

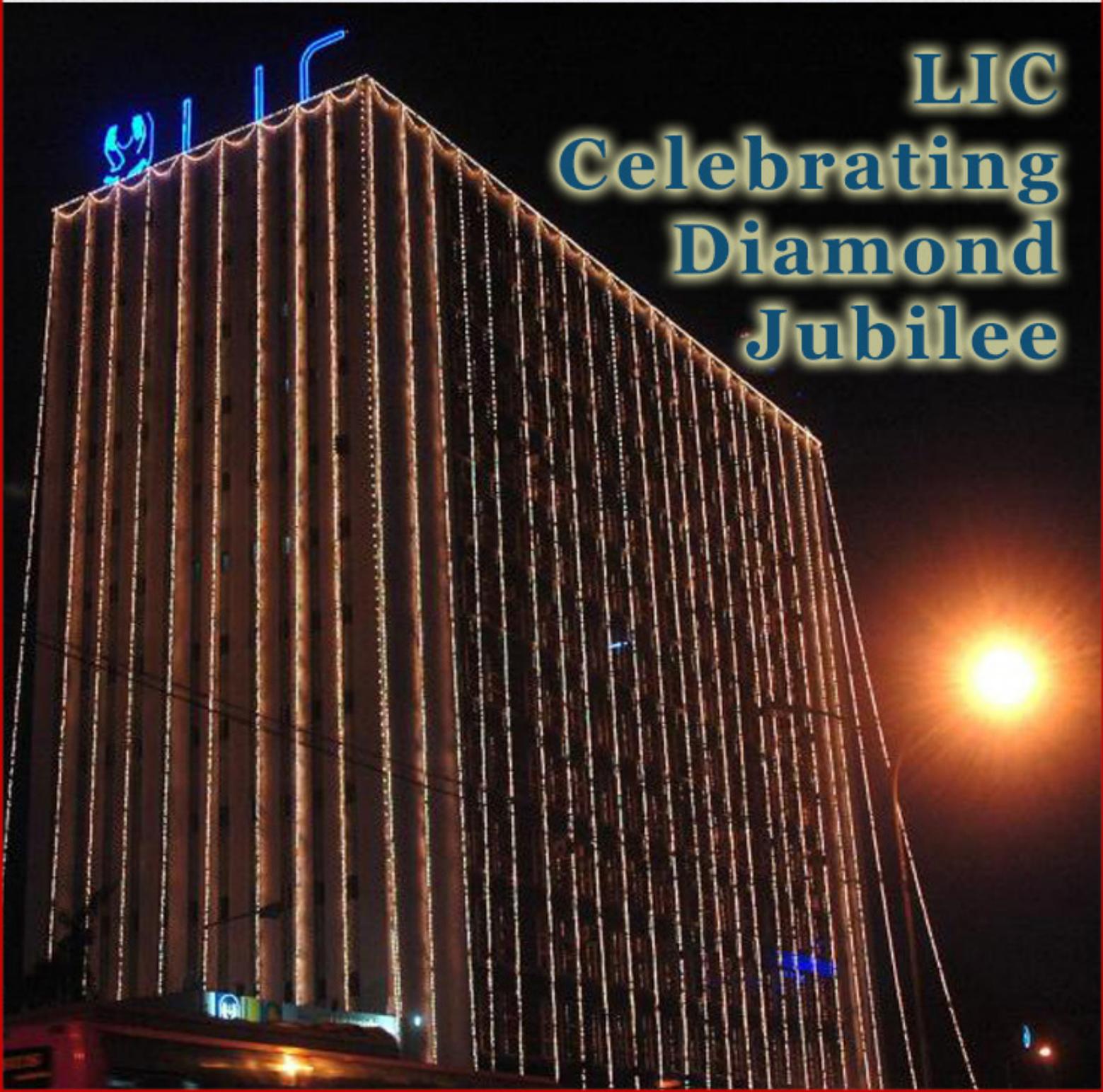
Issue 17

September 2016

# IMPACT

INNOVATIVE MANAGEMENT PRACTICES  
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE



LIC  
Celebrating  
Diamond  
Jubilee

Come September!

Life Insurance Corporation of India celebrates its Insurance Week every year and this year it happens to be its Diamond Jubilee year. While the IMPACT heartily congratulates this gigantic Public Sector Organization which has been rendering yeoman service for the development of the individuals, society and the Nation, we share some of the self revealing statistics for the benefit of our esteemed readers.

LIC in a nutshell:

LIC profile 2016.

No. of Divisional Offices:	113
No. of Branch Offices:	2048
No. of Sub Offices:	1201
No. of Mini Offices:	1240
No. of Employees:	1,14,773.
No. of Agents:	10,61, 560
No. of Policies in force:	29.02 crores.
Total amount of Claims:	Rs. 1,01,041.65 crores.
Authorised Premium Collection Points:	33,000
Investments in Social Segments:	Rs. 14,85,961 crores.
Central Government Securities:	Rs. 7,21,000 crores.
Housing:	Rs. 70,302 crores.
Power Supply:	Rs. 1,21,558 crores.
Irrigation/ Water supply:	Rs. 2.319 crores.
Roads, Bridges and Railways:	Rs. 13, 244 crores.
Others ( including Telecom.)	Rs. 36,645 crores.

This impressive performance is despite the fact that it is working in a competitive environment. We congratulate and wish the Life Insurance Corporation of India continues to lead till its next landmark service in its 75th year Platinum Jubilee year.

Reserve Bank Governor Raghuram Rajan has left after a glorious tenure and we heartily welcome the new Governor Mr. Patel.

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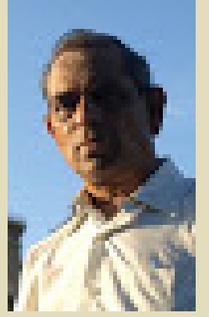
# INSIDE IMPACT

Management In Valluvam Glory Of Patience – N V Subbaraman.....	4
Manage Your Emotions Effectively – Syed Fazlullah Khan.....	7
Education Management – Prof. N Shanmugam.....	9
Dazzling Diamond In Lic's Crown! – N V Subbaraman.....	11
Dream To Aim Not Aim To Dream – Sandhya Rao.....	12
Quality Circle – Jayaprakash B Zinde.....	14
Health Management – Erythema Ab Igne – Lion M Desikan.....	16
Give Each Other Space – R Venugopal.....	18
Spiritual Management - Recipe From Swami Vivekananda – N V Subbaraman.....	21
Teacher – Wikipedia.....	24
Humor.....	30

# MANAGEMENT IN VALLUVAM

## GLORY OF PATIENCE - பொறையுடைமை

A bilingual poet, writer, trainer, translator, thinker and speaker from Chennai, Mr Subbaraman has written 36 books. His paper, "Valluvam Inspired Mahatma Gandhi," was approved for presentation in the International Tirukkural Conference held in Washington, USA. His translated works include Thirukkural, Bharathiyar's Kuyilpattu and Ramana Maharishi's Aksharamanamalai. He is connected with the publication of the Management e-journal IMPACT. He was formerly the Deputy Zonal Manager, LIC of India.



Under this topic right from the first issue of IMPACT in May 2015, we have been trying to understand the nuances of Management as propounded in the great Thiruvalluvar's Magnum opus THIRUKKURAL. In the light of the encouraging response being received from our esteemed readers, we gain boldness to continue this feature month after month and in this issue we are going to deal with a very important quality that is required of any effective manager in day to day management/administration viz patience. There will be provocations from many sides at the same time and an effective practicing Manager has to be patient enough to face the situation with equanimity of mind, that in turn gives clarity of thought and speech-essential for successful manager.

### Chapter Sixteen - அதிகாரம் 16

அகழ்வாரைத் தாங்கும் நிலம்போலத் தம்மை  
இகழ்வார்ப் பொறுத்தல் தலை (குறள் 151)

Agazvaaraith thaangum nilampoalath  
thammai  
Igazvaaraip poruththal thalai.

Mother earth forbears  
Even those who dig it deep  
Insults, noble bear!

As Mother Earth with patience bears even  
those who mercilessly dig it, noble people  
will put up with insults heaped upon by  
others. (151)

As a manager, managing a large number of  
employees cannot afford to lose patience  
and retort. His patience must be as much as  
that of the mother earth.

பொறுத்தல் இறப்பினை என்றும் அதனை  
மறத்தல் அதனினும் நன்று (குறள் 152)

Poruththal irappinai enrum adhanai  
Maraththal adhaninum nanru.

Forgive the wrong done  
Greater it is to forget  
God sure says "well done"!

Wrongs done by others even beyond a limit  
must be borne with patience; to forget the  
wrong done is indeed greater. God bless  
them sure. (152)

Ultimate aim of an effective Manager must be to improve the employees to higher level of competence and involvement. Natural human weakness is to commit mistakes –knowing and deliberate also at times. That indeed is a very provocative situation. In spite of it Valluvam advices to be patient, forget and forgive and concentrate on counseling to get the best out of the erring employee also.

இன்மையுள் இன்மை விருந்தொரால் வன்மையுள்  
வன்மை மடவார்ப் பொறை (குறள் 153)

InmaiyuL inmai virundhoraal vnamaiyuL  
Vnamia madavaar porai.

Dearth that denies guests  
Strength of strengths patience displayed  
Strong should be one's quest!

Worst of poverty is the inability to host. Best  
of the strengths is the possession of abundant  
patience. (153)

Patience in abundant is a great strength to a  
Manager of any organization- tiny or a giant.

நிறையுடைமை நீங்காமை வேண்டின் பொறையுடைமை  
போற்றி யொழுகப் படும் (குறள் 154)

Niraiydaimai neengaamai vaeNdin  
poraiyudaimai  
Poatri ozugappadum.

Wish to be noble  
Have patience a great measure  
Sure makes one stable!

If nobility is not to leave a person, he has  
to ensure that he takes care of the virtue of

patience all his life. (154)

Patience is a great virtue that makes any  
person as great –applies to more for a  
practicing Manager.

ஒருத்தாரை ஒன்றாக வையாரே வைப்பர்  
பொறுத்தாரைப் பொன்போற் பொதிந்து (குறள் 155)

Oruththaarai ondraaga vaiyaarae vaippar  
Poruththaaraipponpoal podhindhu.

The great, mind not the bad  
Revere one with patience gold  
Greater than that gold!

Great people do not mind the people lacking  
in patience; they deem those who have  
patience and put up with the wrongs of others  
as worth more than gold. (155)

Those who are patient with the wrong doers  
are indeed worth a ton of gold and that is  
what makes a successful administrator.

ஒறுத்தார்க்கு ஒருநாளை இன்பம் பொறுத்தார்க்குப்  
பொன்றும் துணையும் புகழ் (குறள் 156)

Oruththaarkku orunaaLai inbam  
poruththaarkku  
Pondrum thuNaiyum pugaz.

Vengeance wreaked gives day's joy  
Forbearance divine virtue  
Gives eternal bliss!

The joy of the one who punishes the wrongs  
of the person lacking patience is just of a day!  
But the joy of the one who bears the wrongs

with patience abundant is eternal. (156)

Punishing an erring employee may give a temporary feeling that the organization will be better after seeing the wrong doer is punished; but wrongs will erupt manifold when the manager has no patience to counsel and bring the wrong doer to his senses.

திறனல்ல தற்பிறர் செய்யினும் நோநொந்து  
அறனல்ல செய்யாமை நன்று (குறள் 157)

Thiran alla tharpirar seyyinum noanondhu  
Aran alla seyyaamai nandru.

Those who give us pain  
Not to be punished, but shown love  
Forbearance we gain!

We can win over with our patience and doing good even to those who do us harm; we need not do them harm at least. (157)

That indeed is the strategy of the wise  
Manager to deal with many situations.

மிகுதியான் மிக்கவை செய்தாரைத் தாந்தம்  
தகுதியான் வென்ற விடல் (குறள் 158)

Migudhiyaan mikkavai seydharaith  
thaamadham  
Thagudhiyaan vendru vidal.

The arrogant' harm  
Sure through forbearance we meet  
And win with a charm!

With our patience we can win over and bring them round who in their arrogance cause harm us and others. (158)

That is yet another strategy to be adopted for becoming more effective and successful.

துறந்தாரின் தூய்மை உடையர் இறந்தார்வாய்  
இன்னாச்சொல் நோற்கிற் பவர் (குறள் 159)

Thurandhaarin thooymai udaiyar  
irandhaarvaay  
Innaach chol noarkr pavar.

Saintly is he pure  
With forbearance ignores words  
Evil in kind sure!

Those who with patience put up with the harm done by the others are indeed saintlier than saints and nobler than the nobles. (159)

Managerial sainthood helps the organization to grow.

உண்ணாது நோற்பார் பெரியர் பிறர்சொல்லும்  
இன்னாச்சொல் நோற்பாரின் பின் (குறள் 160)

UNNaadhu noarpaar peruyar pirarsollum  
Innaachchol noarpaarin pin.

One who fasts is great  
Greater is he with patience  
Bears one's harsh words neat!

Those who bear the evil words of others with patience are greater than who do penance with fasting.

Patience pays ultimately towards success and effectiveness of managerial cadre.

# MANAGE YOUR EMOTIONS EFFECTIVELY



**Syed Fazlullah Khan, Certified Project Manager (IPMA C) and MRICS with over 3 decades of qualitative experience in the Construction Industry. Currently working with ETA Properties & Investments Pvt. Ltd., Chennai as Head – Projects.**

The experience of emotions such as anger, sadness, fear, love etc., are inevitable for mankind. Thus we do not exercise our free will in choosing not to have them; rather we practice free will in deciding what to do with them when they arise. Too many people look at feelings as some human weaknesses meant to be suppressed. Feelings are a creation deliberately put in us for a reason by supreme creator "GOD", hence emotion should be directed and managed – not suppressed and ignored. In an attempt to rationalize life, we have dismissed the importance of emotion.

	Self	Social
Recognition	<p><b>Self Awareness</b></p> <p><u>Self-Confidence</u></p> <p>Emotional Self Awareness</p> <p>Accurate Self Assessment</p>	<p><b>Social Awareness</b></p> <p><u>Empathy</u></p> <p>Organisational Awareness</p> <p>Understanding the environment</p>
Regulation	<p><b>Self Management</b></p> <p><u>Self-Control</u></p> <p>Trustworthiness</p> <p>Conscientiousness</p> <p>Adaptability</p> <p>Drive and motivation</p> <p>Initiative</p>	<p><b>Social Skills</b></p> <p><u>Influence</u></p> <p>Inspirational Leadership</p> <p>Developing others</p> <p>Influence</p> <p>Building bonds</p> <p>Team Work and Collaboration</p>

They not only affect our lives, but affect others also as you communicate with others. Like if you are tensed or angry, and respond to someone harshly, definitely your relation is going to be affected.

Can we Control / Manage Emotions ?

Yes, it is possible with right strategy.

Simple Steps to find right strategy in Managing Emotions are,

1. Start to believe that you can control the emotions.

2. Pay attention to your emotions which will make you to focus on what is happening around you.

3. Never ignore your emotions hoping the situation will go away.

4. Realize that emotions are part of Life. Some emotions, in fact are critical to business success. Enthusiasm, for example, can produce workers who are more productive. But employees who let their negative emotions run rampant can hurt themselves and the company.

5. Determine the source of your feelings. Is the anger or distrust caused by a bad experience in the past rather than something that is happening now? Could it be stress?

6. Talk about the feelings – yours and other parties. Try to identify what triggers you, understand your responses and develop behaviors that allow you to be more objective.

7. Express your feelings in a non confrontational manner. This can be done by using "I" messages, where you say, for instance "I feel angry because..." rather than, "You made me angry by...." The first approach explains your feelings without accusing anyone else, while the second focuses blame on the opponent who is likely to become hostile or defensive in response.

8. Acknowledge the other party's feelings as legitimate. Although you may feel differently about the situation, your opponent's feelings are real, and denying their existence or validity is likely to intensify them. Allowing feelings to be

expressed and recognized helps release those feelings so you and the other party can move on to deal with the issue in dispute.

9. Request a "time out". This allows for regrouping emotionally and for reflection.

10. Walk away from the situation. Removing yourself will enable the other party to regain control and also give you time to think about how you can best handle the emotional outburst. But set a reasonable time limit when both parties agree to reconvene.

11. Maintain a neutral body and voice. By keeping your body loose and your tone neutral, you are more likely to remain calm. You would not rile the other person, either.

12. Focus on the positives and what may need to be changed.

As we all know each and every challenge is unique and hence one must find out the right strategy to manage one's emotions effectively and live life without stress.

# EDUCATION MANAGEMENT

Prof. N Shanmugam (courtesy-Website)

All these years, the task of managing a school was called educational administration. This related only to abiding by the department regulations, proper and regular maintenance of records and registers, managing finances and maintenance of accounts, conducting admissions, examinations and promotions, training and proper implementation of the timetable, proper maintenance of the school building and timely purchase of equipment required.

Now, the whole concept has undergone a radical change. It has become a holistic concept encompassing several areas like psychology, sociology, emotional intelligence, human relations, decision making, communication, leadership, financial management, materials management, resource management, activity planning, relationship management, guidance, counseling, educational technology, curriculum development, personality profiling, linguistic

competency, teaching techniques, mathematics and curriculum materials, laboratory, research, public relations, media contacts, social media and boss management. The Principal has to be an adept at multi-tasking or multi competency.

He/She is expected to be a generalized specialist, familiar with all subjects taught, activities conducted and games played so that he/she can guide the staff well in their own areas. This will increase his/her stature. He/She has to deal with different types of students - those who are affluent as well as facing an adverse situation, those living in a closed community (defense), those who commute long distance to reach the school, those coming from broken homes, those with a widow mother, those with the single/divorced parents, those who have to supplement their family income, those with physical and emotional problems, those whose father or mother is in jail and

those whose parents belong to different communities, religion, region, languages, those living in flats, slums or slum tenements, those who come to school by car, bus, cycle or by walk, those who don't take lunch. He/She has to deal with different types of staff - unmarried, married, separated, divorcee, widow, widower, drunkard husband, harassed by the in-laws, flirtatious, emotionally or psychologically disturbed, ill health, family pressure, financial problems, slave to habits, personality aberration, deviant social behaviour, isolate, extrovert and introvert types. LOVE is the scarcest article today.

He or She has to deal with different types of parents - educated, uneducated, high or low profession/ social or economic status, business people, elected representatives, defense and central service officers - ego problems of all of these. He/ She has to deal with different types of people who serve the different needs of the school with their moods and

fancies. Therefore, we see that education management is a kaleidoscopic and not a straight-jacketed operation. It is acting like a hyphen that joins and a buckle that binds together the various components of the school. He or she has to be a catalytic agent - a change agent, the chief learning officer, the chief welfare officer, a spokesman of both the staff and management, a mediator, a publicist, a negotiator, and arbiter - all rolled into one.

He should be one who knows to be strictly soft and softly strict. Education management is keen anticipation, meticulous planning, effective and efficient execution, utter humility, strong leadership, correct decision making, clear communication, proper understanding, patience, perseverance, perspective vision, human relations - a composite amalgam of varied capacities and competencies. Education management is motivating, energizing, igniting the staff and students, the art of making ordinary persons do extraordinary things, showing the road ahead for himself and for others, being passionate

about the profession, dreaming and converting those dreams into reality, being a beacon of hope to the staff and students, reaching for a consensus, without ever compromising, giving a little more than what is expected, building an educational edifice and not just a brick and mortar structure, developing the school brand, awakening joy in creative expression and knowledge, to help staff and students to see what everybody else has seen but to think what nobody else has thought, to train students to count for something, to inspire the pupils to ask question and above all be a window through which many children will see the future. Earlier all books on educational administration dealt only with the theories of Management with no backup material to lend credibility and authenticity to the principles mentioned. However, the following chapters deal with several aspects of education management each one illustrated with experiences from the field - a sort of a mini case study. Whatever experiences the author has cited have been practiced in the school. What has not been practiced has not been

mentioned and the author has never said anything, which he had not practiced. The author is grateful to the numerous principals and teachers to work with whom was a pleasure and privilege for him. He does not know how much they had benefitted by the associations with him. However, he would like to publicly acknowledge that he had learnt much from them and with LOVE lives by giving and forgiving. Self lives by getting and forgetting them. The author is also deeply thankful to the thousands of students he had moved with, for the wonderful insights they had given him in the field of education and education management. During the last 65 years of service in the field of education, the author has read more than 500 books on management and most of those principles and practices he had adopted and adapted to the field of education management. In the bibliography, he has tried to give the names of the books, authors and publishers wherever he had noted the details. The author would like to express his profound thanks to all those for expanding his horizon and enriching his knowledge base. Besides,

over the years the author had been reading several magazines and newspapers related to Business, Industry and Management such as Business Today, Business India, Business World, Fortune, Outlook Business, Harvard Business Review as well as Economic Times and Business Line. He had taken several ideas from them and implemented in the field of education management. He is grateful to them for the windows they have opened for him to understand the world.

## DAZZLING DIAMOND IN LIC'S CROWN!

Sixty years in the service of the Nation LIC completes  
The giant public sector organization gladly resolves  
To reach seventy five with greater glory in its cause to serve  
The people, society and the nation with remarkable reserve!

Economy protected, people's money for people's welfare  
Sixty long years-LICsians in million work sans fanfare  
With the motto sole "YOUR WELFARE OUR RESPONSIBILITY" pure  
Grateful people made the giant LIC market leader sure!

Lot of grounds yet to be covered realize all those connected  
Present and past dream, think act to fulfill that ambition conceived.  
Companies may come and companies may go but EL AI SEE goes  
On and on towards its goal cherished to serve and serve sans woes!



LIC's Central Office, Mumbai-YOGAKSHEMA Building.

LIC CHENNAI

# DREAM TO AIM NOT AIM TO DREAM



**Mrs. Sandhya Rao**, Master's in Psychology from Punjab University, Graduation from Government College for Women, Chandigarh with Economics, Psychology and English (Honours), Schooling from Carmel Convent, Chandigarh.

This is a phrase I picked up from a WhatsApp group. This got me interested and here I am trying to understand the philosophy embedded in the phrase. A dream is not real. It is a series of thoughts, images, and sensations occurring in a person's mind during sleep. Aim is to have the intention of achieving.

they are unable to fulfil their desires to achieve something in the real world. Dreams act like a balm. Dreams give hope that all is not last. Having said this, I would also add that like everything else, excess of 'anything' is not good for physical and mental health. Excess in dreaming will lead to laziness and inertia.

required for Aim. The choice is in front of us. What do we want to do? Dreaming is the shortcut, the easy path to achieve something we want. On the other hand, aim is a little difficult and tiresome. It is said dream big and aim high. Your dream has to be big and visible and eye catching so that it becomes your aim. Your aim has to be high so you get the sense of fulfilment when you achieve it. For example, if you visit a temple near your house and the presiding deity is Lord Balaji of the seven Hills, you are happy and satisfied. But if you dream big and want to visit HIM at his original abode climbing the steps and walking up the seven hills to see the deity, you are aiming high and the sense of fulfilment on achieving your aim is unparalleled. This becomes possible when you



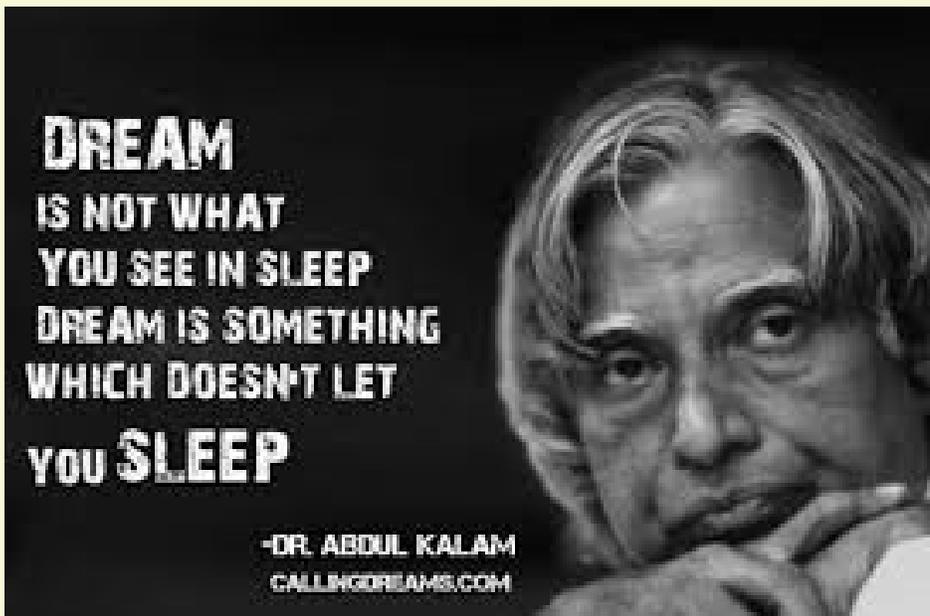
I feel there is nothing wrong in aiming to dream. As a psychologist, I could say that dreams help people to make peace with themselves when

The difference between aim and dream is based on play of words like effortless sleep is needed to dream and sleepless efforts are

dream big and aim high. The same can be applied in other spheres of life.

pursue their dreams. We can sit, sleep and dream or go and make it happen. I am my

just as if we aim to dream and not pursue to make that dream a reality!



While what you dream during sleep are just images and sensations, what we dream in relation to aim is what is referred by Dr. Kalam in the quote above. We all dream but few dream with an aim to achieve something worthwhile in life. The difference probably is in the lack of killer instinct in people who have no intention, capability or courage to

best example. There was a time when I dreamt of doing my best, winning streak and always aiming high and work hard and pursue to succeed and prove to be successful. Then life took a full U-turn and some personal events changed that completely. I am still talented, capable and still dream! What is missing now? I now dream to aim but not aiming high enough and neither am I pursuing to make my dreams come true. The killer instinct is lost somewhere.

So the philosophy in the phrase that dream to aim and do not aim to dream needs careful examination. If we dream to aim and do not work towards the aim it is no good

An eye on the stars refers to your dreams so dream with your feet on the ground which means be rooted in reality. Here the phrase of dream to aim and not aim to dream can be better understood. It is good and advisable to dream to achieve something and it is not bad to make your aim to dream because many a time your wishes and desire to achieve something starts with a dream.

Napoleon Hill aptly said "A goal is a dream with a deadline". We cannot delink both the terms: aim and dream. The relationship, I feel, is circuitous but we cannot deny that there is a link between the two. It is often said that if you can dream it, you can do it.



# QUALITY CIRCLE



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

## What is Quality Circle?

Quality Circle is a small six to twelve employees working in the same work area (doing similar work) who voluntary meet together on a regular basis to identify improvements in their respective work areas using proven techniques for analysing and solving work related problem coming in the way of achieving and sustaining excellence leading to mutual up-liftment of employees as well as the organization.

## Philosophy of Quality Circle

Quality Circle is a people building philosophy, providing self-motivation and happiness in improving environment without any monetary benefits.

Quality Circle concept recognises the value of employee as a person who brings to the job intelligence, experience, attitude and feelings - not just hands, feet and muscles.

## Psychological Aspect

Young people with good

education and training and older people with experience are bound to be adversely affected by the monotony of working in a system that asks little of somebody in contributing through knowledge, creative talent, responsibility and initiative. Quality Circle program is based on the recognition that the individual worker as a human being, is willing and able to participate in solving the day to day problems, provided, he is given a chance and due recognition.

## Key Aspects of Quality Circle

- Participation is voluntary
- Management role is supportive
- Quality Circle solves problems not just identify them
- Training is provided
- People building philosophy
- Projects are circle's efforts not individual
- Recognition is provided to the team
- Design to cultivate culture of participation
- Opportunity for self management

## The motivating factor

- Management presentation
- Meeting with facilitator and experts
- Training
- Opportunity to meet other Circles
- Articles, photographs in newsletters
- Interviews
- Annual conventions and meets
- Visit by dignitaries
- Outside visits for presentation

## Benefits of Quality Circle

### To Members

- Public speaking ability
- Leadership ability
- Problem solving ability
- Larger friend circle
- Personality development
- Opportunity to learn new techniques
- Recognition
- Cheerful atmosphere
- Satisfaction of helping others

### To Executives

- Reduced stress
- Improved performance in his area of responsibility
- Opportunity to expand

# Quality Circle-

## A way to Quality Improvement



### horizons

- Improvement in mutual trust

### To Organisation

- Achieving excellence in every field
- Self development
- Mutual development
- Improvement in quality
- Improvement in attitude
- Improvement in communication
- Improvement in productivity
- Liking in all levels of company
- Better participation and involvement
- Reducing absenteeism and grievances

### Applicability

- Home
- Manufacturing

### organizations

- Service providers
- Banks
- Hospitals
- Hotels
- Education Institutions
- Government offices
- Rural development

### What Quality Circles are not?

- A forum for grievances
- A spring board for demand
- A panacea for all ills
- A means for management to unload problems
- Just for quality and productivity problems
- Task force
- Works committee
- Quality assurance
- Suggestion Schemes
- Performance oriented
- Changing existing organisational structure or

chain of command

### A Word of Caution

Do not expect spontaneous results in terms of any tangible benefits. Primary outcome of Quality Circle program is based on psychological values which are

- Improved working conditions
- Job satisfaction
- Self development
- Improved morale
- Team work and group cohesion

### Conclusion

Our society is undergoing significant changes. A culture of quality and excellence in all spheres of industrial and service activities is being developed. In such competitive environment survival will depend on how we mobilise our people by involving them in the process of Continuous Improvement in what we are doing every minute of the day. Quality Circle is a people building activity having proper blend of philosophy and methodology. Use of this activity in our respective field will positively help us to achieve competitive edge.

# HEALTH MANAGEMENT



Lion M. DESIKAN is a former District Chairman and Life Member, Lions Club International, District 324A. He is a social activist and literary lover.

## DO YOU NOW?

### WHAT IS ERYTHEMA AB IGNE?

THE ERYTHEMA AB IGNE is also known as TOASTED SKIN SYNDROME-



It is a condition brought out by long term direct exposure to excess heat. In the past, it was caused by sitting too close to fire or space heater. Now it is most commonly caused by burns to the upper leg due to keeping laptop computer for long. The technical term for the toasted skin syndrome is ERYTHEMA AB IGNE.

### KIWI;

1. Kiwi is a rich source of Anti-oxidant and Vitamins C and E.
2. The Anti-oxidation kills the free radicals and reduces the

aging signs.

3. The Vitamin C in the fruit helps in the formation of collagen.

4. It is a rich source of Anti-inflammatory agents and AHAs.

5. Kiwi seeds oil has Omega 3 fatty acid that prevents hair from losing moisture.

### RESVERATROL;



Which grapes contains the most RESVERATROL; Green, Red, or Purple?

Purple grapes contain the highest concentration of Resveratrol.

Generally speaking, the darker the grape has the higher Resveratrol content. Grapes are actually in the Berry family.

### RAISINS;

Grape varieties used to make Raisins include

Sultana, Malaga Monukka, Zante, Currant, Muscat and Thompson seedless

### POMELO;



The Pomelo is rich in Vitamin C which asserts in preventing Urinary Tract Infection.

Collagen in the fruit is crucial for creating healthy gums and teeth.

It helps to regulate Blood pressure due to its high potassium content.

Abundant in dietary fiber, it helps in normal bowel movement.

The fiber also stays in the

stomach for long giving us a full feeling.

### **TIPS FOR BETTER SLEEP;**



If we have trouble in sleeping, simple change in our daily bedtime routine makes sleep easier. Here are a few suggestions;

#### **EXERCISE AND STAY ACTIVE;**

Physical activity enhances deep and refreshing sleep. But we have to AVOID EXERCISING TOO CLOSE TO BED TIME,

Do not eat too close to bedtime;

Having a full stomach increases our chances of experiencing heartburn while lying in bed

#### **AVOID OR LIMIT CAFFEINE AND ALCOHOL;**

Caffeine can prevent us from falling asleep. Alcohol can cause shallow sleeping and frequent awakenings.

#### **UNWIND;**

If you lead a busy life slow the pace of your activities in the evening. Do something relaxing before you go to bed.

#### **STICK TO A SLEEP SCHEDULE;**

Go to bed and get up about the same time every day. Including weekends.

#### **CREATE A COMFORTABLE SLEEP ENVIRONMENT;**

Keep your bedroom quiet, dark and comfortably cool.

#### **HIDE THE ALARM CLOCK**

A visible readout of how long you have been unable to sleep may worry you necessarily and worsen the problem.

#### **DO NOT TRY TO SLEEP**

If sleep does not come naturally, read a book, listen to music or watch TV until you feel drowsy.

#### **AVOID NAPS OR LIMIT NAP 30 MINUTES OR LESS;**

Naps can make it difficult to fall asleep at night.

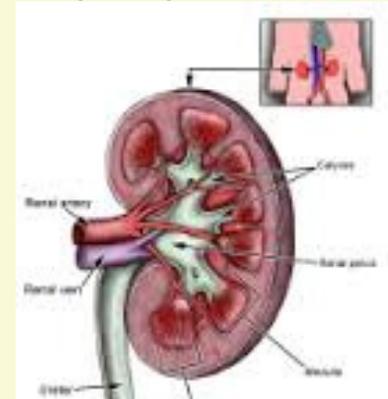
#### **CHECK YOUR MEDICATIONS;**

As per your doctor, if any of your medications - prescription, Nonprescription and supplements you may be asking – can contribute to INSOMNIA.

### **CHRONIC KIDNEY DISEASE;**

What is kidney disease?

Each Kidney is made up of small structures called nephrons which are responsible for filtering the blood. In most of the cases kidney disease, the nephrons are affected. Any condition that causes damage to the kidneys may lead to a disease



in their ability to perform their normal functions.

When the kidneys get damaged they are unable to remove the wastes leading to build-up of fluid and waste products on the body.

Chronic Kidney disease (CKD) MAY BE DEFINED AS HAVING reduced kidney function for three months or longer.

Having a kidney abnormality of some kind or other is an indication such as Protein in the urine. With CKD there is a gradual loss of kidney function.

# GIVE EACH OTHER SPACE

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



Creation of space and generation of extra income is an objective in any Organization to earn more rental revenue.

But in the career and in the personal life too, I find that giving space to others is an important management process for success leading to more cohesion in the team and growth.

I used to tell my colleagues that we had to give each one his/her space for smooth functioning of office and no one should usurp another's space to score a point or win a laurel which might lead to a lot of heart-burning.

In the working of any Organization, every one has a role to play and contribute his/her part, whatever may be his/her designation - may be Branch/Divisional

Manager or Development Officer/Assistant or Agent. Similarly it may be Branch Office or Divisional Office or Zonal Office or Central Office. Suppose the leader snatches all the space for himself/herself and tries to poke his nose in each and every thing without proper delegation and tries to corner all the glory for himself, then what will happen? Others may lose interest, feel left out or withdraw themselves restricting even their normal contribution - "let the leader do everything himself." Or many will become sycophants in view of fear for the leader saying "yes, yes" to whatever the leader says or does. Both these situations are not good for the organization.

## **Why a Leader does not give space to others?**

This may be due to a feeling of insecurity in the leader

that others, if given space, might over-shine him and he would be exposed before his Superiors or it may be a feeling of inadequacy in the leader. Especially when a leader feels that others know better than him and he has been placed above them to lead the team due to any other reason, the leader always wants to assert his position by doing all the jobs himself or he tries to continue to do the same jobs which he was doing before this promotion leading to wastage of manpower. When he does this, he underperforms himself. Remember the Peter's Principle, "Each person reaches his maximum level of inefficiency on every elevation." Thus the leader tries to usurp the space of others and glorify himself leading to turmoil and tension among his colleagues.

### **Giving space to others in the team**

Let us give each other space but not so much the chasm becomes too wide to build a bridge over. Giving space is again possible only when you know each other better; know about the other's likes, dislikes, knowledge, experience etc. You cannot create space unless you fully know and understand the other person and educate yourself suitably. Create the space where you level your concerns with your colleagues - it has to be a two-way relationship.

Often you do not give space to others because you do not trust them. You fear that other person would snatch your space also and hence become suspicious and cautious. Trust begets trust. The senior thinks if he gives space to his junior, the junior may soon overtake the senior in the course of time and avoids giving space. Mutual trust is a must in giving space. The recent Researches have also proved that whenever an Extrovert person leads a team of extrovert followers, there is a lot of friction because the leader feels threatened and does not accept the ideas of his followers. If he leads

introvert people, the team succeeds excellently because the leader feels comfortable. Similarly if an introvert leader leads similar kind of people, it is a disaster because the whole team is dull whereas when the introvert leads extrovert followers, the results are scintillating because the leader does not feel insecure, accepts the suggestions of the followers and he gives space to others in the team.

### **Employees to be given space**

Although extrovert leadership is preferred in every organization, the leader has to be extremely enthusiastic, outgoing and assertive and he has to try to bring all his employees on board with a lot of excitement, motivation and direction. He has to create space for employees to enter the dialogue.

But often the Modern Management prefers only introvert leaders with the extrovert employees, because there will not be any friction and the leaders will be 'yes men' to the top management. As a matter of fact, organizations are not led by supermen but by mediocre because the supermen will overpower processes and

over-shadow teams. But when there is innovation or crisis, supermen are needed but again only for a short period. Again the mediocre take over, for the sake of the organization. Mediocre are good enough for steady times but not for the turbulent times.

### **In personal life too**



Creating and allowing space among personal relationships too is a must especially when a new person enters your family in the form of son-in-law or daughter-in-law. In the case of these new persons, the son or daughter has grown for 25/30 years in another family with a few intimate relationships like father, mother, brother or sister. Now these people have to create and give space for the new comer who may be a son-in-law or daughter-in-law and also for his/her near and dear ones in the original circle. The circle remains the same



- it cannot suddenly become larger. Hence the existing people have to sacrifice a little of their own space in order to accommodate the new comer. When this does not happen, there is a lot of friction - "why my son/daughter spends more time with his/her in-laws?, why he/she is consulting them more often - after all we have grown him/her for so many years?" etc.

These kinds of questions create a lot of discomfort and misunderstandings because we have not learnt to give space to other relationships in our limited circle. Again for this to happen, a lot of trust is needed. If you feel that if I give space to a new person in my circle, sacrificing my own a little, that new person may further usurp my space in the course of time and

he/she will throw me out ultimately, so I will never give space to others and the gap will widen further, leading to unpleasantness - have we not heard statements like one parent lamenting that he/she has grown a son/daughter pouring all the love and affection for so many years only to give the entire person on a platter to another new family? We always remember the story of a camel requesting its boss for a small space initially just to keep its head within the tent in the desert to ward off the cold at night, then after some time, the camel inserting its big body slowly inside the tent and then its entire structure within the tent. With the result, when the boss wakes up in the morning, he finds himself sleeping outside the tent and the camel happily resting inside the whole tent!

Many of us have this fear that we will also meet with the same fate of the boss, if we allow a little space within our circle of love to a new comer. Automatically the mistrust continues the entire life, one blaming the other.

Again giving space is not adjustment - in that case it is short-lived - may be for a few days or months. It has to be allowing space voluntarily, willingly and wholeheartedly. Then only it will be long-lasting and enduring.

### **Conclusion**

Giving space willingly to your colleagues is a great management process which has to be cultivated consciously and deliberately. This will lead to a lot of success to the team work and progress to the Organization.

Similarly giving space to each other in the family circle leads to more and more happiness in the family relationships.

It is high time we start practicing this habit of **GIVING SPACE EACH OTHER** more enthusiastically both in the official and personal lives.

# SPIRITUAL MANAGEMENT

## RECIPE FROM SWAMI VIVEKANANDA

N V SUBBARAMAN

Swami Vivekananda was indeed one of the greatest spiritual leaders India has produced. First Indian Monk who could win the hearts of all the participants in the Chicago Parliament of Religions by his clarion call to the "SISTERS AND BROTHERS OF AMERICA".

This article in IMPACT deals with the spiritual management for the individuals-the recipe given has to be absorbed and digested and one may be sure of success in spiritual management.

In fact Vivekananda's "Thoughts are for the spiritual management beginners to Contemplate - Reflect - Discover - Explore - Inspire & Enrich..

Top famous quotes of Swami Vivekananda  
1.3 GOLDEN RULES prescribed by Swami Vivekananda.

*Who is Helping You, Don't*

*Forget them.*

*Who is Loving you, Don't Hate them.*

*Who is Believing you, Don't Cheat them.*

One has to be true to the self, for which one must restrain from three evils viz forgetting, hating and cheating.

A spiritual aspirant must never forget the one who is helping the individual.

He should never hate anybody; more importantly the ones who love him.

Cheating is one of the five sins that one must never indulge in; especially cheating the one who believes us highly reprehensible.

2. *Anything that makes you weak physically, intellectually and spiritually, reject as poison.*

There are poisons around

all and God has given us the power and strength to find out what poison is and what is not.

We must be constantly on the vigil and anything that makes a spiritual seeker weak physically, intellectually and spiritually must reject it as poison.

3. *Talk to yourself at least once in a Day. Otherwise you may miss a meeting with an EXCELLENT person in this World...*

According to our religion any individual is divine. "AHAM BrahmMosmi"; "Shivoham, Shivoham". I am Brahma, I am Siva.

When we are conscious of it, we are not likely to commit any sins against any one. We love all and serve all; we help ever and hurt never.

In this process, Swamiji feels that we have to do a self talk-

talking to ourselves at least once a day. I am an excellent person as I am holy, I am Shiva, I am Brahma. It is therefore ideal to speak to ourselves as otherwise we miss a meeting with an excellent person!!!!.

*4. Relationships are more important than life, but it is important for those relationships to have life in them.... ~*

Yes; it is "vasudeiva kutumbakam"!

The whole world is one family.

"Ekam sath, vipraha bahudha vadhanthi."

Truth is one; the learned call it by different names: we have relationships with all living beings on the earth so benevolently created by the Lord Almighty. We call different persons with different relationship- father, mother, brother, sister, uncle, aunt, cousin..... !

No doubt for a happy and harmonious living relationship is more important than life; Swamiji says that "Relationships are

more important than life, but it is important for those relationships to have life in them."

Life less, loveless, meaningless, senseless relationships help none and never.

*5. You have to grow from the inside out. None can teach you, none can make you spiritual. There is no other teacher but your own soul.*

Self-realization is the sure way for spiritual management. That indeed is growing from the inside out. Swami says that this cannot be taught by anyone outside and none can make us spiritual; he is emphatic that there is no other teacher but our own soul that is self-effulgence, indestructible, eternal and all knowing. We need not approach any Master outside.

*6. Like me or Hate me, both are in my favor, If you like me I am in your Heart, If you hate me I am in your mind. -*

This is indeed a great and noble attitude to be developed by a spiritual aspirant/seeker

towards effective spiritual management. That great "I" and "ME" referred to here is the atman or soul. This is beyond like, love or hate! In this attitude love/like and hate are seen as equal and in the seeker's favor! Swamiji beautifully says that if one likes the seeker, seeker is in the heart of the one who likes; if the same person hates the seeker, seeker is in the minds of the person that hates! Either way the seeker is in the mind or heart of the person who likes/hates!!!!

*7. BY the study of different religions we find that in essence they are one.*

Yes; as hinted earlier "Ekam sath; vipraha bahudha vadhanthi"

Truth is one and the learned call it in different names. In essence all the world religions teach the same thing in different fashions-ultimate aim is to make the people behave as people and live in peace and harmony- "loving all, serving all; helping ever hurting never."

But it is unfortunate that without realizing this great

truth behind religions, religious teachings and practices the world comes across differences and dissidences over religions.

*8. Where can we go to find God if we cannot see Him in our own hearts and in every living being?*

Yes; this indeed is a golden rule to be followed by any spiritual seeker interested in spiritual evolution and serious at spiritual management.

Rabindranath Tagore in Geetanjali observes that God is not in the dark rooms in the sanctum sanctorum of the places of prayer but elsewhere-may be including in our own hearts and in every living being.

Leave this chanting and singing and telling of beads! Whom dost thou worship in this lonely dark corner of a temple with doors all shut?

*Open thy eyes and see thy God is not before thee!*

He is there where the tiller is tilling the hard ground and where the path maker is breaking stones.

He is with them in Sun and in shower, and his garment is covered with dust. Put off thy holy mantle and even like him come down on the dusty soil!

Deliverance? Where is the deliverance to be found? Our master himself has joyfully taken upon him the bonds of creation; he is bound with us all forever.

Come out of thy meditation and leave aside thy flowers and incense!

What harm is there if thy clothes become tattered and stained?

Meet him and stand by him in toil and in sweat of thy brow.

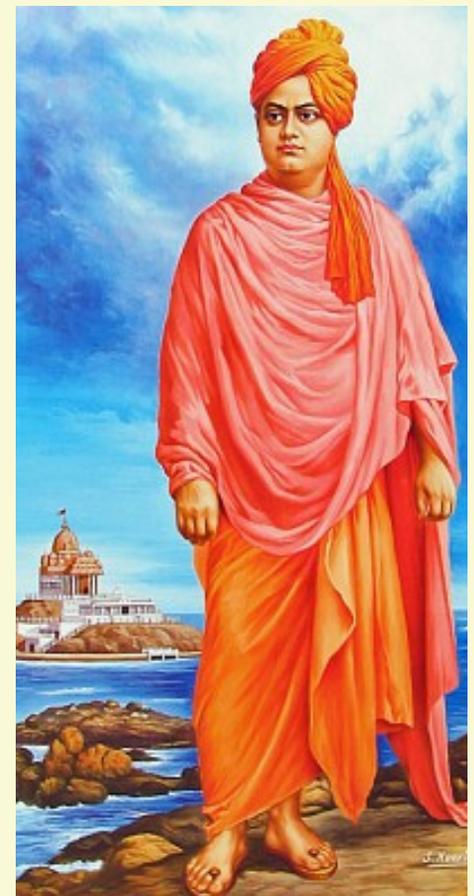
Hence an effective spiritual manager must accept the rule of Swamiji viz "Where can we go to find God if we cannot see Him in our own hearts and in every living being?"

9. Fill the brain with high thoughts, highest ideals place them day and night before you and out of that will come great work.

This rule is perhaps one of the very important rules

to follow as it is out of this activity that great work will emerge. Prerequisite is filling our brain with high and noble thoughts, placing the highest ideals at all times in our minds and hearts. After all action comes out of thoughts, thoughts come out of words and words come out of our knowledge and knowledge comes out of God's grace!

We hope to continue this spiritual management in a few more issues as given to us by great spiritual guides and experiencers!



# TEACHER

(courtesy wikipedia)

A **teacher** (also called a school teacher) or educator is a person who provides education for students.

## Duties and functions

The role of teacher is often formal and ongoing, carried out at a school or other place of formal education. In many countries, a person who wishes to become a teacher must first obtain specified professional qualifications or credentials from a university or college. These professional qualifications may include the study of pedagogy, the science of teaching. Teachers, like other professionals, may have to continue their education after they qualify, a process known as continuing professional development. Teachers may use a lesson plan to facilitate student learning, providing a course of study which is called the curriculum.

A teacher's role may vary among cultures. Teachers may provide instruction in literacy and numeracy, craftsmanship or vocational training, the arts, religion,

civics, community roles, or life skills.

A teacher who facilitates education for an individual may also be described as a personal tutor, or, largely historically, a governess.

In some countries, formal education can take place through home schooling. Informal learning may be assisted by a teacher occupying a transient or ongoing role, such as a family member, or by anyone with knowledge or skills in the wider community setting.

Religious and spiritual teachers, such as gurus, mullahs, rabbis, pastors/youth pastors and lamas, may teach religious texts such as the Quran, Torah or Bible.

## Professional educators

Teaching may be carried out informally, within the family, which is called homeschooling, or in the wider community. Formal teaching may be carried out by paid professionals. Such professionals enjoy a status

in some societies on a par with physicians, lawyers, engineers, and accountants (Chartered or CPA).



*A teacher of a Latin school and two students, 1487*

A teacher's professional duties may extend beyond formal teaching. Outside of the classroom teachers may accompany students on field trips, supervise study halls, help with the organization of school functions, and serve as supervisors for extracurricular activities. In some education systems, teachers may have responsibility for student discipline.

Around the world teachers are often required to obtain specialized education, knowledge, codes of ethics and internal monitoring.

There are a variety of bodies designed to instill, preserve and update the knowledge and professional standing of teachers. Around the world many governments operate teacher's colleges, which are generally established to serve and protect the public interest through certifying, governing and enforcing the standards of practice for the teaching profession.

The functions of the teacher's colleges may include setting out clear standards of practice, providing for the ongoing education of teachers, investigating complaints involving members, conducting hearings into allegations of professional misconduct and taking appropriate disciplinary action and accrediting teacher education programs. In many situations teachers in publicly funded schools must be members in good standing with the college, and private schools may also require their teachers to be college peoples. In other areas these

roles may belong to the State Board of Education, the Superintendent of Public Instruction, the State Education Agency or other governmental bodies. In still other areas Teaching Unions may be responsible for some or all of these duties.

### **Pedagogy and teaching**

In education, teachers facilitate student learning, often in a school or academy or perhaps in another environment such as outdoors. A teacher who teaches on an individual basis may be described as a tutor.

accomplished through either an informal or formal approach to learning, including a course of study and lesson plan that teaches skills, knowledge and/or thinking skills. Different ways to teach are often referred to as pedagogy. When deciding what teaching method to use teachers consider students' background knowledge, environment, and their learning goals as well as standardized curricula as determined by the relevant authority. Many times, teachers assist in learning outside of the classroom by



*GDR "village teacher", a teacher teaching students of all age groups in one class in 1951*

The objective is typically

accompanying students on field trips. The increasing use of technology, specifically the rise of the internet over the past decade, has begun to shape the way teachers

approach their roles in the classroom.

The objective is typically a course of study, lesson plan, or a practical skill. A teacher may follow standardized curricula as determined by the relevant authority. The teacher may interact with students of different ages, from infants to adults, students with different abilities and students with learning disabilities.

Teaching using pedagogy also involve assessing the educational levels of the students on particular skills. Understanding the pedagogy of the students in a classroom involves using differentiated instruction as well as supervision to meet the needs of all students in the classroom. Pedagogy can be thought of in two manners. First, teaching itself can be taught in many different ways, hence, using a pedagogy of teaching styles. Second, the pedagogy of the learners comes into play when a teacher assesses the pedagogic diversity of his/her students and differentiates for the individual students accordingly. For example, an experienced teacher and



*Jewish children with their teacher in Samarkand, the beginning of the 20th century.*

parent described the place of a teacher in learning as follows: "The real bulk of learning takes place in self-study and problem solving with a lot of feedback around that loop. The function of the teacher is to pressure the lazy, inspire the bored, deflate the cocky, encourage the timid, detect and correct individual flaws, and broaden the viewpoint of all. This function looks like that of a coach using the whole gamut of psychology to get each

new class of rookies off the bench and into the game."

Perhaps the most significant difference between primary school and secondary school teaching is the relationship between teachers and children. In primary schools each class has a teacher who stays with them for most of the week and will teach them the whole curriculum. In secondary schools they will be taught by different subject specialists each session during the week and may have ten or more different teachers. The relationship between children and their



*Dutch schoolmaster and children, 1662*

teachers tends to be closer in the primary school where they act as form tutor, specialist teacher and surrogate parent during the course of the day.

This is true throughout most of the United States as well. However, alternative approaches for primary education do exist. One of these, sometimes referred to as a "platoon" system,

involves placing a group of students together in one class that moves from one specialist to another for every subject. The advantage here is that students learn from teachers who specialize in one subject and who tend to be more knowledgeable in that one area than a teacher who teaches many subjects. Students still derive a strong sense of security by staying with the same group of peers for all classes.

Co-teaching has also become a new trend amongst educational institutions. Co-teaching is defined as two or more teachers working harmoniously to fulfill the needs of every student in the classroom. Co-teaching focuses the student on learning by providing a social networking support that allows them to reach their full cognitive potential. Co-teachers work in sync with one another to create a climate of learning.

### **Teacher enthusiasm**

Since teachers can affect how students perceive the course materials, it has been found that teachers who showed enthusiasm towards the course materials and students can affect a positive learning experience towards the course materials. On teacher/course evaluations, it was found that teachers who have a positive disposition towards the course content tend to transfer their passion to receptive students. These teachers do not teach by rote but attempt to find new invigoration for the course materials on a daily basis. One of the difficulties in this approach is that teachers may have repeatedly covered

a curriculum until they begin to feel bored with the subject which in turn bores the students as well. Students who had enthusiastic teachers tend to rate them higher than teachers who didn't show much enthusiasm for the course materials.

Controlled, experimental studies exploring intrinsic motivation of college students has shown that nonverbal expressions of enthusiasm, such as demonstrative gesturing, dramatic movements which are varied, and emotional

to a classroom atmosphere full of energy and enthusiasm which feed student interest and excitement in learning the subject matter. Enthusiastic teachers may also lead to students becoming more self-determined in their own learning process. The concept of mere exposure indicates that the teacher's enthusiasm may contribute to the student's expectations about intrinsic motivation in the context of learning. Also, enthusiasm may act as a "motivational embellishment"; increasing a student's interest by the variety, novelty, and surprise of the enthusiastic teacher's presentation of the material. Finally, the concept of emotional contagion, may also apply. Students may become more intrinsically motivated by catching onto the enthusiasm and energy of the teacher.



*A primary school teacher on a picnic with her students, Colombia, 2014*

Teachers that exhibit enthusiasm can lead to students who are more likely to be engaged, interested, energetic, and curious about learning the subject matter. Recent research has found a correlation between teacher enthusiasm and students' intrinsic motivation to learn and vitality in the classroom.

facial expressions, result in college students reporting higher levels of intrinsic motivation to learn. Students who experienced a very enthusiastic teacher were more likely to read lecture material outside of the classroom.

There are various mechanisms by which teacher enthusiasm may facilitate higher levels of intrinsic motivation. Teacher enthusiasm may contribute

Research shows that student motivation and attitudes towards school are closely linked to student-teacher relationships. Enthusiastic teachers are particularly good at creating beneficial relations with their students. Their ability to create effective learning environments that

foster student achievement depends on the kind of relationship they build with their students.

Useful teacher-to-student interactions are crucial in linking academic success with personal achievement. Here, personal success is a student's internal goal of improving himself, whereas academic success includes the goals he receives from his superior. A teacher must guide his student in aligning his personal goals with his academic goals. Students who receive this positive influence show stronger self-confidence and greater personal and academic success than those without these teacher interactions.

Students are likely to build stronger relations with teachers who are friendly and supportive and will show more interest in courses taught by these teachers.

Teachers that spend more time interacting and working directly with students are perceived as supportive and effective teachers. Effective teachers have been shown to invite student participation and decision making,

allow humor into their classroom, and demonstrate a willingness to play.

The way a teacher promotes the course they are teaching, the more the student will get out of the subject matter. The three most important aspects of teacher enthusiasm are enthusiasm about teaching, enthusiasm about the students, and enthusiasm about the subject matter.

A teacher must enjoy teaching. If they do not enjoy what they are doing, the students will be able to tell. They also must enjoy being around their students. A teacher who cares for their students is going to help that individual succeed in their life in the future. The teacher also needs to be enthusiastic about the subject matter they are teaching. For example, a teacher talking about chemistry needs to enjoy the art of chemistry and show that to their students.

A spark in the teacher may create a spark of excitement in the student as well. An enthusiastic teacher has the ability to be very influential in the young students life.

## Obligation to honor students rights

Sudbury model democratic schools claim that popularly based authority can maintain order more effectively than dictatorial authority for governments and schools alike. They also claim that in these schools the preservation of public order is easier and more efficient than anywhere else. Primarily because rules and regulations are made by the community as a whole, thence the school atmosphere is one of persuasion and negotiation, rather than confrontation since there is no one to confront. Sudbury model democratic schools' proponents argue that a school that has good, clear laws, fairly and democratically passed by the entire school community, and a good judicial system for enforcing these laws, is a school in which community discipline prevails, and in which an increasingly sophisticated concept of law and order develops, against other schools today, where rules are arbitrary, authority is absolute, punishment is capricious, and due process of law is unknown.

# HAPPINESS IS

...when you forget to do your homework....

Let's eat grandma!



Let's eat, grandma!

**PUNCTUATION SAVES LIVES!**



...and the teacher is absent.

Pappu in computer exam:-



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