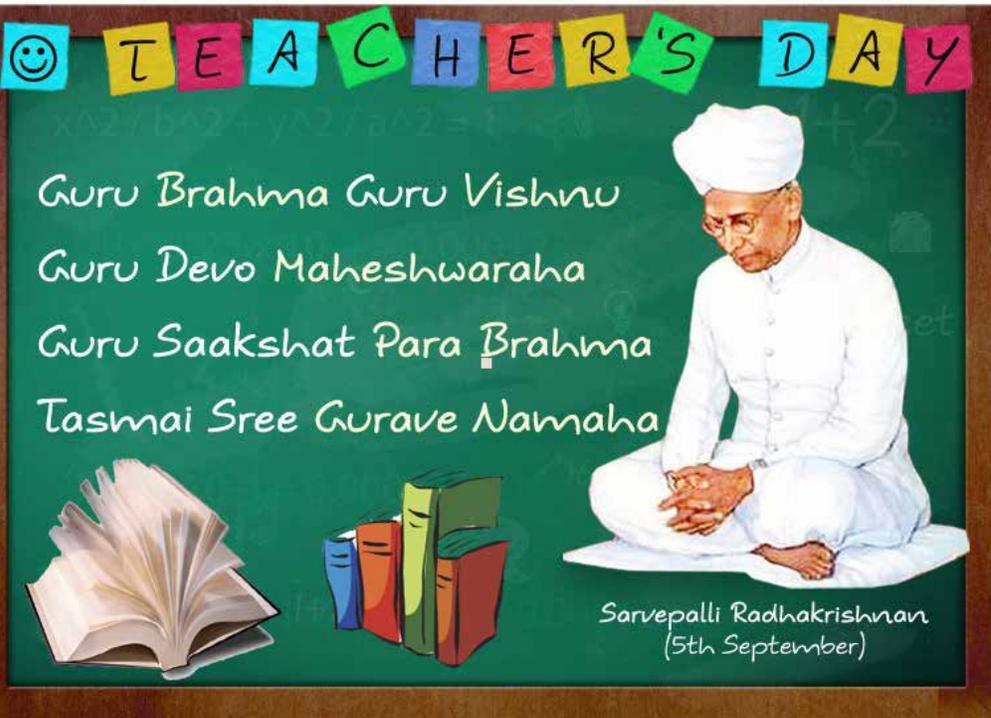


# IMPACT

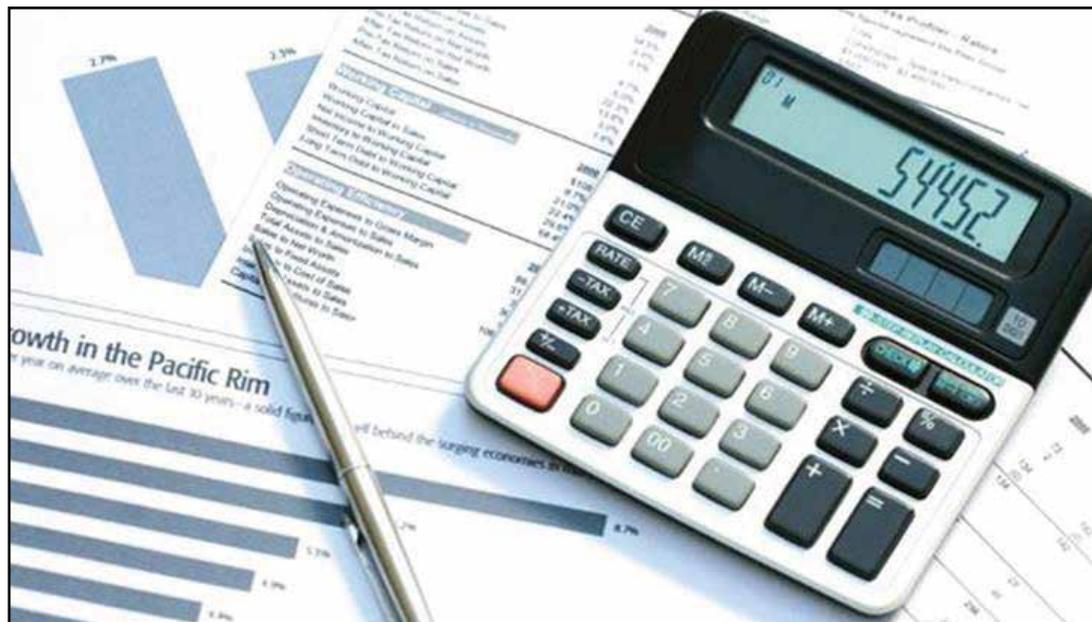
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AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

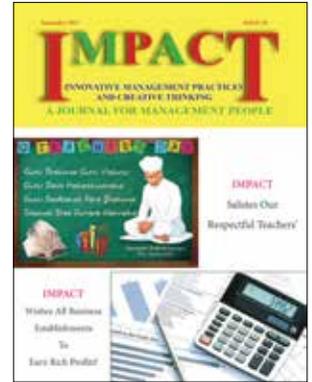


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# Greetings from Impact



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Dear Readers,

September normally is the month whose end is observed as half yearly closing results will reveal the true financial strengths of financial Institutions, be it Insurance, Banking, automobile, FMCG and service sectors in the country. This month also gives organizations to re-orient or re-strategize their functioning based on the half yearly results to poise themselves to face the remaining challenges till March!

For the marketing personnel, half yearly closing is as taxing, exacting and exciting as annual closing!

5th of September is celebrated as Teachers' Day all over the India every year. Actually 5th of September is the birth anniversary of the Dr. Sarvepalli Radhakrishnan, who was a great scholar and teacher. It is well said that teachers are great than the parents. Parents give birth to a child whereas teachers shape his/her character and make their future bright.

Judiciary, Legislature and Bureaucracy, are the three basic pillars of any democracy, the fourth is Press.

IMPACT is absolutely non-political but a keen observer of what is going around us in the society.

As for as Legislature is concerned, unless we the people are responsible and well informed only, better governance can be expected.

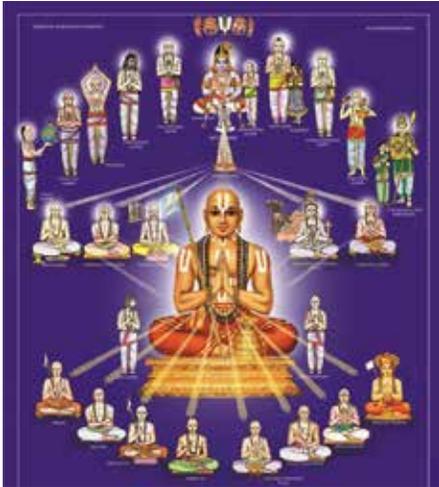
Judiciary in fact is great about which we can be proud of. Many landmark judgments are given of late which reinforce our faith and confidence in it.

Bureaucracy! We have to wish them develop strength enough to speak and do what is right and good notwithstanding the pressures from the politicians.

Press again, most of them, in the patronage of political bosses, justice and fairness in reporting is a far cry for the present.

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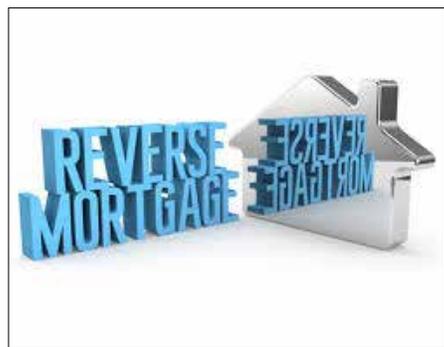
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# Ramanuja and Temple Management



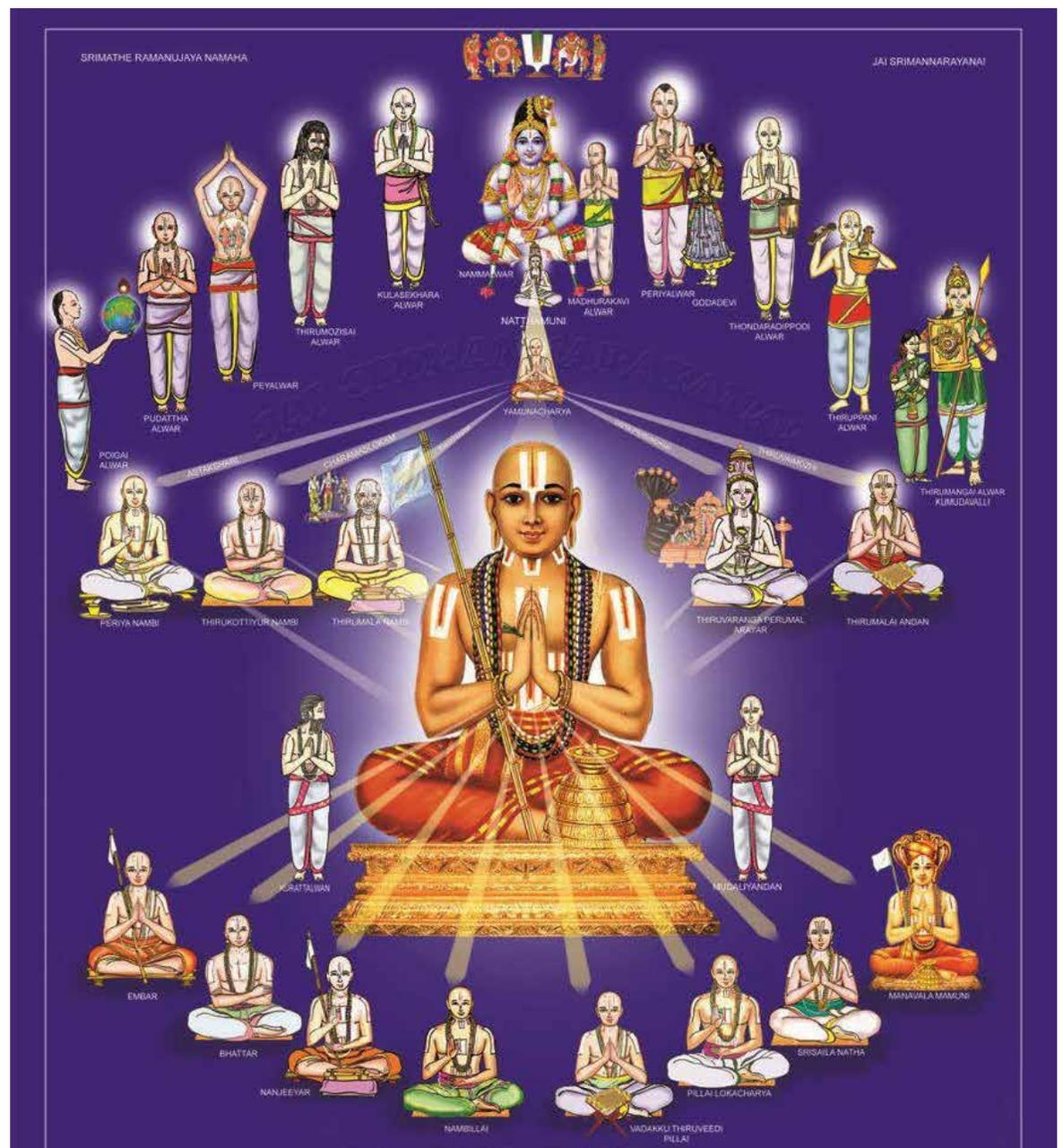
**N V Subbaraman**

*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, Bbarathiyar's Kuyilpattu and Ramana Maharishi's Aksharamanamalai. He is connected with the publication of the Management e-journal Impact. He was formerly the Deputy zonal Manager, LIC of India.a*

Since May 2017 issue of IMPACT - 1st of May 2017 being the Thousandth anniversary of Shri Ramanujacharya - we have been showing a glimpse of one of the three greatest Acharyas India is proud to possess. A great and effective religious reformer he has revolutionized several aspects of Vaishnavism. Whether construction of a temple, daily activities in a temple in the matter of prayer, offerings to God or devotees, periodic temple festivals and so on.

In this issue we are going to see the principle of "segregation of work and workers for effective management of temples" as propounded by the Acharya.



For the followers of Vaishnavism in Tamil Nadu, Ramanuja is an Acharya par excellence - more than a philosopher or a theologian. He is someone who recharged the faith not only intellectually but also emotionally. It cannot be denied that if it were not for him, Vaishnavism in Tamil Nadu may not be as widespread and as great as today.

In the Naalaayira Divya Prabhandam, the sacred text for Tamil speaking Vaishnavites, although not an Azhwar, 108 verses on Ramanuja by his disciple bring the book to a count of four thousand.

He revitalized the religion. Indeed he was a remarkable administrator and many of his systems in important temples at Srirangam and Tirupati are still adhered to - stood the test of time for one thousand years.

Ramanuja was an ideal leader, charismatic, knowledgeable and perseverant and was able to inspire the people and get the task of the temples accomplished successfully.

In fact one Srirangam-based scholar, A. Krishnamachari has written in a scholarly fashion a book titled, "Managerial Ability of Sri Ramanuja In Retrospection".

#### Segregation of workers

Ramanuja's segregation of the various workers in Srirangam is elaborate and comprehensive.

Earlier there were five, Tirumangai Azhwar had created. Ramanuja created 10. Kovanavar (superintendent of the inner organisation of the temple), Tirupani seivar (those who carry out periodic repairs and cleaning), Kodavar, Bhagavata Nambi (archakas), Ullurar (assistants for rituals), Talaiyiduvhar (sthalathar of today), Tirukaragakkaiyar (water providers for temple rituals), Vinappam seivar (Araiyyar), Aryabhattar, Dasanamby (flower providers) and Vetrapani.

In addition were another 10 posts - Karalappan (to measure the grain), Koil Kata Peruman (to guard in Rajamahendra area), Villuparayan (accountant), Kaikola Mudali (assistant for various rituals) Devadasi and so on for potters, jewelers and boatmen. Ramanuja's reforms at Tirupati and Melkote are just as detailed and each job comes with a thorough job description.

From this, one can comprehend his ability to get into minute details and understand the basic needs of people, in terms of physical needs such as food and nourishment, that the temple paid as wages as well as more complex needs for inclusion and status.



Ramanuja was not only able to give everyone a special place but also convinced the system to run in a way that religion was used as a binding force rather than a divisive force.

In the modern management of any organization defining the departments, spotting the right type of persons for right type of work go a long, long way in the effective and productive management. Very aptly Thiruvalluvar, yet another Management specialist, of course senior to Acharya by more than one thousand years, rightly observed:

இதனை இதனால் இவன்முடிக்கும் என்று ஆய்ந்து  
அதனை அவன்கண் விடல். (குறள் 517)

This was in fact followed by the great Acharya right from designating the Department to identifying the right person for right job.

# 8 Real-Time Challenges HR will be Dealing by 2020



**P. Ravikumar**

*An Economics, Law and MBA Post graduate having 24 years of Industry experience in HR and Industrial Relations.*

*Worked with Aditya Birla Group for 12 years in Personnel, IR, CSR & HR.*

*At present President HR – KAMACHI INDUSTRIES LTD.*

*Founder – President of S2S – Sholavaram to Sricity HR Forum based at Gummidipoondi.*

*Life Member of National HRD Network & HR Sangam, Annual Member of NIPM, ISTD.*

**I**t might come as a surprise, but the history of human resources (HR) in India can actually be traced to the 4th century BC, in Kautilya's (Chanakya's) seminal work the Arthashastra, where he divided the workforce into 'shrenis' or groups.

However, today the scenario has undergone several changes and India is more strategically positioned in the global corporate map and HR management (HRM) has become quite complex, especially after digital disruption invaded the domain. Industries are facing umpteen number of HR challenges that need to be addressed.

Global opinions see India's human resource as a low-cost, highly skilled, dedicated and erudite workforce hence it has also become a major outsourcing ground.

On the other hand, it goes without saying that, the overall domain of HR is not without its problems and trials. The HR in India, especially in the 21st century, does face certain challenges, despite its three major roles of transactional, transformational, and transitional. With an ever changing corporate India, HR challenges are all set to increase manifold and needless to say that HR managers have to be aware of this fact.

Some real-time hurdles faced by the Indian HR industry are elucidated below.

## 1. Managing globalisation

It is important that HR personnel learn proper people management practices before planning to implement them, especially the ones that are global in nature. These days it has become quite challenging for the HR to educate their workforce on how globalisation can be leveraged and how a single employee is benefited or is affected by it. Instead of imposing new practices upon them, it is best to study the prevailing practices which are in place.



# MEET THE MODERN LEARNER

As training moves to more digital formats, it's colliding with new realities in learners' jobs, behaviors, habits, and preferences.

Today's employees are overwhelmed, distracted, and impatient. Flexibility in where and how they learn is increasingly important. They want to learn from their peers and managers as much as from experts. And they're taking more control over their *own* development.

## OVERWHELMED...

Number of times online every day  
early days of the Internet **5** | today **27**  
**41** % of time workers spend on things that offer little personal satisfaction and do not help them get work done.

## DISTRACTED...

Most learners won't watch videos longer than **4** minutes

Knowledge workers are constantly distracted with millions of websites, apps, and video clips. 

People unlock their smartphones up to **9** times every hour

**2/3**

**1%**  
of a typical workweek  
is all that employees  
have to focus on  
training and  
development

## IMPATIENT...

Online, designers now have between **5** and **10** seconds to grab someone's attention before they click away

**2/3** of knowledge workers actually complain that they don't have time to do their jobs

**5** minutes—  
Workers now get interrupted as frequently as every **5** minutes—  
ironically, often by work applications and collaboration tools

## 2. Retaining talent, especially millennials

Retaining is probably one of the most significant HR challenges that the domain will have to deal with in 2017. And retaining millennials is the most Herculean task for the present day HR. Talent poaching and cut-throat competition has given an impetus of high remuneration to the deserving candidate. Job seekers have gained lot of exposure and have become highly ambitious as well. Which is why they are always on a lookout for better opportunities. This kind of a trend is observed mainly in the IT / ITeS sector. HR personnel in this domain actually finds it a challenge to retain its employees.

## 3. Developing leadership skills

Developing future leaders is essentially a difficult task. It is not just about developing right soft skills in order to shape future leaders. Since the global economic scenario is very volatile, and dynamic, what is required now is a skill-set in the workforce that distinguishes them as future leaders. Developing future leaders is a major HR challenge that needs to be addressed in the future.

## 4. Managing organisational change

Management change is yet another challenge that the HR continues to face in the 21st century. With big

# UNTETHERED

Today's employees find themselves working from several locations and structuring their work in nontraditional ways to accommodate their lifestyles. Companies are finding it difficult to reach these people consistently and even harder to develop them efficiently.



# ON-DEMAND

Employees are accessing information—and learning—differently than they did just a few years ago. Most are looking for answers outside of traditional training and development channels. For example:



# COLLABORATIVE

Learners are also developing and accessing personal and professional networks to obtain information about their industries and professions.



# EMPOWERED

Rapid change in business and organizations means everyone needs to constantly be learning. More and more people are looking for options on their own because they aren't getting what they need from their employers.



organisations integrating Six Sigma practices in their businesses, dealing with management change is becoming even difficult with each passing day. The industrial growth scenario is such that, there is a huge demand for 'change' that has to be brought about within all the fragments of the society. However, there is resistance from various sides. It is a huge challenge for the HR to curb those resisting forces and finally implement new organisational changes.

## 5. Developing work ethics

With the global economy undergoing ups and downs, India also has to bear the brunt of the same somewhat, if not to a greater extent. Employee morals and loyalty are being tested almost every day. In such trying times, it is becoming rather difficult for the HR management to ensure proper development of work ethics. Re-instilling values like empathy, work-ethics, respect for the weak and elderly are becoming a matter of concern for all—even to HR personnel within organisations.

## 6. Developing and nurturing accountability

Since the invention of Six Sigma methodologies, the tolerance levels in organisations for errors and major mistakes have gone down considerably. It is a challenge which HR management in India is facing like its global counterparts. It is not easy to train people to shoulder responsibility.

## 7. Managing workforce stress and employment relations

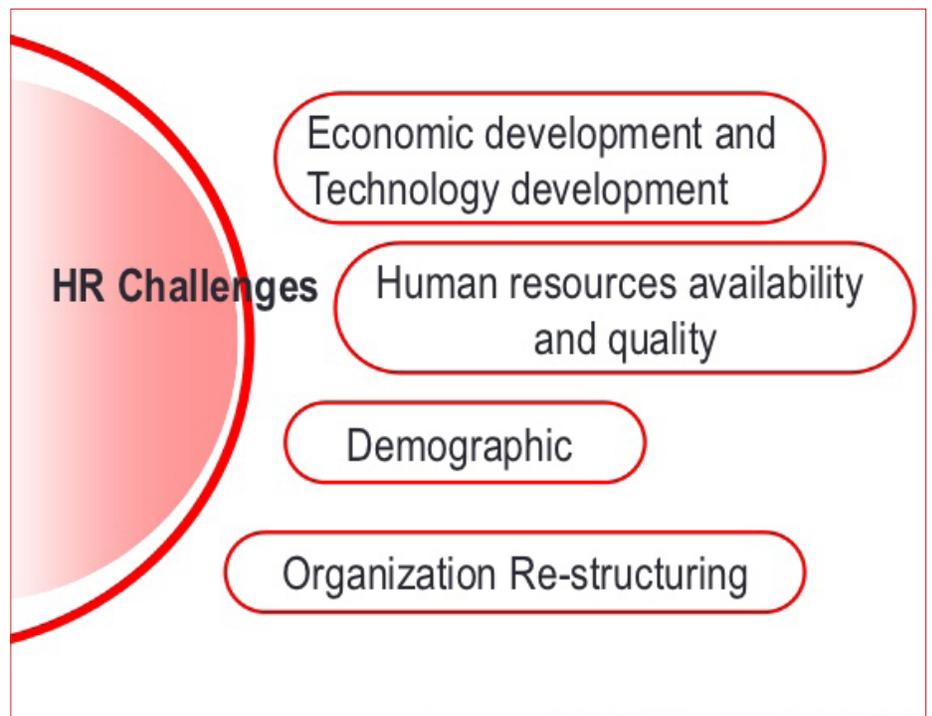
HR management is the face of an organisation. They not only hire

people but also ensure that they nurture employees, so that the latter chooses to remain with an organisation for a longer period of time. If the HR management is not empathetic towards its workforce, then, it does not help in employee relations. This fact is fast becoming a challenge for all HR communities in India in the present times.

## 8. Managing workforce diversity

With globalisation and India's economy witnessing an accelerated growth, organisations are now forced to depend on hiring people from all kinds of backgrounds, ethnicities and even countries. Needless to say, that this has led to a completely new dimension to workplace diversity. Managing a diverse workforce is truly a demanding task for HRM in India in the present times.

The above mentioned HR challenges are something that the HR community in India really needs to sort out. However, there are other challenges such as retrenchment and downsizing in certain industries



such as the BPO, finance and PSUs where the HR has to be pretty strong enough.

**Have a Great HR day!**

**Readers are requested to send their management related questions.**

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

**Send your questions to:  
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# Carrot and Stick or others, What Really Motivates Employees ?



**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.*

Once you get the “right talented persons in your team”, a leader’s job is to keep them there by figuring out the elixir of intrinsic motivation. Despite overwhelming evidence that traditional methods including a carrot (reward) and stick (reprimand) approach is not effective, an incredible number of companies still waste time and energy on such methods. While increasing pay does not necessarily equate to highly motivated employees, if the basics (fair pay and working conditions and job security) are not in place, employees would not be motivated no matter what you do.

Few things to keep in mind (that fits with Pink’s revised motivation theory) to motivate employees are listed below.

**1. Autonomy** – provide employees with autonomy over some (or all) of the four main aspects of work:

- **When they do it (time)** – Consider switching to a ROWE (results-only work environment) which focuses more on the output (result) rather than the time / schedule, allowing employees to have flexibility over when they complete tasks.
- **How they do it (technique)** – Do not dictate how employees should complete their tasks. Provide initial guidance and then allow them to tackle the project in the way they see fit rather than having to follow a strict procedure.
- **Whom they do it with (team)** – Although this can be the hardest form of autonomy to embrace, allow employees some choice over who they work with. If it would be inappropriate to involve them in the recruitment / selection process, instead allow employees to work on open-source projects where they have the ability to assemble their own teams.

Flexible Work Arrangement	Results-Only Work Environment
Permission required	No permission needed
Limited options—inflexible	Unlimited—fluid
Management controlled	Employee managed
Requires policies/guidelines	Requires accountability/clear goals
Focus on “time off”	Focus on “results”
High demand/Low control	High demand/High control



- **What they do (task)** - Allow employees to have regular 'creative' days where they can work on any project / problem they wish – there is empirical evidence which shows that many new initiatives are often generated during this 'creative free time' – allow employees to become better at something that matters to them.

and understand the organisation's purpose and goals and not just its profit goals. Employees, who understand the purpose and vision of their organisation and how their individual roles contribute to this purpose, are more likely to be satisfied in their work.

## 2. Mastery

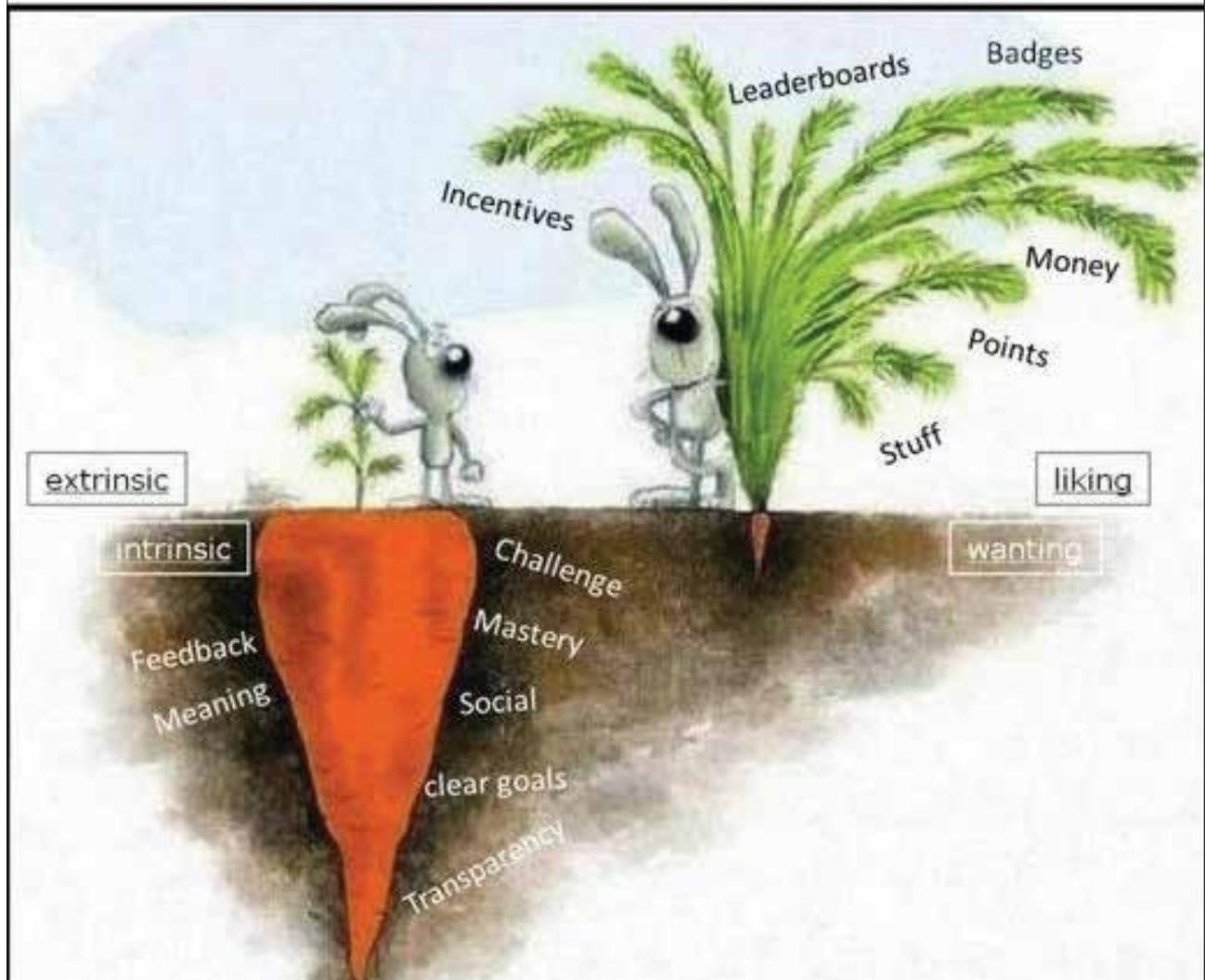
Create an environment where mastery is possible to foster an environment of learning and development. Four essentials are required – autonomy, clear goals, immediate feedback and Goldilocks tasks. Pink uses the term "Goldilocks tasks" to describe those tasks which are neither overly difficult nor overly simple – these tasks allow employees to extend themselves and develop their skills further. The risk of providing tasks that fall short of an employee's capabilities is boredom, and the risk of providing tasks that exceed their capabilities is anxiety.

## 3. Communicate the purpose

Take steps to fulfill employees' natural desire to contribute to a cause greater and more enduring than themselves and also make sure that employees know



# Gamification



### Emphasis

- When there is an important idea, it should be expressed with emphasis. In speech people use various ways for this purpose, such as speaking loudly, or slowly, saying very short sentences, or using a gesture. In writing there are also ways for placing emphasis on sentences or words that should be emphasized.

## 4. Place Equal Emphasis

Organisational and individual goals should the focus on purpose as well as profit. Many successful companies are now using profit as the catalyst to pursuing purpose, rather than the objective and talk about the organisation as a united team by using words such as “us” and “we”. This naturally will inspire employees to talk about the organisation in the same way and feel a part of the greater cause.

## 5. Motivated leadership

If leadership is not motivated, it is pretty impossible to have motivated employees. If your organization is suffering from a motivation problem, be sure that your company and leadership are sufficiently motivating to inspire its employees. If not, it is time to reignite the passion.

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# Quality Circle Organisation



Jayprakash B. Zende

Consultant in employee  
involvement  
& freelance trainer

Quality Circle is not only philosophy but backed by step by step method to convert this philosophy into actual life with a proper organization for this conversion. Therefore it is very important to get familiarised with organization required for Quality Circle Activity.

Top management must accept this philosophy as a institutional goal and formulate steering Committee, Secretariat or coordinating agency to take this activity down the level through facilitators and group leaders to the members. Also monitor the progress and its effect on non member employee of the organization. The member and the leader selected by members constitute the basic structure of a Quality Circle. They have certain clearly defined responsibilities for smooth functioning of Quality Circle. However the effective functioning also requires support, assistance and guidance from the organization on the continuous basis and systematic manner. For this an *organization must have a system of managerial personnel*. Let us understand the duties of various functionaries in the system.

## Executive Committee

Top management, Chairman and Directors of a large organization has an important role to play in implementing Quality Circle concept in the organization and nurture it. They approve the program and offer basic guidelines.



## Quality Circles (India)

- 1980: BHEL, Hyderabad first in India to start Quality Circles
- 1982: Quality Circle Forum of India (QCFI) was founded
- 1983: Tata Motors (formerly Telco) started Quality Circles, by 1985 they had more than 400 Circles
- 1985: BHEL had 1411 Circles covering around 13362 members

The primary role of the top management is:

- Convey to all employees of the organization its commitment to the concept of Quality Circle.
- Extend visible support to the movement by way of attending major functions.
- Enunciate Quality Circle policy.
- Close monitoring the progress of movement.
- Set an example for others to follow.

### Steering Committee

Is there an apex body at the highest level of the organization which oversees the Quality Circle programme and acts as an advisory body? They form broad policies and operational guidelines for healthy functioning of Quality Circle. It usually consists of the chief executive of the organization and head of major functions.

The primary role of the Steering Committee is:

- Formulate the policy guidelines for the healthy functioning of the circles.
- Providing ideological and functional support to Quality Circle activities.
- Take decisions on important quality circle recommendations which

fall outside the power of the other levels of management.

- Sanction the Quality Circle budget.
- Meet regularly once in two or three months as convened by the secretary.

### Coordinating Agency (Secretariat)

Coordinating agency organizes the activities of the circles through the organization. Care should be taken to involve many people in the body. Making the movement centered around one person would be detrimental to the substance of Quality Circle. Initially someone who is committed to the concept, interested and dynamic should be given the charge.

The primary role of the Coordinating agency is:

- Keeps record of the number of circles, through a system of central registration of circles as and when they are formed; frequency of management presentations made, type of problems solved and such other criteria governing the level of activities to all the circles.
- Ensures the availability of common facilities to all the circles.
- Promotes communication among circles. Facilitators and others who are not directly involved in quality circle activities.
- Organise appreciation / awareness programs

## PRINCIPLES OF QUALITY CIRCLES

Employees want to do a good job.

Employees want to be recognized as intelligent and interested who like to participate in decision making issues.

Employees want to be better informed about organizational goals and problem.

Employees want recognition and responsibility and a feeling of self esteem.

## Objectives of Quality Circles

- Promote job involvement
- Create problem solving capability
- Improve communication
- Promote leadership qualities
- Enhance quality
- Inspire more effective team work
- Build an attitude of problem prevention
- Promote cost reduction
- Improve productivity
- Reduce downtime of machines and equipment
- Increase employee motivation

for the management, unions and employee and application training programs for quality circle members and other functionaries.

- Organise top management presentations.
- Prepare quality circle budget for the approval of steering committee.
- Convene the steering committee meetings and assist it in providing support to quality circle.
- Keeps liaison with external organization for sending quality circle teams for case study presentations, participation in seminars, conventions etc.,
- Publishes achievements of quality circles through newsletters and similar media and ensures recognition.

## Facilitator

The function of the facilitator in Quality Circle is same as that of catalyst in a chemical reaction. He hastens the reaction, fastens the reaction and gives motion to the reaction. Facilitator is a key functionary in supporting structure whose role is vital for success of quality circle activities. He would be a management representative who works closely with a few quality circles in a given area, helping them to function effectively. He must have the qualities of a coordinator, canceller, leader, guide and teacher.

The primary function of the facilitator is:

- Act as a link between circle and rest of the organisation.

- Demonstrate management commitment and support.
- Provide necessary facilities.
- Ensure leaders and members are trained.
- Arrange management presentations.
- Prepare team for presentations.
- Help quality circles to prepare for management presentations.
- Ensure high morale of the teams.
- Attend meetings as observer.
- Promote and be a catalyst of Q.C. philosophy.

## Leader

The leader is selected from the members, by the members themselves. The leader is not the 'boss' but he is a 'first among the equals who is responsible for the effective functioning of the circle and for involving all the members in its activities. The leadership should be rotated amongst all the members over the period of time preferably after completion of project to give a chance to all members to develop leadership qualities and abilities. Deputy leader position is also desirable to help leader and who can also take care of circle during leader's absence.

The primary function of the Leader is:

- Ensure regularity of meetings.
- Take facilitator's help.
- Ensure members' training.
- Maintain records.
- Maintain cohesiveness.
- Involve every member.
- Be a link between members and management.
- Take facilitator's help.
- Inform the authorities concerned.

## Member

Member is basic ingredient and life blood of Quality Circle. After joining this voluntary activity members must accept certain responsibilities and perform following functions.



- Participate actively.
- Be effective member of team.
- Take part in presentations.
- Maintain team spirit.
- Have a positive attitude

### Non-member

Quality Circle members and organization should give due consideration to non-members also. The projects implemented or the improvements carried out by quality circle members have to be followed by non-members also. Hence non-members also should be taken in confidence and their feeling, attitude should be tackled appropriately. The other important point is that ultimately our goal is to make all members of the organization as quality circle members. Non members could be invited to some of quality circle meetings and presentations which will motivate them to join quality circle activity.

The primary function of the Leader is:

- Attend all the quality circle meetings.
- Learn the problem solving techniques.

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# Unusual Hindu temples and their mysterious powers!



## Virupaksha Temple

The Virupaksha Temple in the city of Hampi in India started out as a small shrine and grew into a large complex under the Vijayanagara rulers. It is believed that this temple has been functioning uninterruptedly ever since the small shrine was built in the 7th century AD which makes it one of the oldest functioning Hindu temples in India. The largest entrance tower of the temple is 50 meters high.



## Shani Shignapur

Shani Shignapur is a village located about 35 km from Ahmednagar of Maharashtra. This village is known for its popular temple of Shani, the epitome of Hindu god of the planet Saturn who is worshipped with supreme reverence and devotion. The uniqueness of this small village is that none of the houses in this village has doors for safety. The people here believe that it is the blessing of the god that no crime ever happens in this village.



## **Karni Mata Temple**

Karni Mata Temple otherwise known as the rat temple is in a small town of Deshnok in Rajasthan. The temple is dedicated to Goddess Karni, an incarnation of Goddess Durga. As per the legend, when her youngest son drowned, she asked Yamraj (the god of death) to bring him back to life. When Yamraj denied her request, she herself brought her son back to life and proclaimed that none of her family members would die and they would in fact incarnate in the form of rats. The temple dates back to 15th century and was built under Maharaja Ganga Singh's rule of Bikaner. Temple houses around 20,000 rats that are fed, protected and worshipped. Rats can be seen here eating from huge metal bowls of milk, sweets and grains, the leftovers of which are offered to the visitors. A glimpse of white rats (believed to be manifestations of Karni Mata herself and her four sons) is considered auspicious and fruitful.



## **Stambheshwar Mahadev (The Disappearing Temple)**

Stambheshwar Mahadev Temple is situated about 40 miles from Vadodara in the small town of Kavi Kamboi of Gujarat. It is located within the Bay of Khambhat in the Arabian Sea. This temple of Lord Shiva can only be visited during the low tide hours. In the hours of high tides it remains mostly submerged. People flock this temple in large numbers to witness the event of submerging or reemerging of the temple from the sea.



## Floating Stones of Rameshwaram

Located on Pamban Island, and separated from the Indian mainland by the Pamban Channel, the little town of Rameshwaram has great significance in Hindu mythology. It is from here that Rama is believed to have built a bridge across to Lanka to rescue Sita. Stones used to build this bridge had Rama's name engraved on them and they never sank in water. The curious fact is that such 'floating stones' are still found around Rameshwaram!



## Hanging Pillar of Lepakshi temple

The small historical village of Lepakshi is home to many ancient relics and architectural marvels. One of them is the Hanging Pillar of the Lepakshi temple. Amongst the 70 pillars of the temple, one hangs without any support! Visitors pass objects under the pillar to check if the claim is true. According to locals, passing objects under the pillar brings prosperity to one's life.

Source: [www.speakingtree.in](http://www.speakingtree.in)

# Gurgaon-based startup files 3 patents in the US. Here's what it does...

Three patents have been filed by a Gurgaon-based surface transport logistic provider 'Rivigo' in the US for algorithms created by it. This is a rare instance when an Indian startup has filed a patent in the US.

Indian startups claim to spend millions on Research and Development but very few of them have filed for patents so as to protect the various technologies they developed in-house. In December last year, digital payments platform Freecharge had filed for patent for its authentication solutions, termed as 'On The Go Pin,' which is aimed at making both online as well as offline transactions faster, by cutting the delay caused in receiving the OTP through text message.

Rivigo has come up with an algorithm that deals with managing fuel efficiency and pilferage, availability of drivers in the relay system, and loading plans to help reduce damages to products carried by its trucks.

"We have created very sophisticated technologies that have tried to solve multiple problems that currently exist. The algorithms allow us to get the most accurate fuel value, calibrate our fuel sensors and to detect pilferage. They take into account factors such as whether the

vehicle is running or not, whether the ignition is off, or even when the network is down, and data may not have come in as yet," Hemant Khandelwal, chief technology officer at Rivigo told ET.

There are two other technologies for which patent have been filed by the company. One technology takes in account the geo-location and behavioural data to ensure the most suitable drivers are available for the truck run to go off smoothly. The other one is a 3D loading plan that ensures minimum damage to products being transported.

With company filing patents, it is quite clear that it is trying to get into lucrative American market, and possibly licensing the same, providing it an additional revenue stream.

"The solutions we are working on are globally applicable. At the right time in the future, we would aspire to take our offerings global. As we do, we want to protect our interests and that is why the need to file patents outside India," said Deepak Garg, CEO of Rivigo.

*Courtesy: <http://www.businessinsider.in>*



# Reverse Mortgage



**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, Welingkars, IBMR-IBS, ICAI etc. In the field of education, he consults with RAK Medical University, UAE and has helped them set up their Performance Management Systems. He has presented papers on various management subjects in national and international conferences. He is on the board of several manufacturing companies in Bangalore.*

**I**ndian demographics is visibly changing and the emerging trends firmly draw the following contours:

1. Life expectancy is increasing in India and it is common to witness people living till late 80's.
2. Joint family system is breaking up and old people are left to fend for themselves.
3. Unlike in the western countries, Indian government or the society is not geared up with infrastructure like old age home and geriatric care.

## How does reverse mortgage work?

When the home is pledged, its monetary value is concluded by the bank, depending upon factors such as , the demand for the property, current property prices, and the condition of the house. The bank, then disburses a loan amount to the borrower in the form of periodic payments, after considering a margin for interest costs and price fluctuations. The periodic payments for reverse mortgages, are also and very well and commonly known as reverse EMI . These are received by the borrower over fixed loan tenure.

## This Risks

**If used improperly, reverse mortgages can be dangerous!**

- Complex product, borrowers need to be educated prior to closing
- Negative amortization can severely reduce or eliminate any home equity
- Adjustable interest rates when borrowers receive monthly disbursements, which create volatility.

**To reduce the risks associated with these loans, it's important to understand how they work.**

# What is Reverse Mortgage?

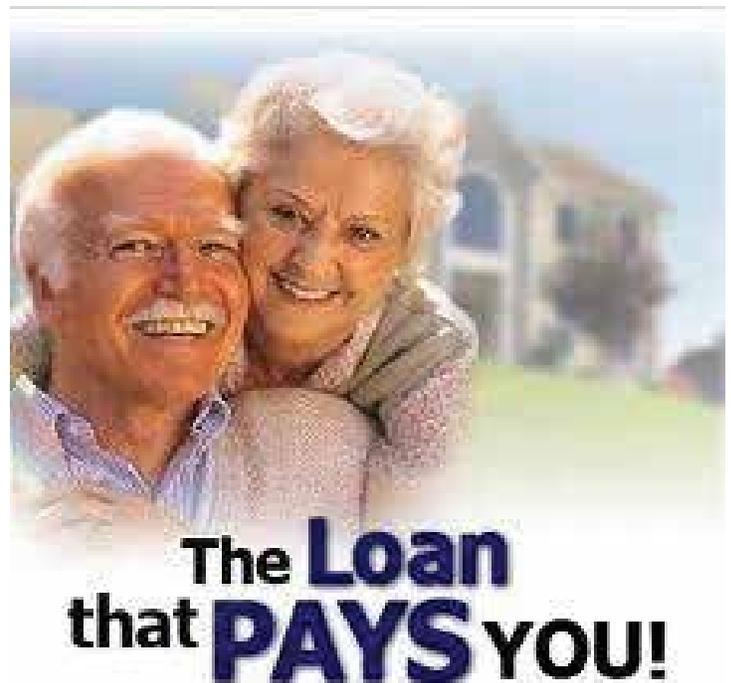
In simple words, under a reverse mortgage scheme any individual can mortgage his/her residential house to any financial institution which in turn pays a fixed installment at a defined rate of interest. The first phase of this scheme was Reverse Mortgage Loan where payouts are generally for 5-20 years. On completion of the term or early death the borrower or the legal heir can claim the house by repaying the loan.



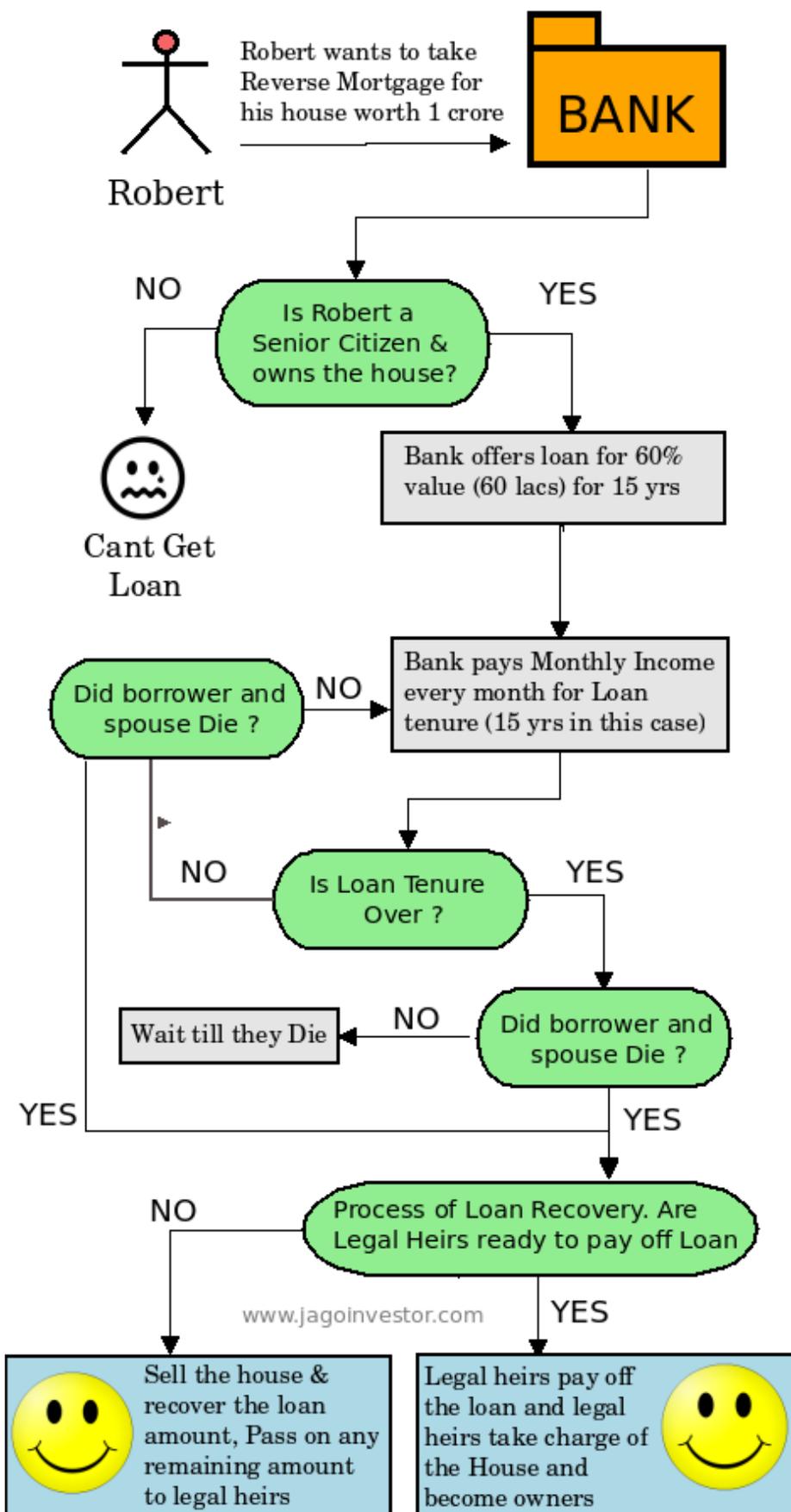
4. Social stigma is entrenched in the society that old homes are seen as place for the neglected, with no dignity.
5. Not even Government jobs offer pension to enable the old to fend for themselves economically.
6. The old generation has house which is the largest component of their wealth and their liquidity is meager considering the escalation in living cost and medical care.

Given these realities, the popularity of reverse mortgage is sure to surge in India, predict financial experts.

Conceptually, Reverse Mortgage seeks to monetize the house as an asset and specifically the owner's equity in the house. The scheme involves the Senior Citizen mortgaging the house property to a lender. On mortgaging the asset, the lender makes periodic payments to the borrower during the entire life time of the borrower.



# How Reverse Mortgage Works ?



The Senior Citizen borrower is not required to service the loan during his lifetime and therefore does not make monthly repayments of principal and interest to the lender. On the borrower's death or on the borrower leaving the house property permanently, the loan is repaid along with accumulated interest, through sale of the house property. The borrower(s) / heir(s) can also repay or prepay the loan with accumulated interest and have the mortgage released without resorting to sale of the property.

In India, Reverse Mortgage Loans (RMLs) are extended by Primary Lending Institutions (PLIs) viz. Scheduled Banks and Housing Finance Companies (HFCs) registered with NHB or any other class of institutions as may be notified by Government of India.

Reverse mortgage is generally available for people of the following profile even though individual PLIs have their own set of conditionalities:

- For Senior Citizen of India above 60 years of age
- For married couples where at least one is above 60 years and the other not below 55 years.
- For self acquired owners of house or apartment located in India, with clear titles of ownership.
- For properties with no encumbrances.
- For properties having residual life of at least 20 years.

The amount of loan will depend on market value of residential property, as assessed by the PLI, age of borrowers and prevalent interest rate.

The nature of payment is mutually accepted and can be monthly, quarterly, half-yearly, annual with a maximum cap (currently at Rs 50,000). PLIs

# REVERSE MORTGAGE

also may make a lump sum payment to meet medical exigencies.

As far as settlement of loan is concerned, the loan becomes due for payment when the last surviving borrower dies or would like to sell the house or permanently move out. Borrower's heirs are provided the first right to settle the loan along with accumulated interest, without the sale of property. If the heir is not in a position to pay up the loan, the house is put up for sale and the balance surplus after settlement of loan and accrued interest is paid to the heir.

Although reverse mortgaging is not very popular in India as yet, it is only expected to catch the attention once the demographic changes mentioned above are firmly in place.



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# How Social Media Benefit Youth?

## What are the positive aspects of engaging in social media?

The positives of social media:

### Education:

- Teachers are able to easily collaborate and communicate with students and one another.
- Students have easy, free access to resources online to help them learn.
- Grades improve and absenteeism is reduced.
- 59% of student users report that they use social networking to discuss educational topics and 50% use the sites to talk about school assignments.

### Politics:

- Voter participation is increased. Facebook users said they are more likely to vote if they see that their online friends did. During the elections of 2010, users who visited Facebook more than once a day were 2.5 times more likely to attend a



political rally or meeting and 43% more likely to say they will vote.

- Social media facilitates political change: Online networks give social movements a quick, cheap method of disseminating information and mobilizing people.

### Awareness/Being Informed:

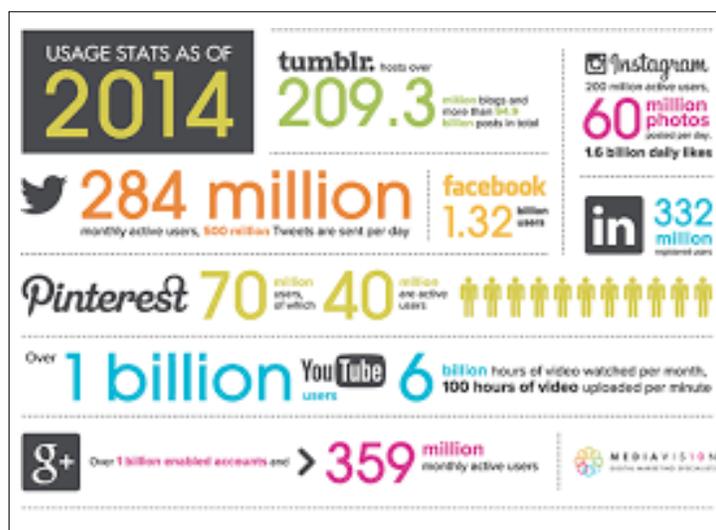
- 27.8% of Americans get their news online. (28.8% get it from newspapers and 18.8% from radio.)
- Information spreads faster online than any other media. More than 50% learn about breaking news on social media.
- Social networking provides academic research to everyone with online access, allowing people access to previously unavailable resources.
- Social media sites inform and empower individuals to change themselves and their communities.

### Social Benefits:

- Social media allow people to communicate with friends and this increased online communication strengthens those relationships. 52% of online teens say social media have helped their friendships. 88% say being online helps them stay in touch with friends they don't see regularly.
- People make new friends. 57% online teens report making new friends online.

### Job Opportunities:

- Great for professionals for marketing, connecting, and finding business opportunities.
- Employers find employees and unemployed find work. 89% of job recruiters have hired via LinkedIn, 26% via Facebook, and 15% via Twitter.





- Social media sites have created thousands of jobs and new avenues of income.

## The Expectation of Fame and the Importance of Being "Liked"

### How Social Media are Detrimental to Youth?

## What are the negative aspects of engaging in social media?

The negatives of social media:

### A Detriment to Work and/or School:

- Enables cheating on school assignments.
- While grades did improve for light users, the grades of students who are heavy users of social media tend to suffer. One study shows that student users have an average GPA of 3.06 while non-users have an average GPA of 3.82.
- For every 93 minutes over the average 106 minutes spent on Facebook daily, college students' grades dropped .12 points.
- Another study showed that students who went online while studying scored 20% lower on tests.
- Possible negative effects on college admission: 35% of admissions officers scan prospective students' social media and report discovering information that affects their admissions decision.
- Social networking sites harm employees'

productivity. 51% of users aged 25-34 checked social media at work.

- Using social media can harm employment and prospects. Job recruiters check a prospective employee's social media accounts, and things like profanity, poor spelling or grammar, racism, sexism, poor health, references to alcohol or drugs, and sexual and religious content can all count against you.

### Lack of Privacy:

- People, especially the young, are often too open and public with personal information when online. Most don't read privacy policies and may be unaware that their information may be used by third parties, like advertisers, insurance companies, and the IRS. 21% of teens believe it is safe and harmless to post personal information, including photos.
- Exposure to corporate and governmental intrusions. The US Justice Department intercepts thousands of pieces of information from email and social networking activity per year.
- The IRS trains agents to scan social media for information that can help them resolve taxpayer cases.
- Insurance companies use information gleaned from social media, as well. If you have "liked" a medical-related page or a post about a health condition, that information is sometimes used by insurance companies to determine eligibility and raise rates.
- Online advertising policies are an invasion of privacy. If you "like" a brand, you're giving that company access to your personal information.

### Users Vulnerable to Crime:

- Social networking sites allow hate groups to



recruit and distribute propaganda online.

- Unauthorized sharing and copyright infringement threatens intellectual property and causes loss of income.
- Security attacks such as hacking, identity theft, phishing scams, and viruses are common online. 68% of users share their real birth date, 63% share the name of their high school, 18% share their phone number, 12% share a pet's name: This information might be used in identity theft.
- Criminals use social media to commit crimes. Robbers know when you're away from your home on vacation and stalkers get information about your whereabouts via social media.
- Sexual predators find, stalk, and assault victims through social media.
- Sexting (texting sexual content) can be a big problem. When teens post sexy photos or comments online, it can lead to criminal charges and child pornography. 88% of "private" sexual

images posted to social media are stolen and publicly posted on porn sites without the subject's knowledge.

- Security attacks such as hacking, identity theft, and viruses and exposure to phishing scams are common via social media.

### Social Detriments:

- Cyber-bullying (the use of electronic communication to bully someone, usually by sending intimidating or threatening messages) is commonplace online, causes emotional trauma, and sometimes even leads to suicide. 49.5% of students reported victimization by bullying online and 33.7% admitted to online bullying. A 2012 study found that at least 800,000 minors had been harassed on Facebook. Middle school children who experienced cyberbullying were almost twice as likely to try to kill themselves.
- According to one report, 15% of adult users said that something that happened online caused a friendship to end. 12% of adult users said something that happened online caused a face-to-face argument, and for 3% of adults it turned into a physical confrontation.
- Extensive online engagement is correlated with personality and brain disorders like poor social skills, ADHD, narcissistic tendencies, a need for instant gratification, and addictive behaviors and other emotional distress like depression, anxiety, and loneliness.
- Less time for face-to-face interaction with loved ones. 47% of 18-34-year-old users reported using social media or texting during meals. 10% of people younger than 25 reported checking their phones and social media during sex.
- Children at higher risk for depression, low self-esteem, and eating disorders and



# What is social media?



**Social media** refers to the means of interactions among people in which they create, share, and exchange information and ideas in virtual communities and networks.

more prone to feeling isolated and disconnected (especially youth with disabilities).

## **Misinformation:**

- Enables the spread of false rumors and unreliable information: 49.1% of users have read false news on social media.
- Encourages amateur medical advice and self-diagnosis of health problems, which can be dangerous and life-threatening.

## **Advertising:**

- Studies have shown that sites such as Facebook influence you, via advertisements, to spend more money.
- Advertisers gain all kinds of personal information about you via your social media, information they use to persuade you to buy their product.

## **A Waste of Time:**

- When alerted to a new post or tweet, it takes about 20 to 25 minutes for the average user to return to their original task. 30% of the time it takes two hours for the user to return to their original task.

## **The Bottom Line: Are Social Media Taking Over?**

Paradoxically, social media sites can make us not only more capable but also more inept. We sometimes share too much with too many, and we have to be conscious of that. Overall, we have to be careful and caution when approaching these things.

In this day and age, we are pressured 10 different ways as far as our beliefs and opinions are concerned. Are having our own thoughts or are we so influenced by external phenomenon that we believe everything we see online?

In many cases it is clear that social media have become not only part of people's lives but the things their lives revolve around. We see people checking smartphones every two minutes, looking for the latest tweet or status update. It's important yet difficult to retain the attitude that these sites may be useful, but that's all they are—tools, not lifestyles.

*Source: <https://turbofuture.com/internet/effects-of-social-media-on-our-youth>*

# Your neighbourhood samosawala may be earning Rs. One lakh a month...

The Black money declaration scheme by the government has yielded some hundred crores in terms of revenue. Recent IT department raid in Mumbai has revealed that some of the pav bhaji sellers have Rs 50 crore-worth of properties.

Eating street foods in India has earned the country multiple laurels in the global front in terms of quick bites. While samosa and pakora can be considered a staple diet during evening in many Indian households, you have often felt pity on the man who sells it. Most of the time we tend to believe that samosa sellers in India are poor. Not only so, you must have noticed that some good-at-hearts wouldn't take back change of balance just to make the street food hawker earn a little extra. But do you know that many of them actually don't like that and they feel insulted. The reason behind this is, as many as 45% of street food vendors (including samosa wala, jalebi wala around your neighbourhood) just don't have a self-esteem but earn almost a lakh of rupees every month.



A Quora post detailing the income of the street food sellers would shock you, if you aren't aware of the profits they make. A Quora user had met a Samosa wala in a local train in Mumbai's Dadar station. Chitchatting for sometime, the person inquired about his income, if he is happy with the job. The samosa wala, who sells samosa in the office colonies of West Mumbai sells 4000 samosa a day. Each samosa earns him a profit of Re 1. Apart from that he sells vada pav, noodles pakora and some other fast food. Let me mind you, before the government's scheme of wealth declaration, most of them wouldn't have paid tax. Imagine this man was making Rs 80000-1 lakh a month.

While this may sound like an isolated story, other Quora users have found that most reputed kebab sellers of Chandni Chowk in Delhi earn not less than Rs 10000 profit each day. Even forget about Chandni Chowk where most people love to dine, you must have come across the shikanji (lime water) sellers below the metro stations in Delhi and NCR. During peak summer, most of them earn Rs 1500- Rs2000 a day.

The most reputed breakfast in Delhi and UP, chhole batore would make you feel hungry at anytime of the day. If a Quora report is to be believed, many of them sell some 500 plates of chhole batore all through the day. They earn no less than Rs 1.5 lakh a month.

One such snacks seller in the College Street area of Kolkata earns Rs 1 lakh to Rs 1.2 lakh a month just by selling chicken pakora, fish finger and cutlets. Talking to one of the pakora sellers, we found that earning profit in non veg items are easier than veg. That's because most non vegetarian items expensive and there is no hard a fast rule about how much quantities of ingredients you need to add.

Do keep in mind that not all samosawalas earn the same. Have a samosa every week, pay on time and let the economy flow.

*Courtesy: <http://www.businessinsider.in>*

# HUMOR

**WHAT DO  
PEOPLE DO  
WITH ALL THE  
EXTRA TIME  
THEY SAVE BY  
WRITING "K"  
INSTEAD OF  
"OK"?**

When I find it,  
**I don't need it.**

When I need it,  
**I can't find it.**



When you're stressed,  
You eat ice cream,  
cake, chocolate  
and sweets.

Why?

because  
stressed  
spelled

backwards is desserts.



Square box, round pizza,  
triangle slices.



...I'M  
**CONFUSED!**

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