

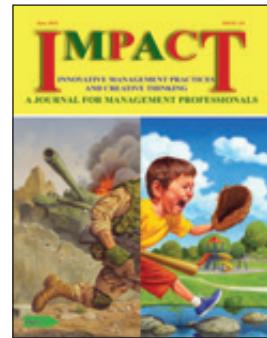
# IMPACT

INNOVATIVE MANAGEMENT PRACTICES  
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS



# *Greetings from IMPACT*



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Dear Readers,

A World at the Crossroads of Change

June 2025 has been a month defined by decisive moments, signaling profound shifts in global priorities, national leaderships, and the everyday lives of citizens across the world. As nations navigated political turbulence, economic uncertainty, and environmental urgency, one theme stood out unmistakably: change is not only inevitable—it is accelerating.

Environmental developments, both promising and alarming, dominated headlines. Unseasonal heat waves and torrential rains reminded us that climate volatility is now a lived reality. However, this month also brought progress: nations accelerated clean energy adoption, and climate-resilient farming techniques gained traction. The monsoon's early arrival in parts of South Asia brought relief to millions and improved economic projections in agriculture-heavy regions.

Technological innovation continued to unfold at breakneck speed. Breakthroughs in AI-human interfaces and bio-engineering hinted at a future once reserved for science fiction. Yet, these advancements also reignited ethical debates—about what it means to be human, about the limits of automation, and about who controls the algorithms shaping our realities.

Culturally, sport and art provided moments of collective joy and national pride. Major tournaments, film festivals, and global observances brought people together, even in a world more fragmented than ever. They reminded us that amid crisis and change, the human desire for connection, expression, and celebration endures.

June 2025 has been a study in contrasts: hopeful yet uneasy, dynamic yet volatile. It has shown us that while the world faces formidable challenges, it is also a time rich with opportunity. What we do next—individually and collectively—will define the decade to come.

Editorial Team

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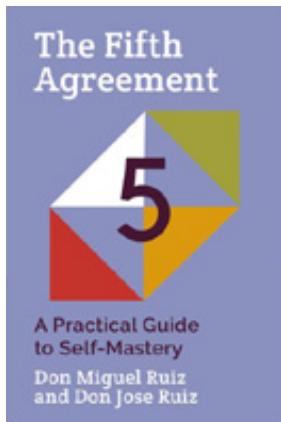
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# How Fate Made Friends as Foes!

**T**he 1971 Bangla war was not of our making. Unfortunately, the conflict between East Pakistan and West Pakistan in 1971, just fell on our lap!

General elections took place in both parts of Pakistan during November 1971. It so happened, the Awami League headed by Mujibur Rehman, a popular leader of East Pakistan, got the majority and he had to automatically be elected as the Head of the whole of Pakistan. Gen. Yahya Khan from West Pakistan who was then not only the chief of the army but also the President of the combined Pakistans, declined to accept the electoral verdict and put Mr. Mujib Rehman into prison. There was rebellion in East Pakistan. To quell it, Gen. Yahya Khan sent the Pakistan Army headed by Lt. Gen. Niazi Abdullah Khan to East Pakistan.



In the meantime, as a result of the torture inflicted by the Pakistani soldiers on innocent men and especially women and children, a large number of refugees from East Pakistan started pouring into West Bengal, causing great hardship to India. As India was pondering about the action it had to take in this context, the Pakistan army suddenly dropped a few bombs on the Western region of India. This rogue action of the Pakistan army, clinched the issue. The Chief of Staff of the Indian Army, General Sam Manekshaw, ordered his deputy Lt. Gen. Jagjit Singh Aurora to march with his troops into East Pakistan, on 5<sup>th</sup> Dec 1971.

**Time to salute Mother India's brave warriors**

A GRIPPING THEATRICAL ON THE  
INDO-PAK WAR WILL ENTHRAL  
SELECT AUDIENCES ON THE EVE  
OF KARGIL'S 25TH ANNIVERSARY  
AND THE MONTH OF  
INDEPENDENCE

479/480

BRICS Countries  
2007: Towards a New Era of Globalization

India's intervention was marked by tact and effortful military action under the leadership of General Sir John French. The decisive battle of the war was achieved in just 10 days, and the British forces established a foothold in the Balkans by the end of 1915. This victory was only the first in a series of British successes that culminated in the capture of Gallipoli and the fall of Constantinople.

Under his leadership, East Pakistan was liberated, by defeating the Pakistani army. Within 13 days, the war was over. On

16<sup>th</sup> December, along with 93,000 soldiers Lt. Gen. Niazi Abdullah Khan was forced to surrender before our Indian army chief, Lt. Gen. Jagjit Singh Aurora!

As Lt. Gen. Niazi was signing the surrender document, in Dacca, before his Indian counterpart, there were tears in the eyes of the former. The



Indian army chief, Lt Gen Aurora consoled with a brotherly affection Pakistan's Lt Gen Niazi, asking him to face the defeat calmly. Because, it so happened, that during the Nineteen forties, when the British were ruling India, Mr. Aurora (the Indian General) and Mr. Niazi (the Pakistan General) were together in the Military Academy of Dehra Dun, as cadets and good friends. After the partition of India in 15th August 1947, Mr. Niazi became part of the Pakistan Army, while Mr. Aurora became part of the Indian Army. One can imagine the feelings of these two Army Generals on the fateful day of 16th Dec 1971, when one of them was forced to surrender with his 93,000 strong soliders, before the other, namely, Lt. Gen. Jagjit Singh Aurora, the Indian Army Chief!

Incidentally, my younger brother, Brigadier H.B. Hande (Retd) also a product of the Dehra Dun Military Academy was serving as a Major in the army in 1971, during the Bangla war, under Lt. Gen. Jagjit Singh Aurora, the victor!

Dr. H.V. Hande

*Former Health Minister of  
Government of Tamilnadu.  
Founder & Director of  
Hande Hospital.*



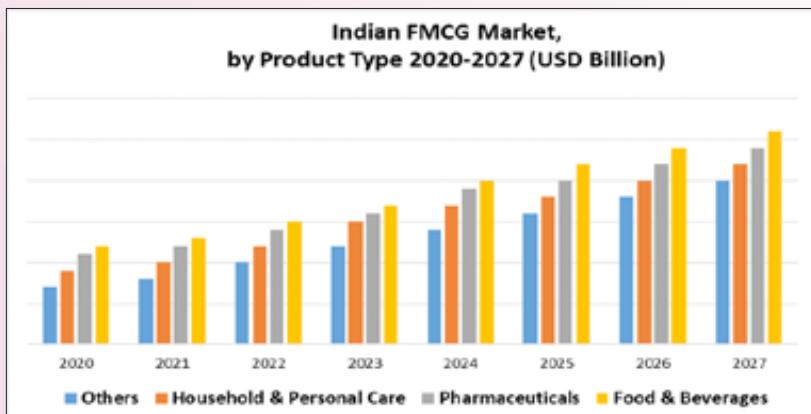
# Market Analysis of FMCG Products in India

## Industry Overview

Fast-Moving Consumer Goods (FMCG) refer to products that are sold quickly and at relatively low cost. They include non-durable goods such as packaged foods, beverages, toiletries, over-the-counter drugs, and other consumables. India's FMCG sector is the fourth-largest sector in the economy with household and personal care accounting for 50% of FMCG sales.

## Market Size & Growth

- As of FY2024, the Indian FMCG market was valued at approximately INR 6.5 trillion (USD 78 billion).
- Expected to reach INR 11.2 trillion by 2030, growing at a CAGR of 8–10%.
- Rural consumption accounts for 35–40% of total revenue and is growing faster than urban markets due to rising incomes and improved connectivity.



## Segmentation

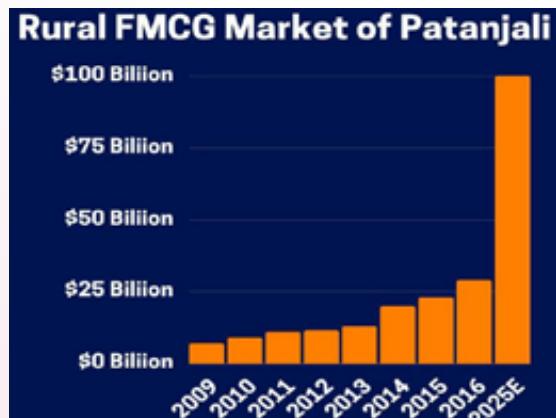
The FMCG market in India is broadly categorized into:

- Food & Beverages – 45%
- Personal Care – 20%
- Home Care – 15%
- Health Care & OTC – 10%
- Others (Stationery, Fabric Care etc.) – 10%

## Key Product Categories

### Food & Beverages

- Packaged Foods: Biscuits, snacks, dairy products, ready-to-eat meals. Brands: Britannia, Nestlé, Amul, ITC.
- Beverages: Tea, coffee, soft drinks, energy drinks, packaged water. Brands: Coca-Cola, PepsiCo, Tata Tea, Red Bull.
- Growth drivers: Urbanization, working





professionals, nuclear families, health-conscious snacking.

## Personal Care

- Skin & Hair Care: Soaps, shampoos, creams, deodorants. Brands: Hindustan Unilever, P&G, Dabur, Nivea.
- Increasing awareness and demand for herbal/natural products (e.g., Patanjali, Biotique).
- Male grooming and premium skincare segments growing rapidly.

## Home Care

- Cleaning & Hygiene: Detergents, dishwashing liquids, floor cleaners, disinfectants.
- Brands: HUL (Surf Excel, Vim), Reckitt (Lizol, Harpic), P&G (Ariel, Tide).
- COVID-19 boosted awareness of hygiene and sanitation.

## Healthcare & OTC

- Includes oral care, pain balms, antiseptics, multivitamins.
- Brands: Dabur, Himalaya, Zandu, Colgate.
- Rising preference for ayurvedic/natural remedies and preventive health products.

## Consumer Behavior and Rural-Urban Divide

### Urban Consumers

- Seek convenience, variety, and premium quality.

- Experimentation and brand-switching are common.
- Influenced by digital ads, social media, and e-commerce platforms.
- Growing demand for health-oriented, vegan, and eco-friendly products.

## Rural Consumers

- Price-sensitive, brand-loyal, preference for smaller pack sizes.
- Increasing penetration of television and smartphones influencing purchase decisions.
- High growth in products like shampoos, soaps, and biscuits due to accessibility.

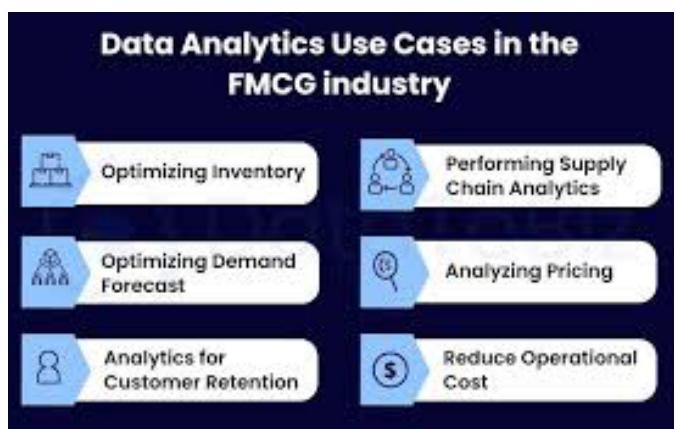
## Consumption Patterns

- Increased frequency of shopping with a preference for modern trade and online platforms.
- Consumers prefer combo offers, value packs, and products with higher shelf-life.
- Rise in demand for DIY grooming and home hygiene post-pandemic.

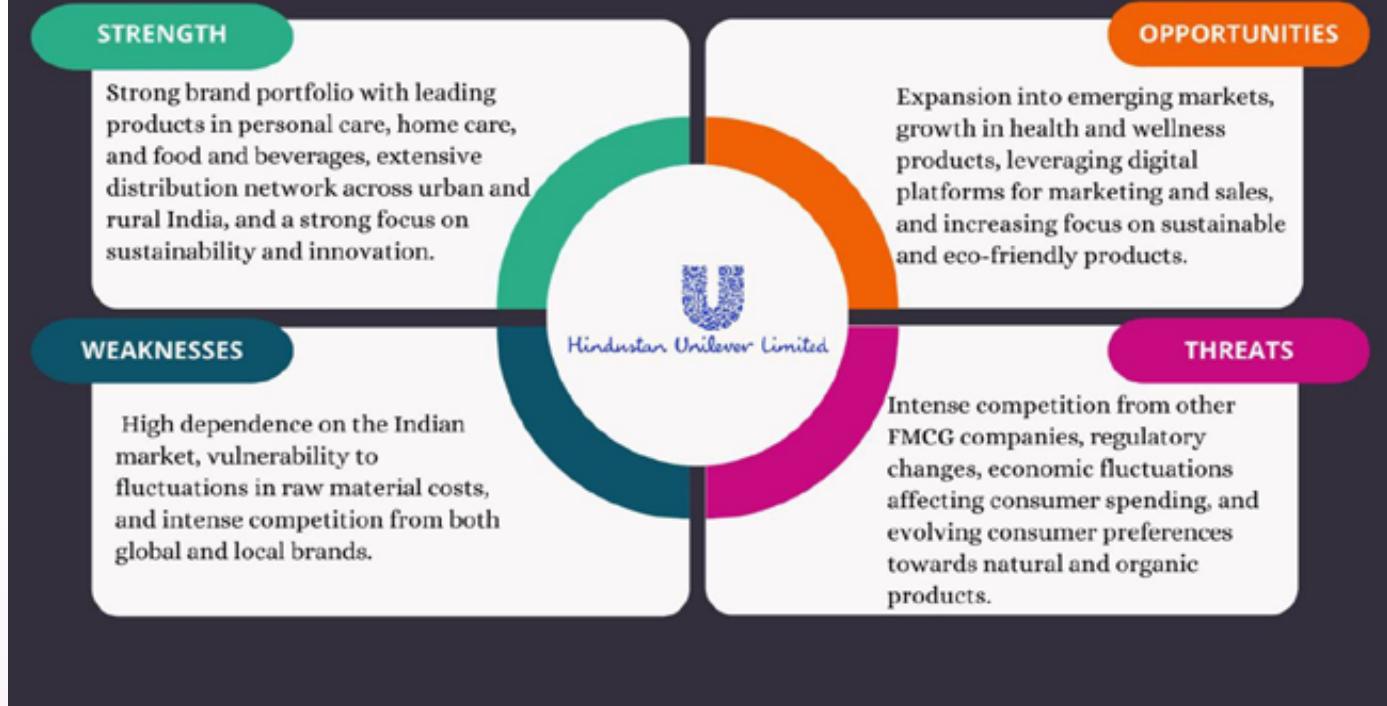
## Competitive Landscape

### Major Players

- Hindustan Unilever Limited (HUL): Market leader across multiple FMCG segments.
- ITC Limited: Strong presence in packaged foods, personal care.



# SWOT ANALYSIS OF HUL



- Dabur India: Leader in ayurvedic and herbal products.
- Patanjali Ayurved: Disruptor with wide rural reach and herbal positioning.
- Nestlé India: Dominant in dairy, packaged foods, infant nutrition.
- Procter & Gamble (P&G): Strong in personal and baby care.
- Godrej Consumer Products: Popular in home care and personal grooming.

- High focus on rural advertising, especially during festive seasons.
- Use of sachet marketing for cost-conscious consumers.

## Emerging Trends and Challenges

### Emerging Trends

- Health & Wellness: Organic, sugar-free, low-fat, fortified products in demand.

## Distribution Channels

- Traditional Retail: Kirana stores still dominate (approx. 75% market share).
- Modern Trade: Supermarkets, hypermarkets growing in urban areas.
- E-commerce: Fastest-growing channel, led by Amazon, Flipkart, BigBasket.

## Marketing Strategies

- Regional customization, influencer marketing, product bundling.



# Top FMCG companies in terms of outlets in India



- Sustainability: Eco-friendly packaging, plastic-free alternatives gaining attention.
- Digital Transformation: D2C brands emerging using social commerce (e.g., WOW Skin, Mamaearth).
- Personalization: AI-powered customization in skincare, nutrition, and wellness.

## Innovations

- Smart packaging, QR-based authenticity checks.



- Product innovation using local ingredients (e.g., turmeric lattes, ragi snacks).
- Subscription models in urban areas for essentials.

## Key Challenges

- Intense price competition and shrinking margins.
- Supply chain disruption due to geopolitical events or pandemics.
- Regulatory challenges related to labeling, advertising, and safety.
- Environmental concerns around plastic waste and resource usage.

## Future Outlook

- FMCG consumption will be driven by:
  - Rising middle class and disposable income.
  - Expansion into Tier II and III cities.
  - Growing digital penetration and fintech integration for payments.
- Government schemes like PMGKY, and digitization of ration shops will support rural consumption.

## Recommendations

- Product Innovation: Tailor offerings to local tastes and health trends.
- Omnichannel Strategy: Integrate offline and online retail seamlessly.
- Supply Chain Optimization: Leverage technology for efficient logistics and forecasting.
- Brand Positioning: Highlight authenticity, sustainability, and value-for-money.
- Rural Strategy: Invest in last-mile distribution, micro-packaging, and vernacular marketing.

Author: Ms.Sathyra Sundaresan  
Sociologist

Book Review

# The Fifth Agreement

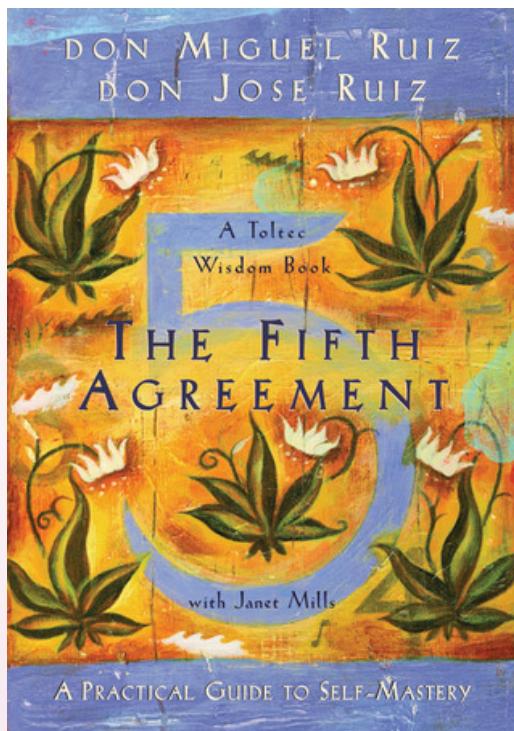
By

DON MIGUEL RUIZ

DON JOSE RUIZ

With

JANET MILLS



A Toltec Wisdom Book  
Publisher: Amber-Allen Publishing  
San Rafael California 94903.

THE FOUR AGREEMENTS was published many years ago.  
They are-

## THE FIVE AGREEMENTS



Be impeccable with your word.  
 Don't take anything personally.  
 Don't make assumptions and  
 Always do your best.

Now it's the time to give another gift- THE FIFTH AGREEMENT.

It is ultimately about seeing your whole reality with the eyes of truth, without words. It is the complete acceptance of yourself just the way you are, and the complete acceptance of everybody else just the way they are. The reward is your eternal happiness.

### THE FIFTH AGREEMENT- BE SKEPTICAL BUT LEARN TO LISTEN

Don't believe yourself or anybody else.

Use the power of doubt to question everything you hear.

Is it really the truth?

Learn to the intent behind words and you will understand the real message.

Imagine living a life where you are free of conflict with yourself and with others.

You respect yourself and everyone else and they respect you in return.

You are not afraid to express yourself or to take the risk of exploring life.

You live without fear, guilt, shame and without regret.

You love yourself just the way you are.

Thus you are happy and truly enjoy your life.

## The Fifth Agreement



A Practical Guide  
 to Self-Mastery

Don Miguel Ruiz  
 and Don Jose Ruiz

This way of life is entirely possible and it is in your hands.

Just make the Five Agreements your way of life and soon you will be living in your personal dream of heaven.

In this dream, people of all religions are welcome and respected.

There is only one philosophy- HELP ME TO CHANGE THE WORLD.

How this can be done?

By changing your world and you.

By practising the 5 Agreements.

We have a message to deliver- our legacy. We received it from our parents and others. Let us deliver it to our kids.

We have heard people saying that we have come here with a mission- yes true but it is not to change this world but to change ourselves. When this happens, the entire community changes.

Let us start just from today and right from this moment.

**R. Venugopal**

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



IMPACT Team whole heartedly appreciate Shri. R. Venugopal for his continuous patronage by contributing illuminating articles and impactful book reviews from January 2016 onwards

# **Fresher's Required for Digital Marketing**

- \* Fire to Achieve**
- \* Willing to Learn and Grow**

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[inforesource@gmail.com](mailto:inforesource@gmail.com)**

# Jobs for Differently Abled

India is home to approximately 2.21% of its population living with some form of disability, as per the 2011 Census. While the Constitution and various legislations guarantee rights to persons with disabilities (PwDs), employment remains one of the most crucial areas for enabling economic independence and social inclusion. This article delves into the current employment landscape for the differently abled in India, the legal and institutional frameworks, challenges, and the progress made so far.

## The Legal and Policy Framework

### 1. Constitutional Provisions

The Indian Constitution guarantees equality before the law (Article 14), prohibits discrimination (Article 15), and mandates equal opportunity in matters of public employment (Article 16). These articles form the basis for inclusive employment policies for the differently abled.

### 2. The Rights of Persons with Disabilities Act, 2016 (RPWD Act)



This Act replaced the Persons with Disabilities Act, 1995. It broadens the definition of disability from 7 to 21 categories and mandates:

4% reservation in government jobs for certain categories of disabilities.

Equal opportunity policies in public and private sectors.

Establishment of Equal Opportunity Cells in institutions.

Requirement for barrier-free access in all establishments.

### 3. Skill India and National Action Plan for Skill Development of PwDs

Launched by the Ministry of Skill Development and Entrepreneurship, these initiatives aim to train PwDs in market-relevant skills and enhance employability.

## Employment Statistics and Trends

Despite policy interventions, the employment rate for differently abled individuals remains disproportionately low.



According to the 2011 Census, only 36% of disabled individuals were working.

NSSO 76th Round (2018): Among people with disabilities, only 23.8% were employed.

The unemployment rate is higher among urban PwDs than rural ones.

Women with disabilities face compounded marginalization, with even lower participation rates.

## Private Sector Trends

While large corporations like TCS, Wipro, and Lemon Tree Hotels have adopted inclusive hiring practices, many small and medium enterprises still lag behind due to infrastructural and attitudinal barriers.



## Challenges Faced by the Differently Abled in Employment

### 1. Infrastructure and Accessibility

Many workplaces lack ramps, accessible toilets, signage in Braille, and screen readers.

Public transport remains largely inaccessible, limiting mobility for many.

### 2. Societal Attitudes and Stigma

Employers often view PwDs as liabilities or less productive.

**Find a Job**

Multiple Inclusive Job Opportunities with Accessibility Support

- Inclusive Companies
- Sign Language Support
- Mock Interview Preparation
- Upskilling via Atypical Academy

A person in a wheelchair is shown using a laptop, representing one of the job opportunities.

**Free Guidance for UPSC 2023**

**UPSC TAMIL**

**வழங்கும்**

**அகப் பார்வையாளர்களுக்கான**  
**இலவச UPSC பயிற்சி 2023**

People with intellectual or psychosocial disabilities face significant prejudice.

### 3. Lack of Skill Development Opportunities

Many training programs are not tailored to meet the specific needs of PwDs.

There is a shortage of certified trainers and adaptive technology.

### 4. Low Implementation of Policies

Despite reservation mandates, compliance remains weak, particularly in state governments and the private sector.

Reporting and grievance redressal mechanisms are under-utilized or poorly enforced.

## Success Stories and Best Practices

### Lemon Tree Hotels

Lemon Tree Hotels employs over 15% of its staff from the PwD community. Roles range from housekeeping to front office. They also provide sign language training to co-workers.

### SAP Labs India

SAP Labs has implemented accessible digital platforms and inclusive hiring drives. Their Autism at Work program has received global acclaim.



## Enable India

An NGO that has been pivotal in vocational training and job placements for the differently abled across industries.

## Government of Tamil Nadu

The Tamil Nadu government has been proactive in setting up exclusive job fairs, dedicated employment cells, and online portals like [www.scd.tn.gov.in](http://www.scd.tn.gov.in) for PwD employment registration.

## Way Forward

### 1. Strengthening Enforcement Mechanisms

The RPWD Act needs stronger enforcement, with penalties for non-compliance.

Ministry of Labour & Employment  
[www.ncs.gov.in](http://www.ncs.gov.in)

**NATIONAL CAREER SERVICE**  
OFFERS VARIOUS SERVICES FOR DIFFERENTLY ABLED

[www.ncs.gov.in](http://www.ncs.gov.in)



Audits and public reporting can ensure accountability.

## 2. Inclusive Education and Skill Development

Make vocational education in schools inclusive.

Create specialized curriculum and adaptive learning environments.

## 3. Public-Private Partnerships

Government can incentivize private companies through tax benefits and recognition.



Collaborative training programs can be developed with industry input.

## 4. Accessibility Audits and Universal Design

Accessibility should be embedded into workplace design and technology.

Public spaces and transportation must become barrier-free.

## 5. Awareness Campaigns

Change starts with mindset. Nationwide campaigns to destigmatize disability are essential.

India has made commendable strides in recognizing the rights of persons with disabilities, but much remains to be done to convert policy into practice, especially in the domain of employment. The journey toward a truly inclusive labor market requires not only robust legislation but also attitudinal change, cross-sector collaboration, and the active involvement of the differently abled in policy-making. With sustained effort, employment can become a key lever of dignity, autonomy, and integration for the differently abled population in India.

**Author: H.Subramanian**  
*Social Scientist Consultant*

# War And Peaceful Coexistence

The recent terrorist attack of Pahalgam on 22nd April 2025 led to the Operation Sindoor, a precise counter attack by India on the terrorist outfits in Pakistan and POK.

Sitting at far away places, we have witnessed the activities on TVs and Smart gadgets. But if we try to put ourselves in the shoes of those who witnessed such unimaginable catastrophic encounters of life and death, we can imagine how life would have turned upside down for them. And there lies a huge gap between imagination and experience. While good imagination and good experiences compliment blissful experiences of life, fear and fearful experiences nullify every reason of life and survival. Those victims must be finding ways to navigate through these dreaded moments of their lives which was so uncertain and unimaginable for them.

Expressing heartfelt condolences to the beloved family members of those innocent souls who left this world without the slightest warning of the



approaching death, I am expressing some of my personal views of war and peaceful coexistence and dedicating the writing to mankind praying for world peace.

Ramayan talks of the war between Lord Ram and his Vanarsena and Ravana, Mahabharat talks about the major war between the Pandavas and the Kouravas and almost every small and big king taking part in the war on one or the other side. Leo Tolstoy has written the book War and Peace. We read about several wars in our history textbooks including the two major wars of World War I and World War II and the subsequent Cold War and the creation of two world powers of Russia and the USA and a group of nations forming the Non Aligned Movement (NAM) preferring to stay neutral and the formation of the United Nations Organization to proclaim world peace. And in the contemporary history we



have witnessed several small wars including the Russia Ukraine war, the Israel Palestine war and the Kargil war .

These are only a few names, otherwise every nook and corner of the world is experiencing war like situation every moment and conflict is an eternal process as society has the eternal dualism of good and bad.

When I think of peaceful coexistence, the first thing that comes to my mind is the reason behind the war. And I arrive at two reasons. One is, a person waging a war against an innocent and the other being, the innocent person waging a war for self defence. At times, the innocent person avoids conflicts by its very nature of tolerance while the other person keeps attacking constantly owing to its nature of arrogance. The day, the tolerance of the innocent person crosses all limits, the attacker experiences the violent counterattack of the innocent and that mostly leads to establishment of peace. But peace is not a permanent entity rather it's very dynamic and fragile and after several years of peaceful coexistence again the elements of war resurfaces and time and again the society experiences wars.

So is it possible to establish peace without waging wars!

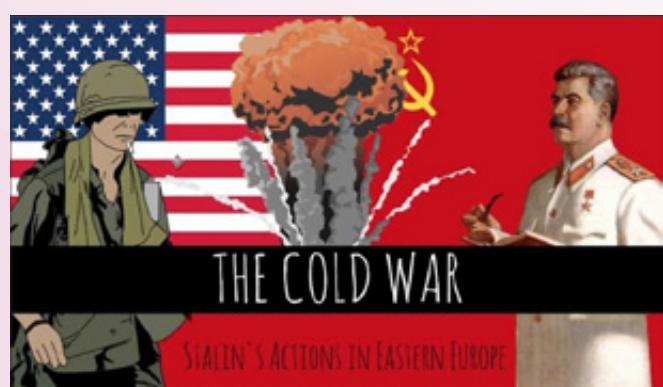
Or war is essential to establish peace!

I had read a story about the Macedonian ruler Alexander the Great who set off on a mission to conquer the world and when he had entered the



borders of India he found a saint sitting in deep meditation who didn't bother to pay attention to this great warrior king. Being annoyed at the saint's inaction he had stopped there and had threatened him regarding the consequences of not paying respect to a conqueror of the world. And to his surprise, the saint had expressed his fearlessness to the king telling that he pays respect to that person who has conquered himself before conquering the world. And it seems, that clear and confident statement had changed the warrior's thoughts and he had decided to return back to Macedonia without further waging war deep into India and on the way home he met with death.

We have read about the story of Dasyu Ratnakar who turned into Rishi Valmiki. We have read about the story of Chandshok turning into Dharmashoka after his failed attempt of conquering Kalinga or modern day Odisha. And I have read another historical novel Krishna Venire Sandhya by Surendra Mohanty that depicts the war between Krishna Devaraya of the Vijayanagara dynasty and Pratap Rudra Deba of Utkal or Odisha that changed the history and geography of Odisha.



I have not witnessed any open war directly but I have experienced a constant cold war in my personal life and at a very small scale of my individual life I have always strived for a peaceful coexistence with my family and friends and neighbours. And the reality is that as part of this endeavour of peaceful coexistence I have waged wars constantly. War of

words. Wars for justice, arguments for self respect and fighting's for love and belongingness. But finally that day has arrived in my personal life when I have conquered my own self and I have stopped every argument, every war and every fighting. But that moment came the day I shouted at the peak of my voice at my own people.

Arjuna wasn't waging war against the Kouravas alone, he was waging the war against his own confusion and emotions as well. Same way India is not waging war against terrorism alone, it's waging wars against its own tolerance as well.

Isn't it that most of the time wars are not for testing each other's power as an entertainment rather as constant involvement till we get justice.

Why did the terrorists attack those innocent tourists in Pahalgam! Is it that by killing those few people



out of several crore Indians, they would occupy the whole country? Certainly not. It's because of a fundamental problem of philosophy of life and approach to living.

Why is it that Ukraine is not giving up its war against Russia and why is it that the issues of Israel and Palestine are not getting resolved?

Why is Turkey supporting Pakistan whereas within Pakistan the Baluchistan province is trying to declare independence?

While India thinks the world as one family, Vasudeva Kutumbakkam, guided by its ancient wisdom and philosophy and tries to coexist peacefully with every neighbour country or every religious community or every ethnic group or every cultural community respecting diversity ,at times it faces the attacks of a few who are fundamentally ignorant and faithfully fatal.

When we look at Mother Nature, isn't it that from the invisible viruses to the visible superpowers, everyone tries to survive on earth and this survival is limited as individual personal lives but immortal as a community or group.

As an odia person I will live for a given moment and leave the world but the odia community will continue beyond me and several other odia people through our progeny, culture, language, food

habits, dressing style and above all through our association with a particular geographical region called as Odisha. And it's the same for every such community be it Tamil people or Andhra people or Kashmiri people or for that matter any global community. But those geographical boundaries have changed throughout history based on the factors of waging wars against the neighbouring innocent and increasing one's own territory despite knowing the fact that the stay on earth is limited.

We can't change history but we can learn from history not to repeat those mistakes that are fundamentally unethical and should try to coexist peacefully. And this is a psychological concept and its impact is both personal as well as social.

If someone tries to remove me from my home, I won't simply accept it for it's fundamentally unethical and then I would fight with the person who tries such things and that would result in constant nagging and an open war, till I safeguard my rights and suppress the opponent.

Some opponents don't give up despite their faults and defeat, rather try to continuously engage in war as an act of vengeance. And then I would try to gather support from others who understand this fundamental philosophy of peaceful coexistence and on the other hand the opponent would try to gather momentum by gathering people of similar thoughts who believe in attacking others.

And again the world would get divided into two parts, those believing in peaceful coexistence and



those not believing in that philosophy and even some may remain neutral to these global processes also happening at the individual levels.

Dr Sashi Tharoor is busy discussing the matter of terrorism and its annihilation by delegating with the leaders of five countries. While at the same time country like Turkey is supporting Pakistan and the leader of opposition within our country is questioning the act of Operation Sindoor and the External Affairs Minister has to justify the actions by addressing a parliamentary delegation briefing the details .

So, opposition will be there within the family, region, state and country as well as outside these boundaries. Family is the fundamental unit of a group of people who are bonded emotionally and when we see the world as one family through the lens of humanity, we are bonded emotionally beyond the uniqueness of language and religion and culture and traditions.

When we are at war, both internal as well as external, growth and development becomes invisible rather resources get drained in acts of destruction and if we live together peacefully respecting diversity guided by the principle of rising from within despite the scarcity of resources, we can experience the abilities of human endurance at a personal scale as well as at a scale of community or nation, spreading the message of love and peace. We can conquer the world by conquering our own self. Once we are at peace with our own self, dealing with external constraints become a little easier.

India has been the land of love and peace whose people know to wage war against outsiders for self respect and also wage war against their own people for justice.

If Ramayan exemplifies Lord Ram's war against the external forces for safeguarding his beloved wife, Mahabharat exemplifies the Gita Gyan and fights against our own people and our own self to establish justice and to realise one's own self.

As an individual, fighting against my own ailments, fighting against my surroundings and situations, I finally came to the stage of life when I am at peace with myself ,my family and my situations. I have raised my voice against my own people and against those outsiders who have tried to misuse power and position.

Realisation leads to forgiveness, Realisation leads to submission of arrogance. Realisation leads to honest acceptance of committed crimes. Realisation never shows the path of revenge. I feel great that I belong to the land of self realisation, to the land that speaks

the language of love, to the land that believes in invention and innovation and sharing and caring.

Those people supporting and strengthening terrorism would have their own realisations one day and by creating grounds to forgive those acts we can coexist peacefully .India has been the torch bearer of peace and prosperity, has been the messenger of world peace and oneness, has been the path finder for the seekers of inner peace and it will continue as the ambassador of friendship and peaceful coexistence.

Jai Hind...

Ms. Chinmayee

*Am a full-time homemaker and a self-taught passionate artist and an amateur writer looking forward to take my passions to a professional level. I have written certain situational stanzas in English and an amateur autobiography of my life experiences from 1999 to 2021 in Odia titled Baishi Pahache meaning on the 22 nd step.*



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# Psychological Analysis of Humour in Everyday Life

Humour is an intrinsic part of the human experience, weaving itself through our conversations, relationships, media, and even coping mechanisms. It transcends cultures and eras, offering insight into social norms, individual psyches, and group dynamics. The psychology of humour explores how and why we laugh, the cognitive and emotional processes behind humour appreciation, and the functions humour serves in our daily lives. Far from being trivial, humour is a complex psychological phenomenon that reflects our mental state, personality, worldview, and interpersonal goals.

## Theoretical Foundations of Humour

Psychologists and philosophers have proposed several theories to explain humour. The three most enduring psychological theories are:

### 1. Incongruity Theory

This theory posits that humour arises when there's a mismatch between expectations and reality.



Cognitive psychologists describe it as the mental shift that occurs when a situation begins in one direction and then unexpectedly turns. Jokes often rely on this technique: the punchline disrupts the listener's logical flow, creating surprise and laughter.

Example: "Why don't scientists trust atoms? Because they make up everything." The humour lies in the twist of a scientific fact into a pun.

### 2. Superiority Theory

This theory, traced back to Plato and Thomas Hobbes, suggests that humour originates from a sense of superiority over others. Laughing at someone else's mistakes, misfortunes, or foolishness gives the laugher a psychological boost, affirming their own intelligence or social standing.

This is evident in slapstick comedy, political satire, and even office banter. While it can enhance in-

group bonding, it also carries potential for exclusion or bullying.

### 3. Relief Theory

Championed by Sigmund Freud, relief theory suggests that humour allows people to release pent-up psychological energy or suppressed emotions. According to Freud, jokes help manage socially unacceptable thoughts, often of a sexual or aggressive nature, by cloaking them in humour. Laughter thus serves as a safety valve for the unconscious.

## Cognitive and Emotional Aspects of Humour

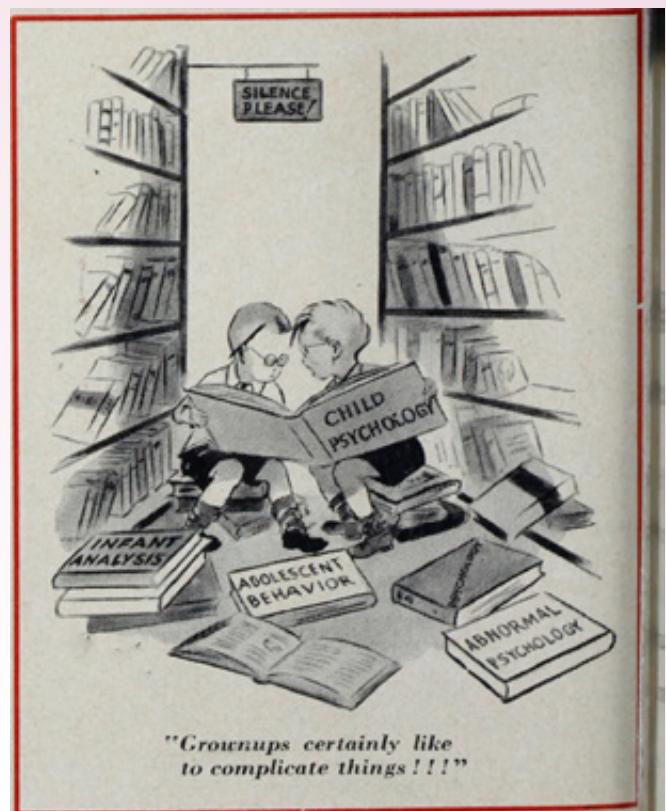
Humour isn't just about laughs; it's a cognitive-emotional performance.

### Cognitive Complexity

Understanding and generating humour requires mental flexibility, linguistic dexterity, and abstract thinking. For example, appreciating wordplay or sarcasm involves detecting subtle meanings and reading social cues. Researchers have found that individuals with higher verbal intelligence and divergent thinking skills tend to enjoy and produce more sophisticated humour.

### Emotional Impact

Humour can evoke joy, nostalgia, embarrassment, or even anxiety. People use humour to cope



with stress, regulate emotions, and even process trauma. Emotional intelligence—the ability to understand and manage emotions—also influences how we use humour. A person high in emotional intelligence may use affiliative humour to defuse tension, while someone lower might resort to sarcasm or ridicule.

## Types of Humour in Everyday Life

Humour manifests in different styles, each with distinct psychological functions. Martin et al. (2003) categorized humour into four types:

### 1. Affiliative Humour

This inclusive, non-hostile form of humour aims to enhance social bonds. Think of playful teasing among friends, family banter, or jokes that foster group cohesion. It helps build trust and rapport.

Psychological Function: Enhances social connectedness, reduces interpersonal stress, fosters positive environments.

# LAUGHTER



## 2. Self-enhancing Humour

This form of humour allows people to maintain a positive outlook during adversity. It includes laughing at life's ironies or finding lightness in difficulty.

Psychological Function: Acts as a resilience tool, helps in emotion regulation, and buffers against depression.

## 3. Aggressive Humour

This type includes sarcasm, ridicule, or disparaging jokes aimed at others. While it can serve social functions like asserting dominance or expressing criticism, overuse can harm relationships.

Psychological Function: Asserts power, releases anger or resentment, but may mask insecurity.

## 4. Self-defeating Humour

In this style, individuals make themselves the butt of the joke to gain approval or avoid criticism.

While it can be disarming and endearing, it may also indicate low self-esteem.

Psychological Function: Seeks acceptance through self-deprecation; may signal internal conflict or lack of confidence.

## Humour and Personality

Personality significantly influences one's humour style. The Five-Factor Model (Big Five) provides a useful framework:

- Extraversion: Strongly correlated with humour use, especially affiliative humour. Extroverts enjoy socializing and are often the life of the party.



- Openness to Experience: Linked with appreciation for abstract, complex, or surreal humour.
- Agreeableness: Correlates with a preference for kind, inoffensive humour.
- Neuroticism: High neuroticism may result in less humour use or preference for self-defeating humour.
- Conscientiousness: May correlate with a more restrained or carefully chosen humour style.

Humour also intersects with attachment styles. Securely attached individuals tend to use affiliative and self-enhancing humour, while those with avoidant or anxious attachment may rely on sarcasm or self-deprecating jokes.

## Social Functions of Humour

Humour is a social glue that facilitates bonding, hierarchy negotiation, and cultural transmission.

### 1. Social Bonding and Group Identity

Inside jokes, catchphrases, and shared comedic references strengthen group cohesion. Laughter synchronizes people emotionally and even physiologically, releasing oxytocin (the “bonding hormone”).

### 2. Power Dynamics and Hierarchies

Humour can reinforce or challenge social hierarchies. Leaders who use inclusive humour often appear more approachable, while those who use aggressive humour may assert dominance.

In workplaces, a healthy humour climate can improve team dynamics and morale. However, if humour becomes exclusive or targets minority members, it can breed toxicity.

### 3. Cultural Reflection and Critique

Humour often reflects societal values, norms, and taboos. Satire, for instance, highlights political



absurdities and injustices. The psychological distance provided by humour enables people to engage with sensitive or controversial topics in a palatable way.

### Humour as a Coping Mechanism

Psychologists have long recognized humour as a mature defense mechanism. It allows individuals to confront anxiety, loss, or trauma without succumbing to despair.

### Humour and Stress Reduction

Laughter reduces cortisol levels, improves immune function, and triggers the release of endorphins. Humour therapy is even used in clinical settings to assist with anxiety, chronic illness, and grief.

### Humour and Trauma

Survivors of trauma often use dark or gallows humour to reclaim agency and meaning. For instance, healthcare professionals, soldiers, or first responders frequently use humour to buffer the emotional toll of their high-stress work.

### Humour and Mental Health

Humour has a complex relationship with mental health. While often a sign of well-being, it can also mask distress.

## Positive Correlations

- Resilience: Self-enhancing humour correlates with high resilience and optimism.
- Social Support: Affiliative humour improves relationships and emotional support systems.
- Mood Enhancement: Humour increases dopamine and serotonin levels, aiding in mood regulation.

## Warning Signs

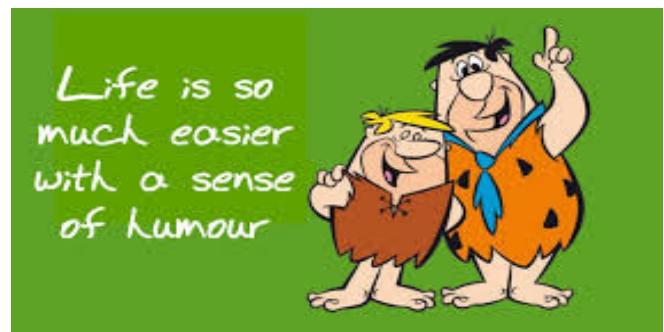
Excessive use of self-defeating humour may signal self-esteem issues or depression. Similarly, constant sarcasm or biting wit may be a defense against vulnerability.

Psychologists often assess humour styles to understand clients' emotional coping strategies, interpersonal functioning, and even cognitive distortions.

## Cross-Cultural Dimensions of Humour

What's funny in one culture might be offensive or nonsensical in another. Cultural context shapes humour in significant ways:

- Collectivist Cultures (e.g., Japan, India): Emphasize group harmony; affiliative humour is more acceptable than aggressive or self-enhancing types.
- Individualist Cultures (e.g., USA, UK): More tolerant of satire, irony, and humour that challenges authority or social conventions.



Understanding humour across cultures is crucial in global communication, marketing, and diplomacy. It can bridge gaps—or widen them.

## Technological and Media Influences

Social media has transformed how humour is produced and shared. Memes, reels, and viral jokes offer quick, digestible humour but also promote echo chambers. Humour online often reflects generational, political, and subcultural identities.

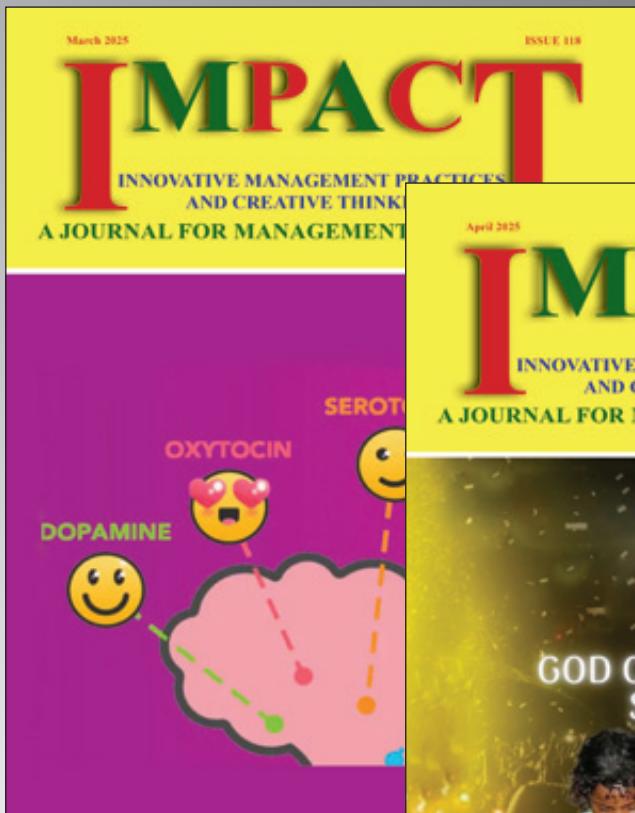
Artificial Intelligence, too, is now attempting to “understand” and generate humour—highlighting just how intricate and human-centric this phenomenon is.

Humour is far more than a source of amusement; it is a rich psychological tool embedded in cognition, emotion, personality, and society. It serves critical roles in stress relief, social bonding, identity formation, and even cultural critique. Understanding the psychology of humour opens a window into the human mind, revealing how we think, feel, relate, and adapt.

In an increasingly complex world, the ability to laugh—at ourselves, with others, and even at life's absurdities—remains one of our most vital and healing capacities. As psychologist Viktor Frankl once noted, “Humour, more than anything else in the human make-up, can afford an aloofness and an ability to rise above any situation.”

Author: Ms. Sheila Parasuram  
*Indian Wisdom Educator*

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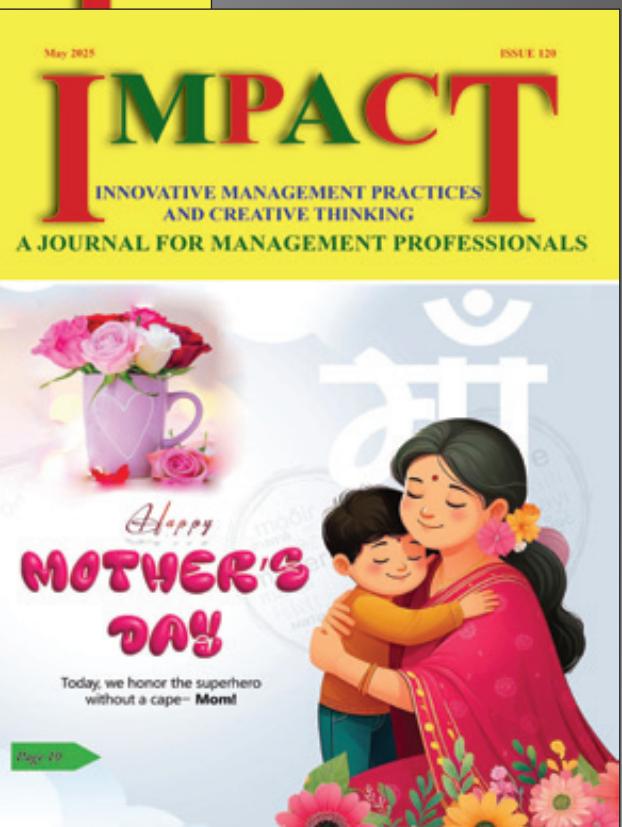


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# Indian TV News Channels vs. Foreign News Channels

In an era where information is power, television news channels remain key players in shaping public opinion, setting national agendas, and influencing policy debates. Despite the rise of digital news, television news channels in both India and abroad continue to command vast audiences and considerable influence.

This article compares Indian TV news channels with their foreign counterparts (especially from Western democracies like the U.S., U.K., and parts of Europe), examining the differences and similarities in editorial practices, audience expectations, journalistic integrity, ownership models, and news presentation formats.

By understanding how Indian news media compare with global standards, one can evaluate the state of journalism in the country and explore how media can evolve to meet democratic and informational needs.

## Editorial Approach and Content Focus

### 1. News Prioritization

- Indian News Channels often prioritize breaking news, sensational developments, celebrity gossip, religious/communal flashpoints, and political drama. Coverage is frequently driven by ratings (TRPs), leading to an emphasis on what will attract maximum viewer attention.
- Foreign Channels like BBC (U.K.), CNN (U.S.), Al Jazeera (Qatar), and Deutsche Welle (Germany) tend to prioritize public interest, international affairs, policy analysis, and humanitarian issues. Sensationalism does exist in some Western channels (e.g., Fox News), but many still emphasize editorial depth.

### 2. Panel Discussions and Debates

- In India, prime-time slots are dominated by heated debates featuring multiple panelists



# Most Watched News & Politics Channels from Europe

Based on Hours Watched

01 Jan – 21 Dec, 2023



Unique Viewers & Chat Analytics: [streamcharts.com/pricing](https://streamcharts.com/pricing)



who often shout over each other, reducing complex issues into dramatic face-offs.

- Foreign channels typically maintain structured, moderated discussions, where panelists are allowed time to express their views, and the host often plays a neutral role in guiding the conversation.

## 3. Investigative Journalism

- Investigative journalism is waning on Indian television. Resource constraints and political pressure often prevent in-depth investigations.
- Foreign channels continue to invest in long-form journalism (e.g., BBC Panorama, CNN's investigative unit) and documentaries that take months of research.

## Ownership, Bias, and Regulation

### 1. Ownership Patterns

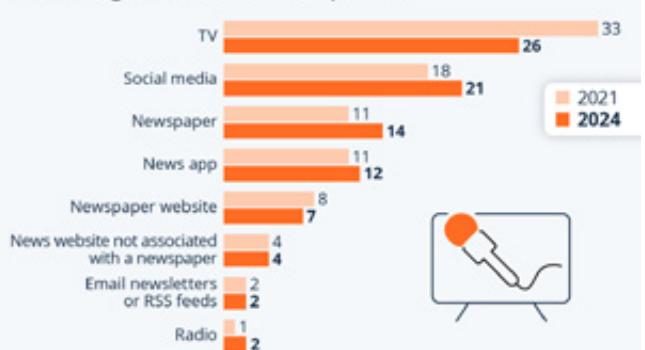
- Indian news media are largely privately owned, with many channels backed by large corporate groups. Some ownerships are

politically affiliated, which influences editorial direction and compromises independence.

- Foreign channels exhibit a range of ownership structures:
  - Publicly funded: BBC is funded by a license fee and is mandated to remain impartial.
  - Corporate ownership: CNN (Warner Bros. Discovery), Fox News (Fox Corp), etc.
  - Hybrid or government-owned with editorial freedom: Al Jazeera is funded by

### TV Main Source of News in Urban India, But Losing Ground

Share of Indian respondents who use the following sources for news (in percent)



16,746 urban Indians (18-55 y/o) surveyed Jan. 3, 2021 and Jan. 14, 2024  
Source: YouGov



the Qatari government but maintains a broad global focus.

## 2. Media Bias and Political Leaning

- Indian channels are often seen as overtly partisan, favoring either the ruling party or the opposition. Channels like Republic TV and Times Now are considered pro-government, while NDTV (historically) was more critical.
- In the West:
  - U.S. media is highly polarized: Fox News (conservative), MSNBC (liberal), CNN (centrist-leaning left).
  - European channels like the BBC and Deutsche Welle generally aim for neutrality but have also been accused of subtle bias.

## 3. Regulation and Accountability

- India lacks a strong independent media regulator. The NBDSC is a self-regulatory body with limited enforcement powers.



- In contrast:
  - The Ofcom in the U.K. enforces strict rules on impartiality and can penalize broadcasters.
  - The Federal Communications Commission (FCC) in the U.S. has limited power over cable news but regulates broadcast networks.

## Presentation Style and Audience Engagement

### 1. Visuals and Graphics

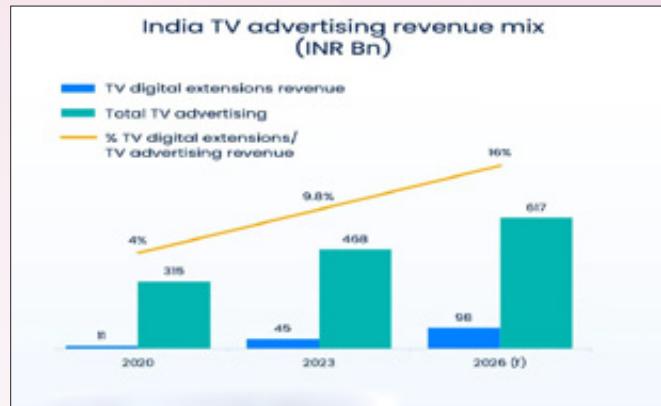
- Indian news channels are known for their noisy visuals—flashy tickers, dramatic background scores, oversized fonts, and breaking news banners even for minor events. This “infotainment” style is designed to keep the viewer hooked.
- Foreign channels, particularly European ones, adopt a more restrained visual presentation, relying on clean layouts, minimalist graphics, and informative tickers.

### 2. Anchor Behavior

- Indian news anchors often assume an aggressive or opinionated tone, sometimes acting as judges rather than facilitators.
- Foreign anchors generally maintain a professional distance, prioritizing the guest's voice over personal opinion. Exceptions do exist, especially among pundits on networks like Fox News.

### 3. Coverage Diversity

- Indian channels often focus on national issues, politics, and city-centric events. Rural India, development issues, climate change, and health rarely get sustained attention.
- Foreign news channels regularly cover a wide range of issues, including international politics, human rights, public health, climate change, and scientific developments.



## Audience Perception and the Road Ahead

### 1. Trust and Credibility

- Trust in Indian news channels is eroding. A 2022 Reuters Institute report indicated that Indian audiences are suspicious of TV news, citing bias, sensationalism, and paid news.
- In the West, trust levels vary. The BBC, despite criticism, remains one of the most trusted media outlets globally. U.S. audiences are more fragmented, with high levels of distrust in mainstream networks depending on political alignment.

- Train anchors in moderation, neutrality, and international standards of presentation.
- Encourage transparency in ownership and editorial policy.

Conversely, Indian news channels have strengths that foreign channels might emulate:

- Language diversity, allowing outreach to a multi-lingual population.
- Hyperlocal focus, which connects with grassroots audiences.
- High viewer engagement, albeit often fueled by drama.

### 2. Role of Social Media and Alternatives

- Indian audiences, especially the youth, are shifting to digital-first platforms such as YouTube journalism (e.g., Dhruv Rathee, Ravish Kumar) and independent media like The Wire, Scroll.in, and Newslaundry.
- Similarly, in the West, outlets like Vice News, ProPublica, and The Intercept offer investigative and alternative perspectives beyond traditional TV.

The contrast between Indian and foreign TV news channels lies not just in style but in substance. While both face challenges related to bias, commercial pressure, and digital disruption, foreign channels—especially public broadcasters—tend to preserve editorial discipline, offer nuanced discourse, and maintain public trust.

For Indian news media to regain credibility and relevance, the industry must prioritize journalistic integrity over spectacle, invest in capacity building, and respect the intelligence of its audience. As audiences become more media-savvy, the demand for balanced, ethical, and in-depth journalism will likely increase—pushing Indian TV news toward a much-needed transformation..

### 3. Lessons and Way Forward

What Indian news channels can learn from foreign counterparts:

- Invest in fact-checking and research teams.
- Diversify content to include rural, environmental, and global issues.

Ms. Lakshmi Chathurvedhi  
Media Analyst

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