



# IMPACT

INNOVATIVE MANAGEMENT PRACTICES AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

## The Hindustan Times

SUNDAY, AUGUST 15, 2010

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### The Hindustan Times

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NEW DELHI, FRIDAY, AUGUST 13, 1947

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## BIRTH OF INDIA'S FREEDOM



NEW CABINET OF INDIA  
Fourteen Members  
PANDIT NEHRU TO BE PREMIER

### NATION WALKS TO NEW

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From Our Special NEW I ENTIRE DELHI KEF NNESS THE HIS USHERING IN THE V



### FRENZIED ENTHUSIASM IN BOMBAY

Crowds In Festive Mood  
THE national flag was hoisted over the 16-year-old Bombay Civil Secretariat at midnight when the citizens of Bombay greeted the dawn of independence with intense excitement and frenzied rejoicing.

"MAY BOMBAY PROSPER"  
Governor's Message  
GOOD WISHES TO FREE INDIA  
Sir John Colville, Governor of Bombay, has sent greetings to the people of Bombay Province on the occasion of India's emergence as a full-fledged Dominion.  
The message says: "This is the Appointed Day. At midnight tonight the In-



With Greetings from IMPACT

Sixty nine years ago on 15th August, we got our FREEDOM AT MIDNIGHT after whole of the nation fought under the leadership of Mahatma Gandhi.

We made rapid strides in each and every conceivable aspect of our life and living under the able and most efficient Prime Ministers right from the great Prime Minister Pandit Jawaharlal Nehru, preferred by Gandhiji to lead the country during the changeover.

Up to 1947 we had to look to other countries even for a safety pin. Today the world looks to us for their IT needs, peace and harmony. Clarity in policies, principles, philosophy made the countries around the world to keep INDIA at their highest esteem. But for a few belligerent neighbors, we enjoy a very cordial relationship in the world necessitating no selling of our greatness by going from place to place. Our democracy is well entrenched and whoever comes to power in the country it is sufficient to meticulously maintain.

As we enter the seventieth year of our progress, we have to think of several other areas where we have to make a mark and ensure the unity and cordiality among the Indians irrespective of regions and religions, language and culture, caste and creeds. In the present situation national minded and patriotic citizens owe it to themselves and others to ensure this.

We in IMPACT make our own efforts to ensure IMPROVED MANAGEMENT PRINCIPLES AND CREATIVE THINKING. We on this month of Indian Independence dedicate ourselves to constantly strive to contribute our might for upholding the freedom and dignity, democracy and development of our Motherland India that is Bharath.

- Editorial Team

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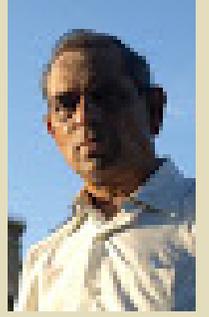
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# MANAGEMENT IN VALLUVAM

## ON GOOD CHARACTER - ஒழுக்கமுடைமை

A bilingual poet, writer, trainer, translator, thinker and speaker from Chennai, Mr Subbaraman has written 36 books. His paper, "Valluvam Inspired Mahatma Gandhi," was approved for presentation in the International Tirukkural Conference held in Washington, USA. His translated works include Thirukkural, Bharathiyar's Kuyilpattu and Ramana Maharishi's Aksharamanamalai. He is connected with the publication of the Management e-journal IMPACT. He was formerly the Deputy Zonal Manager, L I C of India.



Whether it is managing the self or family, organization or society what helps is good character and decorum. Once a human being develops it, he can surely achieve success. Here is a recipe provided by great THIRUVALLUVAR in his magnum opus THIRUKKURAL on this important need of an effective Manager. Chapter 14 of Part I on VIRTUES deals with this subject in his ten precious couplets

### Chapter Fourteen - அதிகாரம் 14

ஒழுக்கம் விழுப்பந் தரலான் ஒழுக்கம்  
உயிரினும் ஒம்பப் படும் (குறள் 131)

Ozukkam vizhuppam tharalaan ozukkam  
Uyirinum oambap patum.

Character exalts  
Sure to be nursed more than life  
Decorum promotes!  
Character gives greatness to all; hence  
character is to be deemed to be more valuable  
than life and taken care of. (KuraL 131)

That greatness indeed makes the superiors,  
peers and subordinates to work effectively

which is the need of an effective Executive.

பிரிந்தோம்பிக் காக்க ஒழுக்கம் தெரிந்தோம்பித்  
தேரினும் அ.:தே துணை (குறள் 132)

Parindhu oambik kaakka ozukkam therindhu  
oambith

Thaerinum ahudhe thuNai

Good conduct the best.

Among all virtues observed

It' indeed a test!

Good conduct and character have got to  
be kept high at any cost; that indeed will  
stand in good stead at any time without fail.  
(KuraL 132)

Good conduct and character on the part of a  
managerial staff, automatically earns respect  
and honor from all concerned.

ஒழுக்கம் உடைமை குடிமை இழுக்கம்  
இழிந்த பிறப்பாய் விடும் (குறள் 133)

Ozukkam udaimai kudimai; izukkam  
Izindha pirappaay vidum.

Conduct takes him high

Sans worse than the sinners low

To be nurtured tight!

Good character and conduct is the indication of one's nobility of birth. The one who is not comes of a bad family. (Kural 133)

Yes; in that way a person coming of a good and noble family has proved to be a great leader.

மறப்பினும் ஒத்துக் கொளலாகும் பார்ப்பான்  
பிறப்பொழுக்கங் குன்றக் கெடும் (குறள் 304)

Marappinum oththuk koLalaagum paarppaan  
Pirappozukkam kunrak kedum.

Lost the learnt, recall

The learned lose character

Never to regain!

Even if one forgets all the great things he has learnt, he can re-read and recollect. If character is lost it cannot be regained. (Kural 134)

That shows the importance of character. It is a well known statement: "If wealth is lost, nothing is lost; if health is lost, something is lost and if character is lost everything is lost."

அழுக்கா றுடையாங்கண் ஆக்கம்போன்ற இல்லை  
ஒழுக்க மிலான்கண் உயர்வு (குறள் 135)

Azukkaaru udaiyaankaN aakam poanru illai  
Ozukkam ilaankaN uyarvu.

The jealous loses

All that he amassed – he sans

Good conduct, faces!

Wealth will not approach the jealous; similarly greatness will not approach the characterless persons. (Kural 135)

Obviously character is more important than one's wealth.

ஒழுக்கத்தின் ஒல்கார் உரவோர் இழுக்கத்தின்  
ஏதம் படுபாக் கறிந்து (குறள் 136)

Ozukkaththin olkaar uravoar izukkaththin  
Aedham padupaakku il.

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

People with good character never stray from the path of good conduct and character. Though hungry, tigers do not take grass. (Kural 136)

That stands in good stead while managing an organization or a government.

ஒழுக்கத்தின் எய்துவர் மேன்மை இழுக்கத்தின்  
எய்துவர் எய்தாப் பழி (குறள் 137)

Ozukkaththineythuvarmaenmai; izukkaththin  
Eyduvar eydhaap pazi.

Character abound  
He prospers now and later  
Lest, he falls aground!

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

That greatness indeed brings great success in effective management.

நன்றிக்கு வித்தாகும் நல்லொழுக்கம் தீயொழுக்கம்  
என்றும் இடும்பை தரும் (குறள் 138)

Nanrikku viththaagum nallozukkam;  
theyozukkam  
Endrum idumbai tharum.

Men with right conduct  
Sow the seeds for life noble  
Bad ones breed evils!  
Good character sows the seeds for happy and  
noble life; bad character leads to misery and  
disgrace. (Kural 138)

That also sows the seeds of successful and  
effective management.

ஒழுக்க முடையவர்க்கு ஒல்லாவே தீய  
வழக்கியும் வாயாற் சொலல் (குறள் 139)

Ozukka mudaiyavarkku ollaavae theeya  
Vazukkiyum vaayaal solal.

Men with decorum

Even by slip, speak not bad

In any forum!

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

When one does not talk bad, he can attract  
and easily manage all.

உலகத்தோடு ஒட்ட ஒழுகல் பலகற்றும்  
கல்லார் அறிவிலா தார் (குறள் 140)

Ulagathoadu otta ozugal pala katrum  
Kallaar arivilaadhaar.

Learning, no avail

When the learned learns not how  
With the world to prevail!

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

This indeed is very important for a successful  
manager.

## The Six Pillars of Character.



CITIZENSHIP



RESPONSIBILITY



FAIRNESS



CARING



TRUSTWORTHINESS



RESPECT



## IMPACT OF PHYSICAL INFRASTRUCTURE ON AGRICULTURE SECTOR

S.Dhanalakshmi, Assistant Professor, Department of Economics, Shankarlal Sundarbai Shasun Jain College for Women, T-Nagar

Infrastructure plays crucial role in Agriculture sector which in turn leads to economic development of the country. Physical infrastructure has a direct impact on the development of the economy. Agriculture sector depend on irrigation, power, credit and transportation facilities etc. for their production. India export Agricultural goods to other countries and for this reason the Government concentrates on the development of Physical infrastructure and also increased investment in this sector. In India condition of monsoon is very poor but agriculture depend upon monsoon for cultivation purpose. As a result our country uses artificial monsoon (irrigation) which is nothing but storage of rainwater in different ways like tank irrigation, well irrigation and canal irrigation. While comparing with urban area, rural area is affected

more because of power shortage. Credit is essential for economic development and it is important for agriculture progress. Transportation facilities are required for the movement of agricultural goods from one place to another place. Finally it is clear that impact physical infrastructure is significant for generating employment opportunities, increasing per capita income and developing agriculture sector.

***"To get away from poverty, you need several things at the same time: school, health, and infrastructure - those are the public investments. And on the other side, you need market opportunities, information, employment, and human rights."***

**Hans Rosling**

### INFRASTRUCTURE

#### Introduction

Infrastructure plays crucial role in development of

Agriculture sector. Physical infrastructure has a direct impact on the development of the Economy. Agriculture sector depends on irrigation, power, credit and transportation facilities etc. for their production. From first plan onwards government invested huge amount on Agriculture infrastructure .In India Agriculture is the primary sector. Major exports are made from agricultural goods, so it is essential for the government to concentrate more on agricultural infrastructure which in turn leads to the growth of the country.

Approved outlay of Tamil Nadu

Table: 1

Sources:

Planningcommission.nic.in/plans/stateplanoutlay.php?state=b\_outbody.htm

Note: Taken only the approved outlay of Tamil Nadu.

Minor and Major heads of Development	2008-09	2009-10	2010-11	2011-12
Agricultural and Allied Sector	146547.09	146181.09	156941.71	2167.73
Rural Development	161847.49	152367.11	262268.52	3210.43
Water Resources				
a) Major & Medium Irrigation	52118.64	70000.00	66992.76	370.89
b) Minor Irrigation	5720.70	5889.00	3966.25	173.83
c) Command Area Development	2169.34	1394.00	1435.37	24.67
c) Flood Control	12677.77	1630.00	10999.96	182.80
Total	72686.45	78913.00	83394.34	752.19
Power & Energy	216396.34	252757.11	272428.45	2067.79
Industries & Minerals	54406.89	59686.52	76485.62	315.99
Transport	235623.86	208820.90	239476.27	2473.90
Urban Development	80499.44	143573.33	153919.44	2238.67

Rural Development, Export-import Bank of India, India Infrastructure Finance Company Limited, and a provision of 650 crore for Grants-in-Aid to NABARD for Women's Self Help Groups Development Fund and National Credit Trustee Company for Credit Guarantee Fund for Skill Development.

#### References

[http://mospi.nic.in/Mospi\\_New/upload/infra\\_stat\\_2013/main\\_infra\\_stat\\_2013.htm](http://mospi.nic.in/Mospi_New/upload/infra_stat_2013/main_infra_stat_2013.htm)

<http://planningcommission.gov.in/sectors/rural.php?sectors=rural>

[http://planningcommission.nic.in/plans/stateplan/index.php?state=b\\_outbody.htm](http://planningcommission.nic.in/plans/stateplan/index.php?state=b_outbody.htm)

L.Venkatachalam. "Infrastructure and Agricultural development in Karnataka state" Social Media. June 2003.

### Physical Infrastructure

Irrigational facilities, supply of power, credit facilities, and transport facilities are called Physical Infrastructure

### Investment of Financial Service

A Provision of 13,450 crore has been made in 2014 – 2015 for recapitalization of Public Sector Banks, National Bank for Agriculture and

Table: 2

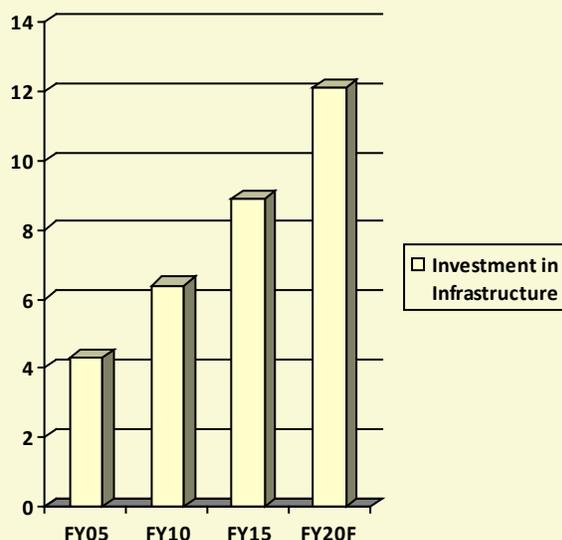
1st Phase (1950-80)	2nd Phase (1981-90)	3rd Phase (1991-2010)	4th Phase (2011-20)
Public investment in heavy and basic Industries,	Industrial and trade reforms facilitated capacity expansion.	Economic liberalization and expansion of service industry, rise in private consumption demand	Substantial expected investment in physical, agriculture and social infrastructure.

**Role of Physical Infrastructure**

Significant investment in physical infrastructure will also lead to employment generation, increased production and efficiency, reduction in cost of doing business and improved standard of living.

According to D&B's estimates, infrastructure investment is expected to surge to 12.1% of GDP by FY20 from 7.0% of GDP in FY11. Rising demand for infrastructure facilities given the rapid growth in urbanization, bulging of middle class and increasing working-age population, would engender substantial increase in infrastructure during the current decade.

**INVESTMENT IN INFRASTRUCTURE EXPECTED TO RISE DURING THE CURRENT DECADES**



**Table: 3  
Growth of Infrastructure Sub-Sectors**

Sector	2007-08	2008-09	2009-10	2010-11	2011-12
Road length	2.32	5.55	2.48	2.35	3.73
Rail length	1.46	0.44	0.44	0.37	0.90
Electricity generation	8.06	4.09	7.05	6.59	9.44
Irrigation potential created		21.28	-53.92	163.63	9.44

**Infrastructure in economic development**

- Economic development of a country depends on Agriculture sector.
- Agriculture of a country depends on availability of infrastructural facilities in the country.
- Agricultural production requires irrigation, Power, Credit and Transportation facilities.

- Agricultural development may not be possible without the facilities of Physical infrastructure which lead to economic development.
- From First plan onwards Government had specified higher right of way for the development of infrastructure.
- From First plan to sixth plan, nearly 55 % to 60% of the total outlay is allotted for the development of infrastructure.
- In the Seventh Plan, allotment for infrastructure was around 63%.
- Electricity generation which was 5 billion kWh in 1950-51 touched 515 Billion kWh by 2001-02.
- Rapid growth of Physical infrastructure lead

to sustainable increase in the Agricultural production during the planning period.

### Comparison between Rural and Urban Sector

- Major benefits are enjoyed by urban sector.
- Urban sector gets maximum benefits of Physical infrastructure like Transport, Power supply, Credit facilities which is not there in rural sector.

### Drawbacks in Urban-biased sector

Regional imbalance was created between rural and urban sectors. It reduces job opportunities and increases poverty problem in rural sector. At the same time it also creates problems of low per capita income. Consequently there is fall in the National income of the country. Finally the economy is not developed in backward areas. As we know, agriculture is the backbone of a country. Nearly 75% of People are engaged in agriculture. So the Government has to concentrate more on the development of agriculture sector to improve Physical infrastructure. Due to the above problems, poor people

from rural areas migrate to urban areas and become urban poor. In agriculture sector, even the small benefits of physical infrastructure are enjoyed by big landlord and rich people. It is clear that the rich becomes richer and the poor becomes poorer.

### Expectation on infrastructure development in Current decade

Aside from development of infrastructure facilities in urban area, increased focus is anticipated on infrastructure development in rural areas. Substantial rise in rural infrastructure development will provide further force to economic growth in rural areas, in turn resulting in significant reduction in poverty. Increased investment in rural infrastructure will benefit the rural population through higher income, employment opportunities, and lower cost of basic goods due to improvement in transportation facilities. Improvement in rural infrastructure will need to be properly targeted to benefit the rural poor.

### Conclusion

Agricultural sector is essential

for the development of the country so one of the important factors required for the development of Agriculture sector is physical infrastructure. Now a days Farmers are ready to sell their lands for money. In such cases Government has to take steps to stop it and improve the physical infrastructure. Government should introduce many courses relating to Agriculture and create the awareness of agricultural sectors. The impact of physical infrastructure in agriculture sector is good in some states, region and district.

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# IS IT TIME FOR A JOB CHANGE?



**Mr.P Karthikeyan**, Assistant Manager-HR, William Hare India Pvt Ltd has got more than 10 Years of experience in HR domain handling critical HR assignments like Talent Management, Employee Engagement, Performance Management, Rewards and Recognition, Career planning and training. He was awarded as "HR PROCESS CHAMPION" by India's Best Place to Work Institute of the top 10 HRs selected across India. He is a soft skill trainer and had trained students of MSME (Govt. of India) as visiting faculty.



Why does anyone change a job? I might sound sketchy if my answer is 'feelings' that makes you change jobs. Hope many would not agree with me with your eyebrows raised asking 'How could someone's feeling can make them to think about a Job change?'. Lets look closely the outcome of Gallup's survey on identifying top reasons for exit:

Most people who leave job voluntarily do not do it for pay and benefits and it is surely the second cited reason. If you sum it up the percentage leaving behind pay and benefits, it is whooping 78% other factors that instigate a person to leave a job.

There is emotion involved in all reasons comprising that 78% .No promotion - Feeling

not deserving, No role fit - Feeling underutilised or over utilised, Poor work environment - Feeling discomfort, No job security - Feeling insecure and anxious. Lack of Flexibility - Feeling stressed. Hope now everyone will subscribe to my argument that it is 'FEELINGS' that make a person quit his / her job.

# WHY PEOPLE CHANGE JOBS



## Who should change jobs? :

- Do you have Monday Blues?
- Have not your roles changed for last 3 Years?
- Have a title without powers?
- Your juniors are groomed in the name of 'opportunity' but you are not?
- People hired after you got promoted?
- Are you paid less in your category?
- Is your appraisal score remains at 'OK' category for two years?
- Have you stopped enjoying what you do?
- Feeling 'Used or Victimised or treated unfairly' for a longer time?
- Feeling let down by your own boss?

If you answer is 'Yes' to majority of the above questions, what

you should do:

- Step 1 :** Give your best for next 3 months . No development?
- Step 2 :** Speak to your well-wisher for solutions. No impact?
- Step 3 :** Raise the issues to your boss. No response?
- Step 4 :** Escalate it to your super boss. No change?
- Step 5 :** No second thought. Call it a Quit.

Majority of us is of the opinion that it is difficult to find a job immediately. Yes it is difficult to find when you do not invest rigorous effort nor do not know how to find one.

### **Let us see the hurdles in getting a job:**

- Your CV is as boring as a cookery show.
- You do not have the list of target companies and

consultants.

- You are waiting to hear from companies.
- You do not have specialised certification.
- You have fear that will mess up things as a hell during interviews.
- You failed to highlight your best in you.
- You are paid more than market percentile.
- You have used social networks only to

post your birthday bash.

- You looked out only for pay masters as your employer.
- You are as lazy as a couch potato to keep applying.

Here we go for the Fast track ways to get your new job:

### **Step 1: Build your Network:**

Use man gifted tools like LinkedIn, Whatsapp, Facebook, twitter, Blogs to build your network by connecting with your school, college friends, Ex-colleagues, hiring managers and even selective top management guys who can be an acquaintance. Attend all free seminars and conferences related to your domain happening in your City. Be active socially and in social media. At least someone you know might be working in some company where you would like

to work.

*Tip : Do not be mean by asking for a job on face. Rather just pass the feeler that you are looking for a change. That would do wonders if they like you.*

Remember "Let not your desperation reflect in your words or writings. It is very human to look down when something is made as an obligation even if it is your closest friend".

### **Step 2 : Sharpen your skills:**

There is no second option to get hired without having competence. Even though I am not a great supporter of certifications, I recommend you to get yourself certified in specialised areas of your domain. Current talent hunters look out for Generalist who can handle different tasks but must be a specialist in at least two areas. Sounds Weird is not it? But cannot complain. At least be better at what you do.

*Tip: Get certifications or premium qualifications and tag it to your CV. Trust me you can hunt big fishes.*

### **Step 3: Professional CV and an impressive interview:**

Prepare a CV as yummy as a Mexican pizza with all essential

toppings added to it. CV is to tell the recruiter what you have done and not who you are. Interview is to tell what you can do and not what you have done. Remember companies look for passionate, adaptable, polished, tactful, able person and last comes your technical calibre. So I swear they hire attitude first and later your skills.

Make yourself memorable while on telephone calls and let your approach be professional. Keep highlighting your abilities and achievements capsuled as words so that recruiter can swallow it through his ears and get impressed.

*Tip: I always say 'Let CV be your love letter and interview be your proposal'. It should be so impressive that no one should reject. Use right key words in your CV so that your CV is picked by (ATS-Applicant tracking system) and not been swallowed by a black hole.*

### **Step 4: Be smart and Keep trying:**

Have list of companies and job consultants and keep shooting mails and make calls often to make them remember you. Keep out laziness off yourself and challenge yourself to

get interviews from best companies. Feel happy and excited about every simple progress that you make in your job hunt. Never be ashamed of attempting one more time, after all it is your job and who can care more than you.

*Tip: Do not let any stones unturned when you are hunting for a job. Help can come from anywhere from anyone.*

Golden rules to succeed in interviews:

- 1) Learn to knock off butterflies in tummy.
- 2) Know through calls in advance what an interviewer is looking for.
- 3) Smile to see smile on the other side.
- 4) Speak less but right.
- 5) Deny professionally.
- 6) Use every question as an opportunity to sell.
- 7) Highlight your strengths and achievements.
- 8) Be honest and accept your shortcomings.
- 9) Understand the intent of the questions and answer.
- 10) Real secret is only very few interviewers are prepared.

"The secret of any successful change is to focus all your energy, not on fighting the old, but on building the NEW....."

-Socrates

## **PERSONALITY DEVELOPMENT THROUGH QUALITY CIRCLE**



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

### **What is Quality Circle?**

Quality Circle is a small 6 to 12 employees working in the same work area (doing similar work) who voluntarily meet together on a regular basis to identify improvements in their respective work areas using proven techniques for analysing and solving work related problems coming in the way of achieving and sustaining excellence leading to mutual up-liftment of employees as well as the organization.

### **Philosophy of Quality Circle**

Quality Circle is a people building philosophy, providing self-motivation and happiness in improving environment without any monetary benefits. Quality Circle concept recognizes the value of employee as a person who brings to the job intelligence, experience, attitude and feelings not just hands, feet and muscles.

### **Objectives of Quality Circle**

The important objectives of Quality Circles are

development of individuals, improvement and enrichment of job through involvement of people. In general, changing their attitude from "I don't care" to "I do care" and creating a team spirit in the organization.

Quality Circles work on premise that most people are capable of relatively high degree of imagination, ingenuity, and creativity in solving work related problems. There is a gold mine of potential to be tapped from the work force and Quality Circles offer the way to tap it.

Before adapting anything one thinks and must think as to "What is in it for me?" Along the group and organizational benefits, individuals also get lot of benefits from working in Quality Circles which otherwise are difficult to get and are quite useful for personal developments.

#### **1. Public speaking ability:**

Every individual wants to be successful in life though

the yard sticks of measures of success are different. You will agree that one quality in all successful personality is common, though their areas of success are different and that is their ability to tell their ideas to others effectively. Again one must get opportunity to develop this quality. Quality Circles provide a platform where you can speak to your group members and also develop this through various management presentations in company and related platforms outside company.

#### **2. Leadership ability:**

In born leaders are exceptional. Others have to practice and develop this ability, strive to become good leader. In Quality Circles leader is not fixed, every member gets a leadership role in turn.

Thus an opportunity is available for everyone to get an experience and develop leadership qualities. Many good leaders are developed through Quality Circles.

# Quality Circle-

## A way to Quality Improvement



### 3. Problem solving ability:

Everyone is afraid of problems and always pray that we should not face any problem. But all of us know that such a situation is impossible. In Quality Circles you are exposed to many daily problems. These problems are discussed and solved by combined efforts of the group. Thus you go through this cycle and a confidence is developed in you that you too can solve problems. After this you start looking at problems as a challenge and not as a threat. This approach helps even in our personal life. Thus our total approach at life improves.

### 4. Larger friend circle:

Man is a social animal. He always likes to remain in a group. Every one of us wants a good group of friends around us. But unless and until we meet large number of people how can we make friendship? Quality Circles provide us an environment and opportunity to meet large number of people of different levels, liking and nature so that we can develop good friends of our liking.

### 5. Personality development:

By meeting a number of people and keenly observing how they behave, how they display their abilities

and how they increase and update their knowledge. And through such questioning we can try to develop ourselves. We can learn new techniques and also learn to avoid few mistakes. Thus one can march towards better personality.

### 6. Opportunity to learn new techniques:

Problems are solved in Quality Circle by collecting systematic data and logical methods by using various tools and techniques.

All members are exposed to these tools and techniques through training and practice. One can acquire expertise by using these methodically. These can be useful in our personal life as these have universal applications.

### 7. Recognition:

This is one of the basic human needs. Every one of us from Head of the organization to lower most people in the organization requires pat on back for the job well done. We feel that our good work, good qualities should be praised by people around us. How many such chances we get in normal work of organization s, only during our annual appraisals? This is not enough and also has lots

of limitations. Quality Circles provide such opportunities on ongoing basis. You need present your work to your Senior Management frequently through Management Presentation. They start recognizing you as a contributing member of the organization. News of achievement of your group get published in your House magazines and subsequently in other journals. Thus your need of recognition is satisfied on regular basis.

#### **8. Cheerful atmosphere:**

We cannot avoid the monotony of routine work. When you work in forums like Quality Circles nature of work changes working in groups, develops mutual

respect, team spirit, better housekeeping and better inter personal relationships. Thus a pleasant and cordial atmosphere gets developed. People start enjoying their work and workplaces through increased participation in day-today activities.

#### **9. Satisfaction of helping others:**

This is also one of the fundamental needs of human being. Often we feel that we should be helpful to our friends, society members and organization where we work. We work to satisfy this need even at the cost of our available resources. Why we help our friends and colleagues? This is to get satisfaction of helping others.

Quality Circles provide such opportunities for helping others.

The above mentioned benefits or gains are purely personal gains. Nobody is more benefited by this than oneself. It is quite natural to think before accepting any philosophy or concept as to what are the individual gains through this irrespective of its greatness or usefulness to others.

I am sure, considering these personal gains nobody can keep away from the above mentioned benefits or gains which are purely personal gains. Nobody can keep away from Quality Circle activity to derive these benefits.

PERSONALITY  
MATTERS  
"Your Personality Can Transform Your Future"



# HEALTH MANAGEMENT



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

## 10 DISEASE FIGHTING FOODS

Just what food should you eat to enjoy health.

The following 10 foods can lay the groundwork for optimal health.

### WHOLE GRAINS

Whole grains are low in fat. Thanks to their fibre content, you eat less because you feel more satisfied. Eating whole grains can help lower your risk of cardiovascular disease, type 2 diabetes and some cancers.

DO NOT BE FOOLED BY THE WORDS; WHEAT BREAD AND WHEAT FLOWER.

Look for the word WHOLE . Choose bread or cereal that has whole wheat, whole wheat flower or another whole grain that has first ingredient on the label.

Look for breads with at least 3 grams of fiber in a serving, or cereals with at least 5 gms of fiber a serving – and preferably 8 or more.

### FISH

Dieticians recommend that you aim for two servings of fish a week. Boiled , baked, and grilled fish are better than fried.

If possible, go for fish such as SALMON, TUNA, TROUT, HERRING AND SARDINES.

These are rich in Omega-3 ,fatty acid, which protect against heart disease by improving high-density LIPOPROTEIN (HDL, or “good”) cholesterol and lowering TRYGLYCIDES. Omega-3 also helps lower blood pressure, may reduce the risk of an irregular heartbeat, and are thought to reduce inflammation that contribute to chronic illness.

It is important to pay attention to warnings regarding consumption level of fish that may be affected by water contaminations, such as mercury and other toxins.

### WALNUT AND ALMONDS

Nuts are rich in calories

but they are also nutrient dense. Almonds are loaded with calcium, Iron, natural vitamin E and RIBOFLAVIN. Walnuts are good source of PHOSPHOROUS, ZINC, COPPER, IRON, POTASIUUM, VITAMIN E, and the plant version of Omega 3 fatty acids.

Nuts are naturally cholesterol free. Nuts may also help reduce low-density LIPOPROTEIN ( LDL) or BAD cholesterol and reduce your risk of heart attack.

Eat nuts in moderation. The serving size for nuts is 1 ounce.

This equals about 14 walnut halves or about 22 almonds. One serving can take the place of the protein found in one ounce meat.

### LEGUMES

Legumes which include a variety of dried beans, peas and lentils, are high in protein and make an excellent substitute for animal sources

of protein.

Legumes have no cholesterol and very little fat. Unlike meat, legumes actually help reduce low density lipoprotein (LDL) or Bad cholesterol, and the minerals they contain may help control blood pressure. Add legumes to chilli, soups and casseroles in place of meat.

### **SOY**

Soy claims to reduce your cholesterol level and thereby lower your risk of cardiovascular disease. Soy was examined to be found only mineral beneficial effects. Soy based foods are good for you because they contain less saturated fat than the meat, and they also provide fiber and protein.

It is best to eat soy in moderation, especially if you are at risk of or have had breast cancer. Soy contains phytochemicals that may produce weak estrogen activity.

### **FAT FREE DIARY PRODUCTS**

Fortified skim milk is one of the best ways of getting needed calcium and vitamin D to help prevent osteoporosis.

There is also evidence that calcium can contribute to preventing high blood pressure, stroke, colon cancer, and obesity. In addition milk provides protein, minerals, and B vitamins.

Fat free cottage cheese, fat free yogurt and fat free cheeses have similar benefits.

### **Berries**

Berries are rich in antioxidants and substances called flavonoids which may help lower cancer and cardiovascular diseases risk. Blue berries are especially high in antioxidants, but blackberries, raspberries and strawberries are not far behind.

If you are watching your weight, eat dried fruits sparingly because they are concentrated source of Calories.

### **BROCCOLI AND CAULIFLOWER**

Broccoli and cauliflower are high in Vitamin C. Broccoli also contains a good amount of Vitamin A. These and other Cruciferous vegetables - foods such as cabbage, Brussels, sprouts, bok choy and kale have naturally occurring phytochemicals that may help reduce the

risk of colorectal cancer. Broccoli and cauliflower also contain fiber, have no cholesterol, and are naturally low in fat and calories.

### **TOMATOES**

Tomatoes contain a number of nutrients, including Vitamin C and B complex, as well as iron and potassium.

They also contain the antioxidant LYCOPENE.

LYCOPENE may lower risk of heart attack, prostate cancer, and possible other type of cancers.

### **GREEN TEA**

Green Tea is a major source of PHYTOCHEMICALS known as FLAVONOIDS which may help lower the risk of some diseases.

It is particularly rich in a flavonoid called EPIGALLOCATECHIN GALLATE, which may inhibit the enzyme activity necessary for some form of cancer growth.

Although Green Tea has not been shown in laboratory to prevent cancer or cardiovascular disease, some evidence suggests it may be of benefit.

# BE A PERFUMER NOT SIMPLY A PERFORMER

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 Professor of life insurance at the National Insurance Academy Pune for nearly 3 years. Now settled down at Bengaluru. He is a member 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.



When we think of Leadership, immediately we think of Power. We cannot imagine a Leader without Power, whether formal or informal. Power can be derived from many sources, say from the State in the case of Police, from the Religion in the case of Spiritual Leaders, from wealth in the case of the Rich, from the Hierarchy in the case of Managers in the Corporate world, from the Fourth Estate in the case of Media and from the Glamour in the case of film stars, celebrities, sports persons etc. I cannot omit the sense of power felt by the King-makers (apart from the Kings themselves) in the form of close confidants of the Powerful, PAs of the Big Bosses and the coterie.

## Leadership

Many believe that Leadership is simply being the first, biggest and the most

powerful.

Some think that a Leader gives direction and influences people to follow it.

Robert K. Greenleaf defines Leadership as going out showing the way and this is available to every one in the organization right from the driver to the director.

Another explanation for Leadership can be having a vision that is well-communicated, building trust and taking effective action so as to reach your own full potential.

A traditional definition of Leadership is an inter-personal influence directed towards the achievement of a goal.

## Leadership Qualities

Is it a clear sense of direction?

Is it the ability to take tough decisions?

Is it the capacity to command and control?

Is it inspiring loyalty among those people led by you by emotional empathy, personal integrity, and trustworthiness and by walking the talk?

Is it a spirit of humility and service, choosing to serve first and then leading the way, Servant Leadership?

Is it serving all stakeholders alike with the principle of fairness and equity?

Well, it is the combination of all these qualities that will make people to follow you, not because they have to but because they want to.

## 100/0 Relationship

The Leader with the above qualities takes full responsibility (100%) for relationship with all stakeholders, expecting



nothing in return (0%).

He does not use the "Knower Statements" - I know this will not work, I am right, You are wrong, I told you, That is the way it is, I need to tell you etc. He uses the "Learner Statements"- I could be wrong, I appreciate, I wonder if it is..., Let me understand, Let me find out, Please correct me if I am mistaken etc.

He believes in the statement, What is in it for US? Instead of -What is in it for ME?

He carries the Team with him encouraging everybody - even the little eagle which is born to fly hesitates before it starts the first flight. (The adage says - Even the thrill of soaring begins with the fear of falling). The mother eagle gives it a Push - human beings too need a Push in

life. Sometimes we need it - sometimes we give it to others.

He cares for his people - irrespective of their status. The true character of a person is seen from the way he treats his subordinates, sub-staff, driver etc. Accordingly people also respond - It is said "Persons do not care how much you know until they know how much you care".

Because of these traits, the Leader succeeds as somebody mentioned - A great attitude is not the result of success, on the other hand, success is the result of great attitude.

Whenever a new suggestion or innovative idea comes out from a discussion, the Leader does not say, Let us finish the job on hand: we can see the idea later on: Let us

get some more details: The Management is averse to this idea: We tried this once but failed: Where is the cost-benefit analysis? etc.

Instead he says, Excellent, let us go ahead and try.

### **The Attributes**

Collaboration - working together.

Trust - relying firmly on integrity, ability and character of the person.

Foresight - perceiving the importance and significance of the events before they occur.

Power of Articulation - often it is not important what we say but it is important how we say. We cannot let down our colleagues before our Superiors or Customers, even though there would have been some mistakes. Any advice

can be given subsequently inside the chamber.

Enthusiasing people - to achieve and reach our goal.

Empathy - putting ourselves in the shoes of others, more correctly in their minds.

Spirituality - appealing to the inner nature of persons since basically nobody is bad or wants to be bad.

**Talk-Listen Ratio**

TLR 1 - Here both talk simultaneously without listening to the other. TV Debates are examples of this.

TLR 1+ Here one person's talks more than what he listens: the other person is resigned to his fate.

Good TLR is talking for two minutes but listening for four minutes: this is the mode our Leader adopts.

5 Tips for Success by Bill Gates

- Knowing how to say "No" without offending the other's feelings.
- Welcoming criticism - Stop, Listen, Thank for the criticism and learn.
- Being Optimistic.
- Being willing to fail - Failure

teaches more lessons than Success. It is not how many times you fall is important but how fast you get up each time is more important.

• Having the ability to focus on a Goal and keep progressing towards it.

**Road to Happiness**

1. If you ask me "How are you?" I would reply "Great".

2. Benjamin Franklin said "The US Constitution does not guarantee you happiness, but only the pursuit of it. You have to catch up to it yourself."

3. I live in my heart, so it does not matter where my body lives. If I am happy inside, then I live in Paradise, no matter where my residence is.

4. Wherever you go, you take yourself with you. If you cannot find happiness inside yourself, you will never find it

outside, even if it is Heaven.

5. Stay away from Anger - it hurts only you and nobody else.

6. If you are right, there is no need to get angry. If you are wrong, you have no right to get angry.

7. Patience with Family is LOVE.

8. Patience with Others is RESPECT.

9. Patience with Self is CONFIDENCE.

10. Patience with God is FAITH.

Be a Perfumer, not only a Performer

Let us perform with a smile so that we leave a scent behind because Service with a Smile is our motto. If my article can contribute a bit towards this objective, I shall be more than satisfied.



## CORPORATE TRANSPARENCY IS IT REALLY POSSIBLE



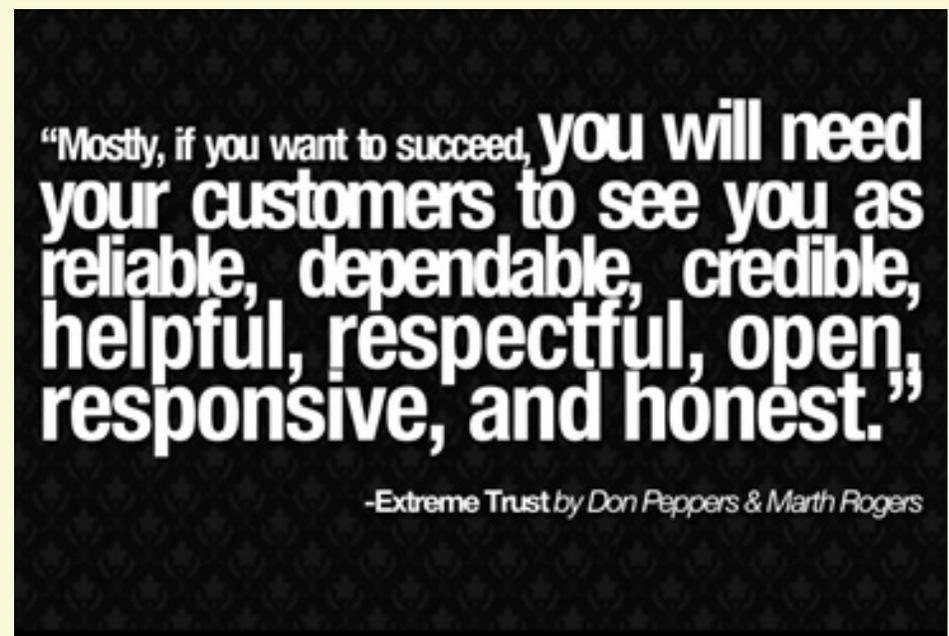
**Mrs. Sandhya Rao**, Master's in Psychology from Punjab University, Graduation from Government College for Women, Chandigarh with Economics, Psychology and English (Honours), Schooling from Carmel Convent, Chandigarh.

According to Wikipedia "Corporate transparency describes the extent to which a corporation's actions are observable by outsiders. From the perspective of outsiders, transparency can be defined simply as the perceived quality of intentionally shared information from the corporation."

Recent research suggests that there are three primary dimensions of corporate transparency:

- Information disclosure,
- Clarity,
- Accuracy.

Information disclosure is a step towards gaining transparency. It amounts to accountability of the decisions taken. But there is a big question mark of how information should



be disclosed and what information should be shared. All stakeholders should have all the information to create corporate transparency. But is this a fact and a reality today? Is it possible for complete information disclosure? Is it practical?

Clarity I heard creates simplicity and affords focus. This is so true considering clarity sometimes can

become confusing. Clarity of the information disclosure and information itself is vital in dealing with corporate transparency. Clarity comes from engagement and not thought. So whatever information is shared and disclosed should be clear and without any ambiguity.

Accuracy is the third dimension of corporate transparency. I read

somewhere that accuracy is not celebrated it is expected. It is expected that the information that is disclosed is not just clear but also accurate because if it is clear but not relevant or accurate it is as good as being dishonest. To quote Nathaniel Hawthorne "Accuracy is the twin brother of honesty, inaccuracy of dishonesty".

TED 2013

**"The biggest disease is corruption. The vaccine is transparency."**



— BOND

When we debate whether corporate transparency is possible or not we should also consider questioning corruption. Where there is corruption there cannot be transparency. So the root cause of lack of transparency is corruption that is like

a snowball which keeps growing as it catches momentum. Power and losing it makes men corrupt so if this fear is removed and the snowball is stopped at the right time, there is a chance of making corporate transparency a reality.

"If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. They are the father, the mother and the teacher." A. P. J. Abdul Kalam

In the context of any corporate, the decision makers and the leaders can make a difference by making the corporates corruption free in order to bring about corporate transparency.

The trust factor is of great importance when we consider the possibility of corporate transparency. Without the trust of your consumers or investors or all stakeholders it will be difficult to understand why and what of corporate transparency. This is a commitment the corporates have to make to succeed on a long term basis.

**Transparency is not about restoring trust in institutions. Transparency is the politics of managing mistrust.**

Ivan Krastev

# EDUCATION MANAGEMENT

**N V SUBBARAMAN**

Management of Education in the country is very vital for the progress of India. Elders very often murmur that the education standards are going down gradually and that education has been commercialized. In a way it is right that some schools charge as much as Rs.60000 p a for LKG class. I pleasantly recollect in fifties and start of the sixties entire fifteen year education was over in less than 30000 rupees!

While it is so here is an educational institution where 1st standard to PG/Phd level it is absolutely free and a nominal amount is charged for hostel facilities. It is residential University having its campuses in three places- Puttaparthi, Anantapur and Bangalore/Whitefield. They are the creations of a great spiritual head individually and it is SRI SATHYA SAI INSTITUTE OF HIGHER LEARNING.

Here are produced some words of wisdom from Sri Sathya Saibaba on Education, Teachers and students.

## **QUOTES FROM SATHYA SAI BABA ON EDUCATION**

Education confers humility, endows one with the

authority to command, that will entitle one to affluence. With the help of charity and compassion this affluence can be made fruitful, and by this means, happiness in this world and peace in the next can be won.

The father, the mother and the teacher are the three primarily responsible for moulding the future of the country.

Wisdom flashes like lightening amidst the clouds of the inner sky; one has to foster the flash, and preserve the light. That is the true sign of the 'educated' person.

Education is not acquisition of burdensome information regarding objects and men. It is the awareness of the immortal spirit within, which is the spring of joy, peace and courage.

College education gives you the chance to earn money and live thereupon. But, unless it destroys certain illusions that are nourished by the common level of mankind, your lives will not be happy.

Character is the most precious gift of education.

You are not educated if all you

have achieved is the study of ten books.

A college which does not confer the knowledge of the Spiritual Reality to the students who are engaged in the pursuit of various material studies, is as barren as the sky without the moon, or a heart without peace, or a nation without reference to law.

Education must open the eyes and enable them to recognise the One behind the many.

Education must promote peace, security and happiness.

Education has to be welcomed as a Spiritual Practice for the establishment of Peace in the individual heart as well as in society including the human commonwealth.

The sign of a person who has had an education is 'good manners.

The objective of education should be impressed on the children's minds. The academic education of today is shallow and useless because it has no value orientation.

Education should ennoble the students, but instead it is debasing them. Instead

of shaping the young into diamonds, it is turning them into coals. It is not bringing transformation in them, it is not bestowing wisdom.

There is no use if knowledge grows while desires multiply. It makes one a hero in words and a zero in action.

Education should serve to enlarge the vision and broaden the outlook of the people.

What the head thinks, should be examined critically in the heart and this right decision should be carried out by the hands. This should be the primary product of the educational process.

What is necessary is not EHV, but 3-HV: (Head-Heart-and Hands). The hands should carry out what the heart and approved of the ideas emanated from the head.

Education must award self-confidence, the courage to depend on one's own strength.

The end of knowledge is wisdom  
The end of culture is perfection  
The end of wisdom is freedom  
The end of education is character. And character consists of eagerness to renounce one's selfish greed.

The universe is a great university.

It is essential to practice spiritual disciplines along with academic studies.

Most people think that the purpose of education is to acquire a degree, a qualification. So what is this degree of B.A.? B.A.+D (D stands for degree) becomes BAD, and if you are more qualified you are M.A.+D = MAD!

Unless knowledge is transformed into wisdom, and wisdom is expressed in character; education is a wasteful process.

The education system today makes an educated person selfish. It makes that person a slave to the senses and as a consequence the person forgets their own divine nature.

Education has to endow you with an eagerness to surrender.

Unity of minds, natural love and co-operation, are the qualities we have to develop today. Education is not for securing university degrees.

Education has to cultivate humility and discipline, but today it is yielding a harvest of pride and envy.

The learned man's life itself shines as the message for mankind.

The nation can prosper and be happy only when education develops in an atmosphere of Truth, Love and Reverence.

Real education should enable one to utilise the knowledge one has acquired to meet the challenges of life and to make all human beings happy as far as possible.

Education does not mean the imparting of verbal knowledge alone.

Humility, reverence, compassion, forbearance, sacrifice and self-control are the qualities that reveal the outcome of the true education.

Science without discrimination  
Human existence without discipline  
Friendship without gratitude  
Music without melody  
A society without morality and justice  
Cannot be of benefit to the people.

Education today does not impart to the students the capacity or grit to face the challenges of daily life. The educational field has become the playing ground of ignorance.

True knowledge is that which establishes harmony and

synthesis between science on the one hand and spirituality and ethics on the other.

Modern education develops the intellect and imparts skills, but does not promote qualities in any way.

Education today is a process of filling the mind with the contents of books, emptying the contents in the examination hall and returning empty-headed.

True education consists in the cultivation of the heart.

The cultivation of Love is the greatest need today.

### **Teachers**

Do not imagine that your service to children is for their sake. It is equally for your sake.

You, who deal with children and their upbringing and upliftment, have to be aware of this preciousness and of the need to express it in action.

Do not develop pride imagining the children to be in need of your service, You need them as much as they need you.

Teachers who will promote qualities of mutual love and regard in their students are sorely needed today.

Men and women are in essence fountains of eternal joy, peace, love and devotion. Cultivate these, by precept, example and exercise, during the formative years. Then, the educated will have security and sweetness as long as they live.

Human values cannot be learnt from lectures of text – books. Those who seek to impart values to students must first practice them themselves and set an example.

Fill your hearts with love and lead the children under your care along the ideal path.

Resolve to sacrifice everything you have for the sake of the pure-hearted children who rely on you for guidance.

You can teach love to students only through love.

You are dealing with tender children, as their teachers, guides and examples. You have to equip yourselves for those roles by living the values that distinguish mankind.

Serve and thereby gain the position of leader. Only a good servant can become a great master.

This new education venture can succeed will only when

your lives are healthy.

Teachers can achieve any high ideal, provided they are co-operative, well disciplined, soaked in service and sacrifice and fully determined to succeed.

Instruct children to revere their parents, this is the first thing to do.

The teacher has the greatest share in moulding the future of the country. Of all professions, yours is the noblest, the most difficult and the most important.

If a pupil has a vice, he or she alone suffers from it. But, if a teacher has a vice, thousands are polluted.

Calm, concentrated, unshaken attention should be paid by those who teach and by those who learn.

Only a great teacher can mould a great student.

You have to plant spiritual seeds in the young minds. You should nurture them to grow.

Among all professions, the teaching profession carries the greatest responsibility. Teachers have to mould the young of today, so that

they will grow up as worthy citizens of tomorrow

If teachers themselves do not follow the normal ethics of truthfulness etc., how can they instil good habits and values in children?

Teachers should not be bound by considerations of hours of work. When necessary, they should be prepared to stay on for hours to remove the doubts of students and help them to complete their assignments. This is your duty.

If teachers play their role properly, the nation can be transformed. For all the malpractices among students, the parents and the teachers are to blame.

Cultivate the heart to raise a harvest of Truth, Right Conduct, Peace and Love. This crop has to be raised in your heart and should be shared with others.

Together with worldly education, you have to cultivate the human values and undertake spiritual discipline.

To teach the human values,

which are like precious gems, you need competent and dedicated teachers who practice these values.

In cultivating human values, emphasis should also be placed on avoiding wastage of money, food and time. Even teachers have to be trained in this respect.

Service rendered to children is the most sacred.

Lead the children along the joyous path of Truth. Let your faces ever shower smiles, springing from the joy you earn from looking at the faces of the children.

Carry out your duties, as teachers in the spirit of dedication, love and service, and stand forth as bright examples to the country and the world.

Children are lamps, which illumine the path of the nation.

The first task of teachers is the cultivation of virtue in the hearts of the pupils.

The teacher and the pupil will both be immersed in joy only when Love that does not

calculate the reward binds them together.

### Students

Students have to cultivate gratitude, compassion and tolerance. Sympathy with the distressed is the fundamental mental human quality.

Youth is the stage in life when the slightest turn towards wrong will spell disaster.

Unless the desire to do service is earnest and the skill to do it is cultivated is cultivated, students will remain a burden to the community.

Whatever studies you may pursue, do not give up your faith in God. To give up God is to give up life itself. Life is God. Truth is God. All that you do as an offering to God will be an expression of human values.

All degrees, scholarships and punditry have no value if one does not have good qualities. Cultivate virtues.

The students of today are the teachers of tomorrow.

Be eager and earnest to know more and more about the art of joyful living.

It is the duty of all human beings to understand and respect their parents.

Students must develop

extensive interests. They must visualise wide horizons.

Wherever students are, silence, serenity and security should prevail, for such an atmosphere alone promotes study.

The degree has to be justified to the recipient by his or her exemplary noble living.

Students might fail to revere the guest or adore the teacher as God. But, it will be a great pity if they fall into the sin of dishonouring the father and the mother.

The age span 16 –30 is crucial, for, that is the period when life adds sweetness to itself, when talents, skills and attitudes are accumulated,

sublimated and sanctified, If the tonic of unselfish service is administered to the mind during this period, life's mission is fulfilled.

Every student must cultivate devotion and such faith. You must love and revere your teachers. That is the first step in the discipline, which leads to a virtuous character.



**President APJ Abdul Kalam  
at the convocation of the  
Sri Satya Sai Institute  
of Higher Learning**

**Sri Sathya Sai Institute of Higher  
Learning, Prashanthi Nilayam.**



# IMPACT

INNOVATIVE MANAGEMENT PRACTICES  
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# LEADERSHIP QUALITIES AND SUCCESSION PLANNING

A Literature Review



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## ABSTRACT:

Succession planning focuses on leadership development. Succession planning is one of the most critical responsibilities of a board of directors in an organization. The purpose of this article is to make a strong relationship between succession planning and leadership quality and style. The concept of current leader and future successor is the key element of this article. Based on the review of literature it shows there is a relationship exists between leadership and succession planning.

## KEYWORDS:

Succession planning, Leadership, Successor, Leader, Organisations.

## BACKGROUND OF THE STUDY:

Succession planning is perhaps one of the hottest topics today as a result of ethical issues, compensation, development and implementation. Global organizations faced with fast-paced change can no longer afford long, lengthy internal development of an heir apparent. However, those organizations who seek faster, external executive hires have

found it no panacea as organizational culture often trumps talent and industry experience. Recent research points to those who do internal succession well, with little disruption and ready change depend on their ability to execute plans (Charan & Colvin, 1999, 2001). A succession plan not only needs to guide the seamless continuity of services when a transition in senior leadership occurs, but also needs to be pliable in the face of ever-changing times and shifting market demands. An ASSOCHAM Business Barometer (ABB) Survey has revealed that India Inc. has a long way to go for putting in place its succession plan at top level. The ABB Survey of 275 leading management consultants, corporate, academicians and professionals on 'Missing Link in Succession Plan'. The key findings of the survey are: 1) only a few companies formulate and effectively implement succession plan for the key positions in their organization structure. 2) This was confirmed by 75% of the ABB respondents. 3) They rated Indian companies, 4 on a scale of 10, in terms of long term planning and grooming of the successor to the head of a firm.

## INTRODUCTION TO SUCCESSION PLANNING:

Sambrook (2005) defined succession planning as "the attempt to plan for the right number and quality of managers and key-skilled employees to cover retirement, death, serious illness or promotion, and any new positions which may be created in future organization plans."

Succession Planning has found itself on the front burner for many companies with the large number of employees reaching traditional retirement age. Succession planning can be defined as any effort to ensure the continued effective performance of an organization, division, department, or work group by making provision for the development, replacement, and strategic application of key people over time (Rothwell, 2001). Succession planning is linked to leadership development in two important ways. First, being groomed as a successor is part of leadership development. Second, the process of choosing and fostering a successor is part of a manager's own development (Dubrin, 2010).

Having the right people, in the right place, at the right time, particularly when it comes to the CEO, is a pre-requisite for long-term success of the organization. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. Taken narrowly, "replacement planning" for key roles is the heart of succession planning. Effective succession or talent-pool management concerns itself with building a series of feeder groups up and down the entire leadership pipeline or progression (Charan, Drotter, Noel, 2001).

The goal of succession planning is to identify employees capable of assuming leadership roles and to supply and support education and training to develop those employee's competencies, scope of operation and leadership skills. Succession planning is a continuous annual process; it is a journey not a destination. —Succession planning is mandatory for the long-term success of the organization (Wolf, 2006)

### **Objectives of study:**

The main objectives of the study are

- To study the importance of Succession Planning and leadership qualities
- To study the initiatives taken by the organizations in identifying the successor
- To study the relationship between qualities of a leader in Succession Planning.

### **LEADERSHIP AND SUCCESSION PLANNING:**

Organizations with highly effective succession plans involve their executive, senior and frontline management throughout the process (Rioux & Bernthal, 1999). This creates responsibility from all levels of management for the identification and development of candidates. When candidates are identified most organizations consider the employee's career wishes and aspirations. Organizations use objective assessment data regarding current performance and readiness or potential (Rioux & Bernthal, 1999).

In a well-managed private sector organization, when executives quit, retire, or are dismissed, replacements are chosen through leadership succession—an orderly process of identifying and grooming people to replace managers. Succession planning is linked to leadership development in two important ways. First, grooming a successor is part of leadership development. Second, the process of choosing and fostering a successor is part of manager's own development (Dubrin, 2010).

In "Succession Planning—Key to Corporate Excellence," Arthur X. Deegan II notes that the specific purpose of succession planning is to provide an organized approach for the most effective identification and utilization of the organization's management resources (Deegan, 1986, p.7). In the Sixth edition of

the book "Leadership—Research Findings, Practice, and Skills," Andrew J. Dubrin notes that in a well-managed organization, replacements for executives who quit, retire, or are dismissed are chosen through leadership succession, an orderly process of identifying and grooming people to replace managers ("Leadership," 2010, p. 461).

In the 13th edition of "Human Resource Management," Robert L. Mathis notes that succession planning must include a well-designed employee development system to reach its potential. Succession planning is the process of identifying a plan for the orderly replacement of key employees.

To develop a pool of succession candidates within an organization, its top potential candidates, once identified, get paired with more senior, experienced mentors so their years of experience could be transferred through action-learning opportunities. Karacay-Aydin (2008) noted that mentoring can be an effective tool to attract, retain, motivate, and develop talent, especially for female employees and those from socially disadvantaged backgrounds. Duke cited PepsiCo's Chairman and CEO, an Indian mother of two daughters, as an example of a best-practice company in succession planning. Like the Army, PepsiCo recognized that a significant percentage of its executives would become retirement-eligible within five years and decided to develop a pool of candidates for senior level position, including the top position. That eventually led to PepsiCo selecting the best qualified person within the organization for the top position.

Today's organizations are faced with a multitude of complex challenges including, leadership breaches in ethical and moral decision-making; competing in a 3 more

globalized work world; perpetuating loyalty and trust among workers; retaining and developing talent; keeping pace with technological advances and industry changes; and leading within a more diversified structure. As a result, succession planning is a popular topic in organizations today.

#### **LEADER AND SUCCESSOR:**

"An organization requires several things from the people chosen to be candidates for the future. These people must bring to their responsibilities certain characteristics, traits that should be present in all leaders" (DePree, 1989, p. 181).

Leaders of an organization need to look forward and consider the continued survival and efficiency of the organization. This requires strategic planning for the future leaders of the organization. This type of strategic planning prepares for a succession of leaders, rather than depending upon replacement as the only means of filling future management and leadership vacancies. Companies traditionally practiced replacement planning which concentrated on preselecting backup people for key positions (Byham, Smith, Paese, 2002)

When developing succession plans, the literature stated that there was a "growing awareness of knowledge transfer—the process of distilling and transmitting the lessons of experience from outgoing employees to those who take their places" (Rothwell, 2003, ¶10)

Successor Origin was found to be the most studied topic in Kesner and Sebor's review, selecting an external or internal successor became highly researched to find which was more successful. Although numerous studies

have been conducted a clear advantageous origin of successor has not been determined, both positive and negative effects have been found with external and internal successor.

Rothwell (2005) posits that an effective succession planning and management effort is that which is capable of building talent from within and ensures leadership continuity. He contends that it is imperative for organizations to establish formalized succession planning as part of organizational strategic and management tools. Based on his research, Rothwell suggests that systemic succession planning and management can be attained by following his seven-pointed star model that consists of the following steps: (1) making commitment towards succession planning and management, (2) assessing present work and people requirements, (3) appraising individual performance, (4) assessing future work and people requirements, (5) assessing future individual potential, (6) closing the development gap, and (7) evaluating the subsequent succession development program (p. 79).

Although research has established the importance of proper succession planning (Leibman, Bruer & Maki, 1996), many firms continue to operate without a formal succession plan. A 2004 survey of 711 human resource managers found that although 80 percent of the managers believed that succession planning was critical, less than half of their companies had a succession plan in progress (Taylor & McGraw, 2004). Two other surveys found that few organizations have proper succession plans prepared to replace their leadership, a 2009 survey by RHR International and Chief Executive magazine found 40 percent of CEO's were not prepared for succession (Cairns, 2011), a 2011

study found that only 35 percent of thirteen hundred CEO executives had a succession plan (SFGate, 2011). The three studies show that half of companies are not prepared or are not currently preparing for leadership succession. Research has shown that executives are reluctant to plan for succession for multiple reasons such as: fear of retirement, fear of the unknown, fear of losing control, fear of death, lack of interests outside of work, and a strong sense of personal attachment to the company (Ibrahim, et al 2001; Handler & Kram, 1988)

More recently, literature shows that a key indication to stakeholders of an organization's capability is whether or not the organization can produce a viable heir apparent (Charan & Colvin, 1999). If organizations are not able to recognize internal talent and retain it, competitors are apt to benefit (Cappelli, 2000). It is the responsibility of Human Resource Development (HRD) practitioners to aid in the identification, development and selection of leaders who are able to make ethical and moral decisions on behalf of the organization (Scott, 2004).

HRD consultants and all levels of leadership have made little progress in the creation of a viable succession planning process which can guide most organizations in meeting the demands of the future. The succession planning process, including executive development, is the most important responsibility that HRD leaders have when contributing to strategic business success (Cabrera & Bonache, 1999). Leaders are organizational heroes (Deal & Kennedy, 1982), who are symbolic (Pfeffer, 1981). They create, change, embody, and integrate organizational culture consciously and unconsciously (Deal & Kennedy, 1982; Schein, 1992; Trice & Beyer, 1993). Even though they may facilitate cultural change,

the change will not endure without qualified successors to further their visions.

Kell and Carrott (2005) found corporate cultures, influence leadership styles more than any other aspect of their job according to a survey of executives in over 100 corporations. In support of the apparent importance of culture in succession, they state, "A Board of Directors overseeing a turnaround and the appointment of a new CEO must be vigilant. Changing the top leader is tough enough; changing the entrenched behavior of hundreds or thousands of other leaders to gel with the new style can be a mammoth task" (2005, p. 24).

A dynamic analysis of organizational culture makes it clear that leadership is intertwined with culture formation, evolution, transformation, and destruction. Culture is created in the first instance by actions of leaders; and culture is embedded and strengthened by leaders and must be unlearned when it becomes dysfunctional to learn new assumptions (Schein, 1992). Sometimes deliberate, conscious destruction of cultural elements takes place (Hemp & Stewart, 2004). As recent authors suggest, the problem is not in the existence of a plan, but in its execution (Charan & Colvin, 1999).

#### **CONCLUSION:**

Leadership and succession planning are both vital issues which have had little in the way of formal research studies data, especially in the area of privately owned businesses. All businesses, large and small, are realizing the importance of executive succession and especially the need to plan for succession. Rothwell (2001) stated, "Amid the two-fold pressures of pending retirements in

senior executive ranks and the increasing value of intellectual capital and knowledge management, it is more necessary than ever before for organizations to plan for leadership continuity and employee advancement" (p. xvii).

One business process which holds potential to reflect the impact of servant leadership is succession planning. It is logical that servant leadership would place emphasis on succession planning with its emphasis on the follower (employee) and the follower's development (Bieschke, 2006; Stone et al., 2004).

As necessary as succession planning is, Bieschke (2006) referenced a recent poll showing that 94% of organizations had no succession plan at all. In light of that statistic, how do CEOs and business leaders pass on the reigns of leadership to their offspring or others? What planning do they need to do to ensure that their organizations continue after they are no longer able to lead them? Most importantly for this research; what role, if any, does leadership style play in the succession process? While some research has been conducted on the first two questions, none was found on leadership style's influence on the succession process.

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# FEMINIST URGE IN THE SELECT POEMS OF SYLVIA PLATH



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Sylvia Plath's work is heavily autobiographical that outlines the major events of her life and how that influenced her poetic sensibility. She is reckoned as a very important poet of American literature: more so, after her collected poems won the Pulitzer in 1982. Her writing is evasive, intriguing, intelligent and intense urging even a first-time reader to probe deeper into her psyche. Her talent is recognized with the very first volume of her poems, *The Colossus* and other poems published in 1960 and she quits the field in 1963, committing suicide. One has to look at her life without any pre-conceived notion given the circumstances that projects her in different lights and images, following her death and also her stature as one of the best known and most widely read poets of the twentieth century.

Literary feminism ascertains not only women's presence in the domain of literature but also

signifies their writing. Judith Gardiner starts her investigation on "Feminism Identity and Writing by Women" with defining "female selves" based on her reading of Nancy Chodorow:

*"as typically less fixed, less writerly and more flexible than male individuality, both in its primary core and in the entire maturational complex developed from this core."* (Critical Inquiry)

The female identity is a process which explains woman's approaches to writing, which again does not conform to the generic prescription of the male canon and hence, cannot be captured within one genre. There is a sense of powerlessness when a woman's experience is not articulated, classified and legitimated in art. Besides the more significant issue is the endless division of self against the self. When art does not allow the woman to seek refuge

in her difference, it draws her into a process that uses her against herself. "Self-effacing" and "Self-promoting" become the two poles around which gender is articulated.

The concept of a "woman's identity", within feminism, functions in terms of both affirmation and negation. For feminists, the goals of agency, personal autonomy, self-expression and self-determination, can neither be taken for granted nor written off as exhausted. They are ideas and variety of ways that feminism has helped to reformulate, modify and challenge. The identification of self with an impossible ideal of autonomy produces the failure of relationship in so many texts by women writers. Separation and objectivity rather than relationship and connection become the markers of identity. It is quite impossible for the feminine writing to be theorized, enclosed and coded.

Plath was no early feminist but she was ready enough to fall in with the idea that men were taken more seriously than women were in the literary world, and she sometimes talked in this way with her new friend, the poet Ruth Fainlight, wife of Alan Silitoe. As Fainlight remembers:

*"... all of us... had a lot in common... Sylvia and I were both American, both nobodies. She had a baby already. She had a book which was about to be published, but she did not figure... Immediately, there, we were sister souls but they were about*

*to leave [for Devon] in a month or two... Sylvia had Frieda and this arrangement with Ted..." (Interview with Ruth Fainlight, February 2000)*

Ted Hughes did not perceive Plath as a typical 1950's wife, putting her husband first and accepting a subservient role. In a letter to Aurelia Plath, he repudiates that vision of her explicitly: "She was "Laurentian", not women's lib." He also pointed out that the question of whose writing took priority was a complex one. The problem was that Plath needed to write; otherwise, life felt unmanageable to her. For both of them the key issue was to ensure that she at last began to write as she wanted. However, Plath always associated authorship with both paternal privilege and maternal creativity.

The advice that Plath gives herself so often in her journal proved hard to follow in practice. There is ambivalence as far as feminist stance towards privacy is concerned in "liberal" and "patriarchal" dimensions of western societies. Some condemn it as a barrier to female liberation while others embrace it as a tool of liberation depending on the socio-economic relations. Yet, psychologically, casting herself as Hughes's student or apprentice only forced Plath into a secondary, even a tertiary role as a poet. In 1961, in an interview to playwright Marvin Kane on a BBC program to set the record straight about whose poems are whose, Plath insisted that:

*"A poem, by its own system of illusions, can set up a rich and apparently living world... [my poems] attempt to re-create, in their own way, definite situations and landscapes. They are, quite emphatically, about the 'things of the world'." "When I say "this world," I include, of course, such feelings as fear and despair and barrenness, as well as domestic love and delight in nature. These darker emotions may well put on the masks of quite unworldly things - such as ghosts, or trolls or antique gods" (BBC broadcast transcription for "New Comment 2", on Donald Hall's anthology, Smith College Rare Books Room)*

Few critics except Marilyn Yalom has given adequate attention to what might well have been the existence of post-partum depression after the birth of both Plath's children. In Yalom's analysis, maternity often:

*"serves as a catalyst for mental breakdown. A corollary of this question concerns the distinction between maternity and motherhood: to what extent is maternity: conception, pregnancy, lactation, and the nurturing of infants) a fixed biological, existentially loaded reality, and to what extent is motherhood (the daily care of children and the ensuing lifelong lien on the mother) a mutable social construct?" (Maternity, Mortality and the Literature of Madness)*

When Yalom connects this general problem of

defining and accepting the immense burden of mothering to Plath's loss of a parent when she was a child, an event that probably set in motion her own "death anxiety," she sees the writer ripe for breakdown in the case of individuals who have not developed appropriate psychological mechanisms for containing death anxiety. In her earlier poems, Plath appeared to repress certain themes that are influential to the imagery of her poems and later she begins to tell the truth.

In *The Colossus* she presents the image of her father, not with the full extent of her feeling towards him, which is revealed in *Daddy*. It is in *Daddy* that Plath unleashes her hatred upon him. Expanding on the reality of her experience, Plath's persona is at conflict with her father because he is German, and her mother a Jew. Robert Philips argues that *Daddy* is a poem of total rejection and is reinforced by Plath's line "Daddy, I have had to kill you." (*Daddy* 6) However, more controversially, it has been argued that Plath is sexually obsessed with her father. In the poem, Plath moves from desiring her father, fearing him, to hating him. The suggestion of incest is underlined in Plath's implication that she married a man just like her father.

To conclude, in the construction of the literary self, Plath is unconscious of her poetic self but conscious of her articulating self. In her poetry one notices a feminist urge to be herself, autonomous and a woman. Her derision was clearly against men including her father but

she was equally dogged by ambivalence. Plath's poetry cannot be appreciated fully without having a glance at her personal life since her poetry is the upshot of her life - view and experiences both physical and mental. However, the critical demand to study her poetry is to see her more as a poet and less as a woman may not be enough since the poet emanates only after she undergoes the experiences and pain of being a daughter, a wife, and a mother.

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