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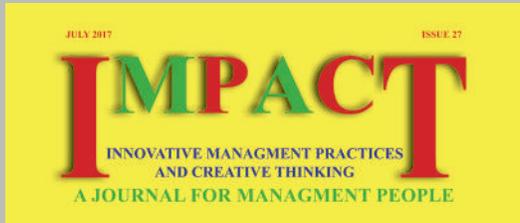
IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE



GST's
impact...



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With Greetings from Impact



Dear Readers,

Our readers over the two years and more would have observed that IMPACT has no political affiliations and we try to give what will improve upon the INNOVATIVE MANAGEMENT PRACTICES AND CREATIVE THINKING.

In the process, we do write and express our opinions on the happenings around us.

As of today most talked about and discussed subject in India is the “Goods and Services Tax”! Some say, this will revolutionize India. Some say, this has many pitfalls for small traders; Big industrialists only can thrive. With its multi-dimensional impact, naturally one cannot expect it to be wholly flawless, or one need to find only flaws in it.

We have to wait for some time to find out the effects of the SGST/CGST for different strata of the Society.

This issue of IMPACT carries interesting write-ups on different topics of interest to our esteemed readers.

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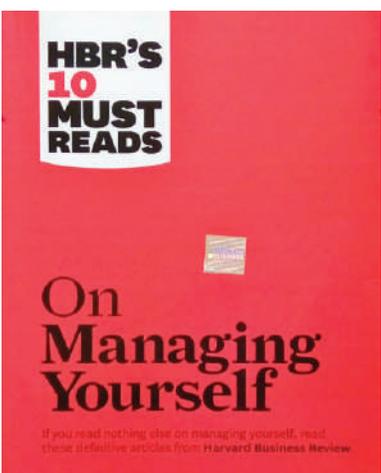
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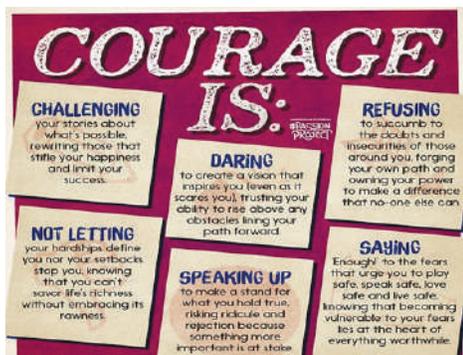
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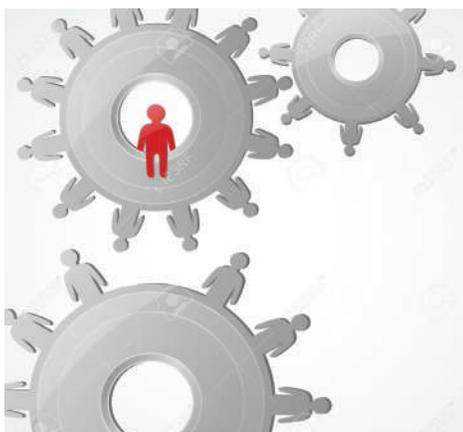
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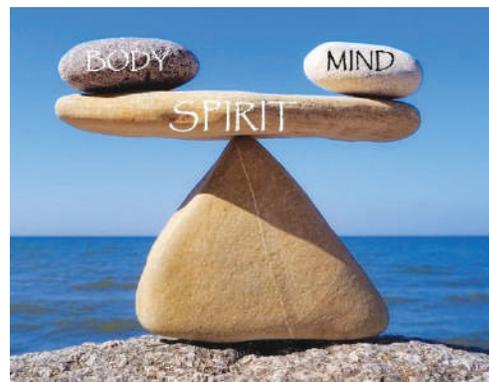
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Sri Ramanuja's Philosophy

Our holy Motherland-India that is Bharath, having a hoary culture is based on centuries old sound religious philosophy, principles and practices.

Basic pillars of HINDUISM are three philosophical expositions made by three of the greatest Saints whom Hindus revere as Acharyas.

Sankaracharya, Ramanujacharya and Madhwacharya are the three who expounded Adwaitha, Visishtadwaitha and Dwaitha respectively.

Since the world is celebrating the 1000th anniversary of Shri Ramanujacharya, we have been presenting an article on him from our May 2017 issue and here is the third in the series.



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 Aksharamananmalai. He is connected with the publication of the Management e-journal Impact. He was formerly the Deputy zonal Manager, LIC of India.

Ramanuja and Vishishtadvaita Vedanta

Rāmānuja born in the holy place called Sriperumpudur in Tamilnadu in 1017 and attained heavenly abode in 1137 was the most influential philosopher in the Vishishtadvaita tradition. As the philosophical architect of Vishishtadvaita, he taught qualified non-dualism. Ramanuja's teacher, Yadava Prakasha, followed the Advaita monastic tradition. Tradition has it that Ramanuja disagreed with Yadava and Advaita Vedanta, and instead followed Nathamuni and Yāmuna. Ramanuja reconciled the *Prasthanatrayi* with the theism and philosophy of the Vaishnava Alvars poet-saints. Ramanuja wrote a number of influential texts, such as a bhashya on the *Brahma Sutras* and the *Bhagavad Gita*, all in Sanskrit.

Ramanuja presented the epistemological and stereotypical importance of bhakti, or the devotion to a personal God (Vishnu in Ramanuja's case) as a means to spiritual liberation. His theories assert that





Hailing Srivaishnava saint Sri Ramanujacharya as a spiritual social reformer, Tirumala Tirupati Devasthanams Executive Officer D. Sambasiva Rao said the saint succeeded in preaching equality and fraternity bringing about great transformation in society. On the occasion of 'Ramanuja Sahasrabdi Jayanti' fête, Mr. Rao garlanded the life-size statue of Sri Ramanujacharya in Tirupati.

Speaking to the media, Mr. Rao said Sri Ramanujacharya, who is believed to be the incarnation of Adishesha, took up the mission of bringing everyone onto a single devotional platform with his spiritual ideologies.

'United everyone'

"In those days, there were many religious and social disparities, but Sri Ramanuja dedicated his life in uniting everyone with Sri Vaishnava Tatva," he added. Mr. Rao said the saint had a great bond with Tirupati and Tirumala as he developed the Sri Govindaraja Swamy temple and revived all 'kainkaryams' in the Srivari temple.

"As a mark of respect on his millennial birth anniversary, we have organised ratha yatras, Srinivasa Kalyanams in all Sri Vaishnava Divya Desams for a year starting from May last," he said.

(TO BE CONTINUED)

there exists a plurality and distinction between Atman (soul) and Brahman (metaphysical, ultimate reality), while he also affirmed that there is unity of all souls and that the individual soul has the potential to realize identity with the Brahman. Vishishtadvaita provides the philosophical basis of Sri Vaishnavism. Ramanuja was influential in integrating *Bhakti*, the devotional worship, into Vedanta premises.

A social reformer, Ramanujacharya opened the doors of philosophy and temples to the common man extricating the hold of a particular section of the society as per the practices in vogue at that part of the era. That requires a conviction and the spirit. Swimming against the tides is difficult but those who want to, can!

Strategies to Manage Toxic in Team

We all know that Toxic people defy logic. Some are blissfully unaware of the negative impact that they have on those around them, and others seem to derive satisfaction from creating chaos and pushing other people's buttons. Either way, they create unnecessary complexity, strife, and worst of all stress.

Whether it is negativity, cruelty, the victim syndrome, or just plain craziness, toxic people drive your brain into a stressed-out state that should be avoided at all costs.



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.

Studies have long shown that stress can have a lasting, negative impact on the brain. Exposure to even a few days of stress compromises the effectiveness of neurons in the hippocampus—an important brain area responsible for reasoning and memory. Weeks of stress cause reversible damage to neuronal dendrites (the small “arms” that brain cells use to communicate with each other), and months of stress can permanently destroy neurons. Stress is a formidable threat to your success—when stress gets out of control, your brain and your performance suffer.

Most sources of stress at work are easy to identify. It is the unexpected sources of stress that take you by surprise and harm you the most.

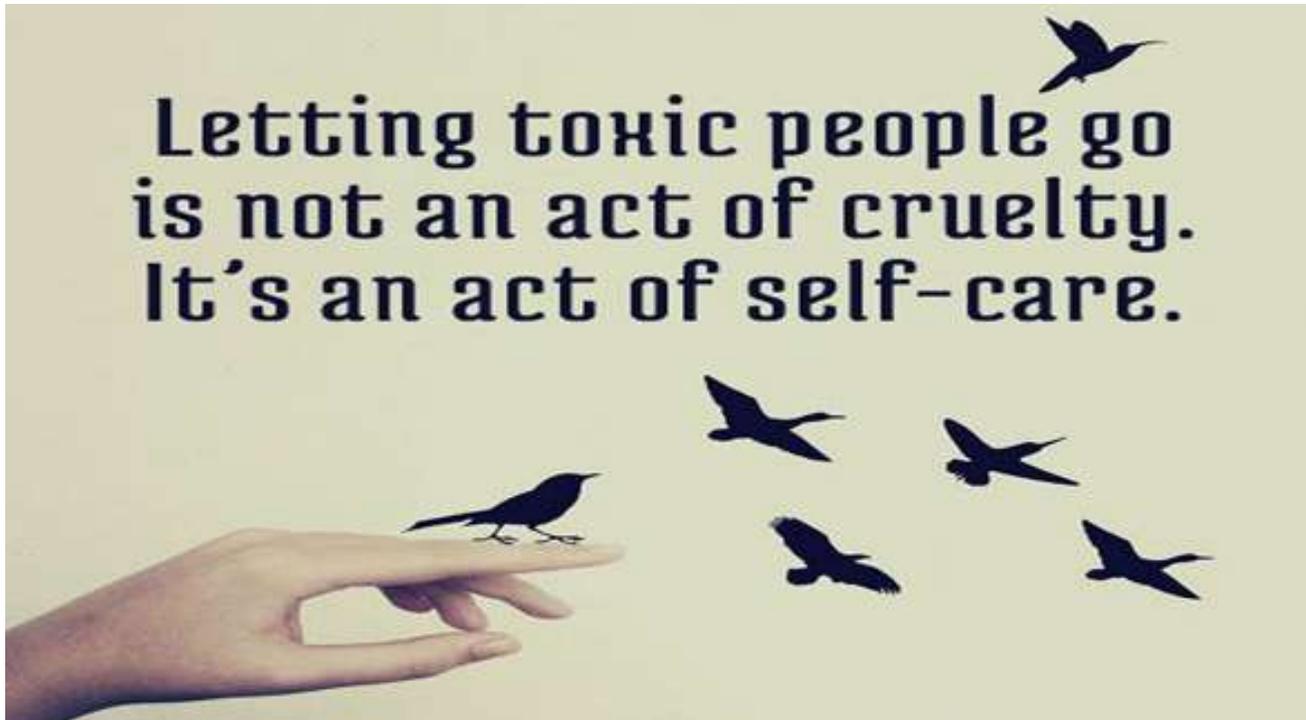
The ability to manage your emotions and remain calm under pressure has a direct link to your performance. One of the greatest gifts of Outstanding Leader is the ability to neutralize toxic people. Top performers have well-honed coping strategies that they employ to keep toxic people at bay.

To deal with toxic people effectively, you need strategies across the board, to control what you can and eliminate what you cannot. The important thing to remember is that you are in control of far more than you realize.

1. Set Limits (Especially with Complainers)

Complainers and negative people are bad news because they wallow in their problems and fail to focus on solutions. They want people to join their pity party so that they can feel better about themselves. People often feel pressure to listen to complainers because they do not want to be seen as callous or rude, but *there is a fine line between lending a sympathetic ear and getting sucked into their negative emotional spiral.*

You can avoid this only by setting limits and distancing yourself when necessary. Think of it this way: if the complainer were smoking, would



you sit there all afternoon inhaling the second-hand smoke? You would distance yourself, and you should do the same with complainers. A great way to set limits is to ask complainers how they intend to fix the problem. They will either quiet down or redirect the conversation in a productive direction.

2. Live to Fight

Successful people know how important it is to live to fight another day, especially when your foe is a toxic individual. In conflict, unchecked emotion makes you dig your heels in and fight the kind of battle that can leave you severely damaged. When you read and respond to your emotions, you are able to choose your battles wisely and only stand your ground when the time is right.

3. Rise Above

Toxic people drive you crazy because their behavior is so irrational. Make no mistake about it; their behavior truly goes against reason. So why do you allow yourself to

respond to them emotionally and get sucked into the mix?

The more irrational and off-base someone is, the easier it should be for you to remove yourself from their traps. Quit trying to beat them at their own game. Distance yourself from them emotionally and approach your interactions like they are a science project (or you are their shrink, if you prefer the analogy). You do not need to respond to the emotional chaos—only the facts.

4. Stay Aware of Emotions

Maintaining an emotional distance requires awareness, a skill you can increase through emotional intelligence training. Sometimes you will find yourself in situations where you will need to regroup and choose the best way forward. This is fine and you should not be afraid to buy yourself some time to do so.

When you find yourself with a co-worker who is engaged in derailed thinking, sometimes it is best to just smile and nod. If you are going to have to

Toxic people project their own character defects onto their victims. They do this by accusing the victim of the exact actions they themselves do but deny
 ~ Shannon Thomas

straighten them out, it is better to give yourself some time to plan the best way to go about it.

5. Establish Boundaries

This is the area where most people tend to sell themselves short. They feel like because they work or live with someone, they have no way to control the chaos. This could not be further from the truth. Once you have found your way to Rise Above a person, you will begin to find their behavior more predictable and easier to understand. This will equip you to think rationally about when and where you have to put up with them and when you do not. For example, even if you work with someone closely on a project team, that does not mean that you need to have the same level of one-on-one interaction with them that you have with other team members.

You can establish a boundary, but you will have to do so consciously and proactively. If you let things happen naturally, you are bound to find yourself constantly embroiled in difficult conversations. If you set boundaries and decide when and where you will engage a difficult person, you can control much of the chaos. The only trick is to stick to your guns and keep boundaries in place when the

person tries to encroach upon them, which they will.

6. Do not Let Anyone Limit your Satisfaction

While it is impossible to turn off your reactions to what others think of you, you do not have to compare yourself to others, and you can always take people's opinions with a grain of salt. That way, no matter what toxic people are thinking or doing, your self-worth comes from within. Regardless of what people think of you at any particular moment, one thing is certain—you are never as good or bad as they say you are.

7. Focus Only on Solutions – not on Problems

When you focus on actions to better yourself and your circumstances, you create a sense of personal efficacy that produces positive emotions and reduces stress.

When it comes to toxic people, fixating on how crazy and difficult they are gives them power over you. Quit thinking about how troubling your difficult person is, and focus instead on how you are going to go about handling them. This makes you more effective by putting you in control, and it will reduce the amount of stress you experience when interacting with them.

8. Forgive than to Forget

Forgiveness requires letting go of what has happened so that you can move on. It does not mean you will give a wrongdoer another chance. Successful people are unwilling to be bogged down unnecessarily by others' mistakes, so they let them go quickly and are assertive in protecting themselves from future harm.

9. Squash Negative Self-Talk

There is nothing wrong with feeling bad about how someone is treating you, but your self-talk (the thoughts you have about your feelings) can either intensify the negativity or help you move past it. Negative self-talk is unrealistic, unnecessary, and self-defeating, and should be avoided at all costs.

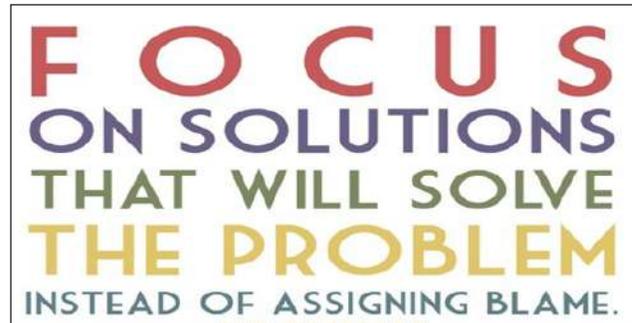
10. Limit Caffeine Intake

Drinking caffeine triggers the release of adrenaline. Adrenaline is the source of the "fight-or-flight" response, a survival mechanism that forces you to stand up and fight or run for the hills when faced with a threat. The fight-or-flight mechanism sidesteps rational thinking in favor of a faster response. This is great when a bear is chasing you, but not so great when you are surprised in the hallway by an angry coworker.

11. Get Some Sleep

We all know the importance of sleep to increase emotional intelligence and managing stress levels. When you sleep, your brain literally recharges, shuffling through the day's memories and storing or discarding them (which causes dreams), so that you wake up alert and clear-headed. Sleep deprivation raises stress hormone levels on its own, even without a stressor present.

A good night's sleep makes you more positive, creative, and proactive in your approach to toxic



people, giving you the perspective you need to deal effectively with them.

12. Use Support System

To deal with toxic people, you need to recognize the weaknesses in your approach to them. This means tapping into your support system to gain perspective on a challenging person. Everyone has someone at work and/or outside work who is on their team, rooting for them, and ready to help them get the best from a difficult situation. Identify these individuals in your life and make an effort to seek their insight and assistance when you need it. Something as simple as explaining the situation can lead to a new perspective. Most of the time, other people can see a solution that you cannot because they are not as emotionally invested in the situation.

Bringing It All Together

Before you get this system to work brilliantly, you are going to have to pass some tests. Most of the time, you will find yourself tested by touchy interactions with problem people. Thankfully, the plasticity of the brain allows it to mold and change as you practice new behaviors, even when you fail. Implementing these healthy, stress-relieving techniques for dealing with difficult people will train your brain to handle stress more effectively and decrease the likelihood of ill effects.

Internationalization of Indian Rupee



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, Wellingskars, 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.

Since 1973, when the Bretton Woods system (that had established gold standard for currencies) collapsed, the US Dollar has emerged as a leading international currency of choice. Over the years, other currencies such as Japanese Yen or the later day Euro could not stop the growing dominance of USD in international foreign exchange markets. USD denominated international financial transactions have become the order of the day.

But USD is losing its sheen and the veneer of invincibility due to the recent global trends of volatile capital flows and the consequent weakening of global economy. Moreover the ballooning national debt of USA and the general decline of its value since 2002 have put the spotlight on the USD questioning its *numero uno* status as the global reserve currency.

Given this background, the need for an alternative or additional international currency is increasingly being felt across the globe. Euro is a strong contender in this regard.

There is no universally accepted definition of what is an international currency. According to Tarapore Committee on Fuller Capital Account Convertibility (CFAC), a global currency must mainly *enjoy 'external credibility and be capable of being used for invoicing and settlement of*



cross-border transactions, freedom for non-residents to hold tradable balances in that currency in off-shore locations'. It should also be capable of being used for public purpose as official reserves, vehicle currency for foreign exchange intervention and anchor currency for pegging.

INR already meets some of these requirements to become an international currency. A study by Reserve Bank of India (RBI) holds the view that INR and Chinese RMB are natural contenders for the status of international currency status, especially given that these two countries are emerging strong in the continent and Asia as a whole and are evolving stronger compared to the rest of the world.

Few may know that Indian rupee was the official currency of countries such as Kuwait, Bahrain, Qatar, Trucial States (now called UAE) and Malaysia. In fact, Government of India had introduced Persian Gulf Rupee in 1959 exclusively for circulation in the Gulf so as to reduce the strain on India's foreign exchange reserves. Even today INR is a legal currency in Nepal and Bhutan. Further, India permits trade with these countries on the basis of INR. The Central Bank of Nepal, Nepal Rastra Bank, also holds Government of India Treasury Bills. Though not a formally accepted currency, anecdotal evidence shows that INR is accepted in Singapore, Malaysia, Indonesia, Hong Kong, Sri Lanka and the UK. Even though export of INR is illegal (beyond prescribed limits), significant and growing amount of INR is held in currency form in countries where there is sizeable Indian population and therefore a cash market exists in these countries. It is estimated that the turnover in these cash markets for INR is USD 800 million per day. Thus, INR has



some significant experience of being accepted as a legal currency in other countries.

Some of the other major pre-requisites for INR to attain the exalted status of an international currency include:

1. Substantial share of India in world economy in terms of GNP or foreign trade.
2. Global markets must trust and have confidence in the value of INR.
3. A well-functioning domestic financial market that can freely and transparently accommodate forex trading and capital transactions.
4. Free access to domestic money, bond and equity markets for both residents and non-residents with advanced settlement system.



5. Favourable regulatory environment.

When INR had reached under Rs 40 / \$ in the early 2000, it was well set to stake claim for a global role but its subsequent weakening has put paid to this plan, may be temporarily. Its ambition to become a global currency has currently taken a setback due to weak INR. However, India's economy of more than a USD 1 trillion and its relatively healthy growth (compared to global averages) and its expanding role in the economy of the region coupled with the previous experience, has poised INR to become a regionally accepted currency.

However, major policy decisions and regulatory mechanisms and requirements, especially relating to capital account convertibility, would need to be put in place for INR to become an acceptable currency regionally and then globally. Some areas that would need to be improved before INR could take a regional / global formal role are:

1. India's share in the foreign exchange market would need to be enhanced. It is a miniscule (0.9%) compared to UK's share of 34% and USA's share of 16.6%. But it is steadily growing over the years and grew by nine times between 1998 and 2004. This growing trend is visible even today.
2. INR would need to gain confidence and trust of Indian businesses that would help them invoice their international transactions in INR. This could happen only when India is able to build necessary infrastructure to hedge the exposure in international markets. If this happens, it would pave the way for use of INR in international pricing, settlement, purchase and payment
3. There is a growing demand for off-shore rupee-linked bonds. Tapping into this demand, several international financing organizations have issued INR linked bonds in 2007.

- a. Inter-American Development Bank (IADB) had issued the first off-shore 3-year rupee bond for Rs 1 billion in Feb 2007.
 - b. IADB followed it up with another similar 10-year bond for Rs 1.5 billion a few months later.
 - c. World Bank (IFC) placed a similar 3-year bond for Rs 1.25 billion in Jun 2007
 - d. European Bank for Reconstruction and Development issued a 5-year INR bond for Rs 1 billion in July 2007
4. India would need to join Asian Currency Union which has currently about 13 member countries including Singapore, China and South Korea. Joining ACU would help INR withstand speculative attacks, reduce transaction costs due to higher trade and financial flows and eliminate risks relating to forex rate fluctuations. But this would mean higher degree of openness domestically which would demand much greater political will.

But internationalization of any currency can create real potential for external shocks. For example, after internationalization of INR, non-residents would hold significant balances of the domestic currency at offshore locations. Any fear or sentiment of a weak Indian economy could trigger a massive sell-off of INR which in turn would result in a sharp fall of INR. INR must be prepared to face such eventualities.

Unlike China with large current account surplus, India has significant trade and current account deficits. India's capital account is still relatively closed and Indian financial markets lack depth compared to global standards. The Indian rupee is rarely being used for invoicing of international trade. All the necessary preconditions need to be in place before India could proceed further on the issue of internationalization of the rupee.

India needs to take proactive steps to increase the role of INR in the region before it can aspire for a global currency role.

Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

Send your questions to:

impactjournalindia@gmail.com

Shackles of slavery around the world

-With a special reference to Tamils



Ms. C.S. Kanthimathi

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While doing my doctoral study in the select novels of Toni Morrison, the Nobel Prize Laureate, I painfully stumbled upon certain reference sources from East - one undeniable authentic factor- the misanthropic collision of colors : suppressing whites and suffering second blacks- Tamils emerging from centuries trodden racism and slavery like Phoenix rising from its ashes supplicating human sympathy, surprisingly received no due attention deserving detailed mention in the annals of slavery. It is an indispensable requisite I surmise here and now, while briefly surveying the shackles of slavery around the world, sketching along a glimpse of Tamil slavery will enhance my dissertation a parallel reference, prompting scholars to fill up the missing facts of hitherto forgotten history of Tamils past for the sake of posterity.

God created the world and all living kinds. But man the intelligible [Homo Sapiens] created slavery. As whites chose black race as best for slavery, racism needs a definition here. The Universal [English] Dictionary defines that racism is

“the belief that certain races, especially one’s own are inherently superior to others.” [1264]¹

Next, color is the most inevitable deciding factor characterizing the race. U.S. Human Genome Project announces

“Skin color does exist as a matter of science... racism could be more scientifically referred to as skin color- aroused discrimination” ... perpetuate a false belief in the disproved concept of biological ‘race.’ [11]²

Arnold Toynbee languishes over human liberty

“Of all penalizations imposed by man on others ‘the most obvious, the most severe has been enslavement. As an ancient Greek saying puts it ‘the day of enslavement deprives the man half of his manhood.’

1. Universal Dictionary. Readers Digest Association Limited. London. 1988.
2. U.S. Human Genome Project. a b c Minorities , Race and Geromics



The poor wretch, subjected to grievous personal suffering and insult that slavery could inflict upon, was condemned to lead a 'long –drawn out life-in-death.' “[126-7]³

Black people ceased to exist as human beings in the white world. Joel Kovel says

“The white master first reduced the human self of his black slave to a body and then body to a thing; he dehumanized his slave, made him quantifiable and there by absorbed him into a rising world

market of productive exchange . “[18]⁴

All that was left to the black was his African soul which was also taken away by imposing white values on it .Racism laid red carpet reception to slavery . States Orlando Patterson

“Slavery is one of the oldest social evils in the recorded history of mankind. It is the first form of exploitation , peculiar to the ancient world; it is succeeded by serfdom in the middle ages and waged labor in the recent times... As a global institution it was firmly

3. Arnold Toynbee. A Study of History. Abridgement by D.C. Somerwell. Oxford University Press. 1970.

4. Joel Kovel. White Racism. A Psycho History. Columbia University Press. New York. 1984.



established in all the great early centres of human civilization and far from declining, actually increased in significance with the growth of all the epochs and cultures...” [10-11]⁵

Petro Davis designates

“Word slave is derived from Slavs. The original home land of Slavs was ... northern Ukraine. In the early middle ages the Slavs expanded westward into Europe as conquerors... By the 9th century some groups of Slavs in Eastern Europe had been reduced to serfdom ... It was borrowed into French as *esclave* and into English as *slave* . “ [615]⁶

Slavery emerged with the evolution of civilization. Law of animal kingdom, strong rules the weak, is the doctrine from savagery to civilization. All the ancient civilizations proudly paraded bathed in the cold blood of slaves.

5. Orlando Patterson. Slavery and Social Death. Quoted by David Brion Davis in Slavery and Human Progress, Oxford University Press New York . 1986.

6. Petro Davis. Success with Words . Readers Digest . New York. 1983.

F. Korovkin observes

“At first Egyptians killed their prisoners they captured during wars between tribes. That was why prisoners were called ‘dead people’ in Egypt. When human labor began to yield a surplus, prisoners were no longer killed. They were turned into slaves. Slaves were called the ‘living dead’ “[38]⁷

Egypt used slaves to the fullest extent in the ancient times and United States in modern times. About 1,00,000 slaves worked on a pyramid simultaneously. Although the work force was replaced every three months, thousands died as a result of grueling and whipping. Greeks who gloated over the ideal of democracy never felt ashamed of this social stigma. There were slave markets in all most all the Greek cities. The main market was on the island of Delos. Up to 10,000 people were sold there every day. A sign like bio-data hung on a slave’s chest saying where he was from, how old was he and what he knew to do. Romans taught most agile and strongest slaves to use weapons calling them as gladiators and made them to fight with each other and wild animals. In ancient China slavery was a recognized institution .The great wall of China is but the monumental legacy of slave labor only. Even to-day defying time and elements, it stands built plastered by the sweat and blood of perished slaves. In Mesopotamia the third and second millennia B.C. slaves served as concubines, court eunuchs, domestic servants, construction workers, miners and agricultural labors. The Caliphate made an extensive use of slave labor. Slaves were used as servants and soldiers. For Indian Moguls every day their agents supplied slave girls and slaves from Delhi market.

7. F. Korovkin. History of Ancient World. Progress Publishers. Moscow. 1985.

African slaves, the first blacks were brought to Virginia [U. S. A.] in 1619 after the founding of Jamestown . The opening of new lands after 1812, the rise of great cotton culture in the South and Industrial Revolution moved rapidly from the Tide Water states to the delta region of Mississippi and eventually to Texas. Sugarcane another labor intensive crop also continued the slaves extension in the South. Finally tobacco growers moved westward taking slavery with them. Sudden and express want of myriad slaves menaced all industries in United States. Whites turned to Africa. They seemed to extract innumerable blacks from the very bowls of mother earth who shuddered for her ill- fated children. Ship loads successively tore the seas like human armada from Africa to America with tightly packed slaves struggling for breath. Deceased were tossed into roaring deep seas.

Whenever a ship load of slaves arrived at the harbor there was a tumultuous joy burst from slave merchants to buyers. Survivors of the voyage were marched to the market. There they were stripped and sold. Shrieking children were torn away from their screaming mothers. Shocked wives were snatched away from their stunned husbands. Puzzled lasses and panicked young women were carefully herded towards eagerly waiting lusty lots while bewildered lads and young men were lashed to squat roughly in rows. The buyers examined their 'live commodity', felt slaves muscles to find out the strength and endurance . Then assumed the haunting nightmare- the living death for recruited slaves. Black women suffered most at the hands of both black and white men. Being an instant sexual gratification to whites they had no rights on their mulatto children. To be black and female slave was to be double jeopardy- victim of racist and sexist oppression including lynching and rape.

Slavery – Special Reference to Tamils

Terms drawn on Western experiences and European context do not fit Indian- Tamilnadu conditions perfectly, for slavery in India-

Tamilnadu had been conditioned powerfully by caste as certain caste people were forced to work in the fields of their masters as slaves-untouchables.

Dr. Babasaheb Ambedkar observed,

“Slavery, it must be admitted, is not a free social order... the law of slavery permitted emancipation. Once a slave always a slave was not the fate of a slave. In untouchability there is no escape. Once an untouchable is always an untouchable. The other difference is that untouchability is an indirect and therefore the worst form of slavery.” [15]⁸

According to Orlando Patterson

“ The essence of slavery is that the slave ,in his social death, lives on the margin between community and chaos, life and death, the sacred and the secular. “ [15]⁹

Moreover, in the context of Tamilnadu the term 'slavery' has got a wide range of meaning and it stands for different degrees of dependence from 'near freedom to near slavery'. In Tamil the near equivalent to the English term 'slave' is 'adimai'. Inscriptions speak people failed to pay their debts surrendered to Slavery. Slavery was also practiced those days under the patriarchal form, attached to royal and rich household community. A.L. Basham writes

“ Early Tamil literature gives no evidence of caste, but the growth of Aryan influence and the development of a

8. Dr. Babasaheb Ambedkar. Writings and Speeches. Volume V. Education Department. Government of Maharashtra . 1989.
9. Orlando Patterson As in 5.

more complex political and economic structure produced a system in some ways more right than that of the North. By the colonial period an important feature of South Indian caste structure had appeared and this has survived to the present day. " [151]¹⁰

American scholar Burton Stein states

"The term 'slavery' has been widely and questionably applied to the field labor force upon which irrigated ecotypes were based. In part, this terminology, stems from British usage of the term 'slave' also results from the word 'adimai' in inscriptions, to persons and families who attached themselves to temples [also called devaradiyar] ... [30]¹¹

The letters of Jesuit missionaries written in Italian, Portuguese and Latin reveal how Tamils were exported as slaves by Europeans when ever ruinous famines ravaged the regions of Tamilnadu. The cargo of Portuguese vessel that arrived at Acheen from Nagapatnam in October, 1646 is described as below.

" There came upon this small vessel upward of 400 slaves, so hunger starved that they were scarce able to crawl when they brought them on shore, and are now sold." [14037]¹²

In the days of Chokkanatha Nayaka [1659- 82] draught hit Madurai and Tanjore suffered an untold misery .The Jesuit missionaries write

"... but shame, eternal shame to Dutch,



who cruelly speculated on the misery of Indians [Tamils] . They enticed them to the coast by the bait of abundant food; then, when their number became pretty large and their strength a little recouped, they piled them up in their ships and transported them to other countries to be sold as slaves ." [127]¹³

Philip Baldaeus, the Dutch minister [priest] in Ceylon who visited the Tanjore region during the bad times of famine writes.

" At the time of our first arrival [1660] we found the affairs of Nagapatnam ... the streets covered with emaciated and half starved persons, who offered themselves to slavery for a small quantity of bread... about 5000 of them were there bought and carried to Jafna patnam as many to Colomb besides several thousands that were transported to Batavia..." [651]¹⁴

No proper record was maintained as how many ships sailed across carrying hungry Tamil slaves to different parts of the world. Now comes the British export of Tamil slaves. Next to Negroes,

10. A.L. Basham. The Wonder that was India. Rupa & Co, Delhi. 1975.
11. Burton Stein. South India : Some General Conditions of the Region and Its Early History. Orient Longman. 1982.
12. British Museum Additional Manuscripts.

13. Betrand, La Mission du Madure, III
14. Philip Baldaeus. A True and Exact Description of the most Celebrated East India Coast Malabar and Coromandel as the Isle of Ceylon, etc. Amsterdam, 1672.trans. John Churchill. III [London] 1703.

in history mostly Tamils were immigrated to its distant colonies by British empire.

In the middle of 18th and 19th century, an acute labor shortage arose in several of British colonies . There was a continuous flow of emigrations to a number of countries not only nearer to India such as Ceylon, Burma and Malaya but to distant colonies; Java , Sumatra, Mauritius, British Guiana, Trinidad, Jamaica, Fiji, Natal, Canada, Australia, New Zealand, South Africa, North Africa, Uganda, Nyasaland, Caynne, Reunion, St. Croix, Soorinam, Bourbone Island, French Guiana, Straits Settlements, West Indies and other places as coolie slaves to toil there under deplorable conditions beyond human imagination. It is known to very few that it was these Tamils that first introduced the cultivation of paddy and other important crops into those distant lands spilling their sweat and tear mingled blood together.

In the Western society, the slaves who formed distinctive stratum were foreigners. And its slaves, Negros got their freedom, equality and proper citizenship at last. Whereas in India- Tamilnadu a sizable section of its society was reduced to slavery by members of the same people and the same society. Yet this misanthropic practice died gradually after the Slavery Abolition Act of 1843 and the Indian Penal Code of 1861 followed by Indian Freedom of 1947 to a great extend where

freed slaves, Schedule tribe- caste people enjoy the equality safeguarded by government's strict rules and liberal privileges now. But the disastrous poor Tamil people exported to foreign countries as slaves by Europeans , forsaken there, for ever lost their freedom in those hostile distant lands, are suffering a honorary slavery- below second citizen status to- day . What befell Burmese and Srilankan Tamils in the recent past? Whole world knows it. When will they get their redemption and become human beings again with all their civil rights? Freedom poet , great Bharathi bewailed once.

“Ofate, what have you resolved to do with Tamil people? ”

Slavery is ever a topic capable of generating passionate reactions and the slave system is still able to give rooms to various interpretations and value judgements. Slavery of Negro race underwent- going still a rigorous research and severe criticism. Keeping with the trends of history, an attempt is made here to bring into focus on the slavery of Tamils, which has so far received a scant attention from historians of West and East. Hence the main purpose of this article is to arouse the interest of general readers in and invite the attention of scholars and students engaged in historical research to probe into the slavery of Tamils who suffered like their black brothers in U.S.A.

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- Jam, Jelly
- Umbrella
- Mobiles
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GST ON HOUSEHOLD ITEMS

The government says prices of most household items will come down with GST. Here's how much household items will be taxed from **July 1, 2017** after the biggest tax reform since India's independence in **1947** rolls out.

GST @ 0%

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- Fresh Vegetables
- Unbranded Atta
- Unbranded Maida
- Unbranded Besan
- Gur
- Milk
- Eggs
- Curd
- Lassi
- Unpacked Paneer
- Unbranded Natural Honey
- Prasad
- Palmyra Jaggery
- Salt
- Kajal
- Phool Bhari Jhadoo
- Children's Drawing and Colouring Books
- Education Services
- Health Services

GST BENEFITS FOR MNCs IN INDIA	LEVEL OF IMPACT		
All MNCs	Low		High
Importers	Low		High
Manufacturers	Low		High
MNCs looking to manufacture	Low		High

(Source: Frontier Strategy group analysis)

Courtesy: TOI, Internet.

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Managing: Intelligent, Ambitious, Career Oriented Women

Management as a concept is very exciting and it is a challenge to use this concept in varying fields associated with our lives. When we talk of managing women, the topic becomes all the more interesting. It is as difficult as climbing Mount Everest. Take a step further and talk about managingintelligent ambitious career oriented women. In one word these women are courage personified.



Mrs. Sandhya Rao

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

Needless to say, women have made their presence felt everywhere as teachers, scientists, farmers, managers, sportswomen and they have even forayed into space.

There are many women who have not got the chance to prove their prowess due to various extraneous reasons that are by and large due to adverse circumstances.

Let us analyse what are the traits that a career oriented woman is perceived as having by other women, friends or men in general. They

COURAGE IS: #PASSIONPROJECT

- CHALLENGING**
your stories about what's possible, rewriting those that stifle your happiness and limit your success.
- DARING**
to create a vision that inspires you (even as it scares you), trusting your ability to rise above any obstacles lining your path forward.
- REFUSING**
to succumb to the doubts and insecurities of those around you, forging your own path and owning your power to make a difference that no-one else can.
- NOT LETTING**
your hardships define you nor your setbacks stop you, knowing that you can't savor life's richness without embracing its rawness.
- SPEAKING UP**
to make a stand for what you hold true, risking ridicule and rejection because something more important is at stake.
- SAYING**
'Enough!' to the fears that urge you to play safe, speak safe, love safe and live safe, knowing that becoming vulnerable to your fears lies at the heart of everything worthwhile.

BY MARGIE WARRELL

“Feminism isn’t about making women stronger. Women are already strong. It’s about changing the way the world perceives that strength.”

— G.D Anderson

perceive such women as

- Self-absorbing
- Unsuitable for a relationship
- Intimidating
- Base their identity on their career
- Independent
- Intelligent
- Ambitious
- Condescending
- Annoying
- Bragging
- Self sufficient
- Proud
- Courageous

Such assumptions of a career oriented woman could be true or exaggerated and the discussion is not about how these women should behave or portray themselves. It is about how others can or should manage such women. Managing is to have executive control or authority. “Management is simply the process of decision-making and control over the action of human beings for the express purpose of attaining pre-determined goals.”(Stanley Vance) In this case we are

talking of having this control over women who are intelligent, ambitious and career oriented. It is indeed a deadly combination and a very tough challenge for anyone to manage, be it the spouse, mother, father or siblings.

Why is it always about controlling someone or their actions? Why cannot it be about coordinating and collaborating .Why do we not think of a win- win situation where one helps the other to realize their dreams? Is it such a utopian wish? If one feels such intelligent ambitious women can be ‘managed’ they better think twice about the possible consequences.

To conclude I am quoting what one woman said when this discussion on career oriented woman came up

“The overall question is: How do you all feel about a woman who **WANTS** you rather than **NEEDING** you. A woman who literally does not **NEED** you because she can provide for herself and take care of herself but wants you. May not be at your beck and call, but will make time for you without giving up her life -- it would be a compromise and give and take. In my opinion, I am not interested in a guy who is able to hang out anytime any day and will cancel plans with friends, sports teams, skip parties, etc.”

THE COST OF AMBITION

- Late nights, early mornings.
- Lots of associates, very few friends.
- You will be misunderstood.
- You will be single unless you’re lucky enough to find someone who understands your lifestyle.
- People will want you to do good, but never better than them.

For these reasons, you will do many things alone.

Book Review

ON MANAGING YOURSELF- HBR's 10 Must Reads

Harvard Business School Publishing Corporation, Massachusetts, USA, has brought out in a book form 10 outstanding articles by distinguished authors and management experts, by combing through hundreds of articles published by the Harvard Business Review. That book which was printed in 2010 is titled, ON MANAGING YOURSELF.



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 Pro-faember 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.

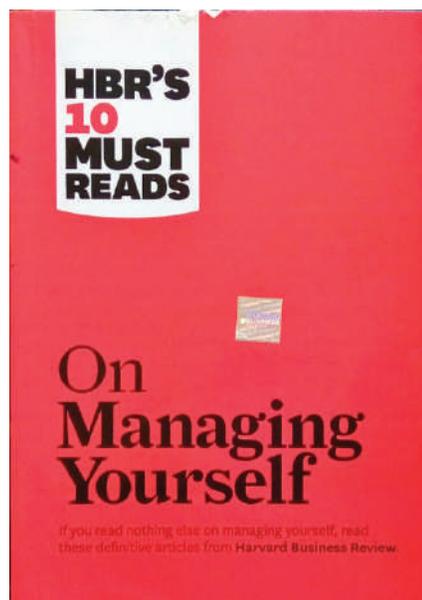
This book will help you tap your deepest values, rebound from tough times and balance work, home community and self.

What can be a better method of presenting this book to our readers except by giving a few glimpses of the innovative ideas of different authors!

This has been done purposely so that the readers will be motivated to read the full book.

Managing Oneself by Peter F Drucker

Feedback Analysis is the only way to discover your strengths. It will also show you where you are not particularly competent. Concentrate on your strengths.



Only when you operate from a combination of your strengths and self knowledge, can you achieve true and lasting excellence.

Management Time- Who has got the Monkey? By William Oncken, Jr., and Donald L Wass

There are three kinds of management time - Boss Imposed Time, System Imposed Time and Self Imposed Time. Often, your subordinates transfer their 'monkeys' on your shoulders and you will not have

time to deal with your own job. How to avoid this? You encourage employees to handle their own monkeys, thereby you develop their initiatives and acquire new skills.

How Resilience Works by Diane L Coutu

Resilience needs three qualities:

- A staunch acceptance of reality.
- A deep belief, often buttressed by strongly held views that life is meaningful.
- And an uncanny ability to improvise.

Resilience is merely the skill and capacity to be robust under conditions of enormous stress and change.

Optimism alone is not enough for coming out of difficult situations. Sometimes, a cool, almost pessimistic sense of reality is far more important.

Manage your Energy, not your Time by Tony Schwartz and Catherine McCarthy

Energy comes from four main well springs in human beings - Body, Emotions, Mind and Spirit. In each, energy can be systematically expanded and regularly renewed by establishing specific rituals.

Many organizations invest in developing employees' skills, knowledge and competence. But very few help build and sustain their energy, which is typically taken for granted.

Overloaded Circuits by Edward M Halllowell

Attention Deficit Trait - ADT- is caused by brain overload. The symptoms are Distractibility, Inner Frenzy and Impatience, all leading to Attention Deficit Disorder - ADD.

How to control ADT's ravaging impact on performance?

Foster positive emotions by connecting face-to-face with people, getting enough sleep, eating healthfully and exercising regularly.

Be a Better Leader, Have a Richer Life by Stewart D Friedman

The Total Leadership concept rests on three Principles:

1. Be Real.
2. Be Whole.
3. And Be Innovative.

People who focus on the concept of Total Leadership have a 20-39% increase in satisfaction in all life domains and a 9% improvement in job performance.

Reclaim Your Job by Sumantra Ghoshal and Heike Bruch

The ability to seize initiative is the most essential quality of any truly successful manager. It is easier to fight fires than sit, set priorities and stick to them in a day. First the manager should give up the idea that he is indispensable. Some managers have a notion that good managers are always available to their employees. Simply they burn out and they fail to achieve their own objective. With the result such managers become inaccessible to people who really need them.

Moments of Greatness: Entering the Fundamental State of Leadership by Robert E Quinn

There are four Dimensions to come to a Fundamental State of Leadership:

- From Comfort to Result-centered- from Problem-solving to Purpose-finding.
- From being Externally directed to being Internally-driven.
- From being less self-focused to being more focused on others.

- To being more open to outside signals or stimuli, including things that require us perform certain acts that we are not normally comfortable in doing.

What to Ask the Person in the Mirror? by Robert S Kaplan

Ask the following questions:

1. How frequently do I communicate a Vision and Priorities of my Business to my employees?
2. How am I spending my time?
3. Do I give people timely, direct and constructive feedback? Similarly do I have a few people who tell me things which I do not want to hear but need to hear?
4. Have I picked up one or more potential successors for me, at least in my own mind?
5. Am I attuned to changes in business environment that would require a change in the way we organize and run our business?
6. How do I behave under pressure and what

signals am I sending to my employees?

7. Does my Leadership style reflect who truly I am?

A Business Career is a Marathon, not a Sprint.

Primal Leadership - the Hidden Driver of Great Performance by Daniel Goleman, Richard Boyatzis and Annie McKee

Some times an organization is filled with Negative Achievers who ignore opportunities. An Inspirational Leader brings up people for whom any challenge is surmountable. High levels of Emotional Intelligence create a climate in which Information Sharing, Trust, Healthy Risk-taking and Learning flourish. Lower levels of Emotional Intelligence create a climate rife with Fear and Anxiety. Here the terrified employees are very productive in the short run but they never last.

Leader's mood affects the emotions of the people around. The reason is the Open Loop Limbic Design of the Leader lets the other people change their emotions.

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'Self Image'-Your Key for Successful Life



Jayprakash B. Zende

*Consultant in employee involvement
& freelance trainer*

During last six to seven decades a revolution has been quietly going on in the field of psychology, psychiatry and medicine. New theories and concepts concerning the 'Self' have grown out of the work and findings of clinical psychologist, practicing psychiatrist and cosmetics or so called plastic surgeons. New methods emerging from these findings have resulted in dramatic changes in personality, health and apparently even in basic abilities and talent. In some of the cases, even the chronic failures have become successful. Understanding the psychology of the 'Self' can mean the difference between success and failure, love and hate, bitterness and happiness. The discovery of real 'Self' can transform victims of personality failures, can rescue crumbling marriages and recreate a faltering career. On the other plain discovering your real 'Self' means the difference between freedom and the compulsion of conformity.

"Self Image"

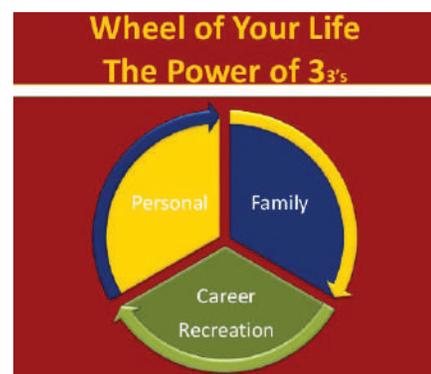
Whether we realize it or not, each one of us carries with us a mental blue print or picture of you. It may be vague and ill-defined to our conscious gaze. In fact, it may not be consciously recognizable at all. But it is there complete down to the last detail. This self-image is our own conception of the 'Sort of person I am'. This really means, 'Self Image' is the way we see ourselves.

Self-Image has been built up from our own beliefs about ourselves. But most of these beliefs about ourselves have unconsciously been formed from our past experiences, our success and failures, our humiliation, our triumphs and the way other people have reacted to us, especially in early childhood. From all these we mentally construct a 'Self' (or a picture of self). Once an idea or belief about ourselves goes into this picture, it

becomes true as far as we, as a person are concerned. We do not question its validity but proceed to act upon it just as if it were true.

This 'Self-Image' becomes a golden key to live a successful life because of following two important discoveries.

1. All your actions, feelings, and behavior- even your abilities are always consistent with this 'self-image'. In



Success Personality

- S= Sense of direction
- U= Understanding
- C= Courage
- C= Charity
- E= Esteem
- S= Self Confidence
- S= Self Acceptance

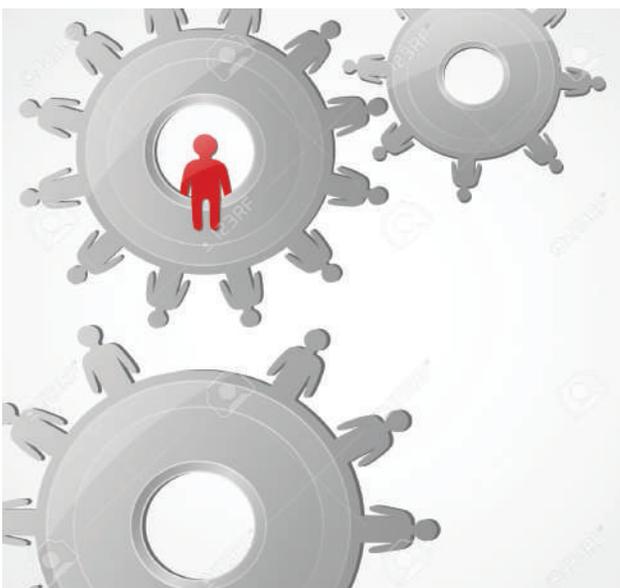
Failure Personality

- F= Frustration
- A= Aggressiveness
- I= Insecurity
- L= Loneliness
- U= Uncertainty
- R= Resentment
- E= Emptiness

If you want to be successful and happy in your life imagine and write down what you want to be ten years hence.

A. The Work Environment

- What income level do I want to attain?
- What level of responsibility do I seek?



- How much authority do I want to command?
- What prestige do I expect to gain from work?

B. The Home Environment

- What kind of standard of living do I want to provide to my family and myself?
- What kind of house do I want to take?
- What kind of vacation do I want to take?
- What financial support do I want to give to my children in their early adult years?

C. Social Environment

- What kind of friends do I want to have?
- What social groups do I want to join?
- What community leadership position do I like to hold?
- What worthwhile causes do I want to champion?

Your built-in guidance system

Every living thing has a built-in guidance system or goal-striving devise, put there by its Creator to help it achieve its goal—which is, in broad terms- “to live” simply means physical survival for both the individual and the species. The built-in mechanism in animals is limited to finding food and shelter, avoiding or overcoming enemies and hazards and procreation to insure the survival of the species.

In human being, the goal “to live” means more than mere survival. For an animal to “live” simply means that certain physical needs must be met. Man has certain emotional and spiritual needs which animals do not have. Consequently for man to “live” encompasses more than physical survival and procreation of the species. It requires certain emotional and spiritual satisfaction as well. Man’s built-in “Success mechanism” also is much broader in scope than of animals. In addition to helping man avoiding or overcoming danger, and

the “sexual instinct” which helps keep the race alive, the “Success mechanism” in man can help him get answers to problems, invent, write poetry, run a business, sell merchandise, explore new horizons in science, attain more peace of mind, develop a better personality, or to achieve success in any other activity which is intimately tied with his “living” or makes for fuller life.

The success “instinct”

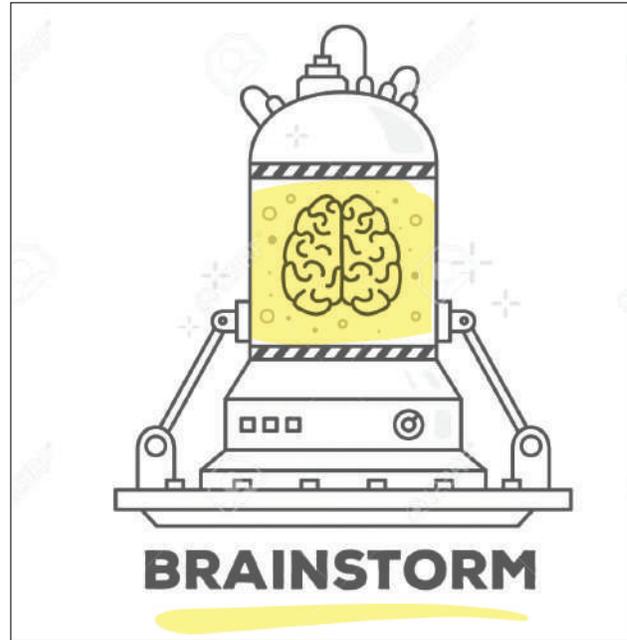
Man also has something that animal does not have that is “creative imagination”. Thus man of all creatures is more than a creature, he is also a creator. With his imagination he can formulate a variety of goals. Man alone can direct his success mechanism by the use of imagination, or imaging ability. “You can imagine your future”. A human being always acts and feels and performs in accordance with what he imagines to be true about himself and his environment. Your nervous system reacts appropriately to what “you” think or imagine to be true. Hence imagine yourself to be successful.

Few Examples

Let us peep through the life of Chatrapati Shivaji Maharaj. In his childhood, he has keenly observed his father’s career and respectable achievements. His wise mother Jijai has shaped his childhood by telling him stories from Ramayan and Mahabharat. His teacher Dadoji Konddeo has inspired him with a great vision. This has helped Shivaji Maharaj to see big dreams and developed an adequate ‘Self-Image’ and do the un-imaginable things.

Look at the life of Abraham Lincoln. He started his life as an ordinary lower. He gave one speech at lawyer’s gathering, which was very powerful and received lot of appreciation. That has helped him to restructure his ‘Self-Image’ and his real progress started. He then started getting success in politics and ultimately became President of America. His work is benchmark for many Presidents.

You will find these kinds of incidences in most of the successful personalities. Something happens



in their life which influences their ‘Self-Image’ and then their progress starts and ultimately they achieve ultimate highest performance.

Conclusion

Slowly and in relaxed atmosphere, try to imagine very clearly and vividly that you are capable and equipped to achieve the pre-determined goals. Set all your activities towards this. Your creative mechanism, which is given to you by the Creator of the world, will work along and for you to help you to achieve what you want to achieve by developing adequate ‘Self-Image’

1. “Bring dramatic changes in your personality by examining and changing ‘Self-Image’.
2. This can be done by experience, which needs to be “created and controlled.
3. For that you have to use ‘life instinct’ which works through ‘Creative or Success Mechanism’.
4. Lastly you are advised to write down what you want to be ten years hence.

HEALTH MANAGEMENT

THE SCIENCE OF THE MIND

Mind-body medicine refer to approaches that help us harness the power of the mind to prevent illness, decrease disease, enhance healing and promote well-being.

The mind, often understood as a collection of thoughts and emotions or more technically, as the infrastructure software of the brain, is a subtle yet powerful tool to conduct our daily lives. The health and vitality of the mind is extraordinarily important to maintain good health and live a balanced and satisfying life.



Lion M. Desikan

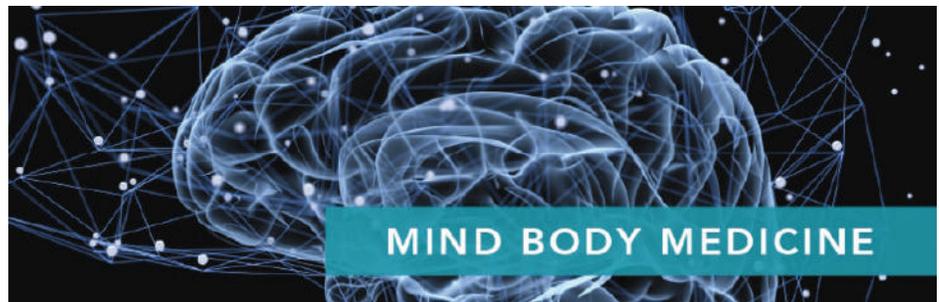
Is a former District Chairman and Life Member, Lions Club International, District 324A. He is a social activist and literary lover.

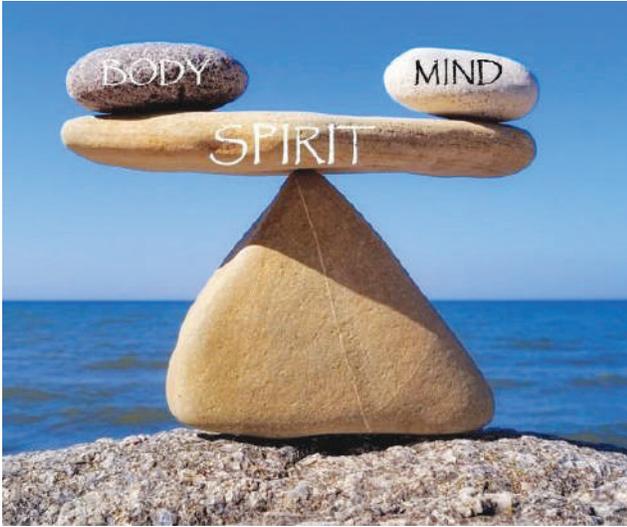
To better understand mind-body medicine, it helps to know how the mind operates. There are two simultaneous processes within the mind that get together and craft your everyday experiences - attention and interpretations.

The process of attention helps you screen, select, and absorb sensory information from the world. This information is then subject to interpretation, a process that relies on previous experience, preferences and a planned future course of life. Most of what you do is guided by the interaction of attention and interpretation.

Human attention has two basic characteristics that predispose you to stress, which can lead to illness. First your attention has evolved to selectively focus on imperfections with an intention to correct them to your satisfaction. These imperfections could be either in the material world or within the contents of the mind.

In general, the memory or fear of imperfections (sometimes threats) that exists in your mind far exceeds those in the real world. Since it is in your instinct to solve problems and resolve issues, the load of imperfections in your mind predispose you to the second





characteristic that leads to stress – the state of mindlessness.

In the state of mindlessness your attention is enslaved to the contents of the mind away from the beautiful world. You become disengaged from the world, often surrounded by the anxiety provoking excessive thoughts. This state not only invites stress, sleeplessness and decreased quality of life, but also may predispose you to multiple mental conditions, some of them potentially life-threatening.

The first promise of mind-body medicine is to help free you from excessive negative thoughts and the related state of mindlessness. The hope



is to bring your attention to the splendor of the acceptance that empowers you to engage in meaningful action.

Interpretation, the second process that contributes towards all of human experiences, depends up to two entities - principles and prejudices. The lesson you learn through your experiences help you live an efficient productive life. However, some of the conclusions you take may become exaggerated and over generalized. Such conclusions, particularly when they are selfish, provide the folder for human prejudices. Excessive prejudices can predispose you to relatively rigid outlook and often an inability to see a situation from a more mature perspective that encompasses views and interests of the



others. These prejudices contrive to push deeper into the human mind, increasing the risk of stress and illness.

The second premise of mind-body medicine, I suggest to help you free yourself from these prejudices and instead cultivate transformative principles. these are the principles of forgiveness, acceptance, compassion, a higher meaning to life, gratitude and interconnectedness. It is these principles that provide you balanced optimism and openness to experience and can help you see the reality or lack thereof in our thoughts.

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