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IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THOUGHTS

A JOURNAL FOR MANAGEMENT SCIENCES



**IMPACT pays respectful Homage to
Dr.A.P.J.Abdul Kalam**

EDITORIAL TEAM

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With Greetings from IMPACT

It is indeed a happy coincidence that as the whole nation is celebrating its 68th INDEPENDENCE DAY, our IMPACT issue number four is being released!

Yes; it was exactly sixty eight years ago this day, that MANAGEMENT of the country came to our hands after struggle, struggle for years under the great leadership of Mahatma Gandhi – an example for an EFFECTIVE MANAGER in several areas.

A country that was not allowed to manage production of a nail and nut had to make rapid strides in management of the entire country with its varied languages, cultures, tradition, people, climate and what not.

Under the visionary leadership of Pandit Jawaharlal Nehru and the eminent Presidents like Babu Rajendra Prasad, Dr. Radhakrishnan, and Dr. Abdul kalam we made rapid strides in all spheres to the envy of others. Rapid industrialization, green revolution, white revolution, great strides in higher education, scientific and technological progress, employment opportunities all brought through the dedicated leadership in politics or bureaucracy or judiciary.

Effective management of finance, men and matters, natural resources, human resources- all brought great glory to our India that is Bharath.

In continuance of the road, we in IMPACT try provide knowledge and enhance the same through Innovative Management Practices And Creative Thinking.

The readers will find quite a few interesting articles in pursuance of our objective.

The greatest among the Managers of Space Science, former President Dr. A P J Abdul Kalam passed away at the age of 83 bringing a pall of gloom all over. IMPACT pays its respectful homage, soliciting his continued guidance from his heavenly abode for country to become a fully developed country – his cherished desire by 2020.

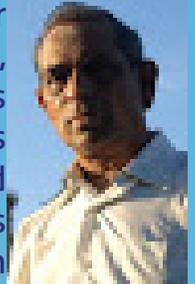
- Editorial Team

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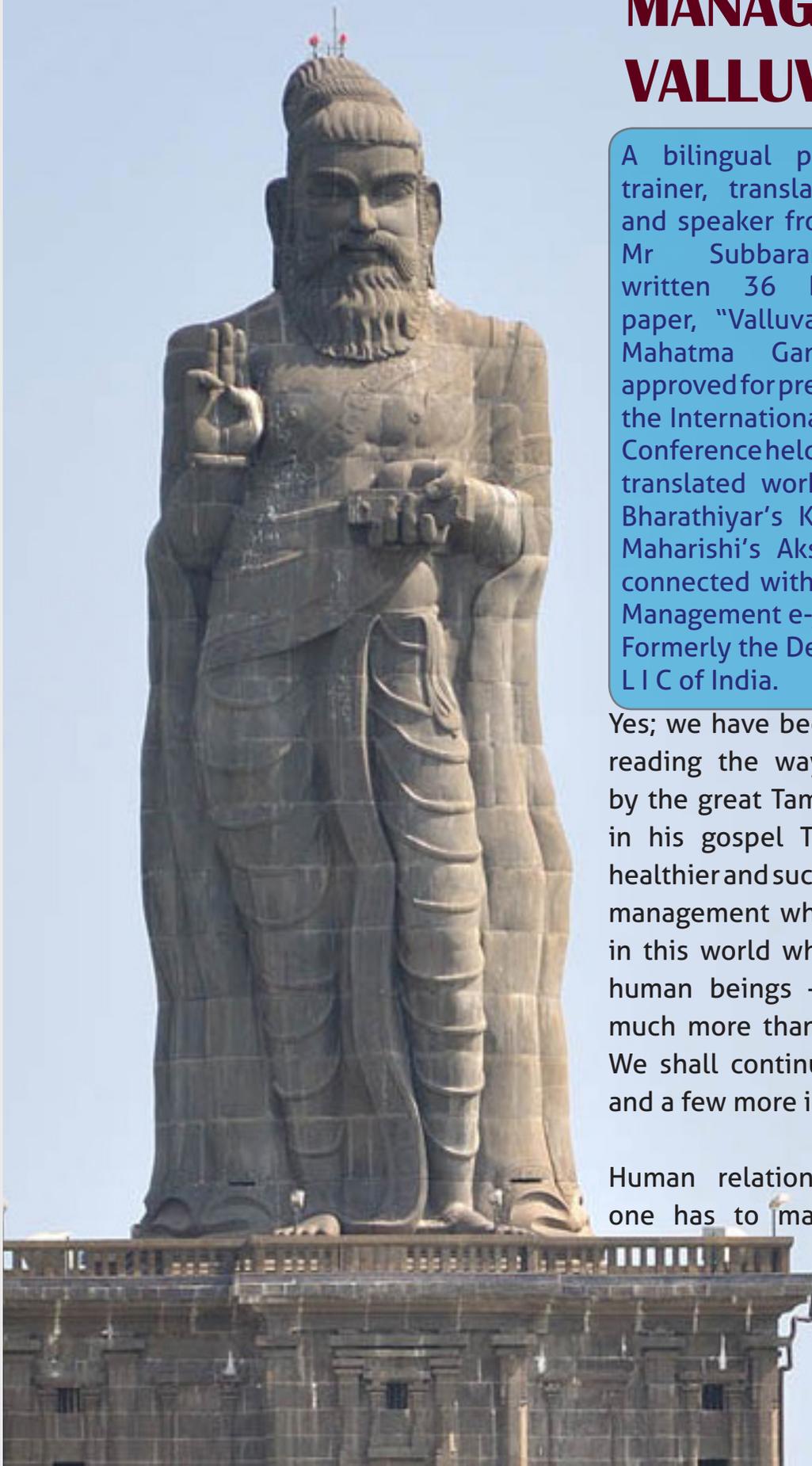
MANAGEMENT IN VALLUVAM - Part IV

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, LIC of India.



Yes; we have been in the last three issues reading the ways and means suggested by the great Tamil Saint Poet Thiruvalluvar in his gospel Thirukkural for a happier, healthier and successful human relationship management which is very, very essential in this world where one has to deal with human beings – men much before and much more than machines and materials. We shall continue the same in this issue and a few more issues to come.

Human relationship is ocean like and one has to manage very carefully and



meticulously lest very existence may become miserable and intolerable to one's own self and others. Right or wrong, may be more wrong than right, every individual is an island by one self and has his/her own feelings and emotions, virtues and vices, idiosyncrasies and intellectual attainments- and that makes a little difficult for adjustments and accommodations with others in the society- including one's own home and workplace.

Under these circumstances wise thing will be to follow the sayings and guidance of the elders and the nobles. From that angle only we have been publishing continuously in the last three issues on this subject and to continue.

Man's biggest enemy is his 'ego'. Human history is replete with the personalities in the world who made the people suffer because of their uncontrolled 'ego'. Can we readily recollect Hitler whose 'ego' and the effects of his 'ego' in the society and the world? 'Ego' has a spiraling effect; ego leads to 'possessiveness'; 'possessiveness' leads to 'selfishness'; selfishness' leads to 'arrogance'; 'arrogance leads' to 'autocratic behavior'; 'autocratic behavior' leads to 'dictatorship'! If a ruler is unable to control his 'ego' ultimately a 'dictator' is born! Hence the need for being humble bereft of ego that helps "self control" which Thiruvalluvar names as அடக்கமுடைமை

He describes this virtue, an important requirement for effective human relationship management, in his own inimitable style.

அடக்கம் அமரருள் உய்க்கும் அடங்காமை
ஆரிருள் உய்த்து விடும் (குறள் 121)

Self-rule leads to realm of Gods

Indulgence leads to gloomy hades.

We can take it that being humble take us nearer to all human beings and otherwise it takes us to darkness.

காக்க பொருளா அடகத்தை ஆக்கம்
அதனிநூஉங் கில்லை உயிர்க்கு (குறள் 122)

No gains with self-control measure

Guard with care this great treasure

Yes; to sustain good human relationship, this is absolutely essential.

செறிவறீந்து சீமை பயக்கும் அறிவறிந்து
ஆற்றின் அடங்கப் பெறின் (குறள் 123)

Knowing wisdom who lives controlled

Name and fame seek him untold.

And sure that will help us to manage our relationship with others.

நிலையின் திரியாது அடங்கியான் தோற்றம்
மலையினும் மாணப் பெரிது (குறள் 124)

Firmly fixed in self serene

The sage looks grander than mountain.

Every Human Relationship Manager to be successful must develop sage like qualities!

எல்லார்க்கும் நன்றாம் பணிதல் அவருள்ளும்
செல்வர்க்கே செல்வம் தகைத்து (குறள் 125)

Humility is good for all

To the rich it adds a wealth special.

Humility is never a weakness. It indeed adds

to moral strength and power and influences
the people around.

ஒருமையுள் ஆமைபோல் ஐந்தடக்கல் ஆற்றின்
எழுமையுள் ஏமாப் புடைத்து (குறள் 126)

Who senses five like tortoise hold
Their joy prolongs to births sevenfold.

What else needs a practitioner of Human
Relationship?

யாகாவா ராயினும் நாகாக்க காவாக்கால்
சோகாப்பர் சொல்லிழுக்குப் பட்டு (குறள் 127)

Rein the tongue if nothing else
Or slips of tongue bring all the woes.
A human relationship practitioner has got to
be very careful in this regard, lest his practice
becomes extremely difficult.

ஒன்றானுன் தீச்சொல் பொருட்பயன் உண்டாயின்
நன்றாகா தாகி விடும் (குறள் 128)

Even a single evil word
Will turn all results to bad.

Everyone has a lot of such experiences in day
to day life. Then the position of a practitioner
of human relationship.....better left
to the imagination of the readers!

தீயினால் சுட்டபுண் உள்ளாரும் ஆறாதே
நாவினால் சுட்ட வடு (குறள் 129)

The fire burnt wounds do find a cure
Tongue burnt wound rests a running sore
Then why a practitioner of better human
relationship should make harsh words to
others?

கதம்காத்துக் கற்றடங்கல் ஆற்றுவான் செல்வி
அறம்பார்க்கும் ஆற்றின் நுழைந்து (குறள் 130)
Virtue seeks and peeps to see
Self-controlled savant anger free.

When the Human relationship Manager
is anger free, he can conquer the whole
management world!

This much for the current part! We shall
continue in the next issue.



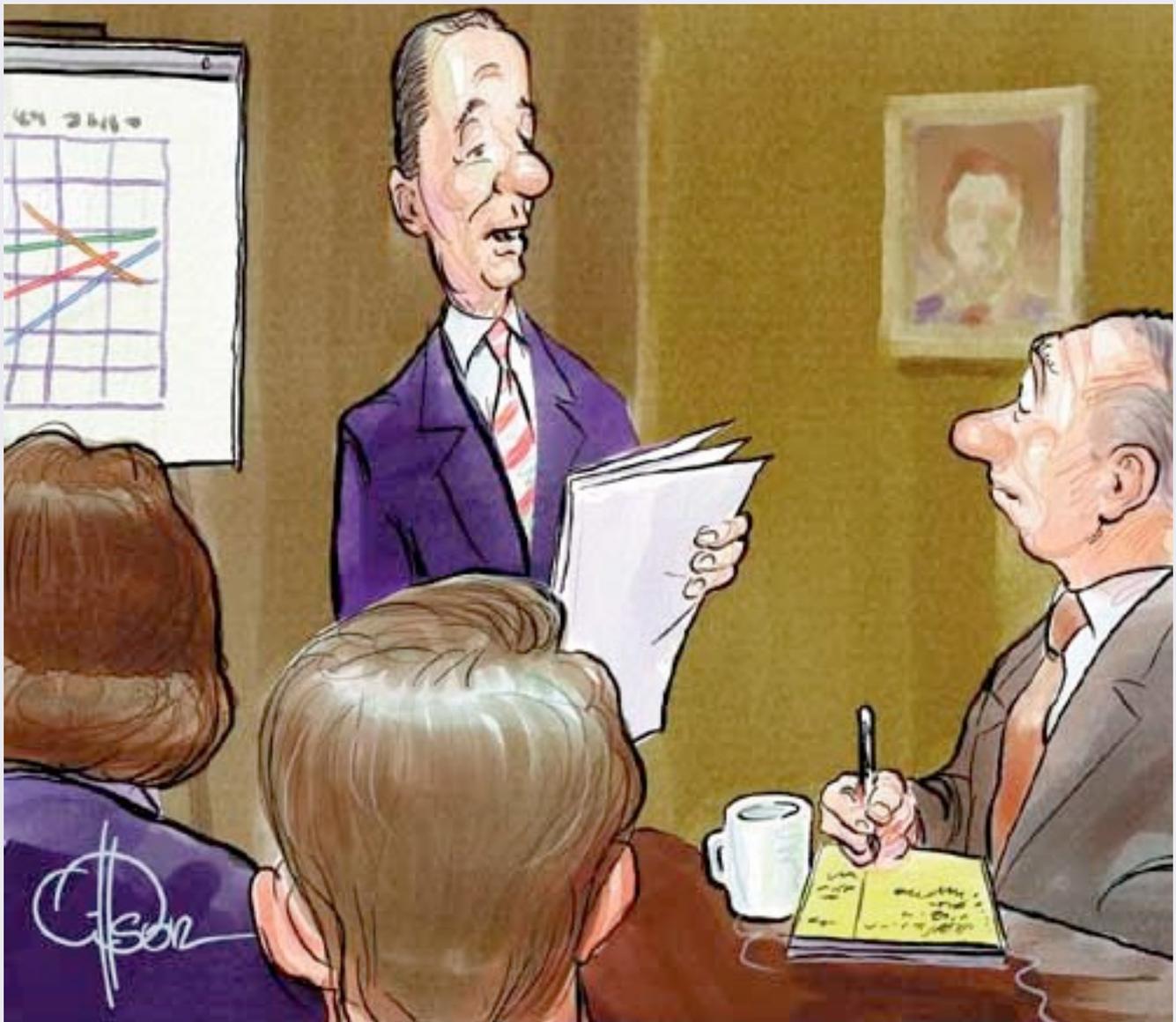
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9840599888

READERS REVIEW

The e-journal contains lots of innovative ideas, professional and personal development of an individual who wants to succeed in their career. I think that this journal will provide a platform for all researchers, faculty members and also business people as well. I congratulate your team for their efforts and wonderful thoughts. I also would like to tell you that, definitely this journal will give more knowledge for the readers in various aspects such as motivational strategies and management sector.

Dr. Ms. R. Krishnaveni

Kudos to the team behind this edition. I enjoyed reading every article in this. Quite useful and informative. Keep it up! Best Regards,
Raghavan RKM Alumini Group.



THE BAD NEWS IS: IN A RECENT ACQUISITION FRENZY, WE PURCHASED ONE OF OUR OWN COMPANIES. THE GOOD NEWS IS: THE STOCK WENT UP.

Father of Invention

Thomas Alva Edison

(Inventor, scientist and businessman)

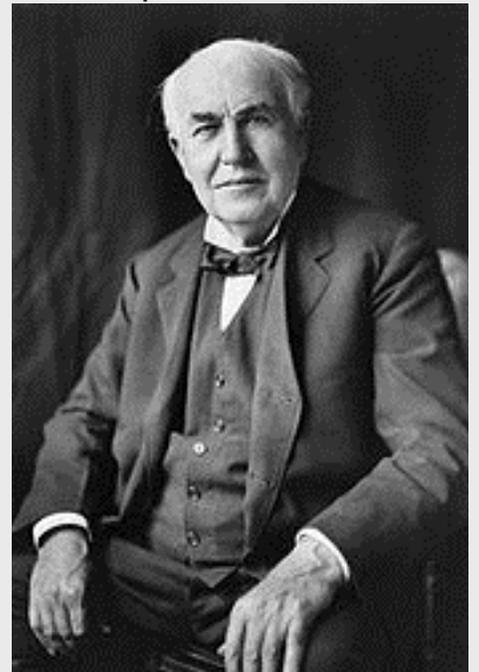


Jayprakash B Zende, Consultant employee involvement schemes and freelance trainer

Thomas Edison is a unique example in world history. There are 1933 patents on his name. He represents an attitude of perfect perseverance. He has not started his life on strong foundation. He was asked to leave school at early age. His school teacher wrote to his mother "your tom is fool. I can't teach him". His mother responded to this letter as "Madam, my Tom is not fool probably you don't know how to teach him. Don't worry, I will teach him". This shows greatness of his mother also. At the age of ten his friend slapped him and made him deaf. Then he started selling fruits, newspaper, vegetables etc for supporting living.

His free time was always filled with performing many adventurous experiments. Due to all this there was an explosion on his stall resulted in his firing by railway authorities. Thus at the age of 14 he had no formal education, he was handicapped and had no job. In this condition he started research lab in the basement of his house and this lab has attracted world's attention. After continuous failure on making bulb most of his friends were criticizing him for such failures. Edison used to reply "Who said I failed 10000 times? "If I find 10,000 ways something won't work, I haven't failed. I am not discouraged, because every

wrong attempt discarded is another step forward". "I invented 10000 ways through which bulb can't be manufactured and my successors will be benefitted through this". Thus his life is an ideal example of an attitude of mere perseverance.



Thomas Alva Edison (February 11, 1847 – October 18, 1931) was an American inventor, scientist and businessman who developed many devices that greatly influenced life around the world, including the phonogram, the motion picture, camera, and a long-lasting, practical electric light bulb. Dubbed “The Wizard of Menlo Park” by a newspaper reporter, he was one of the first inventors to apply the principles of mass production and large teamwork to the process of invention, and therefore is often credited with the creation of the first industrial research laboratory. Edison’s Menlo Park laboratory complex is said to live on in California’s “invention factory” at Silicon Valley.

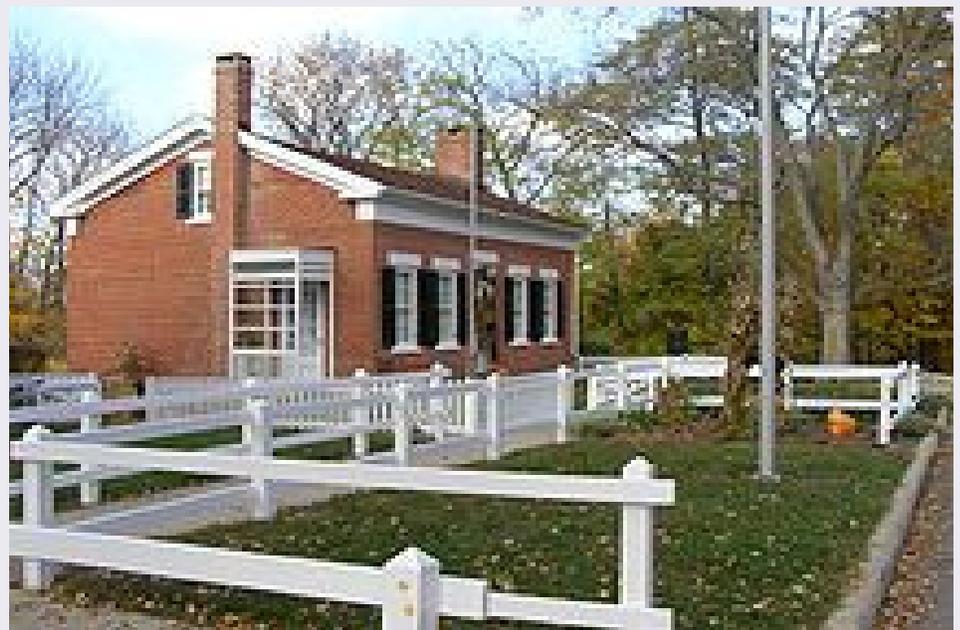
Edison is considered one of the most prolific inventors, in history, holding 1,093 U.S. Patent on his name, as well as many patents in the United Kingdom, France, and Germany. He is credited with numerous inventions that contributed to Communications and, in particular Telecommunications. These included a stock ticker, a mechanical vote recorder, and a battery for an electric car, electrical power, recorded

music and motion pictures. His advanced work in these fields was an outgrowth of his early career as a telegraph operator. Edison originated the concept and implementation of electric-power generation and distribution to homes, businesses, and factories – a crucial development in the modern industrialised world. Thomas Edison was born in Milan, Ohio. He was the seventh and last child of Samuel Ogden Edison, Edison always used to say “My mother was the making of me. She was so true, so sure of me; and I felt I had something to live for, someone I must not disappoint.”

Edison was terminated from

school at early age. His mother taught him. Edison developed hearing problems at an early age. He sold candy and newspapers on trains and he sold vegetables to supplement his income. This began Edison’s long streak of entrepreneurial ventures as he discovered his talents as a businessman. These talents eventually led him to found 14 companies, including General Electricals, which is still in existence and is one of the largest companies in the world.

Edison starts his career as telegraph operator and requested the night shift, which allowed him plenty of time to spend at his two favorite pastimes—reading and experimenting.



Birth Place of Edison

Eventually, the latter pre-occupation cost him his job. One night in 1867, he was working with a Lead-Acid battery when he spilled sulfuric acid onto the floor. It ran between the floorboards and onto his boss's desk below. The next morning Edison was fired. Edison's earliest inventions were related to telegraphy, including a stock ticker. His first patent was for the electric vote recorder

Thomas Edison began his career as an inventor with the automatic repeater and his other improved telegraphic devices, but the invention which first gained him fame was the phonograph. This accomplishment was so unexpected by the public at large as to appear almost magical. Edison became known as "The Wizard of Menlo Park," New Jersey, where he lived.

Edison's major innovation was the first industrial research lab, which was built in Menlo Park New Jersey. It was built with the funds from the sale of Edison's quadruplex telegraph. Menlo Park became the first institution set up with the specific purpose of producing constant technological innovation and

improvement. Edison did not invent the first electric light bulb, but instead invented the first commercially practical incandescent light. Edison took the features of these earlier designs and set his workers to the task of creating longer-lasting bulbs. Edison had produced a new concept a high resistance lamp in a very high vacuum, which would burn for hundreds of hours.

Thomas Edison's first successful Light model, used in public demonstration at Menlo Park, December 1879 bulb



"Genius is 1% inspiration and 99% perspiration"

Edison concentrated on commercial application, and was able to sell the concept

to homes and businesses by mass-producing relatively long-lasting light bulbs and creating a complete system for the generation and distribution of electricity. Edison displayed a placard with Sir Joshua Reynolds' famous quote: "There is no expedient to which a man will not resort to avoid the real labor of thinking." This slogan was reputedly posted at several other locations throughout the facility.

With Menlo Park, Edison had created the first industrial laboratory concerned with creating knowledge and then controlling its application.

In 1878, Edison formed the Edison Electric Light Company in New York City with several financiers, including J.P. Morgan and the members of the Venderbuilt family. Edison made the first public demonstration of his incandescent light bulb on December 31, 1879, in Menlo Park. It was during this time that he said: "We will make electricity so cheap that only the rich will burn candles."

Edison patented the sound recording and reproducing phonograph in 1878. Edison was also granted a patent for the motion picture camera or "Kinetograph". He

did the electromechanical design, while his employee W.K.L. Dickson a photographer, worked on the photographic and optical.

Edison started the Motion Pictures Company, which was a conglomerate of nine major film studios (commonly known as the Edison Trust). Thomas Edison was the first honorary fellow of the Acoustical Society of America which was founded in 1929. Henry Ford, the automobile magnate, later lived a few hundred feet away from Edison at his winter retreat in Fort Myers, Florida. Edison even contributed technology to the automobile. They were friends until Edison's death.

Thomas Edison died of complications of diabetes on October 18, 1931, in his home.

Edison General Electric merged with Thomson-Houston Electric Company to form General Electric. At his late age his bulb factory got fire and completely burnt. At this incident Edison called his son and requested him to get Edison's wife on site saying "She will not be able to see such a disaster in her life." And looking at the fumes remarked " Now, we have burnt all our mistakes and



start afresh". He not only said it but really three weeks later he invented 'Gramophone' and started its manufacturing. One day his wife urged this gentleman that "Dear Edison you are almost working 20 hours a day without any holiday, not enjoyed life, never gone for a picnic and you must take a break , we will go for a picnic". Edison eagerly asked her "Darling but where we will go to picnic?" She replied "The place which comes to your dream, where you will feel most relaxed and get charged for new challenges". He said "That exactly the place I know, please pack everything

and we will visit it tomorrow". When she was ready next day morning Edison took her hand and took her to the laboratory and said "Madam, This is the place which comes in my dream, where I feel most relaxed and get charged for new challenges" This is the attitude whereas we feel ,we are so tired and need some break. Is it not that we need break from our attitude and not from our work. In conclusion I can only say Edison's life is an exemplary example to motivate us for innovation and endless efforts to achieve success in whatever work of life we are engaged in.

CHANGE MANAGEMENT

By Dr. APJ Abdul Kalam - On Entrepreneurship.

ADDRESS AT THE INAUGURATION OF THE ANNUAL MANAGEMENT CONVENTION OF THE MADRAS MANAGEMENT ASSOCIATION National Development And Entrepreneurs

I am delighted to participate in the inauguration of the Annual Management Convention of The Madras Management Association (MMA), Chennai. I would like to extend my Greetings to the President and members of the Association, stalwarts and distinguished members of the industry and service sector, delegates and participants of various prestigious organisations. The theme of this year's convention "Vision To Reality - The Indian Journey" is indeed significant. As I always tell, A Vision Is the prime mover which leads to thinking. Thinking leads to knowledge, knowledge leads to actions and integrated actions lead to Success In Missions. India has a vision to transform itself into a developed Nation by 2020. In the journey of India from Vision to Mission, contribution of people from all walks of life is necessary. The need of the hour is to sensitize people towards this

journey. Hence mobilization of right type of human resources becomes the prime responsibility of managers and entrepreneurs.

Law of development:

When we go through the development patterns and dynamics of connectivity between developed countries and developing countries, we find that a developed country has to market their products in a competitive way to different countries to remain as developed country. To get transformed into a developed country, the developing country is also required to market their products to other countries in a competitive way. Competitiveness has three dimensions: Quality of the product, cost effectiveness and supply in time. This dynamics of competitiveness In marketing of products by developing and developed countries, called The Law Of Development, is one

of the areas which require continuous attention of entrepreneurs, managers and industry.

Co-Ordination - The Key To Success:

Management has five basic functions - Planning, Organising, Directing, Coordination and Control. India over the years, has acquired enormous experience in Planning, Organizing, Directing and Control. The problem is regarding coordination. This is so because economic development is a wealth generating activity. Today in the competitive world, wealth generation can occur only through innovation in technology. The greatest problem today is acquisition of technology. This technology is scattered between scientific laboratories, development agencies, production agencies, private sector, public sector and the academic institutions.

Coordination of all such institutions, which are geographically separated and organizationally dispersed, is the most difficult job which a manager faces. This is an area in which the MMA can find novel methods of coordinating multiple agencies through virtual organisations to generate home grown technology for application in our products. This is the only way we can make our products competitive.



Expanding Role of Managers and Entrepreneurs:

India has demonstrated its immense capabilities and core-competence to the world with large talented manpower. On account of the green revolution, India is now self sufficient in food. The operation flood has made India, the largest producer of milk in the world. Health services

have also been improved since Independence with increase in life expectancy from 33 to 64 years; fall in infant mortality from 148 to 71 per thousand, and eradication of diseases like small pox, cholera through vaccination etc. Small-scale industries provide a significant percentage to the National GDP. India is in a position to design, develop and launch world-class communication and remote sensing satellites. India is having capability of building large thermal and nuclear power stations. Defense research has led to many significant developments in weapon systems like strategic and cruise missiles, Sonar’s underwater weapons, light combat aircraft, tanks, electronic warfare systems and various armours. India has a strong base in the development of information technology and the country is progressing in hardware and software business of more than \$10 billion.

Many Indian companies including MNCs are not doing well as they find it difficult to face competition, pressure and take “Quick Right” decisions. It is said

that you cannot do business with yesterday’s methods and be in business tomorrow. An effective manager gets the job done through high quantitative and qualitative standards of performance with satisfaction and high degree of commitment.

A managerial culture emphasizes rationality and control. The manager has to achieve results so that people will continue to contribute to this organization. It takes neither genius nor heroism to be a manager, But persistence, tough mindedness, hard work, intelligence, analytical ability, tolerance and goodwill. He needs to develop good leadership quality. I think, management education should transform a person to a leader. A leader is one who thinks what he can give to others instead of asking what others can do for him. The style keeps changing as the situation with the types of people. Leadership style should blend with managerial functions. The management education needs to give this ability to manage and lead the change. Indian entrepreneurs should not be just home grown industrialists but they should

also become leading MNCs. Leadership with nobility and change management are the two important elements needed from Management Associations to the Nation.

Development Of Entrepreneurs:

The key characteristics required in an entrepreneur are desire, drive, discipline and determination. I am confident that the entrepreneurship development cell promote following important traits among the would-be entrepreneurs:

- (A) Vision and pioneering spirit.
- (B) Being able to see possibilities where others do not.
- (C) Always searching for new opportunities and challenges
- (D) Being creative - 'Able to think out of the box'.
- (E) Constantly striving to do things better
- (F) Confident about taking risks
- (G) Proactive and focused on the future
- (H) A good knowledge and skill base.

I am happy to know that the MMA has assisted small and medium entrepreneurs

in management education through an entrepreneurship development cell, with funding assistance from Konrad Adenauer Foundation, Germany. I am sure the MMA will continue to expand the scope of its activities through research, innovation and coordination for the larger benefit of Indian industry.

Total Quality Management:

I have participated in many space and defence programmes. Putting a satellite in the orbit needs a large rocket system. Rocket system and the satellite put together will have at least 50 sub-systems and more than eighty thousand components mechanical, electrical and chemical. To put a satellite in the orbit all the systems have to work to full performance requirements. Even one sub-system or one component fails mission will be a failure. Same is true with launching of missile systems. It has to reach the required target by flying thousands of kilometers. The message I would like to convey here is that those in the programme have to learn quality of a product has to be built in during the design phase and carried forward till the test

phase. It has to be constantly improved. The man who designs and manufactures must love what he does.

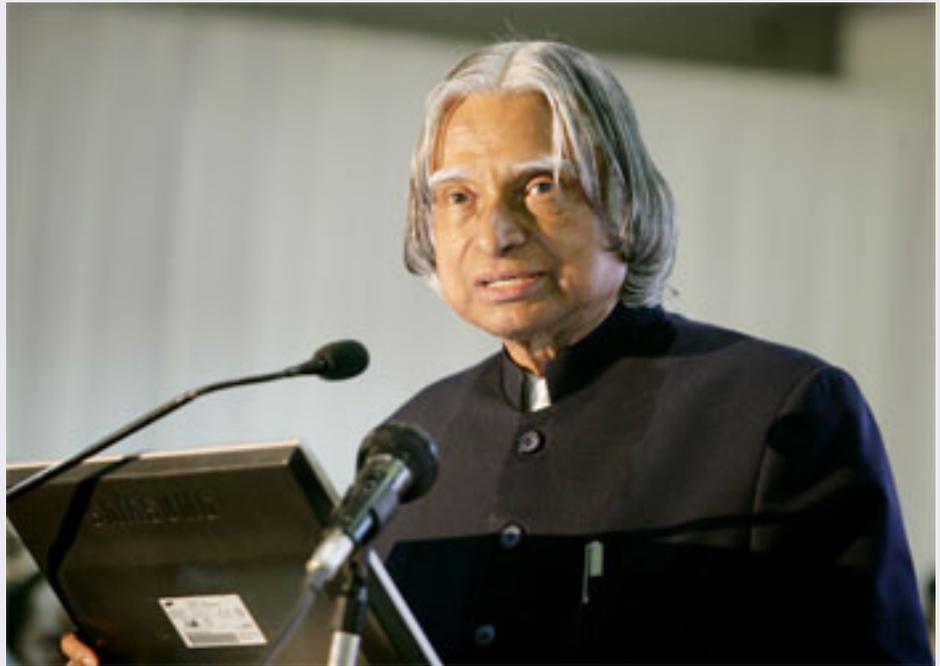
Entrepreneurs have to aim for total quality management, that is quality from design to production and testing and leading to market. This will ensure success of the product and system. I hope The Madras Management Association would aim to align the organizational management system, human resource management system and the total quality management system for promoting a successful TQM initiative by any enterprise.

Addressing the present Problems:

In the present context, key problem areas faced by Tamil Nadu, especially the City of Chennai, are inadequate supply of water, power, congested transportation and pollution created both by transportation and the industry. The MMA can



work for a novel solution for this problem of water through developing solar-energy-powered seawater desalination plants which will provide a perennial source of drinking water to the City at an affordable cost. In addition, Chennai being located very near to the equatorial region has enormous sunshine, and thus is an ideal place for solar power plants which can even feed power into the grid. Also there is an urgent need for findingsolutiontothegrowing transportation problem in the City by designing innovative traffic control systems and working on pollution-free automobiles. Pollution-free transport systems combined with solar power based industrial units will automatically reduce the pollution in the City. There are institutions which are working on these technologies in different parts of the countries. I would suggest that the MMA should bring them together to find a lasting solution to the problem of potable water, energy, traffic congestion and pollution in the City and the State. I am sure, MMA has the potential to undertake this task and become a Role Model for other institutions.



Conclusion:

As you are aware, our Prime Minister in his Independence Day announcements has declaredARuralDevelopment Programme called PURA - Provision of Urban Amenities in Rural Areas. It involves identification of rural clusters with growth potential and creating physical connectivity, electronic connectivity, knowledge connectivity and thereby market connectivity.

Recent experiences indicate that the economic progress of few countries particularly the developed countries is due to the contribution of large number of small entrepreneurs employing less than 50 persons in their establishments. We need

such entrepreneurs in large numbers in our country for developing and transforming our village clusters into sustainable economic units. I am sure many of the entrepreneurs and managers grown by this Association will create enterprises in many PURA complexes in the country, particularly in Tamil Nadu, In the coming years, improve the lifestyle of our village community and be an active partner in Developed India Mission. Let us join together in building India as a Developed Nation and get the rightful place for India in this Planet.

My Best Wishes to all of You.
courtesy: <http://www.citehr.com/1863-dr-apj-abdulkalam-entrepreneurship-change-management.html>

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.

(1) If you are a diabetic, follow your diet chart strictly and experience the feeling of wellness.

Diabetes in India is increasing day by day and that too in youths.

Diet plays an important role in keeping the sugar level under control.

When a person is diagnosed as diabetic he/she is referred to Dietitian for assistance in analyzing food habits and to draw up a diet chart.

Some important "points" to note if one is a diabetic on diet control.

FRUITS HELP AVOID VISIT TO THE DOCTOR;

(2) This is pomegranate

Splitting them open to pluck the juicy beads looks like an arduous work. Not so, when you hear Israeli Scientist have found 2 ounces of pomegranate juice daily for a year decreases Blood pressure by 21 % and significantly improves blood flow to the heart and 4 ounces provide 50% of our daily vitamin C needs. So cut the rind and drop the juice-filled sacs.

Let us do it while watching the TV!. Need the blood flow, right.

PUMPKIN;

Pumpkin is orange. We know what that means. Vitamin A beta-carotene, good for the eyes, prevents cancer - Pumpkin is versatile and can be made into variety of dishes, from poori, smbar, chuttney, pachadi, and koottu to paayasam every one of them tasting heavenly. But the most nutritious part is the one we throw away, the seeds. They have magnesium, something that lowers the risk of early death. Save and roast the seeds and eat them. And add to the " MIXTURE". Let us remember, we need 420 mg. of magnesium and that is a fact.

PAPAYA;-

Papaya has more carotene which helps fight cancer and blindness in children.

GUAVA

Thank push cart vendors popularizing it. With its appetizing display, bite into a semi-ripe one knowing that guava has a higher concentration of lycopene an anti-oxidant that fights prostate cancer. This humble, all-festival fruit has 63% more potassium than a medium banana. And guava has nearly 9 gms. of fiber in every cup, making it the ultimate high-fiber food .The fruit indeed is ball of nutrition.

Management through Destruction



Mr. K Nandakumar was formerly the vice-president in The Indian Express Group of publications for three decades. Presently, he is the founder and director of Vibes Academy.

We generally believe that construction is a positive action and hence management is to be constructive. We are also made to believe that a good management, at least, should not be destructive. Unfortunately, we overlook the fact that all businesses thrive and grow only in the soup of perennial 'Change' and any 'Change' means, necessarily, destruction. Management concepts worth having at any specific period of time deserve to be changed under changed circumstances. Whatever made a business successful in the past and in the current context will be inadequate and will be an antithesis for the future successes.

All business successes are 'customer driven'. The customers remain insatiate and their choices and preferences keep changing.

They put your business in the rat race and get the best out of the resulting market competition. If your competitor is getting better, then you better be getting better faster than your competitor getting better or relatively you will be getting worse. The traditional management advises you to take 'course corrections' during the race. It is just fine, but is still a pretty ordinary action, far from satisfactory. Paradoxically to win the



race you have to quit the race. Further to getting out of the race you have to offer something special to the customers. You have just only one option and that is to innovate and be different.

Incremental changes may ensure survival. It is inadequate for the ultimate success. The solution is to destroy the existing and start afresh at every turn of management planning.

Let us look at the matrix of destructive management.

Reducing cost of running the business is today's mantra. Saving may save your company from a 'down the drain' situation and may ensure temporary survival. Saving may improve your profit margin only marginally. But, growth will still be elusive. Saving is essential and is not the ultimate. Cost cutting may take you only

the sense of 'WOW' you create in the market is genius. Keep away this saving mantra, common all-purpose gravy for a while. Ultimately the management is to look at and focus on 'top line' that is, branding its products and services. This means creativity and waste is inevitable in creativity. Between butchering and waste, let us prefer waste with the purpose. The choice is yours.

All managements talk about perfection. Perfection just for the sake of perfection is suicide. Perfection costs money. Perfection is just a fancy word. Perfection is a heavy luggage. Let us not chase the non-existent, mythological unicorn. The buzz word is 'customers' delight'. The customers' delight is the product not of 'heavy baggage' of perfection but is of right package of innovation. Incremental changes in the product design and market approach may keep the customer satisfied. But their delight is the result of surprises you package with your offers. Destroy what 'is' and recreate from Alfa. Just polishing the yesterday's management practices will

push the company and its products to mediocrity in the long run.

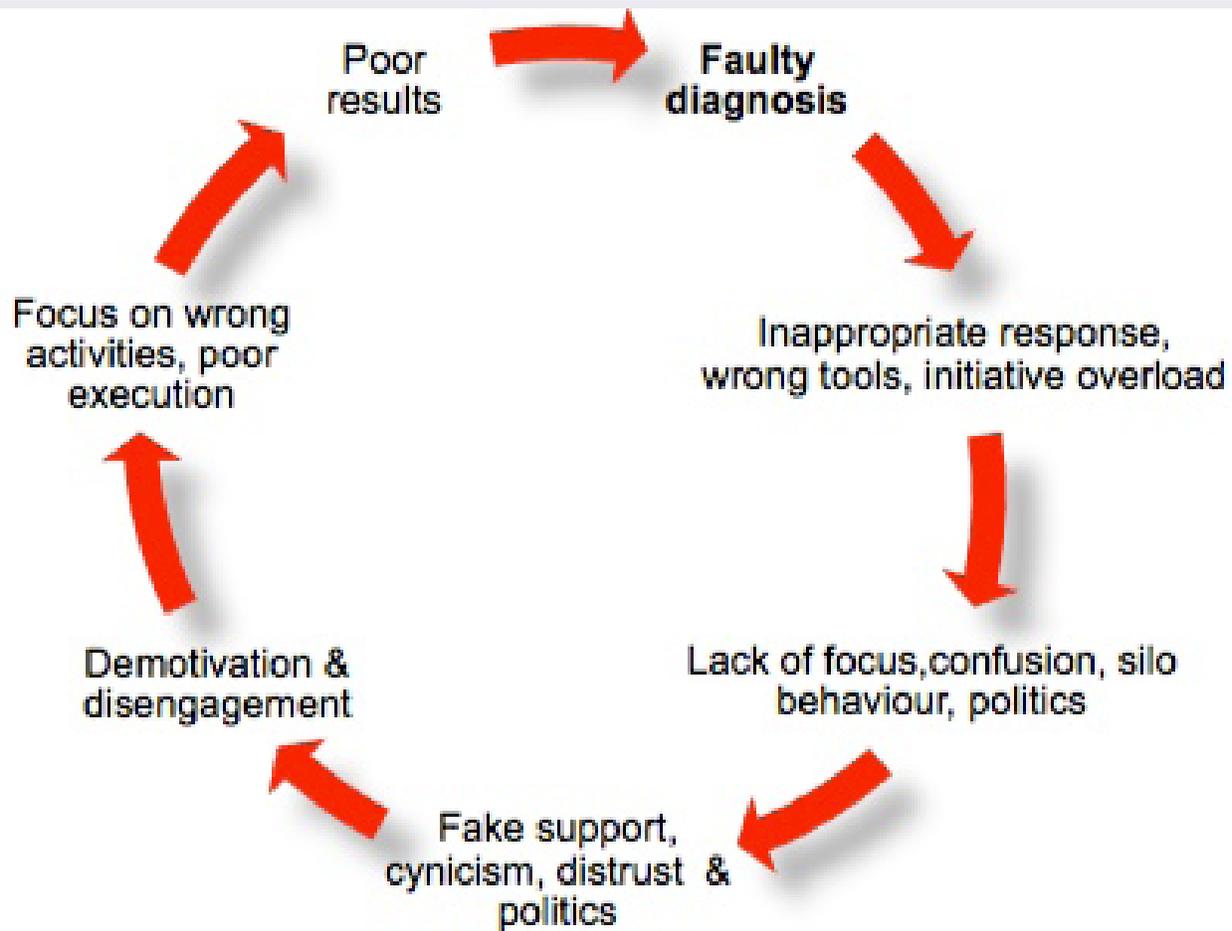
Generally any corporate culture centralizes the power and authority, in the hands of the corporate. All talks on decentralization are paper tigers, the mythical unicorns. In the name of protocol, regimen and controls, the decisions percolate down from the Top to the Bottom. (The hierarchical structure of the organizational pyramid with the management on the Top is to be destroyed, first. Destroy the current horizontal / vertical/pyramid structures. Try even ellipsoids as organizational structure). In the corporate traditions the entire organization is made to look alike, talk alike and eat alike. Invariably they think alike. Better break it, HERE and NOW. If your entire executives think alike you do not need all of them. Why the duplication is. Sack all except one (Retain the one who is not agreeing with you and is not your sycophant). That 'one' will suffice. Or have a jungle of mix of talents.

'Mess' is not always the sign of inefficiency. A purposeful 'mess' is a by-

product of creativity. (Have you seen the work desk and the cabin of the editor-in-chief of the most successful media companies?). Mess is a positive message. Let confusion prevail. Let the mistakes occur. Destruction is messy. Do not shy away. Underneath the rubbles you will discover novel things. Abhorring messiness is an old practice. Destroy. Adoring the same is to be the paradigm shift in the management approach.

Innovative management is not possible unless the obsolete beliefs are pushed out and are destroyed. It is cheaper to destroy and construct afresh than indulging in perennial corrections. The destruction and reconstructing is fast and gets the bull's eye. The result of peripheral changes is like a begger's meal, a mix of rot and incompatible varieties. You choose.

Management is not just learning. It is forgetting as well. You need to get debriefed often and launch fresh initiatives. Unless the old ruts are cleared there will be no space for new ideas. A rotten fruit rots the fresh ones, if put together. The peripheral changes retain



all the bad aspects of the obsolesces and dilute the effect of fresh approaches. Erase the old ones. Destroy. The message on a clean slate is more legible than the communication over written.

We are taught to 'Aim and Shoot'. In this current competitive environment if you do not shoot first your competitor will. Today's business success depends on how quick you move forward and how quick you pull back. The success formulae is not aim and shoot, it is shoot and scoot and shoot again. The success of Boffer's gun is

this very attribute. Also use the gun that spit hundreds of bullet in seconds. Bullets are wasted; No worry. You may still miss the prey in the beginning (chances are one in a million); No worry. Shoot, shoot, shoot till you kill. Running fast is skill. Run like mad and change directions at appropriate moments are the strategy of an effective management. Three cheers to Silicon Valley which is employing this principle successfully. All ridiculousness has logic on hindsight. If you are happy with just survival of your business, shy

away from destruction. If you are crazy to have your name among the victorious, learn to destroy, innovate and rebuilt.

IT IS YOUR CHOICE.

Patching-up is fast, easy and tempting. Destruction is risky. Innovation is slow and tough. But still destruction is the only way to remain unchallenged.

Lord Brahma has no work unless Lord Shiv is in Action. Lord Vishnu took many of his Avathars to reduce the burden of Mother Earth.

We just enjoy successes. But we learn from failures. Do not fear to fail. Do not fail to fail.

THE DRIVING MANAGEMENT AMIDST HEAVY TRAFFIC

Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director. Then he served as the Professor of life insurance at the National Insurance Academy Pune for nearly 3 years. Now settled down at Bengaluru. He is a member of the Syllabus Committee for the MSc- Actuarial Science course at the Christ University as well as one of their guest faculty. He is one of the editorial consultants for the Insurance World magazine.



The Art of Living is a well known concept in India as founded by a famous, renowned Guruji based at Bangalore. But how many of us know about the idea called the Art of Driving? By this I mean the art of car driving. Yes; this is management of driving amidst heavy traffic!!!! This has become a 'must' in our country in all cities, especially Bangalore in view of the utterly chaotic road traffic here. More particularly for retired people like me, this is highly important as my reflexes have become slow due to ageing.

Let me deal with each 'road-block' separately, one by one:

The Auto-rickshaw menace:

Here both the driver and passenger take over the 'hand-signal' duty.

In a busy road, I am driving my car, following an auto-

rickshaw. While approaching a signal light, the driver shows his right hand, indicating his intention to turn right. I adjust my speed accordingly. Now suddenly, another hand, that of the passenger, sprouts out showing the left turn. I am now confused as to whether the auto is turning left or right and I wonder how I can save my vehicle but lo....the auto goes straight ultimately. I follow the auto; now worrying what will happen at the next signal....whether the auto can reverse too and hit my car..

More than the damage to the car, the scene created by the auto-driver drives me mad. He starts his diatribe in such a high-decibel that all other people on the road immediately surround you- often I wonder how in Indian roads only, there are so many

'unemployed persons' on the road at any given point of time, whether it is mid-day or mid-night. Whereas in USA where I had gone recently, hardly I had seen any pedestrians or side-walkers. The auto-driver raises the pitch on seeing the crowd and tries to extract more amount for an invisible damage to his vehicle. Again the Policeman appears on the scene only after the deal is struck as we see in films too, the Police jeep arrives only after the hero has smashed the villain and his gang thoroughly and of course in the process broken umpteen glasses and a good number of furniture. Now after visiting the Corning Glass Factory at Corning, USA, I came to know that no glass really breaks, only such an appearance is made without breaking into innumerable pieces.

The noise pollution created by autos having a two-stroke engine is so high that these autos have removed their horns as there is no necessity for the same. The order of the Government to convert these into four-stroke engines have fallen on deaf ears, may be due to the loud noise created by the two-stroke engines.

But one good thing about auto-drivers is that they make the passengers pray to God for reaching their destination safely.

I recall an anecdote where both a Priest and an auto-driver died due to an accident-naturally due to the rash driving of the driver. However the Priest is sent to the Hell and the auto-driver to the Heaven. Naturally the Priest is aggrieved and asks for the reason for this discriminatory treatment. God replied "While the auto-driver made people pray sincerely, the Priest made the people sleep when he was addressing them".

The Water-Tankers:

With water problem becoming perennial in many Metros, the water-tankers have become a regular feature on the roads. The way these are driven makes you wonder whether they are

carrying water for drinking purposes or for dousing the fire on some building. I am afraid whether I am giving an idea to these water-tankers to install a fire-engine bell too to drive further faster.

The golden rule under our 'art of driving' is to immediately give way for the water-tankers as we give for ambulances. Now-a-days, even for ambulances, many vehicles don't give way after some enterprising news reporter published the story of an ambulance driver rushing to meet his girlfriend. Anyway, for followers of my Theory, the best way to save you and your car is to allow the water-tanker pass peacefully. The water-tanker may even sneer at you mock fully, please ignore him.

The Cyclists:

I wonder often at the driving skills of a cyclist in India, how he beautifully enters the small gap between two cars without creating any scratch, navigates among the thick of vehicles, from right to left and turns wherever he wants to turn. As soon as I see a cyclist on the road, I immediately slow down my car and say a prayer to God as that's only thing I could do. I simply allow him to overtake

me even my wife says that I may enter the Guinness Book of World Records in allowing a cycle to overtake a car.

The Two Wheelers:

I have come to the most crucial aspect of city car driving, especially in the Southern cities like Chennai and Bangalore where the number of two-wheelers has increased manifold.

In Bangalore, being the IT Capital of India, the two-wheelers have taken over the pavements meant for pedestrians too by riding on these road platforms. They only want a small gap between two cars, they will go through it, causing scratches on the front and back portions of the cars -there is no car in Bangalore without these scars. They drive so close to the vehicle in front with the result if there is any sudden brake applied by the earlier vehicle, there is a bang on the back.

Once a lady driving a scooter went so near my car that her vehicle removed my side-mirror and took it with her. When I parked my car near her subsequently and asked her to return the side-mirror, she returned it with a sheepish smile.

The less I talk about the two-

wheelers overtaking you by your left side instead of the mandatory right side, the better. The beauty is that all these things are done by highly educated and qualified persons in the society.



The Safety Measures:

The mandates of the Government for the two-wheelers to wear safety helmets have no much effect - either the rule is not observed or an apology head-gear in the name of a helmet is worn.

Many people think that wearing helmet is for complying with a rule - they never think that it is for their own safety and welfare. Despite knowing that fatal accidents take place in the absence of helmet - India is leading in the number of road accidents in the entire world - still there is reluctance in following these safety rules.

Recently even a film celebrity in his TV program talked of this danger and a few parents who lost their children in such road accidents spoke with tears in their eyes. Let me hope that people who saw this program would try to persuade themselves and others to follow this helmet principle.

The same attitude is shown towards wearing seat belts in the cars. While it is compulsory in a few foreign countries to wear the seat belts for all the passengers - not only the driver of the car and the person sitting in the front - in India, only in some cities the safety belt seat rule has come, first for the driver. When this rule will come for others, God only knows. Similarly for children, in foreign countries, there are separate seats with belts in the cars in the rear-side, with the child facing backwards and it is compulsory to use them. There is even a board informing the other car drivers that there are children travelling in the car so that proper precautionary steps are taken by the other drivers.

But often I hear only one argument in India is that when our roads are ill-maintained,

how can you go fast and get into an accident and hence where is the necessity for seat-belts. My only answer is - Prevention is better than Cure.

Often we wear the seat-belts only to avoid the penalty from the Police authorities. Even we feel we need not wear it during night times, because the Policeman can't see it in the darkness but when an accident happens, who suffers? Wearing seat-belts is only for our safety and welfare.

Lady Drivers:

Although I am not a male chauvinistic pig, still some women driving the cars drive me nuts. Sometimes I get a feeling whether the steering wheel will fly from their hands, because they hold them so tightly. Again, this is only a few - a good number of ladies drive two-wheelers and cars excellently and effortlessly. May be, after a few years, the situation will change and women will become better drivers than men, as they are excelling in so many other fields.

For the time being, my safety rule is either you overtake a lady driver and go away or allow her to overtake you and run away. The choice is yours.

The Stray Animals on the Road:

We are experts in peaceful co-existence that many foreigners wonder how cars, cows, buffaloes and dogs can happily go together in Indian roads. Some of these animals are natural speed-breakers, apart from the man-made ones. Some of the speed-breakers are so high and irregular that they can be 'Back-breakers'.

There is a belief in Southern cities that if a pregnant lady is delayed in being taken to the hospital for delivery, she can be carried in an auto so that there will be an automatic delivery of the child en-route itself in view of the speed-breakers.

Whatever it may be, we have to be careful that we don't hit a goat, cow or hen while driving. The moment it is hit, immediately there will be huge mob and the owner of the animal will claim that the particular goat / hen was being grown for sacrificing to Goddess and it was a great sin and naturally the compensation amount would soar high.

I recall an incident when such an owner demanded Rs.5000 for his injured goat saying that it would have lived for

so many years and given him so much income. The driver could not win over this argument and quietly gave a cheque for Rs.5000 but only with the date of five years hence. Don't ask me whether it was accepted.

The GPS:

This is a device used in USA to guide the driver on the road - there is nobody on the road freely available for asking for directions unlike in India. This is called the GPS-Global Positioning System showing the map to the destination and giving instructions.

I pray we should get such a system in India too at least for major cities so that the driver can reach the destination easily. Here the moment the front vehicle goes slow, you can be sure that he does not know the route and he / she wants to elicit information from passers-by and accordingly you have to drive your car without losing patience.

But the problem is even when you lose your cool and shout at the other driver, he / she cannot hear as both the vehicles are air-conditioned and the window glasses are down, so only your wife sitting next to you, hears all the 'gallies'.

But my own fear is even when you have an GPS actually I understand some enterprising entrepreneur is trying to introduce a GPS for Indian cities - that instrument too can't guide you correctly and properly as in India, there are so many diversions and one-ways made every day that the GPS will only guide you back to your residence.

The Ultimate Solution-Prayers:

Whatever guidelines I give you under the Art of Driving, ultimately what will save you is only prayer. Install a Deity's idol or picture in the car and say a minute's prayer before leaving. You may feel peaceful and confident. Recall BABA's words - Drive safely-Reach peacefully.

Only constant practice and regular driving will make you an expert. Let me hope that this Art of Driving will help you towards that end.

Tailpiece:

Once a man was caught driving the car rashly. The Policeman stopped him and asked for driving license. The man replied that he was learning. The Policeman asked "Where is the Instructor? He should be by your side." The man replied "I am learning on-line".

EXECUTIVE COACHING: A NEW PROCESS FOR LEADERSHIP DEVELOPMENT



Ms. Muthumala S, heads the human resource function for Congruent Solutions Private Limited. In this role, she is responsible for HR strategy formulation and execution. With about 17 years of experience in HR, Mala has performed a wide variety of operational as well as strategic roles encompassing Talent Acquisition, Talent Management and Talent Development functions. She topped the university in her Master's in Social Work which she pursued after completing her bachelor's degree in business administration. Mala is a frequent speaker in forums like NASSCOM, CII, MSME etc.. An office bearer and an active member of the Toastmasters International, she is also a guest faculty in few colleges at Chennai.

Limitations of Traditional Leadership Development Initiatives:

The typical approach to management development until date has been to send managers to classroom or outbound sessions on leadership. While this effort is any day better than no development activity, it has certain limitations that organizations need to consider carefully. First, each manager has different development needs that may or may not be addressed in a standard workshop. Secondly,

even if the workshop is well received by the managers, there is no accountability for implementing the new knowledge and skills learned at the workplace, essentially because managers are often too busy to do so. Thirdly, traditional leadership development workshops are based on the premise that if people understand, then they will do. Unfortunately, research proves that while many understand, very few actually do. Lastly, it is unrealistic to expect management development

to happen if input is limited to occasional training events, which do not have a follow-up process. These limitations can be addressed through executive coaching.

Understanding Executive Coaching:

Executive coaching is an experimental and individualized leader development process that builds a manager's capability to achieve short- and long-term organizational goals. It is conducted through one-on-one interactions,

driven by data from multiple perspectives, and based on mutual trust and respect. The organization, a manager (the coachee), and the executive coach work in partnership to achieve maximum impact. Executive coaching involves three levels of learning: tactical problem solving; developing leadership capabilities and new ways of thinking and acting that generalize to other situations and roles; and 'learning how to learn'. Learning how to learn means developing skills and habits of self-reflection that ensure that learning will continue after coaching ends. Its aims are to eliminate an executive's long-term dependency on his coach and teach habits of learning and self-reflection that will last a lifetime, enabling him to keep developing throughout his career.

Executive coaching is primarily concerned with the development of the manager (coachee) in the context of organizational needs. The coaching objective is to maximize the manager's effectiveness and his or her contribution to the organization. The coach develops an understanding of the broader business

context in which the manager operates, with particular emphasis on key business initiatives directly relevant to the manager. The manager and coach then agree upon specific results that best reflect the organization's business objectives. Successful executive coaching links a business focus with human processes by closely aligning the manager's development with critical business needs.

Benefits of Executive Coaching:

Compared to traditional leadership development workshops, executive coaching has tremendous benefits since it is done almost entirely in real business time and focuses on specific, real-life contextual

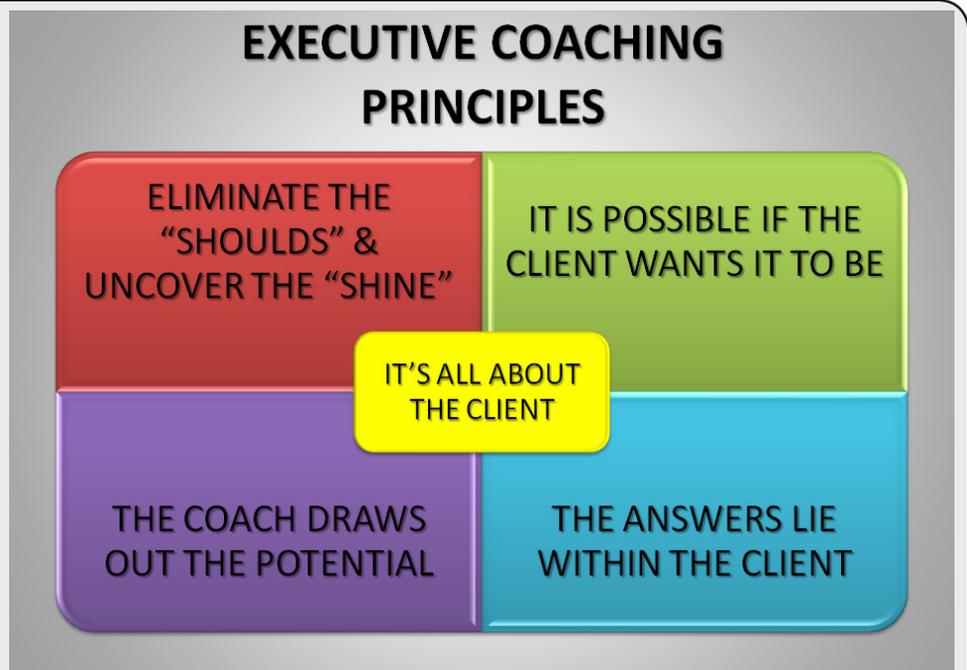
issues. In addition, the executive coaching process is personalized, as opposed to a 'one-size-fits all' approach. According to research by Turner (2006), executives identified five significant benefits of executive coaching as a leadership strategy. These benefits were continuous one-on-one attention; expanded thinking through dialogue with a curious outsider; self-awareness, including blind spots; personal accountability for development; and, just-in-time learning. Individuals who engage in a coaching relationship can expect to experience fresh perspectives on personal challenges and opportunities, enhanced thinking and decision making skills, enhanced interpersonal effectiveness,



and increased confidence in carrying out their chosen work and life roles. In a research study by Parker-Wilkins (2006), respondents stated that coaching assisted them in the development of three main competencies: leadership behavior (82 percent), building teams (41 percent), and developing staff (36 percent).

The Executive Coaching Process:

Dialogue, fuelled through powerful questions, is at the heart of the coaching process. In coaching conversations, managers think aloud, become more reflective, and gain access to their own tacit knowledge and unexplored ideas. The coach's role is to act as a sounding board, confidant, partner, challenger, and catalyst for change. The emphasis in coaching is on building the manager's ability to deal with the issues using his or her own decision-making skills, as against telling him or her specific actions to undertake. Since executive coaching addresses specific performance or behavioral gaps, it is more effective than general-purpose training because it gives high-performing busy



managers an opportunity to reflect on feedback, focus on developing goals, and have someone to hold them accountable for executing their goals. The confidential coaching relationship also creates a safe space for managers to share their concerns. Managers who engage in a coaching relationship can expect to experience fresh perspectives on personal challenges and opportunities, enhanced thinking and decision making skills, enhanced interpersonal effectiveness, and increased confidence in carrying out their chosen work and life roles.

The Coaching Relationship Roadmap:

Potential coachees can include members of the CXO

suite or their direct reports. Tentatively, the objective is to groom them for further responsibility and/or develop them to become even more effective in their current roles. Specific objectives can be defined during the pre-coaching discussion. The Coach will gather confidential 360-degree feedback about the coachee managers from concerned stakeholders to identify strengths and development areas. The initial coaching relationship is usually for 6 months, with up to four, weekly conversations each month. The details of each session are confidential between the coach and the coachee. A review meeting can be held with the coachee, the coach and the organization sponsor once each quarter.

MANAGEMENT JARGONS

Has far too much time

Not busy "He has far too much time"

Health care delivery system

The medical services (doctors, nurses, hospitals, clinics, equipment, and medicines) available to an employee and the method used to pay for them

"We are currently evaluating our health care delivery system"

Heritage

A firm's traditional lines of business which are rarely abandoned

"We will stick with our heritage"

Hired gun

A consultant with an expertise who may or may not have better knowledge than almost any employee

"Do we need a hired gun"

In Depth

To some degree of detail

"It is an in depth report"

In some sense

1 Partially 2 Related in some way

"We are in some sense better off"

In-sourced

Use resources owned by the firm to produce a good or provide a service

"It was in-sourced because we had the people"

Interact with

To be in physical proximity to or connected to over some communication medium

Some amount of talking with

"They can interact with us"

Internal efficiencies

Reductions in the cost of production whose cost savings may come from the firing of employees and/or the reduction of plant and equipment

"We have experienced some internal efficiencies"

Is hot

1 Current and up to date 2 Topical in the media 3 A growing field "Email is hot"

Issues

1 Questions 2 Problems 3 Points of disagreement and/or other assorted topics that can be brought up but are rarely disposed of satisfactorily

"These issues need to be handled"

Jettison employees

The firing of one or more employees who will not be hired back "We must jettison employees to reduce costs"

Job ready

1 A prospective employee with all the required skills 2 Older and more experienced workers 3 Retrained workers

"The applicant is job ready"

Be A Negative Optimist

Arun Kumar S.Davay - Founder and CEO, MindMatters A Passionate Teacher and A Professional Trainer is an MBA Professional with several years Industry experience in HR, Marketing, Auditing and Finance. Faculty for MBA in various Premier Business Schools. Member of ISTD (Indian Society for Training and Development).



The most important quality for success in entrepreneurship and in life is the quality of optimism. Optimists have an unrealistic expectation of success. As a result, they are willing to try far more things without becoming discouraged.

In addition, because of their unrealistically positive attitude, they are willing to persist much longer than the average person. Optimism is a wonderful quality as long as you have it under control.

**An optimist laughs to forget.
A pessimist forgets to laugh.**

Taper Your Optimism

In order to be successful in business, and in any activity where money is involved, one must temper one's optimism with negativism. One must be enthusiastic about the possible upside of the investment but one must be skeptical, critical, suspicious and demanding about all the different ways as to how one's money can be lost.

Listen to Negative Viewpoints

One must seek out and listen carefully to people who are negative towards one's idea. Keep a lookout for negative thinkers, because their viewpoints can be invaluable and save you a fortune in time and money.

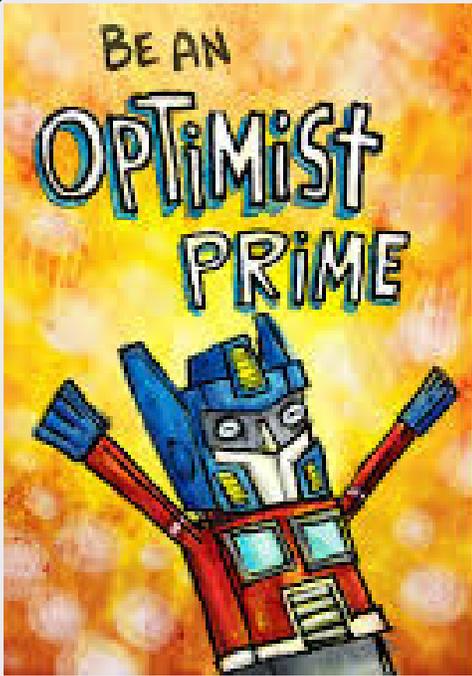
Here is a very good example of a person who is a lawyer by profession, and has a very different approach at work. He recommends and gives

advice to many people on investments. And what he does is this.

When someone comes and they want to make an investment that he is unsure about, he says, all right, I want you to come to my office and I want you to sit behind my desk. And then I am going to come in and I am going to present this investment to you and I want you to critique this investment as if you were me.

Help Others to Evaluate Honestly

He says that when his clients begin critiquing the investments they are thinking about going into, when they begin, becoming negative thinkers about the investments, he says they are astonished at how bad the investments really are. He said he has saved his clients millions of dollars by



forcing them to be negative thinkers about their own ideas, simply by switching roles and sitting in front of the desk while they sit behind the desk.

Keep Your Mind Open

But don't be overly influenced by negative thinkers. Just take their viewpoints into

consideration. There is a famous story of Mary Hudson, who started off with 200 dollars in the middle of the Depression and leased a gas station that two men had gone broke running at two different occasions. And from that she built a company called Hudson Oil, which is now the biggest independent

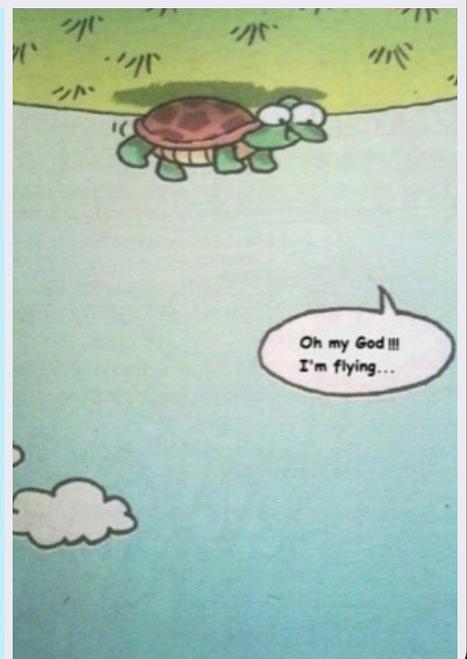
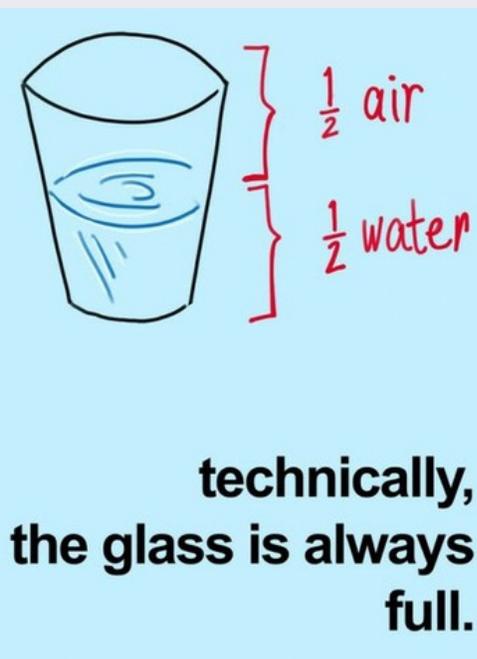
distributor of gas and oil in the United States. From a 200 dollar investment, even though everybody told her she would fail. So remember, listen to negative thinkers, but do not necessarily accept their advice.

Action Exercises:

Here are two things you can do immediately to get these ideas into action.

First, view your idea as if you were an outside consultant. Ask, "What are all of the possible risks or flaws in this cause of action?"

Second, seek out the opinions of others. Listen without responding or defending. Thank them for their input. They may save you a lot of money.





Nurse, get on the internet,
go to SURGERY.COM, scroll down and click on the
"Are you totally lost?" icon.



**"This is a major project of utmost importance, but it has no budget,
no guidelines, no support staff, and it's due in 15 minutes.
At last, here's your chance to really impress everyone!"**

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