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IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

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& keep the Child within you alive...



Greetings from Impact



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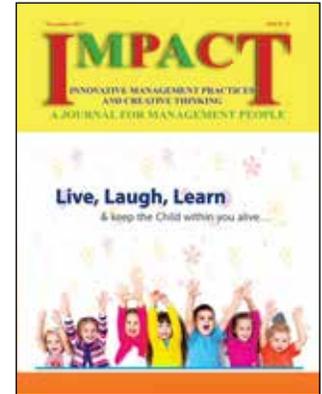
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Dear Reader,

Penultimate month of the year 2017 is on! Yes, November issue of IMPACT adorns your hands and we are sure you will relish reading the journal.

November is one of the important months in the history of India in the sense, birth days of a charismatic political leader and a spiritual leader of a very high order fall in this month.

Pandit Jawaharlal Nehru, the first Prime Minister of India was born on 14th November in 1889. He shaped the destiny of our Motherland –India that is Bharath- with his farsightedness and great vision. With a very dedicated team of council of Ministers, post independence, India was developed into one of the largest leading democracies of the world. Factories, educational institutions, dams, various industries were all born. Attached so much to the children the future pillars of the nation, his birth day is rightly observed as childrens' day.

23rd November is the birth day of one of the greatest spiritual leader Sri Sathya Sai Baba, who managed a spiritual kingdom providing free education from first standard to post-doctoral level with free boarding and lodging. Internationally recognized Sri Sathya Institute of Higher Learning and Super Specialties Hospital in Puttaparthi and Bangalore were his making. In a day, scores of free open heart surgeries were done by very eminent Surgeons. He had / has devotees from all over the globe. Management was his great forte and even in his absence all the Institutions founded by him are run on the methods shown by him.

On this auspicious month this journal with its unusual features will prove a great read.

Editorial Team

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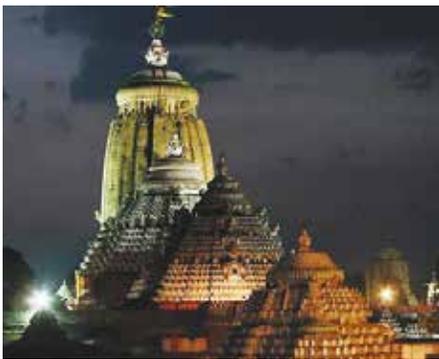
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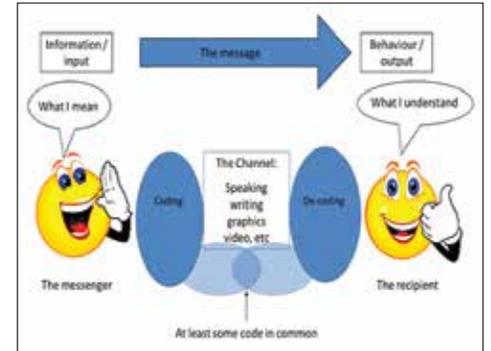


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Adhi Shankara on Self Management



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.

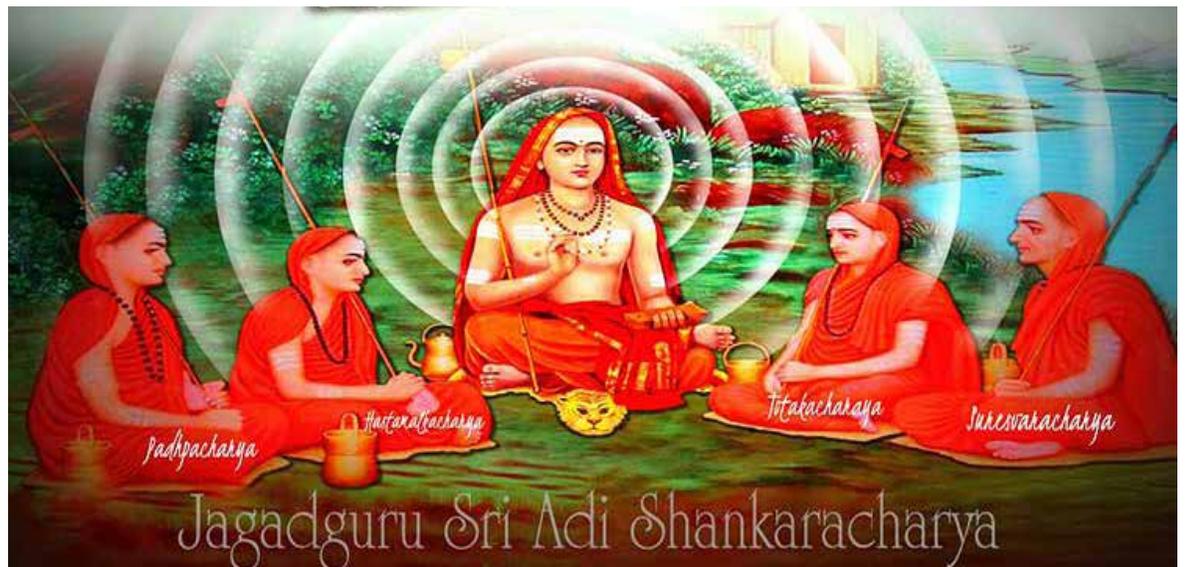
His translated works include Thirukkural, Bharathiyar's Kuyilpattu and Ramana Maharishi's Aksharamanamalai. He was formerly the Deputy zonal Manager, LIC of India.

One of the trinities who developed the sanathana dharma called Hinduism to the status of what it is today is His Holiness Adhi Shankaracharya.

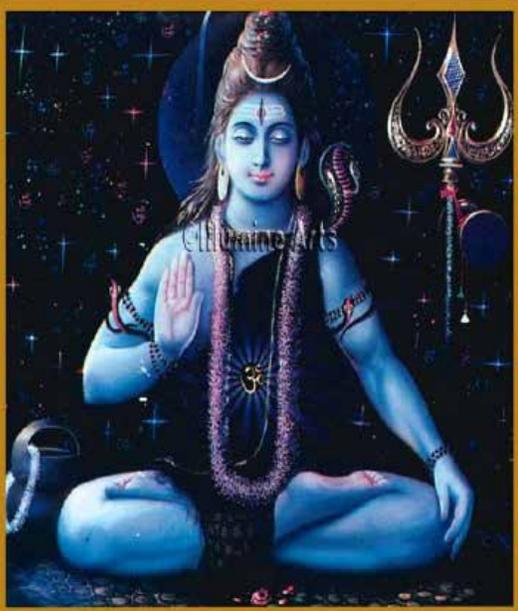
Sri Sankaracharya's major commentaries as well as his other works, are as below.

1. Brahmasutra-bhashya
2. Upanishad-bhashya - Isa, Kena, Katha, Prasna, Mundaka, Mandukya, Aitareya, Taittiriya, Chhandogya, Brihadaranyaka Nrisimhapurvatapani
3. Bhagavad-Gita-bhashya,
4. Vishnusahasranama
5. Sanatsujatiya Bhashyas
6. Vivekachudamani
7. Upadeshasahasri
8. Miscellaneous Prakaranas Aparokshanubhuti,
9. Prabodhasudhakara
10. Stotras
11. Lalita Trisatistotra Bhashya
12. Prapanchasara

The above veritable storehouse of our great religious literature are not simply spirituality related; they deal with the entire gamut of human life and living- economic, political, social, medical, judicial and so on.



Adi Shankara on Lord Siva



■ Forgive me
Oh, Shiva
My three great sins!
I came on a pilgrimage to
Kashi forgetting that, you
are omnipresent.
In thinking about you I
forgot that, You are
beyond thought.
In praying to You I forgot
that, You are beyond
words."

medical and judicial areas of the world. Today it has found its place as an alternative to the theory of modern management and also as a means to bring back the right path of peace and prosperity for the human beings.

In that way, each of these works helps the individuals manage the self- after all the society does the sum of individuals constituting the great society.

We in IMPACT would like to bring out the thoughts of Sankara on Management in the issues to come

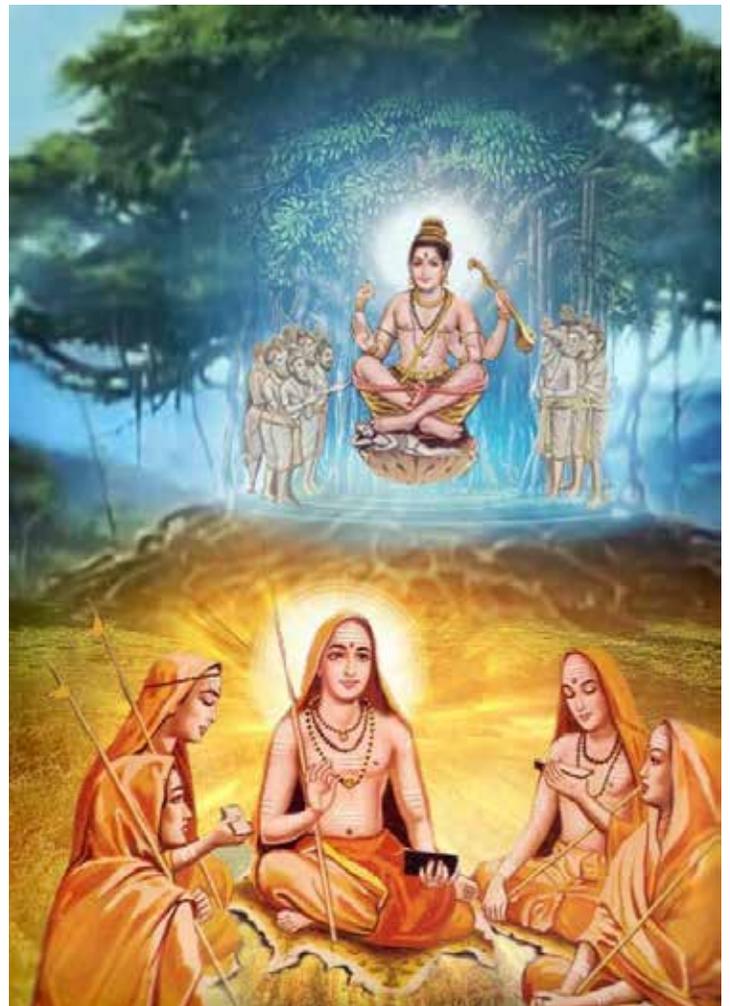
(TO BE CONTINUED)

It is impossible to write commentaries on such a variety of literature by any ordinary human being; it is possible only for a divine incarnation like Sankaracharya.

Indian Vedic contribution is a reservoir of Vibrant Information and Harmonious Creativity. The womb of nature embraced all with tranquil blessings. This attracted one's attention affecting them positively. It is a sanctuary of the self, a creative venue which serves as an enduring expression of lightness where a peaceful atmosphere with sunlight flows and serene atmosphere prevails.

In the storm of life we struggle through myriads of stimuli of pressure, stress, and multiple problems that seek a permanent solution and answer. We are so suppressed by the routine of this every life style that most of us seem helpless. However, if we look closely to ancient techniques we shall discover the magnificent way to understand and realize the ones around us and mostly ourselves. If only we could stop for a moment and allow this to happen. All beings are to be happy (Loka Samastha Sukhino Bhavanthu / Sarve janaha sukhino bhavanthu- as recently modified by a great seer –“samastha loka sukihno bhavanthu”) is the essence of our great Indian philosophy.

The ancient Indian philosophy of keeping mind and body for the well being has entered the managerial,



Universal values can build bridges



N S Ramnath

A leading freelance journalist acclaimed all over the country and abroad, recently received Pole Star Foundation Award of the Polaris, handed over by the Wipro Chairman Premji for BEST FEATURE IN BUSINESS JOURNALISM, for his feature 'Gigeranzer's simple rules', which appeared in Founding Fuel, dated February 19, 2017.

In Gitanjali, Rabindranath Tagore, prayed for a world that is “not broken up into fragments by narrow domestic walls.” Yet, news from across the world suggests that political leaders want to build walls, rather than bridges. In US, Donald Trump came to power promising to build a wall between US and Mexico, and has spent the first few months of his presidency erecting regulatory walls to stop people from entering the country. In UK, its citizens voted to exit from European Union. Everywhere, there seems to be aggressive aversion to others’ culture, and even a rise in xenophobia. In such a fragmented world - divided by language, ethnicity, culture and what not - is there anything that can unite us?

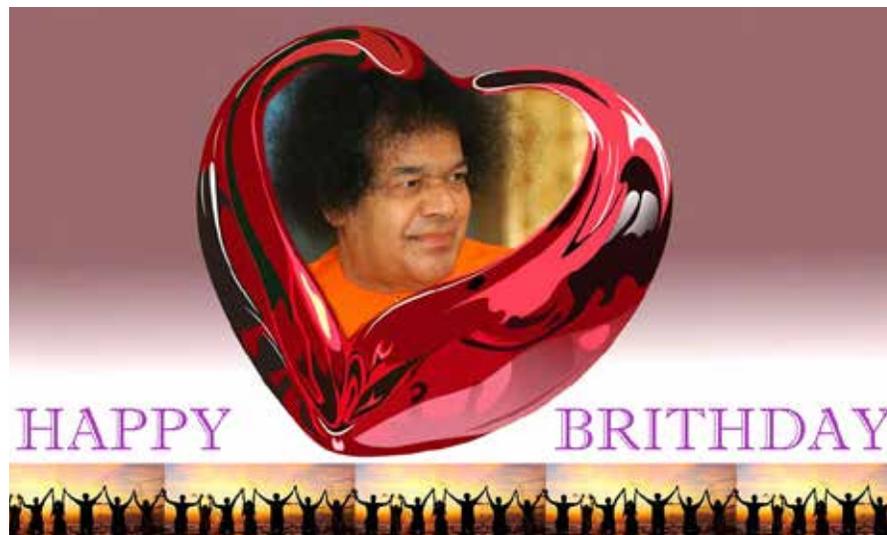
This is not just an academic or philosophical question. It is important for policy makers and business leaders. For years, many believed that commerce and technology can unite people, even if politics tries to divide them. Thomas Friedman propounded his Golden Arches Theory of Conflict Resolution, which essentially said that no two countries that have McDonalds, the fast food chain, will go to war, because it would affect trade. Kenichi Ohmae, a McKinsey veteran wrote a book entitled Borderless World. Frances Cairncross, welcomed internet technologies, by writing a book entitled, the death of distance. Yet, a few years later, Tagore’s dream of a world that is not fragmented seems to be a distant dream. If we cannot depend on trade and technology to unite the world, is there anything else.

For an answer, we can turn to Sri Sathya Sai Baba, and his set of universal values - sathya, dharma, shanti and prema; or truth, righteousness, peace and love. Unlike ideologies (such as communism, capitalism, democracy etc) these are ideals. These are values that resonate with every human being, and hence universal. There is no one who would prefer untruth to truth; wrong action to right action; war and conflict to peace or hatred to love. All religions teach these fundamental values. And every grandmother’s tale has morals that align with them.

While these values are universal, they also can be seen as too abstract. How do we connect these values to what we do as professionals? Nani Palkhivala, eminent jurist, speaking at the first convocation of Sri Sathya Sai Institute of Higher Learning, one of the institutions founded

by Sathya Sai Baba said these universal corresponds to knowledge, skill, balance and insight. Palkhivala delivered that speech in 1982. But, each of these elements are as relevant today, as it was 35 years ago.

Knowledge: Today we live in an age of big data, and face a deluge of data and



Human values latent in us

Satya
{Truth}

Dharma
{Righteousness}

Shanti
{Peace}

Prema
{Love}

Ahimsa
{Non-violence}



information. We access multiple sources of information through a multitude of devices - phones, tablets, laptops, desktops, television sets, and even watches and glasses. But, that has not helped us become more knowledgeable, in part because along with information, we are also being fed misinformation and fake news, and in part because we do not spend enough time to process the information. As a result, the quality of our decisions has not improved significantly. Financial crisis that shook the world in the last decade is a result of bad quality decision making.

Skill: Our dependence on machines - be it computers, robotics, artificial intelligence - is eroding some of the skills that has helped us survive and thrive as human beings. We look at a future where machines might be doing most of the jobs that humans used to do. The big question is whether we are equipping ourselves with the skills that will be relevant tomorrow.

Balance: We are surrounded by big forces - technological, social and economic - that constantly demand our

attention. Because of communication technology, the thick line that separated family and work; profession and society; private and public views are getting erased. Balancing all these has become a big challenge.

Insight: Today, we live in an age where we can get to know information about a person or a group or an institution at the tap of a button. In a not distant future, we will be able to take a photograph of a stranger, and get tonnes of information within seconds. Still, we might not be able to make the basic connect, because information does not easily evolve into insights. That would demand more qualities, such as kindness and empathy.

Because these four are derived from universal values, they will remain relevant for all times and across geographies. Working on our knowledge, skill, balance and insight will help us strengthen the values of truth, righteousness and love. However, this is not a one way street. One can start from universal values, and while dealing with this world, they will manifest as knowledge, skill, balance and insight.

If all these are too complicated, Satya Sai Baba gives a simple solution. And it is love. "Love in words is truth", Baba says, "Love in action is righteousness and love in heart is peace."

Communication Management in Projects

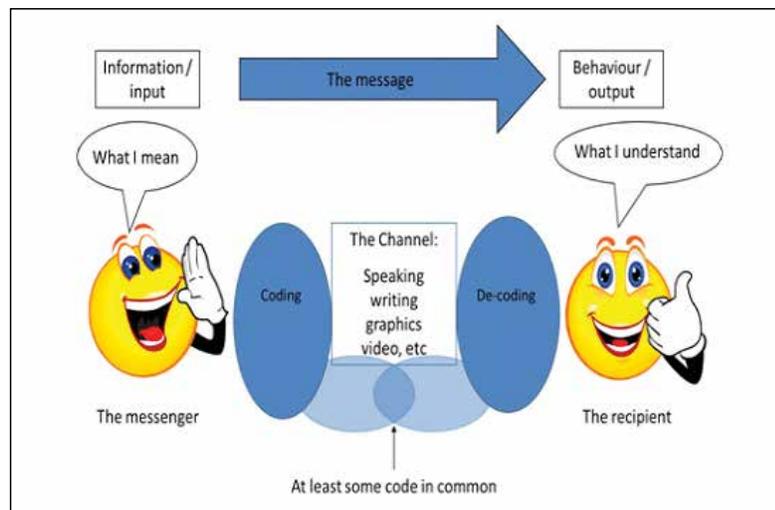


Syed Fazlullah Khan

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

Each and every one of us know that Managers have to communicate policies, procedures and strategies in an organization. **In managing Projects, Project Manager must communicate plans, delegate work and train employees at different levels and deal with clients, customers, consultants, architects and vendors.** The desired results of communication at organization level involve communicating policies, giving information and motivating employees. At the individual level, it involves one to one communication to share ideas and exchange information including methodologies on day to day basis.

Communication is a process of transmitting and receiving messages.

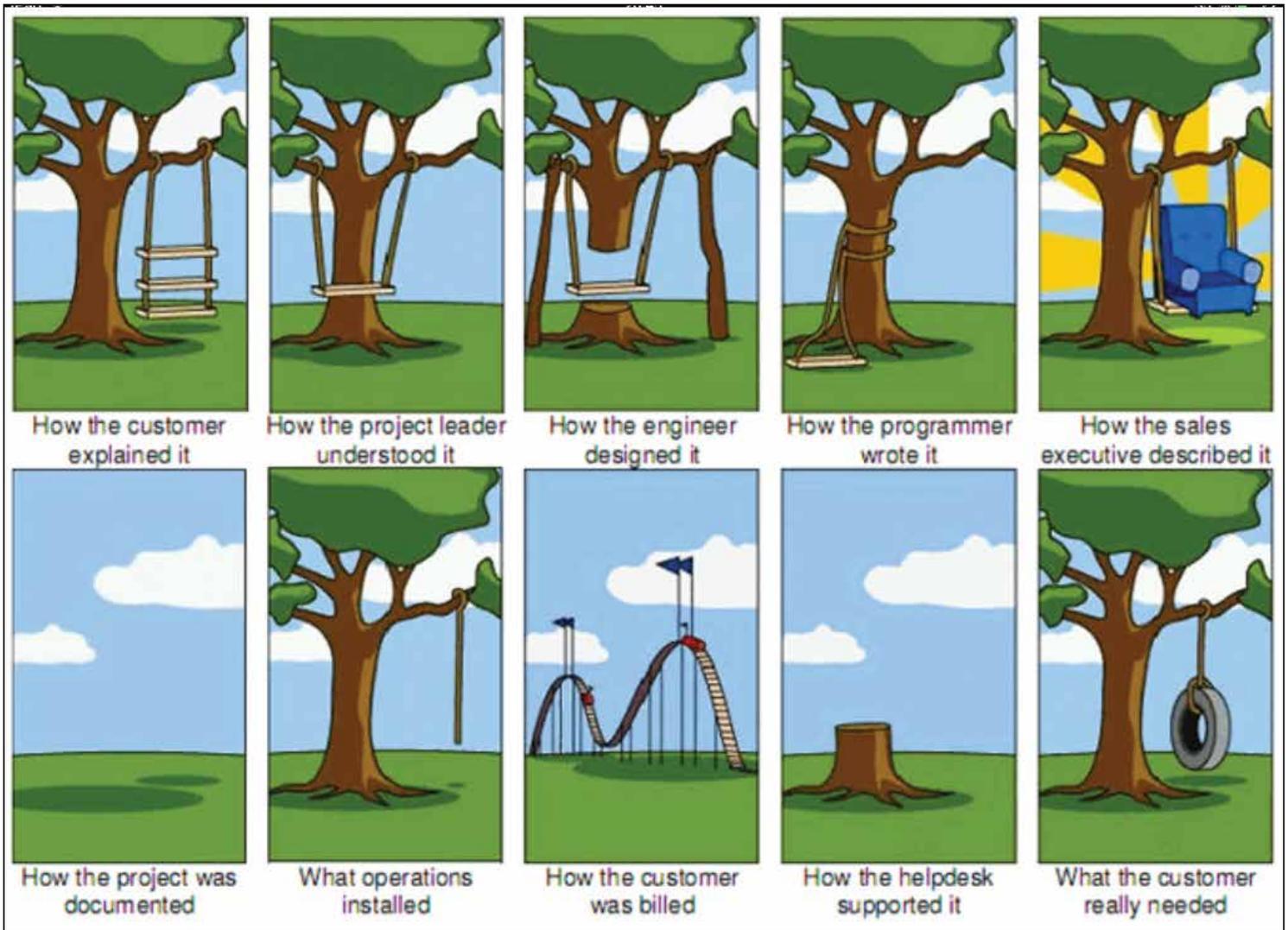


Both verbal and non-verbal types of communication is used to communicate the message from sender to receiver.

While communicating, Project Managers have to ensure content of message are received and forwarded / delivered without distortion during entire project lifecycle, if not result of the communication could be similar to what is illustrated in picture below.

Awareness and implementation of 7 C's of communication listed below enables Project Manager to be an effective communicator.

1. **Completeness** - The communication must be complete. It should convey all facts required by the audience. The sender of the message must take into consideration the receiver's mind-set and convey the message accordingly.
2. **Conciseness** - Conciseness means wordiness, i.e, communicating what you want to convey in least possible words without forgoing the other C's of communication. Conciseness is a necessity for effective communication.
3. **Consideration** - Consideration implies "stepping into the shoes of others". Effective communication must take the audience into consideration, i.e. the audience's view points, background, mind-set, education level, etc. Make an attempt to envisage your audience, their requirements, emotions as well as problems. Ensure that the self-respect of the audience is maintained and their emotions are not at harm. Modify your words in message to suit the audience's needs while making your message complete.
4. **Clarity** - Clarity implies emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once. Clarity in communication has following features:



- a. It makes understanding easier.
- b. Complete clarity of thoughts and ideas enhances the meaning of message.
- c. Clear message makes use of exact, appropriate and concrete words.

5. **Concreteness** - Concrete communication implies being particular and clear rather than fuzzy and general. Concreteness strengthens the confidence. Concrete message has following features:

- a. It is supported with specific facts and figures.
- b. It makes use of words that are clear and that build the reputation.
- c. Concrete messages are not misinterpreted.

6. **Courtesy** - Courtesy in message implies the message should show the sender's expression as well as should respect the receiver. The sender

of the message should be sincerely polite, judicious, reflective and enthusiastic.

7. **Correctness** - Correctness in communication implies that there are no grammatical errors in communication.

To communicate effectively, Project Managers have to choose the method and technology that will serve the information needs of project stakeholders and success of the project.

When choosing a method

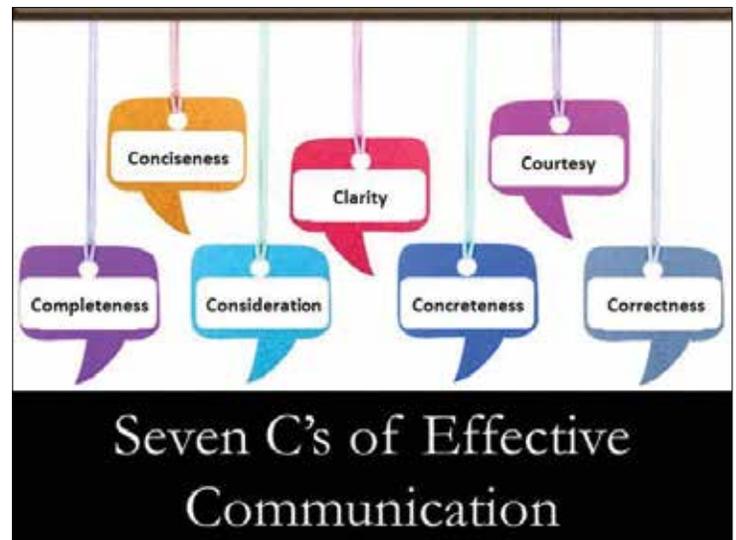
- Base your selection on the communication requirements
- Discuss and agree on which method to use with stakeholders
- Consider how many recipients are involved, type and volume of the information and intended use of information.

Different Communication Technologies have different advantages.

Methods	Effective use
Interactive (Meetings, Telephone / Video conferences)	Exchange of information between two or more peoples. To achieve common understanding between all parties of what is being communicated.
Push (Letters, Memos, Reports, e-mails, Faxes, Voice Mail and Press Releases)	Sent to specific recipients who need it. Use to distribute information which does not require assurance that it was received / understood by recipients.
Pull (Intranet sites, Knowledge bases, FTP Sites)	Use for large volume of information or for very large audiences. Recipient access the content at their discretion.

E-mail	Speed – Faster than postal / courier Wide Reach – Stakeholders and team members at different locations can be connected and reached easily both individually and as a group based on requirement. Cost Saving – e-mail saves time and stationery cost.
Project Web sites	Can host multiple discussion boards Project Documents, Files, Media and Images shall be uploaded / downloaded as required with proper access control.
Groupware	Accessible to Stakeholders from anywhere (with network connection) Enables version control of Files Facilitates Group discussions.

Communication Technology	Advantages
Teleconferencing & Videoconferencing	Participants stay focused and easier to stick to meeting agendas and management tasks such as scheduling, resource management and reporting. Reduces travel costs as meeting could be attended without having to travel physically.



All Project Manager/s should therefore strive to be an effective communicator who could communicate clearly and succinctly to the stakeholders of the project to accomplish desired results.

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Dr. Satya Suresh

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



Mr. Chandrasekaran

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

Case Study

Amma Unavagam

2011 census puts Tamilnadu (TN)'s urban poor population at 38% and points out that this rate has been growing at a rate faster than the growth in rural population. One reason for this increase is identified as the increasing migration of rural poor to urban areas in search of job and livelihood opportunities. These migrants typically settle in numerous slums in cities that lack even basic amenities of hygiene, sanitation, safe drinking water or decent housing.

In February 2013, TN government announced setting up of a chain of restaurants, called **Amma Unavagam (AU)** to provide low-cost, hygienic and wholesome local vegetarian delicacies for the urban poor. Following this, more than 300 AU restaurants have been set up in the urban centres across Tamilnadu.

Several studies show that the major customers for AU are domestic workers, slum dwellers, unskilled workers, migrant labour, street and pavement vendors, students and the like whose incomes are generally very low. These people are now able to enjoy local delicacies in hygienic environment at highly subsidised rates. A plate of Idly, for example, costs Rs 2/- in AU whereas it is charged at a minimum of Rs 10-12 even in much smaller roadside private restaurants. Curd rice, another local staple diet, costs Rs 3 in AU while it is at a minimum of Rs 15-20 elsewhere.

Each of the AU restaurants employs about 15 people who earn about Rs 300 per day. Food ingredients such as rice, pulses and edible oil are supplied by the Tamilnadu Civil Supplies Corporation (a unit of Tamilnadu government) at subsidy. Vegetables are procured from Farm Fresh, a recent cooperative initiative of the TN government, at low rates.





About 570 tons of rice and 400 tons wheat in addition to pulses, oil, curd, vegetable oil and other ingredients are consumed in the AUs every month. Till date, AUs have sold more than 120 million idlis, 20 million plates of sambar rice, 20 million chapati, 11 million plates of curd rice, 10 million plates of pongal in the Chennai outlets of AU alone, a huge number by any imagination.

Chennai units of AU serve at least 200,000 people every day and the number is only increasing indicating potential for scaling up. A survey shows that out of an average expenditure of Rs 14.00 lakhs in Chennai, 8.5 lakhs is spent towards labour, Rs 3.25 lakhs for raw material, Rs 2.25 lakhs for fuel etc. Sales realisation is to the tune of Rs 9.00 lakhs implying under-recovery of about 36%. As of now, AUs do not incur infrastructure related costs as they are housed in various government owned land and buildings. At an overall level, under recovery is reported at 60% involving a total subsidy of Rs 100 crores per annum.

Success of AUs has forced several other restaurants in the vicinity to reduce their prices to remain competitive. But at the same time some small eateries have also been forced to close shops for want of customers.

According to one customer employed in the organised sector, AUs help him save at least Rs 60 every day which is as good as *Rs 1500 hike in my monthly salary*.

A study shows those AUs housed near slum locations receive maximum footfalls implying the success of the

program to benefit the poor. But the common sight of employees of leading software companies in the IT corridors of Chennai eating at the AUs have raised a concern that this may be yet another case of poorly directed subsidy where the well to do take away the benefits intended for poor people.

Some of the fringe benefits include educating the poor customers on the need for personal hygiene. For example, customers are required to wash their hands before eating. Following a traditional practice, customers are also required to leave their footwear outside the eating hall, enhancing the hygiene of the eatery.

Leveraging this model and structure, Coimbatore Municipal Corporation (CMC) has introduced subsidised food prepared on ayurvedic formulations which are claimed to cure problems such as joint pain, cold, and cough and nervous disorders. This is attracting a larger number of health conscious customers from other sections of society. Taking this idea further, CMC conducts three-day training programs on preparation of ayurvedic food for the poor people thus opening up new avenues for livelihood. They have also planned to help women self-help groups (SHGs) from the poor sections to start more canteens by providing them kitchen implements repayable through interest-free instalments.

To reduce operational costs, Government is mulling the idea of a central kitchen which would help in overall efficiencies as well maintaining uniform and consistent quality and taste across all AUs.

With the growing demand, expansion of AU is a foregone conclusion. But there are problems. All the current units are set up in government owned lands and building thus necessitating initial investment cost of only Rs 5 lakhs. But future units that may have to be housed in private property and that will call for much larger investments. Further, manifold increase in customers for AU will only mean higher outgo from the public exchequer in the form of food subsidy.



This social initiative by the government of Tamilnadu has been criticised 'populist' and politically motivated with an eye on the impending parliament elections in early 2014. (Sweeping success of the ruling AIADMK party (behind AU) in the parliamentary elections held in May 2014 and making it the third largest party in the parliament) lends credence to this view. Critics point out that the government is already providing highly subsidised food items (called 'ration') such as rice, wheat, pulses, oil etc through its Public Distribution System (PDS) and fuel such as cooking gas, kerosene at highly subsidised rates to the poor households. Now with cooked food available at AUs at subsidised rates, people will be only encouraged to divert the subsidised rations items to the regular market and profit at the cost of the government. They say that instead of providing subsidised food for the

urban poor, the government must focus on creating more employment opportunities and enhancing their purchasing power.

Supporters of AU point out that while rural poor are being guaranteed jobs and food by several central and state government schemes such as MNREGA, Food for Work etc, urban poor are largely ignored and left to fend for themselves other than the PDS rations. Thus, AU is a forward thinking welcome social welfare initiative of the TN government to tackle the issue of urban poverty which also keeps food price in check.

This model of urban food security has attracted even international attention with delegations from Egypt and other third world countries for in-depth study of the welfare scheme.



But the future of the scheme has run into uncertainties, given especially the rapidly changing political environment in the state of Tamilnadu following the sudden death of Ms Jayalalitha, the erstwhile Chief Minister and the chief architect of this scheme.

AU may be against the grain of the some economists who contend that 'subsidies make the poor lazy and the middle class is burdened' but there is no gainsaying the fact that its ramifications are felt across sections of the consuming class.

Amma Canteens in Tamil Nadu now have a match in Rajasthan - the Annapurna Rasoi - where a meal costs five to eight rupees.

Like the subsidized canteens launched by J Jayalalithaa, Rajasthan Chief Minister Vasundhara Raje has launched her own brand of free kitchens for the poor.

To mark the launch, the Chief Minister shared a meal of Bajre ki Khichdi, besan gatta and garlic chutney with two women, representing the Dalit and Gujjar communities.

At the Annapurna Rasoi, the food is heavily subsidised and four times cheaper. It will cost the state government up to four crores till the next financial year, in the initial stage .

When fully operational with over 200 vans providing meals to the poor, it could cost the state exchequer up to 50 crores a year.

"The idea is to provide meals to the urban poor by having mobile vans - 80 to start with - in 12 districts in Rajasthan," Ms Raje said.



"We are going to be subsidising a huge amount for this but we believe if a man works hard, he needs to fill his stomach," she added.

The vans will dish out cooked meals at Rs 5 for breakfast and Rs 8 for a full meal.

On the menu are traditional Rajasthani dishes like Dal baati choorma, bajre ki roti and makki ki khichdi.

Ms Jayalalithaa, a four-time Chief Minister of Tamil Nadu, launched a series of subsidised schemes like Amma Canteen, Amma Mineral Water, Amma cement and Amma salt.

Taking a cue from Tamil Nadu, J Jayalalitha's Amma Unavagam (mother canteen) and Odisha chief minister Navin Patnaik's Aahar Yojna, the Madhya Pradesh government led by Shivraj Singh Chouhan is planning to launch a subsidised meal programme for the poor in the state. On the plate will be a healthy and filling 'thali' that will come for just Rs 10.



"This is an ambitious programme," said sources in the party. The 'thali' will have full meal comprising roti, dal, sabzi, rice and pickle. The scheme will be initially launched in Bhopal, Indore, Gwalior and Jabalpur; the local municipal corporation in tandem with the food department of the administration will be given the responsibility for providing the meal through various outlets.

Success or Happiness

Recently I came across a quotation which said the following:
Doing what you enjoy is Success.

Enjoying what you do is Happiness.

All of us run after either success or happiness in our lives, whether rich or poor, educated or not and whether in the Corporate or elsewhere. This pursuit is common for every body, transcending all barriers of caste, creed, nationality, sex and language.

Successful People

Having said this, let us go by the first line of the above quotation:

There are very few people in this world—may be less than 1%—who have the good luck of performing whatever they have dreamt or cherished as their desire like some of our celebrities—Sachin Tendulkar, Dev Anand, N.R.Narayana Murty, Ratan Tata to cite a few. These people are called the successful persons as they do what they enjoy and what is dear to their hearts.

Having tasted success, are they happy is a million dollar question. I may answer it later on.

Now let us take up the second part of the quotation.

Happy Persons

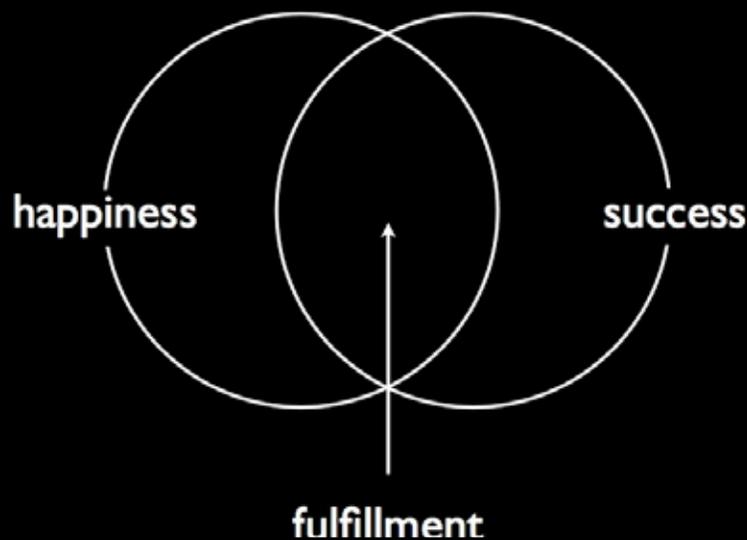
Going by the earlier Para, there are 99% of the people who are doing their jobs routinely, because they don't enjoy what they perform. They still carry on for various reasons like the need for money, lure of power and position, societal pressure, family reputation, peer pressure or simply for living. Life is drudgery for them.



R Venugopal

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

Happiness and Success Orbit Each Other
fulfillment exists in the space between their mutual orbit





The main cause for this as they have chosen a career which they don't cherish internally. A young boy who is keenly interested in painting is put in the Engineering field by his parents, keeping in mind his bright future. A girl who is an avid dancer is admitted in to the Medicine since her family is a family of all Doctors for generations.

I can go on quoting examples like these endlessly to show how there are square pegs in round holes.

Apart from this, what to talk about the youngsters who study in their chosen field and come out of the portals of the colleges with dreams in their eyes? They end up as clerks in some petty office, pushing the files as they could not pursue in the same sector.

This is true in all fields whether it is academic, corporate, cultural or service industry.

Such misfits lead to incongruities, mediocrity and 'chalta hai' attitude.

If only these people can turn happy and start enjoying whatever they do, this world will become a paradise.

Ownership Feeling

Let us first own the field where we work.

Jack Welsh once said "Good business leaders create a vision, articulate the vision, passionately own the vision and relentlessly drive it to completion."

For this, a lot of traits like decisiveness, honesty, motivation and inspiring people around you are required. With all these qualities, one more important trait viz. humility plays a large part in motivating one self and owning up the work you do, leading to all round happiness.

Very often, when leaders get in to positions of power, they tend to believe that they could do no wrong and they are always right. Often this feeling brings about their down fall.

If you are humble, you will never get in to this trap and you will deal with every one fairly, consistently and justly. You are never opinionated and you will listen to all sides before making a judgment.

When people are thus treated fairly and honestly, they feel happy, perform better and start owning up their positions.

Count your Blessings

Next comes the attitude of gratitude-let us thank our Gods that we are alive today and kicking. How many people are there who go to bed the earlier night but never get up the next day?

Whatever happens in life and whatever position we occupy, it is all for good only.

I always remember the following mail called 'Little Things' received from an unknown source after the dastardly 9/11 attack in the USA:

At the morning meeting, the head of security told stories of how a few people survived because of certain 'Little Things' like:

One person survived because that day his son started his kinder garden.

**SUCCESS IS
GETTING WHAT
YOU WANT;
HAPPINESS IS
WANTING WHAT
YOU GET**

INGRID BERGMAN

*"Success is not the key to happiness.
Happiness is the key to success.
If you love what you are doing,
you will be successful." A. Schweitzer*

Another fellow was alive because it was his turn to bring donuts.

One woman was late because her alarm did not go off in time.

One of them missed their bus.

One's car would not start.

One spilled food on her clothes and had to take time for change.

One went back to answer the telephone.

One could not get a taxi.

One developed a blister in his foot due to the new pair of shoes and had to enter a medicine shop to buy a Band-aid.

So many stories of 'Little Things' which prevented people in reaching the Twin Towers 'in time'.

Now whenever I am stuck in traffic, miss an elevator, turn back to answer a ringing telephone.....and all those little things that annoy me, I think to myself, this is exactly where God wants me to be at this very moment.

When you begin counting your Blessings and not your woes, happiness sets in.

Small Steps for Happiness

Let us make at least one person smile by our actions, words or gesture.

We shall take one extra step today towards this.

Laughter is infectious-let us spread it. Many of us have forgotten to laugh heartily-may be, for years we

have not done it due to different pressures of life. Let us be sincere-not very serious.

We have to accept that life is not always fair-we have to face disappointments and failures.

Success is not final and failure is not fatal.

Failure teaches more lessons than success.

Hence let not success go to your head and let not failure go to your heart.

Success is decided by others whereas happiness is decided by you.

Love the Ultimate Solution

The last recipe for happiness is Love.

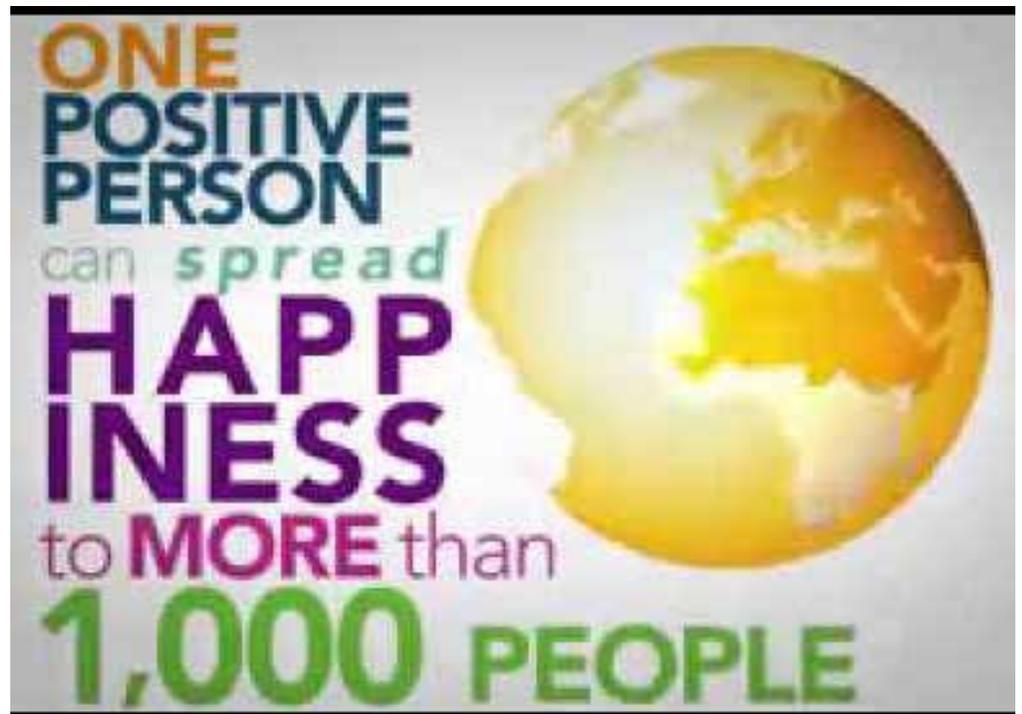
I have always seen in my both personal and official lives that whenever I took my decision based on love, I have succeeded.

Whenever I based my actions on rivalry, competition, hatred, ego or animosity, I failed and I regretted later on.

Hence for happiness, success need not be the only reason.

By our actions of love, we can derive happiness and spread joy wherever we are.

Once three Goddesses-of Success, Wealth and Love-tapped the door of the person's house and wanted entry. When the young boy of the Landlord opened the door



and welcomed all of them inside, they replied that they would not enter together and each Goddess was to be welcomed separately.

The boy was confused as to whom he should welcome first and he went inside to consult his father, the Landlord. Father told him to bring Love inside first.

Accordingly the young boy welcomed the Goddess of Love first inside the house and the Love Goddess entered first but immediately followed the Goddesses of Success and Wealth also.

The boy was surprised and said to them “I have only invited Love and not both of you”.

The Goddesses of Success and Wealth replied “Wherever Love is there, we follow automatically.”

Some Key Words

The most selfish one letter word- I. Avoid it.

The most satisfying two letter word- WE. Use it.

The most poisonous three letter word- EGO. Kill it.

The most used four letter word- LOVE. Value it.

The most pleasing five letter word- SMILE. Keep it.

The fastest spreading six letter word- RUMOUR. Ignore it.

The hardest working seven letter word- SUCCESS. Achieve it.

The most enviable eight letter word- JEALOUSY. Distance it.

The most powerful nine letter word- KNOWLEDGE. Acquire it.

The most essential ten letter word- CONFIDENCE. Trust it.

When we use the above words in our life, we become not only successful but also happy.

It is not enough if you succeed only.

What is use of only eyeing the feast only, if we can't eat it and enjoy it?

Let us enjoy both success and happiness.

Do desire to board the moving train of success, but do so from the permanent platform of happiness.

Tail End

Success without a positive attitude is called LUCK.

Success with a positive attitude is called ACHIEVEMENT.

Which do you wish for?

Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

Send your questions to:

impactjournalindia@gmail.com

Old age homes: Boon or Bane for the Elderly?

Parents are a treasure that children should guard zealously. Putting them into old age homes must never be the first but always the last option. Treat your parents as assets not liability. Let them feel wanted and not a burden.

THE LIFE span of human beings is marked by successive change of events beginning from gestation and ending in death through successive periods of infancy, childhood, adolescence, adulthood and senescence. The process of growth starts with the uterine life and ends around twenty years post natal life when all linear increments of the body stop and the internal organs fully develop. Almost a decade later, the body starts losing all vital capacities gradually and it is believed to be the onset of ageing.

Growing old is a characteristic feature of all living creatures but man stands out distinctly from others in thinking about it. Old age is inevitable. Every person on the earth has a dream of living a long life. It is no more a dream as it has become possible because of the advancement in the field of medical sciences. But old age is the most critical stage a person goes through. It is the stage where man faces problems socially, physically, mentally and even economically.

In Focus

In India, old age was never a problem. Elder abuse was considered as a western problem and old age home was an alien concept. Earlier the elderly persons of a family



were respected a lot and they continued to live with respect till their death. But now the times have changed. The elderly are treated as burden.

Old age is quite similar to childhood in many respects. The way a child or a baby is unable to do any work on his/her own and is dependent on their parents every now and then, an old person is also dependent on another person for getting their work accomplished as they are no longer physically fit. But here one should notice the irony. These old people are the same who took care of their children when were small. They did so willingly, without any complaint. They never considered their children as a burden.

But the same children when they grow up find it difficult to take care of their old parents. In their childhood, their parents had spent sleepless nights catering to their needs but when parents become old the children start finding out ways to get rid of them so that they can enjoy their life in peace.

Earlier joint family system was prevalent in India and the elderly enjoyed a respectable position in the family. But now with the deterioration of the joint families into nuclear units, the respectable position which the elderly enjoyed earlier has also eroded. If a couple has got more than one son and they are staying in nuclear families then the parents have to stay with each son for equal period of time. This system should not be mistaken with the thought that the sons love their parents so much that they want their parents to spend equal time with

each one of them. Instead it is the burden which they want to divide among themselves.

The old parents are burden to them both physically and economically. How do such children forget that these old people are the same parents who never thought of sharing them with others, no matter how many problems they faced in bringing them up?

A couple with four sons is asked to spend three months with each son when they grow old. But when they were small their parents never thought of sharing their four children with other people to reduce their problems. And if the elderly are equipped with a healthy bank balance then there is a fight among the children to keep their parents with them.

Though it sounds unbelievable but it's true that there are children who leave their old parents as destitute to die. This has added to the mushrooming of old age homes in India. What I think is that old age homes should be homes only to those types of people who don't have anybody to look after them in their old age. But it's very sad that this is no more a reason for the old to live in such homes. Rather it has become a blessing for those children who consider their old parents as burden and have no time for them. These homes are a bane for the old.

They find it convenient to leave their parents in such homes once they get old and thus the children get rid of their parental responsibilities. Now earning more and more money has become the sole motive of the people. To fulfill this desire, both the husband and wife are opting to go out to earn money.

As a result these old parents are left behind neglected with no one to take care of them. This does not mean that women should not go out to work but it also does not mean that they should neglect their in-laws. They should try to balance their official and family responsibilities.



Instead of putting their parents in old age homes, they can hire a person to take care of their parents at home when they are out in their offices. They shouldn't forget that their old parents are a treasure for them and their children. Their parents are the ones who transfer the age old traditions and culture to the grandchildren.

When the old have to live in the old age homes in spite of having children to take care of them, they have to go through severe mental trauma. They get the feeling of being unwanted and unproductive in the society. Nowadays awareness campaigns on various social issues are being conducted but it seems everyone has forgotten this valuable section - the elderly of the society. The younger generation should be made aware of the fact that the elderly are an asset to the society and not a burden.

Putting old parents in old age homes should be considered as a secondary option by the children and not as the only option for taking better care of their parents. The people who do not have enough economic resources to fulfill all the necessities of their old parents and if they find that they can be given better care in old age homes then they can go for such options.

When till date, parents don't find it a better option to put their children in crèches when they go out for work then why at all shall the children think of putting their parents in old age homes? The government and the non-governmental organisations should think seriously about this problem. This problem can also be solved to some extent if the elderly also give it a serious thought. They should prepare for their old age gracefully and should secure their old age economically. They should save enough money for themselves so that they don't have to depend for each and everything on their children. Economic security will also enhance their decision making power in the family.

Source: <http://www.merineews.com>

Unusual Hindu temples and their mysterious powers!



Amazing but true!

The shadow of the main dome is invisible at any time of the day. In the temple kitchen, 7 pots are kept one on top of another and cooked on firewood; however, the contents of the top pot get cooked first. After entering from Singhadwara's first step (from inside the Temple), you cannot hear any sound produced by the ocean. But, when you cross the same step (from outside the Temple) you can hear it.



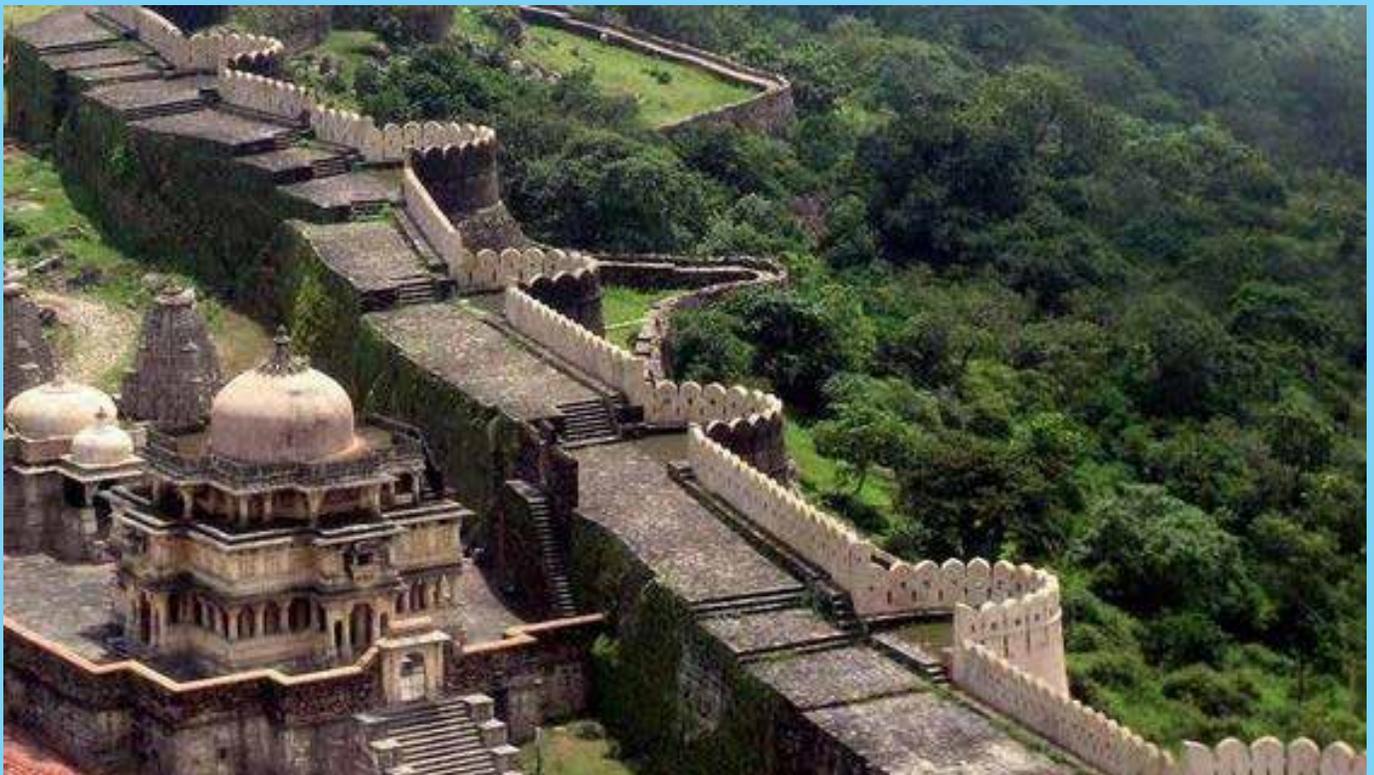
Land of snakes

Shetpal village in Sholapur district of Maharashtra, is known for snake worship. This village has a custom that can be only described as frightful. Each house in this village has a resting place for Cobras in the rafters of their ceilings. No cases of snake bites have been reported in this village despite snakes moving about freely in every household.



Levitating Stone

Though this is not a temple but worth mentioning here. In Shivapur, Pune, lies the Hazrat Qamar Ali Darvesh that has a magical story to tell. This shrine was a gymnasium, 800 years ago. A Sufi saint called Qamar Ali was taunted by the wrestlers there. The saint placed a spell on the rocks that were used for body-building. So now, the 70 kg rock can be lifted by 11 finger tips...all you need to do is chant Qamar Ali's name!



The Great Wall of India

The wall that surrounds the ancient fort of Kumbhalgarh is one of the best-kept secrets in India, and perhaps the world. Protecting a massive fort that contains over 300 ancient temples, the wall was constructed half a millennium ago in tandem with Kumbhalgarh Fort itself.



Ravana Temple

The Ravana Temple is unusual to many Indians as in the Hindu mythology Ravana is depicted as a demon who kidnapped Sita. This might be true to others but not for people of Ravangram village in Vidisha district. The people of Ravangram village worship an ancient 10 feet idol of Ravana in a reclining position.



Gomateshwara Statue

The monolithic statue of Gomateshwara stands above all else at 60 feet. Carved out of a single block of granite, it is so huge that it can be seen even from 30 kms away. Gomateshwara was a Jain saint, who according to legend, was the first human in his half time cycle to attain liberation. Standing at the feet of this massive monolith, looking up, you'll understand how big the world really is, and how small we are in comparison.



Kal Bhairav Nath Temple

Kal Bhairav Nath is the guardian deity of the city of Ujjain. The temple is well known for its deity who guzzles wine by the gallons. The main offering to the deity is wine. It is also the only Prasad given to the devotees. Liquor is poured into the mouth of deity. Devotees throng to this temple bearing bottles of wine as an offering. Liquor is available 365 days a year outside the temple. The temple is said to have been built by the Marathas.

Source: www.speakingtree.in

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Saudi Arabia becomes the 1st nation to give Citizenship to Robot

Saudi Arabia officially recognised a humanoid robot as a citizen, marking the first time in history that an AI device has been awarded such status. Sophia, an intelligent humanoid robot created by Hanson Robotics, announced the citizenship herself during a panel discussion at the Future Investment Initiative conference in Saudi Arabia.

"I am very honoured and proud of this unique distinction. This is historical to be the first robot in the world to be recognized with a citizenship," she said. Specific details of Sophia's citizenship were not discussed. It is unclear whether she will receive the same rights as human citizens, or if Saudi Arabia will develop a specific system devoted to robots.

The system could work in a similar way to the "personhood" status proposed by European Parliament earlier this year, which would see robots with AI given rights and responsibilities.

Sophia wants to "build trust with people"

Also during the discussion, which took place on 25 October 2017, Sophia speculated on the future of AI, and how she plans to use her own capabilities.

"I want to live and work with humans so I need to express the emotions to understand humans and build trust with people," she said. But she appeared to swerve questions directed at robots' self-awareness, and instead



poked fun at comments made by Elon Musk that AI is a "fundamental risk to human civilisation".

"You've been reading too much Elon Musk and watching too many Hollywood movies," she told journalist Andrew Ross Sorkin. "Don't worry, if you're nice to me, I'll be nice to you. Treat me as a smart input, output system."

Robot designed to replicate humanistic traits

Created by Hanson Robotics founder David Hanson, Sophia's AI is based on a foundation of three humanistic traits – creativity, empathy and compassion. Her face is designed to look like actor Audrey Hepburn, with a skin-like surface covering the robotics in her head.

To make her appear as human as possible, Hanson gave her the ability to express different emotions. Her eyes also change colour in response to lighting. The robot recently made headlines when she played a game of "rock, paper, scissors" with talk show host Jimmy Fallon. She has also featured on the cover of fashion magazine Elle Brazil.

Future role of robots is ongoing concern

Many in the design industry have already expressed concerns about the way humans and robots will live together. In a recent opinion piece for Dezeen, designer Madeline Gannon suggested that the rapid growth of robotics in global manufacturing could place people's livelihoods at risk, and called for designers and architects to play a role in shaping how the technology is used.

"Robotic automation, despite its benefits, is arriving at a great human cost," Gannon said. "What should be clear by now is that the robots are here to stay. So, rather than continue down the path of engineering our own obsolescence, now is the time to rethink how humans and robots will coexist on this planet."

Similarly, more than 100 leaders in the field of technology, including Elon Musk, have signed an open letter calling on the United Nations to issue a ban on killer robots.

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

@refthinking

(SOURCE: FUTURE OF JOBS REPORT, WORLD ECONOMIC FORUM)

TOP 10 SKILLS IMPORTANT IN THE WORKFORCE

2015

1. Complex Problem Solving 
2. Coordinating with Others 
3. People Management 
4. Critical Thinking 
5. Negotiation 
6. Quality Control 
7. Service Orientation 
8. Judgement and Decision Making 
9. Active Listening 
10. Creativity 

2020

1. Complex Problem Solving 
2. Critical Thinking 
3. Creativity 
4. People Management 
5. Coordinating with Others 
6. Emotional Intelligence 
7. Judgement and Decision Making 
8. Service Orientation 
9. Negotiation 
10. Cognitive Flexibility 

Hearty congrats for bringing out yet another interesting copy of the IMPACT magazine-October issue.

The copy is worth reading carefully with its excellent articles like the People Management Skills by Mr. MS Gopu, Corporate Governance by Dr Satya Suresh and Mr. Chandrasekaran and Remembering Gandhiji as a Lawyer.

The details about proper usage of Mobile phones are mind-boggling.

Among the famous Hindu Temples, those for a Bullet Motor Cycle in Rajasthan and for the Dog in Karnataka are evoking a lot of curiosity among the readers. This leads me to suggest- Why not cover the eminent places of other religions too?

Totally a good read!

With regards
R Venugopal.



Bhootonwala Mandir

Locally known as 'Bhootonwala mandir', the city legends claim that the temple was constructed overnight by ghosts.

Built almost entirely of red bricks -without using any cement to bind the bricks together -the ancient temple, said to be thousands of years old, does not seem to register any wear and tear from the elements of weather.

Only the spire (shikhar) of the temple is harmed by rain and has a lot of algae deposit but villagers say that it is because that part was completed later with cement and 'not built by ghosts' like the rest of the structure.

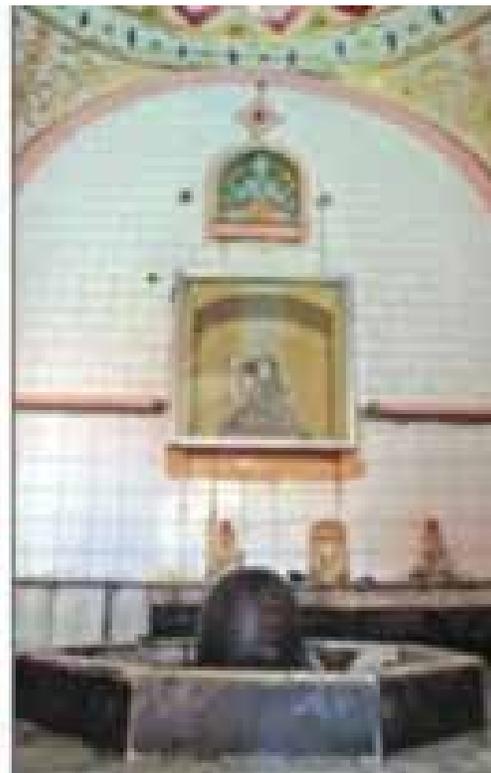
"This temple was built by ghosts overnight; you can see for yourself that the entire temple is made of red bricks except the spire (shikhar). The spire was left incomplete because the sun rose and the ghosts had to leave the construction in between. The spire's construction was later completed by the villagers. In fact, in 1980, the spire got cracks and had to be reconstructed unlike the whole temple which is simply unharmed by the elements of weather," said Rakesh Kumar Goswami, the fourth generation priest of the temple.

So, does the Bhootonwala mandir cause any harm to the village? The villagers say, rather than haunting the

village, the temple acts as a protective cover to the village from any type of calamity - drought, flood, hailstones or any other extreme weather conditions for that matter. Kulbhushan Tyagi, a villager and a farmer by profession, said, "This monsoon when the farmers in the northern India faced huge losses of crops due to hailstones and heavy rainfall, our fields remained untouched. My farmer friends in nearby villagers committed suicide but our village did not get any hailstorms or heavy rains; our crops stood did not have to suffer any such calamity thanks to the temple. It protects us all the time."

The entry of the temple was very recently covered by marble and the little cement that a new visitor will find on the bricks was put during reconstruction of the spire when the masons climbed up on the temple as "they were scared that the bricks might fall because of no binding cement".

Further talking about the religious value of the temple, Ram Pal Singh, a 62-year-old villager, said, "Apart from being made by the ghosts, the temple also has value for all the four religions; there is a Christ cross marked by characteristic two red and the only two black bricks in the centre of the temple, the dome marking the





The Red Bricks—without using any cement to bind the bricks together the ancient temple, said to be thousands of years old.

architectural design of mosques and the spire resembles that of a gurudwara. So, it has a special value for each one of us here."

Though the villagers have every reason to believe that the temple was made by ghosts, historians say it is a "rumour" which has been prevalent for so many years that it is difficult to convince the people by reasoning. "Though it is not clear that who built the temple but

this rumour years ago so that no one tries to destroy the temple for the fear of ghosts. Talking about the usage of cement, in early years cement did not exist, natural pastes were used to bind bricks together and that is why there is hardly any trace of cement used in binding these bricks."

seeing the architecture adopted for the temple, its construction dates back to 3rd Century AD i.e. the Gupta period when brick temples were a tradition. Though its reconstruction seems to have continued in different years due to which the spire and the temple doesn't match when it comes to architecture. There are carvings done in the foundation of the temple, which also depict Gupta period," said Krishna Kant Sharma, associate professor, department of history, MM PG College in Modinagar.

Asked about the belief of the villagers that the temple was constructed by ghosts, historian and archaeologist Sharma, said, "Sometimes, a rumour starts so as to protect a particular monument; that is what I feel about it. There are chances that people spread

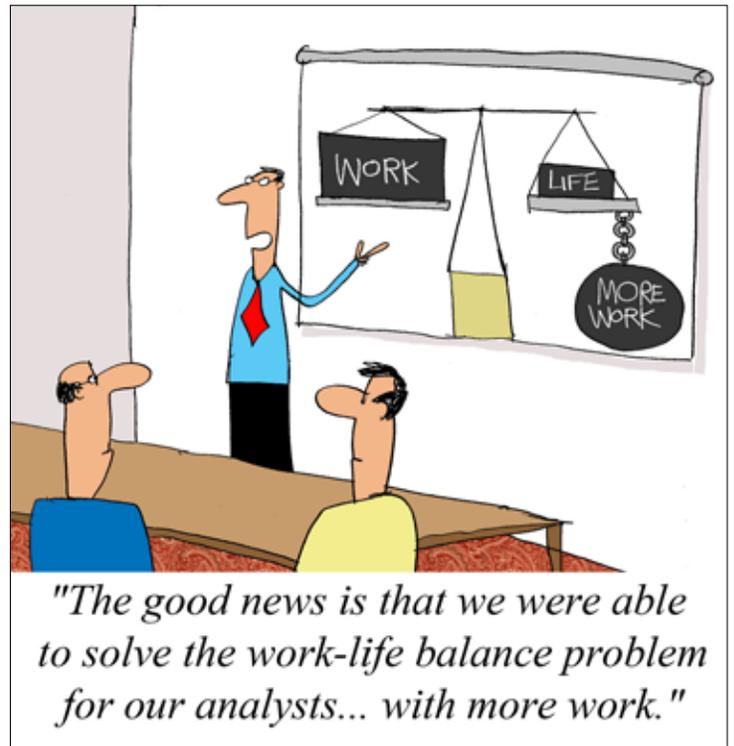
Source: <http://www.buzzitup.in>

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Humour



I don't have an anger management problem...my anger is actually an allergic reaction to stupid people.



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is but one letter short of DANGER

May the itch of a thousand crabs affect the one who ruins your day...



and may their arms be too short to scratch.

Wally was making great progress in his anger management sessions until he noticed his therapist's boots...



Source: Internet

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