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2	**THE QUEST FOR A QUANTUM LEAP IN HUMAN AFFAIRS** – *Ervin Laszlo (Preview by Dr KVK Nehru)*
5	**EDUCATION FOR SUSTAINABILITY** – *Fritjof Capra (Preview by Dr KVK Nehru)*
9	**THE TURNING POINT** – *J. Krishnamurti (Preview by Dr KVK Nehru)*
11	**LEARNINGS FROM ARJUNA FOR TODAY'S MANAGERS** – *Dr. A Jagan Mohan Reddy*
15	**DID WE GIVE TOO MUCH IMPORTANCE TO INTELLECT?** – *Dr. N V Raghuram*
19	**DECODING RAHUL GANDHI'S PUBLIC DELIBERATION WITH EXPERTS** – *Dr. Dhananjay Singh*
20	**FOR THE ASPIRING YOUNG MANAGERS OF TOMORROW –THE DHRUVA-ITES** *-Dr. Stephen Narayanan*
21	**TEACHER MOTIVATION DURING THE PANDEMIC** – *Prof. Priya Naidu*
23	**ELECTRIC SCOOTERS IN INDIA – SMOOTH SAILING OR BUMPY RIDE?** – *Dr. K S Venu Gopal Rao*
29	**BUSINESS ANALYTICS BIBLIOGRAPHY** – *Compiled by Dr.BGK Murthy*
30	**BEING A SUPERHERO** – *Dr. Vipin Gupta*

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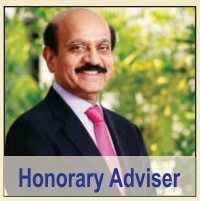

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Editorial

Dr. S. Pratap Reddy

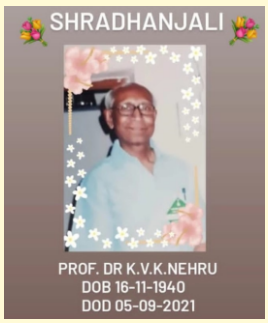
Presenting you the soft copy of DHRUVA's **"Vidwat -Indian Journal of Management ...SANKRANTI-2022".**

Academic research related to the conduct of business and management has had some very significant and negative influences on the practice of management. These influences have been less at the level of adoption of a particular theory and more at the incorporation, within the worldview of managers, of a set of ideas and assumptions that have come to dominate much of management research by propagating ideologically inspired amoral theories.Thus B-Schools have actively freed their students from any sense of moral responsibility. As has been extensively documented in the literature over the last 50 years business school research has increasingly adopted the scientific model--an approach that Friedrich A. Von Hayek described as the pretense of knowledge. This pretense has demanded theorizing based on partialization of analysis, the exclusion of any role for human intentionality or choice, and the use of sharp assumptions and deductive reasoning. Since morality, or ethics, is inseparable from human intentionality, a precondition for making business studies a science has been the denial of any moral or ethical considerations in our theories and, therefore, in our prescriptions for management practice--- Excerpted from "Bad Management Theories Are Destroying Good Management Practices- Sumantra Ghoshal https://doi.org/10.5465/amle.2005.16132558"

Inspired interalia, by the world-renowned maverick professor Dr Sumanthra Ghoshal that echoes the mission of DHRUVA Forum "Axis Hyderabad Indian Management Systems Academy (AHIMSA)" is to usher in ancient Indian wisdom into MBA curriculum,the Vidwat's editorial team has majorly chosen "Thought Papers" in this edition.

We're indebted to erudite scholars Dr Vipin Gupta, Dr Stephen Narayanan, Dr NV Raghuram, Dr Dhananjay Singh, Dr BGK Murthy, Prof Priya Naidu and Dr Jaganmohan Reddy for contributing scholarly thought papers and Dr Venugopal Rao for "Research Article".

We pay hearty tributes to the sacred memory of Keertishesha Dr KVK Nehru for contributing three “Thought Provoking Articles”!



Dr. KVK Nehru was truly a great friend, philosopher and guide!.

Dr. Nehru was a prodigy and a gold medallist in B.E and M.E..He was childlike in disposition and saintlike in character. His versatility was incomparable-a great researcher in Basic Physics, the editor of international journal of Reciprocity, sought after speaker on Theosophy and the best teacher of mechanical engineering. With all my conviction, I proclaim that if Nehru were in US or any other progressive country, he would’ve got a Nobel! My prayers are with Nehru who will be eternally safe in God’s abode.

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The Quest for a Quantum Leap in Human Affairs

Ervin Laszlo (Preview by Dr KVK Nehru)

Abstract

Ervin Lasio in his article says we are approaching a major watershed moment. Destroying the planet and the very fabric of society and reaching a tipping point and our survival is in question. The much prophesied moment has come in 2022 with the new variant spread coming now and we must begin to act now for a more peaceful and sustainable world. He uses excerpts from Gandhi and says everyone is separate and rightfully pursues his or her own interest, life is a struggle for existence with ruthless competition, the more money you have the better you are , people owe allegiance to one nation and one company, if you want peace must prepare for war, technology and efficiency are the answer for all intents and purposes and over all the environment can be engineered like a settlement or a highway to fit our needs and demands. Therefore if you hold such beliefs you are part of the problem and when we shed obsolete beliefs and adopt new thinking

Keywords: Unsustainability, Covid-19, Change, Turning Point, Unprecedented

What is the Question?

Had he lived today, Hamlet would say with more conviction than ever: to be or not to be, that is the question. But it is not the skull of an individual that Hamlet would ponder, but the living Earth. Can we continue to "be" on this planet, or will we become extinct like the dinosaurs?

We are approaching a major watershed moment; a global tipping point. Our very survival is in question.

We are destroying the planet. The production of essential biological and physical resources has already peaked. Forests, species of fish, and coral reefs are damaged and disappearing, soils are impoverished by over cropping and by chemicals; diversity is reduced by genetic manipulation. The reserves of fresh water are diminishing; more than half the world's population faces water shortages. And climate change threatens to make much of the planet unsuited for food production and habitation.

We are destroying the fabric of society. There is growing insecurity in countries both rich and poor and greater propensity to resort to terrorism and war. Islamic fundamentalism is spreading throughout the Middle East, religious fanaticism is growing in America, neo-Nazi and other extremist movements are surfacing in Europe. The gap is widening between the wealthy and powerful and the poor and marginalized. Eighty percent of the world's domestic product belongs to one billion people, and the remaining twenty percent is shared by five-and-a-half billion. One in three urban dwellers live in slums, shantytowns and urban ghettoes; more than 900 million are classified as slum-dwellers.

If we continue in this way, changing weather patterns will create drought and hurricanes, harvest failures, and rising sea levels. Famine and frustration will fuel terrorism and trigger wars. The delicate balance of our global interdependence will be torn apart. In the ensuing global collapse no country, no population will be spared.

To be or not to be is the question. If we are to "be" on this planet, we must change. Will we change - and will we change in time?

WHY We Must Change

If we are to change in time we must recognize the nature of our present condition; the roots of its unsustainability. The term "unsustainability" became current only in the last fifteen years, but the idea is not new. Already at the end of the 18th century Thomas Malthus published his famous treatise on food and population. He claimed first, that food is necessary to the existence of man, and second, that people will continue to reproduce as they always have. "The power of population" wrote Malthus, "is indefinitely greater than the power in the earth to produce subsistence for man." Inevitably, the time will come when population-growth outruns food-production. There will be more people than the planet can produce food for.

The "Malthusian catastrophe" is a simplified version of the tipping point we are now approaching. In question today is not only the production of food, but the whole basis of life on the planet. And the critical trend is not merely the growth of population-how many people walk the Earth-but first and foremost how much

each person consumes, and what he and she does to the environment.

We have consumed more of the planet's physical and biological resources in the six decades since World War II than in all of history before then. And we produce more waste than nature can absorb, and extract more resources than nature can regenerate.

This is not sustainable. In regard to food, for example, we know how much is sustainable: it is the produce of 4.2 acres of land for each person. But the average "ecological foot print" is seven acres today (and would be far more if the poorest countries would not have an untenably small footprint). Food of course is but one of the basic resources we need to live and to develop, and we are overusing and depleting most of them.

What will happen when we reach the limits of the available resources? When in the laboratory bacteria outrun the substances on which they feed, they die off. When mice approach the limit of their food-supply they become infertile; lemmings commit mass suicide. But when a species with a high level of consciousness such as the human reaches the limits of its resources it doesn't need to die off, commit suicide, or turn infertile. It can change its consciousness. With a changed consciousness it would look at the world differently and have different values and priorities. It could learn to live sustainably.

HOW We Could Change

Gandhi said, be the change you want to see in the world. In today's world this means change your consciousness so others would change theirs. How can you do that? First of all, get rid of the old consciousness, and the values and beliefs that support it.

Ask yourself: do you believe that —

- Everyone is separate and rightfully pursues just his or her own interest.
- Life is a struggle for existence; only the fittest (meaning the wealthiest or most powerful) survives.
- In the ruthless competition for fitness the ends justify the means.
- The more money you have, the better you are (and very likely also the happier).
- People owe allegiance only to one nation and one company-the rest are strangers and competitors.
- If we want peace, we must prepare for war.
- Technology and efficiency are the answer, no matter what the question.
- For all intents and purposes the Earth is an inexhaustible source of resources and an infinite sink of wastes.
- The environment can be engineered like a settlement or a highway to fit our needs and demands.

If you hold such beliefs, you are part of the problem. But how can you become part of the solution? Here you must take a further step: adopt new thinking. As Einstein said, you can't solve a problem with the same kind of thinking that produced the problem.

New thinking is not utopian or unprecedented; it is already emerging at the creative edge of society. In a number of "alternative cultures" people think and act in a more positive way. They share two fundamental beliefs. One is that the ancient saying "we are all one" is not just fiction but has roots in reality. William James was right: we are like islands in the sea, separate on the surface but connected in the deep.

The second belief regards the sphere of human responsibility. If we are one with each other and with nature, our responsibilities do not end with ourselves, our family, our country and our company; they encompass the human community and the biosphere. Living up to them is not charity. If we are part of humanity, and humanity is part of life on the planet, what we do to others and to nature we do also to ourselves.

When we shed obsolete beliefs and adopt new thinking, we change our consciousness and change ourselves. In these critical and unstable times that change can be the "butterfly" that triggers a storm. It could spread far and wide, and in the end it could change the world.

WHEN We Should Change

When you exclaim, "that's the last straw!" you express a fundamental yet generally unknown principle. This is "nonlinearity." If you load the back of a camel, you can add load after load and the camel will adjust and cope—until the load reaches the limit of the camel's carrying capacity. Then, as the expression has it, just one more straw will break its back. A stepwise process that proceeded smoothly, "linearly" becomes suddenly abrupt, "nonlinear."

This is what happens throughout nature. A living species can cope with changes in its environment - up to a point. When those changes accumulate, the stress reaches a critical point and the species dies out. Unless, of course, it mutates. In relatively simple systems critical points lead to breakdown. In more complex systems these critical points are tipping points: they can go one way or another.

They do not lead inevitably to breakdown, they can also lead to breakthrough.

In 1989 a group of East German refugees received permission to cross the iron curtain to Austria. This was the small but critical shock to the system that broke its back-it was "the last straw." In a matter of weeks the Communist-dominated East European states seceded from the Soviet Union, and less than a year later the Soviet Union ceased to exist. The Soviet Communist Party, the most powerful political party in the world, not just lost power, it was actually outlawed. The States that comprised the Soviet Union did not disappear: after a period of chaos and near-breakdown, they managed to transform into more open societies.

In the last ten thousand years many societies, entire civilizations, reached critical tipping points. Once flowering cultures vanished, the Babylonians, the Sumerians, the Mayans, the Easter Islanders are examples. But others met the challenge: they transformed and survived. History testifies that the transformations were often profound.

Stone Age tribes lived in a mythological world: they communed with the trees, the animals, and the spirits of ancestors. People saw themselves as part of a mysterious but meaningful living cosmos. Ten thousand years ago this world transformed into the theocratic cultures of ancient Egypt, Babylonia, China, and India. Here the unchanging laws of Sky-Gods governed human existence. As Hermes Trismegistos declared, "as above, so below." Then, two and a half thousand years ago on the northern shores of the Mediterranean another culture arose, one that began to govern itself by human reason instead of inherited belief. This was the culture of classical Greece.

At the dawn of the modern age Western civilization brought yet another cultural mutation. The new culture combined elements from its predecessors, but was shaped above all by the belief in the power of reason pioneered by the Greeks. Supported by the theories and observations of Galileo, Newton, and Copernicus, it developed a materialistic and mechanistic view of the world. This allowed Newton's "classical physics" to join hands with traditional handicrafts. It produced a whole string of revolutionary technologies.

Today, however, in our age of global information, communication, interdependence and environmental degradation, the mechanistic-materialistic worldview has become obsolete and counterproductive. Its view of the world has been transcended in the sciences, but the technologies it generates and the behaviors it inspires are with us still. Many of them overexploit the environment and overmanipulate people. They produce more heat than light-more side-effects than benefits.

The civilization that dominates the contemporary world is no longer sustainable: if it is not to break down, it must transform. The quest for a quantum leap in human affairs is the quest to create a civilization that enables six-and-a-half billion people to live with dignity, in harmony with each other and with nature. Such a Worldshift is possible. We have the insights, the technologies, and the necessary human and financial resources. What we lack is the will and the vision. To muster them we must change our consciousness. With a more up-to-date consciousness we could change our values and priorities - change ourselves and ultimately change the world.

A Worldshift is needed, and the time is short. The trends and processes that drive the contemporary world toward a critical tipping point are accelerating. The atmosphere is heating up, diversity is disappearing, the rich-poor gap is widerning, violence and unrest are growing, and the production of many of the resources needed for life and development have already peaked. Forecasts of basic tipping point have shortened from the rest of this century, to mid-century, to the next decade.

It may well be that the global tipping point will come already at the end of decade, the much prophesied watershed in humanity's tenure on the planet. It will certainly come within the lifetime of most of us. Whenever it comes, we must begin to act now, to ensure that it is not a prelude to breakdown, but a breakthrough to a more peaceful and sustainable world.

Education for Sustainability

Fritjof Capra (Preview by Dr KVK Nehru)

Abstract

In his article Fritjof Capra says the processes and patterns by which ecosystem sustain themselves have evolved over billions of years. And in 2022 it has become more imminent to look at systems thinking and requires us to think in terms of relationships , connectedness and context. Competencies are built head, hands, hearts and spirit. Having said that, he goes on to say schools are communities and children's ability to learn and what they learn are greatly affected by the vibrancy and health of the school and quality of relationship. As they network with stakeholders among students, parents, teachers administrators and community organizations which help solve patterns of problems and promote the development of learning which helps create a dynamic balance

Keywords: Sustainability, Education, Systems Thinking, Competencies, Community

What Is Sustainability?

The Center for Ecoliteracy is dedicated to education for sustainable living. In the words of CEL cofounder Fritjof Capra,

We do not need to invent sustainable human communities. We can learn from societies that have lived sustainably for centuries. We can also model communities after nature's ecosystems, which are sustainable communities of plants, animals, and microorganisms. Since the outstanding characteristic of the biosphere is its inherent ability to sustain life, a sustainable human community must be designed in such a manner that its technologies and social institutions honor, support, and cooperate with nature's inherent ability to sustain life.

The processes and patterns by which ecosystems sustain themselves have evolved over billions of years. Designing human communities that are compatible with nature's processes requires basic ecological knowledge, which is one of the key components of ecological literacy.

Community

To the Okanagan people, as to all peoples practicing bioregional self-sufficient economies, the realization that the total community must be engaged in order to attain sustainability comes as a result of surviving together for thousands of years. The practical aspects of willing teamwork within a whole-community system clearly emerged from having to cooperate in order to survive.

- Okanagan Wisdom Keeper Jeannette Armstrong

The discoveries of both modern science and traditional people tell us that community is central to sustainable living. For this reason, the Center focuses its work in communities, especially in schools that are learning communities.

Many of the schools that are most successful at teaching ecological literacy are also active in their local communities. Their activities range from serving meals made from food purchased from sustainable regional farms to inviting neighbors to participate in school events to involving students in projects that contribute to the well-being of their communities.

Systems Thinking

In Science for All Americans, *the American Association for the Advancement of Science defines a "system" simply as "any collection of things that have some influence on each other. The things can be almost anything, including objects, organisms, machines, processes, ideas, numbers, or organizations. Thinking of a collection of things as a system draws our attention to what needs to be included among the parts to make sense of it, to how its parts interact with one another, and to how the system as a whole relates to other systems. "*Individual "things" (plants, people, schools, watersheds) are themselves systems, and are not sustainable separate from the larger systems in which they exist. The Center for Ecoliteracy recognizes that learning to think systemically is critical to education for sustainability. One of the ways that teachers and schools teach systemic thinking is to model it themselves.

Shifts in Perception

According to Fritjof Capra, systems thinking requires thinking in terms of relationships, connectedness, and context. Thinking systemically also requires several shifts in perception, which lead in

turn to different ways to teach, and different ways to organize society:

From parts to the whole

Systems are integrated wholes whose properties cannot be reduced to those of smaller parts. Their "systemic" properties are properties of the whole which are possessed by none of the parts. The nature and quality of what students learn is strongly affected by the culture of the whole school, not just the individual classroom. This shift in perception can also lead to moving from curricula based on single subject matters to integrated curricula.

From objects to relationships

An ecosystem is not just a collection of species, but is a community. Communities, whether ecosystems or human systems, are made up of sets, or networks, of relationships. In the systems view, the "objects" of study are networks of relationships. Organizations, including schools, that adopt this perspective are more likely to emphasize relationship-based processes such as cooperation and decision-making by consensus.

From objective knowledge to contextual knowledge

Shifting focus from the parts to the whole implies shifting from analytical thinking to contextual thinking. Since explaining things in terms of their contexts means explaining them in terms of their environments, all systems thinking is environmental thinking. This shift sometimes results in schools' focusing on project-based learning instead of prescriptive curricula. It also encourages teachers to serve as facilitators and fellow learners alongside students, rather than as experts dispensing knowledge.

From quantity to quality

Through much of the history of Western science, many of its practitioners have maintained that only things that can be measured and quantified can be expressed in scientific models. It has sometimes been implied that phenomena that can be measured and quantified are more important-and perhaps even that what cannot be measured and quantified doesn't exist at all. Relationships and context, however, cannot be put on a scale or measured with a ruler. In practice, this shift can lead to seeking more comprehensive forms of assessment besides standardized testing.

From structure to process

Living systems develop and evolve. Therefore, understanding them requires understanding renewal, change, and transformation. In practice, this shift can result in shifting emphasis to how a student solves a problem rather than on whether or not he or she gets the "right" answer. In communities, it can mean that the process for making decisions is often as important as the decisions themselves.

From contents to patterns

When we draw maps of relationships, we discover that certain configurations of relationships appear again and again. We call these configurations patterns. Instead of focusing on what a living system is made of, we study its patterns. This shift leads to discovering that understanding how a pattern works in one natural or social system helps us to understand other systems that manifest the same pattern.

Competencies

In addition to environmental knowledge, education for sustainability includes the acquisition of particular skills, values, and vision needed to put that knowledge into practice.

Education for sustainable living cultivates competencies of head, heart, hands, and spirit to enable children to develop toward becoming citizens capable of designing and maintaining sustainable societies. A few of these competencies:

Head

- Ecological knowledge
- The ability to think systemically
- The ability to think critically, to solve problems creatively, and to apply environmental ethics to new situations
- The ability to assess the impact of human technologies and actions and to envision the long-term consequences of decisions

Heart

- A deeply felt, not just understood, concern for the well-being of the Earth and of all living things
- Empathy and the ability to see from and appreciate multiple perspectives
- A commitment to equity, justice, inclusivity, and respect for all people
- Skills in building, governing, and sustaining communities

Hands

- The ability to apply ecological knowledge to the practice of ecological design

- Practical skills to create and use tools, objects, and procedures required by sustainable communities
- The ability to assess and make adjustments to uses of energy and resources
- The capacity to convert convictions into practical and effective action

Spirit

- A sense of wonder
- A capacity for reverence
- A deep appreciation of place
- A feeling of kinship with the natural world, and the ability to invoke that feeling in others

Sustainability and Schools

The Center for Ecoliteracy has based most of its work in schools. The values, habits, and worldviews of individuals are often set, and hard to change, by the time that people become adults. Society gives schools the responsibility for passing on cultural values.

The "hidden curricula" of schools convey the values that are really important to the school, even when they contradict the lessons of the classroom (for instance, a soda machine in the hallway can speak louder than any number of lectures about nutrition). Schools are systems, and they are communities. Schools are themselves important nodes in the web of institutions that constitutes society. Whatever happens in schools will have profound effects on the rest of society.

CEL has also identified a number of qualities and practices that characterize schools that are most effective in educating for ecological literacy:

Schools as communities

The most effective schools are often communities that model the traits of sustainable societies:

- They know that children's ability to learn, and what they learn, are greatly affected by the vibrancy and health of the culture of the school and the quality of the relationships within it
- They function as "apprenticeship communities" in which leadership is shared and members of the community see themselves and others as both teachers and learners
- They recognize that "the curriculum is anywhere that learning occurs" (whether or not it is intended or directed by educators)

Practices of effective schools

These effective schools often incorporate one or several of the following practices:

- They connect children with the natural world through programs and projects outside the classroom, such as school gardens, habitat restoration, and communicating their experience in nature through painting and poetry
- They practice place-based education that teaches students about the people, history, culture, and natural features of their local community and region
- They practice environmental project-based learning, involving students in local projects that are meaningful and make real contributions to their communities
- They integrate in-class learning with hands-on experiences and with all of the activities (including, e.g., lunch) of the school
- They address whole children, recognizing that children's ability to learn is affected by their health and well-being, and that these are in turn affected by such factors as nutrition, exercise, and the health of the natural environment
- They employ the best current understandings of how brains and minds develop and how children learn. They attend to children in all their dimensions, including cognitive, emotional, and aesthetic

Transforming education

Implementing this kind of education often requires changing educational institutions, relationships, and practices. Because schools are expected to pass on cultural values, they are among the more conservative of our society's democratic institutions, and therefore among the slowest to change.

Classrooms, schools, and districts are also systems; effective change agents often use systems thinking and ecological concepts when devising strategies for changing those systems:

- They create networks of students, parents, teachers, administrators, and community organizations working together for change
- They change hierarchical authority patterns to promote the development of learning communities
- They solve for pattern rather than try to address individual "problems"
- They recognize and direct change efforts toward nested systems at multiple levels of organization (classrooms within schools within districts within communities within societies, etc.)

- They build strategies on the understanding that it is in the nature of systems to maintain a dynamic balance (Outside intervention doesn't really "change" a system; it only disturbs it, creating an opportunity for reorganizing in a different, and not completely predictable, way.)

Happy New Year 2022: History, importance and why we celebrate New Year's Day on January 1st Happy New Year 2022: New Year's celebrations in many countries begin on December 31-New Year's Eve -and last until the early hours of January 1Happy New Year 2022: New Year's Day (January 1), as per the Gregorian calendar, is one of the most popular celebrations. Around the world, people commemorate this occasion with family and friends, or have massive gatherings. They decorate their homes, throw parties and bake for their loved ones.The world welcomes the New Year with much zeal and jubilation. Each person makes new resolutions and plans for the upcoming year.HistoryThe new year is thought to have originated in ancient Babylon some 4,000 years ago, in the year 2,000 BC. The Babylonians celebrated the new year with an 11-day celebration called Akitu, which included a different rite on each of the days, on the first new moon after the vernal equinox (typically around late March). The festival commemorated the fabled victory of the sky deity Marduk over sea goddess Tiamat, as well as the act of crowning a new monarch or permitting the previous king to rule. Importance New Year's celebrations in many countries begin on December 31-New Year's Eve-and last until the early hours of January 1. Revellers eat meals and snacks that are considered to bring them good fortune. Watching fireworks and singing songs are traditions that are practised all around the world. The start of a new year is an excellent time to make positive changes. Making New Year resolutions is more popular in the western hemisphere, although it is also practised in the eastern hemisphere. A person makes a pledge to modify an undesired habit or behaviour, or set a personal goal.Why do we celebrate New Year's on January 1? The early Roman calendar became out of sync with the sun over the years, and in 46 BC, emperor Julius Caesar resolved to fix the problem by contacting the most important astronomers and mathematicians of the period. He established the Julian calendar, which is very similar to the more current Gregorian calendar used by most countries today.Caesar made January 1 the first day of the year as part of his reforms, partially to commemorate the month's namesake, Janus, the Roman deity of beginnings. Romans commemorated Janus' birthday by presenting sacrifices to him, exchanging presents, decorating their homes with laurel branches, and throwing wild celebrations. Christian authorities in mediaeval Europe temporarily supplanted January 1 as the beginning day of the year with days with greater religious significance, such as December 25 (the birth anniversary of Jesus) and March 25 (the Feast of the Annunciation). In 1582, Pope Gregory XIII reestablished January 1 as New Year's Day.

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Creating serendipity to snare the new gen

In a world defined by 'scrolling' and 'play next', there's a constant search for the new. Another influencer, Another meme, the next Netflix series, the next in fashion, the newer short video platform and so on. We are now collective explorers of the new. It makes for our shared interests. To discuss and share material that we have discovered; that's interesting, amusing or just surprising.

No longer are consumers taking brands at face value, they want to know what goes on behind the scenes, how does each ingredient in a product affect them and their surroundings. They get their information from multiple sources, many of which are online. From following influencers/celebrities to gathering social recommendations to reading user reviews before making a purchase, the generation of today is digging deeper.

This generation is not willing to turn a blind eye to an inconsistency in your story. Claim what you do and do what you claim. Today, brands are made of their deeds and not their projection. And it's not so difficult to keep pace with what your audiences want today, there's plenty of data and technology that can help you execute things real-time. But don't be prying, that's not cool.

We need to use data and technology not to be more intrusive, but to be more playful. Using personalization and interactivity, brands can be more intimate and personal, offering customized experiences to the generation that's always looking to discover new.

Being responsible

Access to all this information coupled with a questioning attitude, also means that this generation isn't reckless.

Today's generations like to support brands that are good citizens because it makes them feel like they too are making a difference in the world. In today's times, a brand's social commitments must be a part of the brand's purpose and seamlessly align with its business goals.

What's good for people, is good for brands, and is good for the environment --- the connections are almost linear. Just make sure that you aren't boring while doing so, and find ways to be discovered, serendipitously!

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The Turning Point

J. Krishnamurti (Preview by Dr KVK Nehru)

Abstract

J. Krihnamurthi said in the Network of thoughts that our life from birth to death is a series of struggles and conflicts from which we are trying to escape and is a major cause of conflict. And He says how technological inventions have initiated new life styles because of which we have developed programmed to think in a particular way. The current impending crisis of covid 19 leading a bigger wave with omicron in 2022 challenging our consciousness. We have seen this happening now in front of our eyes. The turning point is it brings tremendous energy and have broken through a narrow groove of individuality and the narrow circle of me and you, we and they.

Keywords: Consciousness, Freedom, Crisis, Conditioning, Turning Point.

Technological inventions have always initiated new life-styles ...

We have to enquire why it is that after all these millions of years of evolution, man, you and the whole world, have become so violent, callous, destructive, enduring war and atomic bomb. The technological world is evolving more and more; perhaps that may be one of the factors causing man to become like this.

Conditioning of the mind

We have been 'programmed' biologically, physically and also 'programmed' mentally, intellectually. We must be aware of having been programmed, like a computer - programmed to be Catholic, Protestant, to be Italian or British and so on. For centuries he has been programmed-to believe, to have faith, to follow certain rituals, certain dogmas; programmed to be nationalistic and to go to war.

The Impending Crisis

These and many other problems are facing us. You cannot any more think as Christians, Buddhists, Hindus and Muslims. We are facing a TREMENDOUS CRISIS; a crisis which the politicians can never solve because they are programmed to think in a particular way—nor can the scientists understand or solve this crisis; nor yet the business world, the world of money. The turning point, the perceptive decision, the challenge, is not in politics, in religion, in the scientific world, it is in our CONSCIOUSNESS. One has to understand the consciousness of mankind, which has brought us to this point. One has to be very serious about this matter because we are really facing something very dangerous in the world.

Order in Consciousness

The inward psychological activity always overcomes the outer, however many regulations, sanctions, decisions you may have outwardly, all these are shattered by our psychological desires, fears and anxieties, by the longing for security. There may be carefully constructed institutions-political, religious, economic-but whatever the construction of these may be, unless our inward consciousness is in total order, inward disorder will always overcome the outer. We have seen this historically, it is happening now in front of our eyes. This is a fact.

Consciousness is One

The turning point is in our consciousness Human consciousness is ONE WHOLE; it is not your consciousness or mine the images and symbols may be totally different in various localities but they stem from something common to all mankind. This is not a mere verbal statement. If you take it as a verbal statement, as an idea, as a concept, then you will not see the deep significance involved in it. The significance is that your consciousness is the consciousness of all humanity because you suffer, you are anxious, you are lonely, insecure, confused, exactly like others, though they live ten thousand miles away. The realization of it, the feeling of it-the feeling in your guts-is totally different from the mere verbal acceptance. When you realize that you are the rest of mankind, it brings a tremendous energy, you have broken through the narrow groove of individuality, the narrow circle of me and you, we and they.

Group Consciousness

If you are a surgeon or a carpenter, if you specialize in a particular profession, that group consciousness is part of your consciousness. If you live in a particular country with its particular tradition and religious culture, that particular group-consciousness has become part of your consciousness. These are facts.

Real Freedom

So, how shall a human being-who is actually the rest of mankind-how shall he face this crisis, this turning point? How will you as a human being, who has evolved through millennia upon millennia, thinking as a individual-which is actually an illusion-face a turning point, see what actually is and in that very perception move totally in another direction?

We have to learn how to see things as they actually are-not as you are programmed to look. See the difference. Can we be free of being programmed and look? - It is only if you do not belong to any organization, to any group, to any particular religion or nationality, that you can really observe.

Our life from birth to death is a series of struggles and conflicts from which we are always trying to escape, which again causes more conflict. We live and die in this perpetual and endless conflict. We never seek out the root of that conflict, which is thought, because thought is limited. Please do not ask, 'How am I to stop thought?'- that is not the point. The point is to understand the nature of thought, to look at it.

DIVINE LIVES IN YOU

Walt Whitman, an American poet of the 19th century, wrote, 'Every atom belonging to me as good belong to you,' implying all humans are equal. Whitman made no distinction of caste, creed, colour and religion. He wrote, 'Of every hue and caste am I, of every rank and religion.' According to Whitman, realisation of the Divine within the self comes through awakening of self and self-purification. During the same period, Lalon Fakir, a Baul singer from Kusthia, now in Bangladesh, composed a song that said that while people look for God everywhere, in reality, God resides right inside the human body and one does not need to search for Him anywhere else. Lalon propounded that loving and serving mankind means loving and serving God. According to Lalon, the most important thing in one's life is to know oneself.It is a revelation how more than a century ago, the oriental Lalon Fakir and occidental Walt Whitman shared a common philosophy without having met each other and having no digital connectivity.Caste, creed, colour and religion continue to dominate lives of people even in contemporary times. The way out of this malaise is to discover the power of self, and orient it towards good. In today's complex times, it is thinking of the Divine and chanting His name that would awaken and purify oneself.

Amitava Basu
(Jan 05, 2022, 10:40 IST)

NO ONE BELIEVES SENIORS …

EVERYONE THINKS THEY ARE SENILE. An elderly couple was celebrating their 60th wedding anniversary. The couple had married as childhood sweethearts and had moved back to their old neighborhood after they retired. Holding hands, they walked back to their old school. It was not locked, so they entered. They found the old desk they'd shared, where Jerry had carved "I love you, Sally". On their way back home, a bag of money fell out of an armoured car, practically landing at their feet. Sally quickly picked it up and, not sure what to do with it, they took it home. There, she counted the money - fifty thousand dollars! Jerry said,: "We've got to give it back." Sally said: "Finders keepers." She put the money back in the bag and hid it in their attic. The next day, two police officers, who were canvassing the neighbourhood looking for the money, knocked on their door. "Pardon me, did either of you find a bag that fell out of an armoured car yesterday?" Sally said: "No." Jerry said: "She's lying. She hid it up in the attic." Sally said: "Don't believe him, he's getting senile." The agents turned to Jerry and began to question him. One said: "Tell us the story from the beginning." Jerry said: "Well, when Sally and I were walking home from school yesterday .." The first police officer turned to his partner and said: "Let's get out of here."

TOO GOOD NOT TO SHARE

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Learnings from Arjuna for Today's Managers

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"You are what your deep driving desire is, as your desire is, so is your will, as your will is, so is your deed as your deed is, so is your destiny". -Anonymous

Abstract

In today's VUCA world, a manager plays a key role in synchronizing his associate's efforts for accomplishing organizational objectives. As we all know, Arjuna,one of the primary & heroic characters of Mahabharata, was an ultimate warrior full of dynamism and action. In this article an attempt is made to chisel out few learnings from Arjuna for today's managers.

Keywords: Manager, Learning, Compassion, Authenticity, Passion & Hard work.

Introduction

In today's complex, highly competitive corporate world it is the Manager who plays the major role of synchronizing/coordinating his associate's energies/ efforts towards accomplishment of organizational goals. Be it in terms of leading, guiding or resolving the issues that might arise in day to day work he has to set an example for others to follow. Prior to the Industrial Revolution, "manager" was not a job title & all of the managerial duties, we are familiar with, were discharged by the owner of the enterprise. Post-Industrial Revolution, things begin to change. Mass production had put artisans out of business and a new managerial class emerged that took care of the tasks that once fell to owner/operators.

Do We Really Need Managers?

"Most of what we call management consists of making it difficult for people to get their work done." -Peter Drucker (1909–2005)

Look at the above quote. As a manager or aspirant to become a manager, one might take offense to Drucker's comment, as role of a manager is to make it easier for his direct reports to get their work done. But a question might arise as to whether we really need managers? Not only Peter Drucker even companies like Google had doubts about the role of manager.

Initially, the company thought that it doesn't need managers at all because of the so-called "flat organization". Further, Google believed that the hiring process was crucial for the organizational culture. As the company hires only those who meet the criteria, such people would not require being managed by somebody. However, their Project Oxygen survey has found that employees appreciate manager's help in performance, career development & need manager's help when it comes to work-life balance.

Project Oxygen proved that good management actually makes a difference & to better define what makes a good manager they came up with a list of 8 qualities based on the data received.

- Is a good coach
- Empowers the team and does not micromanage
- Expresses interest in and concern for team members' success and personal well-being
- Is productive and results-oriented
- Is a good communicator-listens and shares information
- Helps with career development
- Has a clear vision and strategy for the team
- Has key technical skills that help him or her advise the team

What More?

Though Gallup survey (which looked in to the question of What Makes A Great Place To Work & What Makes A Great Manager) long back proved beyond doubt about the key role being played by the managers in creating a strong & vibrant work environment, where people give their best, a question might arise as to could we take Google's findings seriously? Yes we should. It was based on people analytics. As we all know at Google scientific evidence is key, therefore using people analytics gave the project greater credibility. Further, the fact that it was based on employee feedback encouraged wider employee buy in and trust. The interesting thing about the survey is that technical skills came in last. Though managers have the needed

technical level to guide employees, soft skills such as coaching and communication are absolutely essential. In this regard it's worth recollecting to see what the Harvard Business School Professor of Leadership Development, Rakesh Khurana, had to say in his book From Higher Aims to Hired Hands:

"Neither owner nor worker, this new economic actor, the manager, performed work that, while not as visible and tangible as the factories built by financial capital or the tasks performed by those who labored in them, was nonetheless critical to the development of the large-scale business enterprise."

So now that all doubts about the role & importance of managers are put to rest, it's worth looking at Arjuna as to what's that today's managers could learn from him. We all know that Arjuna was an ultimate warrior, full of dynamism and action. He is one of the primary and heroic characters of Mahabharata. He was a balanced personality and took right decisions. His intellectual powers even impressed Lord Krishna and his Guru Dronacharya.He was not only intelligent but a kind and generous man too. He was Karma, a person whose ego was totally surrounded. The analogy one can draw is if managers could shed their ego and learn even from their associates the experience could be enriching.

Let's see what today's managers could learn from Arjuna:

1. Continuous & Active Learning:

While people talked of HIV virus before & Covid now, I am more concerned about two deadly viruses which widely seem to be prevalent among, if not all, the students namely "I know everything"(IKE) &I Don't Wish to Know Anything (IDWAT).These are the most frightening words one can ever hear in corridors of management colleges. In a fast changing dynamic world can we really say we know everything? Or can we really say we have reached a stage where there is no need for us to learn or unlearn? The answer is definitely an emphatic NO. Today organizations are looking for managers who have the capacity to learn from their surroundings and continuously adapt & improve themselves.

Arjuna was an "Active Learner". While everyone took his teaching as the end, Arjuna took his teaching as the beginning and continued his quest for learning and is the only student of his guru, who can challenge him in the battlefield. In this regard, it may be worth recalling the incident of Arjuna, wherein taking a cue from his eating food while being in dark, he started practicing in night. In order to be good & make their associates good, managers need to learn continuously. And more so when digital transformation of business is underway. Let's not forget that while obsolete technology is dangerous obsolete human resources is disastrous. Because technology only enables & it's the people who drive the change.

2. Decision Making:

Today many managers/leaders often lack decision-making power. For example, while preparing for battle, Duryodhana chose Krishna's large army while Arjuna selected Krishna's wisdom instead of just the army. In the end, Arjuna emerged as the winner as he had made the right choice after having weighed all the options carefully. The basic principle of modern management is not just co-ordination but moving with high degree of precision in scanning the environment and taking wise decisions.

3. Be Compassionate:

As we all know, the first characteristic of a leader is compassion & more so in tough times like these. The dictionary defines compassion as "Deep awareness of the suffering of another coupled with the wish to relieve it." The moral authority of a leader and the moral imperative of their vision derive from this quality in their character. Leaders are problem solvers. They identify a problem and seek to solve it. The problem that they seek to solve involves relieving the suffering of others. Let's look at Arjuna and Duryodhana.

Duryodhana's only concern was how to motivate his people to secure victory on the battlefield. His vision had no concern for relieving the suffering of others. Rather than relying on loyalty to a vision and a higher cause, his recruitment strategy relied on personal loyalty to himself, or to remuneration that he was able to provide. So, Duryodhana's pitch consists of the problem that he wants to be King, and the solution of killing the Pandavas. There is no compassion in this; there is no deep awareness of the suffering of others coupled with the desire to relieve it.

On the other hand, while Arjuna was not averse to use violence in situations where it is necessary, in this case, an extreme case, when he is called to use violence against his own family members, he feels such a use of

force to be inappropriate. Arjuna's concern is not simply another shade of Duryodhana's self-interest, held by someone with less evolutionary right to survive. While Duryodhana is concerned about himself only, at the expense of others, Arjuna's sphere of concern is wider than his own self-interest. And today's managers need to remember that flexibility & compassion have seldom failed in making an intransigent person responsive.

4. Be an Authentic Leader

While Duryodhana thinks only of himself and his immediate desires and agenda, Arjuna is concerned about the wider sociological implications of his actions. His level of vision extends far beyond the immediate consequences and considers the larger impact. As we all know the family unit is the basis of human society. Today there is no family structure to bring pressure to bear to enforce responsible behavior. As a result children who are many times not economically supported by their biological father and do not enjoy a stable social and economic situation for their upbringing. These children grow up with an underlying psychological impression that they are in fact unwanted, and this influences their future as members of society. Children from broken homes are disproportionately represented in statistics of violent crime, substance abuse, and suicide. Due to a lack of a successful model of stable family life they are also disproportionately represented in divorce statistics.

Traditionally the family unit has been responsible for socialization, education, and social welfare, including the maintenance of the elderly. Parents would invest their time, energy, and income in their children, and when they advanced in age their children would return the favour and take care of them. Today children are routinely abandoned by one or both parents and parents are encouraged to store away some of their income during their productive years in order to "not be a burden on their children" in the future. Young people are encouraged to seek self- actualization through an independent lifestyle of consumption along with a partner. Elderly people are left to fend for themselves, abandoned by their children and relegated to old folk's homes where they live in isolation from the family. In this way the family as the basic structural unit of human society has become replaced with the individual consumer. This is the result of the destruction of the family tradition. Arjuna demonstrates through his concerns that aside from the legality of the succession, he is more the indicated person to sit on the throne than Duryodhana. Arjuna's concern for this is a symptom of his compassion, and an indication that he has the character needed to be an authentic leader.

5. Never be in a hurry

When Kauravas planned to kill Abhimanyu, they weaved out a plot whereby Arjuna was challenged to fight a battle on a distant point while simultaneously Pandavas were challenged at another by forming a complex battle formation called chakravyuha. With assured back up support from Bhima etc., Abhimanyu (who knew only to pierce the chakravyuha but not how to come out of it) moved in to the chakravyuha by piercing it and reached the centre of battle formation.

However, Pandavas could not enter chakravyuha to support Abhimanyu as they were prevented by the divine power granted to Jayadradha on a penance. And ultimately waging a heroic battle Abhimanyu gets killed. When Arjuna returns he comes to know the unfair manner in which his son was killed and vows to kill Jayadradha before the sunset or would commit self immolation. When Arjuna fails to locate Jayadradha, who was being protected by with a ring of warriors around him, Krishna envelops the sun inside the clouds for a while. Jayadradha comes out thinking that sun has set in and just at that time sun appears again and under Krishna's direction Arjuna shoots an arrow and kills Jayadradha instantly.

The lesson to be leant is that targets / deadlines should not be set when emotions are running high. Further, if we mix up two or more issues in our targets (one at a time is best) we may not be able to focus on any one of them. In the instant case, Arjuna mixed up his target of killing Jayadradha with sunset and as such had to continuously look at sun while looking for Jayadradha.

6. Gratitude and Acceptance

Arjuna always accepted whatever came in his life. He was never embarrassed in accepting his mistakes & flaws and always spoke the truth. He appreciated his life & always paid gratitude to life and God. Though there were immense suffering in the life of Arjuna and his family, but still he came out of it due to his good nature.

7. Persistent Hard work:

There is no alternative to hard work and this lesson can be rightly followed from the life of Arjuna. Arjuna constantly spent his time to learn and polish his skills. He never missed any opportunity to learn. Before the war of Mahabharata Pandavas were ordered to live in exile in forest for 12 years. At that time Arjuna took plenty of trainings and did so much tapasayas in order to be fully prepared for final war. At that time Lord Shiva also tested him and was extremely impressed by him and gave him many 'Vardhans' (boons). In fact at that time he got many vardhans from many Gods.

8. Passion:

Arjuna had a great passion for archery & loved shooting arrows. Even at the time of sunset and in the dark, he never gave up. He always paid attention in improving himself by practicing day and night and just followed his passion. This heroic always starved to attain perfection in his field of passion. There is no other motivation that can give you greater moral and physical courage than passion. Passion is the key to success, follow your passion and you will achieve success that will satisfy your soul. Let passion, perseverance & performance be the practicing mantra for today's managers.

9. Focused Attention:

Once Guru Drona took all his students including his son Ashwatthama for a test. He had placed a wooden bird on a tree. He asked them to stand away from that tree and asked one by one all the princes to look at the bird and what they saw. The answers provided by various students included tree, jungle bird, surroundings etc. Even Duryodhana ended up answering that he sees his Guru Drona himself. Arjuna said that he sees only the eye of the bird. Then Guru Dronacharya asked him about what else he saw. Arjuna replied that he could only see the eye and nothing else. The Guru ordered him to shoot his arrow and the bird was promptly shot down by Arjuna. This incident teaches us the importance of focus. In life we have to be focused to avail of the many opportunities that might come our way.

Some of us might complain that lack of silver spoon has set us on certain path, but you need not stay on it. If you are prepared to learn & adopt you can transform. Obstacles are part & parcel of life & nobody prefers a straight line on his ECG graph. Isn't it? So lets the good or bad time doesn't take us away from our goal. Dare to dream & strive to achieve. Staying focused is the key.

Conclusion:

Wise Managers are known for collecting data, establishing trends, breaking away from established thinking, becoming creative and monitoring the validity of the guess estimates. In a world becoming increasingly smaller in this age of multifarious forms of rapid communication, this ability has to be developed and nurtured in managers, who are vital / focal points in organizational framework.

Currently effective men, machines, materials, and technology tend to gradually lose their effectiveness as time passes. Hence, their updating through training is absolutely beneficial. In their quest for excellence in today's organizational context, which is highly competitive, let's hope that today's managers will benefit a lot from Arjuna's wisdom.

Sarve Jana Sukhino Bhavantu

Golden Plover is a small bird famous for its migration. Every year it flies about 4,000 kilometers, over the ocean, from the US state of Alaska to the island of Hawaii and that's the shortest travel route for it. This flight covers some 88 hours in which the bird does not stop anywhere on the way. There is no island on route and this bird cannot swim, therefore, it is impossible for it to make a stopover to rest, eat or drink anywhere in the middle of the journey.When scientists did researches about this bird, they found that the bird needed 88 grams of fat to complete this particular journey, while actually the bird posseses only about 70 grams of fat as its flight fuel. Now logically the bird should have died in the sea around 800 km before the destination due to shortage of fuel. But the bird safely reaches the destination each year! How does it do this? The answer is shocking. These birds actually fly in groups and astonishingly making a shape of English letter- V. They also keep changing their positions alternately, because of this, they face less air-pressure than by flying alone. Thus they successfully save about 23% of energy, which ultimately help them reach to the island of Hawaii with 6 - 7 grams of additional fat as their reserve fuel which they use in case of bad - weather condition when they may need to fly against the winds direction.

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Did we give too much importance to intellect? - Intellect is also another tool we have!

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Abstract

This article argues the essence of why we need intellect and how humans have evolved so different from animals. It brings forth the idea of how intellect works in humans and is also responsible for us to understand nature so as to make use of it for quantitatively enhancing life. Every animal has senses for four regulatory mechanisms for all activities namely food, shelter, fear and procreation. In addition humans have a sharp intellect which is useful in your hands but it is useless and dangerous in the enemy's hands. It also leads to Intellect usage in the wrong direction; abuse our own wellbeing, intellects high headedness which are expressions of argumentativeness like: Vaada, vivaada and samvaada. Only man can lead to all kinds of freedom witnessing "Ananda".

Keywords: Intellect; Direction, Mechanism, Ananda, Arrogant

Ahara Nidra Bhaya Maithunam Cha
Samanam Etat Pashubhir Naraanaam l
Buddhir Hi Teshaam Adhiko Visheshah
Buddhir Viheenah Pashubhih Samaanah ll

Hunger, sleep, fear and procreative instinct are common to humans and animals. However, it is the buddhi [intellect] alone sets a human being apart. A human who misuses (or abuses) this right is comparable to an animal.

We see the importance of this intellect because of which man rose from primitive cave man to present level, which is termed as growth and progress of mankind in the society. As a result, man became a good friend of nature and used it to enhance his comfort level. Some say that man conquered the nature but I refuse to accept it. In fact we should say that man understood nature and with that he could use it for good of mankind!. Therefore, what the poet Bhartrhari said is relevant even today. Intellect is a unique gift of nature to mankind.

Today's education system also very strongly focuses on training to enhance the intellect which is a wonderful tool that we have. Compared to all other faculties intellect is probably the most important nature's gift to mankind as compared to hands, legs, eyes, ears etc. We see that persons with highly developed intellect could be very successful in life although they have some problems with other sensory or motor faculties.

All educational institutions that offer degrees, diplomas and PhDs focus on training and utilizing the intellect only. All awards and citations are based on the intellectual supremacy of individual.

In the above quoted sloka, the earlier four cater to survival of the body (food, shelter, clothing, sleep, fear)and also for perpetuation of the race (miaathuna, procreative instinct). These basic facilities are good enough for living. A small question: why do we need anything like intellect when other living species are managing with these basic faculties that are good enough for survival? Why does man require intellect in addition? These four are the things required for any living being and no special training has been given to animals or birds or fish.

When these four are enough to live, what is the intellect doing? In our daily activities we notice it is shifting from one to the other of these four activities at the root! Even animals are also pursuing the same things. Why does a Human being need anything more like an intellect? but the intellect appears to be something which is very important!

After examining we can easily conclude that this intellect is responsible for us to understand the nature and make use of it for qualitatively enhancing our life! Apart from this, we also have a very important purpose for our intellect.

Animals are provided with the senses and corresponding activities of taking care of hunger etc. Apart from that, intrinsically, animals are also provided with regulatory mechanism for all these activities namely food, shelter, fear, and procreation. This is necessary for their own sustenance and for maintenance

for the species. it's not only in the case of animals but even in the case of plants these things are available. This regulatory mechanism is almost absent in the case of human being. Considering the theory of evolution, in the process of saving himself from natural forces and wild animals, man used his seat of intellect called brain and he did not stay as a cave man , where man started his journey, but he has advanced in facing the nature. That's the reason why the intellect is given such a great importance what it deserves. When one used intellect he could help man to successfully free himself from struggle for existence. He also developed the organization of a family and society. It is this Buddhi, or intellect really deserves credit for this development.

Bhartruhari has summarised the life in this short sentence. For in pursuit of life of 24 hours of a day and 365 days a year every living organism is engaged in one of these four activities namely going for procuring food shelter, clothing, avoidance of fear, sleep and procreation.

Regulatory mechanism:

Let me explain about the regulatory mechanism in animals which is not there in humans. In case of animals, even though food is available in front of animals in abundance they do not abuse their hunger. As much as the hunger permits they eat and the rest of it is left for the sake of other predators. That's why you don't find any obese animal in the forest even though unlimited food is available. they don't complain others eating from their pray . Similarly, they can just sleep as much as required and you don't say animals abusing the sleep. Animals go for procreation only when season comes as if it is the program for that so and naturally they can sense the fear and threat and they don't unnecessarily abuse. There is a self-guided regulation in the case of all these species where you can see that these four areas they function. This is not present in human being and in its place man is provided with a sharp faculty called intellect.

A sharp tool is not always a useful tool. One must be very careful how to use it. it can make, also break the same thing. If it's very sharp, it is useful in your hands but it is useless and dangerous in the enemy's hands. Therefore, basically we have to be somebody who is above the level of intellect that will give few incidents in that direction.

Intellect trained in wrong direction:

This tool can be trained in the wrong direction and we call it as brain washed but these people are after all intelligent and we have examples some of them are quoted here.

1. One of the incidents entered in the Guinness book of world records due to ill fame. It is in 1970s a so-called spiritual leader called Jim Jones conducted a retreat, more than thousand people attended it. He brainwashed them saying life is useless and solution is to commit suicide. At the end of the retreat more than 1000 people committed suicide by taking cyanide poison!
2. In the year 2000 a similar cult leader by name David conducted a camp in Texas where 250 youth and teenagers were convinced to lock themselves up in the house and burn themselves. Their intellect is convinced that that's the right way. Strength intellect in the wrong direction can destroy man!
3. Ajmal Kasab when he was arrested in recent Bombay blast, when given narco test, said with great conviction intellectually that, if he's released today and asked what are you going to do? His reply was, he will go out and kill 10 more innocent people so that when he goes to the heaven he will be getting hundred more virgins! it is the brainwashed intellect. Further when he was asked that when you go to the heaven you will not go with this body and all the organs of this body is what will he do with those virgins when you don't have body, he is not open to that argument because he's brainwashed.
4. The brilliant brains but they've been educated in the wrong direction so it's not enough to have the intellect brain but to see that it is in the right direction.

In the case of even ordinary individuals also this intellect without higher guidance is a danger. Since we don't have inbuilt regulatory mechanism, we are supposed to use intellect not to abuse our senses!

Intellect Abused:

1. The way people abuse their hunger so much and use they abuse and because of that today man is a victim of food related health issues.

2. We abuse our body so much that natural healthy sleep seems to be lost!

3. Highest abuse of the intellect and the growth of technology is the way that people use sex indiscriminately. When Bhartrihari said that when the intellect is not there, you will only become like an animal. But with intellect not properly used he will become worse than an animal.

4. You train the physical body, but if you do not have moral values it can only do certain degree of damage. On the other hand, you train intellect in the wrong and immoral ways, that can do greater damage to individual and the society than the physical wrong. Therefore not only that we have to sharpen the intellect like a surgical knife, but at the same time we have to have something which is very important thing i.e. The value system which should be the guiding factor of intellect which Indian philosophy calls as Bhavana, roughly translated as emotions of feeling of love, kindness, compassion, respect and service for the creation which is the emotional aspect of human being.

5. Unfortunately this component is missing in present education system and more and more we are focusing on the intellect and share Prinz intellect and less support the moral and spiritual values. In my view every institution or industry should have apart from aims and objectives of an organization there should also be the culture of the organization.

6. Many times even the so called religion influences the intellect of a people in wrong direction as a result of it mass destruction of human race takes place, in the name of ethnic cleansing in the name of God who is all merciful. It is all because of wrong system of education where the divine component of human being is missing.

7. I'm glad Dhruva is consciously imparting his Side of the education to the students regarding the moral and spiritual learning of people.

5. In the absence of this moral and spiritual education we can see how mighty can abuse his intellectual ability to destroy weak person, may it be in politics or in businesses of even in education systems. Rich intelligent man squeezes money from the innocent people. When this happens in judiciary today's man is afraid of going towards seeking the justice in the courts.

6. When this education of moral and spiritual is not part of our learning systems a sacred medical profession, politics supposed to serve public are not free from this rot.

It is therefore high time for us to recognise these evils intellect can do without being under the guidance of moral and spiritual education values.

Intellect high headedness

We have three different expressions of argumentativeness which is essentially the job of intellect. They are vaada, vivaada and samvaada.

Vaada is where two or more people are arguing and the arguments are running parallel and sometimes speaking over the other. It only serves the purpose of projecting how much 'I know'. Many times, the talk will be going on tangentially. This indicates arrogance of knowledge.

Vivaada is where people are arguing to present and defeat the other person. The other person also will be trying the same and at the end you cannot convince what is right but it only serves the purpose of the defeated person will only say 'I' will equip myself with more arguments so that next time will defeat him. Knowledge is not important here but 'my knowledge' is important. This indicates arrogance of knowledge and is a poison since knowledge is the most sacred thing and if it becomes our arrogance what else can save us. Ultimately knowledge is defeated!

Samvaada is where the arguments will enhance the knowledge and no individual is the winner but knowledge is the winner. Litmus test is the person defeated will be happy that he found a person with greater knowledge, so he will become his student. That is the reason we see on three occasions in our culture we have samvaada. Krishna did samvaada with Arjuna and Adi Shankara did samvaada with Mandana mishra who became a student of Adi Shankara and third is Janaka had samvaada with Ashtavakra and accepted Ashtavakra as his Guru and guide. This is where true purpose of discussion to enhance the knowledge happens. The so called defeated person develops enormous respect for the winner because of his

knowledge. Respect belongs to heart and not the intellect.

Higher purpose of intellect:

Man can work towards all kinds of freedom in the world outside namely political,, economic, social together with freedom from sickness related issues etc. But Sanartana wisdom thanks in a very vital area which is freedom from inner enemies such as anger hatred jealousy and above all egotism. As long as man cannot come out of these enemies his misery is not over and they can drag him into wrong doings and hell. This in my view is highest contribution of intellect. Intellect says you are the consciousness deep inside and the peseta nature of the consciousness is "Ananda - bliss or happiness, health, must, moksha - freedom and this consciousness is the master within you and you are that! Unhappiness, praise or blame, profits and losses, shocks and tributes are only passing events but you are the constant underlying principle behind. This is the ultimate wisdom of intellect and once you identify with that you can function in this world but not touched by the world like lotus leaf on the water, Padma Patra diva ambhasa, [shloka from Bhagavad Gita]

Conclusion

Man is fortunate that he has a great tool called intellect. Don't be arrogant or misuse or abuse nor embark on ego trips. In all such cases instead of bringing people together it will separate. It can cause more damage than utility!!

THE SPEAKING TREE

Limits and Deadlines

The most uncharitable statement made about contentment is by Thomas "Contentment is, after all, simply refined indolence".

Nothing can be further from the truth.It requires a far more evolved mindset to be able to say, "This is enough, I am satisfied, I don't need anything more, "than to remain ever dissatisfied and ungrateful. Perhaps the discontent arises because most believe themselves to be immortal, although for all those who are born, death is a certainty. The most astounding part is that although we know this, we continue to live without being conscious that we are getting closer to the end. This is not to make one feel gloomy, but to feel elated that with this knowledge, we have the opportunity to do all the things we think we ought to do before we exit.

With reference to contentment and satisfaction, we could take a leaf out of economic theory, specifically, what economists call as the law of diminishing marginal utility. It states that ceteris paribus (all other things being equal) as consumption increases, the marginal utility derived from each additional unit, declines. Marginal utility is "the incremental increase in utility that accrues from consuming additional units after one reaches a certain limit". But somehow, when this is pointed out to an avariclous person, it is not taken kindly. One is accused of thwarting ambition, of being jealous, of being a killjoy and so on. Be that as it may, the truly evolved person is the one who knows when to say, 'enough'.

The end of the year is when we often consider the good that we want to achieve in the next 12 months. We create resolutions to achieve personal objectives, and we also often commit to give back to out communities through philanthropy. It's a great time to focus on doing good in the world. It's also a great time to think more about how we can do the most good.

At this time of the year, many of us reflect on our goodwill and fortune while considering those who are less fortunate. In the 12 months ahead, our resolution should not just be to focus on helping more, but it should especially be to help in the most effective ways possible.

source - Economic Times

Decoding Rahul Gandhi's public deliberation with experts

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Abstract

This is summary of comments on Rahul Gandhi's much publicised discussions with experts on prescriptions to deal with COVID-19 pandemic and its impact. The article questions the purpose of theses deliberations and comments on the political impact of this public spectacle on brand Rahul Gandhi. There is no doubt that perception and symbolism sometimes matter more than reality in politics but then it should be consciously cultivated to portray the right image. The political space is dominated by super human leaders like Prime Minister Modi who claim mastery on everything. Rahul Gandhi needs to understand his key capabilities ensure that the right message effectively reaches his target audience through the offline and online media.

Keywords : Leadership, Followers, Political, Branding, Government.

Rahul Gandhi's much publicised deliberations with economist Raghuram Rajan, Nobel Laureate Abhijit Banerjee, global public health expert Ashish Jha, and industrialist Rajeev Bajaj for suggestions on dealing with various facets of COVID-19 pandemic has evoked mixed reactions. While some people have welcomed his public deliberations as a pleasant departure from the usual politics of blame, there are others who have ridiculed this public spectacle of seeking answers from experts. A fundamental question is whether he is undermining his own stature by being seen in need of experts' advice. Are these public consultation exercises with experts a part of an image makeover or rebranding exercise by Rahul Gandhi's public relation team?

In today's age and times when people are rallying around super human leaders like Prime Minister Modi and Past President Trump who claim mastery on everything, will Rahul Gandhi's notion of consultative leadership strike a chord with the Indian people in general and electorate in particular? Asking very pertinent questions may not position Rahul Gandhi as an inspiring leader as potential followers become unsure when they see their leader searching for answers on public platforms. Expertise on any topic is a commodity that an efficient leader can assemble at will as data, knowledge, and expertise are available for rent and acquisition. The leader needs to reassure their supporters that they are in control and seek expertise without projecting it as a public spectacle. Leaders like Prime Minister Modi are experts in knowing the emotions of the masses and possess intuitive power and instinctive capability to understand the public mood and influence it. They instinctively know what is to be done and use experts for limited purpose of augmenting their image and politics. In politics, perception and symbolism sometimes matter more than reality. The stupendous success of Narendra Modi in the general elections of 2014 and 2019 is the result of a consciously cultivated image of a self-made man, who has risen to the top on the basis of his own intelligence, drive, and will-power.

According to the American marketing guru - David Aaker, great political leaders are masters of personal branding that has come to characterize various facets of our life, and politics is no exception. Barack Obama, Donald Trump, Justin Trudeau and Narendra Modi are excellent examples of politicians who know the power of building and maintaining their personal brand. They carefully manage their most valuable asset to ensure that their identity is clearly differentiated from their opponents and is associated with the values they stand for.The term 'personal branding' was coined by Tom Petersand is defined as the sum total of an individual's personal attributes and reputation. The political strategist for the Democratic Party in the USA and pollster Celinda Lake had said in an interview, whether you're Pepsi or Obama, you have to run a campaign to get your brand out. American author - Joe McGinniss summed up his views on personal branding in his seminal 1969 book - The selling of the President. He said that branding and packaging always matters in politics.

Rahul Gandhi needs to clearly define his key capabilities and how they are different, even better, than

others to his target audience. He should ensure that key message effectively reaches his target audience through newspaper, television, radio, mobile or web. His questions in the public deliberations with the experts are falling in the same pattern as his election speeches during the 2019 Lok Sabha elections. The questions appear to be largely pre-scripted, and exhibit a tendency of getting trapped in a pre-determined narrative. There is the typical emphasis for government to launch schemes for direct cash transfer, stimulus support for MSME sector and criticism of centralized top-down approach of functioning of the government. Rahul Gandhi needs to know his target audience. He is trying to speak to the poor and discuss their problems with experts in English - the language of the liberal elite. The common man cannot relate and sympathise with a leader who denounces a "suit-boot-ki-sarkar" by being clad in "suit and boot". Rahul Gandhi also needs to urgently diversify his guest list and topics of conversation. The experts who have been part of deliberations are acclaimed critics of the Modi government and therefore their prescriptions may be perceived as Rahul Gandhi's or Congress party's agenda. Rahul Gandhi has to expand his guest list to include common people and experts from fields like public health and social welfare that have direct link with COVID-19 to engage and connect better with the people at large and electorate in particular.

For the Aspiring Young Managers of Tomorrow - The Dhruva ites

When you change gears from Graduation to go for a specialization to catapult you into the corporate world, you set you foot in a campus - a modern day Gurukul - a temple of learning. Along with your aspirations and dreams - there is also dreams, blessings and sacrifices of your parents who pray for a better life for you. Your focus, attention and perseverance should thus be on attainment of the goal. It all boils down to how you break down the 24 hours of the day to gain maximum mileage in the quest for knowledge - the specific subject you wish to master. Competiton within the Classroom and Outside in Job Market there would a Sea and how you navigate to reach your goal is how you allow the teachers to shape your knowledge. Other aids like the Library, Guest Lectures, Seminars are just add Ons which are building blocks for you to use these knowledge when you actually take up the rudder of the corporate ship to set sail.

Apart from Classroom knowledge - the first stepping stone is: Internship. Most students I have observed are still not out of the comfort zone of their homes and depend on their parents to help them get an internship near home so that they have a vacation and home comfort. This is diluting the learning. Unless you undergo hardships in real life corporate scenario, how will you gain knowhow to deal with similar situations which you would face later? Internship has to be undertaken seriously to gain as much practical exposure to the subject knowledge to enhance your classroom theories.

In United States - students would form their own group and would seek appointment to do presentation to the corporate to showcase them their knowledge in class room and field trials. In India though the Placement Cell does the function of identifying the corporate who offer internship facilities - Banking, Insurance & Marketing are major sectors offering internship. However since the world is large and you need to find your own way better to approach corporate as representatives of the Institute. Form Teams - A (Marketing), B: Finance, C: Human Resources, D: International Business. Small Group of just 3-4 youths - good in oratory skills to convince corporate to try out the Institute for Internship and carry this confidence to Final Placement too when the time is ripe. Take your teachers/lecturers as your guides to have interclass Marketing Challenge - a Brand war where with a minimum budge of say Rs.2,000/- your work on projects and prepare all aspects of presentation. It could be a Hotel Industry, a Real Estate New Project Launch, a New Motor Bike for mobility - let your imaginations take you and lead you. Prepare the blue print, work on costings, time factor and completion. When finally you have the Project ready and tested by your lecturers, you can then Invite some corporate distinguished guests to evaluate the project. Remember you are not just selling your own project but are also acting as Brand Ambassadors of Dhruva.

My Good wishes to all youngsters of Brand Dhruva.

Best Regards

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Teacher Motivation during the Pandemic

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Abstract

The ripples of the pandemic were evident across all the industries, not just locally but on a global scale. The industry which bounced back in no time was the education industry. All thanks to the stakeholders of the educational establishment as they adapted to the change superfluously. The frontline workers in all fields were considered high on the priority list for vaccination as they were more susceptible to the Covid infection. Interestingly, there was a strong recommendation to consider teachers as a frontline worker by the chief of education, UNESCO for their incomparable contribution during the turbulent times. This article focuses on the ways in which the administrators of educational institutions may consider motivating their teaching staff.

Keywords: Motivation, Institution, Leadership, Challenge, Pandemic

Introduction

Amidst all the health, mental, personal, professional, financial and social security concerns, the teachers were persistently under tremendous pressure of performance. There was hardly any time given to them to swiftly accept the transition from on campus teaching to online teaching. Yet they were under the constant pressure to perform well as a subject expert and also possess the technical expertise (which possibly most of them have never experienced before).

Facilitation techniques used by teachers like lecturette, demonstration, action learning, group discussion and case studies lost that sheen on virtual mode. The scope of such techniques narrowed down considerably as the learning environment for all the students were not be uniform. As per the principles of learning for optimum transfer of knowledge, the learning environment must be interruption free/uniform for all attendees. There was no control of the teacher on controlling the student's learning environment and this made the achievement of learning objectives a bigger challenge. Unlike the millennial, the faculty who were not tech savvy found it difficult to cope up to this change. Most institutions did not give adequate amount of time for handholding of the teachers that could have facilitated a smooth transition.

Attendance, class management, discipline and interaction became key impediments which the faculty had to face on a daily basis other than non-achievement of learning objectives.

Apparently, administrators, parents and students expected that the teacher's community must continue to perform their duty of acting as a motivator despite their personal and professional concerns. They all expected that the teachers must exhibit the same level of expertise as they were before the pandemic. After all, the world knows and believes in the energy that a motivated teacher exudes which fosters a positive and collaborative culture.

When the pandemic seemed to have slightly loosened its grip and everything was going right, suddenly the globe was attacked by yet another variant of COVID - Omicron. Educational institutions were instructed to resort back to the online mode until any further notice, again putting the teachers in a mode where they need to be self driven and motivated to handle work and family from home. Despite this change in the physical setting of a teacher, the role of a teacher as a leader does not change. There is a multi fold rise in the expectation from the teachers as many studies indicate that the students were showing lack of people skills because of remote learning. Therefore, now teachers were expected to mentor them and ensure that they are confident in the subject and as an individual as well.

Administrators of educational institutions must work on keeping the morale of the teachers high as this will have an impact on their working style and productivity. Here are few steps which they may consider while attempting to keep them motivated.

- **Just a call away:** Especially during the pandemic, decision making has been a crucial issue and unavailability of the administrators at the right time may have added to the teacher's burden. Therefore, it is necessary for the administrator to be available at all

times. Like the "open door policy" in the corporate world, academic institutions may create a culture that motivates and encourages the teachers to reach out to the management, irrespective of their designation, in case of a concern without any hesitation.

- **Prioritize Teacher's Personal Development:** Amidst the pandemic, there has been many opportunities for remote learning, there must be due attention given to teacher/faculty development. The pandemic has proven to be a boon for enthusiasts who were willing to study abroad at a reasonable cost. Administrators may recommend or nominate the teachers for such online programs for their individual development.
- **Encourage Collaboration:** Despite having a geographically dispersed workforce, the administrators may assign few duties that may be performed in teams. This will help the teachers to maintain the bonhomie and enjoy the social interaction as they used to, before the pandemic.
- **Revising the expected outcomes:** Administrators must understand that for every individual, there are a number of variables that directly impact their productivity. This is equally applicable for teachers and students, especially when they are operating from home. Unlike classroom teaching, they will not be able to provide a controlled learning environment for their students and therefore the results may vary. Thus, expecting that all the teaching staff to deliver uniform results may not be possible.
- **Opportunities to break from the monotony and stress:** As administrators, it is important to be empathetic towards the teaching staff and give them a free hand to work productively by managing their personal affairs without compromising on both the fronts.
- **Empower:** The administrators must allow the teachers to introduce innovative practices that they deem fit for teaching as long as the learning effectiveness is achieved. They must be allowed to take such decisions that suits for their set of students and empower them to take decisions at their level. This will help in boosting their confidence and accountability.
- **Reward and recognition:** In such a phase, where there are numerous responsibilities to shoulder, administrators may overlook good work and it may go unnoticed. But this is the time where they much keep a close check, seek feedback from parents, students and colleagues and identify the warriors and appreciate their good work. It may not always call for costly gifts but small token of reward like gift coupons, amazon gift cards or even an email appreciation works like a million dollar reward.
- **Appreciation Meetings:** When administrators have been busy organizing meetings, discussing issues , a refreshing idea of organizing weekly appreciation meetings may be a welcome change. The sole agenda of meetings would be to praise the good work done by the teaching staff and read out few testimonials received from parents and students.
- **Teacher assistance programs:** Taking a cue from the corporate world, institutions may also introduce certain services to provide assistance to the teachers who are working remotely. The aids that may be offered may not be just financial but also emotional and medical in nature. This may also include mentoring sessions for teachers by senior teachers of the industry.

Administrators must understand that leadership is not just supervising and managing the workforce, it calls for many other aspects that are of prime importance like creating an inclusive culture, communicating and accepting feedback at all levels. These steps will surely infuse a higher degree of motivation in the teaching fraternity and positively impact the education industry as a whole.

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Medicine is Not Always Found In Bottles or Tablets...

1. Exercise is Medicine.
2. Fasting is Medicine.
3. Nature is Medicine.
4. Laughter is Medicine.
5. Vegetables Are Medicine.
6. Sleep is Medicine.
7. Sunlight is Medicine.
8. Gratitude and Love are Medicine.
9. Meditation is Medicine.
10. Most Importantly, Friends are Medicine.

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Electric Scooters in India – Smooth Sailing or Bumpy ride?

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Abstract

This case on Electric Scooters in India describes the different characteristics of an emerging product category under the broader electric vehicle umbrella and the challenges associated with mass adoption in a country like India. Electric scooter sales are gaining momentum the world over due to their innate simplicity and the promise of a pollution free environment. Over a hundred and twenty years since the first commercial mass produced automobile was launched, vehicles continue to run on fossil fuels like petrol and diesel. The usage of these fuels has already caused irreversible damage to the environment and led to high air pollution in major cities of the world.The impending depletion of fossil fuels had led many governments to think for a carbon free world by 2030. Two wheelers that ran on internal combustion engines were one of the most economical modes of transportation in many countries. With the advent of electric vehicle technology and cheaper batteries and components, many manufacturers were joining the race to capture their own share in markets such as India. This case discusses the global scenario of electric two wheelers, the opportunities and challenges for electric two wheeler adoption in markets such as India and the challenges of managing the complexities of totally new products.

Keywords: Electric Vehicles, E Scooters, Environment, Market Potential, Product Category

Introduction

On September 17, 2021 Ola Electric, the electric vehicle business of ride hailing company Ola cabs announced that it sold e-scooters worth INR 1000 crores in just two days. This was unprecedented in the Indian automotive industry. The company claimed to have sold one scooter every four seconds and clocked a turnover of INR 600 crores in 24 hours. Mr Bhavesh Aggarwal (Aggarwal) was upbeat about the prospects of the diversified business opportunity. (Business Standard). Ola Electric's record bookings caught the attention of industry peers and experts all over the world. (Business Standard).

The sales of Electric Vehicles in India had gained momentum during January-July 2021 as compared to the year 2020 where EV Scooters grew by 73.6%. Companies in India that launched e-scooters included Ather, Energy, Hero Electric, Bajaj and TVS Motor Company. (Business Standard).

Industry interest in electric mobility grew as a result of sustained pressure building up from multiple quarters driven largely on environmental concerns. In India, the government had planned to reduce dependence on oil Imports and was determined to reduce pollution levels. This has enabled the realization across the country that the future of mobility should be free from dependence on fossil fuels. The shift to electric mobility has been seen as a major game changer for the automotive sector in India (KPMG).

A report by (McKinsey) discussed mobility opportunities and challenges in major cities across the world. The report stated that developed economies in Europe and North America were planning to bring tighter emission norms and encouraged subsidies to manufacturers to make a switch to Electric vehicles. Some countries had planned to discourage usage of vehicles that used Internal Combustion Engines and were creating infrastructure to encourage a shift to electric cycles that industry observers often referred to as micromobility. The report projected changes in three major areas that had to do with Regulation, Consumer behavior and Technology. Besides, consumers were moving towards shared mobility and had the general concern over fast depleting and expensive fossil fuels. Many surveys indicated consumer willingness to move towards alternative modes that were safer and limited environmental damage.

Organizations were investing large amounts of money, often from generous subsidies received from their governments to developing advanced technologies with shorter lead times. It was projected that by the year 2035 the largest automotive markets in the world would go electric. Incumbent auto manufacturers and suppliers would be forced to shift their concentration and focus on the emerging technologies. It was reported that in the 2018 Original equipment manufacturers launched nearly 100 new models and sold two million units globally.

India, being one of the more promising markets for e vehicles witnessed a lot of activity where manufacturers, research and development

organizations, investors and government combined their efforts to revolutionize the EV market in India. (McKinsey). The potential benefits, according to environmental experts, was that the shift to electric vehicles could lead to significant reductions in carbon based emissions.

Electrical Vehicles Market

The global outlook for EVs (a combination of BEVs and PHEVs) presented a viable opportunity that could fill the gap when existing technologies based on ICE (internal combustion engines that operated on fossil fuels) would eventually be phased away. According to a Deloitte report (2019) the global combined annual sales of electric and plug in vehicles had crossed the two million mark until the Covid pandemic stuck. The emerging market for EVs presented a unique business opportunity to a range of organizations – from OEMs to after sales organizations, from battery manufacturers to charging stations, from mobile applications to smart technology solutions, from local delivery applications to e commerce deliveries.

Globally, EV sales registered significant growth in Europe (93.5%) China (17%) whereas in other markets it witnessed a slight drop. China continued to be the dominant market that accounted for half of global sales. The report by Deloitte projected that changing consumer sentiments, policy changes by governments, strategic commitments by EV manufacturers could drive the demand for EVs and the year 2030 EVs could replace traditional transportation systems by 80:20 ratio. A report by research organized Allied Market Research the global turnover of the EV industry could reach USD 802 billion by 2027.

The Indian market, with its socio economic backdrop had been a potential for affordable personal transportation. Ownership statistics revealed that two wheelers dominated followed by four wheelers. The two wheeler EV market in India was expected to demonstrate the highest growth. By the year 2030 industry experts expected a market penetration rate of 25 to 30% for e two wheelers. (KPMG).

Several factors contributed to the growth of EV market in India such as the rapid growth of urbanization, increasing workforce in different sectors, increased incomes and better road infrastructure. In a survey conducted by Deloitte, 56% of prospective buyers of electric vehicles agreed that they would purchase an e scooter as they caused lower emissions and were environmentally responsible.

The imperative for EV adoption found support from many quarters. Consumer research indicated that they were cleaner as they produced 67% less emissions as compared to internal combustion engines. The traditional ICE engines ran on an average of 2000 moving parts. The EVs in comparison would have just 20% moving parts and would be easier for OEMs to assemble. After sales service too would become simpler. The changing consumer preferences had greater implications for the industry that was preparing for the shift to E scooters in a big way. It was predicted that undue bargaining power of any single entity in the value chain would be minimized especially for the OEMs who had historically possessed greater bargaining power among all the members in the value chain.

According to industry experts, the market for electric scooters in India would pick up eventually. China, a country which India looks forward to as a benchmark on many fronts had planned the E two wheeler shift over two decades ago. The country's foundation was laid for expanding the electric two wheeler market in 1998 where about 40,000 scooters were sold. Due to technological improvements and better quality batteries developed by OEMs in China, the sales of two wheelers grew to an impressive 10 million by the year 2005. The country had a population of nearly 257 million EV two wheelers as on 2020. On a comparable note, Indians purchased about 21 million two wheelers in 2019 primarily running on ICE based technology. Looking at the emerging context optimistically, many traditional two wheeler manufacturers in India were slowly transitioning towards electric two wheelers as well. Experts believed that electric vehicles had the potential to change the entire landscape of the two wheeler market in India which could go up to 5.6 million units per annum. The government of India had informed industry that India will go complete electric by the year 2030 by releasing the policy guidelines under FAME I (2015) and FAME II (2019) that came with generous subsidies to consumers and manufacturers.

Challenges for Electric Scooter Adoption

According to industry experts, Electric Scooter adoption in the country has been slow as compared to countries such as China. The E scooter penetration in the country stood at 0.8% or 1 in every 125 two wheelers/ three wheelers. Industry players were keen to upscale their plans to cater to a whole new generation of E scooters but faced several hurdles and impediments

to achieve their objectives. Leading manufacturers such as Honda and Bajaj were opposed to NITI Aayog's proposal on banning ICE driven vehicles by the year 2025. Experts in these companies held the view that in the last twenty years of their existence electric scooter adoption still remained one of the biggest challenges in India . They further argued that the comparisons with other markets was not justified as India had its own set of structural problems that other countries did not face. Some critics, however, dismissed the idea and argued that in today's hyper connected world where innovation is all around technology could be easily licensed. India based manufacturers had to take up the challenge and win the race to offer a product that was suitable for value conscious consumers.

Some critics who were in favor of a phased migration argued that the changeover to E scooters as a result of government policy shift could also result in massive job losses as the existing two wheeler industry employed nearly 30 million people directly or indirectly. Shifting from ICE (Internal Combustion Engines) technology to Electric technology without adequate backup plans such as reskilling of labor, retooling and rebooting existing infrastructure could result in massive collateral damage that would be difficult to reverse. Experts also cited some important roadblocks that prevented consumers switching over to the new emerging electric scooter technologies. Some even described them as many pieces moving together but one never knew if they would ever fall in place. These impediments could be elaborated further.

Product Innovation

Many experts believed that Indian manufacturers were yet to reach critical levels in quality. With a huge captive market India had the biggest opportunity to emerge as the technology leader in at least some chosen segments of Electric vehicles.

Battery manufacturing infrastructure

Indian manufacturers relied on expensive imports of the most critical component in an EV scooter. Reliance on imports could delay developing the infrastructure within the country. In an effort aimed at inviting foreign technology investments, the government had planned roadshows in Europe, US, Korea, Japan and Germany to encourage battery manufacturers set up manufacturing plants in India. Expensive imports of Lithium batteries could be minimized once the country is self-sufficient.

Charging Infrastructure

The existing infrastructure in India would not be sufficient to meet the rising demand especially charging points at convenient locations. In January 2020, the government had approved setting up of 2600 public charging stations under the FAME II scheme. Experts suggested the setting up of an urban charging network. The challenges here were the application approval process that were resulting in avoidable delays. The beginning had been positive with government owned organizations like BHEL and private sector companies like Tata Power taking the ownership of installing public power charging points. More than 30 private companies were found to be active in this opportunity space with many more expected to join.

There was optimism in an otherwise uncertain backdrop. Traditional manufacturers like Hero Motors and Bajaj Auto described the emerging electric two wheeler market as the low hanging fruit that could reach mass market status while other categories such as electric three and four wheelers could take time to achieve mass adoption . This would be possible as the gap between the two technologies in terms of Total Cost of Ownership or TCO could see a significant drop due to rapid strides in disruptive technologies. Some even went to the extent of estimating a demand of nearly four billion vehicles in the next five to six years.

From a macro perspective the two wheeler EV market had gained the necessary impetus to expand the size of the market. The drivers pushing the adoption were still outnumbered by the barriers that prevented the expansion.

Demand Side - Opportunities and Challenges

Experts agreed that the end consumer would be the most critical driver for success in the E two wheeler category. Indian consumers had always been price and value conscious in evaluating most products. The electric scooter was a totally new market offering that called for high involvement decision making. Reasons for high involvement ranged from high initial price and a degree of uncertainty on the operational maintenance of the vehicles. The shift from ICE vehicles to battery operated/ hybrid vehicles would not be easy according to experts. They agreed that a combined and concerted action was required by all direct and indirect stakeholders in the emerging EV eco system. Many experts were vocal when they summarized the reasons

that could trigger the demand in a big way and they were - price, performance, durability, charging infrastructure and battery portability and the running cost of the vehicle. In more mature markets e scooter adoption relied on a well-established charging network. India needed at least 3 million public charging units by 2030.

Consumers could compare the cost benefit associated with switching from ICE based two wheelers to e scooters / hybrid two wheelers. Shorter commutes were another defining feature that determined how consumers responded to new technology products such as E scooters. When a consumer evaluated the price value equation it meant the lighter scooter had to have lighter batteries that necessarily would not have longer durability or life. Consumers expressed resistance to switch over to E Vehicles as the existing alternatives were still good enough and there was no immediate urgency to go for a change when the cost of the alternative was three times more as compared to their existing ICE driven vehicle.

Despite uncertainty, the e two wheeler opportunity had a silver lining. Companies like OLA Electric, Ather Energy, Ampere, Okinawa autotech, Hero Electric, Bajaj Auto were not deterred by the short term roadblocks. They were investing in setting up manufacturing units all over the country to unlock the subsidies offered by the Government of India (See Exhibit I for some of the leading manufacturers of E Two wheelers in India). One of the early entrants in the market Simple Energy had invested INR 2500 crores to set up a 12.5 million per annum unit in Tamil Nadu. Ola Electric announced investing INR 2400 crores to set up a 2 million per annum capacity plant near Hosur in Tamil Nadu state. In fact, OLA electric was looking at exporting to international markets in the near future.

According to industry experts and policy makers, the success of electric two wheelers depended on a multi-pronged approach. Creating favorable climate for investments, investing in consumer awareness campaigns, establishing appropriate quality standards, clarity on phasing out of ICE based two wheelers, setting up of battery charging and swapping centers, develop the workforce involved in manufacturing and service of E two wheelers, invest in a widespread financing infrastructure for prospective consumers to finance the purchases and the recycling centers for used up batteries that propelled the electric two wheelers.

The Road Ahead

According to many experts and consulting reports the Indian market for e scooters was a very big opportunity that could not be ignored. Sales of electric two wheelers had progressed at a very modest pace in the last five years (See Exhibit II in annexures). The government was confident that its incentive policy was aimed at motivating consumers to invest in e scooters as the subsidy reduced the price difference between ICE based two wheelers and e two wheelers (See Exhibit III for sample pictures of electric scooters). Industry projections estimated that about 30 percent of vehicles would be e two wheelers by 2025.

The development of a local component supplier based could further accelerate the sales of e two wheelers as costs of components could fall significantly. These components were now being imported .The supplier network was a crucial link and enabler. Government incentives and a strong sales expectations could build confidence in the OEMs and manufacturers. They would eventually be forced to migrate to the E two wheeler space.

Rapid changes in technology could bring down the prices of critical parts such as batteries. Lithium ion batteries that costed around USD 1200 for a kilowatt hour in 2010 had come down to USD 130-140 in 2021.

The future of electric two wheeler adoption remained uncertain according to many experts. They were of the view that the initial sales were largely driven by innovators who did not risk initial adoption. Actual sales figures as shared by industry sources, however, showed that sales of these vehicles were not very encouraging when compared to countries such as China. A large scale migration from ICE to E scooters was not possible in a short span of time. Leading manufacturers under the SMEV pitched for stable government policies that they believed could ensure fair competition leading to wider consumer choice and industry expansion. The future outlook for the electric two wheeler segment looked very bright despite the potential hurdles as witnessed by the flood of investments that have been committed by leading tech startups and established players.

Exhibit I

Leading manufacturers of E scooters in India

S. No.	Name of the company	Established	2021 First Half fiscal Market share (%)
1	Hero Electric	1984	36
2	Bajaj Auto	1945	4
3	Ola	2017	Not available
4	Okinawa	2015	17
5	Ather Energy	2013	11
6	Ampere Vehicles	2008	14
7	Revolt Motors	2019	4
8	TVS Motors	1978	2
9	Others		9

Source: Compiled from Secondary sources

Exhibit II

All India Sales of e two wheelers - 2016-2020

S. No.	For the Year	Sales of electric two wheelers
1	2016	20,000
2	2017	23,000
3	2018	54,800
4	2019	126,000
5	2020	152,000
6	2021	143,837

Source: Society of Manufacturers of Electric Vehicles (SMEV)

Exhibit III

Electric Scooters – Sample Pictures

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Being A Superhero

Let's not be the zero you have become. Because you were a hero when you were child. Now is the opportunity for you to be more than a superhero. Be the primordial greeter who greets everyone reality of being superhero, as an enjoyer of that reality.

■ **By Dr Vipin Gupta**

IN POPULAR parlance, a superhero is a fictional character like the Superman, who behaves like zero, but has the energy of ten whenever the evil falls on anyone. In India, many believe that Shri Krishna is a fictional character as he fits the moniker of the superhero. He just observes everything, waiting until the evil becomes omnipotent and threatens the presence of all heroes. Then, he takes the superhero form to destroy the villain, affirming his omniscience, omnipotence, as well as omnipresence. Yet he does not let anybody observe him performing his superhero act, doing what he does in nick of time beyond anyone's percipiency.

As a child, I was always curious why Shri Krishna behaves like an observer of the evil instead of nipping the evil in the bud. Why he lets the evil becomes omnipotent? Why he does not let the heroes enjoy their heroism peacefully? What is the value of a superhero's omniscience, if a superhero does not know how to make each child omnipotent? What is the value of a hero's omnipotence, if a hero does not know how not to let the evil become omnipotent and needs a superhero mediation? What is the value of the evil's omnipresence in all stories, fictional or real?

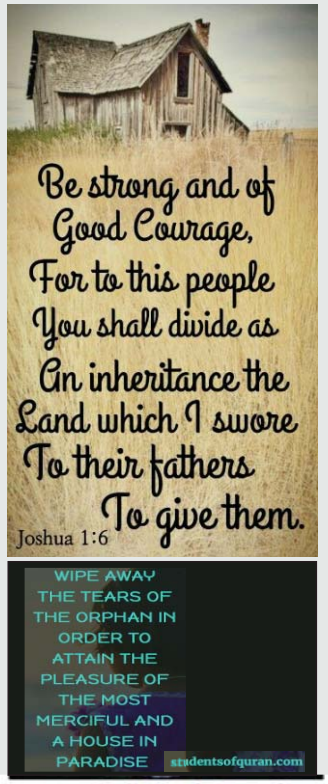
Naturally, each child has a potential to be a hero by following the path of devotion to fulfill one's wish to be a hero. The question is devotion to whom? As a child, I had three options about the question of who should be the 'subject' *(paatr)* of my devotion. First, a superhero like Shri Krishna, even before validating whether he is for real or fiction. I was exposed to conflicting views about the value of devotion to one whose existence has not been proven scientifically while seeking to be a hero in an age of science. Second, a zero who pursued the path of devotion to become a hero. I had trouble coming to the terms that I am zero and that all my childhood buddies were zeroes.

In my eyes, they were all heroes in their own right. I knew no child who was like these adults who were behaving like zeroes, dreaming at home, or meditating at temples seeking to know the reality beneath the fictional character, instead of first following the path of action Shri Krishna said sequentially leads to knowing and devotion. Each child wished to be independent from, not dependent on the one they are devoted to for fulfilling their wishes.

Of course, for the children, the subject of devotion was everyone around them who was their well-wisher. Thus, third candidate for my devotion were my well-wishers. If my well-wishers, including parents, teachers, friends, strangers, birds, animals, plants, books, Mother Nature, as well as different heroes and superheroes I did not even know, are wishing me well for me to be a hero, then they were all real for me. They were all superheroes for me. They had always been superheroes; I just did not have the eyes to perceive them as the superheroes.

Looking back, I ask today why as a child I had become blind to the reality that one can't become a superhero without already being a superhero. Of course, I was aware that each child is a hero: I could see and enjoy their unique gifts. It took me some effort to realise that each well-wishing child is a superhero, working like my primordial self, always motivating me by becoming a zero following me. They made me the one leading their zero energy, thus gifting me the energy of ten just with their presence. Their presence was not one of the fictional characters. Each of the well-wisher was a little Shri Krishna, observing everything, having confidence that I will not let the evil become omnipotent. And, if the evil did become omnipotent because I was not paying attention, then cheering me in my consciousness for me to carry on and fight like a superhero and to be a superhero for them, just like they were superhero for me.

The reason I was blind to the reality of everyone being a superhero, a little Shri Krishna, is the prevailing belief system. The prevailing belief system in India puts priority on devotion to superheroes and celebrates them as celebrities, running after the brands they sponsor and making them the ideals for everyone. Since not everyone can be the ideal for everyone, it naturally leads to a culture where the adults conceive themselves as zero and leave everything to their destiny to be shaped by a transcendental power. The belief is that if the transcendental power wishes one to believe in the presence of that power, then it is the responsibility of that power to make one the hero while being the superhero. We see this scripted well in movies of the yore-the hero visits a Hindu temple only when there is no



hope and tells the deity to show their superhero form now that hero has accepted the self to be zero.

I only wish that the children of India will read this and be devoted to mastering the method of enjoying their absolute freedom to be the superhero with an energy of ten as well as an infinite deity, Mahesha, devoted to oneself. Why? Because we know from our ancient wisdom that oneself is a form of the param deity, Shiva. By cleansing the self from ourselves (we often hear that the self is the reason for the ego and needs to be removed), we are only gifting our Shiva element for the evil to become omnipotent and becoming zeros. As for the adults reading this.

Here is the concluding message. Let's not be the zero you have become. Because you were a hero when you were child. Now is the opportunity for you to be more than a superhero. Be the primordial greeter who greets everyone the reality of being superhero, as an enjoyer of that reality. ■

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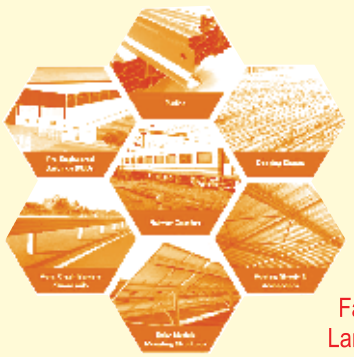

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అభిప్రాయం

డా. ఎస్. ప్రతాప్ రెడ్డి

అమెరికాలోని ప్రఖ్యాత స్టాన్ఫర్డ్ విశ్వవిద్యాలయం ప్రవాస భారతీయులు అధివక్తలుగా కొన సాగుతున్నారని జబ్బలు చరుచుకుంటాం. ఒకవేళ వారు ప్రాథమిక స్థాయి నుండి ఇంగ్లిష్ మాధ్యమంలో విద్యాభ్యాసం చేయకపోతే ఈ మనత సాధించేవారా! మంచో రెడో బ్రిటిష్ వలస వాదుల కింద 200 సంవత్సరాలు నలిగిన మనం బలవం తంగానైనా ఆంగ్లం చదవడం, రాయడం, మాట్లాడటం నేర్చుకున్నాము. అందుకు వారిని నిందించడం కన్నా ఆ ఒత్తిడి ద్వారా మనకు ఒనగూరిన ప్రయోజనాలను లెక్కించాలంటాను. అధిక సంఖ్యలో భారతీయులు ఇంగ్లిష్‌లో ప్రావీణ్యం కలిగి ఉండడం వల్లనే ఐటీ పరిశ్రమలో మన దేశం చైనాను వెనక్కి నెట్టి ముందుకు దూసుకుపోతోంది. ఆంగ్ల భాషపై తమ బలహీనతను ఆంగీకరించిన చైనా, భారతీయ అనుకొస్తూ ఆ భాష నేర్చుకునేలా తమ యువతను ప్రోత్సహిస్తోంది.

విద్యార్థులకు ప్రాథమిక స్థాయి నుండి మాతృభాషలో కాకుండా నిర్బంధంగా ఇంగ్లిష్ మాధ్యమంలో బోధించే విషయమై విస్తృతంగా చర్చ కొనసాగుతోంది. విద్యావేత్తలు, తత్వవేత్తలు విభిన్న అభిప్రాయాలు వెలిబుచ్చుతున్నప్పటికీ ప్రాథమిక స్థాయి నుండి నిర్బంధ ఆంగ్ల బోధన తప్పనిసరి అని నా నిశ్చితాభిప్రాయం. ప్రపంచ వ్యాప్తంగా చాలా దేశాలలో ఇంగ్లిష్ దిగ్వీయ ప్రధాన భాషగానే గాక, అత్యంత ప్రజాదరణ కల్గిన అమోఘయోగ్యమైన అనువాదాన భాషగా మారిపోయింది. 'గ్లోబల్ మానిటర్' అధ్యయనం ప్రకారం- 10,25,109 పదాలతో ప్రపంచంలోనే అత్యధిక పదజాలం కలిగిన భాషగా ఆంగ్లం మనుగడలో ఉంది. స్టాటిస్టా 2021 అధ్యయనం ప్రకారం, ప్రపంచవ్యాప్తంగా 135 కోట్ల మంది దీన్ని మాతృభాషగానో, లేదా ద్వితీయ అధికార

భాషగానో మాట్లాడుతున్నారు. ప్రపంచవ్యాప్తంగా ప్రతి ఐదు మందిలో ఒకరు ఆంగ్లం మాట్లాడటం, అర్థం చేసుకోవడం సరసాధారణం అయింది.

అంతే ఇంగ్లిష్‌ను ప్రపంచ భాషగా గుర్తించాలా అంటే, దాని విస్తృతి దృష్ట్యా అవునని చెప్పక తప్పని పరిస్థితి! నేటి ప్రపంచీకరణ నేపథ్యంలో, శాస్త్రసాంకేతిక రంగాలలో విప్లవాత్మక మార్పులు చోటు చేసుకుంటున్న తరుణంలో సాహిత్యం మినహాయించి ఏ విషయం అధ్యయనం చేయాలన్నా దానికి సంబంధించిన ప్రమాణిత, దృశ్య, శ్రవణ మాధ్యమాలలోని సమాచారం సింహభాగం ఇంగ్లిష్‌లోనే అందుబాటులో ఉంది.

ఇంజినీరింగ్, వైద్యశాస్త్రం, గణిత శాస్త్రం, ఖగోళ శాస్త్రం, జీవ, రసాయన శాస్త్రాలు, అర్థ, వాణిజ్య శాస్త్రాలు – ఒకటేమిటి ప్రతి రంగంలో ఇంగ్లిష్ ఒక అవిభాజ్య భాగమయ్యింది. ప్రభుత్వ, పైవేటు, వర్తక, వాణిజ్య రంగాలలో ఉత్తర ప్రత్యుత్తరాలు అత్యధిక భాగం ఆ భాషలోనే కొనసాగుతున్నాయి. ఆ భాష రానివారితో పోల్చితే వర్ధిన వారికి విద్య, ఉపాధి అవకాశాలు న్నదేశంలోనే గాక విదేశాలలో కూడా మెరుగ్గా ఉంటున్నాయి. ఈ పరిస్థితి కేవలం భారత దేశంలోనే కాదు, ప్రపంచంలోని చాలా దేశాలలో నెలకొన్నదనడం ఎంత మాత్రమూ అతిశయోక్తి కాదు. ప్రాథమిక స్థాయి నుండి ఆంగ్ల మాధ్యమంలో విద్యాభ్యాసం చేసిన వారు గొప్పగా రాణించే అవకాశం ఉంటుంది.

'అమ్మ' ఎవరైనా అమ్మే! అమ్మను మించిన దైవం ఇంలో లేదు. 'అమ్మ భాష' కూడా అదే కోవకు చెందినది. అందువల్ల అమ్మ భాష అయిన మాతృభాషను గౌరవిస్తూనే సమాంతరంగా ఇంగ్లిష్ భాషను విద్యార్థులకు ప్రాథమిక స్థాయి నుండి బోధించడం ద్వారా వారి ప్రగతికి బాటలు వేయడం సుంభతరమవుతుంది.

ఫొండర్ ఛైర్మన్, ధ్రువ కాలేజ్ ఆఫ్ మేనేజ్‌మెంట్
drspratapreddy@gmail.com

సాక్షి Mon, 10 January 2022
https://epaper.sakshi.com/c/65505060

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05

ఉత్సాహంగా 'ధ్రువ కాలేజ్' కాన్వొకేషన్

హైదరాబాద్, వెలుగు: మేడ్చల్ లోని ధ్రువ కాలేజ్ ఆఫ్ మేనేజ్ మెంట్ లో శనివారం 2.5వ కాన్వొకేషన్ ఉత్సాహంగా సాగింది. బోల్టన్ వర్సిటీ మాజీ డిప్యూటీ వీసీ డా. కందాది కొండల్ రెడ్డి, ధ్రువ కాలేజ్ ఆఫ్ మేనేజ్ మెంట్ చైర్మన్ డాక్టర్ ప్రతాప్ రెడ్డి, వైస్ చైర్మన్ పుష్పలతా రెడ్డి, డాక్టర్ ఆర్మే జైన్ హాజరయ్యారు. గ్రాడ్యుయేషన్ పూర్తి చేసుకున్న స్టూడెంట్లకు డీబీపీ మహేందర్ రెడ్డి, రిటైర్డ్ ఐఐఎం ప్రొఫెసర్ డాక్టర్ మాథ్యూ మునిపల్లు జూమ్ ద్వారా కంగ్రాట్స్ చెప్పారు. జూమ్ సెషన్‌లో భాగంగా మాజీ వీసీలు దీఫ్ పొన్నాల లక్ష్మయ్య, డాక్టర్ గుప్తా, రామస్వామి, రఘురాం, బృహస్పతి, జగన్ రెడ్డి పాల్గొని మాట్లాడారు. అనంతరం గోల్డ్ మెడల్ సాధించిన టాపర్లు శాంతి, సాయికిశోర్.

మహీధర్, సుధీర్, అరవింద్ కు సర్టిఫికెట్లు ఇవ్వడంతో పాటు వారి పేరెంట్స్ ను సత్కరించారు. కార్యక్రమంలో కాలేజ్ ఓల్డ్ స్టూడెంట్లు, ప్రముఖులు, విద్యావేత్తలు పాల్గొన్నారు.

Office of PS to President <pspoffice@rb.nic.in>

Dear Sir/Madam,

The Rashtrapati Bhavan is in receipt of your request seeking an appointment with the Hon'ble President of India during his visit to Telangana from 29 December 2021 to 03 January 2022 at Rashtrapati Nilayam, Bolarum, Secunderabad.

I am directed to convey that the visit of the Hon'ble President to Telangana on above dates stands cancelled.

With regards,
Yours sincerely,
Private Secretary to the President of India
Rashtrapati Bhavan, New Delhi-110004

Azadi Ka Amrit Mahotsav

Your Excellency **Hon'ble President of India Shri Ram Nath Kovind ji,**

The Nation is privileged to have you as our President.Let me humbly put forth a simile that KOVIND=GOVIND which can be deduced you're RAM as well as GOVIND.

As an octogenarian teacher who founded India's first not-for-profit B-School 26 Yrs ago, may I request you to kindly preside over our Convocation during your sojourn in Hyderabad..

Dr. S. Pratap Reddy, B.E., MBA, Ph.D
DHRUVA COLLEGE *of* MANAGEMENT

THE HINDU

Be resilient to change, Dhruva graduates told

Management college celebrates silver jubilee

SPECIAL CORRESPONDENT
HYDERABAD

The silver jubilee celebrations of Dhruva College of Management saw an exhibition of Indian traditions in line with the ancient Gurukul style that the college follows, and parents being honoured for the achievements of their children.

Former Deputy Vice-Chancellor of Bolton University, UK, Kondal Reddy Kandadi was the chief guest at the event that also saw the participation of alumni from across the globe.

In his convocation address, he shared some important messages with the graduating students and asked them to be resilient towards change and enlightened them that the term 'perfect job' is a myth.

Dhruva College of Management chairman S. Prathap Reddy and vice-chairperson Pushpalatha Reddy inaugurating the silver jubilee function on Saturday. • ARRANGEMENT

Telangana DGP M. Mahender Reddy and retired IIM-A professor Mathew M Monippally, who is a member of Dhruva's governing board, congratulated the graduating students through video-conferencing. Former TPCC chief and senior Congress leader Ponnala Lakshmaiah, Vipin Gupta of California State University USA, Annam Ramaswamy of ASCI and Jagan Reddy, a US-based psychiatrist, were among other guests.

College founder-chairman S. Pratap Reddy, in his welcome address, touched upon the values such as humility and love for work which Dhruva has always attempted to ingrain among students. This resonates in the mission statement of Dhruva, that is co-producing leader-managers grounded in intellectual humility and ethical profundity.

Shanthi B. (valedictorian and marketing topper), Vallakathi Sai Kishore (salutatorian); V.V.S.V.S. Maheedhar (finance topper), Dheeraj Rampal S. (HR topper) and Chepuri Aravind (analytics topper) were felicitated with medals and trophies for their exemplary performance.

Parents of the meritorious students were also felicitated on the occasion and shared how the Dhruva family had made a meaningful impact in their lives. The graduating students received their certificates from the chief guest.

K. Pratap Reddy, director of Society for Entpp Devt and Agri Business Management, R K Jain, director-Symbiosis, Mr Pratap Reddy, chairman of Dhruva College of Management and Puspalatha Reddy, college vice-chairperson were present.

DHRUVA COLLEGE TO HOLD 25th CONVOCATION

DC CORRESPONDENT
HYDERABAD, JAN. 7

The Dhruva College of Management will hold its 25th Silver Convocation on Saturday. The convocation address will be delivered by Dr. Kondal Reddy Kandadi, former deputy vice-chancellor of Bolton University in the United Kingdom.

According to Dr S. Pratap Reddy, founder of Dhruva College of Management, Telangana Director General of Police M. Mahender Reddy and Dr Mathew M.Monippally, IIM-A(Retd), will address graduating students virtually.

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Faculty & Students

I would like to express my gratitude and a very big "Thank You" to our beloved chairman Dr. S. Pratap Reddy and learned faculty for moulding me "What I'm Today"!As I look back, I've come to think that the key things Viz; World Class Infra, Case Method Pedagogy, Curriculum, Internships, Diverse group of cohorts, Life Skills Training & Mentoring, Large alumni network spread across globe that make DHRUVA PGDM unique: DHRUVA is an Institution where all students get equal opportunity to explore their talent and fulfill their dreams. I am one of the live example-I have been campus placed in Byju's during the pandemic with a decent package and my current package is Rs 15 lakhs.

Sindhura Raj Perugu
PGDM 2018-'20

Excerpted from message to the students graduating@"silver convocaton" - Jan 8,2022

Dr. Pratap Reddy runs Dhruva like a Gurukula Vidyalaya. I'm so glad that Dhruva has grown from strength to strength and is now recognised as one of the best B-schools, whether it be in terms of infrastructure,training and learning methodologies, placements. I wish Dhruva the very best and I hope and trust, Dhruva will keep growing from strength to strength from today's silver convocation to golden and beyond coproducing world class leader managers in the service of corporate india.

Dr M. Mahendar Reddy, IPS
Director General of Police -Telangana

In the life of a B-School, a quarter century of attracting students and faculty is a significant landmark. It's not easy to achieve that in a competitive scenario. DHRUVA has achieved it and its students have proved DHRUVA right. There is a saying in Malayalam: *"What has sprouted in fire will not wither in sunlight".*

That is the kind of experience DHRUVA students go through, and that is why they will not wither even in the toughest of situations. I wish DHRUVA and its students all the best!

Dr. Mathukutty M Monippally
IIM-Ahmedabad (Retd)

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- GLOBE (Global Leadership & Organization Behaviour Effectiveness) - Research undertaken with Wharton School of Business
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- Best living and learning experience in South India - Business World
- 3rd best business school in Hyderabad - India Today

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