

IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE



How Time Changes Things...

Greetings from Impact



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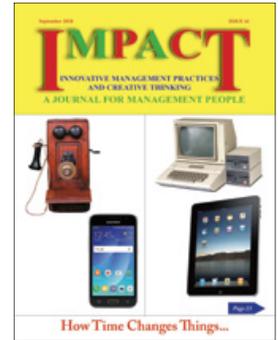
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Dear Readers,

September is always a crucial month for any business owners, be it proprietorship or partnership or private limited or even public limited. The second quarter revenues are considered as most important to forecast the next six months of the year. The market trends and the revenue trends will be assessed during the end of September, paves the way to draw the roadmap for the rest of the year. Even public sectors redesign their strategies based on the results till September end.

A few years before, the Government of India was pondering to bring in a change in the financial accounting year from January to December instead of the present April to March system. Later on there was no further news about the change in the financial year.

The month of September has certain uniqueness...

September is the only month with the same number of letters in its name as the number of the month- it is the ninth month and has nine letters.

Historically, September is the worst month for share prices which on average lose one percent of their value.

Until Julius Caesar's calendar reform of 45 B.C, September had only twenty-nine days.

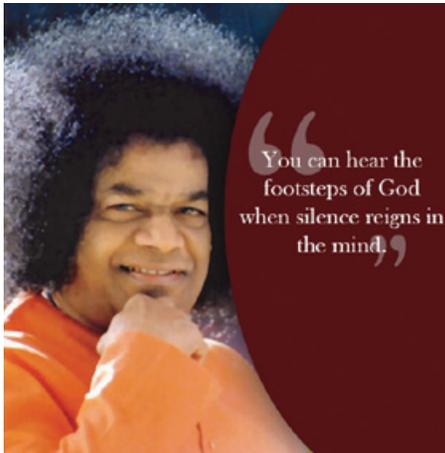
On an average September day, more babies are born in U.S. than on a day in any other month.

In the U.K, September 26 is the most common birthday for people born in the last twenty years.

IMPACT team wishes every organization to book profits in the month of September and thereby looks forward for an enthralling rest of the year.

Editorial Team

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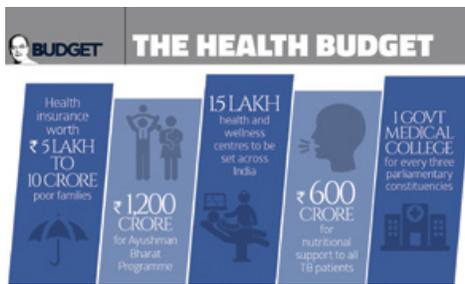
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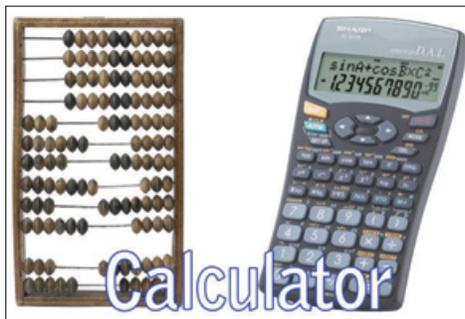
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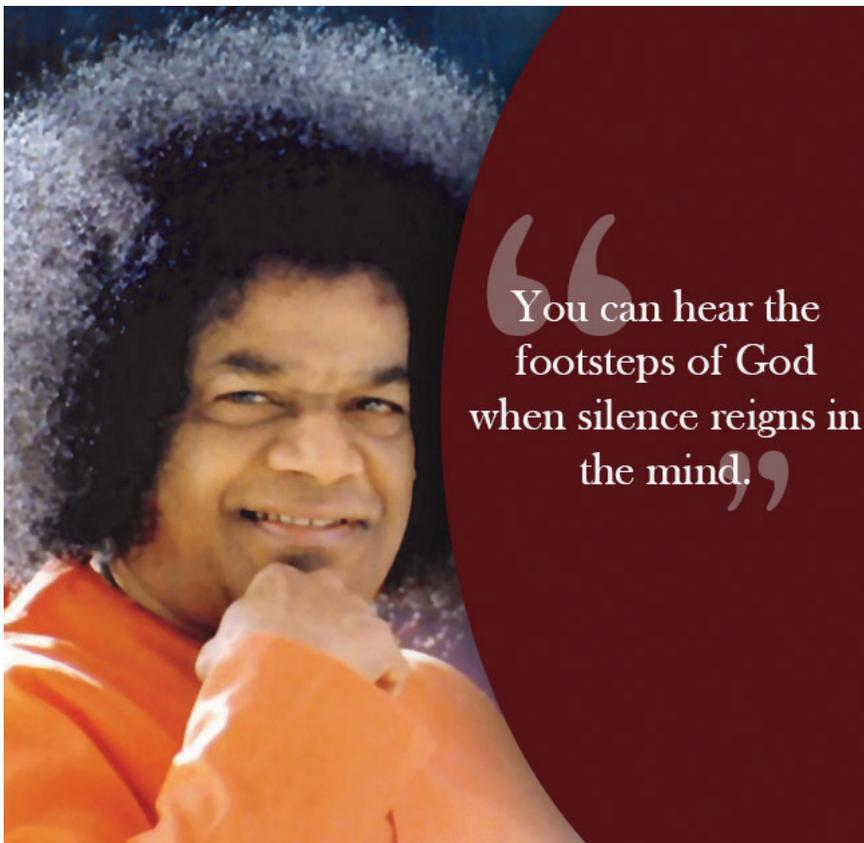
Teachings from Sri Sathya Sai Baba

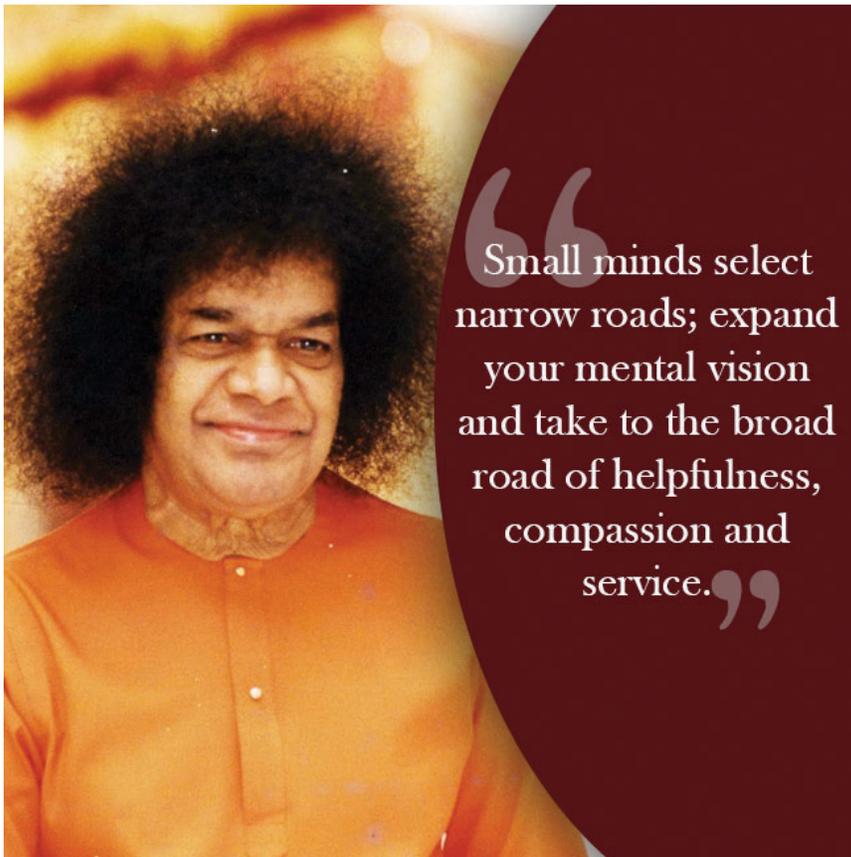
Dear devotee, your hands are very small, but with these little hands you are trying to serve me. Your eyes are very small, but my creation is enormous. With your two little eyes you are trying to see the whole vast universe. Your ears are very small, but with these two small ears you are trying to follow my words. With your two little feet you are attempting to come towards me. Merely serving me with your two little hands will not achieve very much. Merely looking at my vast world with your two little eyes will also not be of much use. Merely listening to my divine words through your two little ears will not get you very far, and merely coming into my presence with your two little feet will also not fully serve your purpose. But there is one thing that you can do, which will have a great impact, which will produce a truly significant effect; that is to install me permanently in your heart. Once you bring me into your heart, then those other activities will not seem very important. Whatever form of worship you engage in, using your eyes, your ears, your hands and your feet only serves to control the mind, but when you invite the Lord to enter your heart, then control of the mind and the senses becomes very easy. The mind and the senses will become still on their own. There will be no need for any special effort to be made in order to sacrifice the fruits of your actions. Lord Krishna said, "Once you start thinking and indulging only in thoughts of me, then all the rest will be taken care of by me automatically." To achieve this state you must develop a resolve and an unshakeable faith in the ever-present Lord residing in your own heart.

Wake up my children! Wake up to the dawn of knowledge, wake up to your divine duties, wake up to your divine rights and wake up to your divine reality. Engage in action, but all the while remembering the Lord's name. You should always keep this goal before you and strive to attain it. Due to silent sitting an expansion of energy takes place within you. This is Man's electric power. The current of the human body is will power. You should be careful how you

use this energy. By talking too much, you are wasting a lot of energy. This leads to a loss of memory power. Silent sitting does not mean merely keeping your mouths shut. You should exert control over your thoughts. The brain should get full rest. By rest, in this context, I mean a change of activity, for example, after studies you can engage yourself in manual labour or in singing bhajans. Whatever you study, study with full concentration. Above all, respect God, Who is your protector.

The first and foremost duty of children is to make their parents happy. It is because of our parents and their sacrifices that we possess our bodies. Even after growing up, we should never forget our duty towards our parents. We should always be proud of our parents, and show respect and love towards them. If we love and respect our parents today, then we can expect the same treatment from our children tomorrow. God pervades the whole universe. Self-confidence is the foundation of life. To realize the core of divinity, expand your love. This has to be cultivated right from a tender





“Small minds select narrow roads; expand your mental vision and take to the broad road of helpfulness, compassion and service.”

age. If the sapling is straight, then the tree will grow straight. If human values are not developed in childhood, then that person will remain devoid of human values in adulthood. A child should be taught the 3Ds - Duty, Discipline and Devotion. Duty is God, Devotion and

will spread far and wide. Remember the minute that has fled is no longer yours; the minute that is approaching cannot be counted as yours; the minute that is with you, this alone is truly yours. Make the best use of it, for it may be your last.

Discipline are the two bodyguards. Children are the makers of the future. If their life is good, then they will be good citizens of a good country. Ego comes due to ignorance. The causes of Ego are status, wealth, knowledge and material possessions; these come and go. Money comes and goes, but morality comes and grows.

Fill your hearts with love, and then the whole world will be full of love. Where there is love there is happiness. If you commit a mistake due to ignorance, then resort to prayer. Prayer unites two people, Man and God, into one. Prayer elevates you and helps you to abandon the evil path. Inculcation of human values (love, peace, righteousness, truth and non-violence) is the true education. The hallmark of a true education is humility. Discipline your life by practicing the human values. Take to the good path. Try and guide those who have gone astray, lovingly, onto the correct path. First endeavour to improve yourselves in a systematic and humble way as charity begins at home. Light the lamp of knowledge within yourself. By transforming yourselves the effect

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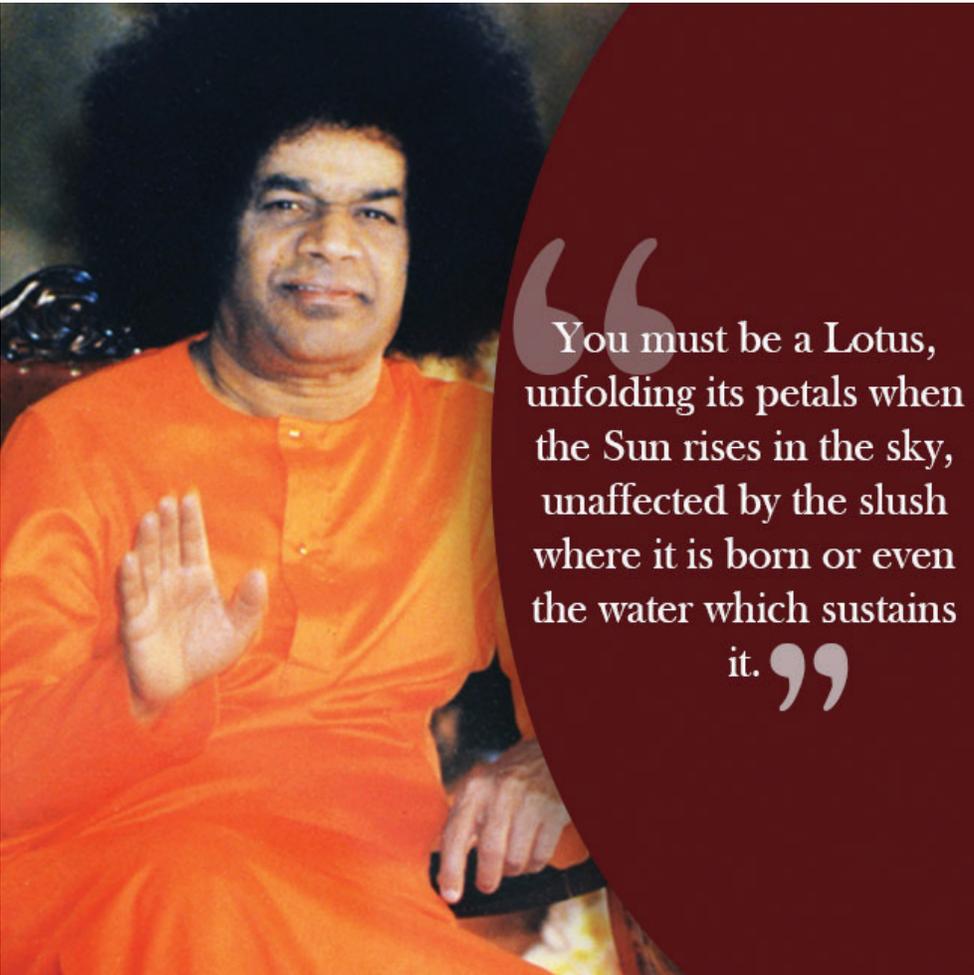
Joy and grief, heat and cold, are both in the plan of God, and yours is only to know this and to treat both as valuable. God draws the individual towards Himself; it is in the nature of both to have this affinity, for they are the same. They are like the iron and the magnet, but if the iron is rusty and covered with layers of dirt, the magnet is unable to attract it. Remove the rust, the impediment, that is all that you have to do. Shine forth in your real, natural form and the Lord will draw you into His bosom. Trial and tribulations are the means by which this cleansing is done. Sadhana (spiritual endeavour) is most essential, in order to control the mind and the desires after which it runs. If you find that you are unable to succeed, do not give up the sadhana but, rather, do it more vigorously. Sadhana means inner cleanliness as well as external cleanliness. You do not feel refreshed if you wear unwashed clothes after your bath, nor do you feel refreshed if you wear washed clothes but skip the bath. Both are needed. The Sadhana that you practise must make you a better, happier and a more useful person. It is your primary responsibility to demonstrate your calmness, humility, purity, virtue, courage and conviction under all circumstances. When

suffering comes in waves, one after another, be glad that the shore is near. In both joy and grief remind yourself that they will not last long.

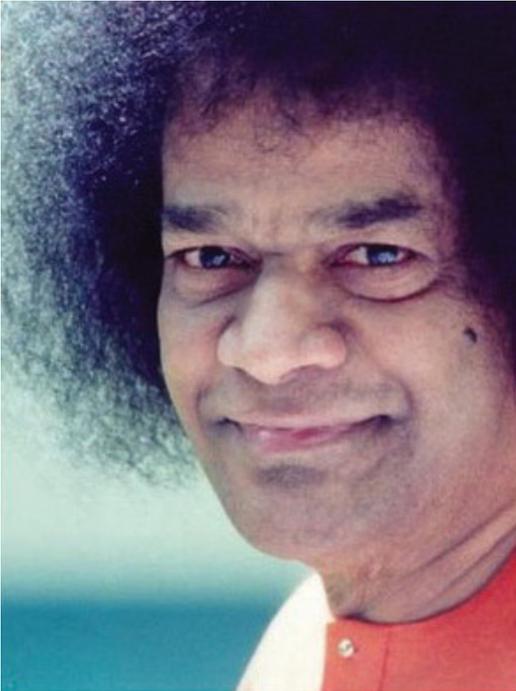
God's grace is not given free. There are today two aspects relating to Man that have to be considered. One relates to a person's rights, the other relates to a person's duties. Most people are more concerned about their rights than their duties and engage themselves in various struggles to secure them. They are, however, not keen to recognize their duties. In all the different fields of human activity - social, political, economic and even spiritual - people do not recognize their responsibilities, their duties. They want high positions and high salaries, and they devote their entire lives to the pursuit of them. Rarely does a person stop to consider whether they are actually performing the necessary work to earn their salary, whether they are discharging their duties and responsibilities correctly. Such an attitude is prevalent not only in the workplace, but also in the spiritual field.

Everyone says, "I want God, I want liberation, I want to ensure my well being both here and in the here-after", but

are they making the necessary effort to achieve these desires. They say that they have no time for bhajans, that they are too busy to do any sadhana, that they have no time to think of God, and yet they still want God. To get anything you want from a shop, you have to pay the price, but Man today wants God in order to ensure his well being, but is he prepared to pay the price for getting Him? Is he prepared to offer to God the sacrifice he has to make to secure his well being in the here-after? Is he prepared to offer to God the love that has to be given to secure his peace, prosperity and security? Man today seeks to get something without paying the price for it, but the Lord cannot be deceived. He offers the appropriate reward for each action according to its nature - whether it is a gain or a loss, good or bad. We are entitled to expect what we desire from God only if we make the appropriate offering to God. Today no one is prepared to offer anything to God, but everyone is eager to get something from God.



“ You must be a Lotus,
unfolding its petals when
the Sun rises in the sky,
unaffected by the slush
where it is born or even
the water which sustains
it. ”



Life is a challenge, meet it! Life is a dream, realize it! Life is a game, play it! Life is love, enjoy it!

— Sathya Sai Baba —

Unfortunately, today, because the parents themselves have no purity of character, are lacking in spiritual qualities and do not lead regulated lives, evil practices and wickedness are springing up all over the world. Because of the malefic effects of the Kali Age, parents tend to be quarrelsome and the children of today take after their parents. The tree is based on the seed and the seed determines the nature of the tree. For the evil ways and the bad behaviour of children today, the parents alone are to be blamed. Few parents choose to tell their children how important it is to speak the truth, to act righteously and to earn a good name and, as a result, many children today are a disgrace to their parents and to their country. For all the ills with which the nation is afflicted today, parents and teachers are responsible. Teachers do not punish the students for their lapses of behaviour, and because the students are not punished for their mistakes, they behave as they please. Teachers are responsible for the sins of their students. They do not teach the students the right path. They transmit only book knowledge, and do not teach right knowledge, wise living and higher values. If there are no morals and no human values, then Man becomes a demon. Parents are concerned solely about the material welfare of their children and have no concern for their spiritual well-being. It is not wealth that is important. Character is primary. Parents do not teach their children the importance of cultivating good qualities. They do not try to control their children when they go astray; rather, they condone the lapses of their children and often encourage them in their bad ways. It is because of such parents that many children today take to wrong courses of action. Parents today are afraid of correcting the mistakes

of the children or of chastising them, but they have the right to warn and to correct their children.

The most important thing in this world is the life of the spirit or atma. Mere bodily existence, mental life or intellectual life cannot be considered as living at all. The satisfaction that Man derives from time to time from these endeavours nearly always ends in disappointment. They are like the pursuit of a mirage. They do not serve to quench Man's thirst because they are not lasting. They come and go leaving a trail of misery. Who is a real conqueror in this world? Shankaracharya once said to his disciples, " Not the one who has subdued the world and brought it under his sway, not the one who has scaled the Himalayas and planted a flag on its summit, not the one who has crossed the oceans is a hero. You cannot look at conquests in such worldly terms. If viewed in this way even an animal can fight another and establish its victory. Likewise birds can cross oceans and can fly over the Himalayas. Where is the victory in all of these? Nowhere! Only the person who has subdued his mind is a real conqueror. It is a mental aberration to think that one has achieved a victory without subduing one's mind." All spiritual aspirants should cherish in their hearts with gratitude the good that is done to them by others and always remember the form in which help was rendered to them. Only those who lead such grateful lives will be able to find peace and happiness in their lives. Every person should therefore cherish the sense of gratitude. When wealth is lost nothing is lost, when health is lost something is lost, but when character is lost everything is lost.

Human life is supremely precious in this world. But not all are aware of this truth. Wherein lies this preciousness? Humanness does not consist merely in the physical and the mundane. It is for the pursuit of righteousness that the physical body has been given to Man. God is the repository of Bliss. He is eternal. Humanness originates from Bliss and Bliss grows in Bliss and merges in Bliss. This Bliss is the goal of Man. Man is born in Bliss. To manifest Bliss is the duty of Man. This is the secret of the human saga. From infancy to old age Man dedicates every effort to secure Bliss, but this Bliss is not to be found in the places in which he searches. When he is the very embodiment of Bliss, to seek It outside of him is sheer folly. Does any Man search for himself outside of himself? If such a search is done, it is a sign of ignorance. Human existence is based on the Divine. Man is a spark of the Divine, and without the Divine, Man cannot experience Bliss. Consequently even though Man is the embodiment of Sat-Chit-Ananda, of Being-Awareness-Bliss, he desperately seeks Bliss elsewhere. The Upanishads have long exhorted Man to wake up from his sleep of ignorance and to realize his true nature.

Man assumes that he is investigating various phenomena. This is not so. It is Man's senses that are experimenting with him. Man imagines that he is making use of his sense organs; not at all. The truth of the matter is that his senses are sporting with him, but Man is not aware of this fact. If Man had really mastered his senses and had full sway over them, he would not be subjected to anxiety. It is the senses that are holding sway over Man and are utilizing him for their own enjoyment. As a result Man has become a weakling. He is a victim of peacelessness and is prey to many troubles. It should be recognized that the senses are merely instruments. You should wield these instruments; you should not become their plaything. Unfortunately, because Man has become an instrument in the grip of his senses, he has become powerless to act properly. The slave of the senses is a fool. Only the one who subdues the senses is a hero. Anyone who misuses their senses is a fool, whatever the extent of their knowledge. It is essential to bring the senses under one's control, so that the senses will be powerless to cause any harm to Man.

Many feel that it is human to err and that God should forgive their lapses whereas, in fact, if they are truly human, they should not commit mistakes at all. Even if sometimes a mistake is committed, wittingly or unwittingly, it should not be repeated. It is a grievous error to think that it is natural for a human being to err. Such a feeling should not be entertained at all by anyone. Every man should realize, " I am not weak, I am not an

animal. I am not a demon, I am a man ". When a man has this conviction he will not commit mistakes. Man is the very embodiment of the spirit or Atma and the Atma cannot be affected by any taint. It is the attachment to the body, which is the cause of bad thoughts, bad desires and bad actions. It is the one who is a slave to his senses that is a prey to such impulses. To follow the directive of the senses is a mark of the animal. To be guided by the Atma is the real sign of the human. No one should attempt to justify his weaknesses and lapses as being natural to a human being. They should be regarded as signs of mental debility. You should continually strive to master your senses. When you have truly acquired sense-control, you will experience the power of the Divine within you. Right is right even if nobody does it, wrong is wrong even if everybody does it.

If people do not love you, be sure, that it is your fault. It is disgruntled people that find fault with the world. It is those who have no peace in their hearts that cause disturbances in the world. They are restless, so they, in turn, engender restlessness in others, and then think that it is a rotten world. You should know what to do; have the right knowledge, the right judgement and the right action. If you want to see the whole world coloured green, then you should not try to paint everything green, you should simply wear green tinted glasses. Many people declare, "I am an individualised soul, I am a spark of consciousness, I am an embodied spirit", but declarations such as these do not reveal a true understanding of the life principle. The individualised soul is Divine Consciousness, installed in a chariot, the body. It is not a bundle of inert stuff, moulded into a form and labelled with a name. There is only one all-pervading Consciousness, but Man experiences It in fragments and, mistaking It as many, he gropes around in the confusion caused by his own ignorance. Many scripture have instructed Man of the truth that God dwells in his body along with the ego, with God inducing him to aspire for the heights, and the ego advising him to be content with the low. The ego has faith in the reality of the world and of itself. The Divine Principle, on the other hand, asserts that It is ever present, both close to Man as well as far from him. The fact is that people only feel that God is far away, because they are not aware of God being near them, nay in their own hearts. The truth that the scripture teach is that God is everywhere, both near and far, both above and below, both inside and outside. God is one, Indivisible and Omnipresent.

Your Role and Work as a Manager

Do you need to find a new purpose for your job? Would you like to make your work as a manager more rewarding? Use these tips to rethink your role.

It's Teaching and Guiding, Not Supervising

The notion of the manager as a supervisor, observing every aspect of work and stepping in to correct or discipline when people are out of compliance with work standards or pace is a leftover vestige from the latter stages of the industrial revolution. Today's manager must serve more as a guide and teacher for the following issues:

- Helping everyone on the team understand how their role connects to the group and organizational objectives.
- Translating senior management's strategic objectives into programs and approaches that bring them to life.
- Exposing colleagues to new ideas and approaches for strengthening performance at the individual and group level.
- Helping the team navigate challenging issues and ethical dilemmas when choices are not clear, and the decisions come with implications.

Developing, Not Disciplining

Today's effective manager is more of a talent scout and developer of talent than someone preoccupied with the minutia of what everyone is doing on an hourly basis. Key focal points for this work include:

- Scouting for individuals who display the potential to succeed and grow in the firm's working environment and culture.
- Helping individuals recognize their strengths and designing opportunities for them to develop further and leverage those skills and abilities.
- Providing clear, timely feedback and coaching guidance on resolving or eliminating behaviors that detract from top performance.
- Mentoring individuals as they consider their longer-range career paths and plans.

Creating an Environment for Success to Flourish

When we write or talk about the working environment, many people immediately assume we are referencing the physical characteristics of the working space. While physical attributes do play a part in supporting collaboration and creativity, the working environment we are describing is much more about the culture on the team. It includes:

- How people perceive they are treated. Are they valued as individuals and treated with respect and fairness?
- Whether people are free from fear in their jobs. Are they comfortable suggesting new ideas or experimenting with new approaches?
- Do team members recognize the need to be accountable for their contributions and commitments?
- Do they have confidence their manager will support and when needed, defend them?

Forming and framing a positive working environment based on shared values for respect, trust and accountability is a critical part of the manager's role in today's world.

TALENT DEVELOPMENT: SMART MANAGERS FOLLOW THIS CHECKLIST—

- 1 Take Responsibility for Developing Your Employees.**
Focus on the people you have and your scope of work.
- 2 Take Responsibility for Developing Talent in the Organization.**
Look beyond your team or function to consider larger talent needs & opportunities.
- 3 Use On-the-Job Experiences to Develop Employees.**
Identify and provide roles, tasks, or assignments that can add depth to an employee's experience.
- 4 Support Learning from Experience.**
Help employees learn what they need to be effective at work.



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Finding Meaning in Purpose as a Manager

An early mentor of mine regularly referenced the phrase, "*Remember, it's all about the journey,*" when listening to my latest frustrations and challenges. I recall not completely understanding the meaning of her words. I was looking for help in the middle of a workplace tornado, and here this individual was sharing philosophy.

It turns out she was right.

Years from now as you reflect on your career experience you will remember the people and teamwork and camaraderie and the experience of working together. What you will not remember or care about are the quarterly numbers, the budgets or the headaches. The journey of working and sharing and learning together will reign supreme in your memory. The challenge for many of us is how to keep that in context in the here-and-now and find purpose in our daily job activities as a manager.

5 Ideas to Find Meaning and Purpose in Your Work

- 1. Recognize the opportunity you have to positively impact someone's life through your efforts as a manager.**

Taking a chance on someone or showing support for them after a failure can have long-lasting ripple effects

in the lives of our coworkers. The manager who believed in my abilities as a young professional, to do a job at a much higher level in spite of my lack of experience gave me the gift of self-confidence. An individual I had no choice but to terminate looped back a decade later and offered that the respect I showed him in the process forced him to reevaluate where he had gone wrong. It was during that difficult situation that he decided to turn his career and life around.

- 2. Look in the rear-view mirror once per year and marvel at the distance you and you have team members traveled and what you created along the way.**

Often, work feels like a never-ending rush to put out fires and resolve crises. Nonetheless, good teams led by active managers learn to strengthen their performance, improve their quality, innovate to try new things and slowly, day by day, reinvent themselves. One manager used the new fiscal year kick-off not to talk so much about goals looking forward, but to ask the team to look backward at the prior year and identify all of those things that worked and that they wanted to do more of in this upcoming period.

The goals seemed easy to digest when considered through the filter of so many positive achievements and behaviors.

3. Strengthen your coaching skills and help individuals push through to new levels of performance.

Walking in the door in the morning with the recognition that the most important work you can do all day is to offer coaching support through the delivery of constructive and positive feedback sets the tone for a positive day. Good people want feedback. They appreciate help in developing their strengths and overcoming or bypassing their weaknesses. And your work to help people develop through a series of unique and challenging experiences is a form of showing high respect for your coworkers. Remember, today's team members are tomorrow's senior managers, executives, and even CEOs.

Your coaching can make a difference in the trajectory of their careers and lives.

4. Focus on strengthening the working environment every day.

A positive working environment is the outcome of the nearly endless interactions we have as managers every single day. Every encounter and every meeting is an opportunity to show individuals and the larger team that the values of respect, trust and accountability are real and meaningful.

5. Take the bad days in stride and remember that you get to start fresh tomorrow.

Navigating and learning from the struggles is a part of the journey. You will have bad days—we all do. The great news is that you get a do-over tomorrow. And problems that seem challenging one day are always just a bit easier to solve after a night's sleep.

The Bottom Line

The life of a manager is much about numbers and productivity and deadlines and dealing with challenging people issues. The daily work and stressors are always present. However, by focusing on the opportunities you have to support and develop others while building an environment that draws out the best in your coworkers, you develop an appreciation for your real purpose as a manager. Long after you forget the numbers and results, you will remember the people who impacted you and the people you were able to positively impact along the way.

Remember to enjoy the journey!

By Art Petty

Courtesy Source: <https://www.thebalancecareers.com/>

Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

Send your questions to:

impactjournalindia@gmail.com

The Calendar Effect

What is meant by the Calendar Effect? Calendar Effect means starting with a noble ambitious aim or objective and ending up with something very insignificant compared to the original aim. We can even say it is a process of maiming the aim.

The calendar is a very useful thing. In fact there is very interesting history behind the calendar and there are different types of calendars. People thought of printing the calendar and distributing it or selling it. Other people bought the calendars and displayed them in their houses and offices. Some wise people thought of showing the previous month and the next month also on the sheet meant for a particular month. Thereafter people thought of showing holidays and festivals on the calendars.

But of all the additions made to the calendar the most interesting one was the picture of a great man like Tagore or Gandhi. Then the people thought of printing the picture of their own institution (Company) and its products. This way they tried to kill two birds in one stone - have a calendar for showing the date and day and also manage to exhibit an advertisement of their company the company which got the calendar printed.

What is the final result? You have big sheets of paper showing you a company and its products and giving a diminished calendar at the bottom.

This transformation of a noble aim into a sort of commercial proposition has taken place in many areas. I remember an interesting situation. I am a member of a charitable society. We



Clifford Martis

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CALENDAR EFFECTS EXPLAINED

A CALENDAR EFFECT IS ANY MARKET
ANOMALY OR ECONOMIC EFFECT
WHICH APPEARS TO BE RELATED TO
THE CALENDAR.

Calendar effect

- ▶ A calendar effect is any market anomaly or economic effect which appears to be related to the calendar. Such effects include the apparently different behavior of stock markets on different days of the week, different times of the month, and different times of year (seasonal tendencies).

Examples include:

- ▶ Sell in May principle (or Halloween indicator)
- ▶ January effect
- ▶ January barometer
- ▶ Mark Twain effect
- ▶ Monday effect
- ▶ Weekend effect
- ▶ Turn-of-the-Month effect



got a new Secretary. He was fired with the very great objective of giving excellent training to the office bearers of the society. Members of the society admired his plan because the members were mostly retired persons or those who were interested in charity but not qualified in matters like conducting a meeting or keeping minutes of the meetings and maintaining the accounts and carrying on correspondence with other similar societies or authorities concerned with such activities..

Our friend started making plans and first of all requested three persons to deliver speeches on the role of the President, The role of the secretary and the Role of the Treasurer. He then made plans for holding the training session. But as he proceeded he realized that it would be sensible to invite the head of the institution. Then he thought of inviting the office bearers of other Branches of the society. What about heads of other such institutions. He thought that it is not only sensible to invite them but it would be a very nice thing to honour them by garlanding them. In all this planning and preparation he did not see that a great deal of time would be taken up in all such activity which was not concerned with the training of the office bearers of his own society. In this manner he got himself involved in any things which were not at all essential to the main purpose of the meeting. He found himself in an unenviable position of having a great intention but getting caught in the so many non essential matters.

And finally our friend who started with the great idea of training the office bearers thought of sending word to the person who was to speak on the role of the secretary (which was the most important office out of the three) whether he would please agree to speak for only 15 minutes instead of the 30 minutes allotted to him earlier.

I remember another story of this type. Slightly funny. It seems Churchill hailed a taxi to go home. The taxi man agreed to take Churchill only about half the distance on the plea that he wanted to rush home and listen to Churchill's talk slated for that evening. Readers would have guessed that the cab driver had not seen Churchill earlier and so could not recognize him. Churchill agreed to go by the cab half the distance and while alighting gave a big tip to the driver because he was so happy that the driver was rushing home in order to listen to his speech. But when the driver saw the fat tip he said, "To hell with Churchill, I'll take you to the place you wanted to go." This incident shows us how we defeat our own goals, when we sometimes become over enthusiastic.

Indian Management and Economic Development as Envisaged by Swami Vivekananda

Swami Vivekananda's contribution in shaping the economic ideas of modern India. He was perhaps one of the foremost Indian economic thinkers who made sincere efforts to balance the ethical approaches with economic pursuits. However, this is not to undermine the contributions of engineering approach to economics. The detachment that has grown has between the two has been an unfortunate development for the entire world of economics.

Throwing light on Vivekananda's knowledge of the practical economic problems of India, Romain Rolland has significantly pointed out that, "He (Vivekananda) was conversant with the problems of industrial and rural economy whereby the life of the common man was controlled."

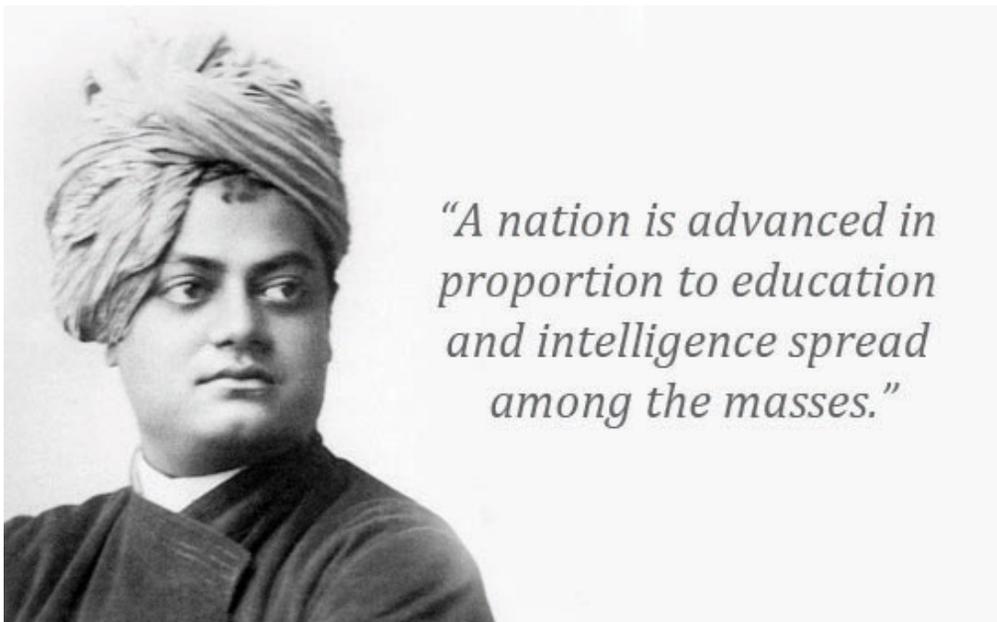
Sister Nivedita in her classic book "The Master as I saw Him: Being Pages from the Life of Swami Vivekananda" (1910) writes, "...Nowhere does his love seem more intense than as we passed across the long stretches of the plains covered with fields and farms and villages. Here his thought was free to brood over the land as a whole and he would spend hours explaining the communal system of agriculture, or describing life of the farm housewife..." (pp.88-89).

Swami Vivekananda talked about two basic pillars of business: Transparency and accountability towards fund and unflinching energy to perform work as worship. Sri Sri Ramakrishna use to say, "If a man has the conviction that God alone is the Doer and he is His instrument, then he cannot do anything sinful. He who has learnt to dance correctly never makes a false step..." (The Gospel of Sri Ramakrishna, 1942).

Swami Vivekananda (the disciple of Sri Ramakrishna) in his letter dated September 27, 1894 from USA writes to Alasingha, "I care only for the spirit – when that is right everything will be righted by itself..." (Complete Works of Swami Vivekananda, Volume V, p. 46). Again on October 27, 1894 Swami Vivekananda wrote to Alasingha, "... Always depending on the Lord and making no plans ahead... Take care of these two things – love of power and jealousy. Cultivate always "faith in yourself". (Complete Works of Swami Vivekananda, Volume V, pp.51-52).

Influence of the Ideology of Swami Vivekananda on Modern India

Mr. Jamsetji Tata



Jamsetji Tata was more than merely an entrepreneur who helped India take her place in the league of industrialized nations. He was a patriot and a humanist whose ideals and vision shaped an exceptional business conglomerate. Swami Vivekananda had tremendous impact on Jamsetji Tata.

On 23rd November 1898 the latter wrote a letter to Swami Vivekananda,

"Dear Swami Vivekananda,

I trust, you remember me as a fellow-traveller on your voyage from Japan to Chicago. I very

much recall at this moment your views on the growth of the ascetic spirit in India, and the duty, not of destroying, but of diverting it into useful channels.

I recall these ideas in connection with my scheme of Research Institute of Science for India, of which you have doubtless heard or read. It seems to me that no better use can be made of the ascetic spirit than the establishment of monasteries or residential halls for men dominated by this spirit, where they should live with ordinary decency, and devote their lives to the cultivation of sciences”natural and humanistic. I am of opinion that, if such a crusade in favour of an asceticism of this kind were undertaken by a competent leader, it would greatly help asceticism, science, and the good name of our common country; and I know not who would make a more fitting general of such a campaign than Vivekananda. Do you think you would care to apply yourself to the mission of galvanizing into life our ancient traditions in this respect? Perhaps, you had better begin with a fiery pamphlet rousing our people in this matter. I should cheerfully defray all the expenses of publication.

Swami Vivekananda, in his backing of the idea, wrote in 1899, “I am not aware if any project at once so opportune and so far reaching in its beneficent effect has ever been mooted in India... The scheme grasps the vital point of weakness in our national well-being with a clearness of vision and tightness of grip, the mastery of which is only

equaled by the munificence of the gift that is being ushered to the public.” Despite this and similar endorsements, it would take a further 12 years before the splendid Indian Institute of Science started functioning in Bangalore in 1911 (Chakraborty & Chakraborty, 2006, p31).

Jamsetji's philanthropic principles were rooted in the belief that for India to climb out of poverty its finest minds would have to be harnessed. Therefore, they kept on building the temples of learning.

Swami Vivekananda who could not only understand the problems of the people but also suggested such measures which are of extreme relevance even today. He was concerned about agriculture and its improvement and wanted to educate the farmers as well as to modernize it by using technology. He talks of industrialization of the country at the same time he pleads for the continuance of small scale and cottage industry. He talks of trade but not aid. He suggests complete programme of poverty eradication based on Vedantic philosophy. He at the same time teaches us the universal oneness based on Advaita. Thus in Swamiji we find a complete reformer who knew the philosophy, economics, politics, society, cultures, religion and everything related to human life.

Source Courtesy: <https://www.indiatvnews.com/business/india/>

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National Health Protection Scheme (NHPS)

The Government of India has announced a massive Health Scheme for the downtrodden people of India called the Ayushman Bharat National Protection Scheme to be launched from August 15 this year- 2018.

This is hailed as the biggest Health Insurance Scheme in the entire world, as it will cover 10 crore families- taking 5 people per family, about 50 crores people- nearly 40% of the total population of the country. The protection is Rs 5 lacs per family in the event of death and disability- total or partial. This Scheme targets deprived rural families and identified occupational categories of urban workers' families- roughly 8 crores in the rural and 2 crores families in the urban India. For catering to the needs of these people, the Government of India will set up 150000 Health and Welfare Centres.

The Premium Structure

The Government through the Niti Aayog- the topmost Planning Forum of India- has calculated the annual premium per family as Rs 1082 roughly. The Government has set apart a premium contribution of Rs 1500 per family. The remaining part of the premium will be paid by the respective State Government. This is around 60% for the Central Government and 40% for the State Government.

The Benefits

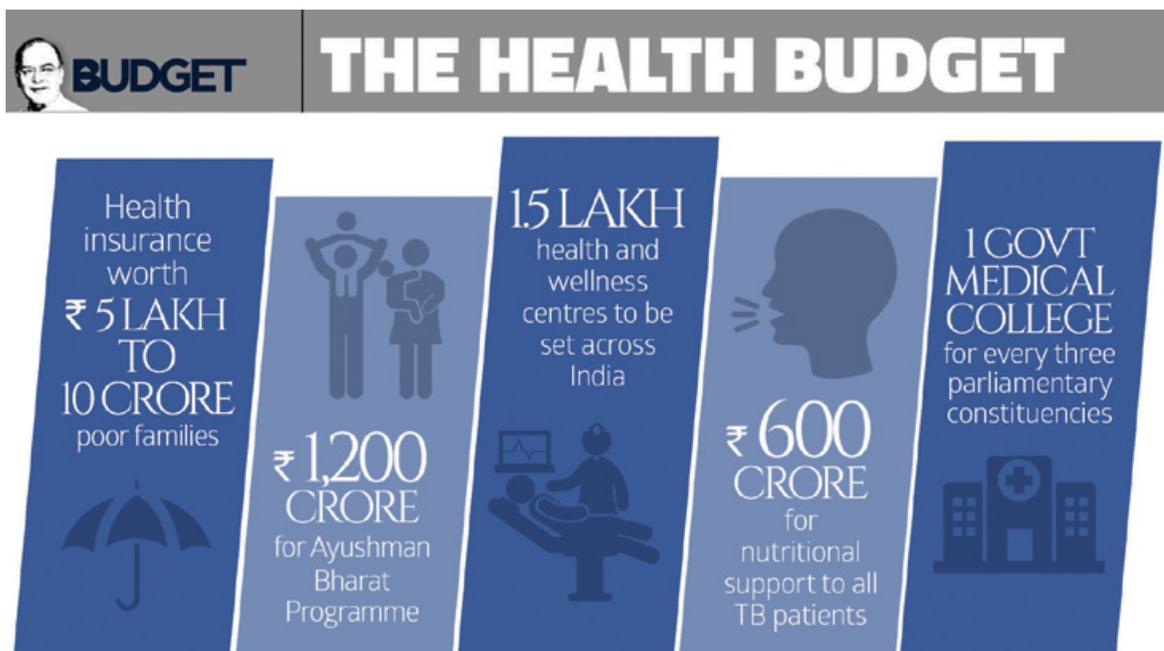
This Scheme covers the following-

- Hospitalisation expenses
- Day-care surgeries
- Follow-up Care



R. Venugopal

Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director.





BUDGET 2018-19

Health

National Health Protection Scheme

- ❑ Will be the world's largest government funded health care programme
- ❑ Covering over 10 crore poor and vulnerable families
- ❑ Providing coverage upto 5 lakh rupees per family per year for secondary and tertiary care hospitalization



- Pre and Post hospitalisation expenses
- New born child/children expenses
- 22 Specialities including Cardiology, Oncology, Ophthalmology, ENT, Dental and 1341 packages of different Procedures.
- NHPS will offer common treatments such as Coronary By Pass, Knee transplant and the Caesarian Section at a rate which is around

20% less than the rates at the Central Government Health Scheme- CGHS.

- The Government Health Ministry has finalised rates for 1354 Packages covered under the Scheme including Paediatric surgeries, Cancer treatments and Mental Disorders.

The Nitty-Gritties

The State Government may opt for formation of a Trust to unveil this Health Scheme.

This Trust will perform the role of an Insurance Company.

The Government will float a Tender for calling the competitive rates for running the Scheme from the Insurance Companies including the Public Sector Corporations. The Lowest Bidder will be selected for the running of the Scheme. The premium rates may differ from State to State depending upon their rural and urban population as well as their occupations, Life Expectancy, life styles etc. The Insurance Expert the CMD of the New India Insurance Company expects the average annual premium across the country to be about Rs 2500. The Government of India has not calculated the total cost of the Scheme.

HIGHLIGHTS OF NATIONAL HEALTH PROTECTION MISSION

- Cabinet approves launch of Ayushman Bharat-National Health Protection Scheme
- The scheme has the benefit cover of Rs 5 lakh per family/year
- To target more than 10 cr poor & vulnerable families
- New scheme to subsume ongoing centrally sponsored schemes
- Beneficiaries can avail services in public, empanelled private facilities
- States need to have State Health Agency to implement scheme

THE NATIONAL HEALTH PROTECTION SCHEME (In Numbers)

Rs. 11,000 Cr	Cost to Govt
Rs. 1,100	Annual Premium Per Family
10 Cr	Families to be Covered
Rs. 5,00,000	Cover Per Family
50 Cr (approx.)	Individuals to be Covered

Source: Reuters

The Role of the Hospitals

The Government has the responsibility to involve all the major Government Hospitals as well as the Private Hospitals as a Scheme of this great proportion can not be run by the Government Hospitals alone. All these are to be empanelled by the Government under a common agreed Package rates for different Procedures. There are discussions going on to be arrived at the rates, which should be economical for the consumer, slightly beneficial for the Hospital and at the same time quality-based. No Hospital would like to lose money by handholding in this Scheme although the needs of this vast country stand high in the minds of one and all.

The present position of the hospital beds is also to be taken into account for the success of this Scheme.

India's infrastructure facilities come to 0.8 hospital beds per 1000 population is quite low compared to the Asian average of 3.3 beds per 1000- Organisation for Economic Cooperation and Development.

The Experience to be shared

If the claim experience under the Scheme is less than 85%, the Insurers can retain a maximum of 15% of the unclaimed amount and refund the balance premium to the Government.

If the claim experience is bad- say more than 100%- the Government will initiate steps for the increase in premium in due course so that ultimately no one loses in the bargain.

Life Expectancy across the World for General Interest

These are the Leading countries in the Life Expectancy 2018-

1. Hong Kong- 84.3
2. Japan- 83.8
3. Italy- 83.5
4. Spain- 83.4
5. Switzerland- 83.2
6. Iceland- 82.9
7. France- 82.7
8. Singapore- 82.6.

Let us hope that this Scheme will be the Harbinger of Health in our country.

Consumer IoT vs. Industrial IoT – What are the Differences?

Much is written about consumer IoT, but the Industrial Internet of Things (IIoT) is beginning to capture significant attention. So what're the differences?

Although most ink dedicated to discussing the Internet of Things (IoT) has gone towards discussing the concept's consumer variant, the Industrial Internet of Things (IIoT) is beginning to capture significant attention for its role in helping manufacturers and industrial companies optimize processes and implement remote monitoring capabilities that would have been considered almost impossible just a decade ago.

But what exactly is the industrial IoT and what distinguishes it from consumer-oriented applications such as smart fridges and air conditioners?

Here are some important distinctions to help delineate the boundary between the consumer and industrial IoT ecosystems.

Consumer IoT vs. Industrial IoT

1. IIoT devices are built to be industrial strength while a FitBit may get occasionally splashed in the rain and Amazon Dash buttons will likely come into contact with the products they are tracking, sensors destined for industrial deployment need to be able to survive environments that simply wouldn't be encountered by consumers.

Such conditions include extremes in humidity and temperature as well as highly corrosive environments such as those encountered within wastewater infrastructure such as sewers.



In addition, inline industrial IoT sensors that measure fluids like water and oil often need to be submerged within the liquids they are measuring. Such devices need to meet the grueling industry waterproofing standard set down by the IP68 certification.

Devices also often need to be HazLoc certified to prove that they can withstand explosive and combustible environments.

IIoT Systems Must Be Designed for Scalability

Deploying complex water monitoring systems with hundreds of midpoints and endpoints spread over hundreds of kilometers is a far more complex endeavor than even the most ambitious of consumer home automation projects.

Because IIoT systems can result in the generation of billions of datapoints, consideration also has to be afforded to the means of transmitting the information from the sensors to their final destination – usually an industrial control system such as a SCADA (supervisory control and data acquisition) platform.

In order to not overwhelm these centralized systems with data, IIoT manufacturers are increasingly devising hardware that can carry out preliminary analytics directly

at the device-level rather than on a program running in a cloud-based server (an emergent methodology known as edge computing or fog computing).

Consumer IoT applications naturally tend to involve fewer devices and data points. Minimizing throughput to central servers is therefore less of a concern.

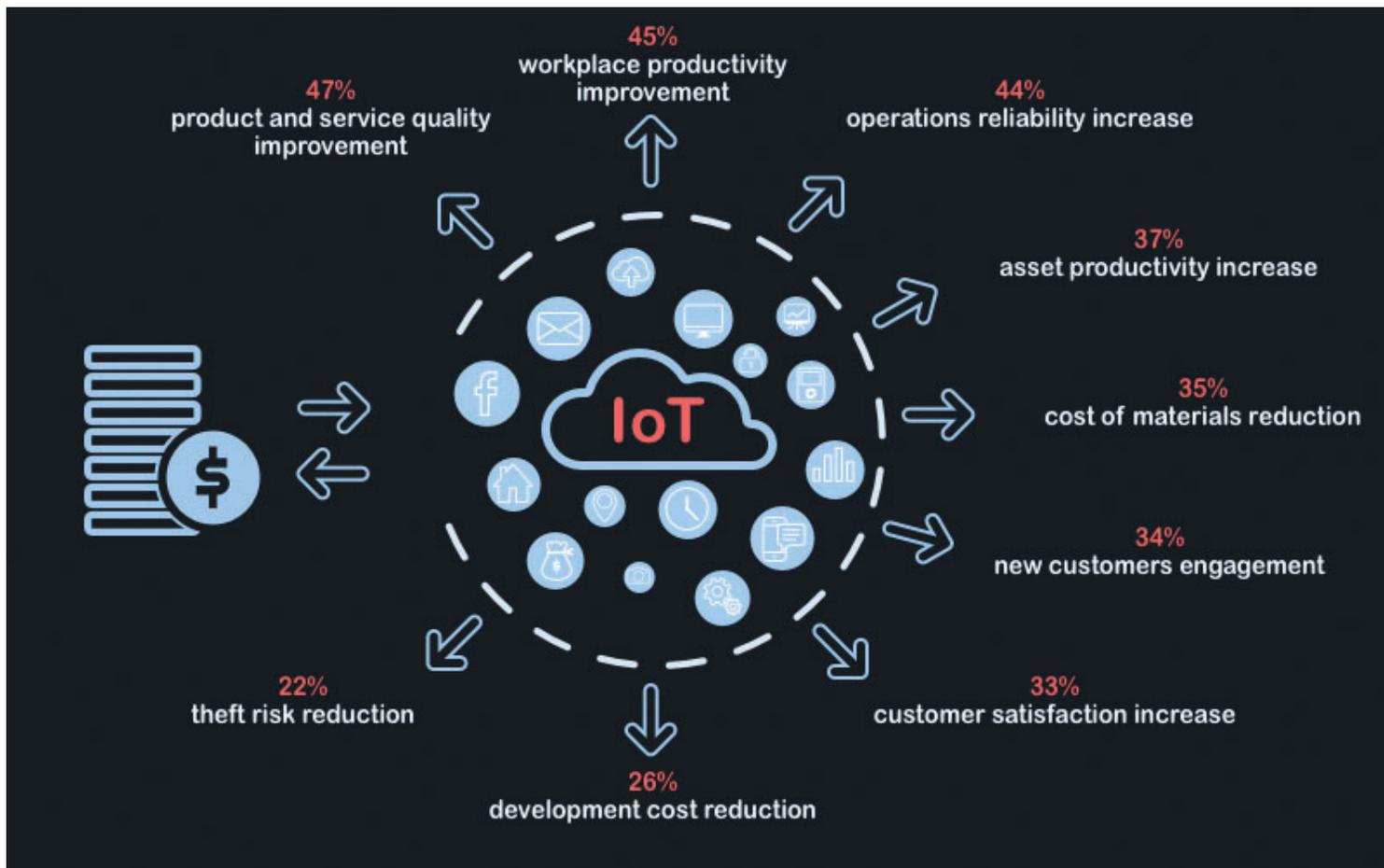
IIoT Devices Have Unique Communications and Power Requirements

IIoT sensors are often installed to measure parameters at remote infrastructure that is difficult to physically access. Such infrastructure can be situated below the surface (for example, at oil and gas facilities), atop high terrain (for example, at water reservoirs), offshore (for example, on oil wells), or even in a remote stretch of desert not accessible by roadway (at a weather station).

Deploying technicians to inspect these assets is difficult and expensive. To minimize the amount of field visits required, IIoT devices need to be engineered to have the maximum possible battery life, which is often achieved by building them with industrial-grade batteries.

IIoT's unique, low-power, low bandwidth requirements have spurred the development of a series of nascent network families such as LPWAN and NB-IoT that





are the primary means of connecting these devices to central servers.

These are engineered precisely with IoT devices' needs in mind, which are not addressed adequately by either cellular networks (which offer high bandwidths and therefore excessively taxing on batteries) and protocols such as WiFi and Bluetooth (which are not scalable).

To provide the maximum possible communications redundancy, such gateways must be configured to support both IoT-specific and more conventional networking technologies such as WiFi and Bluetooth. Mixing these aboard the same device is a challenge for hardware engineers.

Because of the critical nature of the activities they control, and the fact that they are often not readily accessible by a human operator, IIoT devices are regularly required to be fully remotely controllable, have minimal response times, and house built-in watchdog timers to ensure that the systems automatically reboot in the event of a system hang.

Consumer products, on the other hand, are generally located in easily accessible locations and can therefore often avail of either fixed sources of power or conventional, consumer-grade batteries.

IIoT Must Meet Unique Cyber-Security Standards

Cyber-security is an important challenge facing the Internet of Things (IoT) with 70% of the most commonly used IoT devices containing vulnerabilities, according to Hewlett Packard research.

Hacking smart home installations could have important repercussions for personal privacy, if an attacker were to obtain, for example, a live video feed of a customer's property. The network intrusion, however, would be local.

Should the same fate befall Industrial IoT systems, which are often tasked with connecting sensors to critical infrastructure resources such as power plants and water management facilities, the potential repercussions are an order of magnitude more severe (the Stuxnet worm provides a good illustration).

Because of this, IIoT installations must meet far more demanding cybersecurity requirements before installations are approved for use.

IIoT also involves integrating information technology (IT) and operational technology (OT) systems such

How Time Changes Things...

If you see industrial history you will see that it is started with craftsman ship. Next stages were production, mass production, then it's dominated by quality era, then came cost reduction. Now the signs are there next age will be innovation age. Following are few examples of original inventions. If you see the latest status of these items, you will realize through 1000s of people's innovation they are much different today. Credit of discoveries and invention goes to few genius persons and by & large for that we can just pray. But everybody has creativity, it can also be taught and we can involve them in innovating product which they are using, and surround them. They can do wonders. In industrial environment Suggestion Schemes can achieve this spectacular work.

For some, the time is always the present, and technology seems to mature as they do, slowly over time. But it's enough for us to take a quick look back and realize - we've come a really long way. When you look at these items and how they have changed over the last century, it's amazing how some things have become. And although these items are much more convenient now, some of those older designs had some real craftsmanship and grace to them.



Jayprakash B. Zende

Consultant in employee involvement & freelance trainer

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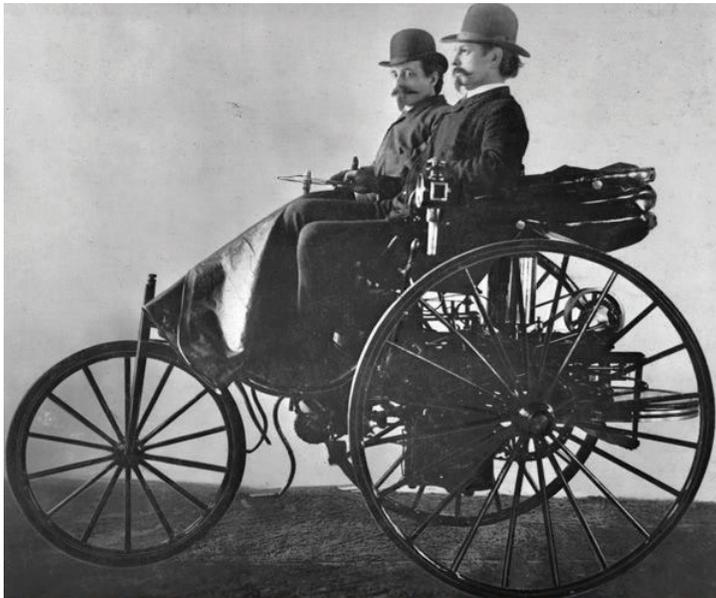
Television

Like



Ice Cream Maker

Like



Like



Roller Skates



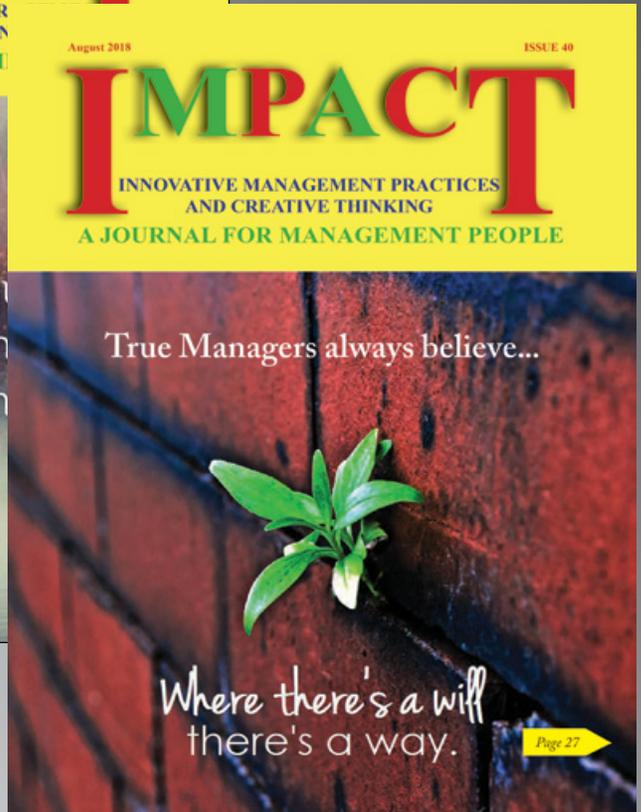
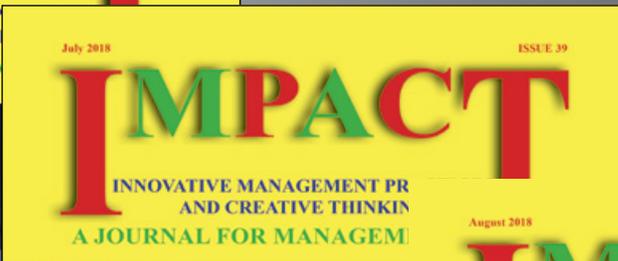
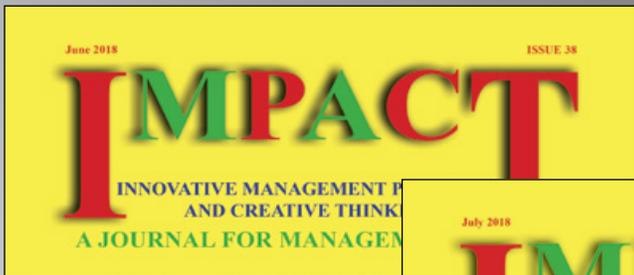
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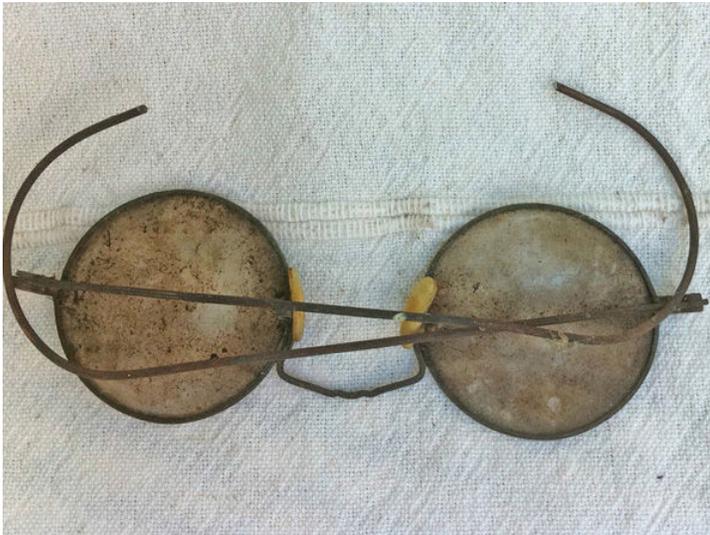
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Keeping Up With Technology in the Workplace

Along with advancements in computer technology, artificial intelligence, robotics and even autonomous automobiles, the technology in our workplace is changing at a rapid pace. From yesterday's monolithic, big software systems that ran your entire business to today's cloud-based small applications driven by real-time interactions and accessible on our tablets and smartphones, everything seems to be changing overnight.

Now, in addition to maintaining your technical know-how, managers and professionals must make certain to remain current with the latest technologies for managing their businesses. This article offers nine tips for managers to keep pace with the new technologies in the marketplace.

It's All About the Data:

The volume of data we are able to collect in our organizations is remarkable. In most firms, we capture customer interactions at every possible touch point, including sales, customer service, technical service, and marketing via the web and in response to social media or other promotions activities.

Savvy managers understand the importance of mining and using this data to improve decision-making in support of customers and for beating competitors. These managers invest in cultivating the following skills:

- Learning to use the latest data analytic software products in their firms to look for trends and spot opportunities.
- Part and parcel of leveraging data and data analytics tools is the ability to use the growing body of visualization software to make it presentable and easily consumable by users.
- Leveraging the real-time monitoring capabilities of many marketing automation software products for assessing and adjusting promotions activities.
- How to take advantage of dashboards and other automated scorecards that measure and report on critical key performance indicators in real time. Many managers are challenged to define their own scorecards and leverage their firm's software packages to create what is called a dashboard — a visual readout of the situation, often using the red, yellow, green convention of a traffic signal.
- How to assess the meaning of the data in different systems. For example, today's sales manager is critically dependent upon the quality and timeliness





of the data input by her sales representatives into their sales software system. By learning to monitor and interpret this data, the manager can strengthen forecasting and spot trends as they are emerging.

Managers can strengthen their data and related technology skills by exploring the capabilities of their software or regularly exploring industry or professional publications. Additionally, there are a number of organizations dedicated to sharing the latest technology trends as they relate to data for interested professionals.

It's All About Communication:

Thanks to advancement in our devices and software platforms, there are many new ways to communicate with team members and colleagues, as long as everyone has an internet connection.

- Many software applications and operating systems have built-in chat functions that enable individuals to see who's online and available to connect. These tools provide instantaneous messaging and many offer the ability to share screens and collaborate.
- Managers interested in meeting visually with remote team members and colleagues can take

advantage of today's many low-cost and even free video conferencing capabilities. Our smartphones, tablets, and computers all offer some form of this technology.

- There are remote collaboration tools and document sharing repositories that simplify the sharing and joint development of ideas.

In all circumstances before using a new technology, managers and employees are encouraged to check with their I.T. departments to discuss any potential security concerns with the applications they are considering using with team members.

How to Identify and Monitor the Big Technology Trends:

Remaining current with major advancements in technology is an increasingly important part of a manager's role today. The best managers are on the lookout for new capabilities that will enable them to serve their customers more effectively and efficiently or improve internal efficiencies and reduce costs. There are a variety of tactics a manager can take to strengthen his/her knowledge.

1. Read publications that focus on how innovative firms are applying new technologies to serve customers, communicate with far-flung

employees and innovate. Mainstream business newspapers and periodicals all invest time and space in covering advances in technology.

2. Expand your view. Monitor how leading firms outside your industry are applying new technologies to compete and win. Some of the best ideas for using technology tools in new ways will take place outside the boundaries of your industry.
3. Expand your view some more. Attend industry events outside of your own industry and attend working sessions and visit booths where firms are displaying new technologies.
1. Curate your own content on technology via social media platforms that allow you to choose your interests. The best of these tools constantly stream new content to you via your smartphone, tablet, or computer, offering quick snapshots of articles that you can click on and expand for more detailed consumption.
2. Follow technology and business experts, including experts at The Balance, who are exploring and reporting on the latest trends in their vertical and vocational markets.
3. Ask your customers and business partners what new technologies they are exploring or using in their firms.
1. Visit your counterparts in engineering or research and development and ask them what advances in technology they are monitoring.
2. Take advantage of the training opportunities offered by your firm's software and technology vendors on their latest releases.
3. Take advantage of every training opportunity offered by your firm on the different technology tools available for employee use.

Why Keeping Current With Technology Is Critical for Your Firm

It is easy to lose track of the external world when we are safely tucked behind the walls of our organizations. Many managers develop an insular view, relying on only their colleagues and customers to share insights and ideas.

Effective managers recognize the danger of developing a small, narrow view of what is a big,



ever-changing world. They take the initiative to pursue many or all of the steps outlined above and they strive to translate their insights and observations into, "What this means for our firm is..." type analyses.

The recent history of business is littered with examples of firms who ignored major changes unfolding in front of them, only to see their business and even entire industries disappear in front of them. It is imperative that you remain current on the latest and greatest new developments in technology and that you work with your team to explore, experiment, and adopt new technologies when they can benefit your business.

Why Keeping Current With Technology Is Critical for Your Career

At some point, everyone changes jobs, whether inside their same firm or outside with a new employer. Employers



The NEXT GENERATION WORKPLACE

More people are entering the workforce who have been raised in a digital world. Lets have a look at how these people are shaping the modern workplace.

So whats changed?

The entrance of millenials to the workforce has brough a generation raised on digital technology. They work differently and have different values to previous generations.

Millennials will form **50%** of the global workforce, in 2020

MILLENNIALS TYPICALLY HAVE A DESIRE TO KEEP **LEARNING AND MOVING** QUICKLY UP THROUGH AN ORGANISATION

64% of millennials want to be able to **work from home**



MILLENNIALS ARE MORE DRIVEN BY A GOOD **WORK/LIFE BALANCE** THAN FINANCIAL REWARDS

71% say work demands



expect you to be current with technology and capable of quickly leveraging the tools in the new role. Gone are the days when managers could rely on their team members to provide all of the technical skills while they “managed.” Instead, every person on a team, including you as the manager, must be conversant with and capable of leveraging the latest and greatest tools.

The Expected Shelf-Life of Your Current Workplace Technology Skills

If you remain unconvinced of the importance of keeping current, know that experts estimate that every 24 months, the technology tools we use in the workplace evolve to the next generation. This means that the training you took just a couple of short years ago is already old news. If you choose to ignore the advances and new capabilities, expect your skills to become obsolete in a relatively short period of time.

The Bottom Line

We live and work in a remarkable period of ever-advancing technology. While these tools are powerful assistants in our drive to manage, lead and compete, the pace with which they change creates stress and more work for everyone. Strive to remain current and not let your skills and knowhow grow old. Your regular diligence in this area, much like regularly attending the gym will pay dividends for you as a manager, your firm and for you in your career.

Source Courtesy: <https://www.thebalancecareers.com/>



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