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AND CREATIVE THINKING

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IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

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With Greetings from IMPACT

We are very happy that we are keeping at your hands our first TWO digit numbered issue in your hands (on your Computer screen!!!). Yes; this issue is the TENTH issue since it was launched in May2015. We have been making a lot of efforts to make the issues as informative, and educative as possible. Our contributors, rich as management experts, practitioners and educationists, are providing a variety to our esteemed readers.

The month of February is an important month in India as the economic and financial management tool of the Nation viz Budget will be presented in the Parliament, discussed threadbare and passed. The nation was in the hands of very effective and expert economists like M/s C.D. Deshmukh, T. T. Krishnamachari, Dr. Manmohan Sing, P. Chidambaram, Pranab Mukherji and similar great personalities. The present incumbent is equally competent and the nation expects a lot from the current year's budget presentation on 29th February.

Tamilnadu is limping back to economic normalcy after the devastating floods in November-December 2015. It is hoped that economic activities will take great shapes in the days to come and the State will be prosperous.

Yet another Academic year end is fast approaching and thousands will be passing out in different disciplines and enter into the job market. Generation of employment opportunities should be the highest priority for the Government and Industrialists. If the youth are not provided with, frustration sets in and the future of the nation will be at stake.

- Editorial Team

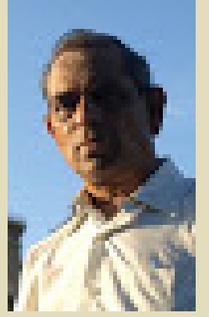
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SPIRITUAL MANAGEMENT IN VALLUVAM

GLORY OF GOD - கடவுள் வாழ்த்து

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.



Are the readers amused on the title of the article! Quite possible! Yes-God, religion, prayer, faith, spiritualism, spiritual seeker and so on are something very personal and where the question of 'SPIRITUAL MANAGEMENT' arises is a justifiable cause for surprise or getting amused. But I do feel that in the existing conditions in the society, in any area or field, management assumes an increasing role and hence needs the expertise of a management practitioner.

As we have been seeing in the past issues of IMPACT a discerning member of the society can find out answer in VALLUVAM. In this issue, we are going to see answer to some of the questions arising in our mind on God, spiritualism, faith etc.

Thiruvalluvar as we have been observing through this series of articles, that he is a great Management expert whose 'magnum opus' Thirukkural written 2000 years ago can address any management issues!

In the very first part out of the 133, we get a deep insight into God, spiritualism etc. The meaning given at the end of each couplet is quite informative and hence no further explanation is required.

First Part

ON VIRTUE (Araththuppaal)

அகர முதல எழுத்தெல்லாம் ஆதி

பகவன் முதற்றே உலகு

(குறள் 1)

Agara mudhal ezuththellaam aadhi
Bagavan mudhatrE ulagu.

"A" leads the language
The Lord Almighty protects
Like peacock's plumage!

In all languages letter "A" is the first and the world starts with the "GOD"-the parents.
(1)

"Mathru devo bhava, pithru tdhevo bhava"!
Our parents are God. If we respect, revere, serve and take care, God's blessings are there in plenty for us and we thrive.

கற்றதனால் ஆய பயனெங்கொல் வாலறிவன்
நற்றாள் தொழார் எனின்

(குறள் 2)

Katradhanaal aaya payanenkol?vaalarivan
NatraaL thozaar enin.

Learning lacks meaning

If the learner believes not
In Him – protecting!

All our knowledge and studies are of no avail,
if we do not offer prayer to the Almighty-pure
knowledge and wisdom incarnate. (2)

Hence a spiritual seeker as a first step has to
offer prayer to the Almighty as a part of our
spiritual management.

மலர்மிசை ஏகினான் மாண்டி சேர்ந்தார்
நிலமிசை நீடுவாழ் வார் (குறள் 3)

MalaRmisai Eginan maaNadi sErndhaar
Nilamisai needu vaazvaar.

He surely lives long
Who seeks the feet of the Lord
To whom the noble throng!

Those who continue to offer prayer to the
Almighty dwelling in the hearts of HIS
devotees will continue to live long and
prosperous. (3)

God is everywhere and we have to realize that
He is dwelling in our hearts; when realized,
we need no search for HIM.

வேண்டுதல் வேண்டாமை இலாண்டி சேர்ந்தார்க்கு
யாண்டும் இடும்பை இல (குறள் 4)

vENDudhal vENdaamai ilaan adi saerndhaarkku
YaaNdum idumbai ila.

To the one who clings
To HIM beyond likes-dislikes
No woes the life brings!

Those who offer prayer to the Almighty who

is beyond desires and hatred will have no
sufferings and sorrows. (4)

Characteristics of the Almighty are explained
in a few couplets.

இருள்சேர் இருவினையும் சேரா இறைவன்
பொருள்சேர் புகழ்புரிந்தார் மாட்டு (குறள் 5)

IruL caer iruvinaiyum saeraar iraiavan
Porulsaer ppugaL purindhaar maattu.

Who sings in HIS praise
Seeking HIS love and grace
Freed from the sins nice!

Those who sing in praise of the Lord seeking
HIS grace and blessings will be free from the
bad effects of the wrong doings of the past
lives. (5)

பொறிவாயில் ஐந்தவித்தான் பொய்தீர் ஒழுக்க
நெறிநின்றார் நீடுவாழ் வார் (குறள் 6)

Porivaayil aindhaviththaan poytheer ozukka
Nernindraar needuvaaz vaar

For long he lives for sure
Who treads HIS path sans desires
In this world – pure!

Those who live according to the dictates of
Lord Almighty who has absolute control over
the senses five, will live long happily. (6)

தனக்குவமை இல்லாதான் தாள்சேர்ந்தார்க் கல்லால்
மனக்கவலை மாற்றல் அரிது (குறள் 7)

Thanakku uvamai illaadhaan thaaL
saerndhaarkku allaal

Manakkavalai maatra aridhu.

Who seeks not HIM whose
Compassion beyond compare
Never free from worry's woes!

Unless they resort to the Almighty beyond
comparison, they cannot be free from stress
and tension. (7)

Very important from the stand point of stress
management is this couplet.

அறவாழி அந்தணண் தாள்சேர்ந்தார்க் கல்லால்
பிறவாழி நீந்தல் அரிது (குறள் 8)

AravAzi andhaNan thaaLsaerwdhaarkku allaal
PiravAzi neendhal aridhu.

He can't cross the sea
Of sins if he thinks not HIM
Indeed Virtues Sea!

Those who do not offer prayer at the feet of
the Almighty who has crossed the great sea of
Virtues, cannot cross the seas of wealth, love
and desires. (8)

கோளில் பொறியின் குணமில்வே எண்குணத்தான்
தாளை வணங்காத் தலை (குறள் 9)

Koanil poriyil guNamilavae eNguNaththaan
ThaaLai vaNangaath thalai.

Those heads that pray not
The God of eight virtues sure
Have eyes and ears just dot(s)!

Those who do not offer prayer at the feet of
the Almighty of eight virtues, have no use just

as the ears that cannot hear, and eyes that
cannot see. (9)

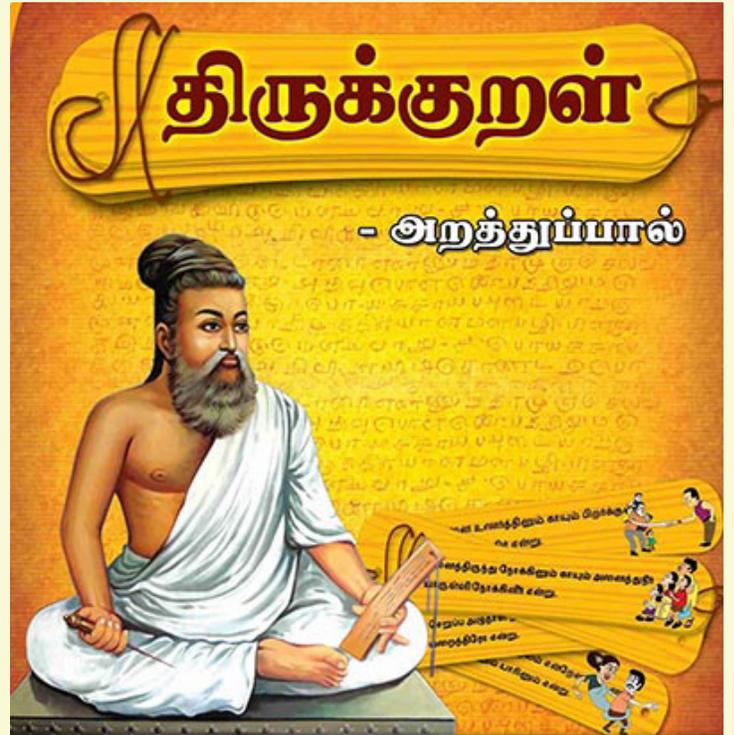
பிறவிப் பெருங்கடல் நீந்துவர் நீந்தார்
இறைவன் அடிசேரா தார் (குறள் 10)

Piravip perungkadal neendhuvar neendhaar
Iraivan adi saeraa dhaar.

Those who pray the Lord
Nicely cross the sea of birth
Others don't – face woes!

Those who invoke the grace and blessings of
the Almighty are sure to cross the sea of birth
easily and otherwise cannot. (10)

Yes; if we keep these in our mind, we can
easily manage our spiritual management and
reach goals.



WHY THEY HATE HR?

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 & 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.



Age of dinosaurs to this era of big data, the common fuming comment posted against HR is 'Wandering crooks doing nothing'. Is this really real? Giving a real thought to this, may be 'yes' baring few.

This could be a repercussion effect of leaving out 'Human' from the word 'Human relations' and lack of understanding of the basic purpose of being a HR. Levitation theory applied in bullet trains applies to many of us as a HR that, we stay at least 1 inch evidently detached from the track (Employees), yet travelling.

The answers that we may get when we have head in place of our heart to know why they really don't like HRs:

'Deaf Hearing' is that what we do?

Human's psychology is built to respond in a way that 'You don't care and so do I' and be instant, sensible, objective and more importantly a binary response with a topping of human touch. Need not required to give solutions all times, but it's important to facilitate an employee to be able to reach his/her solution makes significant universal difference.

HR should try to give that 'Aha..' all the time they approach us, instead of 'blah blah' feeling.

'HR is Face of the management'

image:

Yes, HR should be the face of management without any second thought. We are the ones who reach out to the war field without much of a defense; when it comes to grievances, engagement, talent shortage, salary issues, hierarchical disputes or any other burning issues.

In the course of communicating the management's stand, HR is often painted as management itself, which may not hold the evaluation true in all circumstances.

We have to emphasize through our words and



actions as clearly as possible all times that we are the 'business partners' who stays as a moderator between employees, management and business.

Is HR making no meaning here?

Any random picked employee will have at least one of these 4 thoughts about HR:

They don't work, but picnicking within the company.

They neither understand us nor our business.

They are support staffs and mere paper pushers.

No revenue – No influence.

HR can't shy away from doing so called paper works at least for few years from now and our brain can very well differentiate listening from just hearing.

'Listening with intent' to resolve is the least that any employee would love to see in eyes of a HR and that 'intent' makes all the significant difference. Even a non-human can sense fakeness when it comes to emotions, so let's be as true as possible.

HR can't be a friend but can be friendly from deep within to act as change agent to understand and offer realistic solutions. It's important to be an approachable person who listens with a true purpose and then let's carry the tag as a 'HR' with all pride.

Sincere response is the order of the Day:

'We will come back to you shortly' is a cliché and no more holds any respect until HR's response is instant and a bang hit on bulls-eye.

With available technology and impatience driving Gen Y, the response must with due respect let it be an essential sheep in the flock, till automation takes the ruling.

Color of HR is changing over years and many have transcended to new heights in addressing

core business issues like efficiency optimization, talent management, disengagement, Analytics etc., and let us also stay in the stream to gain that respect and dignity.

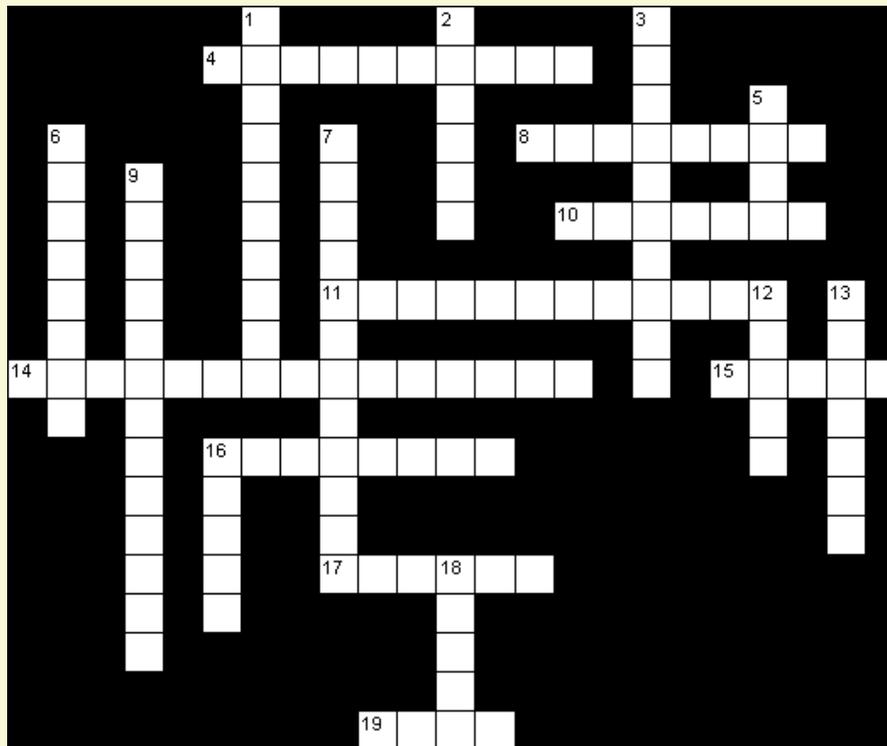
THE SOLUTION:

Giant step each HR should take to fade out 'hate' image. HR may not be able to generate revenue as good as operations but can really bring in human and business sense in all that we do, to build a better Eco system and align everyone within organization to chase the most liked monster of our investors "THE MONEY".



Management Puzzle

Normally in this feature we give Management jargons, abbreviations etc. that we learn from our readers are quite enjoyed and hence welcome. For a change we give below a Management Puzzle on Time Management which we believe will be quite interesting and provide good food for our thoughts.



Across

4. Something you wear that tells time, or staring at the area between your arm and hand. (2 words)
8. Kids sometimes hate to get this from teachers, but it's an important part of learning school lessons.
10. Dropping an activity because you don't have enough time for it is not the same as being a _____.
11. These can compete for your attention while you're trying to get important things done.
14. Putting off until later what you could be doing now is called _____.
15. If you get everything done with time to spare, you can kick back and _____.
16. Use one of these to plan out your month.

17. How much time, or money, you have to spend is called your _____.
19. It's what you do when you're in a hurry, or famous monument "Mount _____ more."

Down

1. Deciding what things to spend your time on means choosing these.
2. We can't slow down or get more time, but we can learn how to _____ it.
3. It provides entertainment and education, but it can also lead to a lot of wasted time.
5. You might get a "_____ toy with purchase," or spend some "_____ time" by yourself.
6. Things that require time and effort over several weeks, months, or years are called _____ goals. (2 words)
7. Something that can easily take too much of your time, or spider's silk stretched across the globe. (3 words)
9. If you don't have enough time for all the clubs, sports, and activities you're signed up for, you're _____.
12. Experts agree: you should get about eight hours of this a night.
13. You can carry this around to record your daily tasks and responsibilities.
16. It's usually easier to just do a household _____ than complain about it.
18. We set these for ourselves to help us get things done.

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.

MINERALS;-

CALCIUM; Calcium is the most abundant mineral in the human body. In addition to the support it provides to our skeleton, calcium is also needed for our heart, muscles and nerves to function properly. Our body has also built in safe guards to maintain an adequate amount of calcium in our blood stream. Contrary to the public belief, need for the minerals actually increases with age. This is because the human body becomes less efficient at abstracting calcium from the diet.

For women a drop in estrogen levels at a menopause further reduces calcium absorption.

In addition some older adults tend to act fewer dietary products that contain calcium. Dietary sources of calcium include products such as milk, cheese, yogurt, calcium fortified Cereals and juice, greens, spinach, broccoli - green soybeans, fish that are eaten with their Bones.

Many people do not get enough calcium in their diet. It is recommended to keep intake ranging from 100 to 1200 mgs.

CHROMIUM;

Chromium is a trace mineral – trace meaning that although essential it is needed by the body in small amounts.

Dietary sources of chromium include whole grains, Sea food, green leaves, broccoli, potatoes and peanuts.

Although exact role played by the chromium is not fully understood, it appears to assist in the cellular response to the hormone insulin.

Because of this function, chromium is often associated with the treatment of diabetes and weight-loss products.

IRON;

Iron plays an essential role in delivering oxygen to the body via the blood stream. It has also many muscular and

metabolic functions.

Dietary sources of iron include: meat, sea food, poultry, whole grains, beans, peas, and dark green leafy vegetables. The recommended dietary allowance for adult males and most women over age 50 is 8 gms. Women in child bearing years should have 18 mgs regularly. Lack of iron leads to anemia and reduces their resistance to infection. Too much of iron can cause hemochromatosis, which can lead to diabetes and liver damage.

MAGNESIUM;

Magnesium is invaluable in much Bio-chemical reaction in the body helping to maintain normal heart to rhythm, immune systems and normal function.

Dietary services include: legumes, whole grains, dark green leafy vegetables and nuts. Supplements combine the mineral with

other substance for example magnesium citrate or magnesium, luconete. Your doctor may recommend supplements of necessary levels of magnesium can be achieved through our diet.

SELENIEM;

Seleniem is a trace mineral with anti-oxidant properties especially when combined with vitamin E. It also helps to maintain the body immune system.

Dietary sources include: Milk poultry, fish organ meat, whole grain products

The amount of selenium in those foods varies greatly depending on amounts of the mineral in the oil. Low selenium levels may contribute to **ATHEROSELEROSIS**,

HYPOTHYROIDISM and certain cancer.

Cigarette smoking and alcohol abuse both lower selenium levels.

ZINC;

Zinc is a trace mineral found in almost every cell in the human body. It is essential for normal growth development and sexual maturation and help regulate appetite, stress level and sense of trace on smell.

Zinc plays an essential role in the immune system and also has anti-oxidant properties. Zinc must be obtained through diet because the body does not produce enough of it.

Dietary source include: meat, fish, poultry, liver, milk, whole grain products fortified

cereals. The recommended dietary allowance is 11 mgs of zinc for adult man and woman 8 mgs.

Supplements may be needed for severe deficiency resulting from malnutrition, alcohol abuse, liver cirrhosis and certain cancer, digestive disorder.

Avoid taking high doses of zinc which can lower high dietary Lipoprotein (HDL) a good cholesterol suppresses the urine system and interferes with the absorption of copper which may result in anemia.

VITAMINS;

Vitamin B- 3 (NIACIN)

Vitamin B -3 (Niacin) is one of the eight B complex vitamins that helps the body convert food into energy Niacin

Vitamins & Minerals



also helps improve blood circulation and development levels.

Food sources of Niacin include lean meats, poultry, fish, peanuts, and breweries yeast. The commended dietary take of Niacin is 16 mgs for men and 14 mgs for women

Seek your doctor's advice before taking a Niacin supplement if you are diabetes., gallbladder and liver disease or glaucoma. Large dose can cause a flushing reaction.

VITAMIN –B 6.

Vitamin –B -6 (Pyridoxine) is an important vitamin for normal brain development and for keeping the Nervous system's health.

Food sources of vitamin b-6 include; poultry, fish, potatoes, lintel soybeans, Whole grain products, nuts seeds, carrot, and banana. It can also be taken as supplement.

Vitamin – B-9 (Folate or Folic Acid);

Vitamin – B -9 also called foliate occurs naturally in certain foods. Folic Acid is the synthetic form of foliate. This vitamin is important in

red blood cell formation and for health cell growth and function. This is especially important during periods of rapid cell division and growth.

Food sources of folic acid /foliate include ; citrus juices and fruits beans, nuts, seeds, dark green leafy vegetables, and fortified grain products. Folic acid is found in supplement and in fortified breads and cereals.

The recommended dietary allowance for men and women is 400 mgs.

VITAMIN B -12.

Vitamin B-12 (cobalamin) plays essential roles in red blood cell formation, cell metabolism, nerve function and production of NDA.

Sources of vitamin B-12 are animal foods, including meat, poultry, fish, shellfish Eggs, and dairy products. Many breakfast cereals are vitamin fortified.

Your body is capable of storing several years' worth of vitamin B-12, so a deficiency is rare. However, vegetarian who completely eliminate meat from their diet are prone to deficiency

of this vitamin.

VITAMIN – C;

Vitamin c (Ascorbic Acid) is necessary for the body to form blood vessels cartilage, muscles, and collagen in bones. It is also vital in the body's healing process .vitamin c has also strong anti-oxidant properties.

The human body does not produce vitamin C, so it is necessary to include it in our diet.

Food sources include citrus fruits, berries, tomatoes, peppers, broccoli and spinach.

Vitamin C supplement come in the form tables, capsules and chewable.

Many uses for Vitamin c have been proposed. The higher intake of Vitamin c are associated with improved physical performance and muscle strength., especially in older adults.

Topical properties containing Vitamin c are used to help prevent sun burns, and improve the appearance of wrinkled skin.

Getting anti-oxidant

including vitamin C from diet high in fruits, vegetables and whole grains, rather than from talking supplements. Foods provide many other health benefits you cannot get from a supplement.

VITAMIN -D;

Our body manufactures Vitamin d when direct sunlight converts a chemical in our skin into an active form of "Vitamin- D" (calciferol). Vitamin d is necessary for building and maintaining healthy bones. This is because calcium, the primary component of bone, can only be absorbed by our body when Vitamin d is present.

We can also get Vitamin -D from certain dietary sources including fortified milk, fortified cereal, and fatty fish such as salmon. Mackerel and sardines.

The amount of Vitamin d your skin makes depends on many factors including the time of day, season, latitude and your skin preparation. Depending on where you live and your life style, Vitamin d production may decrease or be completely absent during the winter



months also can decrease vitamin - D production.

The dietary allowance for adults under age 50 get 400 to 800 IU daily and adults of age 50 and above 800 to 1000 IU daily.

VITAMIN - E;

Vitamin E has anti-oxidant properties which protect body tissues from damage caused by free radicals – unstable molecules associated with degenerative process brought on by ageing and chronic disease.

Vitamin e exists in eight different forms, and the most active form – typically found in supplements is known as alpha-tocophero

Food sources of Vitamin e include; vegetables oil, wheat grains, whole grain, leafy vegetables and nuts, especially almonds.

Vitamin- E was thought to offer protection against such conditions as heart disease Cancer, Alzheimer's disease and cataracts.

As result many people began taking supplements in mega doses.

People who consume at least 400 IU of vitamin e daily for at least a year could be at an increased role of premature death.

VITAMIN K;

Food sources of vitamin K includes; Cheese, eggs, yolks and butter.

The vitamin K winner by far is Natta, fomented soybeans. K-2 serves as important purpose. It helps keep calcium out of the arteries and send it into the bones and teeth.

Natta is one of the most heart-healthy of all foods.

QUALITY CONCEPTS



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

Scenario

Last week I went to buy a pair of shoes. My budget was Rs 1200. I knew that I just wanted a good pair of shoes and with that in mind I walked into a shoe shop. As I walked in, I was greeted by a salesman who checked size of my foot and began to show me different shoes.

Within a short time I was surrounded by large variety of shoes of various types & colors. I was confused & realized that I should have spent some time on making my mind on what I wanted. On top of that I could see some shoes which had scratches and some which had their stitches coming off from one or two places. I just did not like that. Half an hour later I was out of shop disappointed, angry and frustrated with salesman and the shop.

I was just wondering what had gone wrong with the transaction. & what are the lessons to be learnt from it? Let us look at the following point

- If the salesman would have asked me some appropriate questions to understand the various characteristics of shoes such as purpose casual or formal, color, design, material, brand etc. Then I would have been able to make a decision in a more focused manner. As a customer it would have been my responsibility to communicate my requirement as closely and precisely as possible, I would have passed on my knowledge of product and services. Both the supplier (shoe salesman) and the customer (me) have an obligation to do that. Added to that, he was showing defective shoes. How can customer buy in such situation? These are some of the basic requirements which the salesman must understand
- If the salesman was trained by the shoe shop owner on the type of shoes and on selling skills, on how to deal with customers, then he should have asked me appropriate questions to understand my requirements, and would not have shown me defective shoes. Also the shop in charge or owner would have

removed the defective shoes from the shop. This would have prevented such a situation from arising.

- It should be made very clear to the salesman that what is shown or given to the customer should be defect free and that for every customer it is necessary to follow the procedure of first getting to know the requirement and then only showing the shoes of course defect less. This means that without exceptions procedures are followed every time.

- When we do not meet requirements either because we have not found these out in the first place or because of committing an error. There is a price to be paid. In this case the cost is in terms of losing an opportunity to sell a shoe as well as having a dissatisfied (potential) customer who may never return. And if he tells his friends that this particular shoe shop is not worth going to, the cost of losing potential customers further get ads to this.



The absolutes of quality

The four points mentioned above are the absolutes of quality evolved by the quality Guru Philip B. Crosby. Absolutes are underlying principles / concepts that apply to all situations and serve as a basis for evaluation. It is not possible to memorize and apply everything we hear and see. However, we can observe patterns which guide us in our future efforts.

Absolute one

The definition of quality is Conformance to Requirements. I have always thought of quality as something similar to beauty. That is, it lies in the eyes of beholders. Quality, like beauty, is generally thought of as being subjective as it varies from person to person.

But if it is subjective then how do I as an individual get a quality product or service? As a youngster, I remember going with my parents to buy my first watch. What happened was an argument between my parents & me on what we meant by a quality watch. I wanted a watch which gives time & date, is showy, with no consideration for the price. Whereas my parents' focus was on durability, accuracy, and price. The real issue was that both sides were looking at quality in their own way. If we want quality to be a matter of choice and not chance, then we have to define quality in a manner that means the same to everyone who is associated with it.

In other words we need to move from the subjective evaluation

of quality to an objective definition of quality which is Conformance to Requirements.

What do we mean by Requirements?

By requirement we mean the characteristics that describe the product or services or action. In the example of the watch, the requirements are durability, accuracy, price, additional features etc. When something conforms to requirements it is quality. With this frame of reference there is no scope for subjectivity or chance.

How to confirm to Requirements?

First we have to clearly define and decide what constitutes quality and then we have to actually do what has been decided. A good example for

this is when I go out for parties my mother asks me when I will be back? My typical reply is that I would be late. She insists upon my specifying the time. What she wants is that the requirement be defined and agreed upon so that conformance to it can be evaluated objectively.

People Involved

An important concept related to meeting requirements is the concept of customer and supplier. In party example my mother is customer and I am the supplier. I as the supplier have to meet the customer's (Her) requirements. This is equally applicable in business also.

Absolute two

The system of Quality is Prevention

Just before every examination I would curse myself for landing in a mess because of not studying regularly. And though I would decide not to let the situation repeat itself, I continued to struggle each time during examination. This pattern is seen in every sphere of life, both personal & business. Most of us do things and then think of ways to deal with the outcome of our actions.

However, to change the way we do the things we need to practice prevention.

What is Prevention?

Prevention means different things to different people. To the dancer and musician it means hours and hours of practice. To the top level sport person it means absolute physical fitness and days of practice. To the teacher it means preparing for eliminating error, identifying opportunities for errors and dealing with these before carrying out the task for the class. The secret of prevention is to look at what we are doing and identifying opportunities for eliminating errors. Dealing with these before carrying out the

task eliminates costly rework, hassle and frustration. Like our automobiles we do regular servicing & maintenance to avoid break downs on the roads. Prevention should become integral part of our life. The practice of prevention requires the knowledge of the processes in which we have to prevent errors from occurring. To make quality happen we need to make prevention a way of life.

Absolute three

The performance slandered for Quality is Zero Defects

Every day we perform hundreds of action without even considering the result and impact on other or on ourselves. When we look at the actions of



people in other vocation and walk of life, we wonder why we do not seriously consider the outcome of the their action and its impact on the others. Especially in case of doctors and nurses, airline pilots, taxi and bus drivers etc. We expect all these people to carry out all their actions without mistakes or with what is referred as Zero Defects as performance slandered. All our performances are evaluated against some standard. While as customer we want defect free products and services, as supplier we are not willing to ensure that the end result of our action is defect free.

Why Zero Defects?

The concept of zero defect or ZD is considered as too idealistic and impractical. ZD is not Perfection. It means confirming to the mutually agreed requirements the first time-every time. It is doing right each and every time. It is taking actions in a manner that prevent any defect from occurring.

Zero-Defect is an Attitude

Zero-Defect is much more than a mere performance standard, it is an attitude. Attitude encourages us to analyze mistakes and find out the cause of the mistake and then to incorporate that

learning into system to avoid further mistakes. This help for continuously striving for quality. Zero-Defect is journey. It helps to look at mistakes as an opportunity for improvement. This helps us to change our approach so that we always end up delivering quality first time and every time.

The measurement of Quality is the price of non-conformance At offices and factories people routinely waste time and money. Every time a voucher or bill is not made correctly, a report has to be reworked, excess time is spent in locating papers & files, or a component has to be reprocessed or scrapped, we end up paying a price. This price is called as the Price of Nonconformance or in short PONC. The principles of quality apply to situations outside factory & office also.

Every day at home at play or work, we waste a considerable amount of money, efforts and time for not doing things right the first time. This is a waste we can avoid. Measuring quality in terms of PONC helps. It focuses the costly sources of waste and then takes actions to eliminate this source of waste.

From my involvement in Quality for last 30 years I am convinced that quality encompasses all aspects of human life it is achievable, measurable and profitable entity that can be installed once you have commitment and understanding and are prepared to work for it.

QUALITY
 IS NOT AN ACT,
 IT IS A **HABIT.**
 ARISTOTLE

Communication and Projecting A Positive Image



Sahana.B is a M.A, MPhil and presently pursuing her Doctorate in English literature in Presidency College, Chennai. She has published many articles in reputed International journals.

All of you would be aware of the proverb, 'Man is a social animal'. Many of you would have read and enjoyed 'The Dennis the Menace' comics. Whenever the menace of Dennis goes beyond the tolerance of his mother, the mother as a punishment will pull his little chair and make him sit facing the wall for an hour or so. A person needs a companion to share his/her views, ideas, dejections and depressions. In today's highly competitive scenario, not only computers need networking but also for human beings, networking and relationship is a key to success. To have a good networking and healthy relationship, everyone should know the art and craft of communication. Yesterday, today and tomorrow's rulers around the globe should know and master the art of communication.

For example:-The mother knows in every household how to get things done from the

family members. She knows when and how to present and make you do what she wants.

The presentation skills otherwise called as 'Interpersonal Communication' is the basic element to build strong relationships and to have an effective team to execute what do you want as a leader.

Our successful Indian cricket team captain, Dhoni, is able to continue his success remarkably as a strong leader by having an excellent interpersonal communication on the field with his teammates and make them to achieve success as a single point objective by his effective relationship with them. Though the experts from the commentary box as well as television studios give varied expressions and views, Dhoni with his own characteristic manner and leadership skills make India successful and make the Indians feel proud.

One is also aware as to

how a bad relationship spoils the image. The glaring example is Leander Paes and Mahesh Bhupathi and Rohan Bopanna.

So effective communication creates healthy interpersonal relationship thereby a strong bondage is woven and can make any team whether in a family or in a college or in an office to reach enviable success.

Projecting a Positive Self-Image:

When a person graduates from the primary level to the higher secondary level and then to the college level, the people around him/her i.e. the immediate family, relatives, neighbors and friends expect certain decorum and to maintain a positive image by him/her. For example:-The way you eat, the way you dress, the way you behave in the society to name a few.

By nature, all of us always are positive. People also expect

us to have a positive social image. As we have heard and seen 'Man is a social animal', we have to have a positive self-image. The popular personalities, though they may be having pain because of certain ailments, when they appear in public, they cannot reveal their discomfort neither in their face nor with their body language. They have to put up with their pain and appear as though 'All Is Well' as Amir Khan has told in his movie '3 Idiots'.

We also as we grow, should be able to groom ourselves to portray only positive image to others. Similarly when we do not like certain food or certain people's speech, we should know how to hoodwink others with our positive appearance.

The social etiquette expects all adults to behave in a respectful manner even when the situation is very worse. For example:- During the sudden terrorist attack in Taj Hotel, Mumbai, the Taj employees maintained calm and cool composure and that is why they were able to save many occupants of the hotel. They also did not speak anything ill neither about the occupants nor about the management till today. The Tata's have groomed their employees by way of

proper training even during the crisis.

Another example is Mahendra Singh Dhoni being a cool and calm captain. Sunil Gavaskar calls him as an Air Condition Captain. As you are all aware our Indian cricket team has won so many matches in the last ball.

While conversing with the audience, the presenter should always follow A, B, S and Z pattern. The presenter while presenting to the audience should not only have a good content but should also make everyone feel that the presenter is talking only to them personally. The presenter should always follow the alphabets mentioned above, during his/her presentation through eye contact which will arrest the attention of everyone. The most important factor is when the presenter is following the audience with the his/her contact, the audience should not feel perturbed or nervous which means the presenter should not stare at them and the eye contact should be very spontaneous coupled with the assertive body language with the interesting content will make the presenter leave a

“ A STRONG, POSITIVE
SELF-IMAGE
IS THE BEST POSSIBLE
PREPARATION
FOR SUCCESS. ”

Joyce Brothers

positive impression with the audience.

For example:-When a presenter makes a presentation, though he may present the same subject matter, his examples will have to vary according to the target audience. This is called 'Manners in Conversation'. So everyone should groom themselves by listening through their eyes. You all are aware of the fact that one can listen only through the ears. But the reality is we all listen through our eyes also. We listen through our eyes by the body language of the presenter.

A presenter should maintain poise and a positive posture and should be looking at the audience spontaneously with ease which will also make the audience feel at ease to listen to the content. The presenter should always use positive words and positive vocabulary with the right gesticulations and right modulation of voice which will inspire the audience.

Adaptation

A Crucial Attitude To Succeed In Life



Mrs. Sandhya Rao, Senior Innovation Consultant, Innomantra Consulting Private Limited. 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.

All failure is failure to adapt, all success is successful adaptation.

Max Mckeown

meetville.com

Willingness to adapt is a crucial attitude. Adaptation is required on small matters as well as large ones. In fact, the small seemingly insignificant situations are often the most crucial. Adaptation becomes easier, if we learn to accept another's point of view.

Adaptation is crucial at individual, national or international level. We need to inculcate certain qualities to make adaptation easy.

We need:-

- Acceptance
- Tolerance
- Humility
- Be Fair and Just in our

dealings

- Flexibility
- Mutual Respect
- Communication skills
- Knowledge of other person/ country

Communication Principles: Adapting to Others

1. Culture and Communication
Culture is a learned system of knowledge, behavior, attitudes, beliefs, values, and norms that is shared by a group of people.

A Co-culture is a cultural group within a larger culture. Intercultural communication occurs when individuals or groups from different cultures communicate.

Culture shock refers to a sense of confusion, anxiety, stress, or loss that occurs when you encounter a culture that has little in common with your own.

Cultural Contexts

People from different cultures respond to their surroundings or cultural context cues in different ways.

Cultural Values

Each culture has what may be termed core values, which are the dominant or basic cultural values that people accept with little question.

2. Gender differences

Men emphasize getting things done and being assertive and tend to value traditional roles for men and women.

Women emphasize building relationships and seeking peace and harmony with others

3. Barriers to Bridging Differences

If there are barriers in bridging differences, it becomes difficult to adapt. For example assuming superiority over other cultures-**ethnocentrism**, pushing others into inflexible, all-encompassing categories-**stereotyping**, judgment some based on the assumption that they already know all of the information that they need to know about a person-**Prejudice**.

How do we adapt to others?

Develop Mindfulness,

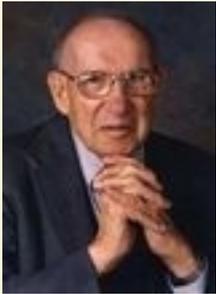
Enjoying success requires the ability to adapt. Only by being open to change will you have a true opportunity to get the most from your talent.

Nolan Ryan

In conclusion, we must: develop empathy, bridge differences, understand gender perspectives, respect cultural differences and values and develop cultural communication. Adapt to the best of our ability without giving up on our personal values.



MANAGEMENT DEFINITIONS BY GREAT MANAGEMENT SCHOLARS



According to Peter Ferdinand Drucker, *“Management is a multipurpose organ that manage a business and manages Managers and manages Workers and work.”*

Peter Ferdinand Drucker

(November 19, 1909 – November 11, 2005)



According to George R. Terry, *“Management Is a distinct process consisting of planning, organising, actuating and controlling; utilising in each both science and art, and followed in order to accomplish pre-determined objectives.”*

George R Terry

(1877 - 1955)



According to Harold Koontz, *“Management is the art of getting things done through others and with formally organised groups.”*

Harold Koontz

(1909-1984)



According to F.W. Taylor, *“Management is the art of knowing what you want to do and then seeing that they do it in the best and the cheapest may.”*

Frederick Winslow Taylor

(March 20, 1856 – March 21, 1915)

DEFINITION OF MANAGEMENT BY EMINENT AUTHORS

Management may be defined in many different ways. Many eminent authors on the subject have defined the term "management", some of these definitions are reproduced below:

According to Lawrence A Appley – "Management is the development of people and not the direction of things".

According to Joseph Massie – "Management is defined as the process by which a cooperative group directs action towards common goals".

In the words of George R Terry – "Management is a distinct process consisting of planning, organising, actuating and controlling performed to determine and accomplish the objectives by the use of people and resources".

According to James L Lundy – "Management is principally the task of planning, coordinating, motivating and controlling the efforts of others towards a specific objective".

In the words of Henry Fayol – "To manage is to forecast and to plan, to organise, to command, to co-ordinate and to control".

According to Peter F Drucker – "Management is a multi-purpose organ that manages a business and manages managers and manages worker and work".

In the words of J.N. Schulze – "Management is the force which leads, guides and directs an organisation in the accomplishment of a pre-

determined object".

In the words of Koontz and O'Donnel – "Management is defined as the creation and maintenance of an internal environment in an enterprise where individuals working together in groups can perform efficiently and effectively towards the attainment of group goals".

According to Ordway Tead – "Management is the process and agency which directs and guides the operations of an organisation in realising of established aims".

According to Stanley Vance – "Management is simply the process of decision-making and control over the actions of human beings for the express purpose of attaining predetermined goals".

According to Wheeler – "Business management is a human activity which directs and controls the organisation and operation of a business enterprise. Management is centred in the administrators of managers of the firm who integrate men, material and money into an effective operating limit".

In the words of William Spriegel – "Management is that function of an enterprise which concerns itself with the direction and control of the various activities to attain the business objectives".

In the words of S. George – "Management consists of getting things done through others. Manager is one who accomplishes the objectives by directing the efforts of others".

In the words of Keith and Gubellini – “Management is the force that integrates men and physical plant into an effective operating unit”.

According to Newman, Summer and Warren – “The job of management is to make cooperative endeavour to function properly. A manager is one who gets things done by working with people and other resources”.

According to John F M – “Management may be defined as the art of securing maximum results with a minimum of effort so as to secure maximum results with a minimum of effort so as to secure maximum prosperity and happiness for both employer and employee and give the public the best possible service”.

In the words of Kimball and Kimball – “Management embraces all duties and functions that pertain to the initiation of an enterprise, its financing, the establishment of all major policies, the provision of all necessary equipment, the outlining of the general form of organisation under which the enterprise is to operate and the selection of the principal officers. The group of officials in primary control of an enterprise is referred to as management”.

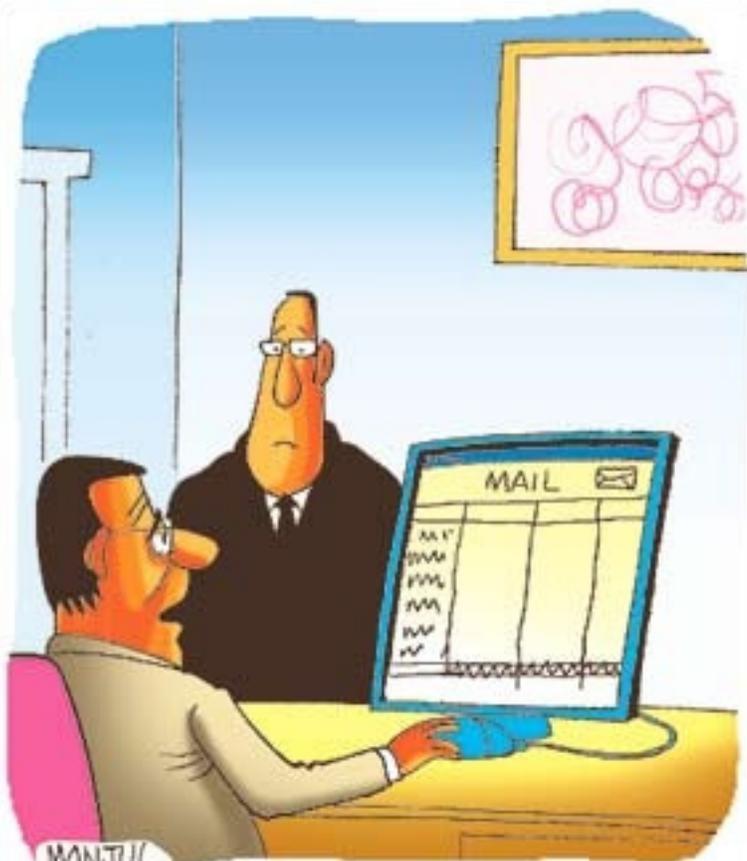
In the words of E.F.L. Brech – “Management is a social process entailing responsibility for the effective and economical planning and regulation of the operations of an enterprise, in fulfilment of a given purpose or task, such responsibility involving: (a) judgement and decision in determining plans and in using data to control performance, and progress against plans; and (b) the guidance, integra-

tion, motivation and supervision of the personnel composing the enterprise and carrying out its operations”.

According to E. Peterson and E.G Plowman – Management is “a technique by means of which the purpose and objectives of a particular human group are determined, classified and effectuated”.

According to Mary Cushing Niles – “Good management or scientific management achieves a social objective with the best use of human and material energy and time and with satisfaction for the participants and the public”.

From the definitions quoted above, it is clear the “management” is a technique of extracting work from others in an integrated and coordinated manner for realising the specific objectives through productive use of material resources. Mobilising the physical, human and financial resources and planning their utilisation for business operations in such a manner as to reach the defined goals can be referred to as “management”. If the views of the various authorities are combined, management could be defined as “a distinct ongoing process of allocating inputs of an organisation (human and economic resources) by typical managerial functions (planning, organising, directing and controlling) for the purpose of achieving stated objectives namely – output of goods and services desired by its customers (environment). In the process, work is preformed with and through personnel of the organisation in an ever-changing business environment”.

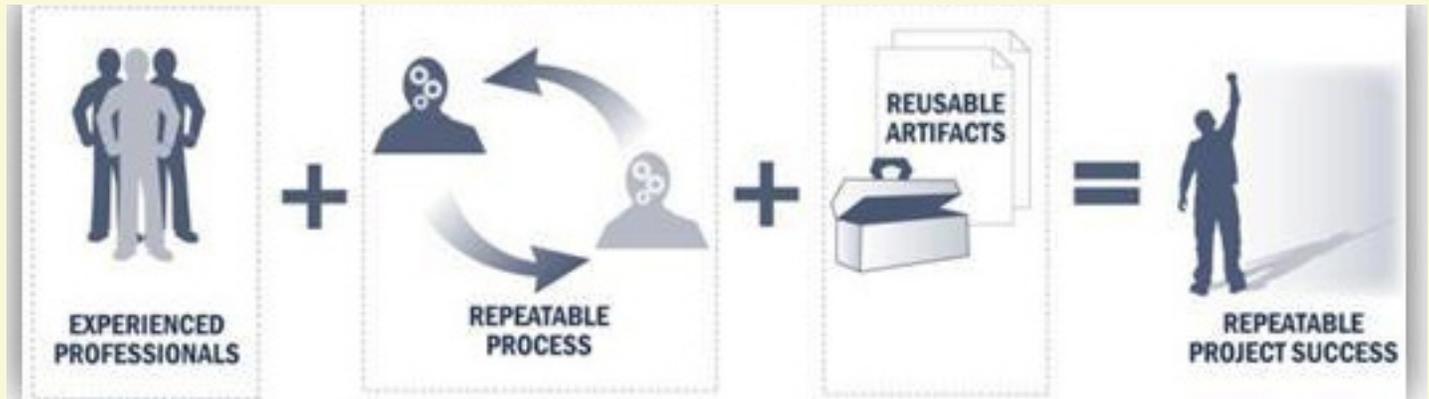


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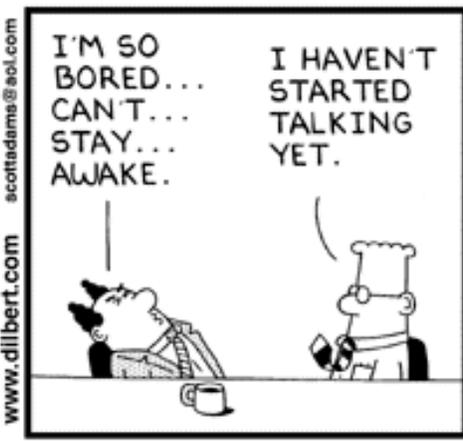
According to an inter-office study, 98% of the Spam comes from the management



INVESTING IN EMPLOYEES



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CULTURE TOURISM

AN UNEXPLORED POTENTIAL



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.

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, L&T, Voltas and numerous SMEs. He also teaches management subjects in educational institutions such as Bhartiya Vidya Bhavan, Wellingkars, IBMR-IBS, ICAI etc. In the field of education, he consults with RAK Medical University, UAE and has helped them set up their Performance Management Systems. He has presented papers on various management subjects in national and international conferences. He is on the board of several manufacturing companies in Bangalore



Tourism in India has been largely defined as sight-seeing opportunities. Indians touring within India and even outside India spend most of their time visiting places of natural beauty such as beaches, mountains or forests or monuments of importance from religious, historical, architectural and other perspectives. It is almost never for a reason to enjoy the culture of the place they are visiting. This seems to be ingrained in the Indian psyche.

Try this for a fact: Foreign

tourists' arrival in India during 2015 was 7.8 million compared to a whopping 22.4 millions in Thailand during the same period. Thailand is just the size of two South Indian States but their tourist inflow is 3 times more! It is true that not-so-good infrastructure in terms of railways, roads, international airport connectivity etc. in India or even our ability to decently house and feed an average foreign tourist may be dampeners in the Indian tourism scenario. This coupled with hyped media reports of sexual assaults on

foreign female tourists deter foreign tourists desiring to visit India. These further hamper promotion of India as desired tourist destination worldwide.

But there is one is one largely unexplored tourism potential that could bring lot more visitors to India from abroad and also from within India. Unlike the tourists from India to overseas locations, foreign tourists coming into India, especially those from the West are attracted to India more because of its ancient culture. But the Indian psyche

unconsciously promotes only Indian sites of natural beauty or monuments of importance even for foreign visitors. Thus monuments such as the Taj Mahal, forts of North India, ancient temples of south or the west, or historically important places in the east, for example, occupy most part of a foreign tourist's itinerary while in India precisely because India promotes only these and showcases them while not adequately promoting or even ignoring many other aspects of our culture.

I am of the opinion that while these places definitely speak of Indian culture of yester years, the itinerary almost always ignores the ancient but currently active, living and throbbing cultural aspects of India. Spain actively promotes their 'Bull fight' for foreign tourists but India's 'jallikattu' is hardly heard beyond the boundaries of Tamilnadu. Brazil attracts millions to their Carnival, but India's Nritoytasavam (the Indian Dance Festival) at Chidambaram or the annual Carnatic music festival at Thiruvaiyaru or even in Chennai are by and large ignored us in our overseas

tourist promotion efforts.

In my opinion, our ability to immerse the foreign tourists in our hoary but throbbing culture would have far more impact on our tourism scenario than visits to monuments such as Taj Mahal. In any case, cultural showcasing of India is bound to attract a large number of additional tourists. A cultural experience of a lifetime is bound to attract more repeat visits and a much higher level of word-of-mouth publicity than visits to places and monuments of tourist interest.

Today this idea of culture tourism in India is missing sorely. Each state government through their own State Tourism Development Board offers daily tours around the places of interest, and couple of package tours to various destinations with-in the state, with a guide. These packages at the most can attract back packers but not the other segments of inbound tourists, since the buses operated for the tour, the condition of accommodation and maintenance of hotels and motels under the tourism department are anything but

comfortable.

It should also be pointed out that in these tour packages, the entire itinerary is scheduled with site seeing programs. Thanks to the robust and long history and the unique geography that India is gifted with that each state has its own share of ruins, monuments, temples, beaches, hill stations and forests.

Alongside these there is tremendous scope to promote regional performing arts through entrepreneurial efforts to create wealth through showcasing these arts. In the process they would also help revive numerous art forms that are dying for want of effective patronage.

Let us get into the shoes of a German or Russian who would want to watch a dance program in the city after visiting Chennai. He has no ready and easy access to relevant information. Further, most of our dance programs are scheduled in the weekends to suit the convenience of the local population. Therefore it is quite likely that our tourist

Indian Cultural Tour



would return without our cultural experience if his stay here is during week days.

Even if he is here during weekends, his main source of information about the program would be just the local newspaper which he may chance upon. Once he has some information about the program he desires to attend, the tourist would have to do own research on the particular dance form, the laurels of the person who is performing, before deciding

to engage his evening with a cultural experience.

Ultimately when he attends the program, he would be at a loss to understand what is happening on the stage. Of the many programs that I have attended, not even one has a program brief that would explain the themes enacted, history of dance form and other aspects related to program which would be interest to our tourist. It is taken so much for granted that the viewers, if

not connoisseurs, are at least familiar with the dance form and its nuances that finer aspects of the art are simply left unexplained.

This is why and this is where a corporate outlook will be helpful. If not a hard copy, at least soft copy of brochures can be prepared and circulated through social media, so that the audience's experience is rich and the knowledge relating to various aspects of the dance form is shared ahead of the program.

By doing this the engagement with the tourists/ viewers are more organized and holistic. Every foreigner or tourists from other states would be very keen to experience the performing arts of a particular state. Every state in India has at least 4 to 7 distinguished traditional art forms, of which majority are neither being learnt nor practiced by younger generations as they do not help them make a living.

For instance, Tamil Nadu has more than a dozen dance folk dance forms, and one classical dance form which is Bharathanatyam. Indian classical dance is an umbrella term for various codified art forms rooted in the Hindu musical theatre style. The dances forms whose reference can be traced back to Natya Shastra of Bharata Muni (400 BCE) are termed classical. Shastra commonly refers to text on a specific field of knowledge, in Vedic literature it can be construed as rule, direction, method or instructions.

With such rich tradition of performing arts, we do not have dance or performing art companies in India. It

is an ironical that we have circus companies or theatre companies promoting circus and stage plays, bringing fresh ideas & creativity in their respective field but no company for traditional performing art forms

To illustrate a business model around this idea I would reiterate it thus. Almost every state in India can at least boast of one dance form. Every city in India has hundreds of dancers, singers, violinists, tabla artist, mridangist who are capable of independent performance. There are hundreds of performances happening currently, but not sufficiently packaged with international audience in mind.

It would be possible to privately promote a dance troupe with the locally available talent of dancers, singers and accompanying artists working for the dance company. This company can then create stage performance and have professional stage managers and art directors to give more than life experience through grandeur and opulence.

India is endowed with tens

of thousands of themes on Shiva, Krishna, or Shakthi to create visually and aesthetically rich dance dramas. These companies can package shows with professional interpreters and engage the tourist explaining the rich tradition, culture, philosophy related to it with stunning presentations on stage with an aim to make the audience travel in time and space to visit the glorious Bharath that India once was, where these dramas actually took place.

These shows can be scheduled at fixed times on daily basis and the half day package can include pick up, drop and dinner apart from viewing the performance with professional interpreters. There can be added services packed in the evening, like a dinner with artists or opportunity to take pictures or interview the performers.

Most travelers are keen on trying out an instrument or learn the art form to experience what it feels to be with it. These aspects can also be incubated for furthering the experience of tourists to India.

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