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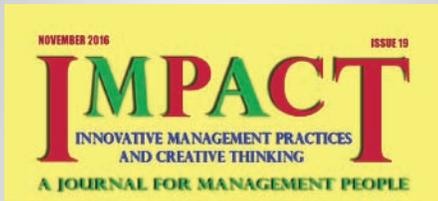
INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

IMPACT

*wishes
all the
very best
to the
children
of **INDIA***





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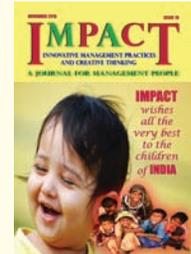
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With Greetings from **IMPACT**



Come November,

Yes; this is the nineteenth issue of IMPACT. The Editorial team is happy that the issues so far have evoked great appreciation from the reading public. That in fact triggers us extraordinarily and makes us think very seriously to improve themes, contents and presentation and we know it is an onerous responsibility. Yet, by the grace of Goddess of Learning, we make honest and earnest efforts and the result should prove that we discharge our responsibility to the satisfaction of our thousands of viewers.

This issue has usual features such as Management in Valluvam, Health Management and Spiritual Management. In Health management Ln. Desikan has deliberated on DIABETES - a week in November is designated as DIABETES WEEK. In Spiritual Management some great tips have been provided by Swami Vivekananda in an address he delivered at Los Angeles, California. We have some great articles from Mr. Fazlullah Khan, Mrs. Sandhya Rao and Mr. Jayaprakash Zende.

We have heard of late a lot about BRICS and Dr. Gowri Ramachandran has analyzed the various issues concerned in a scholarly manner.

We are sure this issue provide a variety of great inputs for our readers.

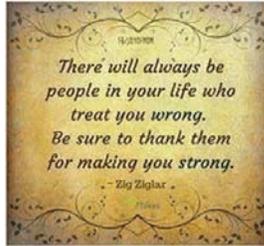
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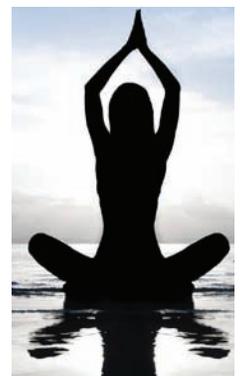
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Management in Valluvam

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



N. V. Subbaraman

Every issue of IMPACT from the start carries the above feature, each issue discussing in detail Valluvar's recipe for good management of the self, his organization and the society in general. The encouraging feed back we are receiving make us to continue this feature and this issue deals with how GOOD DECORUM of the individuals help in effective management. Let us see how it helps our progress.

Chapter Fourteen

அதிகாரம் 14

ON GOOD CHARACTER

ஒழுக்கமுடைமை

1. ஒழுக்கம் விழுப்பம் தரலான் ஒழுக்கம் உயிரினும் ஒம்பப் படும்.

Ozukkam vizhuppam tharalaan ozukkam Uyirinum oambap patum.

Character exalts

Sure to be nursed more than life

Decorum promotes!

Character gives greatness to all; hence character is to be deemed to be more valuable than life and taken care of.

(131)

2. பரிந்து ஒம்பிக் காக்க ஒழுக்கம் தெரிந்து ஒம்பித்தேரினும் அஃதே துணை.

Parindhu oambik kaakka ozukkam therindhu oambith Thaerinum ahudhe thuNai

Good conduct the best.

Among all virtues observed

It is indeed a test!

Good conduct and character have got to be kept high at any cost; that indeed will stand in good stead at any time without fail.

(132)

3. ஒழுக்கம் உடைமை குடிமை இழுக்கம்
இழிந்த பிறப்பாய் விடும்.

*Ozukkam udaimai kudimai; izukkam
Izindha pirappaay vidum.*

Conduct takes him high
Sans worse than the sinners low
To be nurtured tight!

Good character and conduct is the indication of one's nobility of birth. The one who is not naturally comes of a bad family.

(133)

4. மறப்பினும் ஒத்துக் கொளலாகும் பார்பான்
பிறப்பொழுக்கம் குன்றக் கெடும்.

*Marappinum oththuk koLalaagum paarppaan
Pirappozukkam kunrak kedum.*



Lost the learnt, recall
The learned lose character
Never to regain!

Even if one forgets all the great things he has learnt, he can re-read and recollect. If character is lost it cannot be regained.

(134)

5. அழுக்காறு உடையான்கண் ஆக்கம்போன்று இல்லை
ஒழுக்கம் இலான்கண் உயர்வு.

*Azukkaaru udaiyaankaN aakam poanru illai
Ozukkam ilaankaN uyarvu.*

The jealous loses
All that he amassed – he sans
Good conduct, faces!

Wealth will not approach the jealous; similarly greatness will not approach the characterless persons.

(135)

6. ஒழுக்கத்தின் ஒல்கார் உரவோர் இழுக்கத்தின்
ஏதம் படுபாக்கு அறிந்து.

*Ozukkaththin olkaar uravoar izukkaththin
Aedham padupaakku arindhu*

Those who know it great
Strays not from good character
Tigers eat not grass!

People with good character never stray from the path of good conduct and character. Though hungry, tigers do not take grass.

(136)

7. ஒழுக்கத்தின் எய்துவர் மேன்மை இழுக்கத்தின் எய்துவர் எய்தாப் பழி.

Ozukkaththin eythuvar maenmai; izukkaththin Eydhuvar eydhaap pazi.

Character abound

He prospers now and later
Lest, he falls aground!

With good conduct and character one attains greatness sure for ever; otherwise he earns disgrace.
(137)

8. நன்றிக்கு வித்தாகும் நல்லொழுக்கம் தீயொழுக்கம் என்றும் இடும்பை தரும்

Nanrikku viththaagum nalozukkam; theyozukkam Endrum idumbai tharum.

Men with right conduct
Sow the seeds for life noble
Bad ones breed evils!

Good character sows the seeds for happy and noble life; bad character leads to misery and disgrace.
(138)

9. ஒழுக்க முடையவர்க்கு ஒல்லாவே தீய வழக்கியும் வாயால் சொலை.

Ozukka mudaiyavarkku ollaavae theeya Vazukkiyum vaayaal solal.

Men with decorum
Even by slip, speak not bad
In any forum!

People with decency and decorum that is of good conduct and character, even by slip do not talk bad.
(139)

10. உலகத்தோடு ஒட்ட ஒழுக்கம் பலகற்றும் கல்னார் அறிவினா தார்.

Ulagaththoadu otta ozugal pala katrum Kallaar arivilaadhaar.

Learning, no avail
When the learned learns not how
With the world to prevail!

One's learning is of no avail, if he does not know how to move with the people in the society.
(140)

The above discussion and a thought over the topic will definitely help the Managers and the aspiring ones to effectively improve and prove to be an effective Manager in the short and long term of one's career.

(TO BE CONTINUED)

“TRUSTWORTHINESS” is it an endangered VIRTUE?

Certified Project Manager (IPMA C) and MRICS with over 3 decades of qualitative experience in the Construction Industry.

Currently working with ETA Properties & Investments Pvt.Ltd., Chennai as Head – Projects.



Syed Fazlullah Khan

As we all know, trustworthiness is a human quality and virtue which enable others to believe in us and to rely on us without reservation or fear.

Most of us expect others to be a Trustworthy person in all walks of life and seldom introspect whether we are Trustworthy or not. Introspection is required as we only know ourselves better than others, to evaluate whether we have qualities of trustworthiness and if we had qualities of untrustworthiness then to get rid of it.

Prophet Muhammad pbuh (Peace be upon him) who was called as “AL AMIN” *trustworthy by his opponents (even before his prophethood) tells about four major qualities of Untrustworthy person which are,*

- ◇ Whenever speaks, speaks a lie.
- ◇ Whenever makes a promise, breaks it.
- ◇ Whenever given an amanah (Trust), proves to be dishonest.
- ◇ Whenever quarrels, behaves in abusive language.

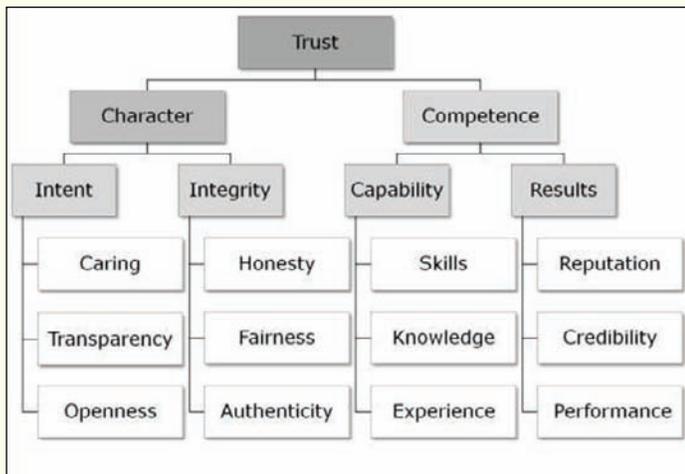
What is Trustworthiness?



Trustworthiness is when I do things that are right even when no one else is looking.

**Some people are
like clouds
when they disappear
it's a brighter day.**

Once you have decided to become trustworthy then upgrade consistently your Character and Competence which plays major role in enabling a person to become Trustworthy.



Seven important power skills listed below would also help form stronger alliances and bring more closeness, authenticity and trust to your relationships.

1. Relax Optimistically

If you are comfortable around others, they will feel comfortable around you. If you appear nervous, others will sense it and withdraw. If you are meeting someone for the first time, brighten up as if you have rediscovered a long-lost friend. A smile will always be the most powerful builder of rapport. Communicating with relaxed optimism, energy and enthusiasm will provide a strong foundation for lasting relationships.

2. Listen Deeply

Powerful listening goes beyond hearing words and messages; it connects us emotionally with our com-

munication partner. Listen to what the person is not saying as well as to what he or she is saying. Focus intently and listen to the messages conveyed behind and between words.

Listen also with your eyes and heart. Notice facial expressions and body postures, but see beneath the surface of visible behaviors. Feel the range of emotions conveyed by tone of voice and rhythm of speech. Discern what the person wants you to hear and also what they want you to feel.

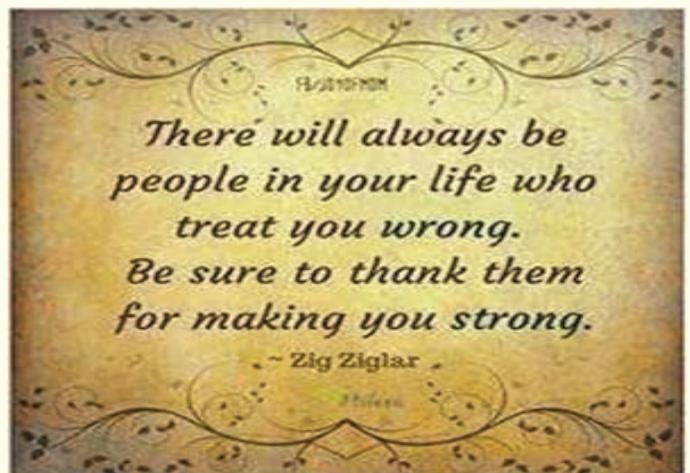
3. Feel Empathetically

Empathy is the foundation of good two-way communication. Being empathetic is seeing from another person's perspective regardless of your opinion or belief. Treat their mistakes as you would want them to treat your mistakes. Let the individual know that you are concerned with the mistake, and that you still respect them as a person. Share their excitement in times of victory, and offer encouragement in times of difficulty. Genuine feelings of empathy will strengthen the bond of trust.

4. Respond Carefully

Choose emotions and words wisely. Measure your emotions according to the person's moods and needs. Words can build or destroy trust. They differ in shades of meaning, intensity, and impact. What did you learn when listening deeply to the other individual? Reflect your interpretation of the person's message back to them. Validate your understanding of their message.

Compliment the person for the wisdom and insights they have shared with you. This shows appreciation and encourages further dialogues with the



People ask me why is
is it so hard to
trust people.

I ask

Why is it so hard
to keep a promise.

individual. A response can be encouraging or discouraging. If you consider in advance the impact of your emotions and words, you will create a positive impact on your relationships.

5. Synchronize Cooperatively

When people synchronize their watches, they insure that their individual actions will occur on time to produce an intended outcome. Relationships require ongoing cooperative action to survive and thrive.

As relationships mature, the needs and values of the individuals and relationship will change. Career relationships will require the flexibility to meet changing schedules and new project goals. Cooperative actions provide synchrony and build trusting alliances. They are part of the give and take that empowers strong, enduring relationships.

6. Act Authentically

Acting authentically means acting with integrity. It means living in harmony with your values. Be yourself when you are with someone else. Drop acts that create false appearances and false security.

When you act authentically, you are honest with yourself and others. You say what you will do, and do

what you say. Ask for what you want in all areas of your relationships. Be clear about what you will tolerate. Find out what your relationship partners want also. Being authentic creates mutual trust and respect.

7. Acknowledge Generously

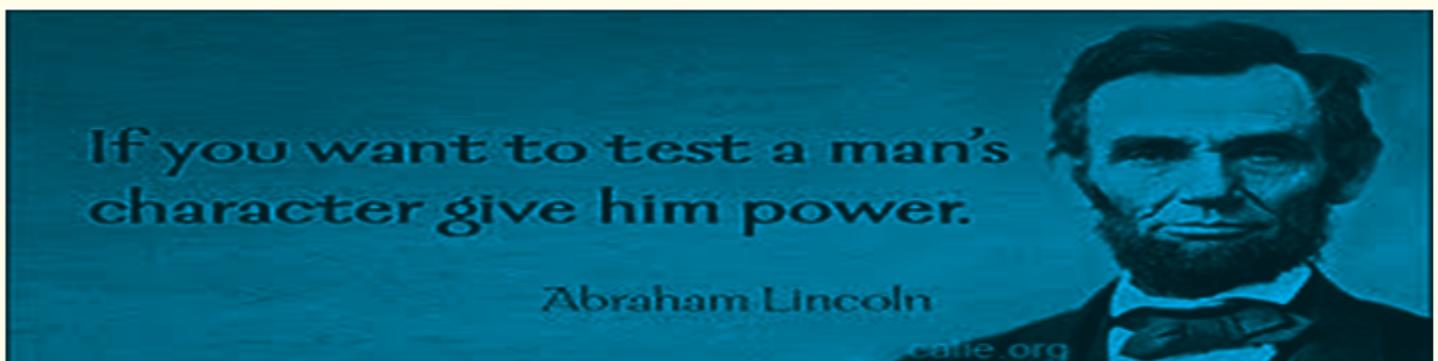
Look for and accentuate the positive qualities in others. Humbly acknowledge the difference that people make to your life. Validate them by expressing your appreciation for their life and their contributions. If you let someone know that they are valuable and special, they will not forget you. Showing gratitude and encouragement by words and actions will strengthen the bonds of any relationship.

Do not forget to acknowledge your most important relationship: the relationship with yourself. Acknowledge your own qualities, and put those qualities into action. You cannot form a stronger relationship with others than you have with yourself. You will attract the qualities in others that are already within you.

Ask yourself: What thoughts and behaviors will attract the kind of relationships I desire? What is one action I could take today that would empower my current relationships?

Write down all the qualities or behaviors that you desire for your relationships. Select the power skills that will attract those qualities. Keep a journal of the actions you take and the progress you make. By turning these skills into lifelong habits, you will build relationships that are healthy, strong and mutually rewarding.

If a person could display above skills and avoid qualities of Untrustworthy people, then each and every member of the team will render their support to accomplish the GOAL and contribute towards SUCCESS.



The Magic in a “SMILE”!

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.



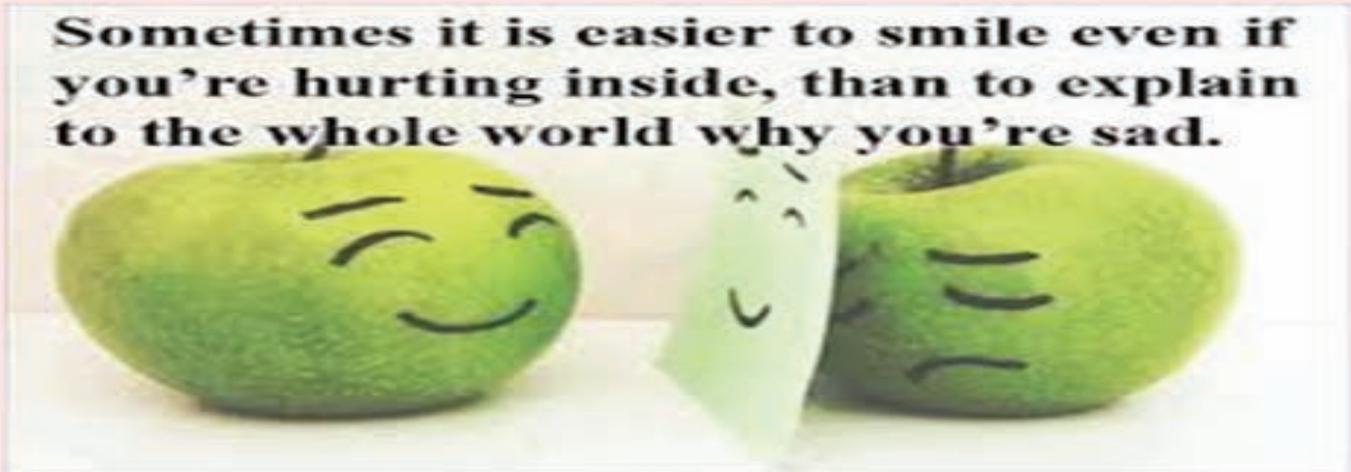
Mrs. Sandhya Rao

I was on my evening stroll the other day and a group of children from our gated community came up to me and started chatting about some games and their fights etc. I told them to smile and let their fights pass. Then one small child said “Aunty you know what is the meaning of smile?” I encouraged her to answer her question. She said “It is happiness under your nose”. Like we use the phrase often...hey it is right under your nose, indicating that we are looking for something everywhere when it is actually right in front of us.

Yes, happiness is inside all of us but we look for it everywhere and some even pay to learn the art of being happy. We are all peaceful happy souls just as Nature made us but the worldly pursuits have changed our natural state. We are all restless and stressed out.

A smile can do wonders to reset our default setting so to say. We may not practice but we all know the benefits of smiling. It releases endorphins and manages our stress. It makes us look good and pleasant to the beholder. I was just browsing about what a smile means to different people and I came across some new perspectives on smile. Did you know what a Duchenne smile is? Well I read about it for the first time. A Duchenne smile involves contraction of both the zygomatic major muscle (which raises the corners of the mouth) and the orbicularis oculi muscle (which raises the cheeks and forms crow’s





feet around the eyes). A non-Duchenne smile involves only the zygomatic major muscle. (<http://www.psychologicalscience.org/index.php/publications/observer/2010/december-10/the-psychological-study-of-smiling.html>)

Whatever it is, one thing we do know a smile is contagious. Even when you smile at a stranger you will most often get a smile right back.

Some people find it very difficult to smile. They are suspicious or grumpy by nature. They are selfish and cannot share a smile. I remember when I was working as a General Manager of a company having some 20 branches and I was heading the HR operations. The first day after I joined and walked into the front office, I was welcomed by the Receptionist with a grim

expression of Good Morning. Then I met other staff and met the same serious faces. I thought it was my imagination since I smile a lot and like to spread joy and I am not getting a similar response. But I realized that I was not wrong. I waited for a week before I decided to make it my business to have cheerful people around me. I spent time with everyone at their desk by turns. I joked with them, laughed knowing well enough that they may be laughing behind my back or maybe thinking I am out of my mind. I made some progress in a month and in two months I saw the fruits of my labour. I became their friend, guide and mentor. Some senior colleagues applauded my efforts and just one or two of them were not so happy to see happy faces.

Everyone started bonding and work pressure started looking manageable for them. They trusted each other more than they before I entered the scene. Who gets the real credit? A smile!! We term the best smile as a million dollar smile. Such a smile is genuine, comes right from the heart, spontaneous and comes from a happy countenance. There is nothing one loses when one smiles. It is very important in the present day world where we hardly have time for a relaxed face to face communication. In conclusion, I would say please smile more, 'SHARE' your smile and spread that happiness lurking under your nose. You have to exercise more number of muscles for frowning than for smiling. "Use your SMILE to change this world but do not let the world change your SMILE"

Happy Smiling!



Quality Circles at Engineering Colleges

Jayprakash B Zende,
 Consultant, employee
 involvement schemes
 and a freelance trainer



Jayprakash B. Zende

People are the greatest assets of an organisation, because, through people all other resources are converted into utilities. However, management of 'People Resource' has always been a vexed problem ever since the beginning of organized human activities. There has been number of managerial responses developed to answer this question; the prominent among them being 'Quality Circles'. The novelty of this approach is that it represents a philosophy of managing people specially those at the grass root level as well as a clearly defined mechanism - a methodology for translating this philosophy into practice to make it a way of life.

1. Definition:

Quality circle means a group of six to ten volunteers from the same work area, who collectively identify and analyse problems to find acceptable solutions with the use of proven techniques and implement them.

2. Philosophy:

Quality Circle is a people building philosophy, providing self-motivation and happiness in improving environment without any compulsion or monetary benefits.



3. The Concept of Quality Circle:

3.1 It is primarily based upon recognition of the value of work doer as a human being, as someone who willingly activates on his job, his wisdom, intelligence, experience, attitude and feelings,

3.2 Tremendous creative and productive potential remains untapped at work places. If people are treated as human beings and are convinced that the management trusts them to be capable of responsibility and contribution, an explosion of creativity can spontaneously permeate the entire organisation.

3.3 The people the doers of actual jobs are the real experts on the intricacies of their jobs. They, often make valuable suggestions on many small things that go wrong or are not fully utilised. Provide them a right environment they will be motivated for meaningful contribution and a natural urge to achieve excellence in work sprung.

3.4 The ideas and the decisions developed by a 'group' are better than the ones developed by an individual' alone.

4. Objectives:

4.1 Changes in Attitude

- a) From 'I don't care' to 'I do care'
- b) Continuous improvement in Quality of work life through humanisation of work.

4.2 Self Development

- a) Brings out 'Hidden Potential' from people
- b) Learning of additional skills.

4.3 Development of Team Spirit

- a) Individual Vs Team
'I could not do but we did it'.
- b) Eliminate inter departmental conflicts.

4.4 Improved organisational culture.

- a) Positive working environment.
- b) Total involvement of people at all levels.
- c) Higher motivational level.
- d) Participative Management process.

5. Benefits:

Benefits by participating, in quality circle activity for individual and organisation are as follows.

5.1 Individual

- Improved ability of public speaking.
- Development of leadership qualities.
- Improved personality.
- Opportunity to learn from experience of others
- Opportunity to learn new techniques.
- Conducting meeting
- Making presentations
- Analysing problems
- Evaluating alternates
- Better working environment
- Larger friend circle
- Recognition

5.2 Organisation

- Safety
- Cleanliness
- Reduced rejection
- Reduced cost
- Improved productivity
- Improved morale
- Better working relations
- Team spirit
- Motivated work force

6. Methodology:

A circle formed meet regularly at decided frequency uses various techniques of group working and problem solving. Following are the steps used in Quality Circle Working.

1. Identification of problems.
2. Selection of problem.
3. Analysis of the problem including the development of its solutions
4. Presentation of solutions to the management for approval.
5. Management decision
6. Implementation of the solutions.
7. Relevance

Do engineering colleges really need Quality Circles?

If yes, Why? What can be the expected problems for initiating and nurturing quality circles in engineering colleges? These are the basic questions, which are addressed here.

Quality Circles are originated in Japan and are believed to have played a key role, in rejuvenating Japanese industry and economy after the Second World War. It has now, spread over 80 countries including India. Over 500 organisations in India have Quality Circles. Looking at this whether Engineering Colleges also should start Quality Circles? The obvious answer is 'No' of course the answer can be 'Yes' if Engineering Colleges adopt an attitude 'Let us try and experiment to see if it works' 'Therefore let us first of all examine if there is a case for trying out Quality Circles in Engineering Colleges.

'Engineering colleges meet industry's need for designers, planners' production engineers, managers etc. It imparts a skill required to follow a career. If such persons are equipped with people building philosophy, and methodology like Quality Circles they can work as change agents for industrial revolution. They can easily get into the mainstreams by improving the quality of their product the 'Engineering Graduates' which is the most vital input for the industry and nation as a whole.

Application of this philosophy will not only improve quality of education in engineering colleges but will

also help improving quality of work life of students, faculty members and other college staff members by improving communication, understanding and mutual respect.

8. Institutionalisation:

Organisation: There are three types of organisation levels in engineering colleges. First, students, second non teaching staff and third faculty members.

Students have tremendous potential backed by fresh enthusiasm. There is great need to channelise this. They need guidance and formal system to top their abilities for constructive work and building positive attitude.

Faculty member is a core group who is responsible for image building and quality of education and skills imparted in colleges.

Need for searching meaning and sense of achievement in this endeavor is of utmost importance for a successful institution.

Other non-teaching staff must be facing a typical situation between student and faculty members and must be looking for better role and meaning in their work.

Quality circle will provide a formal system for all concerned to bring them together and solve these typical problems for finding meaning and satisfaction in their day-to-day work to make the workplace more enjoyable.



8.1 Members

In typical set up of Engineering College environment, three types of Quality Circles can be formed

- 1) Students Groups
- 2) Faculty Members Groups
- 3) Other staff Groups

8.2 Leader

Respective group should select their leader who will take lead and direct day to day activity of the group. A healthy approach could be rotation of leaders.

8.3 Facilitator:

For faculty members group facilitator may not be necessary. Interested faculty member should take lead in formation of groups among them. Senior faculty members can work as facilitator for groups among students and other staff members.

8.4 Steering Committee:

This committee has to play an important role in initiating direction, institutionalising and nurturing the activity. This committee could be formed by departmental heads, senior staff members and students' representatives, under the chairmanship of Principal.

8.5 Meetings:

Groups can meet once a week or once in fortnight regularly as per member's convenience.

Steering committee should meet once a month initially then the frequency could be once a quarter.

8.6 Presentation:

When circles complete problem analysis and suggest solutions to overcome the problem they are ready for presentation. The first presentation could be made to Steering Committee Members. After implementation of solution, presentation can be made to larger groups.

9. Training:

The success of Quality Circles depends largely on adequate and right understanding of the concept and its underlying philosophy.

Training plays an important role in proper functioning and institutionalising Quality Circles in any organ-



isation. Experience of many organisations shows that the failure of Quality Circles is mainly due to lack of adequate and proper training. At the same time the secret of success in most of the organisations has been cheerful willingness on the part of participants to accept continuing changes in technology and process for increasing productivity. Through effective training, the willingness and the cheerfulness can be achieved. Hence, continuous training and retraining for various participating levels is crucial in operating quality circles.

10. Expected Results:

Following results can be expected after enthusiastic and successful applications of Quality Circles in Engineering Colleges.

1. Quality of education.
2. Sense of Belonging and team spirit.
3. Performance in examinations.
4. Communication and mutual understanding.
5. Logical and analytical approach.
6. Self motivated faculty and staff members,
7. Cost effectiveness.
8. Organisational Harmony.

Conclusion:

Our society is undergoing significant changes. A culture of quality and excellence in all spheres of industrial and service activities is being developed. Quality Circle is a people building activity having proper blend of philosophy and methodology. Engineering College is the right place to launch and nurture this activity to give better human inputs to industry and make, colleges a happy and enjoyable institution.

What is BRICS and what is its purpose / goals ?

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Dr. Gowri Ramachandran

The acronym “BRICS” was initially formulated in 2001 by economist Jim O’Neill, of Goldman Sachs, in a report on growth prospects for the economies of **Brazil, Russia, India and China** – which together represented a significant share of the world’s production and population.

In **2006**, the four countries initiated a **regular informal diplomatic coordination**, with annual meetings of Foreign Ministers at the margins of the General Debate of the UN General Assembly (UNGA). This successful interaction led to the decision that the dialogue was to be carried out at the level of Heads of State and Government in annual Summits. As of the First Summit, held in Yekaterinburg in 2009, the depth and scope of the dialogue among the Members of BRICs – which became BRICS in 2011 with the inclusion of South Africa – was further enhanced. More than an acronym that identified countries emerging in the international economic order, **BRICS became a new and promising political-diplomatic entity, far beyond the original concept tailored for the financial markets.**

After the Yekaterinburg Summit, six annual Summits were held (Brasilia, 2010; Sanya, 2011; New Delhi, 2012; Durban, 2013; and



Fortaleza, 2014 and Goa, in 2016). The leaders of the member countries have been holding at least one annual meeting. In Durban last year, the first cycle of Summits was completed, each member country having hosted a meeting of leaders. In this period, BRICS has evolved in an incremental manner, in areas of consensus amongst its members, strengthening **its two main pillars: (i) coordination in multilateral fora, with a focus on economic and political governance; and (ii) cooperation between members.**

Intra-BRICS cooperation has also been gaining density: a broad agenda has been developed, comprising areas such as **finance, agriculture, economy and trade, combating transnational crime, science and technology, health, education, corporate and academic dialogue and security, among others.**

In that context, the financial sector receives a special focus as a new front of cooperation. At its 6th Summit, the BRICS established the **New Development Bank**, aimed at financing infrastructure and sustainable development projects in the BRICS and other developing countries. The new institution will count initially with a subscribed capital of US\$ 50 billion.

Likewise, the BRICS also concluded the agreement that creates the **Contingent Reserves Arrangement (CRA)**, a fund with an initial sum of US\$ 100 billion, which the BRICS countries will be able to use to forestall short-term liquidity pressures. One of the objectives of the CRA is to contribute to international financial stability, by providing an additional line of defense to the BRICS.

The establishment of the Bank and the CRA conveyed a strong message on the willingness of BRICS members to deepen and consolidate their partnership in the economic-financial area.

In current times, India is one of the most important players in Brics — a group made up of Brazil, Russia, India, China and South Africa.

The reason is that India is seen as a bright spot in a bloc whose clout has been undermined by economic woes.

Brics was formed in 2006 with the aim of using its growing economic and political influence to challenge Western hegemony. The nations, with a joint estimated GDP of \$16 trillion, set up their own bank in parallel to the Washington-based International Monetary Fund and World Bank and hold summits



rivaling the G7 forum. But the countries, accounting for 53 percent of world population, have been hit by falling global demand and lower commodity prices, while several have also been mired in corruption scandals.

Russia and Brazil have fallen into recession recently, South Africa only just managed to avoid the same fate last month while China's economy — the recent engine of world growth — has slowed sharply.

India by contrast is now the world's fastest-growing major economy in an otherwise gloomy environment and its GDP is expected to grow 7.6 percent in 2016-17.

About 8th Summit held at Goa on 15th and 16th October 2016.

According to the BRICS 2016 website, the theme of India's Brics chairmanship is **Building, Responsive, Inclusive and Collective Solutions.**

India has adopted a five-pronged approach for the Summit which is called '**IIIC**' or '**I4C**', which stands for **Institution building** (to improve and institutionalise Brics cooperation), **Implementation** (of the decisions taken in previous summits), **Integrating** (integration of current cooperation mechanisms), **Innovation** (new cooperation mechanisms) and **Continuity** (keeping up with the existing mechanisms).

India looked for Brics to condemn recent cross-border attacks blamed on militants in Pakistan that have spiked tensions between the neighbours.

BRICS is very special in following terms :

It represents 5 most **Emerging Economies of World.**

1. These countries represent about **40% of World's Total Population.**

2. These countries are **Developing and Recently Industrialised Nations**.

Now the most critical part of Question i.e Why **BRICS** was formed?

Answer to this question can be answered correctly by taking in mind the **Geo-Political conditions around the Globe**.

BRICS is formed for following two major reasons:

- To be an **Alternative to World Bank and IMF** to challenge **US** supremacy.
- To provide **Self owned and Self Managed Organisation** to carry out **Developmental and Economical Plans** in member nations **without being dependent on any foreign agency**. This point gets it strength on recent development in **BRICS with the initiative of BRICS Bank**.

Purpose :

- loans for infrastructure and sustainable development projects
- helping country in balance of payment (BoP) crisis.

BRICS CURRENT GOALS

* The concept of BRIC started in 2006 when the 4 nations got together (S. Africa joined in 2010). Their



first official meeting was in 2008.

* Their specified goal was to push for reform in the IMF (Which all BRICS members are a part of).

* The time to reform the IMF created a situation with BRICS where they decided to form a separate counter to the IMF system for developing nations and monetary loans.

* The creation of a **“bank”** to counter the IMF - Member nations pledged a total of \$100 Billion to the “bank” in 2013, with a goal of opening the bank in 2014. Due to disagreements between member nations on burden sharing, fund management, differing economic systems, the bank is, optimistically, in operation from 2015.

WHAT BRICS IS NOT

- * A military entity
- * A military alliance
- * Economically stable
- * A unified foreign policy entity

In conclusion it is very much clear the Plans and Objective of BRICS and as the scenario points BRICS is going to be one of Most Important Organization along with World Bank and IMF.

May be one day it takes some role in line of United Nation Organization(UNO).



Management of Natural Resources

M V Kaushik is Quality Analyst in a multinational firm, and a former journalist.



M V Kaushik

While we wonder what is in store for us from this year's monsoon, with last year's experience still fresh in our minds, it would be better to go to the root of the problem that caused the severe flooding in 2015. There is no denying the fact that the balance and rhythm of nature has been disturbed to a great extent. In modern times, we witness either droughts or floods in places where moderate climate was in vogue for several centuries. Places like Chennai, Bangalore, etc. are witnessing extreme climates like excess rain or no rain at all. In the summer of this year, there were news reports that Mysore and Kerala were unusually hot and experienced a sudden rise in temperatures hitherto unheard of. What is causing all this? Much has been spoken and written about global warming, that is, the warming of the earth's temperature on account of the rise in sea levels and the melting of ice caps. But there are several factors that are causing a sea change in weather patterns across the country. One main factor is





the environment. The destruction of the environment by large-scale felling of trees is contributing to major changes taking place in weather patterns. Only if we take steps to preserve the environment will we be able to reverse the present trend of droughts and floods. In this article, I would like to deal with the management of natural resources, which will, in turn, help preserve the environment.

Why do we need to manage our resources? All the things that we use or consume – food, clothes, books, toys, furniture, tools, vehicles – are obtained from resources on this earth. The only thing that we get outside the earth is energy which we receive from the sun. Even this energy is processed by living organisms and various physical and chemical processes on the earth before we make use of it. The demand for resources is increasing at an exponential rate due to the manifold increase in human population. The management of natural resources requires a long-term perspective so that these resources will last for several generations and will not merely be exploited to the hilt for short-term gains. This management should also ensure equitable distribution of resources so that all and not just a handful of the rich and powerful benefit from the development of these resources. While these resources are either extracted or used, damage is caused to the environment. For example, mining causes pollution because of the large amount of slag which is discarded for every tonne of metal extracted. Hence, sustainable management of natural resources

demands that we plan for the safe disposal of these wastes too.

Forest management and conservation

Forests are an important source of natural resources and a biodiversity hotspot. Forests have many life forms and these need to be conserved. One of the main aims of conservation is to try and preserve biodiversity. When we consider the conservation of forests, we need to look at the stakeholders who are (i) people who live in or around forests or dependent on forest produce (ii) the forest department of the government which owns the land and controls the forest resources (iii) the industrialists – from those who use tendu leaves to make beedis to ones with paper mills – who use various forest produce but are not dependent on the forests in any one area. (iv) the wildlife and nature enthusiasts who want to conserve nature in its pristine form. Now, I will elaborate these categories.

The local people need huge amounts of firewood, small timber and thatch. Bamboo is used to make slats for huts and baskets for collecting and storing food materials. Before the British came and took over most of our forest areas, people had been living in these forests since time immemorial. They had ensured that the resources are used in a sustainable manner. After the British took control, these people were forced to depend on much smaller areas and forest resources started becoming overexploited. The forest department in independent India took over from the British after the latter left Indian shores, but local knowledge and local needs continued to be ignored in



the management practices. Thus, vast tracts of forests have been converted to monocultures of pine, eucalyptus or eucalyptus. In order to plant these types of trees, huge areas are first cleared of all vegetation. This destroys a large amount of biodiversity in the area. Also, the varied needs of the local people can no longer be met from such areas. Such plantations are useful for the industries to access specific products and are an important source of revenue for the forest department.

Industries consider the forest as merely a source of raw material for their factories and huge interest groups lobby the government for access to these raw materials at artificially low rates. Since these industries have a greater reach than the locals, they are not interested in the sustainability of the forests in one particular area.

Lastly, wildlife and nature enthusiasts are in no way dependent on the forests but who may have a considerable say in their management. The conservationists were initially dealing with large animals like lions, tigers, elephants, etc. They now recognise the need to preserve biodiversity as a whole. But should not we recognise people as forming part of the forest system. There have been enough instances of local people working traditionally for the conservation of forests. Studies have shown that the prejudice against the traditional use of forest areas has no basis. For example, the Great Himalayan National Park contains within its reserved area alpine meadows which were grazed by sheep in summer. Nomadic shepherds drove their flock up from the valleys every summer. When this national park was formed, this practice was stopped. Now it is seen that without the regular grazing of sheep, the grass first grows very tall and then falls over, preventing fresh growth.

Management of protected areas by keeping the local people out by using force cannot be successful in the long run. In any case, the damage caused to forests cannot be attributed to locals alone. One cannot turn a blind eye to the deforestation caused by industrialists or development projects to build roads or dams. Therefore, human intervention has been very much a part of the forest landscape. What has to be

managed in the nature and extent of this intervention? Forest resources ought to be used in a manner that is both environmentally and developmentally sound. Decentralised economic growth and ecological conservation go hand in hand. The kind of economic and social development that we want will ultimately determine whether the environment will be conserved or further destroyed. The environment offers a complex variety of natural resources for our use; it is not merely a vast collection of plants and animals. We need to use these resources with utmost care for our economic and social growth.

Sustainable management

We need to consider if the goals of the stakeholders mentioned above with regard to the management of forests are the same. Forest resources are often made available for industrial use at rates far below the market value while these are denied to the local people. The Chipko Movement was the result of a massive grassroot level effort to end the alienation of the people from their forests. Experience has taught people that the destruction of forests affected not only





the availability of forest products, but also the quality of soil and the sources of water. Participation of the local people can indeed lead to the efficient management of forests. Here is an example of people's participation in the management of forests. In 1972, the West Bengal Forest Department recognised its failures in reviving the degraded sal forests in the south-western districts of the state. Traditional methods of surveillance and policing had led to a complete alienation of the people from the administration, resulting in frequent clashes between forest officials and villagers. Forests and land-related conflicts in the region were also a major factor in fuelling the militant peasant movements led by the naxalites. Accordingly the forest department changed its strategy. In the Arabari forest range of Midnapore district, it involved villagers in the protection of many hectares of badly degraded sal forests. In return for help in protection, villagers were given employment in both silviculture and harvesting operations. With the active and willing participation of the local community, the sal forests of the Arabari saw a remarkable recovery.

Water harvesting

Watershed management stresses scientific soil and water conservation in order to increase biomass production. The aim is to develop primary resources of land and water, to produce secondary resources of plants and animals for use in a manner that will not cause ecological imbalance. Watershed management

not only increases the production and income of the watershed community but also mitigates droughts and floods and increases the life of the downstream dams and reservoirs. Watershed harvesting is an age-old concept in India. Water harvesting techniques are highly locale specific and the benefits are also localised, giving people control over their local water resources. They ensure that mismanagement and over exploitation of these resources is reduced or removed.

Coal and petroleum

We have seen some of the issues involved in the conservation and sustainable use of resources like forests, wildlife and water. These can meet our needs perpetually if we were to use them in a sustainable way. Now we come to another important resource – fossil fuels, that is, coal and petroleum, which are important sources of energy for us. The management of these energy sources involves slightly different perspectives from those resources discussed earlier. Coal and petroleum are huge reservoirs of carbon and if all of his carbon is converted to carbon dioxide then the amount of this gas in the atmosphere will increase, leading to severe global warming. Therefore, we need to use these resources judiciously. The management of coal and petroleum also addresses the efficiency of our machines. Fuel is most commonly used in internal combustion engines for transportation and recent research in this field focuses on ensuring complete combustion in these engines in order to increase efficiency and also reduce air pollution.

Some simple choices can make a difference in our energy consumption patterns. Think about the merits, demerits and the environmental friendliness of the following:

- (1) Taking a bus, using your personal vehicle or walking/cycling
- (2) Using bulbs or fluorescent tubes in your homes
- (3) Using the lift or taking the stairs
- (4) Wearing an extra sweater or using a heating device on cold days

Health Management



Lion M. DESIKAN is a former District Chairman and Life Member, Lions Club International, District 324A. He is a social activist and literary lover.

DIABETIC RETINOPATHY

November is Diabetes month:

According to World Health Organization, there are around 6.5 crore of diabetic patients in India and the number is likely to go up to 10.5 crore by 2015.

Nearly 20 % of the diabetics in India also suffer from **DIABETIC RETINOPATHY**, a condition caused by the damage of the blood vessels in retina.

Too much of blood sugar can cause the retinal tissues to leak blood and fluids, leading to swelling in the retinal tissues and blurred vision. This can subsequently progress to blindness. The condition usually affects both eyes. In developing countries like India, diabetic retinopathy could become the leading cause of illness in the next two decades.

DIABETIC RETINOPATHY IS BROADLY CLASSIFIED INTO TWO

(NPDR) non-proliferative diabetic retinopathy

It is in the early stage, the blood vessels in the retina are weakened. Small bulges called microaneurysms protrude from the vessel walls causing a leakage of blood and fluid into the retina. Symptoms will be mild or absent in this stage.

(PDR) Proliferative Diabetic Retinopathy

It is the advance stage. The retina does not receive adequate oxygen because of circulation problems. This will lead to the growth of new, fragile



blood vessels in the retina and the vitreous humour, the transparent jelly-like tissue filling the eye ball behind the lens causing loss of vision.

SYMPTOMS

1. Loss of vision
2. Spots or dark strings floating in your vision
3. Blurred vision
4. Sudden loss of vision in one eye
5. Fluctuating colour vision
6. Impaired colour vision
7. Dark spots or floating lights
8. Seeing rings around lights

Risk factors

The longer you have diabetes, the greater your risk of developing diabetic retinopathy other conditions that could increase the chances of developing retinopathy are:

- HYPERTENSION
- HIGH CHOLESTEROL
- PREGNANCY
- TOBACCO USE
- CONTACT YOUR DOCTOR IF YOU ARE A DIABETIC

DIABETES

There are two types of diabetes 1 and 2:

Type 1: Diabetes results when your pancreas no longer produces insulin.

Type 2: There is no cure, but there are plenty you can do to damage – or prevent the condition.

Start by eating healthy food, getting plenty of exercise and maintaining a healthy weight

Type 2 diabetes is a non common form of diabetes. It usually develops after age 45 as a result of High carbohydrates consumption.

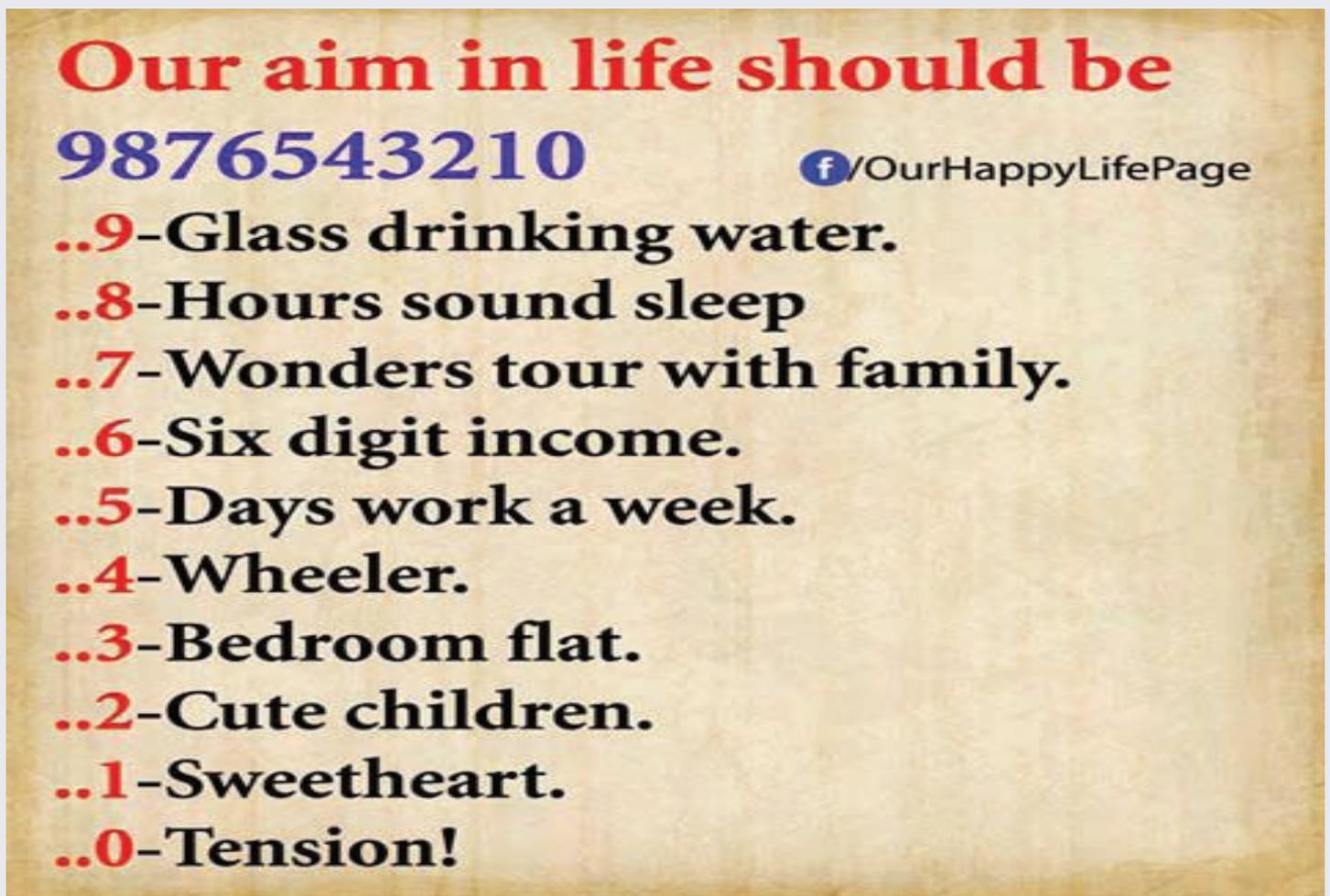
Those who live in USA, over 65, one in 6 will develop diabetes, in 3 people will develop type 2 diabetes. The addiction to sugar is a major contributing factor in developing type 2 diabetes.

Excessive sugar consumption is connected with not only type 2 diabetes but heart disease and cancer. It is very difficult to break a sugar addiction.

Prevent diabetes

TURMERIC has been found to possess anti-diabetes properties.

CURCUMIN in turmeric has been identified as having blood sugar modulating properties.



Spiritual Management

The above earlier feature evoked nice response from our esteemed readers and that indeed makes us to pursue further.

In this issue we give below verbatim SWAMI VIVEKANANDA'S address to the audience providing very valuable hints on practical spirituality at the Home of Truth, in Los Angeles, California. We are sure these hints will help those who are interested in spiritual management, a vital area in any one's life.

Hints on Practical Spirituality

This morning I shall try to present to you some ideas about breathing and other exercises. We have been discussing theories so long that now it will be well to have a little of the practical. A great many books have been written in India upon this subject. Just as your people are practical in many things, so it seems our people are practical in this line. Five persons in this

country will join their heads together and say, "We will have a joint-stock company", and in five hours it is done; in India they could not do it in fifty years; they are so unpractical in matters like this. But, mark you, if a man starts a system of philosophy, however wild its theory may be, it will have followers. For instance, a sect is started to teach that if a man stands on one leg for twelve years, day and night, he will get salvation — there will be hundreds ready to stand on one leg. All the suffering will be quietly borne. There are people who keep their arms upraised for years to gain religious merit. I have seen hundreds of them. And, mind you, they are not always ignorant fools, but are men who will astonish you with the depth and breadth of their intellect. So, you see, the word practical is also relative.

We are always making this mistake in judging others; we are always inclined to think that our little mental universe is all that is; our ethics, our morality, our sense



of duty, our sense of utility, are the only things that are worth having. The other day when I was going to Europe, I was passing through Marseilles, where a bull-fight was being held. All the Englishmen in the steamer were mad with excitement, abusing and criticising the whole thing as cruel. When I reached England, I heard of a party of prize-fighters who had been to Paris, and were kicked out unceremoniously by the French, who thought prize-fighting very brutal. When I hear these things in various countries, I begin to understand the marvelous saying of Christ: "Judge not that ye be not judged." The more we learn, the more he finds out how ignorant we are, how multiform and multi-sided is this mind of man. When I was a boy, I used to criticise the ascetic practices of my countrymen; great preachers in our own land have criticised them; the greatest man that was ever born, Buddha himself, criticised them. But all the same, as I am growing older, I feel that I have no right to judge. Sometimes I wish that, in spite of all their incongruities, I had one fragment of their power to do and suffer. Often I think that my judgment and my criticism do not proceed from any dislike of torture, but from sheer cowardice — because I cannot do it — I dare not do it.

Then, you see that strength, power, and courage are things which are very peculiar. We generally say, "A courageous man, a brave man, a daring man", but we must bear in mind that that courage or bravery or any other trait does not always characterise the man. The same man who would rush to the mouth of a cannon shrinks from the knife of the surgeon; and another man who never dares to face a gun will calmly bear a severe surgical operation, if need be. Now, in judging others you must always define your terms of courage or greatness. The man whom I am criticising as not good may be wonderfully so in some points in which I am not.

Take another example. You often note, when people are discussing as to what man and woman can do, always the same mistake is made. They think they show man at his best because he can fight, for instance, and undergo tremendous physical exertion; and this is pitted against the physical weakness and the non-combating quality of woman. This is unjust. Woman

is as courageous as man. Each is equally good in his or her way. What man can bring up a child with such patience, endurance, and love as the woman can? The one has developed the power of doing; the other, the power of suffering. If woman cannot act, neither can man suffer. The whole universe is one of perfect balance. I do not know, but some day we may wake up and find that the mere worm has something which balances our manhood. The most wicked person may have some good qualities that I entirely lack. I see that every day of my life. Look at the savage! I wish I had such a splendid physique. He eats, he drinks, to his heart's content, without knowing perhaps what sickness is, while I am suffering every minute. How many times would I have been glad to have changed my brain for his body! The whole universe is only a wave and a hollow; there can be no wave without a hollow. Balance everywhere. You have one thing great, your neighbour has another thing great. When you are judging man and woman, judge them by the standard of their respective greatness. One cannot be in other's shoes. The one has no right to say that the other is wicked. It is the same old superstition that says, "If this is done, the world will go to ruin." But in spite of this the world has not yet come to ruin. It was said in this country that if the Negroes were freed, the country would go to ruin — but did it? It was also said that if the masses were educated, the world would come to ruin — but it was only made better. Several years ago a book came out depicting the worst thing that could happen to England. The writer showed that

We are often quick to judge, quick to doubt and quicker to jump to our own conclusions. Take a moment to give others the benefit of the doubt; You may be pleasantly surprised.

as workmen's wages were rising, English commerce was declining. A cry was raised that the workmen in England were exorbitant in their demands, and that the Germans worked for less wages. A commission was sent over to Germany to investigate this and it reported that the German labourers received higher wages. Why was it so? Because of the education of the masses. Then how about the world going to ruin if the masses are educated? In India, especially, we meet with old fogies all over the land. They want to keep everything secret from the masses. These people come to the very satisfying conclusion that they are the *crème de la crème* of this universe. They believed they cannot be hurt by these dangerous experiments. It is only the masses that can be hurt by them!

Now, coming back to the practical. The subject of the practical application of psychology has been taken up in India from very early times. About fourteen hundred years before Christ, there flourished in India a great philosopher, Patanjali by name. He collected all the facts, evidences, and researches in psychology and took advantage of all the experiences accumulated in the past. Remember, this world is very old; it was not created only two or three thousand years ago. It is taught here in the West that society began eighteen hundred years ago, with the New Testament. Before that there was no society. That may be true with regard to the West, but it is not true as regards the whole world. Often, while I was lecturing in London, a very intellectual and intelligent friend of mine would argue with me, and one day after using all his weapons against me, he suddenly exclaimed, "But why did not your Rishis come to England to teach us?" I replied, "Because there was no England to come to. Would they preach to the forests?"

"Fifty years ago," said Ingersoll to me, "you would have been hanged in this country if you had come to preach. You would have been burnt alive or you would have been stoned out of the villages."

So there is nothing unreasonable in the supposition that civilisation existed fourteen hundred years before Christ. It is not yet settled whether civilisation has always come from the lower to the higher. The

I think most men are afraid of the depth of power a woman can generate. So for defense they try to dim it down or kill before it even sparks.

same arguments and proofs that have been brought forward to prove this proposition can also be used to demonstrate that the savage is only a degraded civilised man. The people of China, for instance, can never believe that civilisation sprang from a savage state, because the contrary is within their experience. But when you talk of the civilisation of America, what you mean is the perpetuity and the growth of your own race.

It is very easy to believe that the Hindus, who have been declining for seven hundred years, were highly civilised in the past. We cannot prove that it is not so.

There is not one single instance of any civilisation being spontaneous. There was not a race in the world which became civilised unless another civilised race came and mingled with that race. The origin of civilisation must have belonged, so to say, to one or two races who went abroad, spread their ideas, and intermingled with other races and thus civilisation spread.

For practical purposes, let us talk in the language of modern science. But I must ask you to bear in mind that, as there is religious superstition, so also there is a superstition in the matter of science. There are priests



All that is real in me is God; all that is real in God is I.
The gulf between God and me is thus bridged. Thus by
knowing God, we find that the kingdom of heaven is
within us.

(Swami Vivekananda)

who take up religious work as their speciality; so also there are priests of physical law, scientists. As soon as a great scientist's name, like Darwin or Huxley, is cited, we follow blindly. It is the fashion of the day. Ninety-nine per cent of what we call scientific knowledge is mere theories. And many of them are no better than the old superstitions of ghosts with many heads and hands, but with this difference that the latter differentiated man a little from stocks and stones. True science asks us to be cautious. Just as we should be careful with the priests, so we should be with the scientists. Begin with disbelief. Analyse, test, prove everything, and then take it. Some of the most current beliefs of modern science have not been proved. Even in such a science as mathematics, the vast majority of its theories are only working hypotheses. With the advent of greater knowledge they will be thrown away.

In 1400 B.C. a great sage made an attempt to arrange, analyse, and generalise upon certain psychological facts. He was followed by many others who took up parts of what he had discovered and made a special study of them. The Hindus alone of all ancient races took up the study of this branch of knowledge in right earnest. I am teaching you now about it, but how many of you will practice it? How many days, how many months will it be before you give it up? You are impractical on this subject. In India, they will persevere for ages and ages. You will be astonished to hear that they have

no churches, no Common Prayers, or anything of the kind; but they, every day, still practice the breathings and try to concentrate the mind; and that is the chief part of their devotion. These are the main points. Every Hindu must do these. It is the religion of the country. Only, each one may have a special method — a special form of breathing, a special form of concentration, and what is one's special method, even one's wife need not know; the father need not know the son's. But they all have to do these. And there is nothing occult about these things. The word "occult" has no bearing on them. Near the Ganga thousands and thousands of people may be seen daily sitting on its banks breathing and concentrating with closed eyes. There may be two reasons that make certain practices impracticable for the generality of mankind. One is, the teachers hold that the ordinary people are not fit for them. There may be some truth in this, but it is due more to pride. The second is the fear of persecution. A man, for instance, would not like to practice breathing publicly in this country, because he would be thought so queer; it is not the fashion here. On the other hand, in India, if a man prayed, "Give us this day our daily bread", people would laugh at him. Nothing could be more foolish to the Hindu mind than to say, "Our Father which art in Heaven." The Hindu, when he worships, thinks that God is within himself.

SELF MANAGEMENT

“Self” is one of the most difficult to “manage” however much one is educated, experienced and knowledgeable. Normally ‘subjectivity’ takes over in managing the self and it is indeed difficult to overcome. Yet there are great individuals in the world where they have made a mark and the mark is seen by the assessment of the society about the individual. It should be the aim and endeavor of everyone in this world to contribute significantly for the development of the society in one way or the other. It is the duty of the society to highlight such individuals so that others are inspired and make honest attempts to do what best he / she can do.

In that way, here is an individual about whom I would like to appraise our readers through the columns of the IMPACT and if it helps, would like to continue as a serial.

UWAI-CREATOR DR. K Thiagarajan

ImadeareferenceinafewofmyENVIUSTHOUGHTS about UNITED WRITERS ASSOCIATION OF INDIA having its Headquarters in Chennai ably organized and administered by Dr. Chevalier K Thiagarajan



engaged in social, literary and educational fields. He has been selected to receive a prestigious award in November and I have pleasure to share a news item in the HINDU with my esteemed viewers.



Internationally renowned Population Expert and Founder of United Writers’ Association, Chennai, Chevalier Dr.K. Thiagarajan has been selected for conferment of BHARAT JOTHI EXCELLENCE Honour and Gold Medal by Bharatiya Samaj Vikas Academy, Mumbai during the Annual Convention on “Empowerment of Teachers for Building Sustainable Global Society” during November,16 at Mumbai Always clamoring for consistent cultivation of human excellence and unleashing Human potential in all its myriad manifestation and armed with legendary negotiating skills, Dr.Thiagarajan in his vast panorama of literary horizon spanning for over three and half decades often orchestrates his literary sensibilities creating an conducive environment devoid of magnificence, extravagance and grandeur anchored as much as by rigor and variety in repertoire as by imagination and inventiveness in improvisation. Passion, Perfection and Practice – the subtle intangible buzz words were some of the words he keeps mesmerizing so often with sweeping rapidity in all his lecture circuits and workshops.

A multi-disciplinary scholar articulating authentically in search of nuances in various realms of knowledge and rated as a strong campaigner for sustained social responsibility and considered as an epitome of inimitable and incredible humility and simplicity, Dr. Thiagarajan’s enunciation of philosophy of service in a coherent, disciplined and consistent



manner (which is a true calling of his life) and legitimatizing them how to plan and execute the tasks and the profound interaction with a galaxy of top-notch leaders in variegated disciplines who exemplified

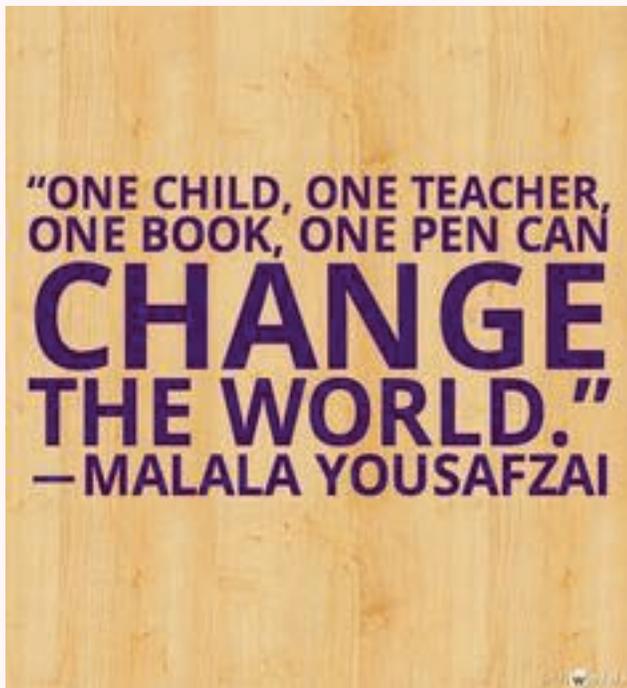
as role-models bespeak of the abundant respect and warmth showered on him. Goals in life should always be fine-tuned with clear-cut objective trying to shoot a target at a shooting range bamboozling one's capabilities whatever one is trying to accomplish.

Medley of talents:

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We pray and wish many more laurels adorn him in the days to come as he richly deserves this and more.



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