

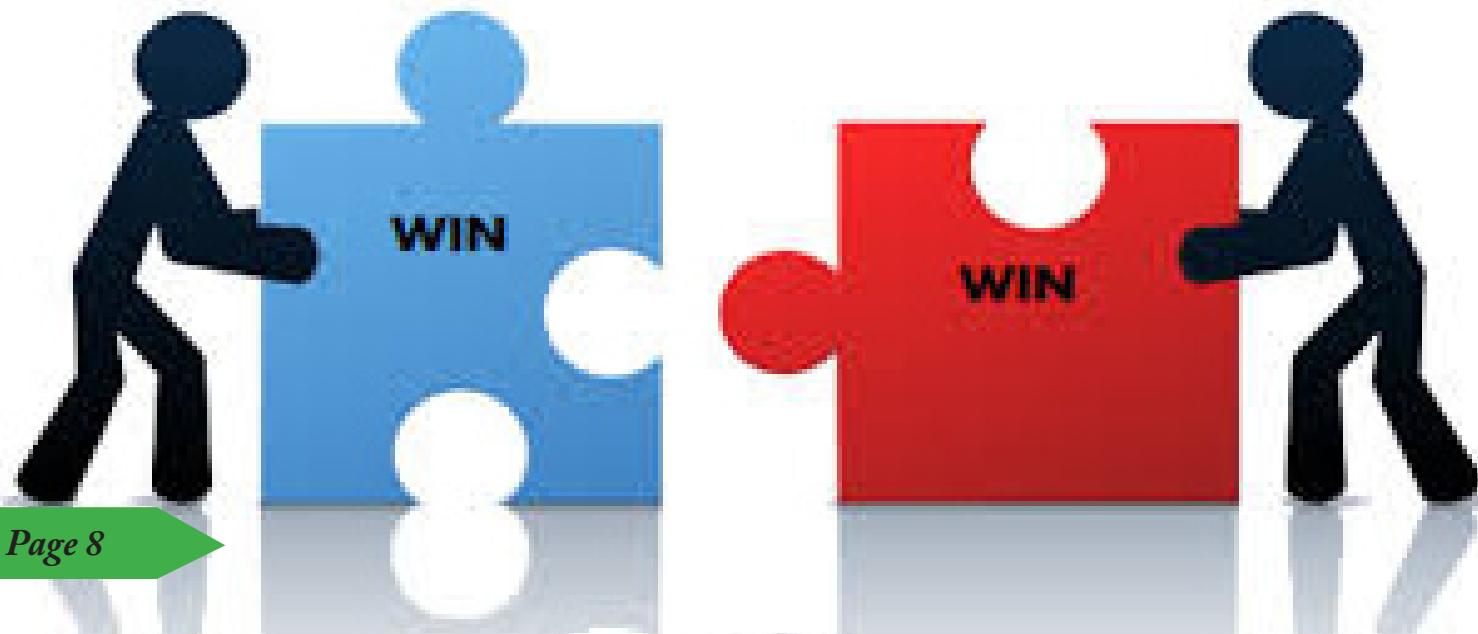
# IMPACT

INNOVATIVE MANAGEMENT PRACTICES  
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS

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NEGOTIATIONS



# *Greetings from IMPACT*



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Dear Readers,

### Navigating Change with Caution and Conviction

As July gave way to August, India entered a period marked by political transition, security recalibration, and a renewed push for scientific leadership. From the Vice President's sudden resignation to the reverberations of terror in Kashmir, the country is undergoing a subtle but consequential internal churn. While none of these developments are seismic in isolation, together they represent a nation recalibrating itself at multiple levels.

On a more hopeful note, the **Quantum India Summit 2025** hosted in Bengaluru offered a different headline. With Nobel Laureate Duncan Haldane advocating for India to invest heavily in labs, talent pipelines, and policy frameworks, the nation has been handed both a challenge and an opportunity. The quantum race is not merely a scientific ambition—it is a national security imperative and a commercial future frontier. India, still lagging in fundamental research infrastructure, must now act with urgency.

India's youth continues to straddle aspiration and anxiety. While state recruitment drives and digital skilling initiatives are welcome, the stagnation in formal private sector hiring remains a cause for concern. Government must do more than announce schemes—it must instill confidence through delivery.

Meanwhile, Tier 2 and Tier 3 cities are fast becoming crucibles for innovation and entrepreneurship. Startups rooted in regional realities, supported by **Startup India 2.0**, could be the engines of equitable growth if given sustained support.

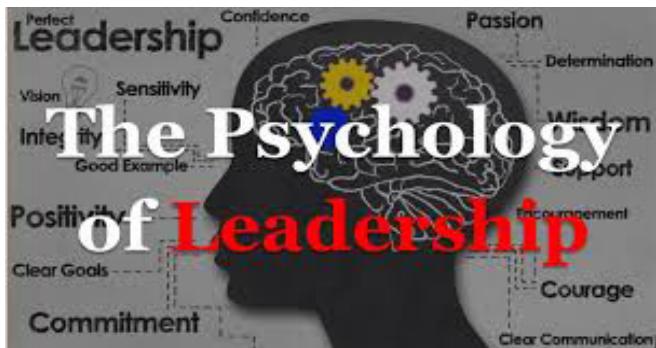
On the cultural front, India is vibrant. As the nation prepares to co-host the **2025 Women's Cricket World Cup**, and as biopics and history-based dramas flood streaming platforms, soft power continues to grow. But the risks of AI-generated misinformation, digital hate campaigns, and deepening social polarisation are real. Political leadership, tech companies, and civil society must come together to pre-empt unrest and reinforce fact-based public discourse.

India's internal dynamics are marked by flux—but not instability. The country today is both more vulnerable and more resilient than ever. From its institutions to its innovation ambitions, from its political machinery to its social cohesion, India is standing at a **turning point**, where every decision—be it in science, security, or governance—will reverberate far beyond the moment.

In this hour, what is needed is **clarity without arrogance, and urgency without haste**. India must not only move forward—it must rise wisely.

Editorial Team

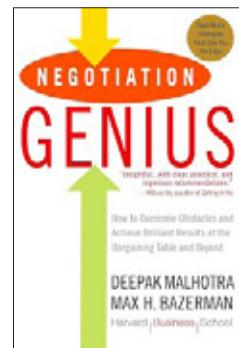
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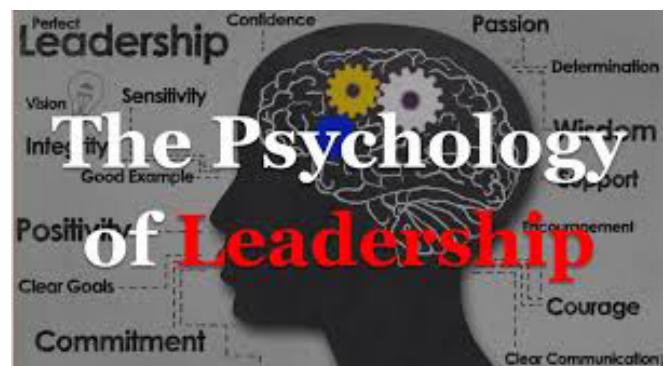
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# The Psychology of Leadership

## Understanding the Mind Behind Influence

Leadership is more than a position or a title—it is a psychological process involving influence, motivation, and decision-making. The psychology of leadership delves into how leaders think, behave, and interact with others to guide teams, shape visions, and drive change. Understanding this psychology is vital not only for those in leadership roles but also for anyone aspiring to influence effectively.

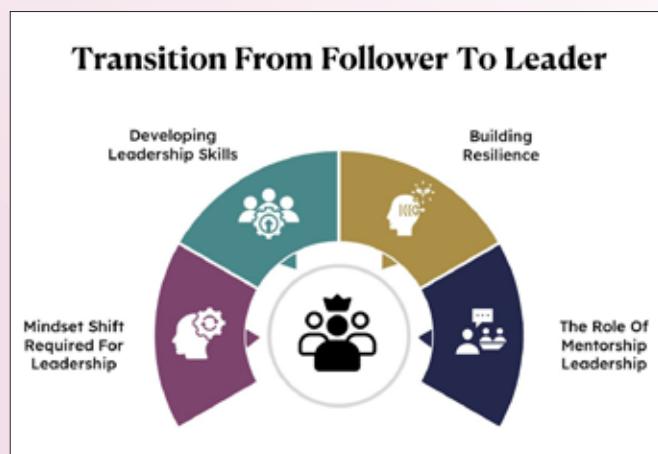
If we examine leadership through psychological lenses such as cognitive psychology, personality theory, emotional intelligence, social psychology, and behavioral science. It explores the internal makeup of leaders, their relational dynamics with followers, and how psychological traits and processes define effectiveness across different contexts.



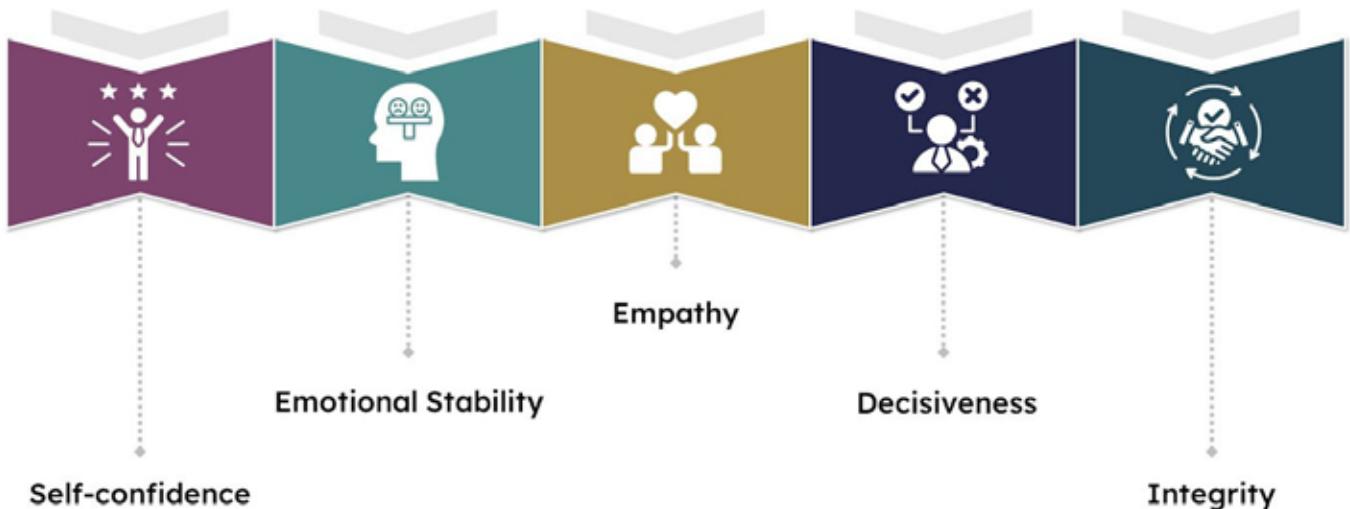
## Cognitive Psychology and Decision-Making in Leadership

At the core of leadership lies decision-making. Cognitive psychology helps us understand how leaders process information, weigh risks, and make judgments.

- **Heuristics and Biases:** Leaders often operate under pressure and uncertainty, relying on cognitive shortcuts (heuristics) that can sometimes lead to errors (biases). For instance, the confirmation bias might cause a leader to seek only information that supports a preferred strategy, while ignoring dissenting views.
- **Mental Models:** Successful leaders develop mental models—internal representations of how systems work—that help them predict outcomes. Strategic thinkers like Nelson Mandela or Steve Jobs often restructured paradigms because of unique mental models rooted in innovation or justice.



# Key Personality Traits Of Effective Leaders



- Metacognition: Great leaders engage in thinking about thinking. This reflective capacity allows them to question their assumptions, improve their judgment, and adapt their leadership style to the context.
- Personality and Leadership Styles

Psychological theories of personality explain why some individuals emerge as leaders and how they lead.

- The Big Five Personality Traits: Research shows that certain traits correlate strongly with leadership:
  - Extraversion – Linked with charisma and visibility.
  - Conscientiousness – Associated with discipline and follow-through.
  - Openness to Experience – Tied to creativity and strategic thinking.
  - Emotional Stability – Helps in crisis management.
  - Agreeableness – Relevant in transformational and servant leadership styles.
- Trait vs. Situational Theories: Trait theory assumes leaders are born with inherent

qualities, whereas situational theories argue that context shapes leadership effectiveness. Modern psychology leans toward an interactionist view—leadership emerges from the dynamic between personality and environment.

- Dark Triad Traits: Narcissism, Machiavellianism, and psychopathy—while often seen negatively—can sometimes be present in high-performing leaders. Understanding the adaptive and maladaptive aspects of these traits helps explain both visionary and toxic leadership.
- Emotional Intelligence and Interpersonal Dynamics

Daniel Goleman popularized emotional intelligence (EI) as a key leadership competency. EI refers to the ability to recognize, understand, and manage one's own emotions and those of others.

- Self-Awareness: Leaders with high EI understand their emotional triggers, values, and impact on others. This self-awareness fosters authenticity and ethical decision-making.

- **Empathy and Social Skills:** Empathetic leaders are skilled in conflict resolution, negotiation, and building trust. In organizations, such leaders foster psychological safety and inclusive cultures.
- **Self-Regulation:** The ability to manage disruptive emotions is critical, especially during crises. Leaders like Mahatma Gandhi or Jacinda Ardern exemplify composed, emotionally intelligent leadership during upheavals.

EI is increasingly seen not just as a personal asset but as a strategic tool that shapes group dynamics, team resilience, and organizational performance.

## Motivation and Influence: The Leader-Follower Dynamic

The psychology of leadership cannot ignore the followers. Leadership is essentially a relationship, and psychological theories of motivation help us understand how leaders inspire action.

- **Maslow's Hierarchy of Needs:** Effective leaders recognize that people operate at different motivational levels—from survival to self-actualization. A visionary leader connects the organization's goals to the individual's higher needs.
- **Self-Determination Theory (SDT):** Leaders who support autonomy, competence, and relatedness in their followers promote



intrinsic motivation, leading to more committed and creative teams.

- **Transformational Leadership:** This psychological model emphasizes:
  - o Idealized Influence (acting as a role model),
  - o Inspirational Motivation (articulating a compelling vision),
  - o Intellectual Stimulation (encouraging innovation),
  - o Individualized Consideration (mentoring and developing others).

Such leaders evoke emotional and moral elevation in followers, leading to long-lasting commitment and performance.

## Psychological Safety, Culture, and Organizational Climate

Amy Edmondson's concept of psychological safety—a shared belief that the environment is safe for interpersonal risk-taking—has profound implications for leadership.

- **Leaders as Culture Architects:** Leaders shape organizational climate through their behavior, communication, and decision-making patterns. A psychologically safe workplace encourages creativity, error reporting, and learning.
- **Group Dynamics:** Social psychology shows how leaders manage in-group/out-group boundaries, foster collaboration, or



unintentionally sow division. The leader's influence on team norms is often subtle but pervasive.

- Power and Authority: Psychological studies (like Milgram's obedience experiments) reveal how people respond to authority. Leaders who understand the weight of their influence use power responsibly and ethically, avoiding manipulation or coercion.
- Evolving Mind of a Leader

Leadership is not static—it evolves with time, experience, and context. The psychology of leadership teaches us that the most effective leaders are not those with the most power, but those with the most insight into human behavior.

They learn, reflect, adapt, and grow—not just in competence, but in character. Whether leading a nation, an organization, or a small team, the psychology of leadership offers the compass to navigate uncertainty, mobilize people, and leave a



lasting impact.

In an age of complexity and change, understanding the psychological dimensions of leadership is not a luxury—it is a necessity.

Author Ms. Sheila Parasuram  
*Indian Wisdom Educator*

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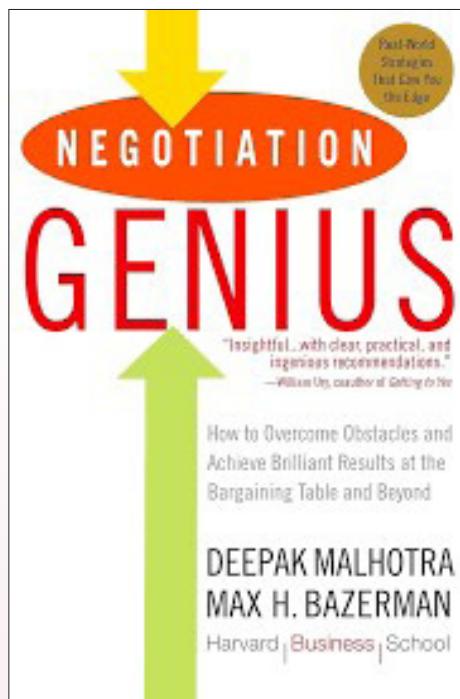
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## Book Review

# NEGOTIATION GENIUS

By  
DEEPAK MALHOTRA  
MAX H. BAZERMAN



This book- NEGITION GENIUS is how to overcome obstacles and achieve brilliant results at the bargaining table and beyond.

Published by Bantam Dell, New York.

Cost- USD 17.

The following are the bullet points from this book-  
Part I- The Negotiator's Toolkit

Chapter 1: Claiming Value in Negotiation- This chapter covers negotiation preparation, common negotiation mistakes and maximizing your outcome.

Chapter 2: This covers strategies for value creation, executing complex negotiations and how and when to make concessions.

Chapter 3: This presents a powerful approach to information gathering that is called as Investigative Negotiation, even when the other party is reluctant to share information.

Part II- The Psychology of Negotiation

Chapter 4: When Rationality fails- Biases of the Mind- This focuses on cognitive biases.

Chapter 5: The same title continues with the Biases of the Heart- on Motivational Biases.

Chapter 6: Negotiating rationally in an irrational world- here the author offers more ideas for overcoming your own biases and for leveraging the biases of others. Because their irrationality often hurts you as well as them.

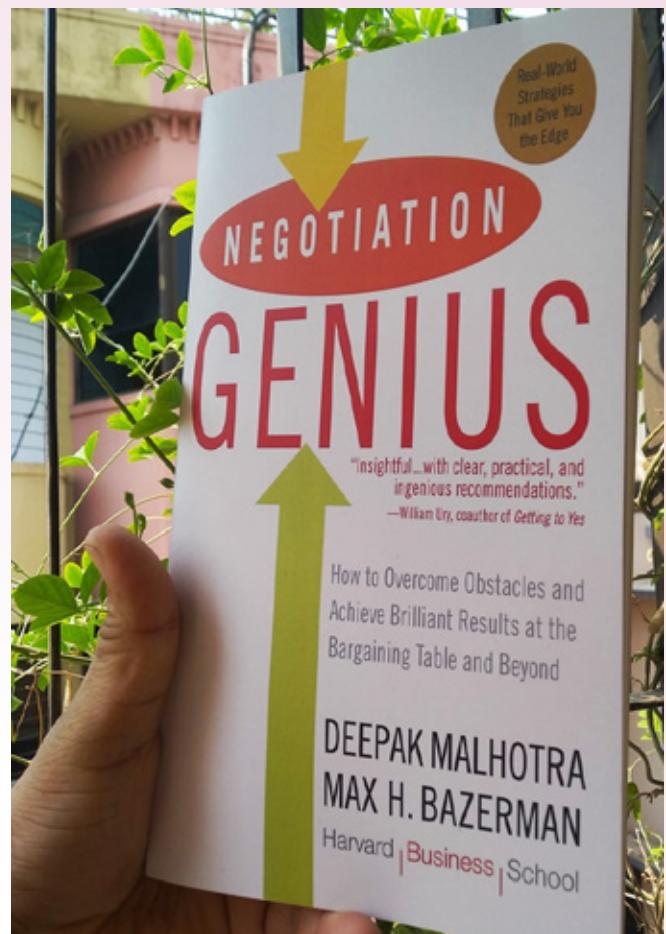
Part III-Negotiating in the real world

Chapter 7: Strategies of Influence

Here eight proven suggestions are given that will increase the chances of your ideas being accepted.

Chapter 8 : Blind spots in Negotiation

Here specific advice is given on how to broaden your focus to consider all the elements that might come into play as you negotiate.



Chapter 9: Confronting Lies and Deception

Lies have become an integral part of any negotiation whether you like it not. It is even remaining silent if you don't want to lie but Silence means agreement. How to face these situations is the hall mark of this Chapter.

Chapter 10 : Recognizing and Resolving Ethical Dilemmas

Many people believe that Ethics is too personal and they need not be insisted upon in Corporate Negotiations. Here they feel the Corporates will take care of the Ethics part in the final discussions. NO. Ethics play their part both in individual and corporate Talks. In this Chapter, these issues are comprehensively discussed.

Chapter 11 : Negotiating from a position of Weakness



These negotiations require careful analysis, creative thinking and insights into how such situations can be turned around.

### Chapter 12 : When Negotiations get Ugly

YES, it does happen when dealing with irrationality, distrust, anger, threats and ego. Ignoring these situations is extremely ineffective but often entirely impossible.

### Chapter 13 : When not to negotiate

Sometimes negotiation is not the answer. A framework is provided here for distinguishing between the times when you should be playing the negotiation game and the times when you should be changing the game.



### Chapter 14 : The Path to Genius

This Genius requires knowledge, understanding and mindful practice.

What habits will you cultivate in the months ahead?

How can you help others to negotiate more effectively?

### In Conclusion

Ralph Waldo Emerson has said “ Man hopes; Genius creates”.

When task is difficult, the negotiators will panic or pray.

Negotiation Genius will only strengthen their resolve to formulate and execute sound negotiation strategy.

R. Venugopal

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



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# Cryptocurrency

## Understanding Cryptocurrency – Concept and Evolution

**C**ryptocurrency is a digital or virtual form of money that uses cryptography for security. Unlike traditional currencies issued by governments (fiat currencies), cryptocurrencies operate on decentralized networks based on blockchain technology—a distributed ledger enforced by a network of computers, known as nodes.

### Key Features:

- Decentralization: No central authority like a bank or government controls it.
- Immutability: Once a transaction is recorded on the blockchain, it cannot be altered.
- Transparency: Public ledgers ensure traceability and reduce fraud.
- Anonymity: User identities are protected via cryptographic keys.

### Milestones in Crypto Evolution:

- 2009: Bitcoin launched by an anonymous individual (or group) under the pseudonym Satoshi Nakamoto.



- 2013–2015: Rise of altcoins (Litecoin, Ripple, Ethereum).
- 2017: Massive bull run in crypto markets; Bitcoin hit \$20,000.
- 2020–2021: Institutional adoption begins; DeFi and NFTs emerge.
- 2022–2023: Market correction and regulatory tightening globally.

The crypto currency ecosystem now comprises thousands of coins and tokens, blockchain-based platforms (Ethereum, Solana), decentralized finance (DeFi) applications, crypto wallets, exchanges, and even crypto-based gaming and metaverse ventures.

### Global Trends in Cryptocurrency Adoption

Across the globe, governments and institutions have taken mixed positions on crypto currencies. Some view them as a threat to the monetary system; others see opportunity for innovation.

# CRYPTOCURRENCY MARKET



## Encouraging Trends:

- El Salvador: First country to legalize Bitcoin as legal tender in 2021.
- United States: While regulatory scrutiny is increasing, the U.S. remains a hub for blockchain innovation and crypto startups.
- Europe: The EU's MiCA (Markets in Crypto-Assets) regulation aims to create a harmonized regulatory framework.
- UAE and Singapore: Pro-crypto nations offering regulatory clarity and incentives for blockchain startups.

## Use Cases Driving Adoption:

- Cross-border payments: Faster and cheaper remittances.
- Hedging against inflation: Especially in countries with volatile currencies.
- Smart contracts: Self-executing contracts enabling automated, trustless transactions.



- Tokenization of assets: Converting real-world assets into tradable blockchain tokens.

Despite these advancements, governments face several concerns around security, money laundering, taxation, and investor protection.

## India's Approach to Cryptocurrency – An Overview

India has had an oscillating stance on cryptocurrencies, shifting from outright skepticism to cautious regulation.

## Timeline of Key Events:

- 2013–2017: RBI and Ministry of Finance issue warnings about trading in crypto.
- 2018: RBI bans banks from dealing with crypto exchanges.
- 2020: Supreme Court of India lifts the RBI ban, citing violation of constitutional rights.
- 2021–2022: Government signals plans for a Crypto Bill, but delays continue.
- 2022–2023: A 30% tax is introduced on crypto profits, and a 1% TDS on every crypto transaction—effectively discouraging frequent trading.
- 2023–2025: Focus shifts to developing Central Bank Digital Currency (CBDC), also called the Digital Rupee, while continuing to restrict crypto trading incentives.



## Regulatory Bodies Involved:

- RBI (Reserve Bank of India): Wary of private cryptocurrencies undermining financial stability.
- SEBI (Securities and Exchange Board of India): Interested in regulating crypto as securities.
- Ministry of Finance: Controls taxation and framing of crypto legislation.

## Why India Is Not Encouraging Cryptocurrency

India's reluctance to support crypto currency stems from multiple complex, interrelated reasons:

### 1. Macroeconomic and Monetary Sovereignty Concerns

The RBI fears that widespread crypto adoption could undermine the rupee's status, disrupt monetary policy implementation, and create parallel economies outside regulatory purview.

### 2. Risks to Financial Stability

Crypto markets are volatile, speculative, and subject to hype cycles. Authorities worry that retail investors could face severe losses, leading to systemic financial stress.

### 3. Money Laundering and Illegal Activities

Due to its pseudonymous nature, crypto can be used for tax evasion, money laundering, drug trafficking, and terrorism financing. The Financial

Action Task Force (FATF) has urged countries to adopt anti-money laundering (AML) standards for crypto.

### 4. Tax Evasion and Revenue Loss

With anonymous wallets and peer-to-peer (P2P) transfers, tracing gains is challenging. India's high taxation (30% + 1% TDS) aims to bring some traceability, though it has pushed many users to offshore exchanges.

### 5. Lack of Regulatory Infrastructure

India currently lacks a formal legal framework for crypto assets. There's ambiguity on whether crypto should be treated as a commodity, currency, or security, leaving exchanges and investors in legal limbo.

### 6. Preference for CBDC

India is exploring a Digital Rupee (CBDC) as an alternative. A centralized digital currency would offer the advantages of crypto (digital payments, security, traceability) without relinquishing state control.

The Road Ahead – Regulation, Innovation, and Public Discourse

India's cautious approach doesn't mean a complete rejection of block chain or digital assets. In fact, the government has shown openness to:





- Block chain adoption in supply chains, land records, identity management, and governance.
- Educational and innovation hubs around block chain technology.
- Startups exploring crypto with caution, including building tech for global blockchain networks.

## Possible Future Scenarios:

### 1. Balanced Regulation

India may eventually adopt a regulatory sandbox model, allowing innovations while keeping checks. Clarity on licensing, taxation, and reporting norms could attract responsible players.

### 2. Bifurcation of Digital Assets

India could allow regulated utility tokens and non-speculative crypto assets, while banning privacy coins or speculative trading platforms.



### 3. Rise of the Digital Rupee

The CBDC could coexist with limited, tightly regulated crypto currencies, particularly for cross-border or institutional use.

### 4. International Pressure and Competition

As more countries legalize and regulate crypto, India might face economic pressure to relax its stance to remain competitive in fintech and Web3 domains.

India's position on crypto currency reflects a balancing act between innovation and risk aversion. While block chain technology is being embraced for its utility, private crypto currencies remain under strict scrutiny. The government's approach suggests a "regulate, not ban" philosophy—but with high taxes, a lack of clear legislation, and an assertive push for the Digital Rupee, the crypto ecosystem in India remains constrained.

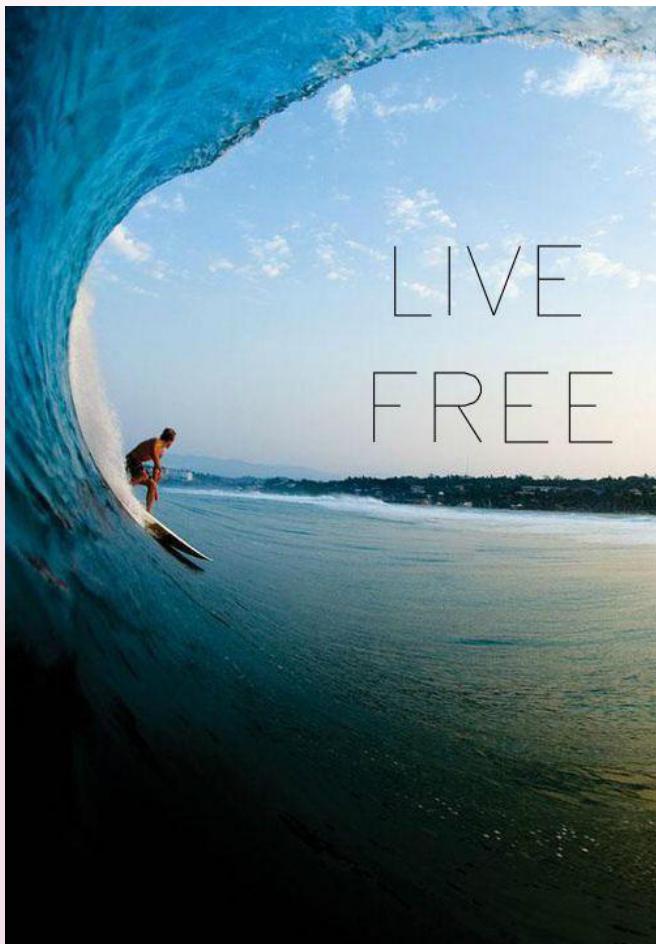
The next few years will be critical. With growing awareness, evolving regulations, and global pressure, India must decide whether to remain on the sidelines or participate actively in shaping the future of decentralized finance.

Author: Ms. Lakshmi Sastry  
*Economist*

# LIVE FREE

Celebrations, be it Independence day or Republic day or Teachers' day, or Holi or Diwali or Onam or Bihu or Prathamastami, everything reminds us of certain past incidence or event or efforts or achievements that had changed the course of society at some particular time in history .And we are celebrating those past memories year after year every year remembering those events and peoples.

Personally for me one such moment was the publication of my first article - A Small Investment



A graphic featuring the words 'Live free' in a stylized, colorful font. The word 'Live' is in a smaller, semi-transparent font, with each letter in a different color: red, blue, orange, and green. The word 'free' is in a larger, semi-transparent font, with each letter in a different shade of gray: light gray, medium gray, and dark gray.

With a Huge Return in the August -2023 Issue of this journal IMPACT.And this time I want to feel free to express my feelings of happiness,satisfaction and gratitude of my connection that has got established with you all dear readers through my articles by sharing my experiences and aspirations. Thank you dear readers for your love,support and appreciations.

From that day of 16 th August -2023,a remarkable shift has taken place in my personal life and the seeds of professional life have witnessed germination after a very long hibernation.I had never imagined of becoming a writer but used to enjoy every piece of writing of the Odia, Hindi and English literature.And now when I take a look at my own articles,I simply can't stop appreciating the larger consciousness for its unique way of spreading the sense of self realisation in each human.So,even

if dreams are shattered, don't shed your hopes, simply enjoy yourself and live free, for the universe echoes and returns back those dreams back to us at a time when we need them the most.

This time, my article is a small echo of my first article.

Duke, was a small restaurant in Old Rajendra Nagar, New Delhi. I had stayed in Old Rajendra Nagar for one year while preparing for the UPSC exams. My roommate was M. Akila, from Vellore, then there were three other girls in the same flat named Dr Vasanti from Karnataka, Sampriti Phukan from Assam and Kiran Kumari from Punjab. All were belonging to highly prosperous families. My financial conditions were not like theirs to spend lavishly. But my father had taken an educational loan and had ensured that I stayed in a safe and secured place while being away from my family. And to live free among the rich people is a little too difficult. Many times we

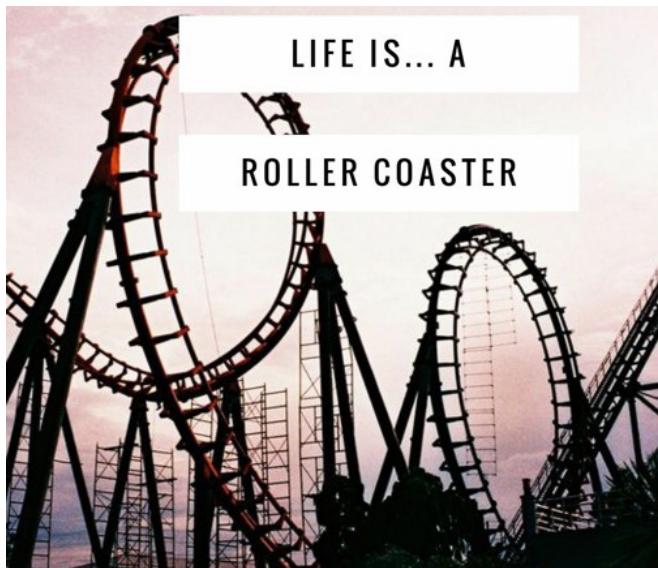
don't feel free to express our financial problems in a group particularly a very rich group. And it takes time to understand the invisible wealth that any person possess. It has so happened that from the college hostel days to till date, I am living amidst



a very rich group without having much money in my hand to spend. But I have never compared my situation with others and I have never felt down for my situations nor I have ever thought of using the credit cards.

Near that house in Old Rajendra Nagar, a middle aged person used to sell double egg bread omelette on the roadside for just ₹10 and in the restaurant a sandwich used to cost ₹35. One day my husband had asked me if I had eaten breakfast and that day while coming from the morning class I had eaten my breakfast over that roadside open kitchen, where everything was prepared right in front of my eyes. But I was not feeling free to express that to my husband. Then he had ordered some sandwiches from Duke as he had not eaten his breakfast. The food was good in both the places, except for the AC room, packaging and restaurant rents, the charges were high for the sandwiches. And while eating those sandwiches with my husband, I had mentioned about the roadside bread omelette shop. Same way my husband had not felt free to express his caste to me and had mentioned to be belonging to the Mudaliar caste but later one day when I had returned back to Odisha and he had cried like a kid feeling my absence had revealed to me telling, "I have told a lie to you, we don't belong to the Mudaliar caste but the Adi Dravidian caste". And I had replied, "I don't believe in caste system, everyone is a human being".





Today he is my husband and I have travelled 21 years with him but then he was a friend and I had tried to avoid him to the extent possible by denying every small or big thing he wanted to do for me as I knew about his family status and so also my father's financial conditions. He was so excited for me that he wanted to get me everything and I was so scared that I was avoiding everything. I had argued with him not to waste his father's money and had made it clear not to take anything from him as I was not in a situation to give him anything in return at those prices that he was trying to buy gifts for me.

Life is a roller coaster and fate has made us live together fighting against each other's differences of situations trying to defend each other's upbringing.

The same boy who was mad to spend every penny of his pocket money for me became the man who didn't like to buy me a single thing even for ₹10. Life is very tricky. When he wanted to spend for me I wasn't able to receive and when I wanted him to do so for me he wasn't able to. Life was chaotic. And amidst those chaotic situations, the only gift I was receiving was humiliation.

10th August-2010, Adi Amavasya, when my parents received the news of the loss of my child, they had rushed from Sunabeda to Coimbatore by putting newspapers on the floor

of the sleeper class as we don't get confirmed tickets but we are allowed to enter the coach to travel by adjusting ourselves and disturbing others which is not allowed in the AC coaches. Sleeper class arrangements are like buying humiliation with honest money at times when you have no other choices and the concern for your loved ones is more precious than those adjustments and humiliations. At the same time the brother-in-law and sister-in-law had rushed from Andaman on the free air tickets provided by Government of India. My parents-in-law had also reached Coimbatore. I was in the hospital and my husband was my attendant.

Hence I am not a direct witness to what was happening in the house where everyone had put up together in that difficult moment of life.

After five years, when my son was six months old and I had visited my home for my elder brother's marriage in the month of December 2015 and my father had expressed about his experience of facing near death situations of bearing the cold waves of the northern plains while travelling to Delhi during the month of January -2005, he had mentioned about another small incident that had happened when they all had stayed together in the Coimbatore house.

The first day in their daughter's house after marriage, I was in the hospital and that house had two bedrooms. My husband was with me in the hospital. My parents-in-law went inside one





bedroom and closed the door to rest for a moment in that otherwise restless moment. My sister-in-law and brother-in-law went inside the other bedroom and my parents were left alone in the hall.

They were restless even then not knowing where to sleep.

After some time, the brother-in-law had come out of the bedroom with some bedsheets and blankets and had asked my parents to manage in the living room.

This had reminded me of the small act of humanity I had shown to the old man in Delhi that had echoed back for my father and mother.

And after having travelled 21 years with his wife belonging to a middle class family, my husband has visualised and realised the essence of roadside food stalls and the seven star hotels. Beyond the external appearances, humanity exists in its purest form both among top executives and middle class people as well as among the roadside bread omelette sellers and star hotel chefs.

And after 21 years, on 26th July -2025, we both husband and wife went to the theatre to watch the recently released movie *Thalaivan Thalaivi* when our son had gone for his school trip to the Birla Planetarium. First time in life we both had gone out to spend some time the way young couples do. And I was telling, "Let's feel young and relive those moments we couldn't live when we were actually young".

And now I am living freely amidst my bureaucratic family members at times attending parties and functions in star hotels and at times enjoying the roadside paani poori

and bread omelettes and my husband is there for me to fulfill small small wishes of mine with his own money. The universe has started returning back our lost dreams and we are living freely beyond our individual differences and financial situations. My father had not saved anything for himself and my mother had not raised me telling to impress others. Today, we three children are our parents' retirement pension and we are there for them when they need us the most by emotion.

I had invested in small small things like love, honesty, humanity and hard work and today they are paying me back in huge returns of a highly satisfied life having the inner strength to live free beyond the constraints of caste, creed and financial situations. During my childhood, I used to be so happy to celebrate the Independence day that I used to stay awake the whole night of 14th August and used to go to school in the early morning around 4 am and used to go for the "Prabhat Pheri" procession conducted by the school and used to return home after the march past parade. The celebration of Independence day had been very close to my heart and after several years of confinement again I am ready to celebrate it with much more vigour. Live free and Live happy.

Wishing everyone a very happy Independence Day.

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 22nd step.*



# 10 Modern Management Concepts & Indian/Global Examples

#	Management Concept	Core Principle	Indian/Global Example	Key Feature / Impact
1	<b>Holacracy</b>	No traditional hierarchy; roles evolve organically	Global: Zappos India: Fractal Analytics (partially)	Self-managed teams, distributed decision-making
2	<b>OKRs</b>	Goals aligned with clear, measurable results	India: Flipkart, Dunzo Global: Google	Clarity, alignment, ambition without punishment
3	<b>Agile Management</b>	Iterative, feedback-driven development	India: Infosys, TCS, Zoho (in product dev)	Adaptability, team collaboration, faster delivery
4	<b>Blue Ocean Strategy</b>	Create new markets instead of fighting competition	India: Amul (value + new markets), Paper Boat (beverages)	Value innovation, non-disruptive creation
5	<b>Servant Leadership</b>	Leaders prioritize team growth and well-being	India: Narayana Health (Dr. Devi Shetty's style)	Empathy-driven leadership, ethical scaling

6	<b>Lean Management</b>	Minimize waste, maximize customer value	India: Maruti Suzuki, Tata Motors (in manufacturing)	Continuous improvement (Kaizen), operational efficiency
7	<b>Theory U</b>	Lead by sensing emerging future and co-creating solutions	India: Azim Premji Foundation (in education transformation)	Deep listening, systemic change, presence-based leadership
8	<b>Platform Thinking</b>	Enable interactions among users rather than own everything	India: Ola, Udaan, Flipkart	Ecosystem model, network effects, scalability
9	<b>Radical Candor</b>	Candid feedback balanced with personal care	India: Freshworks (internal culture), Razorpay (startups)	Open communication, trust-building in fast-growing firms
10	<b>Teal Organizations</b>	Purpose-driven, self-managed, evolutionary culture	India: Teach for India (elements), Mindtree (partial)	Decentralized governance, personal alignment with purpose

### Insights:

- Startups and tech firms in India are rapidly adopting Agile, OKRs, and Platform Thinking.
- Legacy manufacturing and healthcare are leaning toward Lean and Servant Leadership.
- Education and non-profits are exploring Teal and Theory U to drive long-term transformation.

- Concepts like Radical Candor and Holacracy are still niche but gaining traction in new-age companies.

Author: Mr. Samuel Royappa,  
Management Consultant

# Kaleemullah Khan and His 350 Mango Varieties

India is often called the 'Land of Mangoes', a country where the beloved fruit is celebrated in festivals, literature, and culture. Among the millions of mango growers in India, one man stands out as a legend — Mr. Kaleemullah Khan of Malihabad, Uttar Pradesh. A humble yet extraordinary agriculturist, Khan has achieved something that seems impossible to most people: he has grown more than 350 varieties of mangoes on a single tree. His work has not only won him admiration across India and the world, but has also earned him the prestigious Padma Shri award.

## A Farmer with a Vision

Kaleemullah Khan was born in 1940 in the town of Malihabad, a small but famous mango-growing region in Uttar Pradesh. He belonged to a family of traditional mango growers but was different from the very beginning. Where others only thought of producing more fruit for the market, Kaleemullah was fascinated by the beauty and diversity of mangoes.

From a young age, he was drawn towards experimenting with grafting techniques, wanting to know if it was possible to have multiple mango varieties on one tree. In the 1970s and 1980s, people laughed at his experiments. Even his family thought his efforts were wasted. But Kaleemullah Khan had a dream — a dream to make a tree that would celebrate the diversity of mangoes in one single trunk.



Through decades of patience, failures, and learning, Kaleemullah's dream became reality.

## The Science of Grafting: Kaleemullah's Mastery

The miracle of 350 mangoes on one tree is not magic — it is the perfect application of the ancient art of grafting. Grafting is a horticultural technique where a bud or a small branch (called a scion) of one plant is joined to another plant (the rootstock), allowing them to grow together.

Kaleemullah Khan became a master of this technique. He practiced multiple types of grafting:

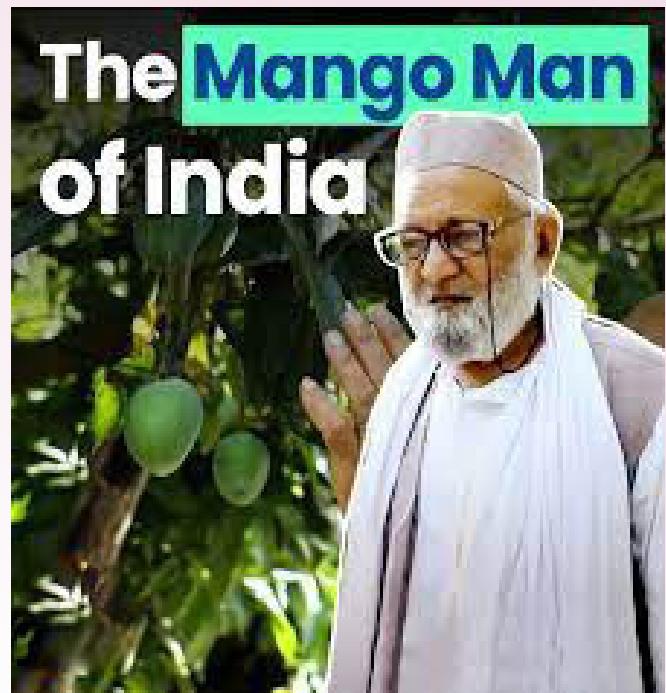
- Cleft Grafting: Splitting a branch and inserting another branch into it.
- Bud Grafting: Placing a bud of one variety into the bark of another.
- Top-working: Changing the fruit variety on an already established tree.

His methods were based on close observation of plant behavior, careful selection of scions, and a natural understanding of tree health. He patiently waited for each grafted branch to mature, adjusting the shape and growth of the tree accordingly.

Today, his famous mango tree spreads its branches over a large area and produces hundreds of mango varieties — each branch yielding a different size, color, shape, and taste of mango.

### A Tree of Wonders: The Unique Mangoes

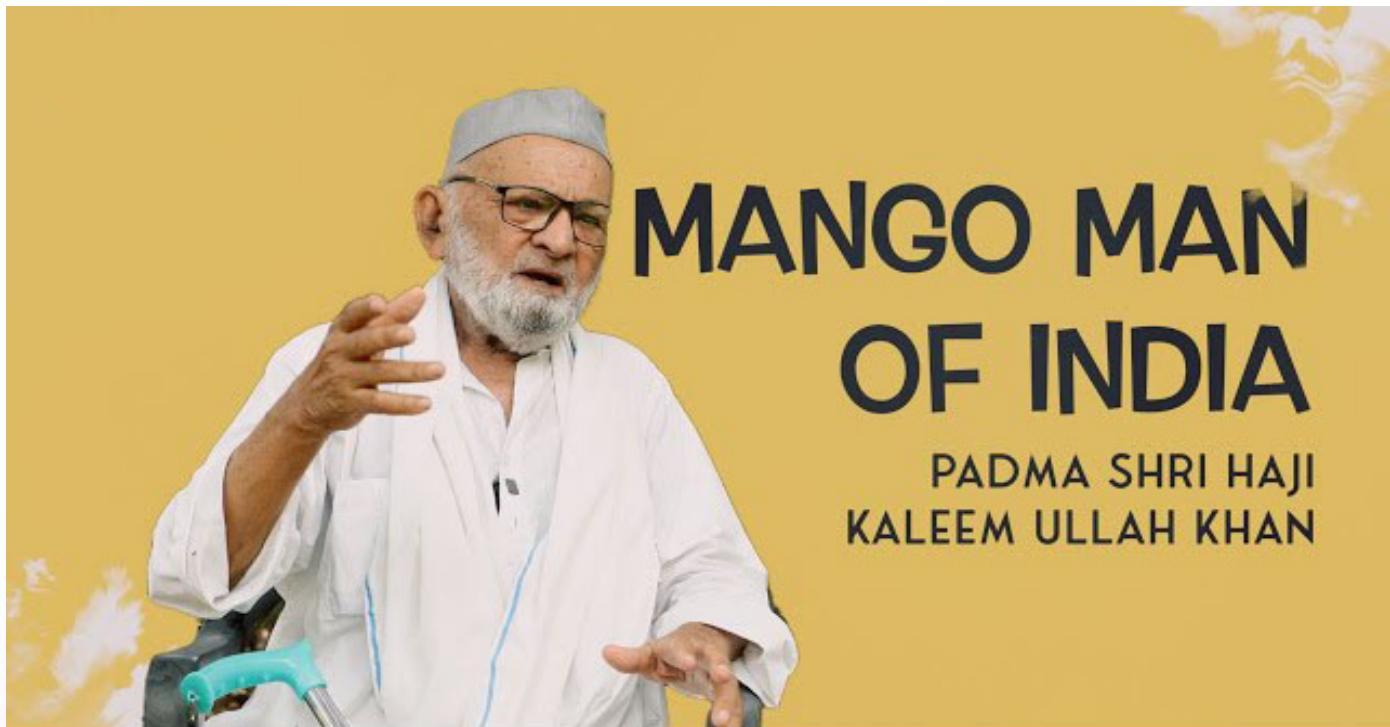
Each of the 350 mango varieties on Kaleemullah's tree has a unique story. Some varieties are over 100 years old, while some are newly created. His mangoes are not just agricultural products but carry cultural and emotional value.



Some notable mango varieties include:

- The Sachin Mango: Named after cricket legend Sachin Tendulkar.
- The Aishwarya Mango: Named after Bollywood actress Aishwarya Rai for its stunning beauty.





# MANGO MAN OF INDIA

PADMA SHRI HAJI  
KALEEM ULLAH KHAN

- The Husn-e-Aara Mango: Known for its aroma and elegant looks.
- The Anarkali Mango: A rare variety that has two layers of fruit and different flavors in one mango.
- The Kohinoor Mango: A large mango weighing over 1 kilogram.

Kaleemullah Khan's tree has mangoes of different colors — red, yellow, green, and even purple. Some mangoes are sweet, some have a tangy flavor, and some are famous for their fragrance.

Every year during mango season, people from all over the world visit Malihabad to see this tree of wonders and taste its fruits.

## A Mission to Preserve Mango Biodiversity

Kaleemullah Khan's work is not just an agricultural curiosity — it is a mission to protect and promote the rich biodiversity of mangoes in India. In today's times, many traditional mango varieties are disappearing due to commercial farming, market preferences, and environmental changes. Khan

believes that conserving old mango varieties is as important as saving cultural heritage.

His 350-variety tree acts like a living library of mango genes. Agricultural scientists, horticulture students, and researchers visit his orchard to study these varieties. By grafting and naming mangoes after famous personalities and cultural symbols, Khan has revived interest in forgotten mango types.

In an era of monoculture, where one or two varieties dominate the market, Khan's tree reminds us of the importance of diversity, nature's creativity, and sustainable agriculture.

## Recognition and Legacy

For his unique contribution, Kaleemullah Khan was honored with the Padma Shri in 2008 by the Government of India. But for Khan, awards are not as important as the satisfaction he gets from his work.

Over the years, Khan has been featured in newspapers, documentaries, and international journals. His

orchard has become a tourist attraction, especially during the summer mango season. He has also inspired many young farmers to experiment with grafting and protect indigenous fruit varieties.

Even in his eighties, Khan remains active, tending to his orchard every day. He says, "Mango trees are like my children. I speak to them, and they speak to me."

His mission today is to train the next generation to continue the tradition of multi-variety mango cultivation. He wants to see more farmers across India conserve and celebrate mango biodiversity. **A Living Symbol of India's Agricultural Wisdom**

The story of Mr. Kaleemullah Khan and his 350-variety mango tree is more than a story about farming — it is about patience, love, and a deep connection with nature. His work teaches us that agriculture is not just about profits but about preserving life, culture, and history.

At a time when the world is facing the challenges of climate change, food security, and biodiversity loss, Kaleemullah's tree offers a ray of hope. It shows that



with dedication, innovation, and respect for nature, even a single farmer can make a global impact.

As visitors walk under the massive branches of his mango tree, tasting its many fruits, they realize that the true magic of agriculture lies in diversity. Kaleemullah Khan is rightly called the "Mango Wizard of India," a man who turned his love for mangoes into a legacy for the world.

Author Ms. Sathyasundaresan  
*Sociologist*

**Readers are requested to send their management related questions.**

**IMPACT** will get replies from management experts.

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# Drawing Through Sunlight

Throughout history, artists have sought ways to harness the forces of nature in their creative expressions. One of the most enchanting and organic methods is drawing through sunlight, a practice that uses the power of the sun itself to create art. Known by many names—sun printing, cyanotype, solargraphy, or even light painting—this technique bridges the gap between art, science, and nature. It doesn't just capture an image; it captures time, light, and the essence of the natural world. This article explores the history, techniques, cultural relevance, and the meditative joy of drawing through sunlight.

## The Ancient Connection Between Sun and Art

The relationship between sunlight and human expression dates back thousands of years. The



earliest known examples include petroglyphs and cave paintings, where natural light would illuminate sacred spaces, bringing the art to life. Sunlight was not just illumination—it was symbolic of life, time, and spirituality.

In ancient civilizations like Egypt and Greece, sun symbols were common in both religious and





artistic expressions. Sunlight was revered as a divine force, inspiring many artistic depictions of gods like Ra and Helios. Though primitive in technique, these civilizations understood the emotional power that natural light could lend to an artwork.

In modern times, with the advent of photography and scientific experimentation, sunlight transitioned from a symbolic force to an active tool in image-making.

### Cyanotype: Drawing with Blue Sunlight

The most well-known method of drawing through sunlight is cyanotype, a photographic printing process discovered by Sir John Herschel in 1842. The process involves using a light-sensitive solution (ferric ammonium citrate and potassium ferricyanide) brushed onto paper or fabric. Once dry, objects like leaves, feathers, or even lace are placed on the surface, and the piece is exposed to direct sunlight.

After exposure, the paper is washed in water, revealing vibrant Prussian blue images where

the light struck and white silhouettes where the objects blocked the light. The resulting artwork is both simple and ethereal, highlighting the delicate relationship between object and light.

Anna Atkins, a botanist and one of the first female photographers, popularized cyanotype by using it to catalog plant species. Her work beautifully married art and science, setting a precedent for future artists to explore sunlight as a creative partner.

### Solargraphy: Capturing the Journey of Time

A more contemporary and fascinating approach to drawing through sunlight is solargraphy, a long-exposure photographic method capturing the movement of the sun over extended periods—weeks, months, or even years. Using simple pinhole cameras loaded with light-sensitive paper, artists can document the path of the sun across the sky.

Solargraphy produces surreal images, showing multiple arcs of the sun's path in a single frame. The pictures are hauntingly beautiful, recording

not just light but the rhythm of passing time. This method is unique because it demands patience and reverence for nature's cycles—offering a powerful reminder of the universe's continuity and human transience.

Artists like Justin Quinnell and Tarja Trygg have used solargraphy to create poetic visual narratives, inspiring a global community of light enthusiasts who 'draw' with the sun.

## The Science Behind Sunlight Drawing

Sunlight drawing isn't just artistic; it's inherently scientific. It involves understanding light sensitivity, UV radiation, and exposure timing. Whether it's cyanotype, anthotype (using plant-based emulsions), or solargraphy, each method uses the chemical properties of light-sensitive materials.

- Cyanotype reacts primarily to UV rays, making it ideal for sunny days.
- Anthotype involves extracting pigments from flowers, berries, or vegetables, then using sunlight to bleach away unprotected areas, leaving behind delicate natural prints.
- Solar Etching involves photoresist-coated metal plates exposed to sunlight and then etched with acid, creating finely detailed images used in printmaking.

The interaction of sunlight with these materials transforms scientific principles into artistic magic, making the artist a scientist of light.

## The Meditative Process: Slowing Down in a Fast World

One of the most rewarding aspects of drawing through sunlight is the demand it places on





patience and mindfulness. Unlike quick sketching or instant photography, sunlight drawing asks the artist to wait, to watch, and to engage with time.

There's a quiet ritualistic beauty in preparing materials, setting up in nature, and waiting for the sun to work its wonders.

This slowness offers a meditative counterbalance to the frantic pace of modern life. It allows artists to:

- Reconnect with nature,
- Experience the passage of time intimately,
- Cultivate gratitude for small natural wonders.

Many artists report therapeutic benefits from practicing sun-based art forms, describing it as a grounding and reflective activity.

## Environmental and Sustainable Art

In an era where sustainability is becoming increasingly crucial, sunlight drawing offers a low-impact, eco-friendly artistic practice. It requires minimal energy—just the sun—no toxic chemicals



Contemporary artist Emma von Jan blends illustrations, solarigraphy, photographs, and textile work to create ethereal yet deeply resonant *solar drawings*.

(especially in anthotype), and promotes a deeper connection to natural materials.

Environmental artists have embraced this method to spread awareness about ecological issues. Some create sun prints with endangered plants to highlight conservation, while others use pollution in urban areas to produce unique solar exposures, turning environmental degradation into dialogue-provoking art.

## Modern Applications and Revival

With the resurgence of interest in analog art forms, sunlight drawing has found a new generation of admirers. Workshops, online tutorials, and art festivals have helped revive these techniques, making them accessible to artists, hobbyists, and educators.

Educational institutions use cyanotype and anthotype in art and science curriculums to teach both creativity and basic chemistry. Photographers use solargraphy to experiment beyond conventional frames. Textile artists use cyanotype on fabrics to create unique fashion pieces. Even architects and designers have begun exploring how sunlight can 'design' spaces through light-responsive materials.

The internet has further expanded the reach, with communities sharing their solar drawings on social media, often using hashtags like #SunArt, #Cyanotype, or #Solargraphy, encouraging more people to explore these natural, soulful art forms.

Drawing through sunlight is more than just a creative technique—it is a philosophy of life. It teaches patience, reverence for nature, and the beauty of simplicity. From ancient sun-inspired murals to modern solargraphs, humanity's artistic relationship with the sun continues to evolve, creating bridges between art, science, and spirituality.

## Contemporary Artists



Anna Atkins



Justin Quinnell



Tarja Trygg



Emma von Jan

In a world increasingly dominated by screens and speed, sunlight drawing invites us to pause, step outdoors, and let nature leave its own delicate imprint on our lives. Whether you are an artist, a hobbyist, or simply a lover of beauty, the practice offers an open invitation: bask in the sunlight, and let it draw for you.

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

# Management Jokes

## On Strategic Vision

CEO: "We need to think big, act fast, and scale globally!"

Manager: "Great! What's the budget?"

CEO: "Your imagination."

## On Leadership Styles

A micromanager walked into a meeting and said, "I trust you all. But just to be safe, I'll attend every call, approve every email, and breathe down your necks."

## On Meetings

Meetings are like ghosts.

You don't know why they appear, they scare productivity, and no one knows how to end them.

## On Promotions

Manager: "You're doing excellent work, so I'm giving you more responsibilities!"

Employee: "Thanks! When will the salary be promoted too?"

Manager: "Let's not get ahead of ourselves."

## On Project Timelines

Client: "Can you deliver it in two days?"

Manager: "Of course."

Team: "In human days or management days?"

## On KPIs

HR: "Your team didn't meet KPIs."

Manager: "But we kept morale high, stayed under budget, and no one cried this week."

HR: "Nice. Still a fail."

## On Consultants

A manager hired a consultant to solve all team problems.

The consultant handed over a 60-slide PowerPoint, billed ₹5,00,000, and vanished.

The last slide read: "Communicate better."

## On Decision-Making

In management, there are three types of decisions:

- Right decisions
- Wrong decisions
- Committee decisions

Guess which one gets you a meeting invite every time?

## On Email Culture

Manager: "I just sent you an urgent email!"

Employee: "I saw it. I'm in the meeting you scheduled to talk about that email."

## On Delegation

Boss: "You're empowered to take initiative!"

Employee: "Great! I'll try a new method."

Boss: "Not that initiative."

## Thinking Outside the Box

Team: "We've thought outside the box."

Manager: "Good. Now submit it in a spreadsheet inside the box."

## On Employee Awards

Employee of the Month is the one who said "yes" the most and asked the fewest questions.

## On Performance Reviews

Manager: "You've shown exceptional leadership by working late."

Employee: "I work late because we're short-staffed."

Manager: "Exactly! That's leadership."

## On Training

Manager: "Why do we need training?"

Trainer: "So your team stops crying during change."

Manager: "We call that resilience."

Author: Mr. Kumar Vaibhav

Corporate Trainer.

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