integrity of the place	Lack of consistency to adhere with the calendar of events. As in the year 2017, no festival was organized.
State government will help in the conservation process	Non-seriousness of the State Government as they are neither even giving freehand to ASI nor they submitted the UC to the Central Government that resulted in the stoppage of the funding from the Central Government.
Stakeholders will mutually help in the conservation process of the MMHC	No regular meetings among the stakeholders are being organized. Blame-game is going on between the stakeholders.

Source: Authors Conceptualization

There is a gap between the expectations and performance because:

- The main stakeholder theory states that there must be an equal collaboration between the stakeholders and no single dominant stakeholder should be there, it was observed from the findings that there is no mutual collaboration among the stakeholders of the MMHC and there are no regular meetings organized among the stakeholders.
- One individual or a single organization cannot put direct control over the destination's process because every stakeholder has an equal amount of stake involved in the process (Jamal and Getz 1995), it was found in the case of MMHC that the state government has a direct control as they are neither giving the freehand to ASI nor they are involving INTACH.
- According to Freeman (1984) managers must formulate and implement processes that satisfy all the other groups having a stake in the business, whereas a blame game is going in the MMHC, no stakeholder is satisfied with the performance of the other stakeholders.
- Freeman (1984) emphasized that there should not be any lack of communication between the stakeholders and there should be proper collaboration among stakeholders which further ensures longer survival and sustainability of the organization where as in the case of Mubarak Mandi Heritage Complex, it was found that there was a lack of communication between the stakeholders which further threatens the restoration and sustainability of the MMHC.
- Freeman (1984) further stated that in the implementation of stakeholder theory, the organizations need to involve all the persons or groups in the planning, processes, delivery and/or outcomes of the product or service. In the case of Mubarak Mandi, it was found that INTACH being an interested party in the restoration process of Mubarak Mandi has been kept out of the MMHC whereas they are doing successful work all over India. INTACH prepared the reuse plan for every building and they had proposed that the restoration process of different buildings should be given to different restoration agencies and wished to complete the process of restoration in 3 years but due to political reasons they have been kept out of the MMHC.

Conclusion and Suggestions

Mubarak Mandi Heritage Complex is of utmost importance as it is the only place that marks the existence of Dogra grandeur. As was evident from the data that MMHC it is a matter of pride for the state. A blend of great architecture and mesmerizing beauty of the MMHC is a treat to watch. House requires maintenance from time to time; then why won't MMHC require maintenance after going through so many disasters such as 37 fire incidents, certain number of

earthquakes, rains and theft. But all it got was overlooking of the stakeholders involved in the restoration of the Mubarak Mandi. Its conservation process started in 2006 and till now (2017) only 1 building in the MMHC has been restored, 2 more are in the restoration phase out of 22 buildings in the complex with no timeline for the completion of project, MMHC lies in shambles. ASI is the only agency restoring the MMHC and have employed 50 workers in the restoration process, only 50 workers will take years to complete the restoration process. There are issues between the society (MMJHS) which was constituted for the development of MMHC in which the locals involved want something else and the government officials want something else, such as the locals involved in it don't want to make a heritage hotel over there but the government officials in it want to develop a heritage hotel over there. DOF states that they are not getting any financial support from the MMJHS. DOAAM states that they are getting limited grant as they have to conserve 28 buildings other than Mubarak Mandi. MMJHS states that they have a shortage of specialized staff in order to look after the buildings on a daily basis and to check the work of ASI and they have written to the state government for it but no action has been taken for that. Thus, it can be seen that there are conflicts between the stakeholders that is why the conservation process of MMHC is lacking behind.

Suggestions

- Every stakeholder must be involved in the planning process in order to make the restoration of MMHC possible. There should be an organization above the stakeholders to evaluate their performance at regular intervals, the issues within the society should be resolved or the members of the society should be reshuffled and the likeminded people should come together, meetings should be organized at regular intervals.
- Job clarification should be done on priority basis.
- INTACH must be involved in the conservation process as the same INTACH is doing the marvelous work all over the country.
- The private companies should be involved in the complex as it will fasten the pace of work. For instance, making of a heritage hotel in the complex should be given to the private companies with the consent of Rajasthan government as they have done marvelous work in restoring their heritage with the help of private players.
- Army headquarters building which is already restored and have been closed since the restoration must be opened in order to organize cultural exhibitions. A light and sound show should be organized in the MMHC showing the history of the construction of the palace along with the Dogra rulers to generate some revenue and further help in the restoration of the other buildings in the MMHC. A restaurant could be open at the Army

headquarters such as a heritage restaurant and the amount generated should be used for the restoration of other buildings in the complex. As we are relying too much on the central government for funding, there need to be an alternate source for generating funds.

- The state government should appoint specialized or technical staff in the MMJHS in order to check the buildings and the work of ASI at regular intervals.

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