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International Journal of Original Research and Development



An attempt to provide ready to use latest research and development knowledge to the society and to lead human civilisation to Moon, Mars and Beyond, with deadlines of 2030 A.D. Moon colonisation, 2050 A.D. Mars Colonisation, and beyond, with full of ethics, values and sustainable safe growth.

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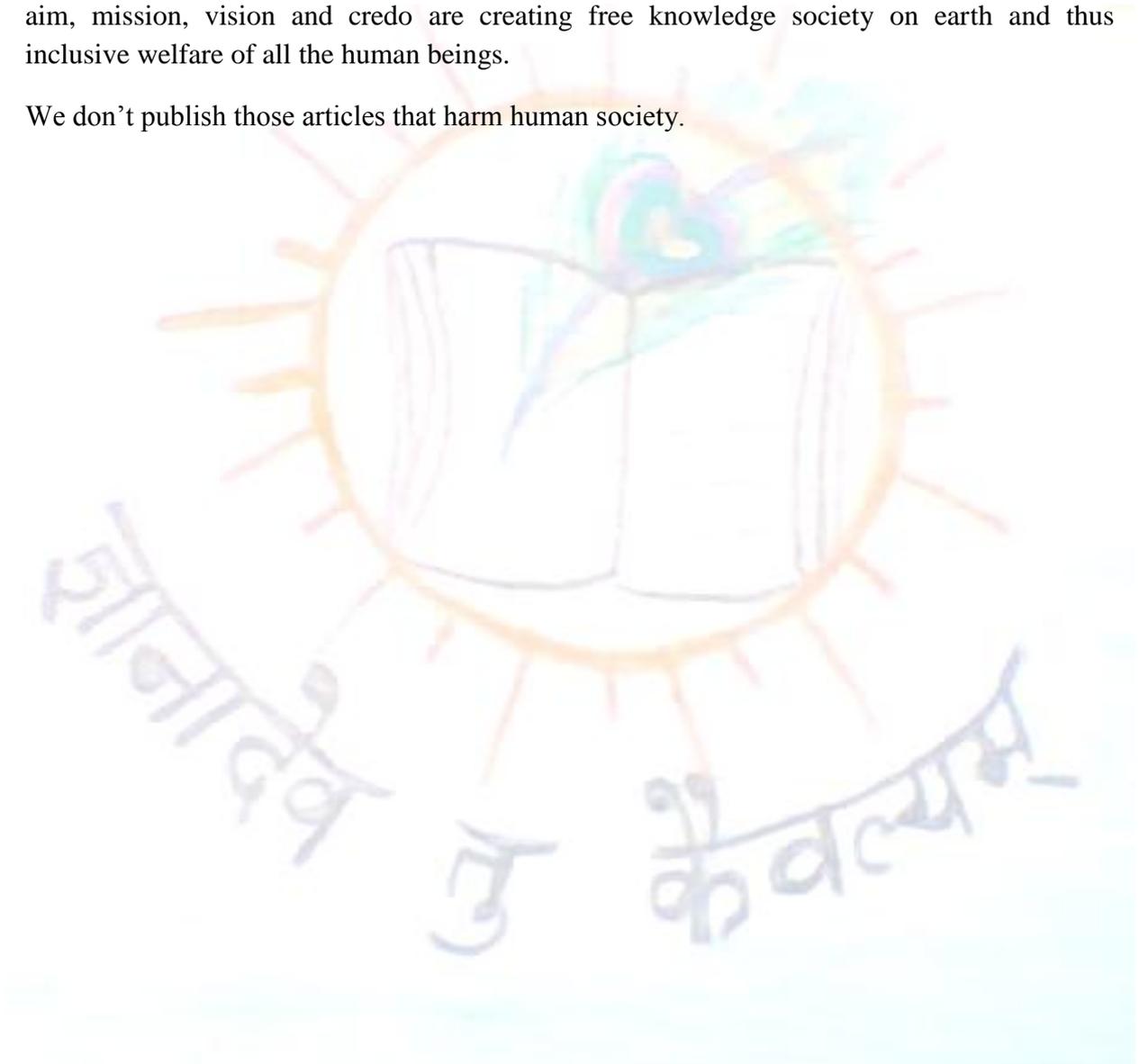




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1. Next to God, the Super Leader cum Manager called Indian (Bhartiya) Mother

Dr. Ashish Manohar Urkude, dr.ashish.urkude@gmail.com , ashish.manohar@yahoo.com

Abstract, summary, in poetic form:

It is the Indian mother whom every Indian regards as the first person in life

Her character has created super leaders like Shivaji, Vivekananda, Bhakta Prahlad, Tatas and Birlas

She always remains at the top when it comes to supreme sacrifice among all the family members

Her Total Quality Management at her home transcends the ISO, QS, CMM and TS standards

Her children always claim that the taste of her cooked food always go beyond the test of the cooked food together cooked by all the chefs of all the five star hotels in the world

Her Knowledge Management and its execution keep her children always on the well-defined track

Her simple gestures can create the independent states, through the hands of her son, like Shivaji did

She never gets tired or never gets bored doing the same things everyday for everybody in her house

For her Kaizen is a moment-to-moment activity as she keeps her children and herself on path of improvement

She rewards everybody at her home according to his/her taste and likes

Her patience, endurance and perseverance for her children excels the limits of every humans

Her commitment and unwritten agreement to/for/with the family surpasses every limits in the world

Her compassion and love for her child is too bountiful to be trapped in the limits of the world

She works for the family all through her life without expecting any return

Her benevolence outrun the benevolent attitude of any of the best leader or manager

She remains always ahead when it comes to plan, organize, implement, coordinate, and finance m/any household work,

She remembers each and every phase and event in the life of every family member and she takes active part in them

She remains whole and sole entity of trust to all her children till they get mature enough

Her management efficiency outshines at least ten managers in the world

She sets goals distinctively and individually for her children and motivates them to achieve





Her one decision of financial transaction can take care of short as well as the long-term family goals

She has ability to think microscopically and telescopically when she solves the problems of her children

She can influence every of her activity at home by her mere presence

She is the only complete woman in the world

She gives vision, mission and objective to all her family members

She has daily, weekly, monthly, half yearly and yearly plan of work for her home and every family member

She achieves her target for her home at the cost of her sleepless nights

She never resigns from her responsibility or changes her family organization

She never asks for pay hikes for herself and manages everything within the framework monthly payment/s

She has ability to utilise every resource at its optimum or beyond its inherent capacity, as she takes care of that resource with vision

Her negotiation power, even for every penny spent, over steps the capabilities of the best managers

She keeps herself always happy with her own adopted stress management ways

Her physical, emotional, intelligent and spiritual quotients out shine all these quotients of top bosses individually in their fields

Her sixth sense gets developed to such an extent that many times she senses a danger in advance

She initiates everything at her home being a self-starter and self-motivator

She has the communication skills of very high calibre

She provides every kind of security and safety to her children, at young age or at older

She guides, supports, every kind of life building activity of her children at home

She keeps conducive atmosphere and super encouraging environment of world-class standards at her home

She leads by example when it comes to practical truthfulness and ethics

She simply delights her children by her total devotion and gets delighted at the progress of her children

She easily handles the complex situations, domestic violence, and group dynamics at home and keeps family intact for life

Her arbitration abilities overreach the abilities of the best lawyers in the world





She tries to involve everybody in every good activity but if nobody turns up she becomes one-woman army and a force to reckon with though she lives at receiving end

Her simple glance at her child can penetrate the heart, brain and soul of her child and she can perceive and grasp the problem of her child

She is hypersensitive to the pain of her child hence she can find amicable solutions over that problem where even super humans can fail

She keeps watch and track on every family member and keeps them on the well defined track

She is super leader as she builds, nurtures, grooms, moulds similar leader like her in her children,

She is super manager as she teaches delegation, sharing, caring, independence and working together for whole of her life.

Hence, even Ram did not forget to say that mother and motherland are far better than the heaven

Hence, many Indians since aeons, even claim that in this universe mother is the first god to every child

In today's world, ask any leader or manager to do all these things at a time like Indian mother does, and the answer will be simply NO.

Then, ask any Indian mother to do all these things for her child and at once without a second thought her response will be a big YES and will start working on it immediately.

Is due to special relationship or the passion or the or the devotion or the managerial ship or the leadership god knows

One thing is sure if character called Indian mother had not been there then Indian civilisation, and culture would not have survived

Neither would have survived the business, education, family values, individual values, social values, global values, and the super Indian culture if Indian mother had not been there

Let's salute, prostrate, and bow before that typical Indian mother, my mother, your mother, and every Indian's mother, to whom we have to call the Super Leader cum Manager.

Five Key words: Indian Mother a complete woman, Super leader, Super Manager, Super Teacher, Multifaceted personality for hyper dynamic world.

Introduction:





Persona or Qualities and characteristics of a person always have more importance and impact on others than his actual personality. The reason being the halo around the person states his/her background. It guides his/ her life all the times. Persona consists of attributes/ characteristics/ qualities, which makes a person. From our point of view, the person can either be a manager or the subordinate, either a leader or the follower, either an Indian Mother or her child. The personal strengths of a person can be guessed/ calculated from his Physical Quotient (PQ), Intellectual Quotient (IQ), Emotional quotient (EQ), and Spiritual Quotient (SQ).

As everybody is aware of Intelligent Quotient i.e. it is the ratio of tested mental age to chronological age, usually expressed as a quotient multiplied by 100.

Thus, $IQ = (\text{Mental Age} / \text{Chronological Age}) \times 100$.

It shows the mental abilities of a person. Similarly, PQ shows Physical Maturity, abilities and capacity of every person. EQ shows the Emotional Maturity, abilities and attitude of every individual. SQ clarifies to the person his Spiritual Maturity, looking at life, living life happily and knowing his own capabilities to attain self-actualisation in the professional field; and self-enlightenment in the spiritual field. The features of PQ, EQ and SQ differ for/from the diverse sources.

In addition, Emotional Quotient and Emotional Intelligence are different things. Quotients show the mathematical measure of a person's capacity. While their intelligence shows how intelligently person uses his physical, his emotional or his spiritual attribute/aspect in his life. More intelligently the person uses his quotients more he becomes successful in his life.

Cooper and Sawaf, 1998, define 'Emotional intelligence is the ability to sense, understand and effectively apply the power and acumen of emotions as a source of human energy, information, connection and influence.'

In one of the online EQ Test, Ms. Julie B. Thibodeaux and Mr. D. Stephenson Bond put every individual in three grades/categories viz. A, B and C. In the explanation it states, that Emotional Intelligence is about having empathy for others. It is about standing up for what you believe in a tactful and respectful way. It is about not jumping to conclusions, but getting the whole picture before you react. The key to emotional intelligence is an understanding of your emotions and the emotions of others, and acting in the most appropriate way based on that understanding. Having a healthy emotional intelligence is very important. It enables us to live happy and successful lives. Healthy emotional intelligence helps us set up our personal





limitations and boundaries to make decisions about our lives, and communicate successfully with the people we love.

Thus, EQ makes us aware about:

- the feelings of an individual at I, You and We level.
- perfection in your perception of empathy, sympathy, motivation, love, compassion, integrity, and understanding responsibilities,
- an ability to respond skilfully during/in/to pleasure and pain of others and self.
- it clarifies how not to act or react negatively to any misconduct of anybody and inspire him not to happen that misconduct once again otherwise the series of misbehaviour continues, it becomes habit on both the sides and may lead to full fledged war
- an ability not to hurt anybody at any time in your life and always keep your emotional balance/ stability of mind
- an ability to create a conducive and progressive atmosphere by your mere presence for self and for others.”

One thousand Indian persons/samples from all the strata of society were interviewed, through methodical questionnaire. The reason being few got too emotional while expressing their feelings about their own mother. Few couldn't explain what they feel. However they claimed that for themselves their own mother is equivalent to god. Thus, while finding the EQ of any typical Indian Mother, special questionnaire was prepared. Thus, Indian mother living in Punjab or in Tamilnadu, living in Gujarat or living in Assam always scored more than a perfect score. I'm sure in past, in present and in future too this Indian Mother character will score more than perfect score when it comes to test their abilities to lead or manage their everyday household duties. In almost all the cases her love and compassion for her child far exceeded her counter-part in other parts of the world. Take example of a mother in a developed country where family values have least importance. In west, every mother has her individualistic personality. She is not portrayed like a typical Indian family mother. From her government she gets monthly monetary benefit for begetting her child, who according to their constitution happens to be a national property/ asset. According to few experts this money happens to be causing a fundamental drawback. Thus, in few western countries after few years the monetary benefits stop. Let us say at 14 years of age. Also by that time, children also start earning. Due to high amount of importance to individualistic nature less importance is given to family system. Very few family members stay together for the whole life span. Thus, the tender bonds in the family system get loosened up. Adding oil in this fire are few





more new and old personal relationships of every individual persons. It is not problem of one family or only west when its impact is wide spread. That is why Indian Mother and family organisation can become a fundamental solution in coming future. If every leader and manager becomes multifaceted multi-responsible and lifetime integral to the institution and the organisation he can bring miracles.

That is why every Indian values mother more than any material property. The reason is she cooks hard earned bread for her child. Child also realises and feels the hardships of the mother. Indian mother is more family personality and biggest asset to her children. Especially, Indian mother, in few cases shows extraordinary love and affection if she happens to be lone survival among the parent of her child.

Thus, when the scores are calculated Indian Mother scored a perfect score within a matter of few seconds whether working woman or housewife. While for the leader, the maximum score scored was eighty percent. It took few minutes as they thought which would be the perfect answer to score high. For the manager it was not even more than sixty percent, even they thought theoretically or practically to score perfection.

Next in the hierarchy is a SQ. PQ, IQ, and EQ forms the foundation blocks for the SQ. For the Authors Dana Zohar and Ian Marshall introduced a new dimension to human intelligence. Spiritual Quotient (or SQ) is the ultimate intelligence, they claim. This is the intelligence used to solve problems of meaning and value. "Is my job giving me the fulfilment I seek?" "Am I relating to the people in my life in a way that contributes to their happiness and mine?" Answers to these questions determine whether we will find happiness or not. IQ and EQ are inadequate in such issues.

"Spiritual intelligence," explains Ram Mohan, a Vedanta teacher, "is about the growth of a human being. It is about moving on in life. About having a direction in life and being able to heal ourselves of all the resentment we carry. It is thinking of us as an expression of a higher reality. It is also about how we look at the resources available to us. We realize that nature is not meant for exploitation alone. Ultimately, we discover freedom from our sense of limitation as human beings and attain Moksha."

In one Spiritual Quotient Test the questions mainly dealt with self, self-awareness, the suffering for others you can take, ability to work in any circumstances and remain calm, thinking holistically, ability to become harmless creature, and ability to inspire. It deals mainly with attitude, unlike Maslow's Hierarchy of needs.





However, still nobody comes much closer to Indian Mother when there is an in depth and far tertiary level analysis for SQ.

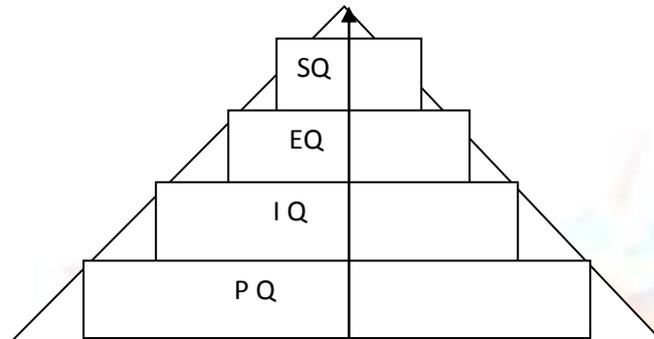


Exhibit 1: Hierarchy of Quotients

Exhibit 1 shows the hierarchy of the Quotients. PQ, IQ and EQ form the basic foundation for the SQ.

Also, Indian citizens know, that just few qualities do not make any person/ lady what we call an Indian Mother. She is far beyond qualities put in any kind of language and/ or material calculations. Indian mother tries to imbibe in her child are the spiritual qualities those make SQ. It may not make him to reach its premium spiritual level. But she certainly makes her child realise the basic value, the practical truths of life and she teaches him to capitalise every moments in his life. Thus, her child learns everything from mother how to live for moment-to-moment in his life for others. Indian Mother believes that, the earlier her child realises these qualities in his life, the happier s/he becomes in her/his life. In an in-depth search those qualities are summarised below:

1. Values – Traditional Indian and Cosmopolitan.
2. Flexibility and adaptive ness
3. Living for the family. Thus, family first and I/ self later
4. Self-Awareness and high quality of alertness
5. An ability to face successive sufferings and pains for children and family
6. An ability to give more even when your Physical Quotient is low/ she is suffering from diseases and/or pain
7. Inspire and get inspired by vision put by/for self and of/for children
8. Thinking holistically





9. High amount of perception and grasping. Even a single glance at her child can make Indian woman percept the problem and its intensity as she all the times believes that her child had derived everything from her body, heart, intellect, values, and soul.
10. Exceptional communication abilities in any circumstances
11. Strong will power to work against the odds/evil force/s if situation demands.
12. Handling stressful situation holistically and keeping herself busy all the times
13. At the end of the day she realises the self actualisation level then only she can take nights sleep
14. Attaining the ultimate goal of life called the Moksha/ Nirvana/ Atmadnyan is far easier for Indian Mothers. The reason is she has that invaluable quality called tender emotions, feelings, compassion and love, which can utilise while praying the almighty and all-pervading God.

Thus, the person who is nearer to god in family is the Indian Mother. She has the basic aptitudes to reach this level of the Moksha or Nirvana or the Atmadnyan. She utilises her qualities and follows the Indian methods of devotion, and karma yoga properly to reach that level. Many Indian mothers redirect their love to their child towards love of god and becomes successful. The best example over Moksha for Indian Mother would be Mrs. Saralatai Madhav Wakade, wife of my Sadguru Mr. Madhav Vishnu Wakade alias Swami Madhavnath, of Pune. She attended Moksha through all these qualities, even when she was alive.

SIMPLE ANALYSIS:

Analysis of the attributes of Indian mothers and the manager and the leaders is put forth in the Exhibit 2. In one sentence even the best leader/s cannot match the qualities of Indian Mother. How? See the Exhibit 2. It proves how Indian mother over steps the qualities of all the managers and the leaders in the world putting together, when it comes to relationship between child and mother. Methodically it is proven that if the qualities of the managers are good then leaders are better. However, qualities of the Indian Mother always happen to be better than the best.

Exhibit 2: Qualities of the Managers, Leaders, and the Indian Mothers:

If the qualities of the Manager are good then qualities of the leader are while the qualities of the Indian Mothers are the best.





SN	Manager	Leader	Indian Mother
1	Managers maintain, oversee and follow policies set by others	Leaders by example induce others to follow, they set goals and often are the catalysts for change	The very qualities that make good leaders are the same ones that often are disruptive to the managerial process.
2	Managers are most comfortable when adhering to policy	Leaders want to be unfettered/ creative by policies.	She does not have to create or follow o influence the policies. All things happen obviously and naturally as a matter of love, compassion and security of children.
3	Managers are more likely to look for pragmatic solutions to problems	Leaders favour the ideal	Her solution is idealistic pragmatic. In fact she takes the decision and solves the problem having short term and long-term impact on life of an individual and on the future of the family. Many times leaders and managers fail to take decision on fear of some kind of loss, which they are not ready to sustain or suffer. However, for Indian Mother her child is more important than any kind of materialistic loss.
4	Administrators value a smooth managerial operation and efficiency	Leaders seek that which is the most effective	Mother finds out the path on which she could have the smooth managerial operation, efficiency, and have the effective ways of delivering the best to her children.





5	Engaged in day to day activities whose domain is only specific	Formulates long term activities and goals can have broader vision but in practical it may succeed or not	Indian Mothers have short-term activities having long-term vision. It solves the specific job as well as the long-term goals. She has ample time to teach her child day-to-day activities under her kind supervision also from tackling long term goals having broader vision separately whenever that needs arrives.
6	Exhibits supervisor autocratic behaviour	Exhibits leadership behaviour of sympathy and empathy with result oriented approach	She has uncanny knack of exhibiting benevolent managerial autocracy in emergency or in life threatening situations. While her leadership is full of sympathy, empathy, compassion and full of love and produces the result she wants from her child.
7	Administers the given system and sub-system in the given organisation	Believes in innovating the whole organisation	She has her own system and sub-system at her house and can bring innovation at any moment she wishes. Which is always easy to follow for her children.
8	Asks how and when to engage in standard practise	Asks what and why to change standard practise	Indian Mother has ability to set standards and standard practises according to the circumstances. She comes to the consensus after discussing it with every family member. If the situation demands she consults every family member and changes the standard practises. No leader or manager can make a smooth change over than Indian mother can do at her home with all her efforts.
9	Acts within established functions and	Creates vision and meaning to the	She establishes system, function, and organisation of her home. She creates vision and gives meaning to the home. She demands





	system in the organisation	organisation	more than the walls or material things at her house and that is bond of true love among every individual, elder or smaller. That bond of love binds the family and associates forever. In present world, no leader or manager except the spiritual leaders can achieve this stage of bonding like Indian Mother does.
10	Uses Transactional/ Transcending influence	Uses Transformable/ Assignable influence in the organisation	At every moment Indian mother goes beyond transactional and transferable influence. With her ability to influence her children she moulds her daughter like her; full of understanding and embodiment of self-sacrifices. While she grooms her boy towards a better Indian gentleman and global citizen.
11	Relies on control strategies to get the things done by subordinates	Uses empowering strategies to make followers internalise values	Her bond of love and affection brings super control over the strategies to get the job done. Even if her child studies well she feels she has done her job. While she empowers and internalises Indian values to every kind of work in traditional style in her child.
12	Status Quo supporter and stabiliser	Status Quo Challenger and change creator	Indian mother brings stability in the life of child with creating changes in the situations according to the circumstances. She brings out practical results at every phase and every event of the life of her child.
13	Managers are satisfied with the salaries they get.	Leaders may get satisfied with the performance of their followers depending on the	She gives more than she takes. She never ask for the monetary returns of her job at home and is always satisfied with her children and motivates them for betterment in future.





		result of the activities.	
14	Through occasional executive development programs Managers try to train his subordinates.	Through frequent camps and special trainings leaders train their followers.	Indian Mothers teaches her child through her behaviour, gestures and actual training. She teaches them how to teach and how to learn and how to live. Unlike managers and leaders she is available 24 hours 7 days a week for her child. In few occasions she takes child development program on her or sends her child for the training, tuitions, and special coaching.
15	Everything is en-cashed	Everything is used to grow his influence	Indian mother always have unconditional love for her child. It is said that one thing that can happen only in India, is that even million dollars or precious gift like diamonds could hurt her feelings if her child tries to en-cash her emotions and feelings.
16	PQ of a Manager has limitations while they work with organisation.	PQ of the Leader rises as his follower approaches to her/him. While for some leaders in increases as and when publicity/ media persons appear before them.	At all the times PQ of every Indian mother goes beyond her average working capacities, that too at all the times. Nobody have ever heard that any mother have asked for any compensation or publicity for growing her own child. Also, once she knows her capacity she tries hard to develop her child better in physical capabilities.
17	EQ of a Manager is more emotional	EQ of a leader is also ambivalent but effective. Leader simply plays with	EQ of Indian Mother is real delight to experience. She welcomes sufferings for her child. She is always at receiving end; still she keeps giving more to her child. If her child is





	<p>intelligence.</p> <p>He shrewdly utilises his skills to get the work done.</p> <p>Subordinates always know / realise that they are getting exploited.</p>	<p>the emotions of the public. Can get their work done by instigating their followers.</p> <p>Sometimes followers may know or may not know that they are getting exploited by their leader/s.</p>	<p>ill she takes that child to doctor in spite of all situational odds. Also, Indian Mother takes million different roles. She balances her emotions at every moment and becomes counsellor, teacher, nurse, disciplinarian and she does all these jobs with grace and skill with perfection.</p>
18	<p>You hardly find any importance to the SQ in the Managers.</p>	<p>There is importance to SQ in the life of Leaders but sometimes it becomes more public show than giving importance to enlightenment, unless that leader himself is enlightened soul.</p>	<p>In India, Mother is supposed to be the first Guru of her child. She preaches how to recite hymns, chant devotional songs, shlokas, etc. Few blessed children learn yoga, and meditation and live exalted lives since their tender age. Thus, child start maturing at the SQ level and realises importance of time, worth of every phase and significance of every event of his and every person's life. Many such children become true leader or enlightened souls in their future lives. These children go on to become super leaders like Shivaji and Swami Vivekananda.</p>
19	<p>Very few managers can put their subordinates even up to Maslow's second</p>	<p>Leaders can provide their followers the food, shelter, and security that are on third hierarchy level of</p>	<p>Indian Mother, who inputs the values in her child, gives food, shelter and security and comfort zone. She has ability to make her child realise the top of the Maslow's hierarchy that is the self-actualisation. Also she can inspire her child for the Self-enlightenment or Nirvana, like it happened</p>





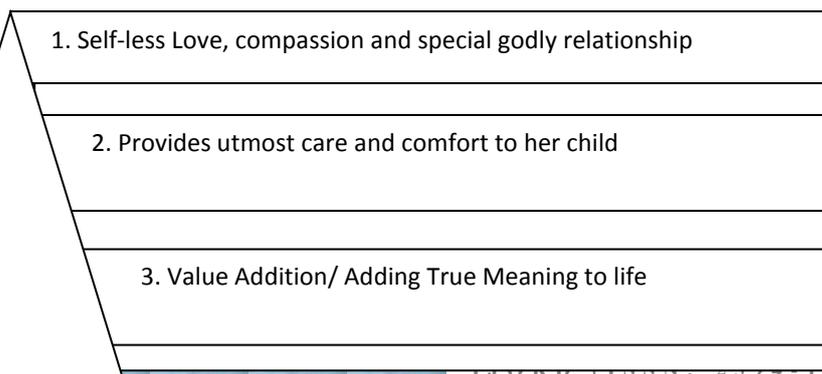
	hierarchy level only i.e. providing food and shelter.	Maslow.	with Pralhad and Dhruva.
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In nutshell, Indian Values are the worth of a person, an object, in a situation and circumstances, in an event or in a particular phase of his/her life. Values enable us to distinguish between right or wrong, good or bad, long lasting or short lived and then take proper decision. Values are more enduring and more generalised beliefs and attitudes in our personality. They are learnt from family, peers, organisations and society. In childhood, Indian mother is the person who is whole and sole to her child. With her permission only child can approach to peers and/ or society. Values can be further classified into inheritances and interjects. Again Indian mother plays a vital role to understand all these aspects.

FINER ANALYSIS:

A complete analysis beyond the mother-child relationship was taken. It clearly shows that in every attribute Indian mother adds true meaning to that phrase/that word with her devotion, compassion and love for her child. Take example of, taking care of a child. Even when child doesn't know how to take care of itself mother provide full care at physical, emotional and intellectual level and at spiritual level. Up to age of five children especially, the child needs this kind of care. Otherwise child cannot survive. Thus, Indian Mother adds value in the word 'care' and shows the true meaning of 'care'. She is doing this since generations.

Similarly, Indian Mother adds value and meaning to each of these attributes, its sub-attributes, or sub-sub-attributes i.e. values deeply rooted at far tertiary level. That is why she becomes super leader cum manager who takes care of her child right from the core of the heart, brain, soul and behavioural dynamics.





4. Time Management

5. One woman army having more than sixth sense

Exhibit 3: Top five Qualities of Indian Mother highlighted by Indian children

The Exhibit 3 shows the top five qualities of Indian Mother highlighted and noticed by the Indian children having all walks of life and of every age living in India. Now, let us see from the Management perspective few more deeply rooted far tertiary level attributes of Indian Mother. These Finer Qualities can beat the best qualities of the best managers and the best leaders in the world. Those qualities are:

1. Selfless Love, compassion and special godly relationship: This is her basic quality, which keeps her moving all the times. She likes to see all her children happy and safe at every moment. Thus, at all the times this child-mother relationship keeps her accountability, commitment, tender compassion and self-less love intact enough to take care of her child. She spends many years to groom her child. She never expects a single work from her child. Even if her child does small amount of work she remembers it for a long time. She is the only person who remembers and reminds good qualities of her child rather than the out side world which always tries to dominate a person on his bad or negative qualities. While many managers try to get their work done and then forget the person who does the job for him. Also, so called leaders and professional managers cannot have selfless love, as they want men to get their job done that's all. They work for organisation and for the benefit of self. While mother works selflessly. If this point is looked beyond the special relationship of the mother and the child, many will find that it is the best way to get most out of every individual.

2. Managing with utmost care and imbibing values in her children: She manages lot of things but not like myopic manager. She takes care of almost every human or material thing at her house. She adds value to every thing may be small or the big at her house. Thus, a photo of Goddess Sarasvati and Lord Ganesha become real living companions entities for the children. The peak of the example would be, her cooked food. It becomes better than the nectar to her child. Almost everybody claimed that her cooked food exceeds the taste of the food that is cooked by all the five star hotel chefs put together. In fact five star hotel Indian chefs claimed that they also love the food cooked by their mothers. That is the kind of value she generates in her child.





3. Value Addition/ Adding true meaning to life: Indian mother adds value in everything at her home and in every job related to her home. Just ask any Indian child or even an adult about everyday food cooked by hi/her mother. The child will claim that the taste of cooked food transcend the taste of the best food cooked by all the five star hotel chefs put together. Thus, it proves that, no cook can cook better food for her child than the food cooked by Indian mother for her child.

4. Time Management: Her time bound ness is phenomenal. She prepares Tiffin for child, breakfast for husband and family members, leaves her child to the bus stop, above all she manages everything on time. If she is workingwoman then she has dual job. Thus, she prepares herself to go to the office/work and there also she does well. Her performance always seems to be far better than any top and super-efficient manager. Take example of Mrs. Kusum. A housewife plus a workingwomen she is simply most hyper dynamic lady always at her best when it comes to time management. Always on time for every work. Right from the morning tea to husband, to the supper together with all members in the family at sharp 8:00 p.m.

Take another case of Dr. Mrs. Amita the Indian Mother and Doctor by profession. She delivered twin-babies. When everybody watched the tiny twins everybody agreed on the spot that there is no match to Indian mother. She changed the nappies and dippers at every few minutes of the day, 24 X 7, for almost few years, sacrificing her years of sleep, career, and family life. Every thing had to happen on time to avoid any mishap.

5. One-woman army with more than Sixth Sense:: In many circumstances Indian Mother plans, organises, co-ordinates, take active part in work, that too lonely and gets the work done on her own. Take example of birthday of her child. She decorates the house, buys the cake, calls kids from neighbours for the cake cutting, then even she distributes the cake, etc. Thus, she becomes one-woman army for her child and for her family. Many a times she can grasp the situation in the lives of her family members well in advance. In case she foresees some kind of danger she gives a wake up call to her child or a family member. Take example of Mrs. Saroj. Her husband takes her advice like; Pandavas took suggestions and even advise from Draupadi; here in this case in his business for transaction of more than ten million rupees. The top bosses of the organization to whom the transaction has to be done are called for the dinner. Mrs. Saroj, watches the behavior and attitude of the authorities. In case she senses danger she conveys the message to her husband. Thus, using her sixth sense she has takes most fantastic decision in her/husband business life. Earlier her husband suffered a big loss, in one big transaction where she was not involved. When asked her husband said that her sixth sense is simply beyond words. Later on many agreed that due to total devotion to the family, Indian women become so complete in their attitude that they develop their inner voice, and the sixth sense. It gets developed in Indian Mother due to their emotional stability and the total awareness and alertness while working at her house selflessly for the children and her family members.





6. Knowledge Management, Super-Guru and first Teacher: Till the age of first five years mother is the only source of knowledge for her child. She is the best and first teacher to her child. So many generations have past still we are living. Thus, it shows that since generations Indian mothers do know how to grow a child and save him from umpteen dangers. Thus, at her old age she becomes a storehouse of tacit knowledge. Only thing young generation can do is just live with her and learn lot of household tricks to live a good and successful life. Her thirst for knowledge is very high, if that knowledge gives her a better life for her family, especially to her children. The way she executes the knowledge to groom her children and keeps the family of diverse personalities together is worth studying. She learns, teaches her knowledge to her friends and neighbours. If required she updates her knowledge bank on certain issue. She is the base/ core of Indian culture and civilisation. Her knowledge about how to run family well, can fetch multi million PhDs and Post-PhDs around the world.

7. Planning: Planning, action and expression of Indian mother goes hand in hand. She oversees plans and follows the policies set in consensus at her home. For example, if she plans that everybody should be at home for dinner, she will be the first to follows that policy by cooking food and dining together with all family members.

8. Role model for her children: She set an example. She puts all her things at its place. She serves more and takes less service from her children. She becomes role model for her children. On the other hand, many managers manage lot of things before their subordinates and the leaders dictate the terms before the subordinates to show their authority.

9. Delegation: She does herself lot of things and do delegate lot of things. However, it happens naturally that her child helps her. She makes him feel that he is the whole and sole to her. Thus, child comes running and helps her. While managers appoint their subordinates. The leaders have abilities to takes good things out from others thus automatic delegation occurs. However, it lacks the value that mother adds to her child, the affection.

10. Finer Management Control: She keeps a watch on the persons and her family members, at home, for benefit of all. Also, her simple glance at her child can make the child realise its mistake/s and can keep control over further happenings.

11. Remains always her own and at her the best: Many managers and leaders fail to remain an ideal and at there level best at all the times. In case, if few managers remain at the top then they fade away by the passing of time. However, mother always excel at every moment of her life. Thus, she is the only person in the world who remains always good to her children and always the best in her life for her children.

12. Attitude: Attitude is the frame of mind. Indian mother has perennial positive attitude for her child. Also, she tries to imbibe in her child the similar positive attitude towards family, society, country, and for household works and for office works.





13. Forgiveness an attribute of complete woman and a super mother: Nobody forgives child/person as much as the Indian mother does to her child for his mistakes. Still that child remains on the well-defined action and track of life. Slowly that child becomes mature and realised soul, then he takes his own decisions. Thus, forgiving and making child a complete man is a unique quality of an Indian mother. The reason is she also grows from the mistakes of her child and slowly becomes a complete woman and a super mother.

14. Total Quality Management: Her cleanliness and Tidiness are beyond words. She keeps every thing at its place. She has cleanliness plan for a week, month and for the year. She knows when to buy cloths, when to repaint the house, when to put stickers on the boxes, and such unlimited things at her house. We all Indians can challenge the Japanese for the patent and procedure of all the *S's of House Keeping*, which are but derived from the attitude of Indian mothers and working style at her home. Also, no matter how much she is literate Indian mother performs all the Management functions at her home very efficiently and keeps her house and house members happy. A sheer TQM.

15. Just In Time (JIT): JIT phenomenon can be very often experienced in the lower middleclass families. These Indian mother gets the sugar, tea powder JIT whenever some friends of her child visit her home. She may bring it from neighbours or borrow it from the shop but she produces it JIT. There can be many such examples of JIT.

16. Job better than ISO, QS, and TS Certification at her house: Indian mother does cooking, house keeping, at her the best and that too at all the times. In Personnel Management she is the best. At all aspects of the Finances she is the best. Her TQM and Kaizen is far better than the ISO, QS and TS certified companies could do. In fact these certificates seem to Kindergarten certificates for her. Take example of Mrs. Prerna, she knows her nooks and corner of her house. She keeps is always up to date, clean and all people at her home are happy always helping. Her logistic management is far better than SAP software in any company as compared to her house.

17. Total Customer Delight: It is the result of her Lovely Leadership style that brings delight towards all the family members. The embodiment of love thy name is Indian mother. She does every thing with love and with selflessness. These qualities outmatch any known entities in the Universe. Hence, Indians call their mother to be the first Goddess for her children, that too since ages. In fact it is said in India that there is no better God than the mother at home who give every member at home a total delight. Indians feel that only god can give you total delight. I am searching a product or service that can match this quality of Indian mother around the world but in vein. Let all the authors of the books and research papers and Gurus and Super Gurus of the business management know these things, which we have in India. To prove this point let us take the example of Mrs. Prem. All her children are professionally highest qualified, one PhD, other Medical Practitioner, and third a Computer Technologist. All have become like her, providing total customer delight. In fact her one





child has won a prize from Ford for providing customer delight. When asked he simply said I learned this quality from my mother.

18. Materials, Stores and Logistic Management: This quality is too fantastic to be compared with any known organisations in the world. Biggest of the biggest computers and software fails to keep companies on track except Indian mothers. Even before something like grocery or vegetables is over she gets the stock-full for the future. She knows the place of the thing where she kept. Many times she just directs the children to take out that particular thing from that box kept in that corner of the cupboard. It is an extraordinary skill as a materials, logistics and stores manager.

19. Human Resources Manager: She respects, takes care everybody at her house. She imbibes self-acclaimed discipline towards family members, relatives, and neighbours, in festivals or at any event or happening or even at every moment phenomenon in every day family affairs. Indian mother seems to be the best human resource manager and she handles every occasion, every situation and every personality with due respect and she does it with her natural ability. That is why, it is said that Indian mothers are the *most stable personalities in the world*.

20. Supreme Sacrifice and Behaviour Management: When it comes to sacrifice no other person sacrifices more than the Indian mother. Just see how many hours mother sleeps in the night when she delivers her baby? Then takes care of her newborn child. Just ask any Indian mothers, whether she could take a sound sleep at night when her child was ill? Try to know a mother who could not deliver food before her child goes for the tenth standard examination. That is the work culture and value for selfless services. That is the commitment and that how she *Enforces Respect through/ with her leadership qualities and her behaviour*.

21. Motivation for Kaizen: It is the continuous improvement phenomenon. Every Indian mother tries to see her child excel in positive manner. She *motivates* her child to prove to the world in positive manner at every phase and every event of its life. In fact Kai-Zen is derived from Zen. Zen is Japanese word. Zen is derived from Chen. Chen is Chinese word. Chen is derived from Dhyana, meaning meditation. In Dhyana/Meditation the Yogi tries to achieve height of perfection at every day at every moment. That is how this Kai-Zen style was developed. Dhyana went to China through Buddhism. The Buddhism got developed to Theravada Buddhism and it developed Chen and then all these things happened. The point here is mother tries to put her perfection of services when it comes to take care of her newborn child. Just observe these tender qualities in tandem in a Indian Mother taking care of her own newborn baby.

22. Crisis Management: Biggest Technologists, Research and Development Scientists and Management Experts fail to identify crisis in the machine or the life of the organisation or may be in the life of an individual. However, an Indian mother knows her child and her family members right from her heart, brain and soul. People amazed to see that Mother identifies the problem within matter of few seconds. In fact, many times simple glance at the face of her child is enough to tell what is the





problem and what can be the solution. Thus, *Crisis Management* and solutions adopted are so instant, so amicable and so fantastic that even so called Honoured personalities of the world like Bill Gates, Jack Welch, Philp Kotler, Ratan Tata, and Azim Premji would love to learn it at the feet of any Indian mother. Indians among these might already have learnt these things from their mothers and hence have become successful. However, Indian mother is unique character; you just cannot compare her with any entity in the world.

23. Leadership full of compassion: Even the best benevolent and democratic manager or leader cannot provide the compassion that Indian mothers can provide for 24 hours. She never say she will break away from family. She never quits working hard, she sacrifices her sleep when the child is ill; she becomes God next door to her child in thick and thin.

24. Self-Actualisation and Then Self-Enlightenment: Only the Indian mothers have given the best and complete children to the world full of Indian character, full of devotion to the work, full of courage and full of result-oriented personalities. Thus, it is Indian mother who have proved that they have highest chance of self-actualisation than anybody else in the world have. I have seen the delight of the self-actualised Indian mothers. Even some could reach the self-enlightenment by becoming true Indian mothers. Many Indian mothers try to see the lord Shri-Krishna in their child. Many Indian mothers can develop this attitude towards the children of others or towards child of self for the self-enlightenment. The best example can be the old ladies in the Gokul during the era of Shri-Krishna and the old ladies in the Alandi in the era of Saint Dnyaneshwar. Anyhow in any era any mother can achieve this level through her motherly approach. Take example of one Mrs. Wakade. She could reach the self-enlightenment by pursuing this approach.

25. Never say die attitude and No lay-off even though working at no charge: May be after knowing above qualities people may ask, how much she charges for her services. The monetary value may come to absolute zero. Also, when it comes to parting-off with her child, Indian mothers would always try to avoid it. If she faces this fate you will see the wet eyes due to her too much love towards her child. That is why, she works hard to beget and live with her child even in poverty, throughout her life, and that too how so ever that child may be. If the child is less privileged then she tries to train him to get the family and itself out of trouble. She fights in her life for this kind of child and tries to feed it and every family member, twice a day without a break. The belongingness and foundation of love towards her child transcends all material values in the world. Isn't it a never-say-die attitude? She works relentlessly throughout her life and never quits when it comes to trying for the betterment of her child. How many managers or leaders in the world can afford to sustain their non-profit employees in the days of layoffs and in the wake of cutthroat competition? In addition mother always remains at the centre of the family. She remains neglected at her own house. Still she works hard with all her might. In the present rat race environment how many managers and leaders can afford to work without name, fame and monetary benefit is really a matter of concern.





26. Provides Comfort/ Secure Zone: Ask any married woman in India, when she comes for a live to live with her parents. Her mother provides her every comfort she expects. No money or material thing at her home can provide the love and affection that she gets at her mother. Also, all the children of any age find a comfort zone in their mother in India when it comes to have a free and bold talk on any topic in the universe. Also, they find it comfortable when they live with mother. The reason may be many but the major reason in the modern days is everything is getting commercialised except for love of Indian mother. It is self-less, free, divine, available at 24 X 7 X 365 X Throughout your life. That is why many giant personalities like Chhatrapati Shivaji Maharaj used feel comfortable and secured when their mother used to live with them. Ask yourselves and you will find that even it is true with us.

27. Management of Patience: Up to 21 years of age or even more Indian mother begets her child without any return. Try to know any leader or manager whether they can wait for this much time to earn the profits. Of course for her rather than money her child is more precious thing. Also, for child mother is it's the most invaluable thing in its life. That is the kind of grooming Indian mothers do. That is the kind of Indian motherhood and that is the kind of her leadership and management. It is the only pure relationship left in the world where selfless work, self-sacrifice, patience and mutual trust outstrip any known limits human knows.

28. Leadership of perseverance: Indian Mother lets her child commit lot of mistakes and still keeps patience and then forgive and grooms the child for its betterment without any return. She is the most broadminded leader I have ever seen and experienced. She shows the way of leadership to her children. Thus, words are really inadequate to express this kind of relationship, the amount of perseverance put into practise, for this kind of inherent motherly leadership and management, which brings miracles called well groomed humans to the society. No leadership can survive if a single person commits so many mistakes except for the leadership of the Indian mother. Still, Indian mother remains always mother of her child, always giving compassion and solace. That is why the Indian children perform well before their mothers. That is why I claim here, that the Indian mothers are super leaders cum managers.

29. Highest Potential Super Leader: Indian mother cooks food every day, in the morning, at afternoon and at night too, without getting bored. If she is working she gets this cooking job most properly done through reliable person. Otherwise she will do it herself at the cost of her rest. In 24 hours she does the job of more than the capabilities of the 10 persons at home and office. Thus, potentially she is better than the best manager or leader in the world. Just look at the job assignment in the organisation. For planning, finances, logistics, budgeting, human resource management, etc. the teams are different in every organisation. But in case of Indian Mother she is one woman. She does on her own or she has strong influence on all these tasks. Ask any leader to do this job and he will say that he will prefer to go to hill station than actually serving all his followers.





30. To run family is like riding a Lion: If you observe the every moment needs of the family and the behavioural aspects of the family members then you will observe that mother is leading from front and riding a voracious lion. That is why children in India literally bow before their mother for her qualities.

31. Generates Future Leaders: At house how much money you earned is less valued than the type of your child is groomed. The level of personalities determines your quality and value of your leadership than any other aspects. Indian mother does this thing. Example can of Yashvantrao Chavan, former Deputy Prime Minister of India in the days of Honourable Mrs. Indira Gandhiji. At his early childhood he used to sing the song Vande Mataram. The song had spiritual, patriotic and domestic meaning and in all its meaning it was simply saluting the goddess-mother, the mother land and the mother of the child. However, once the British police heard it and arrested Mr. Chavan at his childhood for singing this song at his house and that too before his mother. So his mother asked the policeman, "Why, are you arresting my child?" The police said, "He was singing Vandemataram." Without a second thought Mother Chavan said, "If that is the case, then give my child life imprisonment." Later on everybody knows that her child became a true patriot and the only incorrupt politician in modern times. Mr. Y. B. Chavan used to quote this act of his mother as the turning point in his life. Thus, GOD is Generator, Organiser and Destroyer of this world. However, mother only Generates, generates and generates good leaders.

32. The ideals of Indian mothers and her vision and her mission: Every mother has set ideals for her child. For male child she wants it to be like Maryada Purshottam Ram. The God of/for/with Limitations. For female child the set ideal is the Seeta and Jijabai. She tries very hard for that and that to 24 X 7 X 365 or simply throughout her life. With no rest and with no waste of time. That is why it said that it very rare case that you get birth in India and that too in the Maharashtra, the place of where lot of Saints lived and are living. Ask any leader or the manager who are their ideals? Many would fail to fix a person. Thus, Indian mother has vision and Mission of her life.

33. The best negotiator for every penny she spends: Indian mother has intrinsic characteristic of planning for the every event at house. If it is the birthday of her child, she will pick up the bag and go to the market. She will negotiate for every penny she spends on her every purchase. She will give delight for the product purchased to her child and a big promise for the other very good product for the next time. Thus, negotiation at both the ends. Towards internal customers called family members and towards external customers called the shopkeepers. Try to know the amount of energy spend and man-hours she spends to make every family member happy and keeping relationships very good.

34. The Best Teacher for table manners, Etiquettes and Attitude: Every Indian mother teaches her child for how to behave in five star hotels, in villages, urban or suburban areas or locality or any other place in the world. She teaches how to tackle change in attitude from place to place, man to man, organisation to organisation and home to home. She accepts changes positively and teaches her





kids to do so. Hence, once Sane Guru, a well-known philosopher teacher from Maharashtra said that he would like to be the son of his mother for many human births. Later on he went on receive the award of best teacher.

35. Devotion and do or die commitment thy name is Indian mother: Indian mothers always have commitment for themselves. She believes that she will come out of parental house at the time of her marriage and she will go out of her own or husbands house at the time she will die. Extraordinary commitment. Try to know as many corporate clients as you can and you will find none who has life long commitment towards his organisation. She is committed to her attitude of feeling happiness at all the times. She feels that happiness lies in perception more than any good or bad happening. She will not disclose any bad happening at her home to anybody in the world. That is how she reaches the perfection level to behave with children, with husband, with whole family and with the outside world. Thus, she follows the family values put up by The Holy Bible: “Be perfect, your heavenly father is perfect”. Mathew 5:48.

36. Practically the best actress to keep all her family members gel together for life: She has a remarkable strategy to show her best face to outside world in spite of she getting neglected at all the times. Also, she will always try to show and prove how her family members keep her at the top of the world. She will be the best actress in case she faces a hot quarrel at her house and suddenly if somebody enters her house. She is the only exceptional candidate at house who will show that everything is well. Nobody could/can trace a flaw on her face. The farce is always far better than the real movie that even the best of the best actress will fail to do so. This is also an exceptional quality of Indian mothers. Height of glamour in the Indian family is that even after quarrel and all kinds of domestic violence Indian mother has ability to keep her family intact for years to come, unlike her other counterparts in the world.

37. Child’s mere existence is because of its mother: I’m what my mother is and I’m like my mother. What ever I owe belongs to my mother. Her mere existence reminds me my every respiring moment. My every good thing belongs to her while my every bad thing is because of my own faults. Few claim that we are so indebted to mother that they cannot live without her even at grown up stage. For a child its mother is everything for him hence. No leader or manager can claim these things.

38. Managing Self Esteem: In the joint families the mothers adjust their *individuality* is such a fashion that even the greatest of the greatest leaders get amazed to see the joint family management. They share their work, their responsibilities, creativities and even success stories.

39. Strategic Management: Indian Mothers are best planners and strategist. She lets her child pursue the course s/he wishes however the input is always provided are always in the form of Sanskaras and the Values, right from the earliest childhood. Thus, many mothers knew that her child would be a military officer or an engineer or the doctor or the teacher or the best agriculturist or the painter or the author and so on.





40. The Distributor: Take everyday example of one litre milk. When a child lives alone at his hostel, he can do only one thing with it. Just drink, half litre in the morning and half in the night. At that time he realises that his mother used to put a cup of tea to everybody at house thrice a day in that one litre milk. She also used to put some milk in the curd for next day. She also used to give a glass full of milk to the youngest member in the family. She also used to put the cream over the milk, in the can in which the butter is stored to convert or finer cream it to ghee after a fortnight. One cup of milk also used to go to the neighbour. A couple of cup of tea to the needy person or to the people visiting to the house. Man at this example, I have experienced; the best among the best distributor also will put a complete surrender before Indian Mother.

41. The most trusted and faithful person: For every Indian son/daughter mother happens to the most trusted friend as he/she grows up. Indian mother has the ability to keep umpteen secrets. If the time forces her to reveal the truth she has ability to tell that secret thing in a way which cannot/ does not harm anybody in the world. Indian mother is the most open-minded person to her child and she grooms child by answering most uncomfortable question in a pattern she only can manage. She is very comfortable to talk with her children at any topic right from movie to the recipe. If by chance she has to break the faith of her child for its own good, she never breaks it in an exploiting manner. Take example of breaking a glass in a house. She promises her child that she will not tell this incidence to the father, a more strict personality in India. However, when it comes to truth at what happened she sublimes the happening and thus, her child promises not to do such kind of misbehaviour in future. If same thing happens in the office just look at the people how they take disadvantage of one mishap by any person in the office. There are backbiting, front biting, side biting and what not. Even manager exploits this situation and shows his dominance.

42. Supreme Confidence an Indian Mother: Indian mothers have ability to convince even the biggest leader. If she is older, she derives automatic authority in Indian culture to call even the premier of the country as her child. That is kind of 'son in every child' vision she develops through her life. That is Indian Mother. She speaks and shows so much confidence while putting her point even to that premier. Premiers also listen to her with apt attention. Many have done the job at the request of their mothers or these kinds of son in all children personalities. Let us take example of Mrs. Indira. Her age is 92 years. To every child she calls 'my child'. That is the kind of vision she developed over the years. Even top leaders in her county come to her for her blessings while going for work, election and she too advises them with supreme confidence.

43. Complete surrender: Leaders or managers may have or may not have one or two of these finer qualities. But Indian mothers have it in them. For few finer qualities of Indian mother words are inadequate to express what one feels. Hence, out of love and affection many children completely surrender to that supreme character called Indian mother. While this Indian Mother also surrenders herself to the almighty god when something goes out of her control.





44. Brings true wealth, materials prosperity and peace in the life of her children and family:

Indian Mothers gives direction to her child. She provides best education, facilities, puts him/her on his feet, input confidence in him, makes him good civilian, and brings prosperity to his life. Also in case of business families, eldest motherly/lady derives all kinds of authority to her by her sheer love and control. Thus, she keeps the families of her sons and daughters together. “Unity is strength” is what she shows them, and proves to them. That is why there are only few hundred families are still governing the Indian Economies since decades. Take example of Mrs. Kokilaben D. Ambani, she has kept her family intact in spite of Reliance has become multibillion dollar conglomerate of industries, and professional differences among the brothers.

WHY STUDIES ON THE INDIAN MOTHER?:

The way Indian girl child is moulded, groomed, chiselled, disciplined right from the early childhood in a mixture of military style orthodox Indian environment and in a benevolent atmosphere is the reason behind this super success of hers for becoming the Super-Leader-cum-Manager called Indian Mother.

1. Need of the hour: Similar efforts are needed to beget scientists, soldiers, businessmen, politicians, painters, teachers, good citizens, good human beings, etc. Thus, these groomed personalities can/will bring miracles for the society, nation, and the universe. It will avoid the generation of anti-social and/or corrupt elements in coming future.

I quote here one of the sentence of Dr. Robert Kittle, of Inter-religious and International Federation for world Peace, 2005, has send to me on email. It is an answer to the question, “Why do you stress more on the traditional Indian family values?” His answer is like this. I quote:

“I want so much that India designs policies and strategies that really work! Honoring marriage and family, a deep root in the Indian culture, is critical to prevention and control of HIV/AIDS. And it will also bring multi-lateral benefits, i.e., develop good character, reduce crime and delinquency, and strengthen families thereby building a stronger tax base... In fact, we believe that when we get the families right, we can build world peace.”

Dr. Kittle is an USA based social scientists he believes that Indian family system is the best and I proved him how Indian Mother is the best person to do this job. He accepted this fact. Now, he is going to propagate this message along with Indian family system.

2. Need of the character: World today require more leaders than the managers.

Confucius the great sage said:

“When the heart is set right, the personal life will be cultivated;





When the personal life is cultivated, the family will be regulated;

When the family is regulated, nation will be in order;

And when nation is in order, there will be peace in the world.”

That is why, today world requires, the characters like Indian Mothers. She is the most focused woman of her kind in the world devoted to her child and her family. She can bring more results and miracles than so-called aimless modern women, managers or leaders.

3. The concept of One man sticking to one organization for life time: It took several tapas i.e. equivalent to eighty-four years to the most famous B.V.K. Iyengar to come before the public to teach them yoga and pranayama. He started at the tender age and after the order of his guru he started teaching to common man. The reason of this studies also focuses automatically on how sticking to one institution/ organization can make that institution prosper.

4. Qualities required in hyper dynamic world: Another reason is, in this hyper dynamic world of globalization in the coming era more the person is multifaceted and down to earth like Indian Mother, more he will become successful. Some how, this quality is gets eroded as the person goes up in the ladder of education, position and financial status.

5. Short term courses versus long-term courses: Two years of MBA studies, only four years of MBBS, only four years of Bachelor of Engineering and you want great entrepreneurs or a business leader is obnoxious thing. I may even suggest that management; medical, engineering education must start from early eleventh standard, if we want better results.

6. Wake up call for the education and industrial system: All courses seem to be short-term courses when we compared the girl child being groomed as an Indian Mother. Thus, it is a wake up call for the Universities and Schools around the world, it may be Business-Schools, Engineering-Schools, Law-Schools, Fashion-Schools, Textile-Schools, Arts-Schools, Politics-Schools, Medical-Schools, or Pharmaceutical-Schools, and all professional or non-professional schools.

7. Compulsion to the Universities and Institutes to develop their own locality: There are ten odd engineering colleges and management colleges in each big city in India. There must be criteria in the AICTE, UGC rules to develop the industries in their localities. Also eighty percent students must get job in their home / nearest town should be the criteria. Automatically, India will become developed country in the span of few decades from now. The reason is every mother naturally tries hard to develop her house, why not these institutes help their own local people to develop their own areas? E.g. there are at least ten engineering colleges including VNIT and LIT, in Nagpur and MBA colleges including IMT, too. However, when it comes to job, consulting, projects, case studies and Research and Development these Universities/ Institutes score zero marks. Thus, practically they are





manufacturing MBA, BE/ B.Tech. degree holders but their contribution and developing entrepreneurs in Nagpur City is absolute zero. While in USA and Europe, industry and institute goes hand in hand and prosper together. Similar are cases with IIM and IIT in Gauhati in Assam, Kashipur in Uttarakhand, they have connections all over the world for getting fat salaried jobs, but, not for development of the region where they are studying or working. Thus, unless, these people have mother's heart to contribute to society they live, locality they live, the Universities and Institutes will not help prospering the locality they live. Also, it doesn't mean everything is green on USA or European soils, otherwise, Detroit would not be in chaos like at present. Probably, Michigan University or other Universities associated with the Automobile Industry in USA could not guess the implications of the Outsourcing to the Automobile Capital of the world, it seems and hence, Detroit lost most of its business. That's the importance of motherly mentorships of Universities/ Institutes that can play important role in building local economy and major economies, the values, the culture, the civilisation the world over. That's the importance of Indian Mother, I'm trying to put here.

CONCLUSION:

No doubt, Indian or Bahratiya Mother is a classical character/ entity created by god, as she seems to be full of values and strengths. Looking beyond the child-mother relation, truly she has all the qualities of the super leader cum super manager even in the modern times, my mother could be the best example for this, even when her character is the most neglected in the business perspective. Many experts and rationalists claim that the Indian Mother is groomed like 'herself only' since her early childhood. Thus, she can mould/ adopt herself according to the circumstances and environment existing in her family/ families. That is why, her qualities and multifaceted down to earth personality becomes an inspiration to the management, business, education and industrial world. Hence, efforts are needed to groom the future generation professionals having multifaceted attributes like Indian Mother. This professionally groomed first generation will have the humane approach, rather than the personality of an exploiting manager or a leader. Also these leaders cum managers will have the ability to bring peace, prosperity, ethics, character, and values. This generation will groom their next generation not as relative but as a professional with professional approach. This next generation surely will be better than the first generation super leader-cum manager even in the most hyper dynamic futuristic working culture.

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2. Ancient roots of modern terminologies associated with the Computer, which has become the heart, brain and soul of every work

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Abstract cum Summary of the paper:

There are lots of terminologies in the field of Computer Technology and Sciences, which have their roots in the Vedic Sciences and other ancient Shastras.

When we develop Software Development Life Cycle (SDLC) we think about the Water Fall Model and, it is in fact, very similar to the Rup Siddhi of Panini's grammar.

Similarly in the Data System, the Samhita could stand for the Metadata, followed by the Kandani means the Folders and the Padani means the Files.

The path technology can also be observed in the Mahakavyas and Puranas, like Ramayana and Mahabharata, and even in the Raghuvansham like kavyas.

In the decision and loop statements of the software the paradigms are similar to Adhikar Sutrani of the Panini Grammer.

Sandhya and Adesh are whole markedly similar to the Pointers concept in the C language/ compiler.

Sandhi concept is similar to the mergers of the algorithms and Sandhi Vighraha concept is used in breaking the relational database in to proper forms without damaging its meaning and content.

Samskaras are also used in computer science e.g. the embedded systems are pre-loaded with some software samskaras to go on that pre defined path.

Conditional statements resemble to Vidhi Sutra, thus, if and else statement finds its roots in the Panini's grammar.

Also, modern computer science and technologies like Language Translators, Program Structuring, Stacking of the Memory, Algorithm, Fast Calculations, Networking, Video Conferencing, Auto Pilot Airplanes, Automated Weapons, and Hydrogen bombs and Brahmastara, etc. all have roots in the ancient Vedic Sciences and Shastras.

Introduction:

Computer is one of the powerful electronic computing equipment which has become the heart, brain and soul of the every work. There are some concepts used in Ancient Indian thoughts and Vedic Scripts quite resemble to computer and the information and communication technology.

Here we discuss some of the concepts to make new generation aware about it.





A) Data System in the Vedas

Rugved the first Vedic Script and the most ancient script are stated in terms of Samhitha. Samhitas split into kaandaas which in turn club with Padani. Its interpretation in terms of the modern Data Storage System in Information and Computer Technology (ICT) could be as follows.

संहिता (Samhitaa) – Meta Data:

Meta Data or Meta Information is “Data about Data”. Meta Data an emerging practice with close ties to library science, ICT, and GIS. The Data may be stored either in a Physical Items / CD or DVD format or An Electronic System / Digital Format.

संहिता - वर्णानामतिशयितः सन्निधिः संमिता इत्यभिधीयते (पाणिनीय व्याकरणं)

As per Panini Vyakaranam interrelated data are known as संहिता. In Sanhitha (संहिता) the large amount of data is put in collective format which gives detailed meaning to the reader. Ex. The data of the whole earth human beings will be called as the GlobeHuman which is data about People from all the countries which itself is a big data. Hence, GlobeHuman is the Meta Data for the whole earth human beings. It will have all the details of all the people, with photograph, address, and whole life history, etc.

कांडानि (kandani) – Folders

Folder is collection of number of files having information. kandAh Concept in Vedas resembles to Folder Concept in computer science. Each kandAh contains Number of Paadam.

पादानि (paadaani)– Files

In Vedic literature Paadam means a small chapter which contains number of paragraphs. Even in Paniniya Grammar Paadam/ni means a small unit which contains number of sutraanee / formulae. This Pada Concept resembles to the file concept in Data Storage System in computer technology.

- संहिता - Meta Data
- कांडानि – Folders
- पादानि – Files

B) Path technology

Computer stores each file, folder and other programs in a particular place what is called as memory locations. The system has its own systematic way called path technique to retrieve stored information in these compartments called the memory locations. Similarly in ancient Sanskrit literature and Satras also have the path technique at the end of each chapter or slokaa /verse. Example: Observe the last sentence written after at the end of each chapter of Raghuvansham (mahakavya) or in Bhagavadgeeta;

Example from Raghuvansham:





“महाकविकाळिदासविरचिते रघुवंशे महाकाव्ये वषिष्ठाश्रमाभिगमनो नाम प्रथम सर्गः।”

Example from Bhagavadgeeta:

ॐ तत्सदिति श्रीमाद्भगवद्गीतासूपनिषत्सु ब्रह्मविद्यायां योगशास्त्रे श्रीकृष्णार्जुनसंवादेऽर्जुनविषादयोगो नाम प्रथमोऽध्यायः

Example from ICT:

In computer system a particular path of a particular file is defined as; “C:\Documents and Settings\hp\My Documents\CV.doc”.

Comparison

महाकविकाळिदासविरचिते (mahaakavikaalidaasavirachite)- C:\

रघुवंशे (raghuvamshe) - Documents and Settings\

महाकाव्ये (mahaakaavye)- My Documents

वषिष्ठाश्रमाभिगमनो नाम (vashishtaashramaabhigamano) – CV

प्रथम सर्गः (prathama sargaha) - .doc

The oblique (/) defines the particular location in computer technology while the Saptami Vibahkti in Sanskrit stands for the possession or the place or the location.

C) Simple and Conditional Statements

संज्ञा च परिभाषा च विधिर्नियम एव च।

आधारोऽधिकारश्च षड्विधम् सूत्र लक्षणम्॥

Samjna cha paribhaashaa cha vidhirniyama eva cha

Aadhaaro adhikaarashcha shadvdhama sutra lakshanama

Translation:

Panini explains six types of Sutras in his book called Ashtadyayee (अष्टाध्यायी). They are संज्ञा (Sangya), परिभाषा (Paribhashaa), विधिः (Vidhihi), नियम (Niyama), आधारः (Adhaarah) and अधिकारः (Adhikaaraha). Here we compare

- 1) The संज्ञासूत्राणि (samjnasuutraani) with common or simple statement in Software Development Life Cycle (SDLC).





2) The अधिकारसूत्राणि (adhikaarasutraani) with control statements which is widely used in SDLC

A. Common or Simple statement – संज्ञासूत्राणि (samjnasutraani):

These statements are simple instructional procedure/s in computer language. Here we assign a value to a variable to access and to retrieve the desirable output. As per the given instruction/s, the algorithm analyses the procedure from top to bottom.

Dim x as integer and y as integer

Dim z as integer

x= 12

y = 13

z = x + y

Text1.Text = str(z)

End Sub

Out Put: 25

Example: A Simple program structure in Visual Basic to calculate two variables

अ = x (the last vowel of राम [rama])

ई = y (the first vowel of ईशः [iishaha])

अ + ई = रमेशः (rameshaha)= x + y = z

रमेशः (rameshaha) output

Example: Comparison between Simple Program and Sandhi in Paniniyan Grammar

Interpretation:

आद्गुणः (aadgunaha) 6-1-77

अकारात् अचि परे एको गुण आदेशः स्यात्। (akaaraat achi pare eko guna aadeshaha syaat)

संज्ञा (samjnahaha) ————— assigning values to variables

संधिः(sandhihi) ————— summation of two variables x and y

गुणादेशः(gunaadeshaha) ————— Storing the new value into z





[Note: the word गुण (guna) resembles to assigning constant value to a variable]

What is गुण (guna) and How does it resemble to the above concept?

In Ashtadhyayi Panini says गुण (guna) Guna as अदेङ्गुणः (adengunaha) 1 -1 – 2 (Ashtaadhyayi by Panini) that means ह्रस्व अकारः दीर्घ एकारः ओकारश्च गुणसंज्ञकः स्यात् (hruswa akaaraha deergha ekaaraha okaarashcha gunasamjnakaha syaat) – ‘a’, ‘ye’ and ‘o’ are called गुण (guna) as constant value. संज्ञा (samjnahā) means a name that resembles to assigning a constant value to a variable. In the above example, the variable ‘x = 12’ and ‘y = 13’. We write a common statement as $z = x + y$ to summate these two variables. In Paniniyan Grammar we say it as a Sandhi.

B. Control/Loop Statements – अधिकारसूत्राणि(Adhikarasuutraani):

अधिकारः (adhikaaraha) is a condition is a particular operational procedure which is repeated several times in a structured way during completion of the whole operation. This अधिकारः (adhikaaraha) Sutra of Panini Grammar resembles with the loop instructions in Software Application Program (SAP).

अधिकारः(adhikaaraha) Sutras, put certain conditions, before doing any operation. Similarly the loop statements also put the conditions before doing any task and repeat the same procedure if a loop supports a particular condition.

Example:

पुर्वत्रासिद्धम (purvatraasidhdham)

As per the above *Sutram* in Panini Vyakaranam; formula Number starts with 8/2/1 and end with 8/4/68, however, 8/2/1 are working independently and distinctively from 8/4/68. Formula Number Starts from 1/1/1 and end with 8/1/74, but they do not interact with 8/2/1 up to 8/4/68, still their functioning continues.

Ashtadhyayi Formulae Starts from 8/2/1 and end with 8/4/68, however, during all the operations the preceding formulae are unknown to immediate succeeding formulae. Thus, whatever action or function or any other procedure is been carried out as stated in 1st to the 7th chapter and in particular up to the unit 1 of the 8th Chapter have no effect on other formulae of remaining units of 8th chapter of Ashtadhyayi.

Similarly, the formulae stated in these 3 units are free from each other. That means a single formula in Panini Vyakaram controls entire 3 units of 8th Chapter, also, each of these formulae stated in last 2nd, 3rd and 4th unit of 8th Chapter.

Thus, formulae are actions and procedures and tasks in the Panini's Grammar.





The concept resembles to Control or loop statements in computer program like Do, While and For statements.

The C Program will be like this for getting the Prime Numbers.

```
#include <stdio.h>

main( )
{
    int n,i=1,j,c;
    clrscr();
    printf("Enter Number Of Terms");
    printf("Prime Numbers Are Following");
    scanf("%d",&n);
    while(i<=n)
    {
        c=0;
        for(j=1;j<=i;j++)
        {
            if(i%j==0)
                c++;
        }
        if(c==2)
            printf("%d",i)
            i++;
    }
    getch( );
}
```

After this program, suppose we want to know the prime numbers between 1 to 10, then the out put will be 2, 3, 5, and 7.

Example: Program for Prime Number Generation





4. Functions – विधिसूत्राणि (vidhisuutraanii):

Functions are the predefined instructions. They always have, opened and end parenthesis. They do a particular task in programming languages / compiler and application software.

The विधिसूत्राणि (Vidhi Sutraani) are formulae which do a particular task or process which is known as Vidhihi (विधि:) that is predefined which cannot be changed or modified. This Vidhi Sutraani (विधिसूत्राणि) resembles to 'functions' in computer terminologies.

For illustration:

Sum() is a function which does summation of two or more variables or numbers. Instead of writing a long procedure in any programming language or application software, to summate the two variables or numbers, the programmer or the end user, may use this function.

Example 1:

```
Private Sub Command1.Click ( )
```

```
Dim x as integer
```

```
x = sum(1 to 10)
```

```
Text1.Text = str(x)
```

```
End Sub()
```

Output: 55

Sum() Function used in Visual Basic to get the sum 1st 10 numbers

Example 2:

```
=SUM(number1,[number2],....)
```

Sum function in Microsoft Excel

Example 3:

इको यणची (६-१-७७) इक स्थाने यण स्यादचि संहितायां विषये | (ika sthane yan syadachi samhitaayaam vishaye)

Meaning:

The combination of letter i, u, ru, lru; called ik and vowels is yan i.e. ya, va, ra, and la respectively.

सुधि + उपास्यः = सुध्युपास्यः

इ + उ = यु

Vidhi Sutram in Paniniyan Grammar





The विधिसूत्राणि (Vidhi Sutraani) are also a set of instruction to do a particular task. We cannot identify that how does that work. The intention is already defined and it cannot change or modify.

Hence we can compare विधिसूत्राणि (Vidhi Sutraani) with Function concept in computer science.

5. Preprocessor - परिभाषा सूत्राणि (Paribhasha Sutraani)

What is the meaning of परिभाषा सूत्राणि (Paribhasha Sutraani)?

The word परिभाषा (paribhaashaa) in Paniniyan grammar is stated as “अनियमे नियमकारिणी परिभाषा” (aniyame niyamakaarini paribhaashaa) that means the formula / the function which makes certain structured rule before compiling a procedure.

What is preprocessor?

In computer science, a preprocessor is a program that processes its input data to produce output that is used as input to another program. The output is said to be a preprocessed form of the input data, which is often used by some subsequent programs like compilers. E.g. 'C' compiler.

Example and Explanation of preprocessor in 'C compiler'

```
#include <stdio.h>
```

The '#' (Hash) sign directs the preprocessor, which scans the code before sending it to the compiler, to do something.

"include" directs the preprocessor that the following file is to be included in the compiling process.

When the compiler, compiles the source code, it also compiles the file indicated, in the case a header file called "stdio.h" which contains macros (short cut programs) and prototypes and variable types for input/output functions.

Note that this doesn't actually link the functions to the executable, though the compiler might be known to be including the static library (.a or .lib) with the source code based on the header being included.

Example of a paribhaashaa in Paniniyan Grammar:

इको गुणवृद्धी (१-१-३) गुणवृद्धिशब्दाभ्यां यत्र गुणवृद्धी विधीयेते तत्र इकः इति षष्टयन्तं पदमुपतिष्ठते ।
(gunavruddhishabdaabhyam yatra gunavruddhii vidhiiyete tatra ikaha iti shashtayantam padamupatishthate)





Meaning:

Panini predicts, this Sutram (formula) in 1st Chapter of Ashtaadhyayii. In the same book he states that sum of other processes by formulating the crux formulae like vidhi sutram, sanja sutram etc. In those formulae sometimes he uses the word called *gunavruddhi* (गुणवृद्धी) i.e a, e and are stated as *gunaha* and aa, ai and au are stated as *vrudhihi*. Wherever he uses these words in his book to assign certain actions or tasks there the words come in place of *ikaha* (इकः) i.e. i, ii, u, uu, ru,ruu,lru and lruu.

Comparison between preprocessor and Paribhasha

Here the word *ikaha* (इकः) is stated in shasti vibhakti. The sashti vibhakti works as preprocessor like ‘#’ sign in C compiler. And the words in *ik* in *pratyahaara* in Paniniyan Grammar are i, e, u, uu, ru,ruu,lru and lruu tells to the action or tasks that are the words in the *gunavruddhi* (गुणवृद्धी) i, e, aa, ai and au is to be included in that compiling procedure the same way like the “include” in the C compiler.

5. Waterfall model or top to bottom hierarchical approaches

In Panini Grammar all procedures are top to bottom approach only. Top to bottom approach is a procedure to operate a set of instructions from the left hand top corner of the procedural window with ending at the right hand side bottom corner.

For example in C programming:

```
#include <stdio.h>
# include<conio.h>

Main()
{
Int x = 3;
If (x> 3);
Printif (“\nKaalidas”);
Else
Printf (“\nKavikulguru”);
}
```

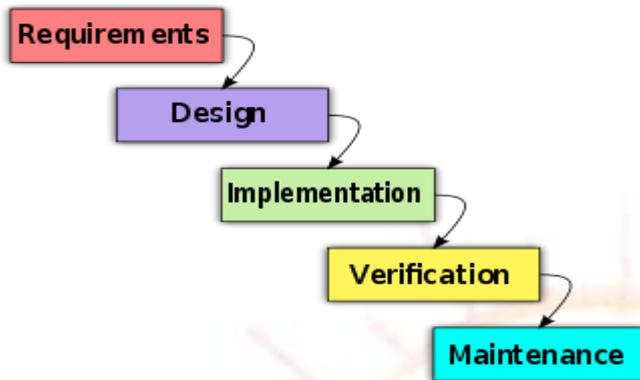
Output:

If x = 4 then the result will be “Kaalidas”. If the value of x is 2 then Result will be “Kavikulguru”





Example: A Simple Program in 'C' compiler



Example: Water fall model in software development

राम सु (raama + su)

राम स् (raama + s)

रामर् (raamar)

Output – रामः (raamaha)

Example: Rupasiddhihi Process in Paniniyan Grammar

Moreover these Sutras give a well structured indication to access a certain procedure uniformly.

6. Sandhi and Merging of Algorithms

आद्गुणः6-1-77

अकारात् अचि परे एको गुण आदेशः स्यात्।

This Formula is about Guna Sandhi in Paniniyan Grammar. It means the combination of two vowels give a single vowel / value called Guna.

Sandhi concept is similar to the mergers of the algorithms. Sandhi Vighraha is a concept which is used for breaking the relational database in to proper forms without damaging its meaning and core content.

Example

Dim x as integer and y as integer

Dim z as integer





x= 12

y = 13

z = x + y

Text1.Text = str(z)

End Sub

Example: A basic algorithms in Visual Basic

रम + ईशः

रमेशः

Example: Guna Sandhi in Paniniya Grammar

संज्ञा → assigning values to variables

संधिः → summation of two variables x and y

गुणादेशः → Storing the new value into z

Output रमेशः

अ = x (the last vowel of रम)

ई = y (the first vowel of ईशः)

अ + ई = रमेशः = x + y = z

रमेशः output

7. Language Translators

Natural Language Processor (NLP) is one of the important inventions in the field of information technology. Panini grammar has taken major consideration in NLP.

Paniniyan Grammar, Tarkashastram are taken as major consideration in NLP research.

The concept of NLP is widely used in machine translations, linguistics and making a systematic language system.





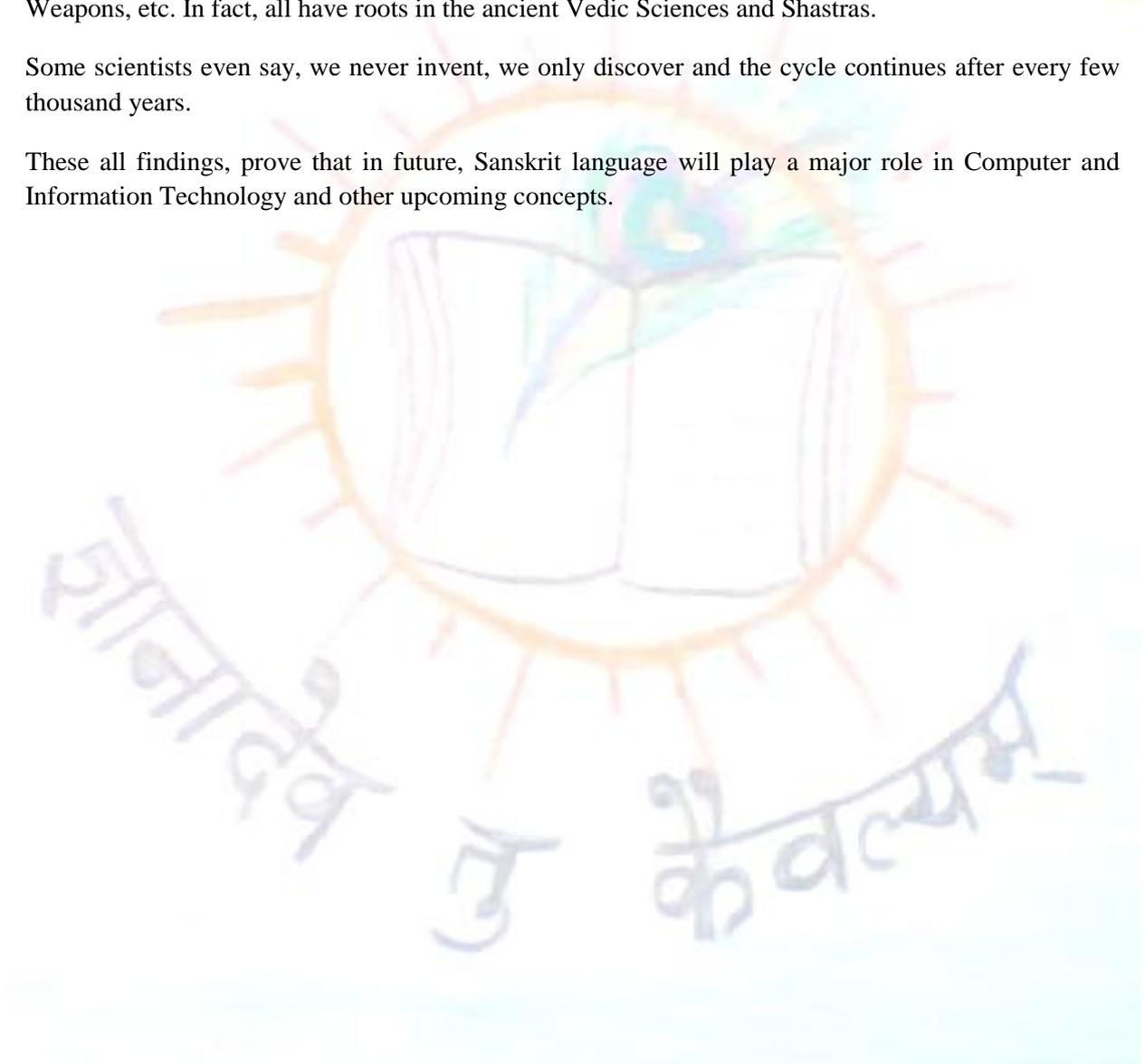
Conclusion

There are a lot of concepts in ancient Sanskrit literature, which would be unfathomable, if we talk about implementing them in the modern technologies by proper comparisons.

In brief, present generation Hydrogen Bomb concept is similar to the Brahmastra concept, similarly there are parallel concepts for Matter, Antimatter, Stem cell, Cloning, Antigens, Virus, Atom, Molecules, Television, Telepathy, Teleportation, Program Structuring, Stacking of the Memory, Algorithm, Fast Calculations, Networking, Video Conferencing, Auto Pilot Airplanes, Automated Weapons, etc. In fact, all have roots in the ancient Vedic Sciences and Shastras.

Some scientists even say, we never invent, we only discover and the cycle continues after every few thousand years.

These all findings, prove that in future, Sanskrit language will play a major role in Computer and Information Technology and other upcoming concepts.





3. Relationship between Communication Process and Vedic Yagyas / Yajna

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Abstract cum Summary of the paper:

In the modern communication process there are Sender, Messengers, Processes, and Receiver. All speak the language that they mutually understand.

In Vedic Yajna also there is performer who is known as the Yajmana. Mantras are the politest language which we want to convey to the Almighty. Ahuti means the offerings are a kind of message/s. Mediator is Agni. The Receiver is the Almighty. Yajna could be termed as the complete procedure. That is why, mediator should be always clear in his thoughts to convey what exactly he wants to convey. He should be clear what he has to offer for what purpose and what will the outcome be, as desired by him and by the God. Mediator should be perfect in his communication clubbed with purity in his thoughts, pious in mind and pure in his heart and soul.

The present study is comparison and interrelationship between the Yajna/ Yajna and the modern communication/s process.

Introduction:

Communication is process by which message or information is exchanged from a sender to a receiver. Suppose for an example we may say *Communication in an organization* is as follows;

The process of exchanging the thoughts, ideas and experiences from top level management to the shop floor employee/s is termed as Communication in an organization. Through proper communication one can achieve a supreme stage in their career and life; while from wrong communication the same may be pushed down from zenith to beneath.

Communication in an organization can be classified into three categories. They are as follows

- *Top Level*
- *Middle Level*
- *Bottom Level*

In *Top Level Communication* management should communicate with low level management to assign the task/s. They have to communicate with other top level management to enhance their business and share and retrieve new trends with their external substitute and competitors. At the same time top management must get the information in put from the employees below the hierarchy. As the top level management is also the brand manager for the organization they have to maintain proper code of conduct around the globe right from common man to the government top bodies.

Middle Level Communication is bridge between top and bottom level employees. From top they get orders to do the job and they pass on the message to their subordinates.

In *Bottom Level Communication* Bottom level management communicates with their subordinate to complete the assigned task by middle and top level management.





Receivers of Messages:

Internal	External
Employees and employers	Other stakeholders

Communication may be either in verbal or in nonverbal.

The Relationship between Communication Process and Yagyas has following 5 major aspects of fundamental discussions:

1. What are Yagyas/Yajnas?
2. How Yagyas are performed?
3. What are the goals of Yagyas?
4. How can we compare Yagyas with modern Communication Process?
5. Symbolic meaning of Yagyas as comparable to the communication process

1. What are Yagyas/Yajnas?

Hindus worship the fire, air, the Sun, the Celestial Bodies, and even the trees and what not. The reason behind, is that they are all the part of the Prapancha Purusha. With the same reason they also worship mountains, earth, rivers, and other elements and natural powers. When Hindus worship animals and plants, as each of these entities have some kind of association with at least one deity. In broader perspective each of them have *jeevaathma* i.e. life force. In Hindu Mythology *Prapanch Purush* is an almighty where as each soul and each species have *jeevatma*, a tiny part of Prapanch Purusha imbibed in them. Hence each entity is considered to be divine in nature as *jeevaathma* is an inseparable part of part of the almighty *paramaatma*.

There are two ways of worshiping god.

1. One way is *Vedic way of worship*, in which *ahutis* are offered through fire in the Yagyas.
2. Another way of worship is worshiping idols and images of god or goddesses, which is called as *Puranik way of worship*. In this, every temple has a specific *vaastu* connected with it and that *vaastu* resembles the *Yaaga Saala/house of yaagaas* and fire altars. Temple worship is called *agamic*, while communication to divinity through Agni, is considered to be Vedic.

Yagyas is Vedic way of worshiping and praying the Gods through which one can offer his desires and wishes to be fulfilled by that particular God. There are 400 types of Yagyas described in the holy script Vedas, which *hindus* suppose to be scripted by the almighty.

According to Hindu mythology, Brahmins, Kshatriyas and Vaisyass are borned twice in their birth, one biological and other one when they get *upanayan sanskar*. These *dwijas* have to perform, 21 *yajnas* compulsorily in their life. All are called as *nityakarmas* i.e. they have to practice it daily. The rest of the Yagyas are optional, which are performed *kamyakarma* (for particular wishes and benefits). The *Aupasana* is not part of the above list, but it is also compulsory.





Out of the 21 *nityakarmas*, only the *Agnihotra* and the *Aupasana* are to be performed twice daily, at dawn and dusk. The remaining ones have certain allotted frequencies over the course of the year.

The more complicated the Yagyas, the less frequently it has to be performed. The most complex Yagyas need to be performed only once in a lifetime, ex. *Somyagya*, *Rajsuya Ygya*, *Ashwamedha yagya*, *Putrakameshti*, etc.

Out of 21, the first seven Yagyas are called *paka-yajnas* i.e. “cooked sacrifice”. The second seven are *havir-yajnas* “oblation, burnt offering/ *ahuti*”. The third seven are called as the *soma-yajnas* “*Soma sacrifice*” i.e. cripples sacrifice.

Yagyas such as *Putrakameshti* (for begetting sons), *Ashvamedha* (to rule), *Rajasuva* (Royal Consecration) etc. are among the 400 which are not compulsory.

2. How Yagyas are performed?

It is performed to please the Gods and to attain certain wishes and desires. A Vedic (i.e. Shrauta) Yagyas is typically performed by an *adhvaryu*, the priest, with a number of additional priests such as the Brahman, the hotra, and the udgatar playing a major role. Next to them are exactly one dozen helpers. Together they recite Vedic Verses. Usually, there will be one or three fires in the centre of the offering ground. The *ahuti* items are offered into the fire. Among the items offered as oblations in the Yagyas include large quantities of ghee, milk, grains, cake, and soma. The duration of a Yagyas depends on the type of Yagya. Some Yagya lasts for only few minutes while some long for hours (ex. *Warsha-yashti*, *Ishty*), or days (ex. *Somayaga*) and some even last for years (ex. *Daily Somayaga*), with group of priests with proper arrangement continuously offering to the gods accompanied with sacred verses. Some Yagyas are performed privately (Ex. *Putrakameshti*). Some others are performed in public for public, with a large number of people in attendance like *Warshayeshti*.

The entire yagya is performed alternatively by 16 priests called the *ritvijas*. Out of 16 the 4 are main *ritvijas* called *Adhvaryu*, *Brahman*, *Hotra* and *Udgatar*, and 12 are assistants.

4 major *Ritvijas* and their assistants are as follows:

1st Ritvijas are Adhvaryu – The chief authority/priest for the Yajan is called as the *Adhvaryu*, they are highly trained for these rituals, and are proficient in these practices, they are also called *rtviji* (“who sacrifices regularly during yagya”). As members of a social class, they were generically known as *vipra* (“sage”) or *kavi* (“seer”). The *adhvaryu* has to measure the dimensions of the ground and he also decides the place to perform Yagya to built the *yagashaala* i.e. the fire altar and other activities.

Assistants to Adhvaryu are–

The *pratiprasthaatru*

The *nestru*

The *unnetru* (who pours the Soma juice into the receptacles)

2nd Ritvijas are Hotra – The *hotra* is the recite of invocations and litanies. These could consist of single verses (*ruk*) strophes (triples called *traca* or pairs called *pragaatha*), or entire hymns (*sukta*), drawn from *Rigveda*. In fact, *hotra* mantras are the abstract of the whole or certain paragraphs of the





Rigvedic chapters. As each phase of the ritual required an invocation, the hotra has a leading or presiding role.

Assistants to hotr –

The maitraavaruna

The acchavaaka

The graavastut (praising the Soma stoens)

3rd Ritvijas are Udgatr – The Udgatr is a chanter of hymns set to melodies (saman) drawn from the saamaveda. A characteristic function of the udgatr is to sing hymn in praise of the invigorating properties of soma pavamaana.

Assistants to Udgatr–

The prastotr (who chants the Prastaava)

The pratihartr (averter)

The subrahmanya

4th Ritvijas are the Brahman – The Brahman is superintendent of the entire performance, and responsible for correcting mistakes by means of supplementary invocations.

Assistants to Brahman –

The braahmanaacchamsin

The agnidh (priet who kindles the sacred fire)

The potr (purifier)

3. What are the goals of Yajnas?

The goal of Yagyas is to get good health, wealth and release from samsara bandhana i.e. Moksha or Kaivalya prapti or Salvation or Mukti. Moreover Yagyas also concern to enrich environmental powers and get rain, crops, healthy environment, to create animal welfare, and even welfare of all human beings, etc.

Goals are decided by the Yagya we select to be performed, hence, every Yagyas has different goal, different process and different practices and different expertise.





Process of communication:

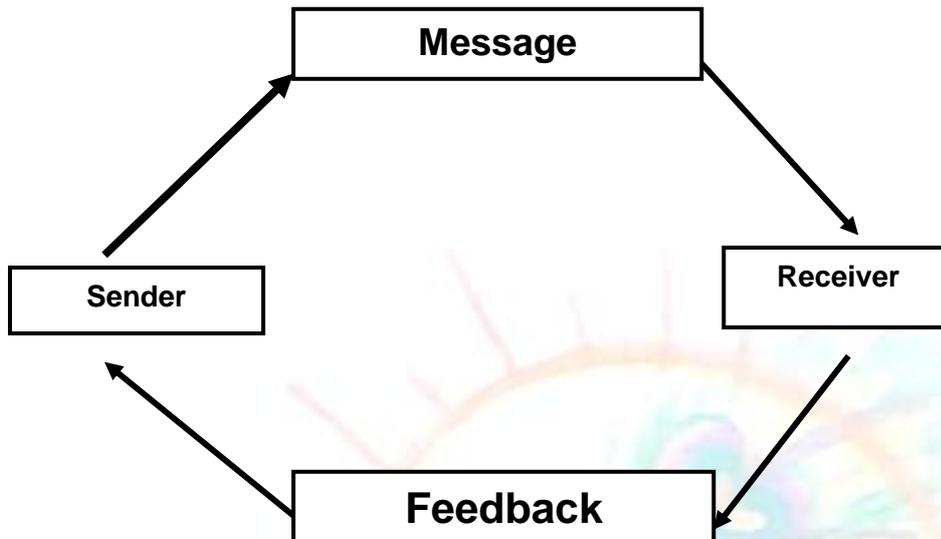


Exhibit 1: Communication Process

The communication process is a simple model of all the factors that can affect the communication. The Communication is effective only if it is understood by the receiver as the sender wants to convey.

Elements in communication Process

- A) **Sender:** The sender or communicator is the person who is sending the message or willing to convey his wishes. There are two factors determine how effective the communicator will be. The earlier one is related to his attitude which must be positive and later one is his selection of meaningful symbols according to the people and environment.
- B) **Message:** The message of communication could be in the form of writing, in the form of speech, it could be movie or diagram or gestures or coded words or it could be signal or it could be in any form.
- C) **Receiver:** The receiver is simply the person or entity receiving the message, making sense of it, or understanding and translating it into the exact meaning what the sender wants to convey
- D) **Feedback:** Feedback is the reaction to communication. It can be verbal or non verbal reaction or response. It can be external feedback (something we can see), and internal feedback (something which we cannot see) like self examination. It is the feedback that allows the communicator to adjust his message and to be more effective. Without feedback, there would be no way of knowing if meaning had been shared or if understood completely 'as it is' or not.

Communication is two – way process. There is a sender and there is a receiver. Most effective communication is that in which the sender and receivers understand the message and meaning 'as it is'. It is the sender's responsibility to make sure that the receiver gets the message, and that the message received is the one that has been sent in its true form.

Perfect Communication is a combination of multiple skills.

Thus, it involves speaking in exact words what you want to convey. It also involves better listening skills, otherwise the communication will lose its meaning. In fact, following are the steps in the effective and basic communication process.





Basic Communication Process

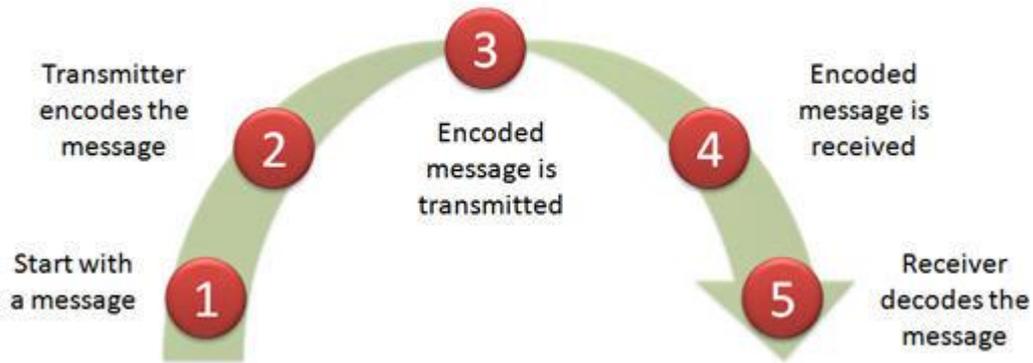


Exhibit 2: Basic Communication Process

Explanation:

Start with a message: The communication process starts with a message which one wants to convey. It may be verbal or non-verbal.

Transmitter Encodes the Message: Message should embed to certain codes before it is going to transmit.

Encoded Message is transmitted: Third step in Communication process is these encoded messages transmitted to the receiver.

Encoded Message is received: The Receiver receives the encoded messages on it has posted.

Receiver Decodes the Message: Receiver decodes the convinced message in this stage and understands the sender expectation and give expected fruit and positive feedback to the message.

4. How can we compare Yagyas with modern Communication Process?

अग्निर्मे वाचि श्रितः| means Fire stands in my words.

The Vedic line derived from Krishana yajurveda Brahmana that says the holy fire (Agni) stands in my words. This line directly says that one's message should stand in Agni (messenger) which goes to my destination (the God) i.e is nothing but the receiver.

Yajamana – Sender

Yajamana is the person who is willing to give his offers to God through holy fire (Agni) with the help of Advryu, Hotra, Udgaata and Brahman. He has a particular intention or concern in his mind. For fulfilling his wishes he conveys his desires with the God who is relieving Havis (the offering).

The Yajamaana concept resembles to the sender concept in communication process. कर्मदम विधि पूर्वकं means one should know the task before he is going to perform and it should be planned well in advance. Similarly sender also should know that what he is going to convey.





हवि: Offering – The Message

हवि: Offerings are something which we are going to be burnt into the fire which would convey the exact offerings to the God.

तत्र प्रवर्ग्यजनितं दिवि धुमचक्रमालक्षते स्म विबुधान्प्रति पावकेन

आनाकदुर्वहविर्द्रविणेन वेगादाहवानपत्रवलयं किला नीयमानं (चम्पू भारत ४ स्तबकः - १०)

अग्निः – The fire Messenger to the god

Agni through which one is going to offer his offerings. It symbolizes the messenger concept in Communication process.

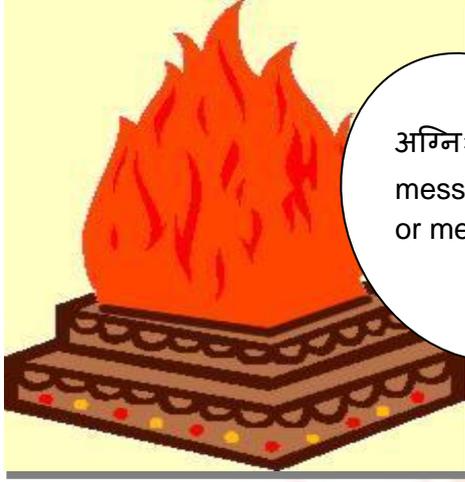
The God – Receiver

There is a particular God associated with certain particular yagya for with particular goal and desire. It is he who receives the offerings and fulfils the desires. Thus, it is said that the God resembles to the receiver in communication process.



Exhibit 3: Picture of actual Yagya with all Ritvij which is compared with communication process

This illustration for this picture is also applicable to advertising process which is considered as one of the type of communication.



अग्नि: –
messenger
or media

Exhibit 4: Picture of Agni The Mediator to the God

5. Symbolic meaning of Yagyas as comparable to the communication process

Yajamaana Symbolizes with the sender who should know that what he is going to offer and what he is determined to get.

Agni symbolizes the messenger, the person who is mediator between the sender and the Receiver. It is clearly understood that Agni burns everything that is been offered. Similarly messenger should be clear in his mind and he should understand what sender wants to convey to the receiver. As Bharavi said in Kirataarjuniiyam communication would be

“स्फुटता न पदैरपाकृता न च न स्वीकृतमर्थगौरवम् ।

रचिता पृथगर्थता गिरां न च सामर्थ्यमपोहितं कचित्॥ (कीरार्तार्जुनीयं २ २७) “

It means message should be clear in words, should not be hidden, should be meaningful, having creative and positive meaning, and should give stress to each elements in the message.

Ishti karma as Compared to Advertisement mode of communication:

Ishti Karmas are type of Vedic way of worshiping God through the Holy Fire (Agni). There are two types of Istih proposed by ancient Rushi. They are *nityeshti* and *kaamyeshsti*. This concept is resembles to Advertisement process concept.

Adhvaryu – *The head of Advertisement committee*: He plans, designs and presents expected concept into certain path with his assistants.

In *ishti karma* also *Advaryu* plans that how to make Yagashalas / fire altars, designs Yagashals / and present his Vedic Knowledge to fulfill Yajamana's Desires going with right path with the help of the pratiprasthaatr, the nestr and the unnetr.

Hotr – *The Message Encoder*: The hotra has a leading or presiding role in Yajnas with the help of the maitraavaruna the acchavaaka and the graavastut (praising the Soma stoens).





Udgatr – The Scripting Committee: The Udgatr is a chanter of hymns set to melodies (saman) drawn from the saamaveda with help of the prastotr (who chants the Prastaava), the pratihartr (averter) and the subrahmanya. A characteristic function of the udgatr was to sing hymn in praise of the invigorating properties of soma pavamaana. This resembles to scripting committee in Advertisement process.

Brahman – the Controlling Body: The Brahman is superintendent of the entire performance, and responsible for correcting mistakes by means of supplementary invocations assembled with the braahmanaacchamsin, the agnidh (priest who kindles the sacred fire), and the potr (purifier). He resembles to the controlling body of an advertisement.

Conclusion:

There are certain similarities between Yagya and modern communication process. However, now after the above description, we can claim here that modern communication process is been directly derived from the Vedic Yagyas for worshiping god to fulfill one's desire and or/ desired result.

Reference:

1. Shrut Yaga





4. Comparing three Indian Petroleum Brands' Equity Among Customers

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Abstract

Purpose - To statistically test the validity of the claim that customers are indifferent towards the three petroleum brands IOCL, BPCL and HPCL while making the decision to refuel their vehicles.

Research Design/Methodology - Questionnaire was the instrument used for data collection via Internet. There were 400 respondents. Both descriptive and inferential statistics at significance level of $\alpha=0.05$ were used for analysis.

Findings

Results reveal that the perception that customers are indifferent towards the three Indian PSU petroleum brands IOCL, BPCL and HPCL while making the decision to refuel their vehicles cannot be generalized to the entire population of Thane, Vashi, Raigad and Nashik which has been confirmed by testing of hypothesis with respect to each brand equity component. Further, the factor which most significantly influences customers in their decision of visiting a particular petro retail outlet is dealer's goodwill in the market even above the company brand name.

Practical Implications - The results from this study would provide market insight to the Indian OMCs regarding their current brand association level amongst the customers which in turn would help them to design new targeted advertising campaigns to improve their brand equity in the future.

Originality/Value - This is the first time that a comparative research study on brand equity of 3 PSU petroleum brands has been done with geographical location segmentation and category of petro retail outlet analysis for the Vashi Retail Region.

Keywords Brand Equity, IOCL, BPCL, HPCL, Customer Expectations, Petro Retail Outlets

Paper Type Research paper

Introduction

A successful brand is an identifiable product, service, person or place, augmented in such a way that the buyer or user perceives relevant, unique added values which match their needs most closely (Christodoulides & Chernatony, 2010). A brand signals to the customer the source of the product, and protects both the customer and the producer from competitors who would attempt to provide products that appear to be identical (Aaker, 1991). Advocates of brand equity contend that for a brand to have value, it must be valued by the customer. If





the brand has no meaning to the customer, none of the other definitions of brand is meaningful (Cobb-Walgren et al., 1995; Keller, 2000).

The oil industry influences almost all aspects of business, economics and geopolitics throughout the world. India's oil market has so far been dominated by state firms such as the Indian Oil Corporation Ltd. (IOCL), Bharat Petroleum Corporation Ltd. (BPCL) and Hindustan Petroleum Corporation Ltd. (HPCL), especially in the marketing of petroleum products. These represent pretty strong brands amongst themselves, but one particular customer behavior that has intrigued the marketers and researchers for long has been the indifference exhibited by fuel consumers while making choice amongst these three brands to refuel their vehicles (Attri, Pahwa & Urkude, 2011a).

With the rise in the disposable income of the Indian consumers and the ever increasing population of vehicles in the country there is going to be a huge increase in the demand for Auto fuels (SIAM-Society of Indian Automobile manufacturers, 2010).

Each of the Public Sector Oil Marketing Company (OMC) claims in their literature that all their activities are focused towards exhibiting certain brand values for which they are known or aspire to be known in the market place. For example HPCL claims to be known for High Quality, Personalised Vehicle care and Personalised Customer care; BPCL for Innovation, Care and Reliability (abbreviated in company literature as InCaRe); and IOCL for Care, Innovation, Passion and Trust (abbreviated in company literature as CIPT). Despite these efforts there is a very low level of brand awareness and loyalty exhibited by the customers (Attri, Pahwa & Urkude, 2011b, 2011c) which indicates that the level of association of the customers with these oil marketing companies might not be as strong as expected by the companies so that they can enjoy highest degree of brand loyalty exhibited by the customers. Since all brand decisions rely on in-depth understanding of customer to create a point of differentiation for sustainability over time, this research is carried out aiming to study the association level of the customer with the brand propositions/ values for the public sector oil marketing companies in Thane, Vashi, Raigad and Nashik in Maharashtra, India. The results from this study would provide market insight to the OMCs regarding their current brand association level amongst the customers.





Literature Review

Brand is a fundamental concept originated from the fact that manufacturers needed to create one in order to show ownership and differentiation in their products (Keller, 1998). Also, it was easy for consumers to remember (Farquhar, 1990), since having a brand is creating something tangible (Kotler, 2000), for example, name, term, sign, symbol, and design, as well as other intangible values (Wood, 2000), such as product image and status reflection on product users. Ambler (1997) (Wood, 2000) has defined brand, from consumers' perspective, that it was like a promise from the sellers to consumers on the expectation and satisfaction on product attributes. The attributes of the brand could be real and tangible or they could be emotional and intangible. Blackston (1992) stated that brand was the awareness or perception of consumers toward a particular product, regardless of the physical product itself. This discrepancy caused the consumers to be willing to pay as well as evaluate the products and remember the evaluation easier. Brand is a long term asset, longer than patents or copyrights, which had limited validity period. With thorough planning and management, the brand could always stay valuable and answer to consumer needs, consequently allowing it to remain in the market for good (Kotler, 2000). Several researchers and marketing experts (Farquhar, 1990; Aaker, 1991; Keller, 1998) defined brand equities in many different ways. It can be concluded that brand equity is the added value to any particular products, exceeding the actual value of the physical product. It is one of the factors causing consumers to be aware, satisfied, fond of, and confident in the product. It also motivates consumers to be willing to pay higher price for a product, which leads to higher sales revenue and profit for the brand owners, rather than selling no name products. Aaker (1991) mentioned that the analysis of brand equity from the consumer's perspective can help consumers to easily interpret, process, and store information about the products and brands. Brand equity affected the confidence of the consumers when making a decision to buy the products. Thus the framework in this research involves the 4 components through which marketers can develop their brand equity: Brand Awareness, Perceived Quality, Brand Associations, and Brand Loyalty.





Objectives

1. To study the association level of the customer with the brand propositions/ values for the three public sector oil marketing companies IOCL, BPCL and HPCL in Thane, Vashi, Raigad and Nashik in Maharashtra, India.
2. To evaluate customer expectations from Petro Retail Outlets.

Hypothesis Testing

Hypothesis used to test the comparison of the brand equity for each brand can be concluded as follows:

Hypothesis 1:

H_0 : Customers were not aware about the differences between these 3 distinct petroleum brands.

H_a : Customers were aware about the difference between 3 distinct petroleum brands.

Hypothesis 2:

H_0 : In terms of perceived quality these 3 distinct and different brands did not received different scores regarding brand equity

H_a : In terms of perceived quality these 3 distinct and different brands received different scores regarding brand equity.

Hypothesis 3:

H_0 : In terms of brand association these 3 different and distinct brands did not received different scores regarding brand equity

H_a : In terms of brand association these 3 different and distinct brands received different scores regarding brand equity

Hypothesis 4:

H_0 : In terms of brand loyalty these 3 distinct and different brands did not received different scores regarding brand equity.



H_a: In terms of brand loyalty these 3 different and distinct brands received different scores regarding brand equity.

Research Methodology

1. We used survey research using systematic questionnaire as a tool to collect the data from 500 customers. Out of them 400 replied and could give relatively proper data on the self-questionnaire method. These customers voluntarily completed the questionnaire over a website and or send the data by email. This data was collected between the May, 2013 to July, 2013, while pursuing Summer Internship Project SIP.

2. The questionnaire had 4 distinct sections.

- a. The first section obviously had demographic data,
- b. The second section involved brand equity data of all the 3 petroleum brands. The details of the second section consisted of:
 - i. Brand awareness: It was measured by asking the respondents to rank 3 brands they had in mind
 - ii. Perceived quality: The respondents had to rank their preference in regard to each brand (Likert Scale); 5 for Highest, 4 for High, 3 for Medium, 2 for Low, and 1 for Lowest.
 - iii. Brand associations: The respondents had to rank their preference in regard to each brand (Likert Scale); 5 for Highest, 4 for High, 3 for Medium, 2 for Low, and 1 for Lowest.
 - iv. Market perception: The respondents had to rank their preference in regard to each brand (Likert Scale); 5 for Highest, 4 for High, 3 for Medium, 2 for Low, and 1 for Lowest.
 - v. Brand loyalty: The respondents had to rank their preference in regard to each brand (Likert Scale); 5 for Highest, 4 for High, 3 for Medium, 2 for Low, and 1 for Lowest.
- c. The third section of the questionnaire involved the preference toward each brand and the Quality aspects/ Traits that the respondents were thinking while recalling these 3 brands.





- d. The fourth section involved the factors that has/ had influenced the customers in their retail outlet preference/selection while making the petrol/ gasoline filling decision.

Sample Size: 400

Sampling Technique: Stratified Independent Random Sampling

Statistical Methods used:

1. Descriptive statistics was used for analysis, e.g. percentage, mean, and standard deviation.
2. Inferential Statistics were also used, which involved the Test of Homogeneity and One-way Repeated-measures ANOVA, at 0.05 level of significance. If the test results were significantly different, the test would be done in pairs to determine the difference between each pair. The method used was the Tukey Pairwise Comparison Test (Post-Anova Analysis).

Data Analysis and Research Results

The result from the research which represented the brand equity of petroleum brands was divided as followed:

- Demographic Data of the samples
- Measuring Brand Equity
- Measuring Preference toward the brands and product attributes
- Evaluating Factors which influence customers in their petro retail outlet preference/selection decision making.
- Hypothesis Testing

Demographic data

There were 400 respondents involved in the research, of which 71% were male and 29% were female.



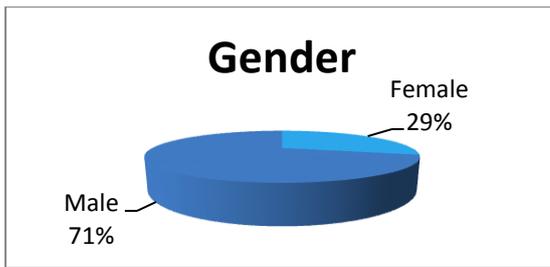


Figure 1: Gender Distribution of Sample

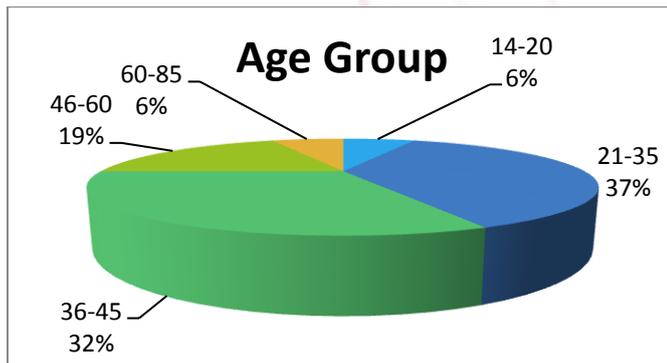


Figure 2: Age Group Distribution of sample

Most of the respondents were between 21-35 years old (37%).

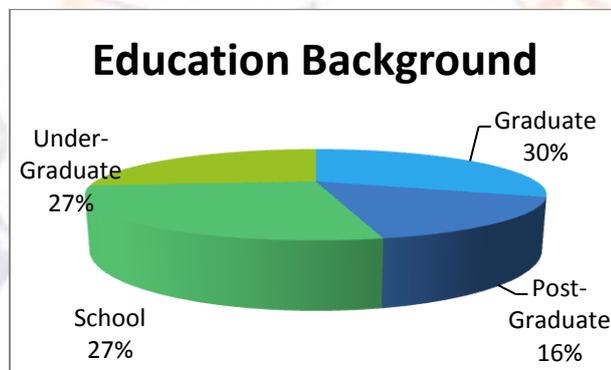


Figure 3: Education Background Distribution of Sample

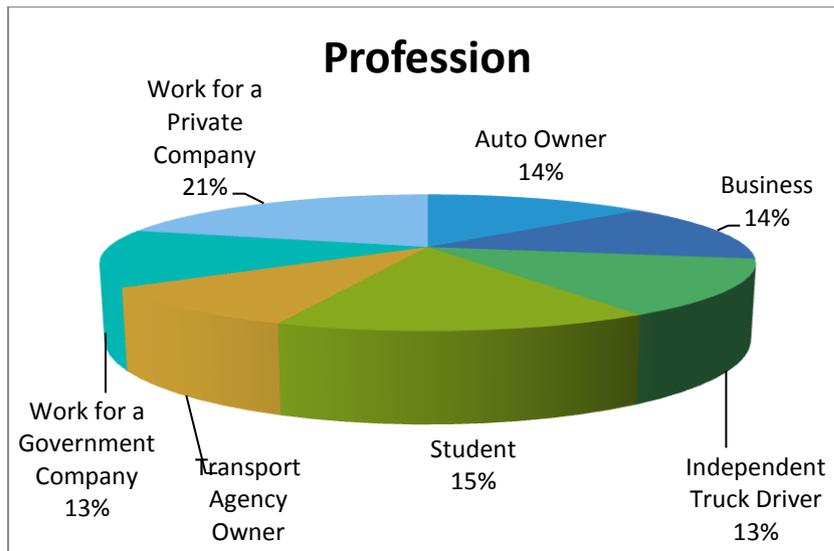


Figure 4: Profession Distribution of sample

For education and profession, 30.5% received Graduate Degree while 20.5% worked for private companies.

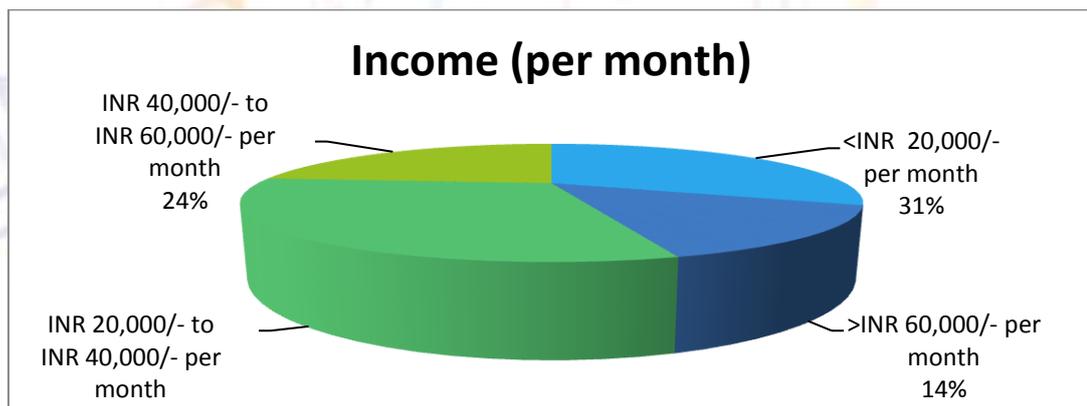


Figure 5: Income (per month) distribution of sample

Considering the incomes, most of the respondents (31%) earned less than INR 20,000 per month, whereas 31% earned INR 20,000-40,000 per month. As for the brand preference, 134 respondents chose IOCL (33.50%), 113 chose BPCL (28.25%), and 153 chose HPCL (38.25%).

Measuring Brand Equity

According to Table 1, the total point on 5 attributes of the brand equity involved brand awareness, perceived quality, brand association, market perception and brand loyalty. HPCL had the highest total average point, which was 242.58, followed by IOCL with 200.62





points. BPCL had the least point of 197.08. Considering each attribute, HPCL had the highest point in 3 attributes, which were brand perceived quality (156.57), brand association (152.67), market perception (622) and brand loyalty (146.33). BPCL had the highest brand awareness at 137.17.

Table 1: Points for Brand Equity of each brand

The Test Result on the Difference of Brand Equity in Each Aspect					
Brand Equity	Average point of each brand			Sig. Value from F-Test	Test the difference of average point for a pair of brand by LSD
	IOCL	BPCL	HPCL		$\alpha=0.05$
Brand Awareness	127.5	137.1667	135.3333	0.028426813	BPCL>HPCL>IOCL
Perceived Quality	116.571429	126.5714	156.5714	0.01068203	HPCL>BPCL>IOCL
Brand Association	118	129.3333	152.6667	0.549308439	Indifferent
Market Perception	520	460	622	0.986019903	Indifferent
Brand Loyalty	121.333333	132.3333	146.3333	0.33015076	HPCL>BPCL>IOCL
Total Average Point	200.680952	197.081	242.581		

Brand Awareness

The question asked to the respondents was which brand they had in mind when thinking of re-fuelling their vehicle. According to the result in Table 2, it was revealed that HPCL was the first brand in mind for most people, 153 people or 38.25%. There were 134 people thinking of IOCL, or 33.50% and there were 113 people thinking of BPCL, or 28.25%. However, considering the total point of No.1 and No.2, BPCL was the brand that people thought of the most; 310 people, or 77.5%, followed by HPCL with 259 people or 64.75%. Lastly, there were 231 people thinking of Olympus, or 57.75%.

Table 2a: Frequency and Percentage for the Ranking of Brand Awareness According to Region & Category of Outlet



Brand Awareness According To Region & Category of Outlet

Geographic Circle	Category of Outlet Visited by Respondent	Brand	No. 1	No. 2	No. 3	Sum	Weighted Sum	Weighted Average	The Brand which people thought of most		
Thane	City	IOCL	20	22	25	67	129	21.5	BPCL	The Brand which people thought of most	
		BPCL	21	30	16	67	139	23.166667			
		HPCL	26	15	26	67	134	22.333333			
		The Brand which is first in respondent's minds	HPCL								
	Highway	IOCL	11	4	18	33	59	9.833333	BPCL	The Brand which people thought of most	
		BPCL	14	18	1	33	79	13.166667			
		HPCL	8	11	14	33	60	10			
		The Brand which is first in respondent's minds	BPCL								
	Vashi	City	IOCL	18	12	19	49	97	16.166667	HPCL	The Brand which people thought of most
			BPCL	13	20	16	49	95	15.833333		
			HPCL	18	17	14	49	102	17		
			The Brand which is first in respondent's minds	IOCL & HPCL							
Highway		IOCL	20	12	19	51	103	17.166667	BPCL	The Brand which people thought of most	
		BPCL	19	19	13	51	108	18			
		HPCL	12	20	19	51	95	15.833333			
		The Brand which is first in respondent's minds	IOCL								
Raigad		City	IOCL	8	2	8	18	36	6	Indifferent	The Brand which people thought of most
			BPCL	4	10	4	18	36	6		
			HPCL	6	6	6	18	36	6		
			The Brand which is first in respondent's minds	IOCL							
	Highway	IOCL	19	11	38	68	117	19.5	Indifferent towards BPCL & HPCL	The Brand which people thought of most	
		BPCL	21	35	12	68	145	24.166667			
		HPCL	28	22	18	68	146	24.333333			
		The Brand which is first in respondent's minds	HPCL								
	Rural	IOCL	4	1	8	13	22	3.666667	HPCL	The Brand which people thought of most	
		BPCL	2	9	2	13	26	4.333333			
		HPCL	7	3	3	13	30	5			
		The Brand which is first in respondent's minds	HPCL								
Nashik	City	IOCL	6	9	8	23	44	7.333333	HPCL	The Brand which people thought of most	
		BPCL	4	12	7	23	43	7.166667			
		HPCL	13	2	8	23	51	8.5			
		The Brand which is first in respondent's minds	HPCL								
	Highway	IOCL	6	5	5	16	33	5.5	Indifferent	The Brand which people thought of most	
		BPCL	4	9	3	16	33	5.5			
		HPCL	6	2	8	16	30	5			
		The Brand which is first in respondent's minds	Indifferent towards IOCL & HPCL								
											N : 2394 - 1855)



	Highway	Brand	No. 1	No. 2	No. 3	Sum	Weighted Sum	Weighted Average	The Brand which people thought of most	Indifferent
		IOCL	6	5	5	16	33	5.5		
		BPCL	4	9	3	16	33	5.5		
		HPCL	6	2	8	16	30	5		
		The Brand which is first in respondent's minds	Indifferent towards IOCL & HPCL							
	Rural	Brand	No. 1	No. 2	No. 3	Sum	Weighted Sum	Weighted Average	The Brand which people thought of most	Indifferent
		IOCL	22	19	20	61	124	20.666667		
		BPCL	11	34	16	61	117	19.5		
		HPCL	28	8	25	61	125	20.833333		
		The Brand which is first in respondent's minds	HPCL							

Table 2b: Overall Summary of Region wise Brand Awareness

Location	IOCL	BPCL	HPCL
Thane	188	218	194
Vashi	200	203	197
Raigad	176	209	215
Nashik	201	193	206

Table 2c: Overall Summary of Ranking of Brand Awareness

Brand	No. 1	No. 2	No. 3	Weighted average	Brand people thought of most	Percentage of most people who thought of the brand	Total	Percentage of people who first thought of the brand
IOCL	134	97	169	127.5	231	57.75%	400	33.50%
BPCL	113	197	90	137.16667	310	77.50%	400	28.25%
HPCL	153	106	141	135.33333	259	64.75%	400	38.25%
Total	400	400	400		BPCL			
Brand Awareness	BPCL>HPCL>IOCL							





Perceived Quality

The brand equity on perceived quality of 3 brands was shown in Table 3. It revealed that HPCL had the highest point on 6 attributes, which were 182 on quality of fuel, 155 on Reasonable Waiting Time in Queue, 149 on the behavior/service of pump attendants, 170 on dealer's goodwill, 153 on plant layout and design and 173 on non-fuel facilities provided at outlets. BPCL had the highest point on 1 attribute, which were 182 on no discrepancy between the quantity of fuel dispensed and the meter reading. There were no attributes for IOCL with No. 1 point.

Table 3: Comparison of the Average point on Perceived Quality

Comparison of the Average point on Perceived Quality				
S.No	Parameter	IOCL	BPCL	HPCL
1	Quality of Fuel	124	92	182
2	No Discrepancy between the Quantity of Fuel Dispensed and the Meter Reading	104	182	114
3	Reasonable Waiting Time in Queue	129	116	155
4	Behavior/Service of Pump Attendants	108	143	149
5	Dealer's Goodwill	128	102	170
6	Plant Layout & Design	108	139	153
7	Non Fuel Facilities Provided at Outlets	115	112	173
	Average Point	116.571429	126.5714	156.5714

When considering the average total point on the perceived quality, HPCL had the highest average point of 156.57, followed by BPCL at 126.57, and lastly, IOCL at 116.57.

Brand Association

Table 4 suggested that HPCL, with 161 points and 184 points, was distinctive for being the brand that auto owners and regular personal vehicle owners chose respectively. On the other hand, BPCL, with 188 points, was recognized for being chosen by transporters. When considering the average total point, HPCL had the highest point, which was 152.67. Followed by BPCL with average point of 129.3; and finally IOCL with 118.





Table 4: Comparison of the Average Point for Brand Association

Comparison of the Average Point for Brand Association				
S.No	Parameter	IOCL	BPCL	HPCL
1	Chosen By Auto Owners	131	108	161
2	Chosen By Transporters	99	188	113
3	Regular Personal Vehicle Owners	124	92	184
	Average Total Point	118	129.3333	152.6667

Market Perception

Table 5 reveals that 211 or 53% people had a positive market perception of HPCL, followed by 196 or 49% people had a positive perception of IOCL and lastly, 188 or 47% people had a positive perception of BPCL. However for the weighted average point of market perception, HPCL had the highest total weighted average point at 622, followed by IOCL at 520 and BPCL at 460 points respectively.

Table 5: Measuring Market Perception of the 3 Brands

Measuring Market Perception of the 3 Brands					
Brand	Positive	Neutral	Negative	Total	Weighted Sum
IOCL	196	136	68	400	520
Percentage	49%	34%	17%	100	
BPCL	188	133	79	400	460
Percentage	47%	33%	20%	100	
HPCL	211	139	50	400	622
Percentage	53%	35%	13%	100	
Brand	Positive	Neutral	Negative	Total	
IOCL	588	136	-204	520	
BPCL	564	133	-237	460	
HPCL	633	139	-150	622	





Brand Loyalty

Table 6 suggests that BPCL had the highest points for 2 parameters – 147 for ‘Introduce brand to other people’ and 140 points for ‘Willing to pay higher price for premium branded fuel’. HPCL had the highest points for 1 parameter – 169 points for ‘Repeat Purchase’. There were no attributes for which IOCL had the highest points. However for the total average point, HPCL had the highest point at 146.33, followed by BPCL at 132.33 and IOCL 121.33.

Table 6: Comparison of the Average Point for Brand Loyalty

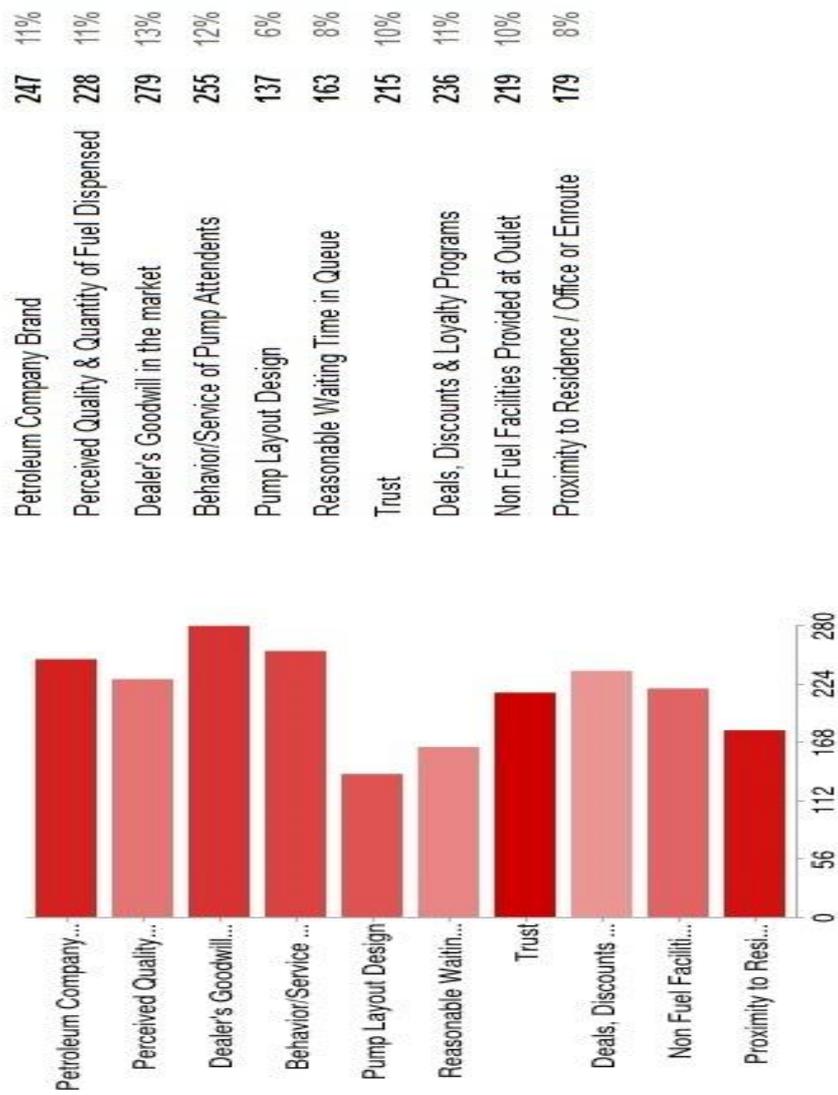
Comparison of the Average Point for Brand Loyalty				
S.No	Parameter	IOCL	BPCL	HPCL
1	Repeat Purchase of same brand	121	110	169
2	Introduce brand to other people	108	147	145
3	Willing to pay higher price for premium branded fuel	135	140	125
	Average Total Point	121.333333	132.3333	146.3333





Factors which influence Respondents in their Retail Outlet Preference/Selection Decision Making

Which factors influence you in your Retail Outlet Preference/Selection Decision Making



Hypothesis Testing:





1. Hypothesis 1 was tested using Test of Homogeneity at the significant level of 0.05. The result was = 3.57103382, d.f.=3. P-value =0.02842681. Thus, it can be concluded that customers were aware of the differences in brands. The brand with highest brand awareness was BPCL, and the lowest was IOCL. The detail was shown in Table 2.
2. Hypotheses 2 to 4 were tested at the significant level of 0.05. This was to compare the average point of brand equity for each brand in each area. It involved perceived quality, brand association, and brand loyalty. The test was to determine if there was any difference. One-Way Repeated-Measures ANOVA was used. This included comparing the average point of brand equity for each pair of brands in each aspect using Tukey Pairwise Comparison Test as shown in Table 1.

Table 1: The Test Result on the Difference of Brand Equity in Each Aspect

The Test Result on the Difference of Brand Equity in Each Aspect					
Brand Equity	Average point of each brand			Sig. Value from F-Test	Test the difference of average point for a pair of brand by LSD
	IOCL	BPCL	HPCL		$\alpha=0.05$
Brand Awareness	127.5	137.1667	135.3333	0.028426813	BPCL>HPCL>IOCL
Perceived Quality	116.571429	126.5714	156.5714	0.01068203	HPCL>BPCL>IOCL
Brand Association	118	129.3333	152.6667	0.549308439	Indifferent
Market Perception	520	460	622	0.986019903	Indifferent
Brand Loyalty	121.333333	132.3333	146.3333	0.33015076	HPCL>BPCL>IOCL
Total Average Point	200.680952	197.081	242.581		



Table 8: One Factor Repeated Measures ANOVA Analysis

alpha value = 0.05

Hypothesis	
H ₀	Consumers were not aware of the differences between the three petroleum brands
H _a	Consumers were aware of the differences between the three petroleum brands

Anova: Single Factor	Groups	Count	Sum	Average	Variance	Standard Deviation	ANOVA						
							SS	df	MS	F	P-value	F crit	
	IOCL	400	765	1.9125	0.75172306	0.86701964							
	BPCL	400	823	2.0575	0.50545739	0.71095527							
	HPCL	400	812	2.03	0.73593985	0.85786937							
	Total		800										
	Between Groups						4.745	2	2.3725	3.57103382	0.02842681	3.003242	
	Within Groups						795.255	1197	0.664373				
	Total						800	1199					

Since p-value < alpha, therefore there is enough statistical evidence to reject the null hypothesis beyond reasonable doubt which leads us to conclude that consumers were aware of the differences between the 3 petroleum brands.

What Next ?

After all, what is the meaning of the statement "not all r population means are equal" if we cannot tell in what way the population means are not equal? We need to know which of our population means are large, which are small, and the magnitudes of the differences among them. This calls for further analysis—other hypothesis tests and/or the construction of confidence intervals to determine where the differences exist, their directions, and their magnitudes.



Table 9: The Tukey Pairwise Comparison Test

\bar{x} -bar _{IOCL}}	\bar{x} -bar _{BPCL}}	\bar{x} -bar _{HPCL}}	n	r	MSE	n _{IOCL}}	n _{BPCL}}	n _{HPCL}}	sqr MSE	sqr n	sqr MSE / sqr n	z	z-R29
1.9125	2.0575	2.03	1200	3	0.66437343	400	400	400	0.815091068	20	0.040754563	1.96	0.079879
Degrees of Freedom of error n-r													
1197													
Since a t distribution with 1197 degrees of freedom is, for all practical purposes, a standard normal distribution, we use z=1.96 in constructing 95% confidence intervals													
<p>95% Confidence Interval for the population mean of customer responses for IOCL, BPCL & HPCL</p> <p>Studentized Range Distribution q with degrees of freedom r and n-r</p> <p>q_α from table</p> <p>The Tukey Criterion $T = q_{\alpha} \cdot \sqrt{MSE} / \sqrt{n_i}$</p> <p>No. of Comparisons 3!/2!</p>													
<p>Lower Interval</p> <p>Upper Interval</p> <p>1.832621</p> <p>1.992378924</p>													
μ_{IOCL}	<p>I.</p> <p>$H_0: \mu_{IOCL} = \mu_{BPCL}$</p> <p>$H_a: \mu_{IOCL} \neq \mu_{BPCL}$</p> <p>IOCL with BPCL</p> <p>TRUE</p>												
μ_{BPCL}	<p>II.</p> <p>$H_0: \mu_{BPCL} = \mu_{HPCL}$</p> <p>$H_a: \mu_{BPCL} \neq \mu_{HPCL}$</p> <p>BPCL with HPCL</p> <p>FALSE</p>												
μ_{HPCL}	<p>III.</p> <p>$H_0: \mu_{IOCL} = \mu_{HPCL}$</p> <p>$H_a: \mu_{IOCL} \neq \mu_{HPCL}$</p> <p>IOCL with HPCL</p> <p>FALSE</p>												
<p>From these comparisons, we determine that our data provide statistical evidence to conclude that μ_{IOCL} is different from μ_{BPCL}. There are no other statistically significant differences at $\alpha = 0.05$.</p>													
<p>We conclude that there is statistical evidence to support the claim that, on average, customers have higher brand awareness of BPCL than IOCL. No statistical evidence supports any other claim of differences in average brand awareness response ratings among the customers of Thane, Vashi, Rajgad & Nashik.</p>													

Findings





1. The result from hypothesis testing on brand awareness with Number of samples, $n=400$ was $\text{Sig}=0.028426813$. It can be inferred that these three distinct brands received distinct scores on brand awareness perspective, at significance level of 0.05.

When testing the hypothesis on the difference of brand equity on a pair of brands, it was found that BPCL had higher brand awareness than HPCL, and last being IOCL.

2. The result from hypothesis testing on perceived quality with Number of samples, $n=400$ was $\text{Sig}=0.01068203$. It can be concluded these distinct brands received different scores on perceived quality perspective, at significance level of 0.05. When testing the hypothesis on the difference of brand equity on a pair of brands, it was found that HPCL had higher perceived quality than BPCL and IOCL was last again.

3. The result from hypothesis testing on brand association with Number of samples, $n=400$ was $\text{Sig}=0.549308439$. It can be concluded that these 3 Indian giant brands received same score on brand association perspective, at significance level of 0.05. When testing the hypothesis on the difference of brand equity on a pair of brands HPCL to BPCL to IOCL, it was found that people were indifferent towards the three brands.

4. The result from hypothesis testing on market perception with Number of samples, $n=400$ was $\text{Sig}=0.986019903$. It can be concluded that different brands received same score on market perception perspective, at significance level of 0.05. When testing the hypothesis on the difference of brand equity on a pair of brands, HPCL to BPCL to IOCL, it was found that people were indifferent towards the three brands.

5. The result from hypothesis testing on brand loyalty with Number of samples, $n=400$ was $\text{Sig}=0.33015076$. It can be concluded that different brands received different score on brand loyalty perspective, at significance level of 0.05. When testing the hypothesis on the difference of brand equity on a pair of brands, it was found that HPCL had higher brand loyalty than BPCL and IOCL, while, BPCL had higher brand loyalty than IOCL.

Conclusion

According to value perceived by all the 400 customers taken into considerations,

1. HPCL had the highest brand equity, followed by BPCL, and IOCL, respectively.
2. Considering each perspective of Brand Equity, HPCL was the highest in 2 perspectives, Perceived quality, and Brand loyalty.
3. For Brand awareness, BPCL was the highest,
4. While IOCL was the lowest in all perspectives.





Suggestions

1. Suggestions to increase brand equity in each brand can be concluded that HPCL had the higher brand equity in all perspective than that of other brands. However, when considering brand awareness, HPCL should launch dealer backed campaigns to promote brand awareness. In addition, continuous loyalty programs should also be considered. HPCL still needs to continue the investment in the marketing activities to maintain the outstanding loyalty among their customers. Service should also be improved. HPCL should take an initiative to make the transition to a one price point for its branded lubricants and should aim to phase out the distribution of lubricants from retail outlets and should limit it to just the distributors.
2. For BPCL & IOCL, the overall brand equity was average. Nevertheless, IOCL should consider improving the service quality and the relationship it shares with its dealer network. BPCL should also improve its relationship with its dealer network
3. The research on brand equity of the 3 public sector petroleum brands should be done periodically and continuously.
4. There should be a research regarding the integrated marketing communications in other areas, such as advertising, marketing events, etc. This was to determine their impacts on the increased brand equity, thus marketers can use this data to plan their marketing strategy accordingly and effectively.

Future Scope:

A study is possible to know whether the regular Brand Awareness program improve the product and service quality among these 3 brands or not?

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5. Leadership and Learning Guru Lord Dattatraya: An idol, an icon, and benchmark for everyone in the global knowledge economy.

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Abstract and Summary:

Lord Dattatraya the three headed God of India, is one among many such spiritual Gurus who have lead many of its followers to spiritual nirvana. In the process, the followers also established themselves in the material world. They lived the life full of energy, vitality, force, dynamism, enthusiasm, success and vigour. Individually they were successful; their organisations achieved success through their strengths, and in the process they build the empires they served.

Key words: Leadership, Manager, Learning, Guru, Knowledge Economy

Introduction:

Lord Dattatraya, was created with the Unison of Powers of Brahma, Vishnu and Mahesha when Anasuya the wife of Atri Rishi was proved to be the most virtuous. When these went to her, she converted them into infants, and when their wives came, they demanded their husbands to be set free. Looking at the agony these lords came into being as Lord Dattatraya. This Dattatraya in search of spiritual enlightenment went on to make Gurus, till he achieved his goal. In this paper, it is discussed in details and how it can be a landmark decision of learning from each entity we see, feel, listen, and think-of, for coming generations of individuals, organisations and nations, is proved here.

Lord Dattatraya is the idol and icon for everyone in the global knowledge economy:

Lord Dattatraya got enlightenment by accepting 25 entities as his Gurus. He followed the principle of learning from each specific Gurus. His Gurus were not limited to Human beings but they were also in the form of some specie or some incidence around the world. He adopted their virtues and lessons learnt from their existence or from their lives. Similarly, if every individual and organisation keeps their conscience antennas awake and alert and if the try to learn qualities, best practises and benchmarks from every other entity it could evolve from profit maker, delighter, self-actualise to self-enlightened and finally to self governing entity. In the process every entity has to unlearn some things which are not important for the prescribed cause.

Most important lesson for every one is there could be Guru in every entity in the Universe/Multiverse. It could be an instantaneous happening, an incidence, or a view of a vast ocean or panoramic view of endless sky at any moment of time. It could be an insect working on something unusual as a part of his life; it could be an incidence where one's higher self gets attuned with the super conscious God. Lord Dattatraya has proved one thing that if a person remains always alert, awakened and conscious, he can learn lot of things from lot of entities and can mould himself to the personality he desired to be. The Lord Dattatraya became enlightened soul, and then his successors made a record outcome of conversation with Lord, finally it has been put all anecdotes in the form of holy script.





Worth mentioning here would be, one each of his three heads represented

- i. Lord Brahma- the left head represent the Creator and Generator of this world
- ii. Lord Vishnu-the centre head represent Organiser and Constant Supporter, and
- iii. Lord Shiva- the third head represent the Kaal, the Destroyer.

Thus, this enlightened soul, Lord Dattatraya has all the powers of these three Gods and have full control over every entity in the Universe. How did Dattatraya practised and how did he went on to become what he is, could be understood from the following path of choosing Gurus and inculcating virtues of his Gurus.

Lord Dattatraya's Guru Number 1: The Earth:

The major Reason he sought was Earth 'lives' in peace irrespective of every set of dynamics, and happenings at every moment at various multiple places on her. Mother earth possess' sympathy and empathy for every entity on her, in spite of whole lot of events and phases on her, she always look composed and bears a stability of mind. She recovers from all odds at all her fronts due to her link with super-conscious almighty God, irrespective of damage she faces, and she accepts all happening to be part of her life since ages. All these broad-minded motherly qualities instantaneously convinced Lord Dattatraya's spiritual conscience to accept Earth as his first Guru.

Management lesson for individual: Everyone must be perceptible to the good qualities of others. They must adopt these qualities in their life to put them on the path of success they desired to achieve. Stability of mind and tenacity is such quality of Earth that can inspire every individual to remain calm in the whirls of everyday life.

Management lesson for/ from India and for / from world at large: India evolved through multiple ups and downs and good and bad phases and events since ages. India is the most envied part of this world because of its heritage, culture and sustainable civilisation. Still now a day, many of its ancient Gurus have been forgotten and instead of looking at them as the Light House in the modern era, India is looking towards others to guide. Instead of taking refuge in time tested Leaders from Indian scripts and leaders, it is taking guidance from unrealistic Gurus. First lesson is take help from own scripts, gurus and believe in self. Lord Dattatraya believed in self and followed his conscious while his hyper-conscious God directed him towards success by allowing his conscious to accept relevant Gurus to achieve enlightenment. Lord Dattatraya achieved it.

Management lesson for organisation: Benchmarking the best practises can uplift the organisation to super heights. How to remain calm in the fluctuating emotions in the everyday dynamics is the lesson from earth. In this calmness one can get solutions over every problem may it be daily, weekly, monthly, and quarterly or even yearly. Unruffled mind or set of minds can find out solutions on many problems. Thus, Brain calming is better than brain storming. After all the whole earth is an organisation unless the most intelligent being – humans manages it well it cannot sustain its well being.

Lord Dattatraya's Guru Number 2: The Air/ Vayu:

The major reason, being Air gets involved in every good work, it spreads the bloom and scent, however, even if tried it cannot be trapped in evil activities. Also, air always remains detached from the work though totally involved in it. Beyond that, once the work is over it never asks for reward and Air gets instantaneously involved in other work. Thus, Air loves to contribute, and work with nishkam





karmayog, thus, it does not like taking credit of the work it does, and it also avoids taking rewards from the work it has performed to the perfection and with all-round success.

Management lesson for individual: Individual must be involved and engrossed in work to achieve success but must not get involved in evil or corrupt practises.

Management lesson for/ from India and for / from world at large: India is pulsating in every sphere of activities. However, it must avoid its people getting involved in malpractices. It must a hint that environmental norms be practised to the core to avoid environmental catastrophes at various levels in future.

Management lesson for organisation: Involve its workforce in legally positive and morally positive activities the reason it bears fruits having impacts over the future work. Award for good work but must encourage not to let go that success in the heads of the employees, to remain on the successful sustainable path. A practise of attachment in the work for success and detachment after it is over is worth a lesson from Air/ Vayu. The reason Air is composed of many gases like Nitrogen, Oxygen and all have their organised work to perform however, when it comes to getting involved in the next work it easily takes these employees of her. No motivation is required as the ingredient employees seem to be going easily with its organisation with full trust and confidence.

Lord Dattatraya's Guru Number 3: The Sky:

Sky means Akash, in Sanskrit language. Akash means that which has no end. Sky seems to be endless. Still it always looks fresh, and always stable. However, it can never be hold in hand and it also cannot hold anything in it for long. E.g. Though it seems that the clouds are present in the sky and sky is holding it, but once the clouds are gone, the sky looks fresh again. The total detachment from whatever it had.

Management lesson for individual: Every individual must try to live as fresh as the sky. It must live in this freshness forever, in spite of hyper-dynamics in life. It could be up and down, success and failure, happiness and sorrow, profit and losses. However, always every individual should learn like the Lord Dattatraya to become successful and happy and must further try to achieve Nirvana from the work.

Management lesson for/ from India and for / from world at large: Indian economy, human resources have vast capabilities they must be capitalised and looked fresh for the coming challenges. In fact, unless this vastness and endless billion talents are capitalised Indian talent pool and economy will not have a fresh look.

Management lesson for organisation: Every organisation has vast pool of talent which if not tapped properly may lead to stagnation. Energetic employees, innovation, research and up gradation should be part of sustenance not the negativism. Sky is always fresh always keeps it like that, similarly every organisation also should keep itself always fresh like sky on every front and on every level, is the lesson.

Lord Dattatraya's Guru Number 4: The Water:

When it rains the water is so pure that we call it to be a self proclaimed freshness without a stain. It is cool. It initiates freshness. It germinates seeds. It raises life on earth. Even if it is warmed, still it nourishes the living beings. It carries the scrap to sea. It cleans the earth. Another character of water is





that it gets the colour of the dye you put. If taken as a Teerth i.e. a holy seep, it can get you rid-off all your sins. Another major quality of water is that it always is superfluous and it takes the turn you give to it, while it is in motion. Also, flow of water does the work assigned to it, and irrespective of it, it remains fresh and clean. Also, water gets unitised/ homogenised with other entity in which it is amalgamated but still remains aloof of it when it is withdrawn or if it is evaporated. Thus, water keeps its identity as an independent selfless being.

Management lesson for individual: In this hyper-dynamic world where change is the only permanent mode of life humans must adopt the colour or the work culture of the organisation they work. They must align themselves with the organisation but when it comes to individuality they must be easy to distinguish. The individual must be as fluid to change as the water. They must be as lively as water.

Management lesson for/ from India and for / from world at large: In the fast changing global economy, it has been observed that the economy can build its sustenance only if it can adapt to changes that have been added by innovation in the technology, and the knowledge. This water like fluidity can be understood, and built in the new generation only if, the industrial horses are kept on move, the institutional bench mark are kept at par with world standards, education system is updated afresh, and if military is kept vigilant and civilians are always kept alert. It can happen only if the dross is always flushed out or evaporated of/ from the systems and water/ spirit in them is kept always lively.

Management lesson for organisation: The organisation which is build on ethics always find that it keeps its fluidity, spirit, bench-marks up to world standards as same as water down poured from the heavens. They have to keep their talent fresh and working for newly assigned challenges. To attain this vigour to grow, to sustain various measures could be adopted. Like putting employees in spiritual, emotional clean up exercises using mediations, yoga and vipashyana and various other methods. To attain unity in diversity of employees while team building activities there character is moulded like fluid moving with the team assigned to achieve goals. These synergised and homogenised teams have ability to do miracles. Hence, Lord Dattatraya found a real Guru in Water as well.

Lord Dattatraya's Guru Number 5: The Fire/ the Agni:

Fire itself is the power, that's all. Fire is pure. Fire has ability to burn everything it can. It glows and brings light. Fire never stores anything with it. Almost everything put into the fire gets burned. It leaves no trace. It never distinguishes anything while burning. Fire just burns the good the bad, the evil the holy, everything put into it. It could be the quality that is the best for the fakir/ the monk to burn off everything in the mind to keep it as fresh and as pure as fire.

Management lesson for individual: Many times grudge are build in succession if two entities come together and work together. Conflicts are built and leads to bitterness. Here the quality of fire is useful; just burn the evil thoughts about everybody. It freshens up every mind and an individual could work well. It has been experimentally proved that the mind gets energised and its productivity improves. Even they get real joy in the work they do. That is the fire power.

Management lesson for/ from India and for / from world at large: As per our President Dr. A. P. J. Abdul Kalam, ignited minds can take India towards progress. This is also character of fire. Pure minds can achieve miracles. If the new generation is ignited with powerful thoughts and has been assigned the target then they can really take India to greater height in every field.





Management lesson for organisation: Every organisation has problem of human resources, burn out, talent management and attrition. This character of Fire to attain purity while burning could be useful. Many adopt brain storming, meditation, compensatory off, cool pools between institute and industries, and still it becomes difficult to keep employees working with vigour. It is a challenge to keep the fire like pure minds for every organisation in every individual. Higher aims and scintillating performers can do that. It has been proven time and again by organisations like NASA.

Lord Dattatraya's Guru Number 6: The Sun:

Sun forms the self proclaimed source of light. It makes others to visualise. It is a self enlightened and enliven source of energy burning since ages. It destroys darkness. Its heat evaporates even the mighty oceans. It dries the earth in scorching heat of summer and cools it with the clouds and monsoon rains. These clouds are developed due to evaporations of water on earth. Sun is the cause of life, and summer and winter on Earth. During daylight sun keeps all the species awake an alert from evil forces. It destroys darkness in him, around him and billions of kilometres further. Since ages Sun is happily burning itself. Knowingly it is doing so. This is the quality, a Yogi must inculcate. Yogi here essentially means a person who is trying to attain Nirvana through his work, penance and life.

Management lesson for individual: In one survey it has been observed that every entity is seeking ultimate joy and happiness through its every action. Ancient Indian scripts time and again have claimed that it is possible only when an individual attains the Nirvana. Nirvana is can be attained only after product and services delight and it lies beyond self-actualisation in Maslow's Hierarchy. Like Sun which burns itself to glow in enlightenment every individual must seek Nirvana and enlightenment like Sun. Sun must be their idol and icon.

Management lesson for/ from India and for / from world at large: Sun with its billions of rays enlighten the whole earth, similarly India must develop the policies and flawless systems that glow the lives of its billion citizens. A nation can remain happy and enlightened only if its every individual gets the basic needs leave aside the self-actualisation. Instead of GDP now it must look at the happiness index of its every citizen.

Management lesson for organisation: Every organisation in the world that has lot of respect for its employees who glow like Sun, will have take notice from Sun. While Sun gives light and food to every being on the earth, organisation can become source knowledge, life building for its employees. It must grow, earn profit, widen its horizons at the same time it must follow the social responsibilities and must take care of its employees. Fluid employees can take away heat out of the organisation. Every organisation possesses limited resources and does not posses infinite energy like Sun. Hence, resources management and development is the only key for the sustainable development. Many organisations went into unseen for not bearing this lesson from Sun.

Lord Dattatraya's Guru Number 7: The Pigeon:

Once Lord Dattatraya saw that a pigeon annihilated itself following the death of its wife, and its two siblings followed the same path. The attachment and extreme love in the family made Lord Dattatraya understand the void ness of the material world.

Management lesson for individual: Happiness, work, success and profit is part of life but once in a while every entity has to bear a down/ opposite side as well, which they must take positively and must not lead their life to such an extreme negativism as the pigeons did.





Management lesson for/ from India and for / from world at large: India must not take sudden plunge into any policy, work culture which could lead to extreme negativism in its coming generation. Already farmers are disheartening let not other entities go that way. For this we'll have to build brave and strong hearts among the youth who could take the challenges of the life. Positive energy and lookout has to be developed among every citizen of India, that's the lesson.

Management lesson for organisation: Many organisations could not bear sudden loss and the CEO took extreme steps. Instead there are organisations like Infosys which was built on just few hundred dollars but with core strength of ethics and integrity among its founders. Even Bajaj suffered the loss hence got diversified and build their core strength and have come triumphant. So this pigeon attitude has to be avoided by building integrity, ethics, and understanding phases and events in life especially ups and downs. A man of strength can take both heat and cold positively in his life. Organisation having stable work force with these qualities can grow and glow simultaneously.

Lord Dattatraya's Guru Number 8: The Python:

It has big size, but less movement. What ever comes to it Python just swallow up it with its full might. It never chews. It never goes to anybody. It never asks for any wish. It avoids work. No hurry no worry and it never ask for curry- the special food. The act and habit of eating food whichever comes to it is known as Ayachit habit, it is as well as quality in Sanskrit language. In addition to it what ever it gets is sufficient for it till he captures the pray coming to it. The lessons for Lord Dattatraya from Python were to inculcate stability of mind and python is wise as it understands the limitations of self and nature.

Management lesson for individual: Know thy limitations but use your full capacities when you get opportunities to work and when asked for performance.

Management lesson for/ from India and for / from world at large: Indians still have not realised their full potentials. There are millions of opportunities pending to be attempted however Indians do not use their full might as the python does to grab the opportunity. Once lost, it could become engine of growth for others. For example, India lost the opportunity to develop indigenous car technologies, and computer hardware in India during the founding era before present explosion of these technologies. Though India had scientists and capabilities it allowed mass exodus of scientists to other developed nations where the giant companies capitalised their talent. That was the opportunity, once lost; it lost its huge talent pool to developed nations. Once lost, it becomes difficult to pull back these talents which can move the giant of the giant economies and nations. Officially there is one million Indian Green car holders in USA half of them has second or third generation, who do not return back to India as they feel indebted to USA.

Management lesson for organisation: Grab every opportunity to develop and attain new heights. If opportunity is lost it may the organisation may loose talent, growth or profit or new venture. Every organisation must try to gulp the biggest opportunity but with ethics, otherwise the bad practises can engulf the organisation leading to self annihilation. Hence, python suggests that seat at such position from where you could visualise the opportunity, and can grab it with limitations of ethics, and make a win-win situation for organisation and its indivisible parts the employees.

Lord Dattatraya's Guru Number 9: The Ocean:

Its vastness, size and depth makes every mighty person humble. Oceans also have countless valuable stones, fishes, corals, flora-fauna and it is self sufficient form of ecosystem. In proximity of land it





forms several beaches and ports on its shore. In spite of all this might it always looks cool and composed. Ocean keeps itself within its stipulated boundary and fathoms though it has capacity to engulf the whole earth. Even a small species on its sea shore lives happily and without fear. Such is magnanimity of ocean that even trillions of species live a full-fledge life inside it, that too since billions of years not just for few days, few months or few years. The major reason could be ocean remains self content and happy within its limitations. Another amazing thing about ocean is that there is super heat made of magma and the lava, below the surface of the earth which is always trying to evaporate it since ages, in spite of this the mighty ocean bears this heat and keeps whole of its ecosystem sustain.

Management lesson for individual: A person with magnanimous heart has always been the best and most appreciated leader in the human history. The qualities of ocean like humility in spite of having multiple virtues and bounteous might, taking whole responsibility of dependants, extending its life and of dependable, its sustainability, its organisation management are worth adapting for every human. Bearing the heat of the situation like ocean bears the heat below and still surviving for ages is simply a lesson for every individual not only leader.

Management lesson for/ from India and for / from world at large: There is heat rising at every hierarchical level, from every corner, to grow, in India. India has taught the world how to live in the multi-religious, multi-racial, multi-lingual, and multi-cultural and in multi-civilised societies. Now it is time India must acquire the capabilities of mighty ocean, i.e. to provide profound prosperity to its citizens in every spheres of life to sustain in the global competitive environment.

Management lesson for organisation: Every organisation today that is growing vertically rapidly and expanding its horizons horizontally, like the Hyundai, the Tata, the Ambani, the Rolls Royce, Max New York Life, the Mitsubishi have put personal management on its top priority. They do care about the talent, knowledge, employees, social norms, environmental norms, they respect challenges, they respect the government policies, and they understand the future needs at global level. Hence, few of them are sustaining even since a century. They are maintaining the organisation premises like a royal city, for example Jamshetpur. Thus, every ambitious organisation should have a vision like ocean, which looks prosperous due to visible prosperity and might every entity it belonging to it, as similarly as, these mighty business conglomerate are doing, it includes public sector organisations, private sector and even non-governmental organisation.

Lord Dattatraya's Guru Number 10: The Kite:

It has been observed since ages that this particular insect called kite has strong affinity towards the flame. Many poems and songs have illustrated this too much love and attachment of these special creatures. A live drama rather a happening was observed by Lord Dattatraya, in which, when a kite father saw the kite mother flying into the flame, without a momentary stop, he also followed her. Observing parents' self-destruction into the flames, two kite-children also followed the same self-annihilation path. It was shocking incidence which made Lord Dattatraya to realise and accept a basic principle of life that material world is momentary and too much attachment to material things is fallacious and leads to self destruction. Unless one comes out of these shackles and bonding, one cannot get self-enlightened further becoming free-willed and self-governing and harmless entity in the universe.

Management lesson for individual: It is easy to remain engulfed in the job in hand and strive for success. However, it is very difficult to remain detached while doing so. It is the experience of the





enlightened souls that they work more efficiently than unrealised soul. Few seniors among them have a generic feeling about this stage or phase or event of life. They claim that every soul is potentially divine and hence every soul has full rights to become enlightened. The biggest advantage of increase in such people is that at present very few can use their mind and individual personal resources more than 2% of the enlightened souls. If more such people are added in the society humankind will have high energy resources and can have business and establishment on other places in the universe. Great to listen, at the same time it could taken as a challenge by every individual to make it a possible one.

Management lesson for/ from India and for / from world at large: Since ages this knowledge is learnt and imparted to millions and billions in India. There were and there are large numbers of enlightened souls in India, who try to remain hided from the public, and there is some enlightened souls who are delivering this knowledge to millions. Their major characters are they are multiple honest, simple, naïve in practical behaviour and transparent in every moment life. If such honesty is brought in the public, in masses, the problem of dishonesty and corruption would be instantly solved. In fact, it is believed and observed that more than 95% population of India is honest, and are averse to corrupt practises. However, if rest of the 5% are brought into this capacity India can achieve progress geometrically and can become developed nation by 2020 A.D. It will realise its full potentials and it will utilise its available resources at fullest strength.

Management lesson for organisation: Organisations cannot remain only profit centred after certain maturity level. They have developed their civic and social sense. Look at Tata Nagar, JRD Tata laid the stone of industrialisation in early twentieth century, he used to sit with his employees and used to understand the problems. Later he provided the solutions to their life. He was true leader who literally build his empire by developing his employees and made them loyal for life. Generations are working in Tata Iron and Steel factory. In 2004, UNESCO's award for the best governed city went to this city, where there was jungle when JRD laid the foundation. Thus, the organisations which exploit its employees cannot last longer, but with leadership qualities of JRD can live for more than a century.

Another example from spiritual world in India could be War Kari Sampraday/ Faith. It is a part of Bhagavat Religion whose founder was Saint Dnyaneshwar, in early twelfth century. Wari is a major event. In it many spiritual activities occur. The most important is walking from Alandi through Pune to God Vitthal at Pandharpur. It is almost a 300 kilometres distance. It is expression of pure Love towards lord Vitthal who is standing on the feet and waiting for his purest devotees. Lord Vitthal is believed to be standing on the brick since last 28 yugas; one yug is equivalent to 4320000 years, i.e.120.96 million years. However, this major event started by Saint Dnyaneshwar and a group of other Saints is still lives and is observed even after 900 years, year after year, regularly with full faith and with full fledge and full might. There have been no gaps even in the extreme cases as First World War, Second World War or the wars between India and its neighbouring countries. Amazingly, it is managed so well that the honesty is worth an experience. Honesty happens to be really at multiple levels. You will get examples in which a penny left as a change, was delivered a year later, in spite of no transaction receipt kept as a proof. The major reason observed is that people have insurmountable faith on God, on Saint Dnyaneshwar and on their millions of devotees i.e. among each other/ themselves. The devotees involve the "Super Sigma" organisation called the Mumbai Dabbewalas/ Tiffin suppliers. His highness Prince of Wales Mr. Charles observed that there was only one mistake occurred since last twenty five years of service i.e. only one mistake occurred since their 2,281,250,000 transactions. This organisation has more than two thousand employees and they provide Tiffin (House-wife cooked food) to the employees working in more than two hundred thousand organisations. There are almost two hundred and fifty thousand candidates. The job is done





within the stipulated time i.e. within the span of four hours. The transportation used is also worth noting, it is the fine blend of Mumbai Local Train and the Bicycle owned by the poor but devoted and loyal employees. These employees have high faith in/on Lord Vitthal and they believe that this Tiffin job they are doing is as well as a prayer to Lord Vitthal and is a part of their devotion/faith. The employees have understood not to commit mistake like the kite in the Lord Dattatraya story.

Thus, this kind of loyalty, faith, honesty and perfection of work can be developed in every organisation only if Leader happens to be as good as the Lord Dattatraya or Saint Dnyaneshwar or Lord Vitthal.

Lord Dattatraya's Guru Number 11: The Bhrunga – Beetle (The Nectar Collector)

This insect is wanderlust. It collects pollen grains from millions of flowers. Lord Dattatraya got influenced to go to many places for alms. Thus, he got rid of attachment and dependence to one place, few houses, and few people for his alms. In those days, these yogis used to be engrossed in penance, 24/7/365. Hence, to save time, to avoid building families and to achieve higher exalted spiritual state/level of mind, these Yogis used to collect alms once a day for the whole day. They had few selected stipulated number of houses, say five houses. However, this incidence brought the paradigm shift among Lord Dattatraya's follower Yogis.

Management lesson for individual: One has to always become multi skilled and multi-faceted personality to survive in this dynamic world. Similarly, one has to be prepared to go to places for the survival. Both qualities improve the survival instinct in humans as it happened with Lord Dattatraya. In fact, such people always climb the hierarchy. They are better human managers as well and never get involved in silly competitions to survive in the pond. They find a suitable place in pond like small organisation or in the ocean like big organisation. When the globalisation, liberalisation, privatisation started it had been observed that every individual should learn at least two United Nations' languages and must be willing to work in any culture and civilisation and work place in the world. He/She must be able to fit in the organisation situated in China, or in USA, or in India. That is need of the hour.

Management lesson for/ from India and for / from world at large: Indian organisations are spreading their wings in many countries. Thus, the organisations are getting attached to many countries. Like many other multinational companies these are also becoming stronger. They have broken the barriers of nations and nationalities. Similarly, they are growing their customer base. If loyalty one brand becomes extinct phenomenon thus these organisations would have been bankrupt living in India. However, now they can manage their business well on various fronts by adopting best in the benchmark.

Similarly, if any organisation has to grow it cannot remain focused on few customers, they have to increase customer base. Especially, India has to build its internal customer base called citizens for the global challenge. At present biggest crunch at the world level is skilled and educated human power. With 600 million burgeons in the pipeline of growth, Indian infrastructure, education system, industrial development programs, and human development programs, need to take faster progressive path. India has to be better implementer of its own generated policies, procedures, systems, and time framed plans. If it happens, no one can stop India.

Management lesson for organisation: Spread wings, go beyond expectations, follow the best practises in doing so and unless compulsory do not restrict to particular entity. For this purpose train all your employees for future. Lord Dattatraya trained himself first then he transferred his knowledge





to the next generation. His descendants, followers further modified the best practises to perfection and now the procedure is flawlessly perfect. Lord Dattatraya gave the whole importance to human values and humanity and spirituality, hence, organisations which understands the importance of spirituality have been experienced to be performed beyond expectations. For example, many institutes/ organisations have added special spiritual hour in their work culture to make their employees stress free and perform better. The results are amazing and the organisations include Infosys, Wipro, and The whole of Tata conglomerate.

Lord Dattatraya's Guru Number 12: Honey Bee:

Honeybee collects the nectar from millions of flowers and makes a royal jelly called as the honey. In case some one attacks it the honeybees counter attack them with their stings. Hence, wise honey collectors always burn some residue matter below the honey-comb and compel the honey bees to leave. Thus, the lesson is, too much wealth concentration is hazardous to an individual. The major reason is that your kith and keen cannot utilise it at proper place which may lead sometimes to bad habits or even there is a hazard of wealth going into wrong hands.

Management lesson for individual: Avoid concentration of wealth, power house, decision source, human resources, and other resources at one place. Major reason is limitations of each entity or particular community or particular specie or place. Try to

Train your next generation, peers, near and dear ones. Then delegate some authority and see the results. Lord Dattatraya feels that this honey bee lesson shows that even you can delegate your skills and leadership qualities to next generations.

Management lesson for/ from India and for / from world at large: It has been observed in Indian history time and again that Empires like Vijaya Nagar were destroyed due to the concentration of wealth and power houses. Where as British Empire was spread all across the globe and still Sun never sets on their empires. Still it is a fact, the reason being islands near the Australia to Canada makes British Empire most widely spread kingdom. In fact Australia in East and Canada in West are locates at the two extreme corners of the world and there head of the state is Queen Elizabeth of UK. Their leadership thought it in early this millennium and spread their Empire. Even if they left India they exploited all Indian wealth. Apart from this still the sun never sets on their empire and now nobody can play the honey catchers game with them.

Similarly, too much concentration of wealth in the metro cities or in the state capitals could one day put India into trouble. The July 26th 2005 rain followed by flood in Mumbai is the best example for India. Agreed, Mumbai financial capital but due to this rain the whole Indian Economy got a sever jolt. Many transactions got stalled. Another example would be concentration of skilled diamond labours in Surat got a jolt when there was Bubonic Plague in 2001 and in the Earthquake in 2002. Surat merchants realised this fact and immediately stratified their base in multiple locations in India, however, Financial pressure on Mumbai due being a Financial capital of India still exits. Hence, government of India should take quick actions to spread decision wings all over India. Here onwards, at least 100 mid-size cities may be encouraged to develop instead of metros. In any untoward incidents, it will be a significant backup for India. Remember, UK with well spread empire, USA with its ambition to be at the top of the world, Japan due to fear of earth quack, China with its hunger for growth and Russia due to its sheer size have been doing it since long.





Management lesson for organisation:

Look at the ever growing General Electric Corporations (GE), Thomas Edison founded it; he allowed its growth in terms of patents and business. Now, after a century, GE has spread their wings. It has avoided concentration of wealth in one country or one factory. It has product range in all horizontal and verticals. They have people around world working in various domain expertises. They have grown beyond these conceivable limits.

Others should follow the footsteps of GE. In fact globalisation was a part of strategy of GE. WTO got set up after ninety years and GATT made the entries easy for these giant organisations spread their wings in multiple countries. Thus, leaders like Dattatraya always lead from the front. Edison was also a leader in Electrical Engineering and Industry. He was the discoverer of Electric Bulb. Then his discovery was due supported by Ampere and Ohm, Faraday and Watts, Volts and Daniel, Joules and Kirchoff, and other scientists. They have grown American organisations and the Bank of Patents, which are helping the Financial and Technological might of USA. Indians should utilise its knowledge forces for this/such purpose/s, the major reason being here after the wars will be fought for Talents only. The nation having organisations which can maintain this Bank will lead their Economy towards multiple and final frontiers.

Lord Dattatraya's Guru Number 13: Common House Fly/ Common Bee:

Lord Dattatraya observed that this flying bee/ a common house fly, wanders impartially, eats anything she gets during day and lives at any safer place in the night. It never constructs its abode and keeps moving to further places. It lives as if the whole earth is its home. It becomes stronger as it faces anything coming to it every moment. This taught Lord Dattatraya the biggest lesson of life that every one must be able to grasp the uncertainty of life and must become lust less, zeroed down his/her ego, go beyond the duality, understand the frustration, these are must for any Yogi. Ultimately this yogi transcends himself to the ultimate truth of life by dissolving his soul, through severe penance, with almighty soul of this universe. Unless a person acquires these qualities he cannot bear the fruits and cannot sustain the powers coming after that. Humility, simplicity and understanding nature and himself, allows a person to climb the ladder of this hierarchy of meditation. It helps yogi to understand the principles of Yogi. Ultimately who is yogi? A person who gets united with God, that is one's soul has become one/unitised with the almighty soul of this universe, is called as yogi in Sanskrit language. A simple common fly made Lord Dattatraya to realise this. Thus, nature is the Real Guru is what Lord Dattatraya has been trying to teach all of us. Only thing required is to keep eyes, ears, intellect, mind, and conscience always alert to capture these happenings and grasp them instantaneously to move further in life. A chain of such incidences can help everyone to become the yogi, one doesn't have to leave ones circumstances and sacrifice life to become yogi, just alertness and awareness and penance can help it happen.

Management lesson for individual: Every one in this universe is trying to up grade. To develop various skills at various level to face various situations in life one has to remain focused like Lord Dattatraya, what to grasp when to grasp and how to move further the life chain and life cycle. Acquiring multiple skills doesn't require only money and also doesn't have to move to a particular place but requires will to learn. Lord Dattatraya is really a Guru for every one seeking exalted path in spiritual life as well in material life. A person full of multiple qualities and never stopping learning is always a humble person, humility brings success. It is a saying, fruit-loaded tree always looks humble. It has been conceived fact in India that every negative action has equally and opposite reaction, where as every good act grows geometrically and brings laurels to an individual. It is known as the theorem





of Karma-Vipak Humans have come to the human birth only after passing through the cycle of 8.4 million births through these many distinct species. Hence, to not to lose this opportunity of human birth, one has to become competent enough to acquire these behavioural skills and qualities. For that purpose, everyone has to acquire humbleness and humility first, on that if these qualities are moulded then a person can become the best behaved person. In coming telecommunication explosion era, where message spreads to globe in a matter of few seconds, behavioural skills are going to be the most dramatic qualifications to climb the hierarchy in the organisation. These qualities are equally commanding in the corporate world and even at home. It has been observed by Lord Dattatraya that it helps individual to grow in his own life. Especially, in the journey within, which is supposed to be the longest and the most difficult to conceive and to achieve the ultimate aim of life the salvation, the enlightenment i.e. to become yogi i.e. becoming one with the almighty soul the lord of the universe.

Management lesson for/ from India and for / from world at large: It has been observed that Indian economy has to grow vertically as well as horizontally to sustain the pressure of the global invasion. The skills and qualifications of every individual in the nation need to be catapulted to higher level. If it does not occur at the faster rate agrarians in India forming almost 60% of the population will not be able to face the cope up well. Similarly, there will be qualified youth but they will lack the employable skills, many middle ages people will face redundancy, many organisations will lack the future contract due to constant thrust to deploy new technology generated through continuous research in the developed nations, and much more. Hence, it has become a need of the day that education to every one should be taken very seriously. Even education to CEO, MD, Directors, Owners of the organisations, Principal and Professors, should be taken seriously.

In USA research is a very serious business and forms the very important part of every organisation. The competition made USA companies to form R & D division and Knowledge and Talent Management division. Same should be case of every existing Indian organisations including public, private, political, and NGO. In fact Government of India must make it compulsory.

Management lesson for organisation: While Indian government does above job the organisation also has to acquire the qualities through multi-skilled workforce who believe in upgrading at every front at every time. Learning, Digesting, Assimilation, Implementation and then Teach i.e. to develop next generation, should be the new mantra of every organisation for coming era. Unless the knowledge is imparted to next generation and that too at fast speed organisations will become redundant in this technology explosion and cut-throat competitive era.

Many organisations are finding it very difficult to grow their market in only one product. Hence, they must grow in multi-direction, multi-product, multi-verticals, multi-horizontals, to sustain in the global market. Let them become broad minded and think globally than just about a niche market or limited market conditions.

Lord Dattatraya's Guru Number 14: An Elephant: A mighty organism. It has no racism in its mind. Down he keeps his neck, respires profusely and keeps walking. He always walks on a straight path with stable mind though he observes dogs barking at it. While walking it puts umpteen amount of dust on his head with his highly flexible and strong muscled trunk. Thus, Dattatraya realised that once a soul becomes realised it just restores faith in its self. Enlightened self, stabilises the brain. The Shackles of ego falls down and the soul realises the omnipresence of god. The soul finds indivisible god in everything and his material/ worldly duality is lost.





Management lesson for individual: Stay focused, avoid distractions and keep walking/ working for a cause like above mentioned Elephant, thus, one can realise the goal, aim and target very soon.

Management lesson for/ from India and for / from world at large: Japanese pencil manufacturing company 'pilot' developed few lead made of graphite and sold it in the market. It was the era when Japan was trying to get out of shackles of Second World War. Its consumer, including common citizens and the government ministry kept buying the pencil despite having some fault in the product. The pencil used to break every after centimetre use. The consumers reported it to the pilot manufacturers. Soon after few years pilot became the leading pencil manufacturers in the world. In the process, citizens suffered, however they did not bought the alternative product from other countries. If citizens show patriotism, indigenisation of technologies and can bring growth of economies. Japan remained focused towards growth and manufacturing new items to expand its horizons, irrespective of initial products were blamed negatively as Made in Japan till 1960's and just before the Quality movement started. It worked. After decades of perseverance, Pilot, Sony, Mitsubishi, Akai, JVC, Suzuki, Toyota are the Japanese organisations those are leading the world with their world class products.

Management lesson for organisation: Sometimes Research and Development seems to be the white elephant to lead a giant organisation. However, organisational elephant cannot run on track with sustainable improvement unless the vibrating Research and Development wing adds value to it. Let many blame your product, process, system, or even the human resources, but let that criticism be documented so that it could be used as the improvement factors. Elephant moves and has its own momentum; if Mahut or the Trainer keeps control on him and train it then this Elephant can makes the circus successful. To run an organisation successfully, every organisation has to train itself, mould itself, and favour its system for success by grooming its personnel for success. Once, this happen, still remain focus and let not the complacency leak in. Elephant never become complacent.

Lord Dattatraya's Guru Number 15: The Deer: Deer is one among the most alert species on the earth. Fear of life keeps them running and hence they hardly rest at one place. Height is, the whole heard follows the deer that happens to be the most fearful. While thirsty deer run after mirage assuming it to be water. They have unity in fear and even in running after delusion. They do not drink water in the form of mirage nor can they realise mirage is not water. Thus, Dattatraya realised that Satguru/ Spiritual Guru can help a soul to realise this illusion and the delusion of/in the world thus helping the soul to get rid off fear, and phenomenon of blind leading blind. Instead, Sadguru/ Spiritual Guru, helps disciple to be a realised, enlightened, awakened, alert and fearless soul.

Management lesson for individual: Fear is essential for survival in this competitive world, but alertness and realisation can avoid blind following blind. Every individual can achieve this state, if it is blessed by the spiritual leader.

Even in everyday life, one needs a guru or an advisor or a teacher in every petty thing. Life is a journey, only a great guide/ travel guru can help an individual to sail, travel successfully every phase, event, goal, and destination. Similarly, in spirituality one must to follow preaching of his/her Guru.

Management lesson for/ from India and for / from world at large: Fear is universal and those who overcome fear are mostly the risk takers. While entrepreneurs and investors take risk over powering fear, normal citizens embodies fear and run after job. Where ever they get job, growth and facilities they work with maximum contribution. India need to lesson the fear factors in job and less down the risk factors in entrepreneurship in case she has to excel in the globalisation, liberalisation and





privatisation era. The most important reason is if more jobs are not created, fear will enhance the immigration of skilled workers from one organisation to other intriguing the attrition rate. Job security is directly proportional to fear factor of financial stability at every home. Work culture, transparency in every work and activity can enhance the confidence among new generation and can help less down fear and running like deer among job seekers.

Management lesson for organisation: Infuse confidence in your employees as fear of losing job can affect the performance, productivity and profit of organisation. Employees have more options now a day than past, and they are like fearful deer, they run behind the most fearful employees. Many times attrition is a triggering phenomenon. One leaves due to fear and others follow, for the greener pasture and stability of life.

For employers, it is a lesson not to run after stock market only but keep your basics clear so that fear of losing one project/ client after other can be subdued. They must build confidence among themselves and in their employees who are run getters, project getters and profit makers. A strong leadership quality can make it happen.

Lord Dattatraya's Guru Number 16: The Fish: Fish dies off water or when trapped in the net of fishermen. Similarly, the major bedrock in human life happens to be money and woman. The only solution to this problem is man surrenders to Spiritual Guru called Sadguru. Sadguru sublimes these temptations of man thus gradually ascending on the path of spirituality. Sadguru makes the man a realised soul. In the company of Sadguru man realises the illusions of life. Soon realised soul, the man finds mirage in the system and action of running after more and more money. Man also finds delusion in running after woman. Dattatraya specifically mention here that Spiritual Guru makes man realise the limitations of money and woman are two obstacles, but once the limitations are recognized then these two obstacles become the stepping stones towards self-realisation. For married person it becomes compulsory to know the limitations prior to marriage, after marriage and beyond. Lord Ram did it and became a realised soul. Where as, for Dattatraya being a celibate monk and virgin man had to completely get rid of these money and woman obstacles for ever. It was his highest priority. He achieved it and became a realised soul, a spiritual leader; he left the indelible mark with generations to follow. Dattatraya remained engulfed in the spirit of spirituality neither did he came out of that devotion nor did he got trapped in the threads of horizontal or vertical woven net of money and woman. Thus, he became Lord Dattatraya, the spiritual leader forever.

Management lesson for individual: Every individual must avoid the fishy traps around him, in the form of woman, money or unethical practises. Once he decides to move on the path of virtue, remains confident and firm Dattatraya found it to be possible. In the worldly chaos it could be difficult for some time, especially in the initial phase, but later on God helps them who help themselves, especially the followers of the realised souls. Thus, man remains intact on the path of ethics and virtue. It was experience of Lord Dattatraya and many realised soul like Vasishtha, Lord Ram, Lord Christ, and Saint Tukaram.

Management lesson for/ from India and for / from world at large:

India and world powers have to realise that unethical practises has become a threat to the existence of earth itself. Due high level corruption in places, including mentioned by Dattatraya, the industries are passing their environmental bills and are thus polluting the air, water, earth with contaminations. Human mind is getting corrupted and polluted due to unethical practices at higher level in every field





right from spiritual, governments, and corporate. Common men are losing faith on every system of the world. Thus, existence of human race is in danger.

Management lesson for organisation: The best example would be Enron. It was making good profit till the leaders in Enron were on path of ethical business. However, the day they got trapped in the corrupt practices what Dattatraya mentioned the Enron were out of business. Lust of money left Enron nowhere.

Thus, organisations have a lesson, in case they want to remain in the business, they must decide the ethics they are going to remain bound.

Lord Dattatraya's Guru Number 17: Prostitute:

During Dattatraya days there was prostitute named Pingala. She had only one aim to earn more money and to trap more men. Thus, her sins grew in many folds as she broke many families. Her only brother was money. Once a Fakir came to her and left her without a notice. This act of Fakir made her realise the uncertainty and perishable things in life. Soon she became devotee of Lord Vishnu. This, act of her made Dattatraya realise the value of devotion and Fakir. Hence, Dattatraya accepted that prostitute his spiritual Guru. Thus, Dattatraya has shown a way in human life that you should be like blotting paper where ever you see good qualities absorb them and move ahead on the journey of immortality.

Management lesson for individual:

Always follow the path of Dattatraya and remain on the path of spirituality, ethics and virtue irrespective of odds and evens in the life and never succumb to any unethical practices. In case you are in danger take help from higher ups or from god or from spiritual gurus to avoid getting misguided in the life or in the job.

Management lesson for/ from India and for / from world at large:

Lure of many things have deluded many country heads in India and abroad. In India Bajirao Peshva and Mastani was the example to take country on the path of downfall. In fact soon after dooms day of Peshwas India went into the hands of Britishers. Hence, appoint the people at higher places who move on the path of virtue and who believe in human values and practise some kind of spirituality. Devotion to job with alert and realised mind, devotion to life and devotion to god are treated at par in Hinduism.

Management lesson for organisation:

Unethical practises are like prostitute once they get entangled with organisation they leave scar which cannot be corrected. In fact one unethical practise provokes the other unethical practises to follow. Hence, stitch at time saves nine. Thus, organisations should avoid once and for all taking unethical path. Time and again it has been proved that earning money is also a path of patience and virtue. Organisations should take care of this lesson.

Lord Dattatraya's Guru Number 18: The Lap wing:

Lap wing is always in the competition to capture a fish. It captures that prize fish. It flies. Then it tortures that fish. Lap wing eats that fish along with his family. Soon it finds the thorny bones/cartilages in the fish. Thus, after eating much of the fish Lap wing realises its mistake and





finally it throws away that prize capture, which it thought to be captured by its super will and super might. Thus, it throws his ego as well.

Dattatraya found that throwing ego and attachment to this world is the possible only in the company of Sadguru/ Spiritual Guru and it is the only ultimate thing in the life.

Management lesson for individual:

There are many glamorous things in human life which have roots in the fallacy or corruption. Every individual has to realise it before entering into any such glam sham world. Also, there are many people who talk sweet on face and then backbite, thus, ruining life of individual. In this super cut-throat competitive world, there are many unethical practitioners who try to find a fish to run their bogy running. Any individual who knowingly or unknowingly enters into that world gets trapped and ruins life. Hence, Dattatraya's lesson is our lesson as well; do not try to go after fishy things in life which have unethical background which could ultimately ruin ethical practises of individual.

Management lesson for/ from India and for / from world at large:

India is a land of golden opportunities in all its history and geographies since ages. There are many countries where ethical practises have been not followed since this much time. In fact, other countries even did not existed at the time these ethical practises been imbibed in the Indian societies.

However, this has become a major threat for India in coming years, as many multinational foreign companies are taking away our human resources to earn billions by paying just few thousands. Our fishes are captured by these big fishes having solid teeth in them. Our talent go to work in their countries, just for short term monetary gains and for better life style. However, after twenty odd years they realise how big the mistake was. Their next generation find India to be third grade dirty country. They do not find any ethical thing over here. Indian values become obsolete for them. Thus, what was golden came out to be thorny in long run. Remember, grass may look green on other side of fence, but it is in the other house not yours. You can grow similar green grass in your backyard only if you take proper efforts.

Thus, it's a lesson for Indians. They have to make their country a better place to live and should not run towards developed world, of course, if at all they want their next generations to live in the ethical ocean of tradition called India.

Management lesson for organisation:

Fast money seems to always motto of every organisation and more profit is the next. However, well planned growth is such formula which can help every organisation to develop leaders, managers, and grow profit. However, it looks tough from the outside. On the other hand, there are other methods of exploiting human resources to earn profit. These methods look better from outside but have thorns inside them like fish. As in long run they pose problems for the organisation. The human resources have communication powers which have ability to destroy any organisation. Thus, valuing your own human resources seems to thorny option but it is always better option than any other in the world.

Lord Dattatraya's Guru Number 19: A child/ a baby:

A new born baby is Guru Number 19. The reason being it always remains happy due to its innocence. It understands nothing. It is happy with fire, doll, play, in house, out of house, with stranger, on vehicle, with dog or lion, as they are all equal to it. Few call it good. Few call it bad. Still as it





understands nothing, it remains happy and always laughing. This is called as Self-Happiness. Also, child always remains away from worldly ego, self-esteem, status symbol, upper caste, lower cast, upper in the hierarchy, lower in the hierarchy, maid servant, etc. Child remains happy due to self-attuned joy of its own innocence. This, joy and happiness of a new born baby happens to be similar to the joy and happiness of Spiritual Guru, an enlightened soul.

Thus, Dattatraya realised the fact that unless grown up become as egoless and identity less as a child they cannot attain the highest state of mind and cannot exalt themselves to enlightenment.

Management lesson for individual:

There are many incidences when an individual can avoid a conflict. However, due to substantial ego that individual postpones the better relationship with many others. Some times the conflict reaches to such an extent that this individual becomes stressful, egoistic, and unwanted personality.

Prior to become president, Abraham Lincoln had three strong competitors. All very famous but were against candidature of Mr. Lincoln as he had failed for seventeen times. Later on when Mr. Lincoln became president, Mr. Lincoln called on these three stalwarts and requested them to join his cabinet. He explained them how they were master in their field and how they can contribute to the betterment of U.S.A. They were astonished at this step of Mr. Lincoln, as they new, that Mr. Lincoln knows that they were against him. Still Mr. Lincoln kept his personal ego and conflict away while considering the betterment of America. But of course, the three stalwarts joined the cabinet taking huge responsibilities along with Mr. Lincoln.

Their team became the most formidable team in history of U.S.A.

Thus, it clear from the example of Dattatraya, the child and from Mr. Abraham Lincoln that many times, like child you should be able to keep your personal ego, esteem, and status away to remain happy and joyful in life and for betterment of world at large.

Management lesson for/ from India and for / from world at large:

Presently, India has at least one billion cases together pending in the Local Court, High Court, and the Supreme Court. 99.999% cases have been initiated due to the ego or status or esteem clash between two or more distinct entities. There are at least one thousand cases for the reason, of throwing dust and dirt in the back yard of some one else.

Another thing, there are Ministers, and individuals, who have resigned from the Ministry as they were not offered any post/ position.

There are many nations, which departed many conferences, even there are many nations who did not participated in the Olympics as their rivals were allowed to lead or got some kind of benefits.

Hence, from the example of Dattatraya, Abraham Lincoln, and child, all the nations including India can learn a lot. Someone has to lead and someone has to follow, but that cannot be the deciding factor of leadership in the long run. What matters after some time are what long term measures you have taken at multiple levels than who is leading. This year the leadership of UNO went to Honourable Mr. Baan Ki Moon, if South Korea, however, it does not mean that it will take all the decisions around the world. The decision process is multi facial and inclusive in the process of UNO. Hence, other nations should not feel deprived in long run. Ultimately a bilateral relation does matter most, while dealing with individuals and countries head to head.





Management lesson for organisation:

Similar things happen in many organisations, while taking decision ego clash occur between individuals and even across departments. Hence, keeping ego aside and thinking betterment of the organisation could be better option while discussion than fragmenting more.

Unity brings more strength than fragmentation in an organisation. A child like approach of friendship with everyone can allow a management to take proper decision than proposing ego clash.

Dattatraya's Guru Number 20: The unmarried girl and her bangles:

Dattatraya once watched that a teenager girl was in the process of wearing bangles. As she wore one each bangle in each hand there was no sound. Hence, she banged those bangles of left and right hand on each other, it produced beautiful soothing sound. However, after that she tried two bangles each in each hand and found that there was noise, and the sound lost its soothe-ness. From this Dattatraya made that girl his Guru. As Dattatraya felt that she has taught him that, in oneness lies the peace. In two distinct individuals, one to one communication occurs. When Sadguru enters into the life of a spiritual seeker, one to one communication occurs in a peaceful manner. On the other hand, in a common man's everyday life there is plurality. Common man tends to deal with multiple individuals. Plurality leads to noise in the life of common man.

According to Dattatraya peace lies in oneness or unison of individual with god. This exalted state of individual could be made possible for individual by his Guru. Thus, one can reach spiritual pinnacle only if he seeks initiation, guidance and help from his / her Sadguru/ The Spiritual Guru.

Management lesson for individual:

One should realise the real joy in oneness. When he is alone he must establish a relationship with God and enjoy the peace in oneness. It is known as indivisible/advait peace, in Hindu philosophy. Where as, in plurality he must be matured enough to deal with every individual as one of the element of god himself. Thus, one can establish a better communication among all those who come in contact, along with whom one is going to spend his life.

Thus, one can establish his life in peace in one ness and in duality or plurality.

Management lesson for/ from India and for / from world at large:

Strong and peaceful India if realises all its potentials by using its human and other resources it could become a developed country. Though spiritually India is at top of the world, in other aspects it needs to take help from experts, who could be citizens of India or abroad.

Management lesson for organisation:

Make organisation strong enough to realise strengths of others at the top of the benchmark ladder. Thus, organisation may not copy other Guru organisations but must learn and implement to become like them, sustaining in their ventures.

Dattatraya's Guru Number 21: The Arrow manufacturer:

Once there was a King. He was passing by the road when he saw one arrow manufacturer got fully engrossed in his job. Hence, he could not salute the King. Later, the soldiers of the mighty King took





this arrow manufacturer to their King. Before punishing, the mighty King asked him the reason, as he knew accused cannot be punished unless his crime is proved. The arrow manufacturer just replied that he was totally engrossed in his work and hence he could not notice the pomp of king's army. The King realising his soldier's mistake allowed him to go, without any punishment.

Dattatraya also saw that arrow manufacturing loosing bodily senses while he got involved in his work. Hence, Dattatraya made/ accepted that arrow manufacturer as one of his twenty first Gurus. Dattatraya practised and soon found that with total concentration and devotion he/one could achieve triumph over mind. Thus, if one concentrates on whatever one does then s/he can achieve anything in one's life was the lesson.

Management lesson for individual: Basic principles of life must be concentration on your job with devotion and ethics. Following these principles can make a person trustworthy and once these qualities are inculcated then one can achieve any feat in his life. It has observed since time immemorial that loss of concentration or lack concentration on work, which happens to be 'life' for many, has caused more damage than anything else. It also means that everyone should have focus in his life, that too ethical and within legal limits.

The arrow manufacturer could overcome the King's wrath only because he was genuinely focused in his life, thus, everyone can do that.

Management lesson for/ from India and for / from world at large:

Presently, world including India, is working with concentration of development for few focused classes of people. Hence, world is really finding development in many cities around the world. If this had been in all the parts of world, there could not be development really possible.

However, my real suggestion for the world here would be, instead of concentrating on few classes and cities try to focus on agriculture and associated industries which could accommodate literally five billion populations around the world and can feed even ten billion populations on the globe.

A suggestion and lesson for India is same. Instead of focussing on few classes and bigger cities only, focus should be on agricultural sectors, irrigation sector, education sector, retail sector, like that. With this focussed approach India could achieve focused target of growth. Growth in the stock exchange and GDP growth has nothing to do with employment generation and agricultural sector improvement. Agriculture is the employment for 60% population of India, and if neglected it would cause more than 2000 suicides, as it happened in 2005 A.D. It's a shame that we do not implement what we plan like Ganga-Kauveri irrigation projects and we do not implement. There is no focus on implementations in India. Thus, focussed approach of implementing good projects for masses than classes is the lesson for India.

Management lesson for organisation: There are umpteen numbers of organisations who have lost their focus and have lost everything they had at stake. Hence, from the lesson of Arrow Manufacturer it could be quite understood that every organisation if remain focussed on their job even mighty empires cannot shake their foothold.

Dattatraya's Guru Number 22: The Snake:

This is one of the unique features of mind, which Dattatraya observed and which is very difficult to achieve. Dattatraya saw a Snake capturing an anthill but of course constructed by ants living inside.





Snake had no ego, it had no self-esteem nor did it have any status symbol for its own house. Later the Snake lived happily. The Snake under observation represented million such species. They never communicated with anybody, until it saw/ came across some other snakes of its kind. Thus, snake taught him the lesson of happiness in speechlessness and of course in detachment to self.

Another observation of Dattatraya made him realise a fact that the same snake could live in detachment from his own race, without any industrial-ness. It was quite a lesson for any industrious person.

Furthermore, the snake used to eat only if some small animal or insect passed near him. This taught Dattatraya a major lesson, and that was, one should eat whatever one gets. “Mounam Sarvarth Sadhanam” (Sanskrit) i.e. In speechlessness also lies all happiness, especially in solitude.

Management lesson for individual: According to Dattatraya on further discussion was clear that every individual must be able to live some part of life in solitude, so that he could understand his ‘real self’ well. There could be many beautiful thoughts and answers to many questions which one could get in solitude.

Another lesson from snake is eating whatever comes to him is whatever profit one gets, what ever salary one gets one should live happily. One must try to upgrade but for that moment one must accept that it is the best salary/ profit one is getting at that moment.

Next lesson from snake is keeping mum/ speechless in certain circumstances. It is observed by billions of people in the world that there could be many problems which could be solved if one keeps his mouth shut instead of keeping few words added in already turmoil atmosphere or if those words are going to disturb harmony among the people.

Management lesson for/ from India and for / from world at large:

India is/was always content with whatever it had. At the same time it is trying to grow multilaterally at various levels and fronts. India is the only country whose people kept on adding the best things in the form of knowledge and work to the world. The spiritual scientists, businessmen, others contributed a lot and at the same time they spent their time self actualisation leading to self-realisation; and understanding how to live happily in solitude and in family; and how to speak more in less words or least words. Thus, a speechless language was developed, a language of Sutras (fewer words having more meaning) was developed and various other sciences, arts and literature were developed. It is believed that many contemporary arts and sciences and technologies have roots in these ancient arts and sciences of India.

Thus, it is a lesson for every individual and for every country on how to handle the human resources for the better cause of the nation and the world at large.

Management lesson for organisation:

Every organisation has to earn profit, keep its talent pool, and expand. However, for that purpose that organisation must know how to keep every individual happy in his solitude, in his family life and at work place. It requires lot of individual contributions and open group discussions with every employee with employer. To design policies that benefit stakeholders of the organisation at large these communications are must now a days. Unless there is a thorough understanding among all





individual stakeholders no one can lead a life like Dattatraya, and no organisation can grow in the desired direction.

Dattatraya's Guru Number 23: The Spider:

When Dattatraya saw a spider it was busy in weaving. From its umbilical centre a thread comes out and it was busy going up and down, left and right, clockwise and anticlockwise directions. Thus, a profound network was build. It was spider's home. Spider had many such homes nearby, where he could move easily and swiftly. Important thing about that thread is, it never dies thus it has longevity of life. Also, spider is not much attached to its belongings. Once the play is over spider easily breaks such many nets/houses. It has no grudges in doing it.

It taught Dattatraya to remain detached about the place he lives and about his belongings.

In many sects in India, mighty soul of almighty God is treated as HE (Saha) and individual soul as I (Aham). This, forms the Soham (Saha-Aham). In spiritual practise also one is advised to breathe Saha while inhaling and Aham while exhaling. Thus, loses his identity and become one with almighty god in due time.

What Dattatraya realised that there are threads of Saha-Aham everywhere. These threads are immortal. After playing for long time when spider realises that his house is Maya- the illusion, it destroy his house. Dattatraya feels that spider realises this fact even when it just ejects the thread out of its umbilical centre. Umbilical centre happens to be the place of solar plexus, the place of Brahma, the generator God, in the Yoga philosophy. When the breathing from solar-plexus reaches to the head top where Brahma chakra/ centre is there, the union of individual soul with almighty soul occurs. Thus, one becomes a realised soul. This helped Dattatraya that when one realises a fact that body, soul, and this world are mortal. It is a part of bigger Maya, the illusion. When individual gets merged with almighty, the Brahma, it becomes the realised soul.

Management lesson for individual: Remain in this world, play with all the might you have, devote yourself but never get attached to the work you do, the place you work/live and the people/lives there. Another factor is devoting your work to god by following all the ethics can only make you an enlightened soul. If one has such higher goals in his/her life then only they can become a true civilised and devoted professionals.

Management lesson for/ from India and for / from world at large: Change and evolution for the betterment of systems and processes for the welfare of all the citizens is a continuous process. Thus, India needs to take the future path and upgrade itself for the same.

Management lesson for organisation: Sustaining business is an uphill task and unless the humanity and business goes hand in hand no business can survive. Also, an individual and organisation cannot survive unless it has enlightenment for everyone is a vision and mission imbibed in it.

Dattatraya's Guru Number 24: The Butterfly:

Once Dattatraya saw that one fatty beetle like butterfly brought one big worm into its nest. Soon, nest was closed. Every other butterfly went on to pierce and thorn that insect for few days. After some time, that insect became a beautiful butterfly and flew with excitement and delight.

Thus, Dattatraya realised a fact that the insect inside the cocoon/ the nest kept thinking of becoming a butterfly and it became that. Thus, in spiritual practise, if one thinks about god and soham one





becomes god himself. Thus, Dattatraya attained the Saha/ Almighty state that is, the state of Godhood, when Dattatraya saw this, he experienced that he has lost his individual ego/ I / selfishness. Soon, Dattatraya became a selfless almighty, the lord himself, when he made this butterfly his next guru.

Management lesson for individual: Sometimes the needle pointed unanswerable questions makes us inbound and introvert for some time. We brood on the question, more question arises. Then we start thinking and try to get answers for those questions, also we try to find out solution to the problems. Once, we get the answers to piercing questions and problems that is disturbing us, we become a better individual. In fact, we evolve. Similarly, when a sadhaka/ spiritual practitioner tries his best to be a better and still better person and tries his best to keep his mind with God, his mind tries to play maverick game. It raises more questions than he can get answers, at that time; the spiritual practitioner seeks advice from seniors/ Guru/ holy scripts. Once, he gets the answers and tries his best to be that what has been preached, he attains that state, the state of stability of where he and lord are one and the same entities.

Management lesson for/ from India and for / from world at large and organisations: With the world that has evolved almost every day, and where everyday has become the revolution day, India as well as the world at large has to evolve faster. In case evolution and revolution are not matched the gap will cause the gap in public welfare, which could lead to unrest as well. These are days when not only individuals but organisations and the nations have to build their hives better to live and survive.

Dattatraya's Guru Number 25: The Human Body:

Human body is mortal. If we get attached to it we become animal. However, if we detach ourselves from this body for the spiritual cause, we reach immortality.

Here, it is assumed that human being is the top most creation of god and that human being is the best specie on earth.

However, the six evils, that are generated due to the fact that in place of human being treating him/herself as human soul, it treats itself as a human body. This bodily sense of him/her can drown any human being and can lead to hell. The Six evils are, (one) Kaam (Sanskrit) means desire for non-desirous things, (two) Krodh means unwanted angriness, (three) Lobh desiring more and much more than required, (four) Maad means, mind getting over powered by the sense of one's authority/ might/skill/ attribute, (five) Moh means liking the things and trying everything to get it, day in and out, (six) Matsar means jealousy, that how could s/he has those things that I don't have? Or Why can't I get those things that s/he have?

However, Human body is the only body among all the species that can lead any soul for virtuous/ noble cause, for getting rid of evils, birth and rebirth cycle and bad habits. It is the only body among all the organisms, which can understand all these things, and hence, capable to achieve Salvation, Nirvana, Mukti, Moksha, or the Atmadnyan, hence Dattatraya accepted human body as his final Guru.

Management lesson for individual, organisation, India and world at large: Every human being as an individual must treat every other individual as a unique soul, and not as a body. This psychology then, raises humans on a higher plain; hence they can work for a better and higher cause.





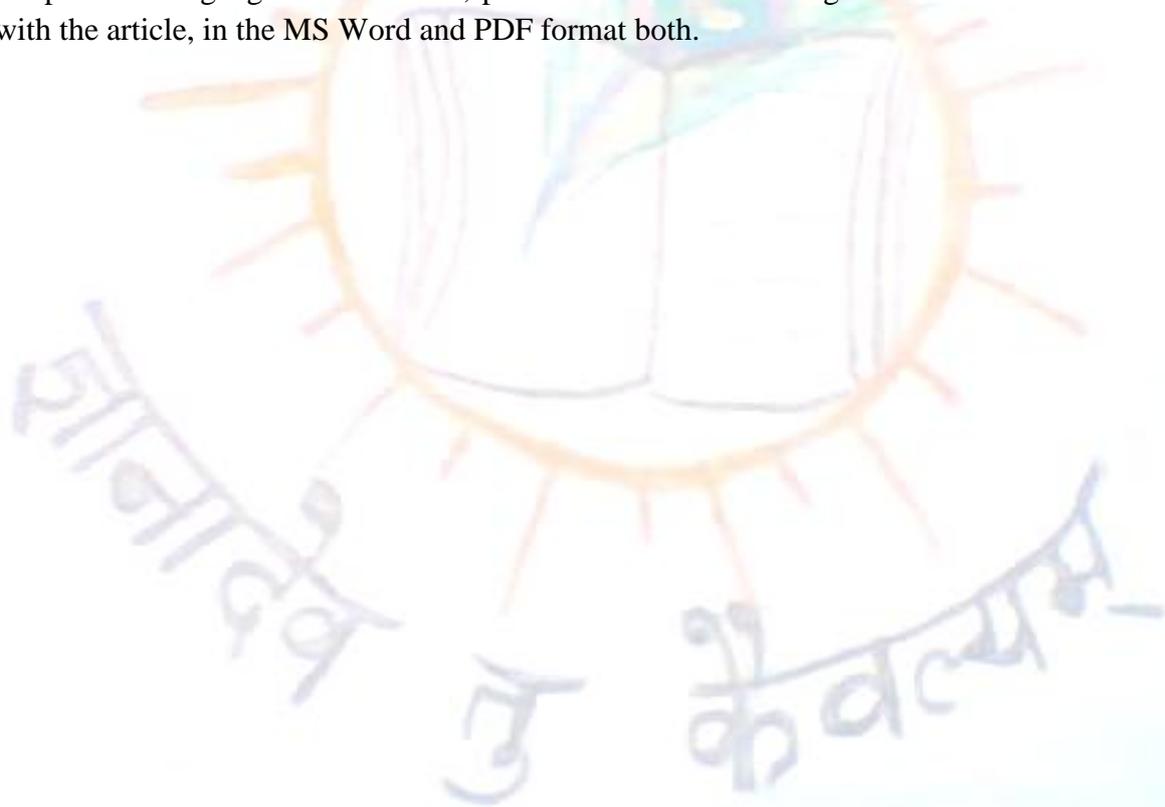
Conclusion:

In this era of ever-learning, when, everyday new ideas, new technology, new products and its services evolve, the world is changing at faster pace, it has become a fact that, mind should also remain fresh and attuned with the world, so that everyone and every organisation, every nation learns from these latest creations/ happenings and use it for the betterment of humankind and earth at large. Otherwise, precious time and opportunities would be lost forever. Like Dattatraya achieved his aim in life of spiritual enlightenment, we also should try the same, in our lives.





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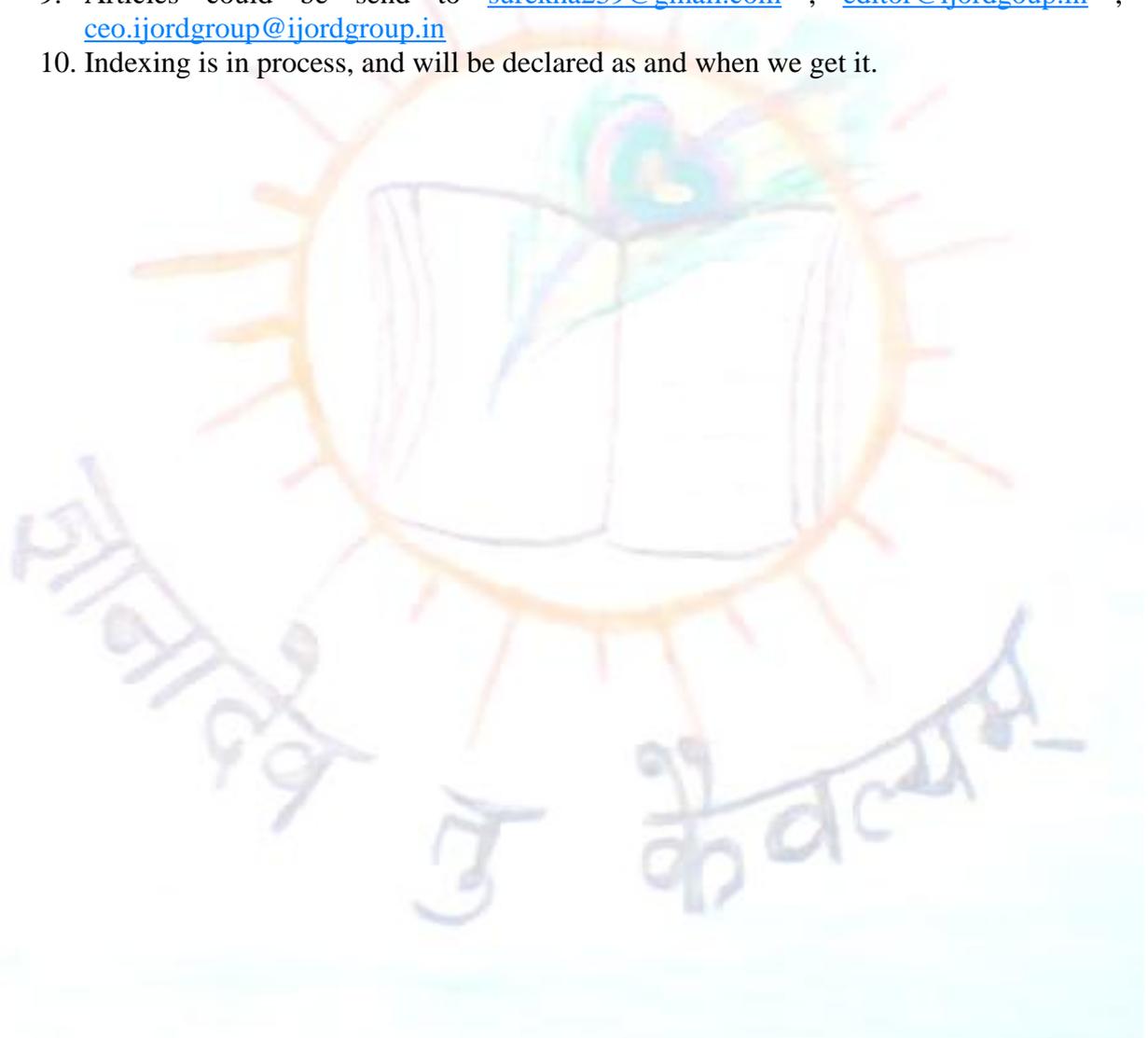
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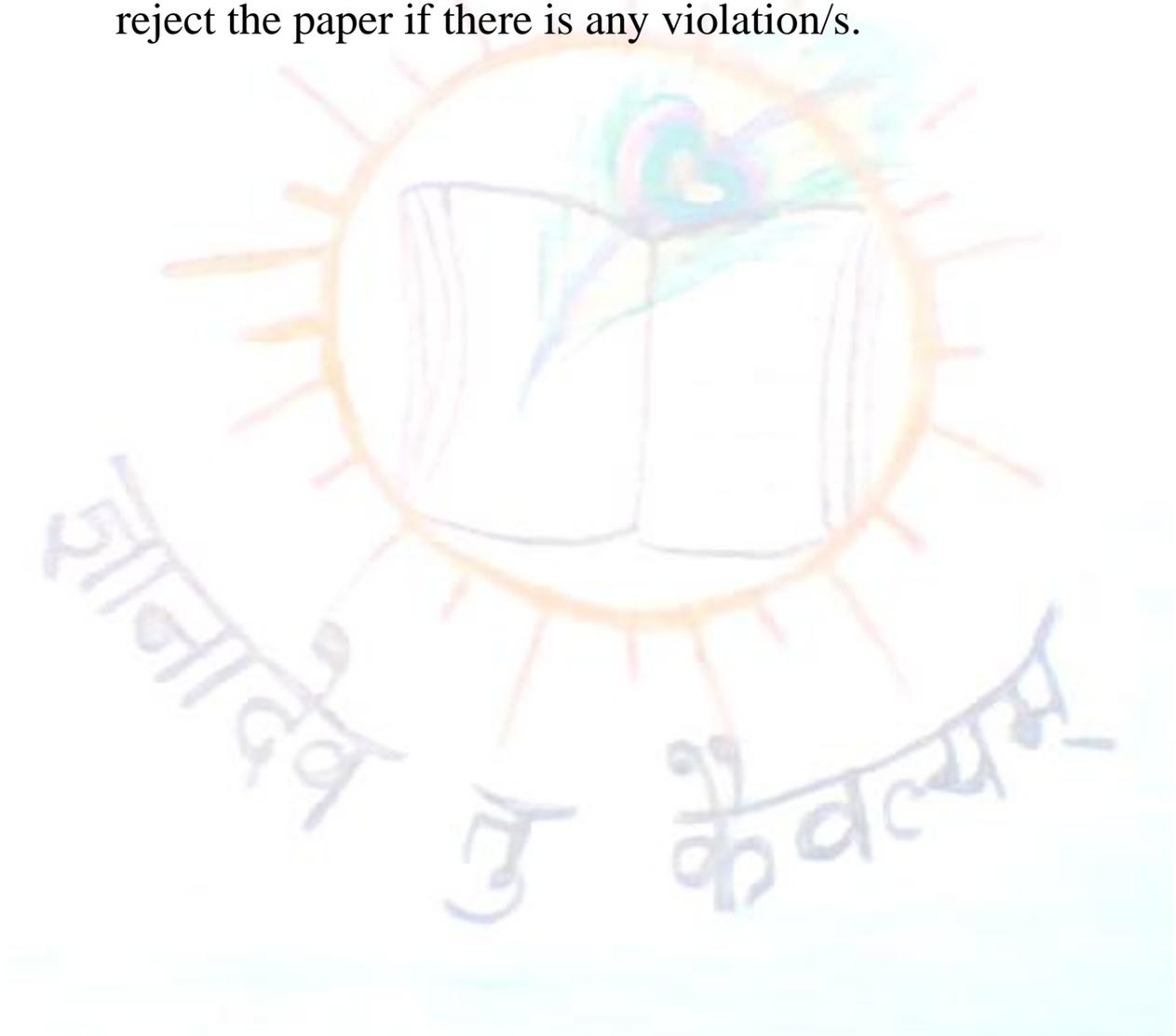


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