

IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

IMPACT Wishes YOU a Wonderful

Happy New Year



Wish this New Year brings for you
lots of joy, happiness, good health
and indeed wealth.
Have a rocking year,

Wish You A
Happy New Year

Greetings from **IMPACT**



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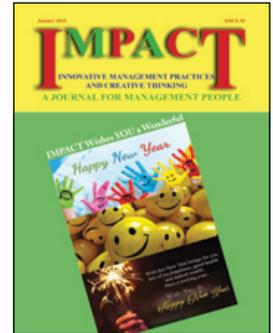
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Dear Readers,

“Time and tide waits for none” old words of practical wisdom. Minutes, hours, days, weeks, months, years simply pass off! In that way 2018 is gone and 2019 has arrived. Review of the year gone by resolutions for the year that has arrived- well human life goes on!

2018 has seen good and bad happening here and there-natural! Thank God not many disasters-natural or manmade. To that extent we are grateful to the Almighty.

In the last few months we have been publishing the noble thoughts of great Indian Seers and Saints. In fact many of their thoughts appear to be the thoughts of great Management experts. Yes they are.

All discerning readers would have appreciated the steps suggested in these articles for effective management of the self which when extended to the work place or home, bring in better results in all spheres. They are not a set of hollow words but pregnant with meaning- inevitable course of action to be taken to reach the goal of Managers/Management.

Let us take a positive resolution that wherever, we are and whatever we are, we shall truthfully follow the preaching and teaching of these noble Saints and Seers and experiment whether they are practical or theoretical.

IMPACT optimistically looks up for greater peace and prosperity, health and happiness in this year 2019 too!

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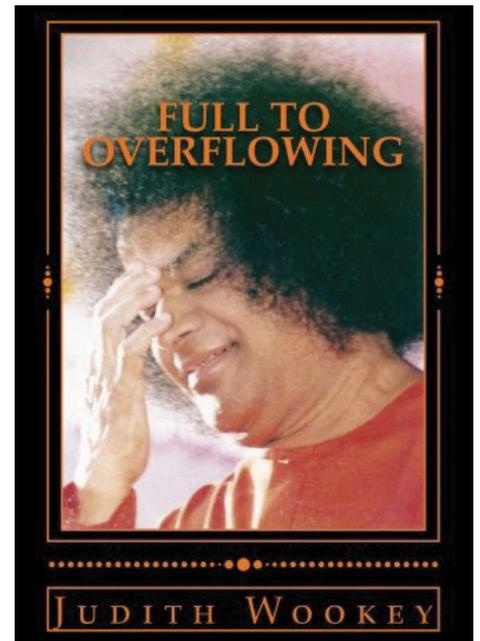


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Lord Buddha on Forgiveness

As an effective Manager or a loving head of a family one has to keep in mind for success the words of wisdom “TO FORGET IS HUMAN BUT TO FORGIVE IS DIVINE”! Yes without the noble principle, success may elude. Here is IMPACT giving some valuable inputs on this theme from Lord Buddha.

Understanding What Forgiveness Really Is

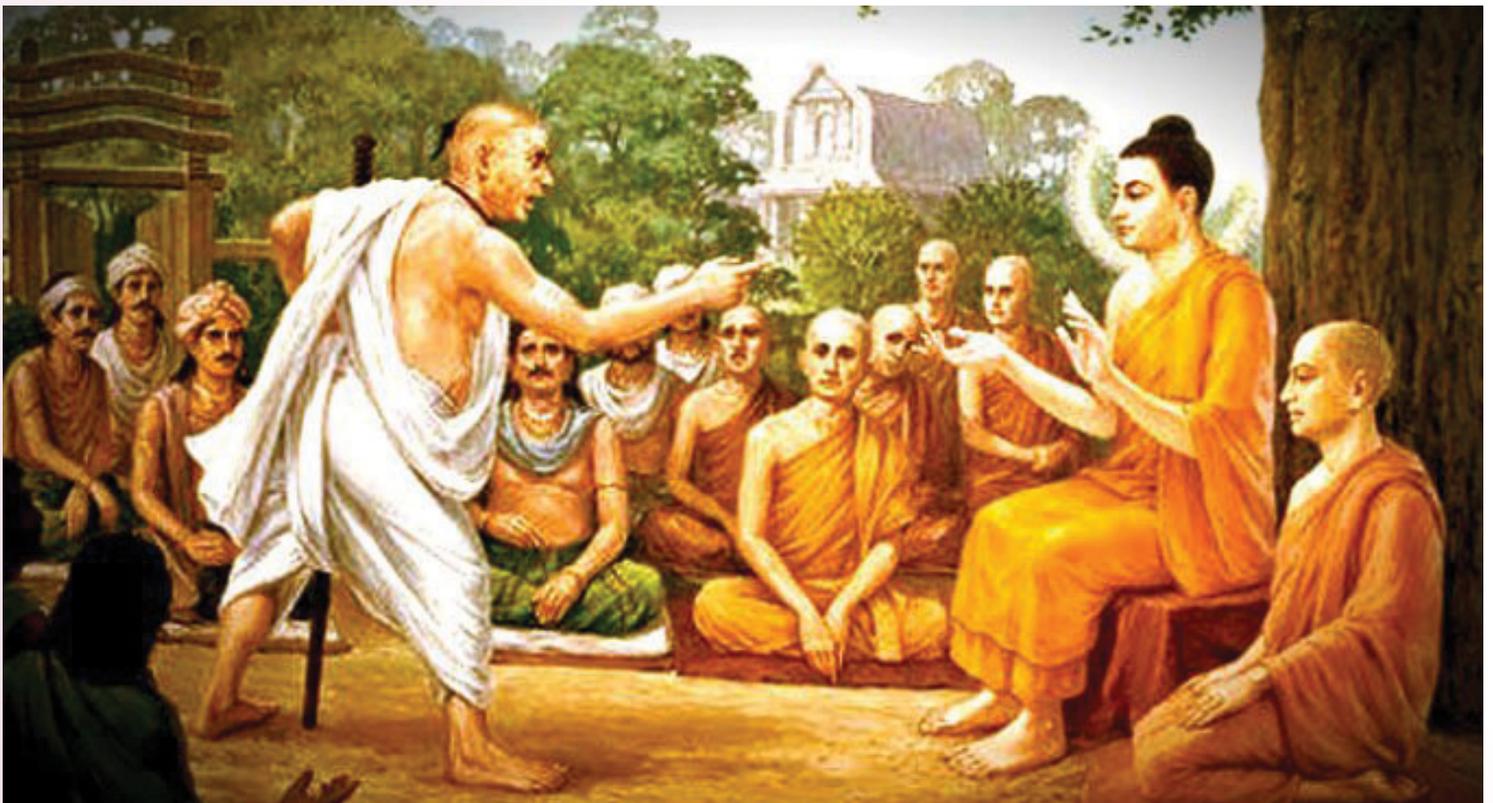
I cannot forgive you because I have no grudge against you.

Most people get easily offended or insulted by people who behave in a rude manner, not realizing that each and every person has a story, and unaware of the healing

power kindness. But not all people do so, and here’s wonderful story from the life of the Buddha, carrying a beautiful lesson on forgiveness:

A Lesson on Forgiveness

“Buddha was sitting under a tree talking to his disciples when a man came and spat on his face. He wiped it off, and he asked the man, “What next? What do you want to say next?” The man was a little puzzled because he himself never expected that when you spit on someone’s face he should ask “What next?” He had no such experience in his past. He had insulted people and they had become angry and they had reacted. Or if they were cowards and weaklings,



they had smiled, trying to bribe him. But the Buddha was like neither, he was not angry, nor in any way offended, nor in any way cowardly. But just matter-of-factly he said, “What next?” There was no reaction on his part.

What next?

But Buddha’s disciples became angry, and they reacted. His closest disciple, Ananda, said, “This is too much. We cannot tolerate it. He has to be punished for it; otherwise everybody will start doing things like this!”

Buddha said, “You keep silent. He has not offended me, but you are offending me. He is new, a stranger. He must have heard from people something about me, that this man is an atheist, a dangerous man who is throwing people off their track, a revolutionary and a corrupter. And he may have formed some idea, a notion of me. He has not spit on me; he has spit on his notion. He has spit on his idea of me because he does not know me at all, so how can he spit on me?”

“If you think on it deeply,” Buddha said, “he has spit on his own mind. I am not part of it, and I can see that this poor man must have something else to say because this is a way of saying something. Spitting is a way of saying something. There are moments when you feel that language is impotent: in deep love, in intense anger, in hate, in prayer. There are intense moments when language is impotent. Then you have to do something. When you are angry, intensely angry, you hit the person, you spit on him, you are saying something. I can understand him. He must have something more to say, that’s why I’m asking, “What next?”

Learning to forgive everything

The Pattern Shattered

The man was even more puzzled! And Buddha said to his disciples, “I am more offended by you because you know me, and you have lived for years with me, and still you react.”

Puzzled, confused, the man returned home. He could not sleep the whole night. When you see a Buddha, it is difficult, impossible to sleep anymore the way you used to sleep before. Again and again he was haunted by the experience. He could not explain it to himself, what had happened. He was trembling all over, sweating and soaking the sheets. He had never come across such a man; the Buddha had shattered his whole mind and his whole pattern, his whole past.

The next morning he went back. He threw himself at Buddha’s feet. Buddha asked him again, “What next? This, too, is a way of saying something that cannot be said in language. When you come and touch my feet, you are saying something that cannot be said ordinarily, for which all words are too narrow; it cannot be contained in them.” Buddha said, “Look, Ananda, this man is again here, he is saying something. This man is a man of deep emotions.”

Forgive me

Every Man is a River

The man looked at Buddha and said, “Forgive me for what I did yesterday.”

Buddha said, “Forgive? But I am not the same man to whom you did it. The Ganges goes on flowing, it is never the same Ganges again. Every man is a river. The man you spit upon is no longer here. I look just like him, but I am not the same, much has happened in these twenty-four hours! The river has flowed so much. So I cannot forgive you because I have no grudge against you.

“And you also are new. I can see you are not the same man who came yesterday because that man was angry and he spit, whereas you are bowing at my feet, touching my feet. How can you be the same man? You are not the same man, so let us forget about it. Those two people, the man who spit and the man on whom he spit, both are no more. Come closer. Let us talk of something else.”

Every man is like a river



Not Judging

Whether this story describes an actual event or not is unknown. However, the lesson it teaches is tremendously beautiful and important. In essence, the story reminds us that nobody is perfect, and everyone is continuously changing and progressing in the journey of spiritual growth. Therefore, we should not be quick to judge others and take things personally, but realize where they are coming from and handle them with a compassionate attitude, no matter if they have treated us badly in the past.

Let us also imbibe and develop the art and science of forgiving and lead a successful life as an effective Manager, or a loving family head.

(TO BE CONTINUED)

Dr. 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 Aksharamanamalai. He was formerly the Deputy zonal Manager, LIC of India.



Always Have A Backup Plan Just In Case Your Relationship Doesn't Work Out

Fewer things are worse than having the rug pulled out underneath you when you're in what you think is a good relationship that either turns bad or ends abruptly. One thing that IS worse is when you have no backup plan in place, whether it's mental, emotional, physical or financial. Here's how you can be better prepared for the sudden end of a relationship:

1. Never combine your finances 100 percent — always have a nest egg. In a serious relationship, it's natural and fair that you'd eventually share expenses, especially if you end up living together. However, there's absolutely nothing wrong with having a slush fund on the side should things go poorly. If your S.O. has any qualms about it, you don't even need to tell them what it's for — call it your mad money or whatever you like. Just don't let yourself become financially bereft because of an ending relationship.

2. Keep your network of supporters close. Whether you own a home or you're just renting, you're not always going to be the one keeping it should things go south. You may end up being pushed out, or you may end up just leaving voluntarily if you find it easier. Either way, having a plan for where you're going to go is a necessity. Whether it's with friends, old roommates, or even your parents, knowing you have a place to go is a good way to take the edge and uncertainty out of splitting.

3. Don't be petty, but keep track of what's yours. Some splits go as far as to wanting to saw the couch in half. If it was you who wanted the damn thing, paid for it, or financed it, fight for it. Don't lose count of the things that you brought into the relationship whether physically, financially, or otherwise. There's starting over and then there's starting from scratch. You don't deserve



that or want the latter unless you're in a situation where you need to GTFO fast.

4. On the flip side, keep in mind that stuff is just that — stuff. If you're in a relationship that goes south quickly and you need to bail — or you've been bailed on — forget the semantics as well as your stuff. I've left relationships that went bad at the end with nothing in my possession besides the money in my pocket and a sack of clothes. It can get that bad in the blink of an eye and you need to be prepared to sever all attachments immediately. Sometimes it's just easier that way.

5. Keep your emotions in check and have a good grasp on them. If you're well-balanced in a good relationship, then you're probably going to be well-balanced in one that doesn't end so well. You're going to need to rely on your own inner strength to get through the tough times, and practicing what you preach is key to navigating the rough waters of a disintegrating relationship.

6. Don't be of the mind that you need a rebound. Many people, men and women alike, feel compelled to rebound immediately after the crap hits the fan. While it might be fun in the short-term, it's just going to complicate things down the road. Part of your backup plan should be to not have a backup plan in a potential dating partner. You need to clear your mind, not distract yourself from clarity and drown your sorrows in someone else's mess.

7. Have a project that you can immerse yourself in if need be. As long as it's not another person, there's nothing wrong with having something that you're passionate about to distract you from rebuilding your life. Whether it's painting, reading, or binge watching an old show on Netflix or Amazon, have something that you're passionate about aside from your former

S.O. so there's something to fall back on with regards to how you're going to fill your time.

8. Don't rule out a complete life overhaul. Going to the same old coffee shop that you frequented together dredging up old memories? Change your spot. Change your route. Change everything if you need to — change happened whether you wanted it or not, and the best way to acclimate to it is to keep pushing through and being flexible enough to make the tweaks you need to feel comfortable with yourself and your new circumstance.

9. Give yourself time to heal. In near-contradiction to the previous two points, don't become so preoccupied with distracting yourself that you're burying your emotions in projects or places. If you need to cry, cry. So what if it happens at the drive-through at Wendy's? You need to let yourself heal on your own time, and preparing yourself mentally before something happens and keeping your mental and emotional health in tip-top shape can benefit you in many aspects of your life — not just in the fallout of a relationship gone bad.

10. Know that whatever is to come, it's in your hands.

Oftentimes, we can feel totally bereft when we're left or when we're left making a decision to end something that we poured our hearts and souls into. Just as you got yourself into this relationship, you have the power to get out of it should you choose, and you also have the power to move on and do bigger and better things. People often lose themselves in relationships and have no concept of who they are when it ends, and maintaining a sense of self and self-preservation is paramount to anything. You're gonna be okay on your own, but you have to believe it to see the results.



By Emma Ellis

Source: <https://www.bolde.com/>

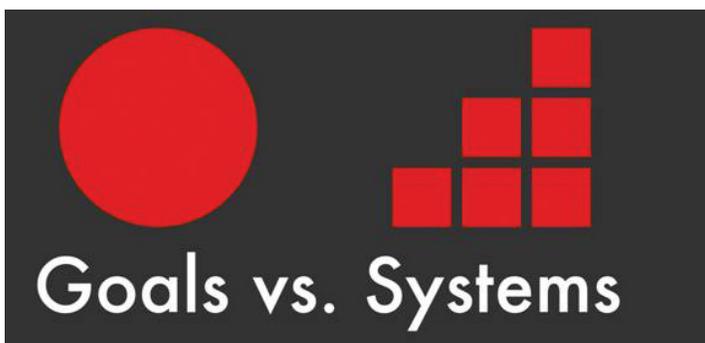
Forget Setting Goals. Focus on this Instead.

We all have things that we want to achieve in our lives — getting into the better shape, building a successful business, raising a wonderful family, writing a best-selling book, winning a championship, and so on.

And for most of us, the path to those things starts by setting a specific and actionable goal. At least, this is how I approached my life until recently. I would set goals for classes I took, for weight that I wanted to lose, and for successful management of Stakeholders / clients in my projects.

What I'm starting to realize, however, is that when it comes to actually getting things done and making progress in the areas that are important to you, there is a much better way to do things.

It all comes down to the difference between goals and systems.



Let me explain.

The Difference Between Goals and Systems

What's the difference between goals and systems?

- **If you're a coach**, your goal is to win a championship. Your system is what your team does at practice each day.
- **If you're a writer**, your goal is to write a book. Your system is the writing schedule that you follow each week.
- **If you're a runner**, your goal is to run a marathon. Your system is your training schedule for the month.
- **If you're an entrepreneur**, your goal is to build a million dollar business. Your system is your sales and marketing process.

Now for the really interesting question:

If you completely ignored your goals and focused only on your system, would you still get results?

For example, if you were a basketball coach and you ignored your goal to win a championship and focused only on what your team does at practice each day, would you still get results?

I think you would.



Let's talk about three more reasons why you should focus on systems instead of goals.

1. Goals reduce your current happiness.

When you're working toward a goal, you are essentially saying, "I'm not good enough yet, but I will be when I reach my goal."

The problem with this mindset is that you're teaching yourself to always put happiness and success off until the next milestone is achieved. "Once I reach my goal, then I'll be happy. Once I achieve my goal, then I'll be successful."

SOLUTION: Commit to a process, not a goal.

Choosing a goal puts a huge burden on your shoulders. Can you imagine if I had made it my goal to write two books this year? Just writing that sentence stresses me out.

But we do this to ourselves all the time. We place unnecessary stress on ourselves to lose weight or to succeed in business or to write a best-selling novel. Instead, you can keep things simple and reduce stress by focusing on the daily process and sticking to your schedule, rather than worrying about the big, life-changing goals.

When you focus on the practice instead of the performance, you can enjoy the present moment and improve at the same time.

2. Goals are strangely at odds with long-term progress.

You might think your goal will keep you motivated over the long-term, but that's not always true.

Consider someone training for a half-marathon. Many people will work hard for months, but as soon as they finish the race, they stop training. Their goal was to finish the half-marathon and now that they have completed it, that goal is no longer there to motivate them. When all of your hard work is focused on a particular goal, what is left to push you forward after you achieve it?

This can create a type of "yo-yo effect" where people go back and forth from working on a goal to not working on one. This type of cycle makes it difficult to build upon your progress for the long-term.

SOLUTION: Release the need for immediate results.

I was training at the gym last week and I was doing my second-to-last set of clean and jerks. When I hit that rep, I felt a small twinge in my leg. It wasn't painful or an injury, just a sign of fatigue near the end of my workout. For a minute or two, I thought about doing my final set. Then, I reminded myself that I plan to do this for the rest of my life and decided to call it a day.

In a situation like the one above, a goal-based mentality will tell you to finish the workout and reach your goal. After all, if you set a goal and you don't reach it, then you feel like a failure.

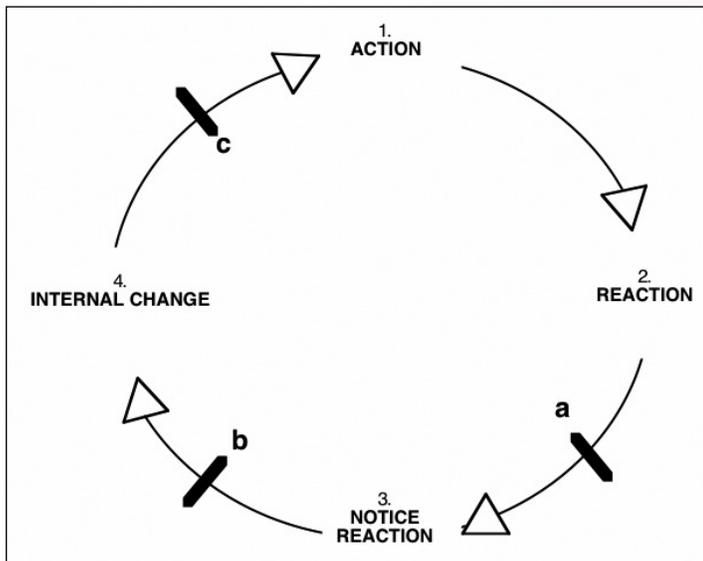
But with a systems-based mentality, I had no trouble moving on. Systems-based thinking is never about hitting a particular number, it's about sticking to the process and not missing workouts.

Of course, I know that if I never miss a workout, then I will lift bigger weights in the long-run. And that's why systems are more valuable than goals. Goals are about the short-term result. Systems are about the long-term process. In the end, process always wins.

3. Goals suggest that you can control things that you have no control over.

You can't predict the future. (I know, shocking.)

But every time we set a goal, we try to do it. We try to plan out where we will be and when we will make it there. We try to predict how quickly we can make progress, even though we have no idea what circumstances or situations will arise along the way.



SOLUTION: Build feedback loops.

Feedback loops are important for building good systems because they allow you to keep track of many different pieces without feeling the pressure to predict what is going to happen with everything. Forget about predicting the future and build a system that can signal when you need to make adjustments.

Fall In Love With Systems

None of this is to say that goals are useless. However, I've found that goals are good for *planning* your progress and systems are good for actually *making* progress. **Goals can provide direction and even push you forward in the short-term, but eventually a well-designed system will always win. Having a system is what matters. Committing to the process is what makes the difference.**

Syed Fazlullah Khan

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Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

Send your questions to:

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How we worked to make AI for everyone in 2018

Seeing music. Predicting earthquake aftershocks. Finding emojis in real life. These are just a few examples of how researchers, engineers and user-experience (UX) professionals made imaginative ideas real. They made it happen using tools and techniques developed by Google's People + AI Research (PAIR) team in 2018.

We founded PAIR in 2017 to conduct research, create design frameworks and build new technologies that help make partnerships between humans and artificial intelligence productive, enjoyable and fair. One of our main goals is to create easy-to-use tools to visualize machine learning (ML) datasets and train ML models (the mathematical equations that represent the steps a machine will complete to make a decision) in browsers. Put simply, this means anyone with an internet connection can now use ML.

Here's what PAIR has accomplished over the past year—and here's how engineers and UX teams can put our resources to use in 2019 and beyond.

Creating a design library—and learning how to design for AI

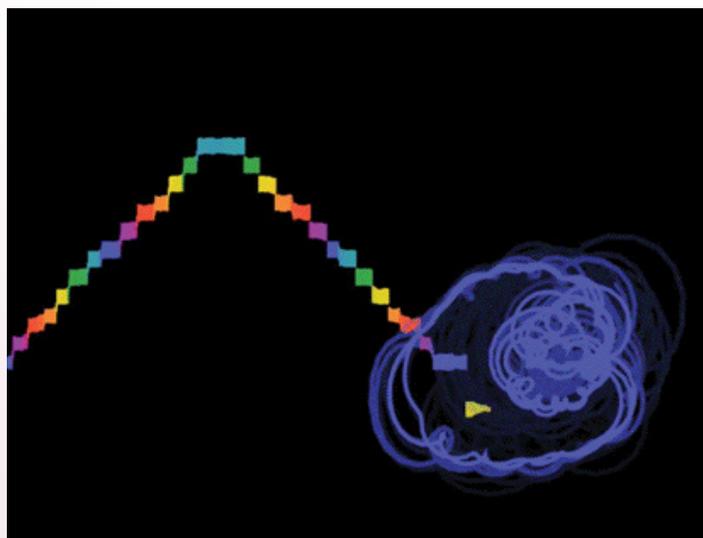
In January, we launched a library of user-experience articles and case studies on Google Design. These show how Google makes decisions to balance our users' needs for familiarity and trust with new functionality and experiences enabled by AI. The case studies go behind the scenes to show how Google teams developed user

experiences for applications, like the fun mobile game Emoji Scavenger Hunt.

In these articles, practicing user-experience designers offer clear how-tos. They address challenges in designing for AI, such as balancing how to design for habits like swiping or scrolling in certain directions, and building personalized experiences for individual users. We know we don't have all the answers, so we also seek advice from outside experts, like Paola Antonelli, Senior Curator of Architecture and Design at New York's Museum of Modern Art (MoMA), who answered our team's questions on how to use AI as a design material itself.

Talking about AI across disciplines

A key part of our process is partnering with domain experts in other fields. For example, this year we worked



with Harvard's Brendan Meade and the University of Connecticut's Phoebe de Vries on a model for predicting and visualizing earthquake aftershocks. This project led to a state-of-the-art model for aftershock prediction—and, intriguingly, our analysis of the AI suggested new, unexpected directions for human researchers to investigate.

In March, we hosted our first UX symposium in Zurich, featuring external researchers and industry professionals. And in May, we held a panel at I/O, “AI for Everyone,” featuring Google engineering leaders with a spectrum of expertise, from cloud computing to climate science, to discuss fair and inclusive AI in these fields.

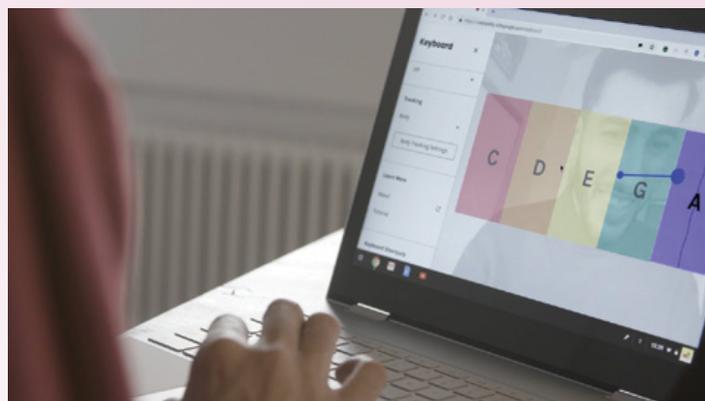
We're also dedicated to translating the complicated language behind AI for everyone who uses it, even if they're not engineers. Since June, our first PAIR writer-in-residence, tech journalist David Weinberger, has been embedded in PAIR's Cambridge, Mass. lab. He's explaining key AI concepts, like classification and confidence levels, and timely topics like fairness in machine learning, for non-technical audiences.

New open-source tools for engineers, UXers and beyond

Using TensorFlow.js, an open-source Javascript library created by PAIR, and other software, a group of musicians, designers, engineers and the Google Creative Lab created Seeing Music, which makes it possible to visualize subtle textures in sound.

We believe in applying deep insights to invent, and open-source, new technologies that can be used by engineers, UX professionals, and other stakeholders who may not be experts in ML.

So we started TensorFlow.js, a pure Javascript library that extends TensorFlow into the browser. Since open-sourcing TensorFlow.js in March, we've seen a variety of applications—including a set of accessible creative tools for drawing, making music and more, designed



by Google's Creative Lab with collaborators from the accessibility community.

Our PAIR team also built the What-If Tool, released this fall, so professionals building ML systems don't have to write a single line of code to answer “what if” questions such as: “What if I changed data points, how would this affect my model's predictions? Does it perform differently for various groups—for example, historically marginalized people?” Our tool makes it possible to simply click a button to visualize and inspect alternative scenarios.

Also this year, our team developed and open-sourced a new technique for helping people more easily understand the inner workings of neural networks in terms of simple, human-understandable concepts – like showing how AI can recognize images of zebras by their stripes.

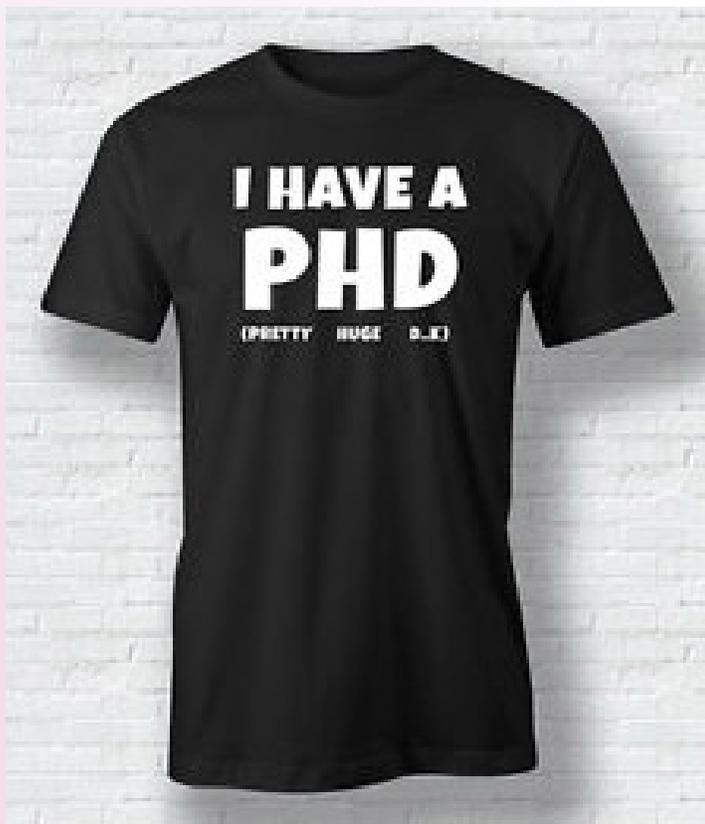
In 2019, we're excited to expand PAIR's work further with global audiences of engineers and user-experience designers—and everyday users.

Source: <https://www.blog.google/>

PhD- Is it Really needed for teaching??

PhD is not a new concept in the teaching field. PhD is the abbreviation for Doctor of Philosophy. Wikipedia defines PhD as, “A Doctor of Philosophy is the highest academic degree awarded by universities in most English-speaking countries. PhDs are awarded for programs across the whole breadth of academic fields.”

I come from a family of educationists. I very well understand the importance and the need of having a PhD. I was good in academics as also an all-rounder.

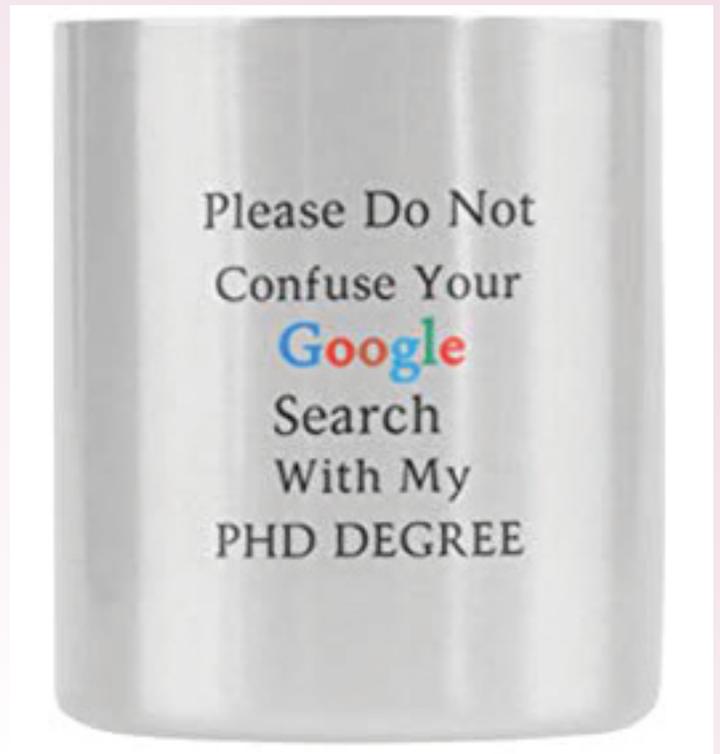


Soon after my Masters, and followed by my marriage I applied for doing PhD from IIT, Delhi. I was, good at academics and therefore did well in my test and interview. I was also blessed and maybe my stars were bright at that time that out of nearly 200 applicants, I was the only one of the two applicants selected. The other applicant was a boy from North East. To cut the story short, I gave my synopsis of the topic selected for my PhD. I could not complete due to unforeseen family circumstances. And few years after, even when the HOD tried to rekindle my interest to continue, I could not because my personal loss pinned me down. However after many years, I did venture from holding important positions in corporates to teaching in deemed to be universities where having PhD was preferable not mandatory. I did very well as faculty in the teaching arena and got of laurels and recognition from colleagues and students alike. PhD did not seem, to me, the most important criteria to be a good teacher and deliver/impart and train students.

After many years, I was again approached with the topic of doing PhD and then the thought crossed my mind whether having PhD was really needed to make a mark as a good teacher? We all know that PhD is like a passport that gives us a special identity. We are all aware of the duration that a typical thesis takes and the money, time and energy involved. I agree that it is a great feeling of achievement when at the end of the toil one is awarded the degree. This was the feeling I had some 20 years back, when working and researching to get a PhD was a thrilling, exciting and challenging experience. The question of why we need PhD never

occurred to me because I knew it is a doctorate awarded for original contributions to knowledge. Now, in the present context, I wonder on the authenticity of this statement regarding *original contributions*.

Over the years my thinking has changed because the reason for obtaining a PhD has changed and got diluted. It is no more an original contribution; I was shocked when I first heard that there are proxy thesis writers for which a fee is charged. People do not *research* anymore because now PhD is by and large, done only for only one reason, which is an entry into teaching for better financial prospects and a status symbol. We have Google now which gives us so much information that research in any other way looks absurd. Google is the actual guide in present day scenario. This virtual platform gives us all the information we require. Live classes can be conducted to help the students the process that has to be followed to write well and complete the thesis on the subject of their choice. Google can also help in giving information on steps to follow. For all others who are non-PhD teachers but



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LONG TIME AGO, PEOPLE WHO
SACRIFICED THEIR SLEEP, FAMILY,
FOOD, LAUGHTER AND OTHER JOYS
OF LIFE WERE CALLED

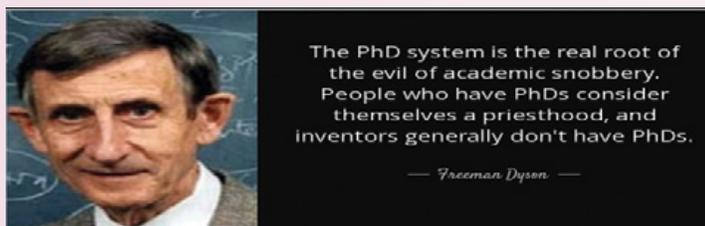
SAINTS

NOW, THEY ARE CALLED

PhD Students

Nowadays I hardly find anybody who has got a PhD and can explain their thesis in a simple lucid manner. I am not exaggerating when I say some of them very joyously declare they don't remember the topic of their thesis. In all newspapers, the advertisements for recruiting Professors carries a very vital requirement which is the applicant **must have** a PhD. What use is any PhD which does not serve any purpose or have any value for the greater benefit of all end users? What use is a PhD if the selected candidate does not have the intention/ inclination or aptitude to teach? What use is a PhD if the selected person is so tired, bitter by the end of the completion of the thesis that he does not even realize that a good and an original research would help in knowledge sharing and teaching? A very big percentage of PhD holders (not just in teaching) are seen rejoicing that they can now get a better pay package and recognition. Aspiring for better benefits of sorts is not a bad thing but the question here is – Is it necessary to make PhD mandatory to get into teaching?

There is a serious need for all educationists to ponder over this issue and make some useful changes in the



PhD Event & Prize

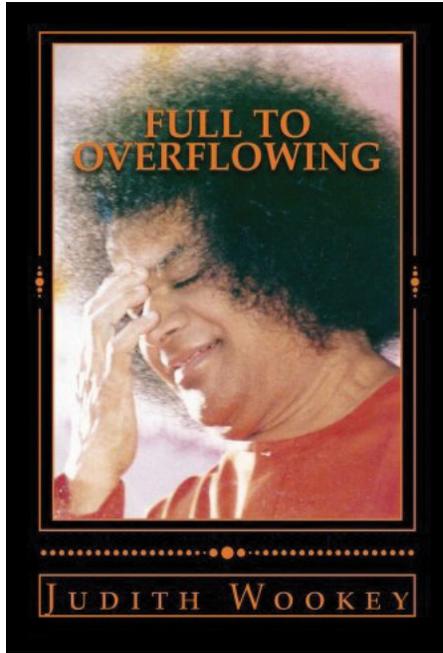
selection process for Professors. PhD is important if the research undertaken is meaningful and has a long lasting impact on those pursuing higher education and the end users. It should not be made mandatory so as to avoid malpractices in obtaining a PhD. Research should be encouraged among teams to pursue research in a specific topic and a specific purpose. PhD holders can be given a benefit like being placed at a different pay scale than non-PhD degree holders. The line “**Only PhD holders need apply**” should be removed. This statement is very demotivating and demoralising especially for those who are very passionate about teaching; attitude and aptitude. Let our aim be to select **PhD candidates and not PhD survivors**.

Mrs. Sandhya Rao

Is an independent Senior Innovation Consultant, holding a Master's in Psychology from Punjab University, Graduation from Government College for Women, Chandigarh with Economics, Psychology and English (Honours), Schooling from Carmel Convent, Chandigarh.



The Hungry Heart By Judith Wookey



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Ekkattuthangal Chennai.

This is the story of one woman's road to Love.

Judith Wookey from New Zealand is an unassuming person with a great Heart- a Heart that is hungry for God. She has visited India a few times and gone to places like Puttaparthi- Andhra Pradesh, Whitefield near Bangalore and some places in the North India like Dehra Dun.

Judith has attended the meetings of Bhagwan Sathya Sai and had interviews with Him. She has witnessed a lot of miracles like the appearance of Sacred Ash on the photos of BABA and appearance of pearls near the photos.

She is the devotee of Shirdi Sai BABA too, as there is a huge statue of Shirdi Sai at Prasanthi Nilayam at Puttaparthi.

This book explains the experiences of Judith and her friends with BABA.

Sometimes Judith used to receive direct messages from BABA in dreams as well as in folded covers. There were directions like " go to Dehra Dun " or " come to the UK " etc. Judith used to follow them scrupulously.

Flowers used to fall from the photos of BABA and at one time a Lingam also came out. Some have seen Ohm signs and some have witnessed the Indian Sandals.

Judith hopes she has done justice to her experiences since BABA ordered her to write a book – not many words but beautiful and uplifting messages.

The Hungry Heart is a small book with 9 chapters and 54 pages. At the beginning of each chapter there is an inspiring quotation from Bhagwan Sathya Sai.

This book is a ' Must ' read for all Sai Lovers and Devotees.

R. Venugopal

Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director.



Where Do Zodiac Signs Come From? Here's the True History Behind Your Horoscope

As the summer officially begins, with the Summer Solstice occurring in the Northern Hemisphere on Thursday, those who enjoy Western astrology will be checking out their Summer Solstice horoscopes to try to use the stars to figure out what the season might have in store.

While some horoscopes sites may promise predictions based on the “movement” of the stars, it's important to remember that it's the Earth that's moving, not the stars. The reason why stars look like they're moving,

both throughout the night and over the course of the year, is because the Earth rotates on its axis and orbits around the Sun. But, before most humans knew that, they spent a lot of time thinking about what was happening up there in the sky.

So, though astrology — looking for answers, signs and predictions in the movements of the celestial bodies — isn't itself a science, there's a long history of humans looking up at the stars to plan their lives. Farmers used the skies as a calendar as long ago as Ancient Egyptians, when the rising of Sirius, the Dog Star, around mid-July, was seen as a marker of the imminent annual flooding of the Nile. Travelers used the skies as a compass, following the stars to know where to go. And many people used the skies as a source of mystical direction, too.

But who first looked up at the sky to make sense of what was happening down on the ground and why their fellow humans were behaving in certain ways? Exactly who came up with this way of thinking and when is unclear, but historians and astronomers do know a bit about how it got so popular today.

Where did zodiac signs come from?

The stars are just one of the many things in the natural world that human beings have turned to for answers over the years.



“We don’t really know who first came up with the idea for looking at things in nature and divining influences on humans,” says astronomer Sten Odenwald, the director of Citizen Science at the NASA Space Science Education Consortium. “There’s some indication that cave art shows this idea that animals and things can be imbued with some kind of spirit form that then has an influence on you, and if you appease that spirit form, then you will have a successful hunt. That was taken over by the idea of divination, where you can actually look at things in nature and study them carefully, such as tea-leaf reading.”

Some form of astrology shows up in various belief systems in ancient cultures.

In Ancient China, noblemen looked at eclipses or sunspots as portents of good or bad times for their emperor, though it’s thought that those signs had less application to the lives of other individuals. (Odenwald points out that in societies where people in the lower classes had less control over their lives, divination could seem pointless.) The Sumarians and Babylonians, by

around the middle of the second millennium BC, appeared to have had many divination practices — they looked at spots on the liver and the entrails of animals, for example — and their idea that watching planets and stars was a way to keep track of where gods were in the sky can be traced to The Venus tablet of Ammisaduqa. This tablet, which is dated to the first millennium BC and tracks the motion of Venus, is one of the earliest pieces of what’s been called Babylonian planetary omens. The ancient Egyptians contributed the idea that patterns of stars made up constellations, through which the sun appears to “move” at a specific times during the year.

It’s thought that all of these ideas came together when Alexander the Great conquered Egypt around 330 BC.

“There must have been a lot of exchange that got the Greeks on-board with the idea of divination using planets,” says Odenwald, and because they were deep into mathematics and logic, they worked out a lot of the rules for how this could work.”

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Here’s how NASA has described how that logic led to the creation of the familiar zodiac signs known today:

Imagine a straight line drawn from Earth through the Sun and out into space way beyond our solar system where the stars are. Then, picture Earth following its orbit around the Sun. This imaginary line would rotate, pointing to different stars throughout one complete trip around the Sun — or, one year. All the stars that lie close to the imaginary flat disk swept out by this imaginary line are said to be in the zodiac. The constellations in the zodiac are simply the constellations that this imaginary straight line points to in its year-long journey.

What are the 12 signs of the zodiac?

It was during this Ancient Greek period that the 12 star signs of the zodiac with which many people are likely familiar today — Aries (roughly March 21–April 19), Taurus (April 20–May 20), Gemini (May 21–June 20), Cancer (June 21–July 22), Leo (July 23–Aug. 22), Virgo (Aug. 23–Sept. 22), Libra (Sept. 23–Oct. 22), Scorpio (Oct. 23–Nov. 21), Sagittarius (Nov. 22–Dec. 21), Capricorn (Dec. 22–Jan. 19), Aquarius (Jan. 20 to Feb. 18) and Pisces (Feb. 19 to March 20) — were set down. These Western, or tropical, zodiac signs were named after constellations and matched with dates based on the apparent relationship between their placement in the sky and the sun.

The Babylonians had already divided the zodiac into 12 equal signs by 1500 BC — boasting similar constellation names to the ones familiar today, such as The Great Twins, The Lion, The Scales — and these were later incorporated into Greek divination. The

astronomer Ptolemy, author of the *Tetrabiblos*, which became a core book in the history of Western astrology, helped popularize these 12 signs.

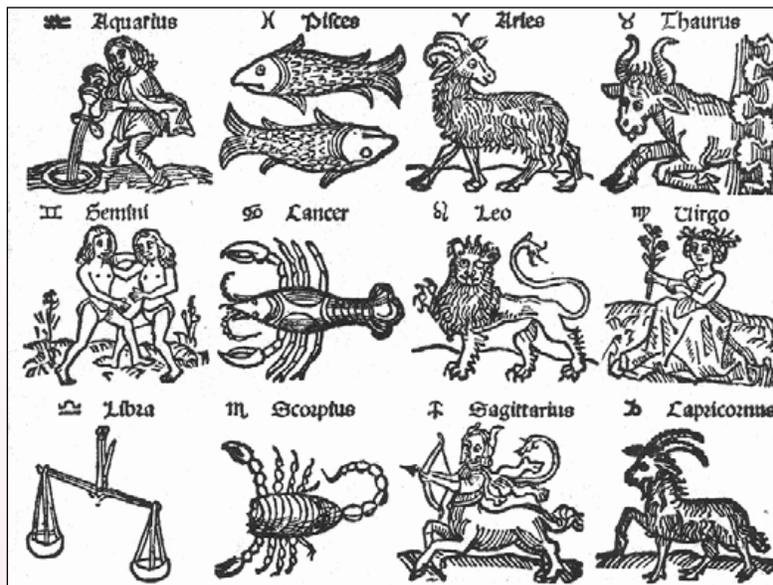
“This whole idea that there were 12 signs along the zodiac that were 30° wide, and [that] the sun moved through these signs regularly during the year, that was codified by Ptolemy,” says Odenwald. Even the word “zodiac” comes from the Greek, from a term for “sculpted animal figure,” according to the Oxford English Dictionary, and the order in which the signs are usually listed comes from that period too.

“Back at the time of the Greeks,” Odenwald explains, “the first day of spring started when the sun appeared in the constellation Aries and then everything was marked from that time forward around the circuit of the year.”

However, the Earth has moved on its axis since then, a process known as precession, so now the dates that are used to mark the signs don’t really correspond to the background constellations that give them their signs names. In fact, the

chronology has really shifted one sign to the West. That means zodiac sign dates, based on the mathematical division of the year, basically correspond today to the presence of the sun in the constellations of the signs that come before them. (The set nature of the signs is also why the Minnesota Planetarium Society’s 2011 argument that there should be a 13th zodiac sign now, Ophiuchus, didn’t actually result in a big astrology change.)

“Before, astrologers looked at where the sun was relative to background constellations in general, and that generally matched up almost exactly with the signs of zodiac defined by Ptolemy,” says Odenwald.



“Now astrologers do their calculations and forecasting based on where the planets and the sun are relative to the 12 signs—which are fixed—and not based on where they are relative to the constellations. Astrologers say if the sun is in the sign of Sagittarius on the day you were born, then you’re a Sagittarius.”

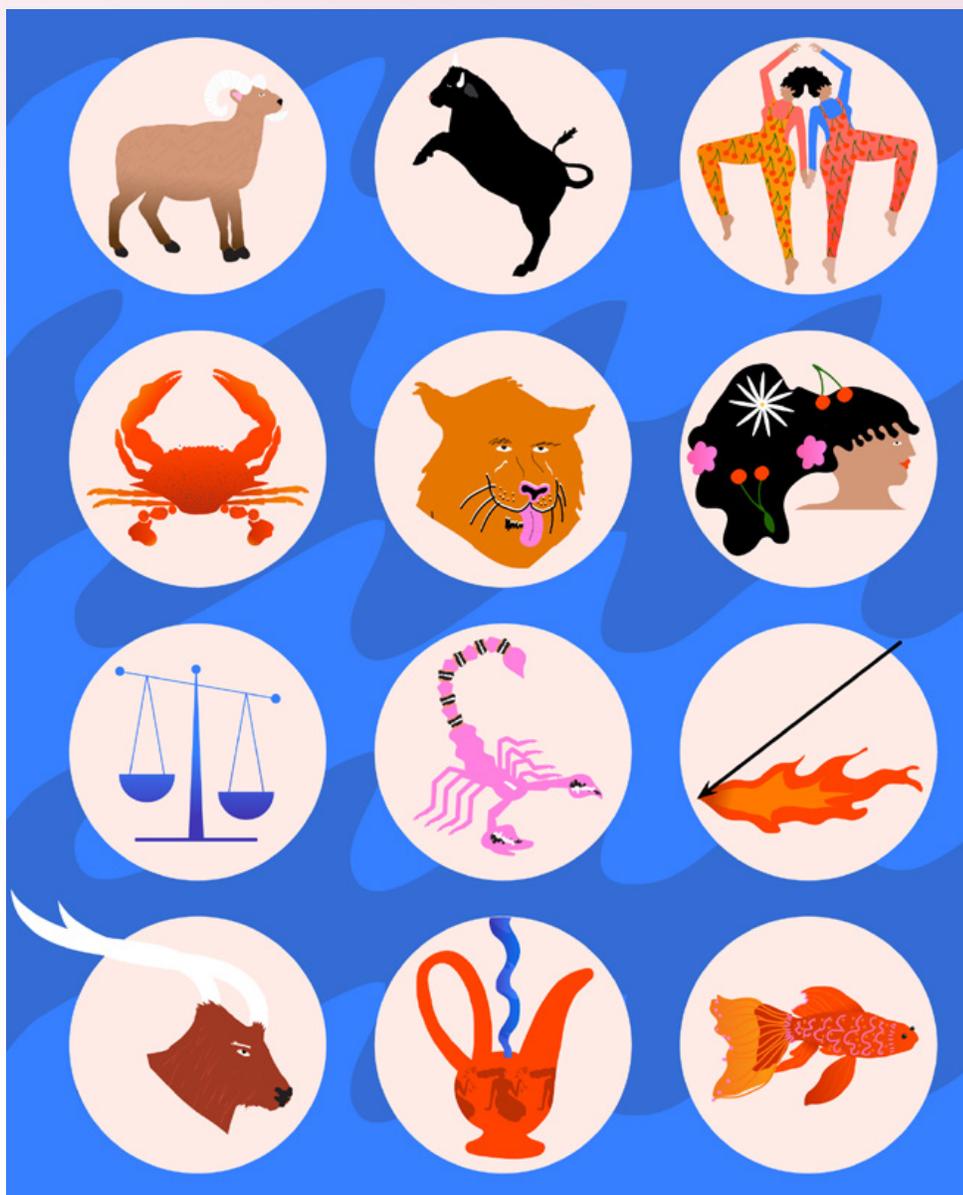
Read More: Mercury Is Entering Retrograde Again. This Is Why So Many People Care

What’s the difference between astrology and astronomy?

For centuries, astrology (looking for signs based on the movement of the celestial bodies) was considered basically the same thing as astronomy (the scientific study of those objects). For example, revolutionary 17th-century astronomer Johannes Kepler, who studied the motion of the planets, was at the time considered an astrologer. That changed around the beginning of the Enlightenment in the late 17th century.

Once Sir Isaac Newton basically turned the sky into a calculator, mathematizing the motion of the planets and realizing that gravity controlled everything, Odenwald says, “that started a whole new scientific approach to looking at the sky and the motion of planets and the earth.”

That’s the point at which astronomy came to be known as a science and astrology was acknowledged as not a science. But its popularity relies on factors that numbers can’t compute, and the appeal of looking to the stars for answers has not waned—in fact, in recent years, it seems to have expanded. After all, a 2014 National Science Foundation poll found more than half of millennials think astrology is a science.



And Odenwald argues that, even if astrology’s answers aren’t based on scientific study, the reason people keep turning to the sky does come down to something very real—a psychological phenomenon he calls the human tendency for “self-selection,” the search for interpretations that match what we already hope to be true.

“People magnify the positives, they forget the negatives,” he says, “and that’s just how we’re designed.”

By Olivia B. Waxman
Source: <http://time.com/>

Few Thoughts

“If you hire the best people, give them the best training and serve your clients supremely well, you will soon be recognized as the quality firm and gain market share and profitability. Size, profitability and other good things are the consequence of success in the marketplace.”

Jim Wadia
Managing Partner
Arthur Anderson UK

“There are always people
Who want to eat your lunch?”

L. DE. Simone
Chairman, CEO 3M

“One of the main driving engine is the dynamic of change, of renewal, of vitality. Your people must have internalized. If you will, the fact that these are what makes their work possible and helps the business to thrive.. And so... How do you achieve that?”

L. DE. Simone
Chairman, CEO 3M

“Every Business should be dissatisfied with its performance, from the top to bottom. The day you start to be satisfied with you performance, you lose it”

Sir Richard Greenbury
Chairman Marks & Spance

The non-invented-here culture is banned. Learn how to do things from the best in the world.

1. “We feel that the global company like ours is kept together by a set of principles, beliefs and experiences. One of the glues to keep us together is our educational centre where we can share experiences and communicate these principles and beliefs”

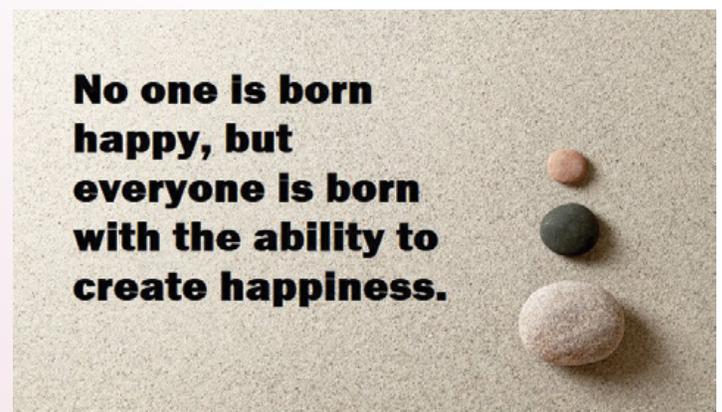
Paolo Fresco
VP & Executive of General Electric Company

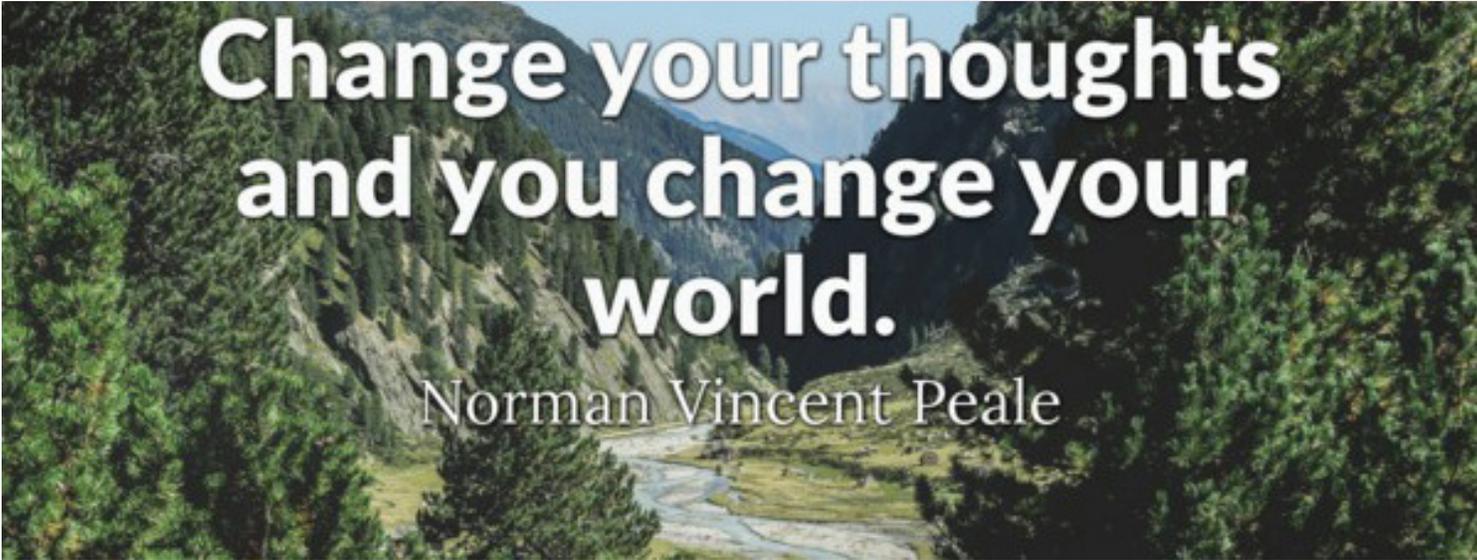
2. “You don’t beat practical experience. You can talk theory until you are blue in face but that won’t teach you leadership. The only way you can learn to be a leader is by getting out there and leading people”

Sir Peter Biller
Former commander of UK

3. “Our planning is basically about the development and deployment of our financial and more importantly our human resources.”

Paolo Fresco
VP & Executive of General Electric Company





Change your thoughts and you change your world.

Norman Vincent Peale

4. “Marketing is the ability to listen to the need of consumers and learns from them”

Seinosuke Kuraku

Director matsushita Electric

5. “Our training and quality programs have saved the company 6.6 billion dollars since the six sigma program was launched. This saving has been passed on to our customers, invested in R & D or passed straight to the bottom line.

Gray Tooker

VP & CEO Motorola

6. “If you go down to the factory level we have self-managed work teams. Last week I visited our jet engine factory assembly facility, where we have seven work teams with 14 people in each. These have responsibility from the womb to the tomb in the assembly of aircraft engines. These teams do not have leaders. They are all responsible for seeing that there engines are assembled properly and on time. We do have other people who support these teams. So there are 150 people on site, and they have one boss. The boss, the leader of the factory, is the administrator and the supervisor of these 150 people. It works beautifully”

Paolo Fresco

VP & Executive of General Electric Company

7. “We measure customer satisfaction, employee satisfaction and cash flow. If these are right, everything else will take care of itself. If you have satisfied customers, you will have growth and increasing revenue. If your employees are satisfied they will be motivated, energized and committed to achieving results and in the long term if you have growth and positive cash flow, it means that you will have good solid high quality earning.

Paolo Fresco

VP & Executive of General Electric Company

8. Yesterday over lunch somebody said Benchmarking is fine but you have to tell me what to Bench mark against. I said, “No you have got that wrong. You have to work it out for yourself and make certain that you do things the best possible way. You have to find way and means to establish that you do and develop the instruments to tell you if you are in a track, because you haven’t performed well and that will be reflect in what you take home, not a pleasant experience.”

Cornelious Hearktroler Chairman

The Royal Douche / Shell group of companies

9. “Involving people in decision- making and achieving objectives is one of the keys to our success. We have



evolved a management system which gets largest number of people actively involved in running the company.”

Polo Fresco
VP GEC

10. “You have to understand that when we are going into a new territory you are liable not find the right answer right way. The idea that you learn from failure, and that failure is not necessarily bad is an important aspect of all of this.

Livio De Simone
Chairman and CEO 3M

Successful Business has:

- Clear set of values
- Have strong leadership
- Have clear sense of direction
- Deliver what they promise
- Experience with new ideas

- Attract and retain the best employees
- Allow their people to take decisions
- Constantly improve efficiency and effectiveness
- Anticipate customer Requirement
- Innovate and regularly after new thing to market

And as a result they grow in size and profitability. Organization understand

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- How it will get there

(Commitment of their people to fulfill their role as a part and winning team)

Ability:

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- Perseverance
- Innovativeness
- Commitment
- Involvement

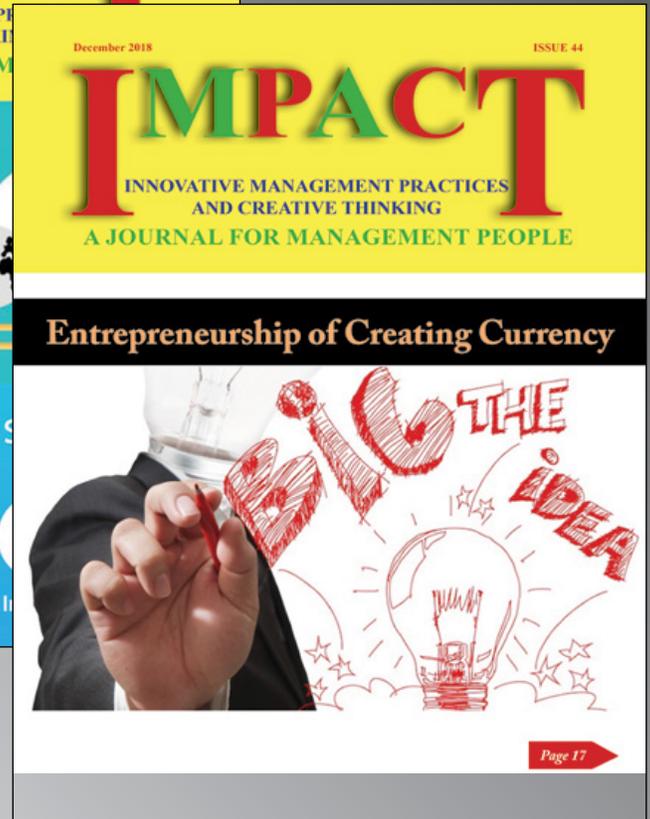
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Weird places around the world

The Hand in the Desert, Chile



Chilean sculptor Mario Irarrázabal is responsible for this very weird work of art rising out of the sand in the middle of Chile's Atacama desert, 46 miles south of the city of **Antofagasta**. Irarrázabal is known for his works associated with human suffering and this huge unnerving sculpture captures a feeling of loneliness, exacerbated by its desolate and secluded location.

Chocolate Hills of Bohol Island, the Philippines



Bohol's 1700-odd conical hills dot the middle of the island; they range in height but are so regular in shape that they could be mistaken for being man-made. However, according to UNESCO they are the uplift of coral deposits and a result of rainwater erosion. The hills only earn their 'chocolate' nickname in the dry season when the foliage goes from lush green to brown.

Red Beach, Panjin, China

Very cool and very weird, this beach is covered in a type of seaweed called Sueda, which turns bright red in autumn. Thirty kilometres southwest of Panjin, these tidal wetlands are an important nature reserve for migrating birds. Only a small section of the beach is open to the public, but it can be explored via a wooden walkway that stretches out to sea.



Plain of Jars, Laos

Shrouded in myth, megalithic stone jars are **scattered across Xieng Khouang Province** in groups from one to one hundred. A working theory is that the huge cylindrical jars were used in ancient funeral ceremonies, though local legend has it that the jars were used to brew rice wine for giants. In the 1960s Northern Laos was subject to a massive aerial bombardment by the USA and it's only been relatively recently that some areas have been cleared and declared safe for visitors.



Goblin Valley State Park, Utah, USA



No, this is not Mars but an uninhabited valley 216 miles southeast of Salt Lake City in Utah. Soft sandstone has, for many years, been eroded by wind and water to form strange pinnacles or hoodoos that some think resemble goblins. The eerie landscape is only about a mile across and two miles long and it's well worth exploring the marked trails to get up close to the bizarre formations.

Whale Bone Alley, Siberia



A stretch of the northern shore on remote Yttygran Island, 82km off the coast of **Alaska**, has become a macabre tourist destination. Massive whale jawbones, ribs and vertebrae stand horizontal in the ground forming an eerie alleyway. It's generally agreed that the site dates back to the fourteenth or fifteenth century, but whether it was a sacred spot for native tribes to meet or simply a gathering place for mass slaughter, no one knows.

Glass Beach, California, USA

This glittering sea glass beach in California is a remarkable side effect of years of rubbish being dumped on the beach; it wasn't until the 1960s that this was stopped and by then the sea was full of everything from electrical appliances to bottles and cans. Over time, the waves broke everything down into colourful pebbles and the beach became a major tourist attraction – now ironically under threat because visitors are taking home the glass.



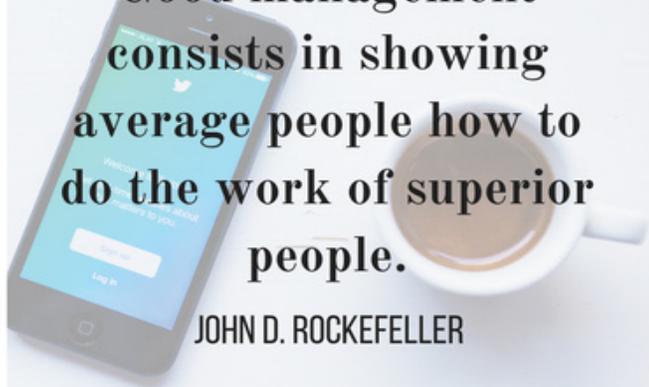
The Catacombs, Paris, France

The deeply creepy catacombs are a network of old quarry tunnels beneath Paris and the final resting place of around six million Parisians. Most are anonymous, skulls and bones taken from the city's overcrowded graveyards during the eighteenth and nineteenth centuries; it wasn't until the authorities realized its potential as a tourist attraction that the bones were arranged in the macabre displays seen today.



Source: <https://www.roughguides.com/>

Management Quotes!



Good management consists in showing average people how to do the work of superior people.

JOHN D. ROCKEFELLER



The way management treats associates is exactly how the associates will treat the customers.

SAM WALTON



Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.

STEPHEN COVEY



Management is nothing more than motivating other people.

LEE IACOCCA

Source: <https://www.timecamp.com/blog/>



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