International Journal of
Original Research and Development

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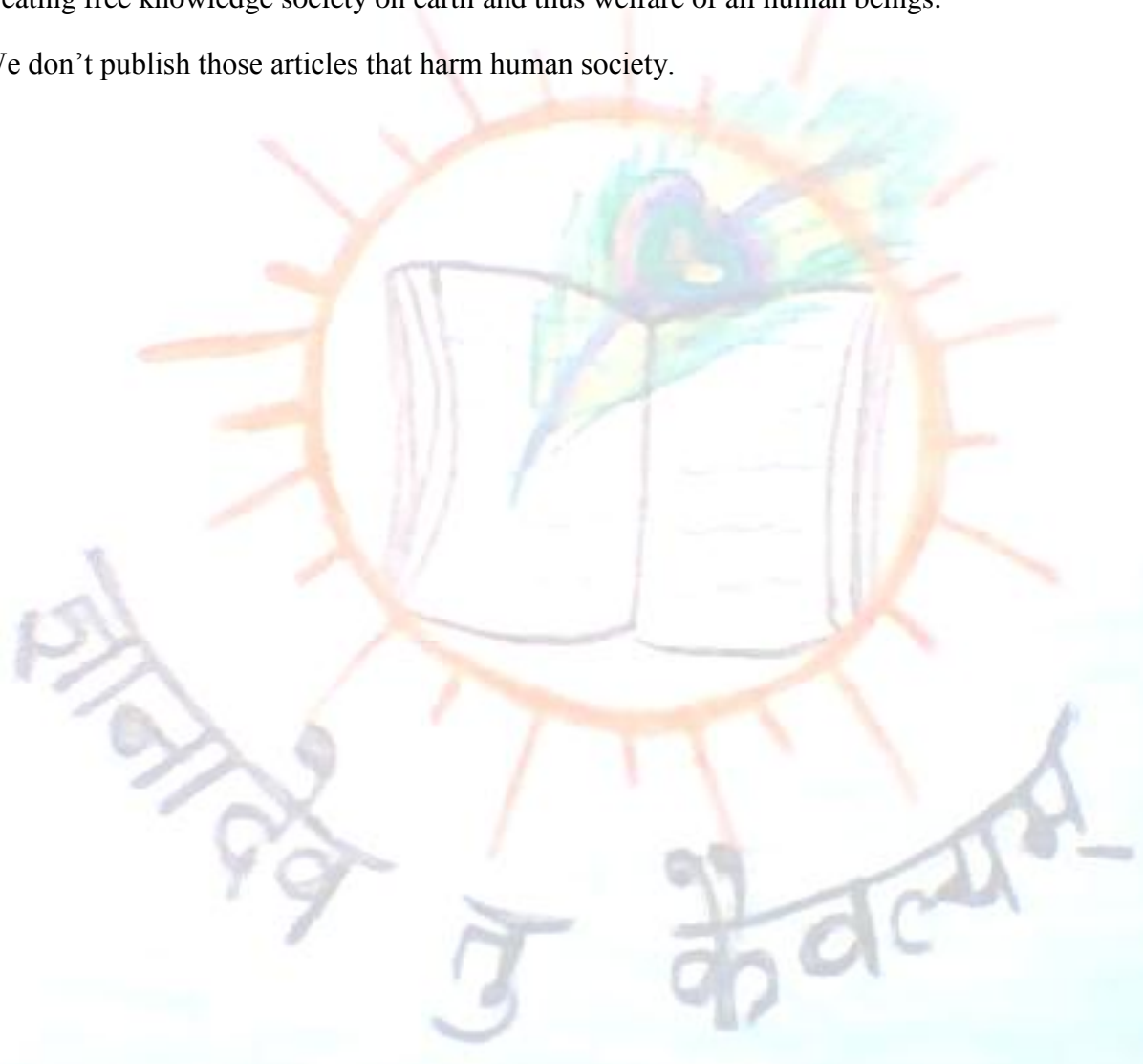
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1. Dealing with competition in 2 and 3 wheeler dealerships

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Abstract:

Purpose:
To derive actionable points from the experience of seniors who were successful in their endeavors in very many domains and apply it to deal with competition in 2 and 3 wheeler automobile dealership sector in India.

Design/methodology/approach:
This paper is a comprehensive and deals various methods to overcome stumbling blocks to go ahead in Automobile Marketing and selling. Mostly it is case based approach.

Findings:
New theories to deal with competition.

Research limitations/implications:
Only odd cases are discussed.

Practical implications:
It could revolutionize the 2 and 3 wheeler sector in India.

Originality/value:
No Book has mentioned any of these happenings and cases anywhere in the world, thus, researchers will have to rewrite their theories.

Keywords:

competition, two wheeler, three wheeler, dealership

Paper type: Research

Introduction:

India is growing and growing also is the middle class customers in 2 and 3 wheeler industries. As the new work culture and philosophies are emerging, the need for 2 and 3 wheeler for transportation is also increasing. In villages, urban and semi-urban areas 2 wheelers are most commonly used for personal transport. The 3 wheelers are the most common among group transportation, in these areas. Due to this there is a growing competition among the 2 and 3 wheeler dealers for sales, services and spares. We'll be discussing how Mr. PQRS tackled his competitors in new and out of the box practical ways, without touching any theory in any of the Management books.

Introduction:

As almost 15 million customers are getting added every year for 2 wheelers in the Indian market, there is a huge competition among the dealers for sale, services, and spares is also increasing.

There are more than half a million 3 wheelers sold in India every year. Here also the competition among dealers is increasing by leaps and bounds.

Hence we're going to target this competition in our present research with focused approach on just 12 practical ways to deal with completion.

Ways to deal Competition: A Matrix:

Approach	Kind of competitive approach	The Real Dealer's Psyche Behind it
Approach 1	Dealing competition with broad-minded approach	I'm established since 50 years let the newcomer also gets established
Approach 2	Dealing competition with spying approach	Sales figures matter
Approach 3	Dealing competition by entering into the den of lion	I want my share as it's a full-fledged war
Approach 4	Dealing competition with soft approach	Anything for you my loyal customer
Approach 5	Dealing competition with shoot at sight approach	I'll never let you go anywhere else
Approach 6	Dealing customer with over deal into his psyche	Capture his mind in the first contact itself
Approach 7	Tit for Tat, teaching Guru his own game	You capture my one customer, I'll capture your all
Approach 8	Make customer proud and capture his trust for life time	Going out of the way to help customer
Approach 9	Hard dealing	For recovering the outstanding bills
Approach 10	Humble Approach	The owner goes for the door to door sales
Approach 11	Fun approaches	i. Son himself accepting brokerage/ bribe for selling a vehicle to his father ii. Commission offered changed the mind-set of a loyal friend of a customer
Approach 12	Work for competitor but sell for me	Poaching given a perfect anti-dote
Approach 13	Get experience with top competitor before starting	Start Dealership and use the same contacts/ leads for own business
Approach 14	Learn from rich business experts, when his children are enjoying riches	Start humble and later on explode
Approach 15	Learn theory and tricks from where you get inspiration, ideas and ideals	Implement it in your own business in your own style
Approach 16	Humane Relationship matters	Losing one big bid once, is better than losing customer forever
Approach 17	Neglect the customers' bad mouth, anti-ad, anti-name, anti- fame drive if your deals, products and services are the best	The customer will come running to you when he really has a need for your product and/ or services
Approach 18	Let worst services go to bad mouth	Let others be given the best, which will talk better for you and outnumber the bad mouth
Approach 19	Let the best services go to bad mouth	Let him get converted in your favor
Approach 20	Keep records to avoid crook customers	Let there be transparency in business transactions irrespective of deals
Approach 21	Better old fashioned hard worker	Time tasted values bring more trust

	than smart worker	among customers than, use of only and only modern technology and show off
Approach 22	Better only be hard worker, however, sometimes smart work, works	Outsmart the smartest, and let him know, honesty and trust is the best attitude

Approach 1: Dealing competition with broadminded approach, I've much, let him also get established:

Mr. ABCD is in this business since 50 years. He can feel the heat of Mr. EFGH, a boy of 21 years age entering into the dealership, however, he lets the boy who is his competitor let establish his business with magnanimous approach.

Approach 2: Dealing competition with spying approach, as, sales figures matters:

Mr. XYZ, keeps a camera, just 100 meters away from the dealership of Mr. ABCD, and also uses the camera of adjacent Grocery shop owner to know the customers approaching for buying the vehicle. Later the customers are targeted and businesses are made.

Approach 3: Dealing competition by entering into the den of lion, I want my share as it's a full-fledged war:

Mr. P came to Mr. PQRS to buy a vehicle, and then went to competitor Mr. ABCD. Mr. PQRS went to Mr. ABCD's showroom and snatched out the customer from the mouth of Mr. ABCD, by saying, "I called him, by cold call, and hence, he is my customer."

Approach 4: Dealing competition with soft approach, anything for you:

Mr. Y has decided to compare the services of all the dealerships as he wanted to buy 2nd vehicle. So he went to Mr. PQRS. He proposed his problem as his Shock Absorbers of 3 wheelers are not working properly. It has cost bearing of Rs. 11000/= . However, the shock absorber warranty period was over, a week earlier. As Mr. PQRS, talked to fathom his mind why he is here, he noticed that Mr. Y is in the mood to buy a band new 3 wheeler. Immediately, he replaced the shock absorber with the new ones, with free of cost. Later in the evening, Mr. Y went on to buy 2 more 3 wheelers, and Mr. PQRS, earned more profit than he gave free replacement to Mr. Y.

Approach 5: Dealing competition with shoot at sight approach:

A customer Mr. Z, approaches Mr. ABCD. Mr. PQRS keeps a watch on his ways of talking. Then Mr. Z, approaches for comparison to Mr. PQRS dealership. Once, he is in, he is given the best of the best treatment and he is told with all the discounts he gets, and the way he will be treated, like at home services, etc. The customer has brought the money in his pocket and this was noticed by Mr. PQRS. The customer Mr. Z, is caught at his first approach and is a permanent customer of Mr. PQRS.

Approach 6: Dealing customer with over deal into his psyche, capture his mind in the first contact itself:

Mr. Q approached Mr. PQRS, for the first time, when he decides to buy a vehicle, a 3 wheeler. Mr. PQRS, tells him the discount he will give o the vehicle, the savings he will make on better vehicle at cheaper cost which will be equivalent to down payment of 20% of the new vehicle, the discount on the spare parts, free labor charges, Zero percent maintenance. It sinks into the mind of customer and captures his psyche completely. So where ever he goes, he always compares with how much I would save per year,

but, the first brain wash always keeps his mind intact with the first dealer i.e. Mr. PQRS. As Mr. PQRS is trying to establish and has nothing to lose, he offers something which an established dealer can't afford, and this lets him capture more and more business.

Approach 7: Tit for Tat, teaching Guru his own game: You capture my one customer; I'll capture your all:

Mr. J approached Mr. PQRS for buying a 3 wheeler. Suddenly Mr. KLMN a senior businessman who used to teach lot of his subordinates and lecture a lot, approached Mr. J in the showroom of Mr. PQRS and later he told all the lacunae in the vehicles sold by Mr. PQRS, and went on to make a deal for his vehicle. Later, once, Mr. PQRS came to know that a deal is almost done with Mr. KLMN, he went to the house of Mr. J, dropped the vehicle and collected the selling amount and told him why his vehicle is the best and most sold in the market. Similarly, he caught all the inquires of Mr. KLMN, while he still have no clue how it was happening.

Approach 8: Make customer proud and capture his trust for life time, going out of the way visionary help to customer

Mr. W went on to buy a 3 wheeler with his hard earned money. He also hypothecated his vehicle from local bank. After a span of 5 months he went onto earn and save more than Rs. 36000/= as profit. Mr. W went to Mr. PQRS, as he was learned person, whereas Mr. W was not. Mr. PQRS helped him in admitting his 2 children to public school. Thus, Mr. PQRS, helped him out of the way. Here it should not be mentioned that Mr. W is the permanent and loyal customer for life time with Mr. PQRS. Mr. PQRS's vision of seeing Mr. W's children literate, made, Mr. W, his loyal and life time trustworthy customer.

Approach 9: Hard dealing, recovering the outstanding bills:

Once, Mr. PQRS, sold almost ten 3 wheelers to Mr. UV. Somehow, Mr. UV didn't payback the outstanding amount for 6 to 7 months. Mr. PQRS, got alert over this issue. He went to his Lawyer friend and understood what the legal sides of it are. Later, Mr. PQRS, went on to call Mr. UV, as a lawyer and demanded the outstanding bills on phone itself otherwise he would be penalized. The next day, Mr. UV came with whole amount. Mr. PQRS, also learnt a lesson and has become conscience while making such deals with over shrewd people.

Approach 10: Humble Approach, the owner goes for sales:

Once, the sales person could not crack a deal, though the person was willing to buy, but he was willing to buy a under quality vehicle of/ from competitor. After failing to convince this new to be customer, the sales man called his owner Mr. PQRS, and told him the whole scenario. Mr. PQRS went with style, and sales person also made an impression that his boss is a great businessman and they cracked the deal. The, to be customer was overwhelmed with the Humble approach of Mr. PQRS and said, "Never, in my life a millionaire came to my house to sell his own vehicle, and brought so much trust along with sales and services". Now, he is loyal customer of Mr. PQRS, as the trust is so built that it's hard to crack, and it's hard to break their family ties, developed over the period of several years.

Approach 11: Fun filled approaches:

1. **Son accepting bribe/ brokerage:** Once, a father and a son went to buy a two wheeler with Mr. PQRS. The father was looking for a vehicle with good mileage and more than 100 cc motorbike. Son was demanding more than 150 cc. So they went to other dealership adjacent to Mr. PQRS's.

Later they came back in the afternoon. After some time, when the father was away for a cellphone call, the son suddenly said, "If and only if, you pay me a handsome brokerage or bribe, I'll buy this vehicle." Mr. PQRS was man of ethics. He said, "But boy that will come from your father's pocket only." The son said, "So, what? He doesn't give me that much pocket money?" Everyone around, laughed a lot, till his father entered the showroom. Mr. PQRS made that boy his sales agent from his own vehicle itself. Later on the boy made some better sales and is now a very successful star sales executive with Mr. PQRS.

2. **Commission changes the mind set:** Once a highly placed person Mr. DQ came to the showroom of Mr. PQRS to help his friend buy a 3 wheeler. After looking at the vehicle and some analysis, just to buy a vehicle at lower price, he started speaking against the quality and features of the vehicle. Suddenly, Mr. PQRS called Mr. DQ, aside and whispered in his ears that he'll pay him 5% commission if he let his friend buy that 3 wheeler. Within a matter of few seconds, Mr. DQ, started convincing his friend that yes the vehicle has some bad features but mileage is good, and looks doesn't matter for men. It's the robust body and mileage what a person looks for when driving in non-urban areas. The deal was made. Later Mr. DQ, in greed of commission brought lot of customers to Mr. PQRS.

Approach 12: Work for competitor but sell for me, poaching given an anti-dote:

Two of the star sells persons Mr. B and Mr. C, of Mr. PQRS were poached by Mr. XYZ. Later on, the same employees Mr. B and Mr. C, were approached by Mr. PQRS in secret call, and then Mr. PQRS took them into confidence and told them, "You work for him, but, sell for me; I'll pay you 1% commission". In fact, he paid commission in advance for 5 vehicles. This anti-dote was so successful that Mr. XYZ had to close his dealership within no time. It looks like putting a spy or virus or malware in to the computer to get information for future use, but, in practice while dealing with shrewd business competitor it's very difficult to adopt and adapt. However, Mr. PQRS, at the age of 20, was successful in doing it by some out of the box real dramatization and some show-offs and some anti-show-offs. Still Mr. XYZ has no clue how it happened.

Approach 13: Get experience with top competitor before starting: Start Dealership and use the same contacts and leads for own:

Mr. PQRS, as a student, went to Mr. AEIOU, learnt everything there about basics to strategies and after his graduation started the dealership. Half the business of Mr. AEIOU; was Mr. PQRS, as in 3 to 4 years, Mr. PQRS, had already established good relationship with all customers and business partners. Many, had not seen, Mr. AEIOU, but, had discussed in person lot of businesses with Mr. PQRS, and hence, had no hesitation in trustworthy business with Mr. PQRS.

Approach 14: Learn from rich business experts, when his children are enjoying riches: Start humble and later on explode:

Mr. PQRS was son of small SME. During his SIP, he went to Super Rich Businessman Mr. UOIEA having Ford and Honda Dealerships with more than a Billion USD turnover. What Mr. PQRS saw there was, though older, Mr. UOIEA, was working hard, his sons were enjoying his riches. During whole of his graduation and post-graduation, Mr. PQRS, learnt the whole gimmick if the game. Today, Mr. UOIEA is retired and his sons have already sold business and are working in small firm, while, Mr. PQRS, has his own 2 and 3 wheeler dealership, and within 2 years of his business he is about to explode with cars and premium cars dealerships.

Approach 15: Learn theory and tricks, from where you get inspiration, ideas and ideals: Implement it in your own business in your own style:

Mr. PQRS learnt a lot from Dr. A. Dr. A, has theoretical as well as practical experience in automotive industry as a Professional Executive. Mr. PQRS has literally filled up his first Dealership form from Dr. A, so that he gets luck and just to avoid mistakes while filling up the form, and of course for perfection. Whenever Mr. PQRS is in trouble he goes to Dr. A and gets some inspiration from him and try learning some more tricks and new ideas in the business. Dr. A, tells him all the latest happenings around the world and after getting 100 odd tricks, the one, which he likes most, Mr. PQRS, implements in his business. He says Guru is Guru; you just can't replace the real inspirational Gurus. Most of the times, Mr. PQRS's problem is tackling competition and saturation in the business or no business happening at all. At such times, he gets so many tricks from Dr. A, such that, he start feeling why Dr. A is not a billionaire himself? Though the fact remains that Dr. A is an ideal Guru, real master in Theory with out of the box experiences and ideas, with extraordinary belief in highly ethical, ideal and with, value and values based life; while Mr. PQRS is the best in implementations of ideas practically in business and life/ lives.

Approach 16: Humane relationships matter: Losing big bid once is better than losing customer forever:

Once, Mr. PQRS went for auction of 3 wheelers, where in a big dealer 500 km away was closing his chapter to open car dealership. Mr. ABYZ, who once let him establish his business and avoided bad games, was there. There were 100 brand new vehicles were there in the stock, that, being the biggest dealer in that city, Mr. ZYX, used to keep that stock at every week end. Mr. ABYZ went for the highest bid, which others could not afford, except Mr. PQRS. However, Mr. PQRS avoided this big deal, as he felt, saving face of Mr. ABYZ is better than losing better relationship with him. It made Mr. PQRS cynosure in the eyes of every other dealer who came for the bid. Not to mention here, Mr. ABYZ, saw this in the eyes of Mr. PQRS, and said, "Boy, anytime, you need it you may take it." Thus, where never, the stock is over in the dealership of Mr. PQRS, he got the assurance from big-man that, he will get a support from Mr. ABYZ, and thus, he got assured that he will never lose a customer in emergency when his stocks are over have similar kinds of problems.

Approach 17: Neglect the Customers' bad mouth, anti-ad, anti-name fame drive if your deal and product and services are the best: The customer will come running to you when he really has a need for your product and/ or services:

Once, Mr. PQRS, had a friend Mr. XQ, who wanted to buy 3 wheeler but at some extra slashed rate. Mr. PQRS, convinced him that his is the lowest rate in the market, which, other established dealers can't afford. However, Mr. XQ used to come drunk and used to abuse Mr. PQRS and the vehicle just to get it at still lower price. It happened twice. Third time, when it happened, Mr. PQRS, told his employees, just to neglect Mr. XQ. People around started talking various things about the dealership and service station of Mr. PQRS, later, Mr. XQ, finally went to other dealers, but in the evening came back to Mr. PQRS and made a final deal. Mr. XQ is loyal customer now with Mr. PQRS.

Approach 18: Let worst services go to bad mouth: Let others be given the best, which will talk better for you and outnumber the bad mouth:

Mr. WW had a bad mouth for Mr. PQRS. Once, he came drunk and abused services and product sold by Mr. PQRS. In the evening, when, asked, Mr. WW, vehicle was kept in front and no one touched it. When, asked, a service advisor said, "Everyone is afraid to touch you vehicle, if something happens they feel,

they will lose their job." Mr. WW got his lesson. However, already, hundreds were given better on time quality services; they had spread goodwill about Mr. PQRS business.

Approach 19: Let the best services go to bad mouth universal critic: Let him get converted in your favor:

Once, a universal critic Mr. Dhamdham came to Mr. PQRS for critical illness of his vehicle. He had bad experience elsewhere and once at Mr. PQRS, though, dealers had no fault, as this high critic used to repair his vehicle at any road side Garage even for the small scratch or only for slight big noise from resonator. Once, in a while he used blame Mr. PQRS for his bad services. Hence, looking at the critical psyche of the customer, Mr. PQRS, gave Mr. Dhamdham's case to the best employees he had. Right from the entry of the customer Mr. PQRS just indicated his the best executive to look at him exceptionally well and try avoid the critical points that he had in his mind about the services. He was allowed to look at the actual repair of vehicle. He was given the billing on time, thus everything was taken care, and Mr. Dhamdham was given the perfect hospitality. Mr. Dhamdham was so excited about the quality services given by Mr. PQRS that he became loyal customer and indirect brand ambassador to people for Mr. PQRS.

Approach 20: Keep records to avoid crook customers: Let there be transparency in business transactions irrespective of deals:

Mr. PQRS, keeps all the transactional records transparently right form day 1 of the business. Once, one crook customer Mr. QQQ came to him, and started abusing, that it was his dealership that had fitted the duplicate spare into his vehicle. Mr. QQQ was given better hospitality and was requested to let him see the transaction of the day he mentioned. In fact he was called to the computer to let him see the transaction of that day. When the day's transaction was seen, his name was not there. Mr. PQRS came to know about this. Then, he sternly asked Mr. QQQ, why the drama was made and wasted time of his executives. It should not be mentioned here that Mr. QQQ is blacklisted in the Dealership and Service station of Mr. PQRS.

This has avoided other such crooks enter his service station.

Approach 21: Better old fashioned hard worker than smart worker: Time tasted values bring more trust among customers than, use of only and only modern technology and show off:

Situation 2012: Mr. PQRS has a unique competitor Mr. Flashy. He uses, technology so lavishly and extensively that, he ridicules Mr. PQRS being just 21 years old but 'resting on old fashioned values and technologies and hard work'. He even advised Mr. PQRS to be smart worker than hard worker. He has working accounts in facebook, linkedin, twitter, etc. and contacts all local youths and 2, 3 and 4 wheeler users and transporters as well. He has some business which is growing due to 'his own smart ways'.

Situation: 2014: Mr. PQRS, is well established due to his human skills, hard work, everyday learning and implementations, humane approach and personal contacts and relation building exercises. He also has accounts and contacts with all possible social websites, but, his executives deal with it, with full trust. Mr. PQRS, uses technology only in emergencies, when his executives cannot solve the problems. Though, he has all of these accounts in his iphone and he gets alert on every feed in his social accounts, but, he lets his executive take care of it. This helps him build his network personally and with personal touch. Whereas Mr. Flashy, who was advising Mr. PQRS; is about to be out of business as he has let himself lost himself only in technology and let himself depending too much on technology.

Approach 22: Better only be hard worker, however, sometimes smart work, works: Outsmart the smartest, and let him know, honesty and trust is the best attitude:

Once, Mr. ZZZ came to Mr. PQRS, and he got his vehicle serviced for 2 years warranty, well, after 6 long hours. Later while going back in the evening, someone dashed his vehicle, and he replaced few of the parts at road side garage. Next day morning, he came back and said, his vehicle is not running well, what kind of servicing Mr. PQRS did. Few executives took it personally, when they saw older but working parts in Mr. ZZZ's vehicle. They wanted to go separately to places on roads. Mr. PQRS asked them what exactly they are trying to do. They convinced Mr. PQRS, they will find out what happened yesterday evening, how he got the parts replaced with the older parts. Within an hour executives were back, with all detailed information. Mr. PQRS called on phone to Mr. ZZZ, told him, he had fitted the new and original parts last evening, and the test drive was ok, then, what really happened to his vehicle? Still Mr. ZZZ was adamant. Now, Mr. PQRS called Mr. ZZZ in person to his service station. He showed his all the records. Later Mr. PQRS kept Mr. ZZZ busy with Lassi and Samosas and snacks, by that time Mr. Roadside Garage was called by Mr. PQRS, through his executives. Mr. Roadside Garage came through his vehicle he bought from Mr. PQRS, thus showing his loyalty and integrity. He told Mr. PQRS in front of Mr. ZZZ that last night he fitted the parts which-so-ever were available at that time to let vehicle at least run, as Mr. ZZZ's vehicle got damaged in an accident, which, later on were promised to be replaced by the original ones…..Thus, with shear hard work as well as smart work, Mr. ZZZ was outsmarted by team of Mr. PQRS. It worked so well, and spread so well among all social networks, that till now, there is no such 'over-smart attempt' from anyone in that city.

Conclusion:

Gone are the days, when, people looked for the hi-fi fundamentals for selling, offering services, and keeping customers loyal, in the automobile industry. Gone also are the days when top notch Business Schools or Technological or Engineering Schools graduates lead the corporate market, once you observe the BRICS economy after 2000 A.D. Even the Managalyan (Mars Spacecraft) like Indian space missions/ programs, where even private institutes and private university pass out graduates have made their mark. Hence, we've come out with the practical and ground level realities of life for selling, servicing, keeping intact loyalty of customers, and making profitable business in the field of automobiles, which is mostly dominated by ground level realities and experts who do not even hold the Bachelor's degree.

Each of this approach is unique, out of the box, and has made a big impact on the business of Mr. PQRS.

Hope, whenever, he tries new approaches we'll bring it out here, in future, which will, we are sure may have more readers to enjoy, or to teach and learn, and/ or to feel proud about customer relationship management. Some fantastic people may also adopt and adapt these novel and innovative tricks, while tackling their own competition in future without hurting the human values.

2.CRM by physically challenged people: Some Live Cases where, none till date went away unhappy: That's perfect CRM.

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Abstract:

Now a day, physically challenged people have come up well and are performing well, in fact, at par with normal employees at many places.

In this paper we're discussing 5 major such successful people to whom we came across.

Introduction:

It is myth that physically challenged people can't work at par with normal human beings, could be proved by following cases.

Case 1: Banking Sector:

Mr. Rakesh Tomar, SBI, Vasant Vihar Branch, Dehradun, 2015:

You tell him any work in the day to day banking and he will do it. You give him a job in SBI insurance he will do it. However, at present he is doing job of updating almost 500 number of passbooks for printing the up to date transactions, and but of course daily front desk CRM at SBI, Vasant Vihar Branch, Dehradun.

Every day, he comes to bank, at sharp 9:30 am, walking almost 4 kilometers on heavy traffic road, alone, in all seasons. He aptly Advices customers when to do and what to do in everyday banking, and goes home at 5:30 pm. He is physically challenged as he can't see anything.

Once, Mr. ABCD, went to him and asked him a favor, saying, "My parents are elder and are ill, hence, I need to go 2000 kilometers away. However, I've to drop a cheque on 1st December, who can do it?"

Mr. Rakesh said, "You leave it here, we'll get it done, just fill up the proper forms."

On 1st December, when called, at 11 am. He said, "We did it Sir at 9:30 am itself."

None till date went away unhappy with him, that's perfect CRM.

Case 2: Education Sector:

Dr. Venkatachalam, Retired Professor, Alliance University, Bangalore and former World Bank employee, 2006:

In the field of International Human Resource Economics you just ask him anything right from 1947 till date and he has the entire encyclopedia with him fitted in his brain. You just have to speak a louder to him, was the only criteria.

Once, was asked Sir, why? He just picked out and had shown his small advanced technology listening aids to us, which were fitted in both the ears. That was only the criteria he took voluntary retirement from the World Bank.

Thus, anytime a student or a Professor younger to him went or sent for help, he had all the answers and solutions, due to his experience and exposure to this field the world over and due to experience in working with the finest organizations around the world.

None till date went away unhappy with him, that's perfect CRM.

Case 3: Software Industry:

Mr. Abdul, student at DAC-CDAC, Nagpur, 1999:

Every time, any software language or hardware was taught, it was the first bencher Mr. Abdul, who could understand well.

The DAC course was the most compact and rigorous at that time, and as software technologies were new, many could not understand at first hand even though they were engineers, and after repetitions and practice other students could understand it. However, Mr. Abdul was one among few outstanding students who could understand it at first-go. That's all. Just after the lecture we used to have mini-projects and the person who was most busy was Mr. Abdul.

He had all the answers, though we all were learning for the first time but he had the knack to crack the project and implement and develop the software faster.

I heard he has the same job in which ever company he is working since then.

He was polio patient since his childhood, and that made him, one person in the class or at his work place always surrounded by genius software engineers.

None till date went away unhappy with him, that's the perfect CRM.

Case 4: Service Sector:

Ms. Shweta, Postal and Telegraph (P & T) department, Pune, 1988:

She could remember, many thousand phone numbers, was never part of Guinness Book or even Limca Book, but, while, taking help, she was one destination for P & T department in Pune.

Anytime, customer came to her with telephone complaint she knew what to do and from whom, the customer can get it done. Even internal P & T employees used to ask her what to do and what not to, even Engineers used to ask her. Now, how did she know all these things? As she was polio affected child, she used to read a lot, and once she joined the P & T department she just read all the available manuals and books in the vicinity and beyond, and brought by the employees for on purpose.

None till she got retired went away unhappy with her may be internal customers or external customers, that's the perfect CRM.

Conclusion and Further Research:

You just ask any physically challenged people how they would like to be, they will say they would like to be normal human being.

Now, in all above cases, if the physically challenged people can perform better the normal then?

Their CRM is better than the normal humans then?

Hence, further research is required, why, these people perform better and why not other normal humans? What motivated them? Why they out class the normal humans? Why none till date went unhappy while on their job, but, there are more grievances against the normal looking humans in the field of CRM in almost all the possible domains?
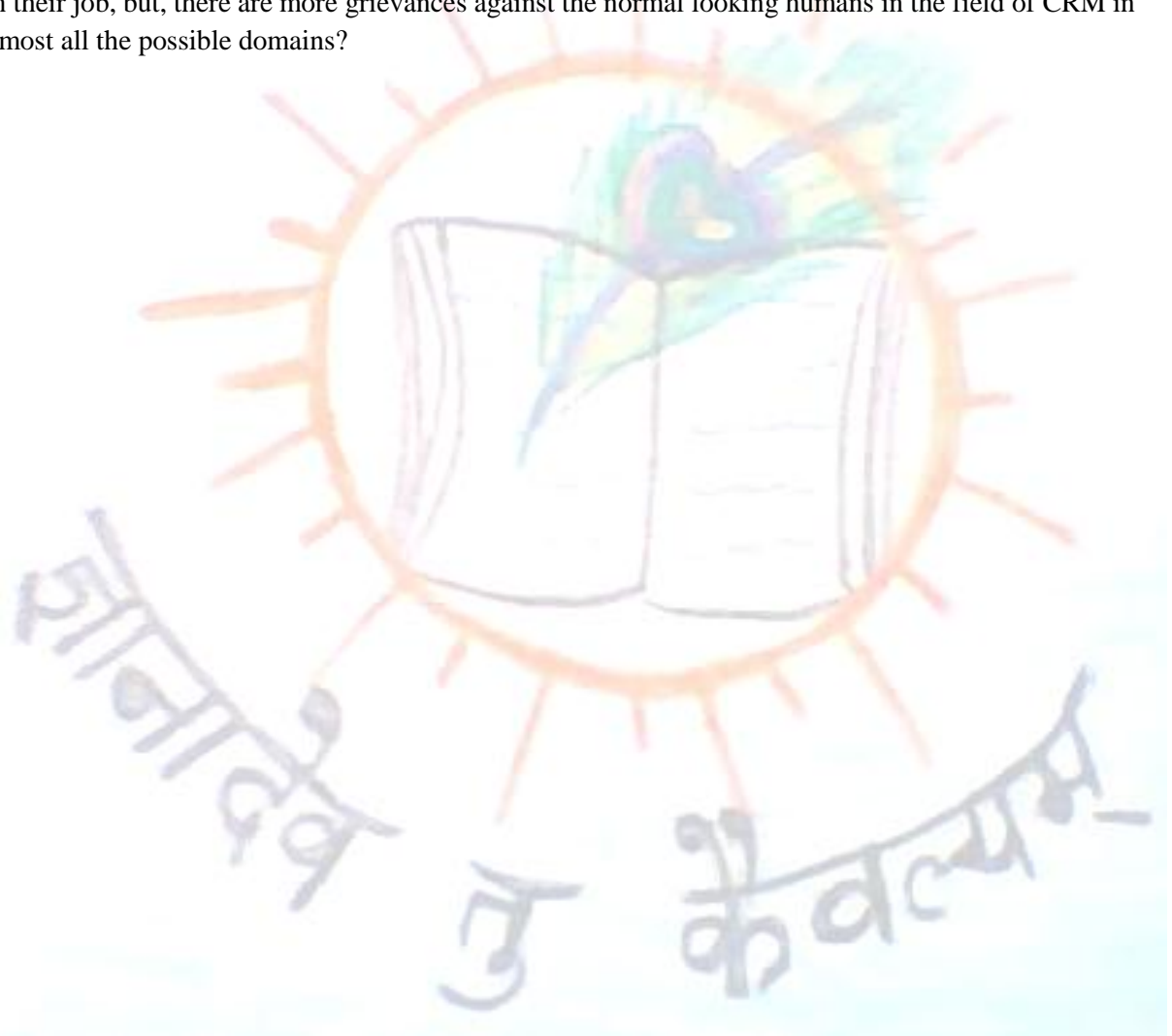
3. How to implement "Work is Worship/ Work is God" in everyday life, in today's technologically advanced and business oriented world?

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Abstract:

Purpose:
To derive actionable points from the experience of seniors who were successful in their endeavors in implementing work is worship in their India lifestyles.

Design/methodology/approach:
This paper is a comprehensive and deals various methods to implement work is worship. Mostly it is case-to-case based approach.

Findings:
A new theory to implement work is worship.

Research limitations/implications:
Case may differ from individual o individual if person want personal guidance, otherwise, it's a universal phenomenon.

Practical implications:
It's a way to generate and develop new generation who do their work devotedly with all values and ethics and keeps this world move on sustainable environmental friendly track, which leads to self-realization at the end.

Originality/value:
No Book has mentioned any of these happenings and cases anywhere in the world, thus, researchers will have to rewrite their theories.

Keywords:

Work is worship, devotion, work is god, individual professions

Paper type: Research

Introduction:

Please note, these are all Scientific and Management analyses of Work as Worship or Work itself is God, and how it could be implemented in everyday/ day to day life.

First case: The Scientists:

Young scientist approached me complaining, "The Universe is expanding too fast to control. Can you tell me how it can be controlled?"

I said, "Don't worry. It's given in Vedas that Multiverse not Universe expands rapidly for certain time span, after that it contracts and a 'Hiranya-garbh' is formed again and later again it expands, thus, this cycle continues for ever. Just refer the day of Shiva, Vishnu, and Adishakti, as well.....".

Further, I told him that if you can connect these Vedantic philosophy with your so called modern science then it can fetch you amazing results. He agreed and then I told him in which Upanishad and ...scripts from Indian and Western Philosophy you can get these details.

It shows the kind of dedication the scientist has for his work. Trying hard to solve some targeted problem. This is what god likes, if the scientist perceives the fact, that, he is dedicating his work to God, at every moment, it's but work is worship.

Second Case: Show off work Versus Dedicated work:

Some of the colleagues of Mr. A, worked hard only when his CEO was in the Company/Campus, to show that they really work hard. Other days you come and watch the working style, it is really a chaos.

This is show-off, of work, which god doesn't like and it may fetch bad results in individual's life as well as in organizational or nation's or life of the world. In fact it is a dangerous sign that unless an autocracy/ authority is there human beings will not work. Finally, I should not mention that even animals also work under carrot and stick condition.

If one gets more time, he can spent in some other positive activities, in the era of transparency in social networking, hence, let's bring better than the best results should be an approach. In fact, god doesn't like fixing. Hence, in all the department if not work is worship at least their job is worship (i.e. dedication to job) should be implemented otherwise, this work will look chaotic after 48 years everywhere around the world due to trickle effect. One more, suggestion here to the authorities is, go without notice and watch the actual happenings, then only one can realize what's going on.

Third Case: The intelligent exploitation Versus Work is worship:

Some of the colleagues of Mr. A, came to him, asked "Sir, can we do this together? Shall I use your phone for official purpose?" It happened and then everything was arranged well and Mr. A, helped his colleagues to get the things done properly.

Later on when the program was to happen suddenly at last moment his same colleagues asked the CEO, "What is role of Mr. A?"

Means work is extracted, cost is beard by Mr. A, however, and credit is taken by others.

This is "intelligent exploitation". Mr. A, realized it, however, he knew it is not the last time that has happened to him and it is not end of life. He did his work as worship, however, his colleagues failed in implementing it. Sometimes even courtesy call becomes a work is worship. No need to say God likes Work is worship, implemented properly. If everyone work with everyone, and credit is shared by everyone, then that organization lasts longer.

No need to say, once, Mr. A left the organization, after 3 years, the owner had to sell his organization due to losses to a giant group. Now, a day, the same colleagues who used to exploit Mr. A, are found searching for a job and most of them had even applied to the organization where Mr. A works, but, employers had a background check and found these lacunae among them.

Hence, the early we adopt the work is worship the better, otherwise, it takes its toll on life.

Fourth case: Credit Takers In front of camera Versus real job of work is worship:

Some of the colleagues of Mr. A, are never seen while the actual work is going on. However, when, last presentation is there, and photographer, and reporters are there they suddenly appear and start speaking we have done this and that. Thus, they do nothing and at the last moment they come and understand in brief what was done and how it is done and suddenly take away credit from all the hard work done by colleagues.

This is eating icing on the cake or eating cream de la cream philosophy becomes dangerous if these people are cross questioned about the details of the work. No need to say, God doesn't like this 'snatching away credit' from real workers.

Fifth case: Boss knows who is who, negative peer pressure and realigning self for work is worship:

Mr. A has very good friends in some organizations. When their boss comes, they move the field forward, and show that they are working day and night. When super boss goes out of office, the files come back to their original desks. Which means nothing has been done. God doesn't like this kind of work.

Once, he ask them why you do all these show off? They said, "Peer pressure to ...."

Come on peer pressure must be accepted if it positive otherwise we must continue our own honest work. Ok. You have to work hard for some time, however, deny any peer pressure that is diverting you from your Work is worship.

Then, one of the honest man asked, "How to tell boss?"

I said, just take example, come to my office.

He came.

I introduce him to my colleagues. Then we went to some official work in other organization. From their I called Mr. Z, he was talking and chewing his 'Pan'. No need to mention that the loud noises clearly indicated he was on Pan shop. On the mobile laud speaker, it was clear to Mr. A's friend as well. Thus, the friend understood that boss knows, "Who is who?"

Then, after finishing the work, both came back to Mr. A's office. It was lunch time. Mr. A, took, his friend to every desk and showed him who really worked and who really not. He was amazed to know minor facts and figures, that were told by Mr. A to him without touching any computer or any person's desk.

He was more amazed when Mr. A, talked to the colleagues and explained them, how it could be done, who were not 'really working' but showing they are on job.

The friend realized that even after many pressures one must strive to be honest and work on his own for his own satisfaction. He said to Mr. A, "If a common man like you knows these things then definitely boss and CEO and ultimately God knows who is how."

Then he promised to work hard and dedicate his life for his job.

Sixth Case: Farther hardly a worker Versus Sons dedicated hard workers:

There was one famous case. In the chaos of maintaining the records, one worker used to collect his salary every month. However, he never maintained the real record properly. No need to mention that unless you

have at least consulted or have done some kind of contribution, you should not charge / take so called salary. However, he did nothing and was collecting his salary every month.

Later on, once, his children grew elder, they litarally never listened to him, and later he had terrible life and grand old age.

One of his son asked how did it happened to Mr. A, he said, "The major reason being Chitragupta, the record keeper of God, has record of all entities, and by the Philosophy of "Karm Vipak" i.e. "feedback of God and result of the every action one should bear", it bounces back to the person/ that entity".

Later on, the son, agreed on it, and said, "That's why, though our father never worked in his office but all his sons are dedicated hard workers and we promise, we'll go beyond this, till we really feel work is worship is achieved."

Seventh case: Work is worship is better than only talk and talk on any holy book is worship:

It is about, only discussion and no action. There was a group of old scientists who knew how to do something that can change the energy scenario of the world. They recorded everything. They came to certain conclusions. However, they wanted to convey the final outcome only when something concrete is done. Hence, this was a secret mission. However, one day the government declared that the town must be vacated in 24 hours as the hurricane will strike that town.

It was done in urgency and hurricane took away the hard work. Later on all the scientists could not come together again.

This, is an unique story. However, it is been observed that many people only talk and don't take action. God doesn't like this only talk philosophy. In fact, once, my Sadguru Swami Madhavnath used to say, the Pravachankar, the teachers must walk the talk, and must also convey the message on time so that it could benefit masses as well as classes.

Eighth case: Understand the work to make it work is worship:

There is another opposite case, no discussion and only action. Mr. A's neighbor gave a blue print of the building to the builder. Without discussion work started. During the work in one classical condition all the digits were in English but while talking with workers one of the digit was put in Hindi. Done. Six in English looked like Seven in Hindi. The mistake was done. However, that work had to be done again. Some of the workers said, " At least once, you had explained and discussed before the action, just for 10 minutes this mistake could not have happened, but, you never listen to labors as you're Civil Engineer".

Thus, before we move on to work first understand it, and then go for it. The best example would be wars. Both armies go well prepared. ….. many sacrifice their life as work is worship….

Ninth case: Disrespecting skills and talent and older generation, as it's money generating machine for CEO, but, it's work is worship for some employees.

In one of the organization, once an employee reaches 45 he is asked to retire or change the job. It so happened that one man started working with that organization at 15. Thus he worked for 30 years and has complete experience in that organization.

At his 45, as a rule, he was asked to go by his CEO.

The man explained to CEO, there are some work which no one else does was not been delegated since long and let him be given one more year till he trains someone else and then he'll go. Finally he said, "Boss, keep me as advisor or consultant However, as Child, he said, "No. You have to go."......

No need to say, organization went bankrupt in few months.

Thus, respecting talent, elders, and skills only can make organization successful. Thus, even CEO's have to respect work and worker's worship. May for CEO it's machine of money generation but for few employees it's work is worship.

Tenth case: Young age is the best time to implement this philosophy of work is worship:

What is the age to implement this philosophy?

Early the better. If we don't take it seriously then, after few days, there will be more environmental problems, work related problems, exploitation problems, Good Boss vs. Bad boss problems, Good CEO vs. Bad CEO problems, sustainability of business and sustainability of business problems, Values less society and ethics less technological problems .... Compromise to these have brought us at the brink of environmental catastrophe and further delay would cause.....end to environmental balance.

It is the young age, when children could be groomed for better work and controlled actions, hence, the early the children knows that excellence is the only way to do work and performance is only key to his success, the better it is.

Otherwise, so called rich or famous or literate or urban or authorities or .... kinds of classes will succeed and masses will be called burden to society.

Eleventh Case: Work is God:

A man came to Mr. M and said, "Whatever you may do in this corrupt and spoilt world, work is worship is not possible."

Mr. A said, "Work is God."

Mr. M said, "It's true."

How work is god?

In the Geeta is stated by God that God, the devotion, the devotee, the process of devotion, everything is god, it is sacrosanct.

Everyone thought over it, who so ever was present and then, agreed on this principle.

Twelfth case: Everything action of true devotee / yogee is but the work done by god himself:

Once, Swami Vivekananda went to Pawahari Baba and requested to come in front of world and contribute the way he is doing. Pawahari Baba claimed that the energy and power (Shakti) on which you are doing work is the Shakti he prayed for Swamiji's success.

This happens to be work beyond nishkam karmyog i.e. this work is beyond expectations and explanations of anyone. Even parents can't perform the work like this.

Many devotees have experienced this while living a pure life prescribed in the holy texts.

Thirteenth case: White economy is God's economy, work is worship:

One person came to Mr. A, saying, that in this everyday hectic life it's impossible to implement work is worship or work is God.

What's difficult?

He said, "In this corrupt world, it's difficult to keep your hands safe. It is difficult to say white work is white work and black work is black work. Everything comes under gray area. Nothing is bad or good it is mindset that makes it bad or good."

Mr. A, said, "Oh, so you mean to say, nights have become days. Sun sets in the morning.....etc. Has god changed its system? Why we don't dare to say bad is bad and good is good, we dare to say so many things to so many people. Why can't we have our own clear understanding? Already people have accepted the way we are, they will accept us the way we evolve as well."

The man agreed.

Fourteenth case: Work is worship at subtle level:

One of the senior said, that, if we live together for some promising time, all colleagues should have such an understanding that for few days we should understand each other if we speak, however, after a year or so, even look at each other, should only make whole communication. Further he said, the communication must go from formal to subtle level as we progress.

Same is the case with work. The joy of doing something good that helps the needy and excitement of real satisfaction one can get only after real experience. Why not get that experience at every moment? Once we reach that level then there is no looking back, as god is sat-chit-anand swaroop and thus lies the saying work is god.

Case fifteenth: ITI's (Diploma holder's) work is worship Versus IIT'en's (World class institution graduate's) work is worship:

A mother said, "Tension, yes lot of tension of studies from early childhood due to competition has been put on this generation, why can't government do something?"

The answer came was, Government did not asked you take tension, first thing. Second is let your child do his best. Everyone can't be Scientist of doctor or the best player or the dream child you want it to be. Another angle to it is, everyone in this huge complex world has a task to perform, let your child discover where do s/he fits in. Let his aims be decided, let him work hard, get through. If he tries for IIT and goes to NIT's don't feel bad. May be it will bring better future for him.

Another example could be, one of my friend was very good in repairing and overhaul of engines. Somehow he passed ITI diploma. Once another friend came to us, he was an IIT'en. Suddenly that IIT'en Engineer's car failed to start due to some fault. He could not repair it. Our common friend, an ITI friend, called him, and then said, "Let me do it". He repaired the car in an hour. Thus, altogether different skill set. That IIT'en, me, and ITI'en all of us are child hood friends. IIT'en and ITI'en, both are successful.

They don't compare with each other. Both are satisfied with their honest work they do. Real work is worship.

Case Sixteen: Doctor is next to God: Work is worship and work itself is god:

One more case. One of Mr. A's friend is an Homeopath. His other friends are MBBS, MD doctors/physicians. In the early days of their career their parents compared who is better in terms of money and respect they earned. However, when it came to job satisfaction Homoeopath was happier and now more successful. Thousands flock in, as that Homoeopath could use the holistic approach to its profession. A job satisfaction case. The homoeopath conducts free camps for poor every month on last Saturday and Sundays and thus a work is worship case. In fact, I quote, "Mr. A, you see the real joy in the eyes of your patients that have been send by god. They treat Doctor next to god. I just have to examine them and give them proper medicines. Many have been cured for obesity, skin infections, cervical spondylysis, hair loss, and other common diseases. However, I still believe it's god who sends them and cures them."

Work is worship, work is god.

Case Seventeen: Work is worship realized at the age of 72:

At 72, job satisfaction and work is worship?

Mr. Manohar, was called for some expert work in the field of infrastructure development by Government. At 72 the strong man with Military background went, worked like a horse and the youngsters could not catch up. When, Mr. Manohar went there he found basic mistakes in the work and there was rework by mistakes of inexperience people. After the whole corrective measures the project started looking ok. Mr. Manohar said, "This is work is worship and job satisfaction at the age of 72".

Case eighteen: Worship Versus the Warship:

We talked about repetition of work. There are some cases where road is built several times a year. It is for earning more. Once one saint was asked what about work is worship in this case. He said, "This is not worship this is warship. We have to fight a war against this, as it is against work is worship."

Case nineteen: Every ethical is work is worship:

"We are doing dirty work like cleaning the dustbins of everyone, or building houses, or ...how can we relate to work is worship?"

In fact, all the oldest examples from the spirituality in India are giving examples from your areas only. A farmer used to go for farming every morning. While going he used to pray god during lunch he used to pray god and evening he used to devote all his work to God. Finally, the God and Devarshi Naarda also accepted it as work is worship.

Case twentieth: Work is worship in the dark area below the lantern:

One of the friend was not happy about happening in the Temple after the devotion and offerings by devotees to god. He asked Swami Madhavnath, "Do you know Swamiji, literally there is quarrel among the so called Pujaris over collecting and dividing the offerings that were offered on that day to the God".

First of all everyone laughed but when he said he is one among them, everyone laughed at length. Then he asked the Saint, "Tell me how to implement the 'Work is worship' in my life?" In fact, he was the only person who was crying and other were laughing.

The saint said, "Tell me a field which has no black, white, and grey area. Try avoiding that fight and if one or two of you can pull back probably it will stop that nuisance. By that time you try doing that pious act with real devotion and try work is worship".

It was done.

Case twenty one: The Bhagavadgeeta, the real guide for soldiers around the world:

"We are in the act of killing we are in military services how can we try work is worship?" A question was asked by a soldier.

The answer by the Saint was, usual. Whole Geeta is on the warfront, read it implement it, that's also work is worship.

Case twenty-two: House wife and Work is Worship:

One of the housewife asked, "How to implement work is worship when every day I have to cook same or similar things? "

Cook for gods in the family members, work for the gruh devta i.e. the God of the house, every day at every moment, then see the result. No need to say, it fetched the result better than expected.

Case twenty-three: Ensurance of Teaching and Learning, work is worship:

We are students, how to implement, work is worship?

"Vidyarjan" and "Vidya-Daan" are the one of the most noble jobs/work, and there is only one way it could go the work is worship way.

If it is not, then, please alarm yourself, you are not on the track prescribed by God.

Take example, A is student, he attends classes regularly, with 100% attendance even if he is ill, he goes in the class.

A teacher teaches with "Ensurance of teaching and learning cycle with positive feedback".

Students studies in as many ways he can and ensures that whatever ethos, values, and subject matter s/he learns implements in a positive way and gives back to society in positive sense.

Case twenty-four: Poet and work is worship, as Ramayana is poetry:

We are poets, how to implement, work is worship?

Please remember, Ramayana is poetry, thus it is offered at the feet of God.

Same with others.

Case twenty five: Doing Ethical business from time to time to benefit society at large is work is worship: If this business cycle continues then the whole society achieves the common wisdom:

We are business men, how to implement, work is worship?

Please note the story of "Satyanarayan" in which it is mentioned that whatever the businessman earns offers to God. It also means as far as possible he does the ethical business and it benefits the society at large thus making it work is worship. If this business cycle continues then the whole society achieves the common wisdom.

Case twenty six: Work is worship is accepted everywhere, even by family members:

One person was doing illigal activities. He was reminded about what happened to "Angulimal" and what Lord Budhdha did to him? Think about "Valya/ Ratnakar" what happened when Narad Muni, asked him, "Confirm from your family whether they are ready to share his ill deeds." Nobody was ready.

Thus, wrong path is wrong always, i.e. "Trikalabadhit Satya" i.e. it will be eternal truth that wrong path is wrong path.

Hence, it is better to earn small amount of money positively, than earn tons of money negatively. No religion on this earth have supported anything like this and will ever support it in future.

Filmy dialogues, like, "Half belongs to me and half I share with Jesus Christ," said by Mr. Amitabh Bacchan in Amar Akabar Anthony, are just for jokes. In real life that Hero might not even know how to steal even.

Case twenty seven: Professional is a person who does his job on time with maximum output and that too with values and ethos: That's work is worship:

"I'm a professional and in competitive market we sometimes are forced to do illegal activities, like stretching up the opponent company to be closed. What to do? How to implement work is worship?" A so called professional from multi billion dollars MNC.

A reverse question was asked, "Do you know what is professional?.... He is a person who does his job on time with maximum output and that too with values and ethos. Once done, it gets offered it to the god. Any question?"

That's work is worship, as your work benefits all possible society members.

Conclusion and Further research:

Work is worship is continuous and evolving process in life. A person evolves in his responsibility and his wisdom always keeps him/ her on the ethical path of work is worship. It's easy to practice like any other devotional ways. It also cures this world from many diseases that are threatening the mere existence of humans themselves. Hope you agree in it and hope there will more research on it for every kind of jobs and profiles in future to let this world look really like a heaven en-carved on this earth.

4. Investigating the Investigator: A detailed review of common psychological traits of scientists

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Abstract

Purpose:
The intellectual species of scientists have touched almost every aspect of our life. From industrial sector, to healthcare to educational sector to planetary peace etc. are all largely influenced by the discoveries & inventions made by them. And hence, it is very important to study the psychology behind their actions and behaviours.

Design/methodology/approach:
This paper is a comprehensive review literature enlightening upon some of the most important characteristics and traits of a successful scientist. Characteristics such as superior intelligence, logical thinking, open mindedness, emotional stability and introvert asocial nature are discussed in detail.

Findings:
As per studied literature, Superior intelligence is not a prerequisite to achieve scientific success. Rationality and its understanding is largely influenced by content and context of the problem. Scientists are often biased in their decisions and hence, are not seen as open minded. Scientists have low emotional stability. This brings in with itself asocial and introvert nature. Scientists do not feel comfortable with many people around and behave secretively.

Research limitations/implications:
This review largely had to rely on archival and biographical sources for data. There has been relatively a dearth of knowledge in this arena to draw any concrete conclusions.

Practical implications:
Findings will help managers of science driven organizations to manage these complex intellectuals more effectively and strategically.

Originality/value:
This review study critically appraises the assumed ideals behind the psychology of a scientist.

Keywords:

Personality, Scientists, Psychology.

Paper type:

Review paper

Introduction:

A generalized picture of the personality of a scientist

As soon as the word scientist hits our mind, an absolutely different picture is characterized. A middle aged nerd person, sitting alone, lost in his thoughts with big specks and long grey hair trying to figure out the impossible and focusing on the slightest of the details. But is this the reality or just a halo effect impression which has been residing in our minds. And if this is so then why it is like that? What are the reasons behind such behaviour? In a broader sense, scientists are the ones engaged in some systematic activities to acquire knowledge. Their thirst of this knowledge gathering is unquenchable.

In real world science, a productive scientist's work is often rigid and exasperating as they have to discover, innovate and create something which has been unknown to the world till now. Ideas are countless but only a few convert into theories and realities. Hence, the long hours spent on such a journey are quite frustrating at times. As we perceive scientists to be (explained above) so is an ideal scientist defined. "The ideal scientist is seen as a rational, emotionally neutral, open minded investigator seeking to unearth invariant philosophies about reality" Kern, Miral, Hinshaw (1983). But are these truly the idealized personality characteristics of a successful scientist or just an observation.

There has been relatively a dearth of knowledge regarding studies assessing the personality traits of scientists. One might expect that because they are such high superior intellectuals, lots of research must have been conducted to understand their psychology behind their behaviours and actions. Unfortunately this assumption seems unjustifiable. Except the work done by Feist (1998, 2006), research in this arena has been piecemeal and fragmentary. These include a small number of studies and accumulation of findings on distinguishing traits of scientists. An account of a few studies in this arena is in the following:

➢ **1874- Galton: First scientific investigation of the psychological characteristics of eminent scientists.**
➢ **1903, 1910- Catell J.M. and 1926-Cox: undertook studies on scientific genius. Until 1950's no systematic work was done.**
➢ **1952- Roe and 1955- Catell, Drevdahi and Terman did a good job on finding the psychological characteristics of creative and eminent scientists.**
➢ **Roe (1951) in his experiments found that physical scientists are asocial in nature at the same time they are more independent, focussed on work and are intrinsically motivated.**
➢ **1960- Gough and Woodworth, 1962- Eiduson, 1963- Taylor & Barron, 1964- Chambers; found some concrete inferences regarding personality, demographic and cognitive style characteristics of eminent scientists over less eminent ones. They were found to be more dominant, flexible and independent in judgement.**
➢ **1970- Catell, Eber and Tatsuoka compared scientists with the general population and developed certain norms. They observed that scientists were more emotionally stable, self-assured and warm but at the same time they were introverts, enthusiastic and diligent.**
➢ **1972- Bachtold and Werner studied 146 female biologists and chemists and found that scientists were more dominant intellectuals, thorough, self-assured, serious and less social, group dependent and sensitive.**
➢ **1977- Fisch published the first detailed literature review for the psychology of science.**
➢ **1988-89- Gholson, Shadish, Neimeyer and Houts provided general introductions to the psychology of science.**

> ➢ **1992- Gorman was one of the first scholars to provide the outline of cognitive psychology of science.**
>
> ➢ **1993- Feist came up with a structural model of scientific eminence. Psychological characteristics contributing to scientific eminence were established. Factors which were predicted to have a direct influence on both scientific productivity and eminence were arrogant working style & intrinsic motivation whereas hostile personality had an indirect influence.**
>
> ➢ **1998- Feist conducted Meta analysis of personality attributes of scientists. He found that scientists showed higher percentages on openness, confidence, meticulousness, conventionality, assertiveness and scepticism.**

Though such studies have been conducted but a very handful of them are devoted to study only the psychology of scientist as a subject. Such a relative ignorance invites speculation that why have we devoted little attention to the study of scientists. It is because of this that we have minimized the significance of this area. Priority of need in today's time demands a thorough understanding of the psychology

behind a scientist's behaviour, actions and success. We should be abreast with the knowledge of psychological traits of a successful scientist as our everyday routine is largely influenced by their cultural & technological discoveries and innovations. Our industrial sector, healthcare sector, educational sector, atomic developments, planetary peace, countries peace and security etc are all depended upon these wise intellectuals. Hence, a detailed study focussed on understanding these superior intellectuals is necessary.

Lots of research has been conducted about managing scientists, improving their productivity, providing trainings etc. But none of these have moved forward without taking into account, who these people actually are? What are their traits and personal characteristics which are insidious to be a successful scientist? Do these people have a unique personality and how does it differ from other professionals? Without having knowledge about the nuts bolts of this unique personality, any research involving them, any training program designed for them, any initiative for the betterment of their career; would go in vain. It would be similar to 'trying to train a pack of tigers using a training manual intended for sheep'.

This research paper aims to conduct a meticulous study of the literature in this arena till now. As discussed above previous studies have identified some key traits necessary for a scientist to be successful. Hence, based on previous studies, the researcher has acknowledged some of the common and key traits of a successful scientist. These are superior intelligence, open mindedness, rational & logical thinking, emotional neutrality, introvert & asocial behaviour. This paper will study each of these traits and provide a detailed view & criticism presented by various studies and researchers regarding these ideals.

Scientists & Superior Intelligence

There has been a long due perception among common people that a scientist is a highly intelligent creature who have extra ordinary IQ (Intelligence Quotient) and possess the capacity to solve any sort of problem. Contrarily eminent scientists who have revolutionarised our lives like Srinivasa Ramanujam (led most of his life completely cut off from all mathematics literature and knowledge), Albert Einstein (slow learner as a child), Issac Newton (turned down for Cambridge fellowship), Gregor Mendel (a monk by profession) etc. were all college dropouts (Zuckerman 1975). Some of them did not

have any professional schooling as well. So do we assume that superior intelligence and intelligence predictors such as IQ's are worthless in predicting the success of an individual in the scientific arena?

Studies within the scientific community have failed to reveal a strong relationship between IQ and professional contribution. Hudson (1966) reported that academic records of famous scientists were no better than their average colleagues. Bayer and Folger (1966) in a study of 499 academic scientists found no significant relation between IQ and number of scientific articles published. Infact, they found a slight negative correlation between IQ and scientific productivity & innovation. Studies like these force us to accept the fact that superior intelligence and high IQ does not play any important part in a scientist's professional work. This gave rise to the 'Ortega Hypothesis: Experimental science has progressed thanks in great part to the work of men astoundingly mediocre and even less than mediocre.' (Cole & Cole 1972). J.D. Watson (1969) claimed that many scientists are narrow-minded, prejudiced and monotonous. But not enough studies and research have been conducted to prove the assertion that superior intelligence and high level of IQ is a prerequisite for a scientist to be successful.

Probably it is safe to assume that scientists do require certain minimal levels of intelligence along with other essential characteristics such self motivation, endurance, persistence, curiosity etc (Reily 1976). As Zuckerman (1970) said, "Motivation and endurance seem to count for at least as much as intelligence in producing superior scientific work."

Scientists & their Rationality

As explained by various definitions and descriptions, an ideal scientist is supposed to be a logical creature. Their superior reasoning and problem solving skills assists them in conducting experiments and test their hypothesis. So do we assume that successful scientists can readily solve their problems by logical reasoning and can easily differentiate between logical and illogical data?

In science, many claims and assertions take the form of "P-->Q" i.e. "If P then Q" or "P follows Q" where P is mostly any theory or hypothesis and Q is the observation. If Q is the expected observation then P theory/ hypothesis is accepted. But if Q is not as expected then it totally falsifies the theory P. In such a condition, there are only two conclusions which can be logically drawn.

- A true premise always gives a true conclusion- Modus Ponens or "Confirmation"
- A false conclusion implies a false premise- Modus Tollens or "Disconfirmation"

Modus Ponens and Modus Tollens are the only two valid forms of inferences. (Mahoney 1979)

Many a time's two errors are commonly observed in decision making which are worth noting. These are denying the antecedent i.e. a false premise is illogically interpreted as implying a false conclusion and affirming the consequent i.e. a true conclusion implies a true premise. Both these statements are illogical. As in the former one, a false premise has no logical bearing on the truth status of its conclusion. One might still observe phenomenon Q irrespective of P. However, in the latter one, a true conclusion has no precision over the truth status of its premise. Observation of Q does not imply that theory P is also true; it might be in sync with the P (theory) but does not exhibit it.

Now the question arises, to what extent does scientists understands these rational interpretations and are they accomplished enough to make distinction between logical and illogical problems in their routine work. A scientist's rationality can be tested by observing their capability to apply valid logic in problem solving situations. (Hanson 1962)

Studies conducted by Wason and Johnson-Laird (1972) demonstrated that huge number of people are highly prone to commit errors when dealing with conditionals of "If P then Q" form. Rather than determining the truth or falsity of a conditional; they seek for confirmatory data and commit the mistake of 'affirming the consequent'. Mahoney along with his colleagues performed the conditional inference task with scientists. Scientists included physicists, biologists, psychologists and sociologists. A mail survey was conducted by Mahoney & Kimper (1976) in which Wason's selection task was used. Results showed that very few scientists answered correctly and they behaved much similar to Wason's undergraduate subjects. Their performance was no better and they rarely chose P and –Q (valid selections) cards on similar tasks. Similarly, in another study conducted by Mahoney and DeMonbreun (1977) scientists performed poorly on a Rule Induction task. Results again showed a shortcoming in scientist's ability of understanding conditional inferences. Kern, Miral and Hinshaw (1983) used an individually administered task reproducing Mahoney & Kimper's findings. Another different task was used by Einhoen & Hogarth (1978) with PhD statisticians as subjects. Similar results were administered again. These studies have posed a big question on scientist's rationality and give us strong reasons for accepting the fact that scientists are no more rational than a normal individual.

In all these studies, it is seen that scientists also display a rigid confirmatory bias as concluded by Mitroff's study (1974) with lunar scientists. This bias is also seen in a study conducted by Mahoney. He sent contrived research papers and articles to the editors of important psychological and manipulated the conclusions to either confirm or disconfirm the accepted findings. It was seen that disconfirmatory papers were less likely to be accepted even though all papers were identical except their findings. Mahoney concluded that a researcher normally follows such queries which give positive outcomes and selectively accepts only those. This type of "confirmatory bias" has also affected publications wherein only selective publications of positive results are published. Smart (1964) found that less than 10% articles reported negative results while re-examining 300 articles published in four psychological journals.

Cohen (1981) argued; many a times "selection tasks" fails to measure appropriately the rationality of human beings and named it as a 'cognitive illusion'. Another angle was added to the assessment of rationality of scientists by Wason & Shapiro (1971). They found that changing the problem to a more concrete form i.e. by changing its content to a more understandable form resulted in improved performance. Kern, Mirel & Hinshaw (1983) conducted an experiment with 72 scientists to assess the principles of formal logic in form of a questionnaire. Problems were constructed to test the understanding of modus ponens, affirmation of consequent, modus tollens and denial of the antecedent. Performance on concrete referent version was much superior that abstract referent version. All subjects recognised the validity of modus ponens accurately. In accordance, Wason and Johnson-Laird (1972) recommended that for improved performance, the content of the problem should be of more familiarity to its subjects. Van Duyne (1974) found that degree to which subjects accurately solved selection tasks were affected to a large extent by wording of the problem i.e. the way instructions were explained. In

both of these experiments, subjects tested were not scientists. Hence, Tweney and Yachanin (1985) varied both content and task instructions and performed the experiments using 20 research scientists as subjects. It was seen scientists performed at a very high level as compared with non scientists. They concluded that scientists do understand the importance of disconfirmatory data and can point out the error of affirming the consequent when only confirmatory data was sought. This study proposed an important question that if scientists performed well in this study then why poor performance was seen in studies conducted by Mahoney & Kimper. In another study, results obtained by Griggs and Ransdell (1986) were contrary to the results obtained by Tweney & Yachanin. They found that scientists had little understanding of the power of disconfirmatory data in assessing conditionals. This study was in agreement with Mahoney and Kimpers studies and confirmatory data was sought more often. They concluded that scientist's performance was no better than undergraduates and was influenced by problem content and its explanation to some extent.

Scientists & Open mindedness (Receptivity)

Open-mindedness is supposed to be a very inherent characteristic of a scientist. Siefert et al. (2000) during their study of life span (adolescence to adulthood) continuity of Big Five personality traits pointed out that openness is highly related in developing scientific interests among young college students. Open-mindedness along with itself brings in receptivity and objectivity. Receptivity i.e. willingness to accept new ideas and concepts but at the same time being Objective i.e. having a critical attitude to evaluate data and point out the wrong. Now, willingness to accept new things also expects scientists to change their own opinions if the data so demands. So, do we assume that successful scientists are highly receptive and objective in their work i.e. Good and successful scientists readily accepts new ideas and theories and are willing to change their opinions if quality data is available.

Many a times, it is seen that scientists just need a little proof and evidences to make sweeping generalizations and come to final conclusions (Mahoney 1979). Mahoney and DeMonbreun (1977) conducted an experiment involving physicists, psychologists and ministers. This tendency was clearly seen in this experiment where scientists studied just 2.5 experiments per hypothesis as compared to non scientists who took 6.2 experiments. Scientists rushed into print with erroneous conclusions within 37 seconds whereas non-scientists waited for 133 seconds before even proclaiming any hypothesis. A broad literature review was provided by Barber (1961) regarding resistance shown by scientists to new discoveries. Newton, Mendel, Galton, Plank, Pasteur, Darwin, Einstein each one of them experienced a non-acceptance of their peers and critiques. Some were even prohibited from publishing at many stances. For example, Gregor Mendel, a monk rather than a professional scientist undertook and published an experiment. His study was aimed to understand the basic pattern of genetic inheritance. His results conquered the conventional theories at that time. He published his results in 1866 in the Journal of the Brno Natural History Society. He received strong critique against his conclusions and no scientist even bothered to go into the intricacies of his research as he was a college dropout & a monk by profession. No one understood this type of work. 30 years down the line, biologists started understanding and appreciating his work. Today, we honour him as "Father of Modern Genetics" for the nobility of work he did, which was much before time. (Bowler & Peter 2003)

Mahoney (1977) conducted an experiment to test the biasness of journal reviewers. Manuscripts from Journal of Applied Behaviour were sent to 75 reviewers. Mahoney found that reviewers of research papers and manuscripts were strongly biased. They had pre-assumed notions and expectations about any type of research. If the results of these experiments were in sync with their expectations then they would be accepted; if not then they would be rejected or commented as inadequate. Lakatos (1970) in his review of falsification excellently showed how scientists are swayed and convinced by disconfirmatory data. They would rather re-interpret their conclusions with some modifications than changing their original preferences. In the study explained above conducted by Mahoney and DeMonbreun (1976); scientists showed a strong tendency to come back to their original hypothesis. In an analogue experiment conducted by the same duo; researchers were told that 20% of their conclusions were unacceptable. But scientists remained tenaciously convinced about their hypothesis and showed that 75% of their predictive failures were due to experimental errors. Mitroff (1974) in his study with NASA scientists concluded that most distinguished and reputed scientists were the most rigid and unbending ones. This shows scientists strong opposition to change their opinions. But again there is a dearth of knowledge and experimental evidences to come to such conclusions.

Feist (1998) in his meta-analysis of 26 studies which were aimed at comparing scientists from non scientists concluded that open-mindedness is one of the clearest factors distinguishing scientists from non scientists. Lounsbury et.al (2011) in his investigation of personality traits of scientists versus non scientists and their relationship with career satisfaction; found that higher levels of openness was a distinguishing characteristic of scientists over non scientists. He also concluded that this higher level of openness also contributed to higher levels of career satisfaction.

At many instances scientists are non receptive & biased. Certain studies also show openness as a distinguishing trait for scientists; hence, such type of differing data appears to be insufficient to come to any conclusions.

Scientists & Emotions Stability

Many studies till now portray scientists as emotionless individuals, who are focussed only on their work and are engrossed in finding the unknown. Myer Briggs (1995) described the personality of the scientist as a person busy in their own mind and who have no interest in other people's feelings. Feist and Gorman (1998) while comparing scientists with non scientists found that these people were emotionally stable and impulse controlled. They were not quick to express their feelings. In the same research, they found that creative and eminent successful scientists were less sensitive to the demands of others. They were quick to express judgements and even a negative feedback was given in the most arrogant ways. Mostly hard-headed and aggressive, they could view any situation very critically. Greene (1976) concluded that most of the psychological problems encountered by scientists arose because of lack of understanding of emotional and interpersonal needs of others.

A lot of falsifying data is also available which again forces us to believe that scientists are emotionally unstable and they do possess extreme emotions and can behave haywire if emotionally over-ruled. All of us are well aware about the "Eureka Syndrome"- a common retort to scientific discoveries (Merton 1965). First rule of science- Make an important discovery and you are a successful scientist in its elitist sense. For a scientist, any discovery is thrilling and it gives them good amount of recognition and noble

laureates. And if you fail to do so, you are nothing in the scientific community no matter how much you know about science (Wison 1998). Sindermann (1987) very well pointed out the fears of a scientist. They fear mediocrity and poorness. They fear about making no significant contribution in the scientific arena during their entire life. They fear humiliation and disgrace. They fear to be proved wrong or making a mistake which no scientist should ever commit. Scientists are very possessive about their work and are very apprehensive about anyone else getting recognition for the work they did. They also fear of being left behind in the ever changing dynamic scientific community. A well documented example of such behaviour is exhibited by Sir Issac Newton.

Newton (1642-1727) completed his highly acclaimed scientific book "Principia Mathematica" in 1687. He was so anxious and inept while dealing with criticisms that he failed to make his findings public. With constant encouragement of Edwin Hubble, he did publish this book. 20 years earlier (1667), Newton had developed calculus and he kept it secret. He made several other discoveries with the help of calculus. Gottfried Leibniz in 1676 developed calculus separately. Newton reacted very bitterly to this and went on to convince the scientific community that Leibniz had stolen this thought from him. This insecure behaviour cultivated insecurity, arrogance and prevented him from making a distinction between personal criticism and scientific criticism. He started discrediting other scientists which highly impacted his image and personality. He was seen as very arrogant and hard person to work with.

The Theory of Evolution was independently developed by Alfred Russel Wallace and Charles Darwin. Both of them spent years seeking the mechanism for divergence & evolution. Wallace called the mechanism as Survival of the Fittest and Darwin called it as Natural Selection. But Darwin's discovery was in 1838 and Wallace was in 1858. Darwin like Newton was unwilling and hesitant to publish but even more reluctant to see someone else get the credit for his discovery. The scientific community arranged for Darwin and Wallace to present their views independently and then take the decision. Unfortunately, the ship which had the entire collection of specimens collected by Wallace caught fire. Wallace was left with nothing. Darwin was then highly proclaimed for his discovery.

Such clashes display aggression and violent behaviour in many cases. Ignaz Semmelwies (Mahoney 1976) was professionally ridiculed for his ideas about post surgical sanition and was fired from his job. He was mocked to such a high extent that eventually he was sent to an asylum and he took his last breathe there. Similarly Paul Kammerer (Koestler 1972) committed suicide after being ridiculed by his colleagues. Immanuel Velikovsky (Michaelson 1974) suffered the psychological consequences of persecution. The scientific community took a very harsh stand against his views; firing anybody who came in his defence, refusing to read and even publish his manuscripts, attacking his character and boycotting all books published by the company which printed Velikovsky's manuscripts. Scientists are often encountered with such rivalries and competitive struggle in their careers. And examples like this prove that scientists do possess extreme emotions when certain events and situations occur. As compared to these, scientists are often encountered with moderate reactions such as depression and disappointment caused by failures. In an experiment conducted by Mahoney & Kimper (1976), negative results elicited a strong discontent and frustration in almost 50% of their subjects. Subjects included biologists, physicists, psychologists and sociologists. These reactions are obviously elicited by some specific events which do affect their behaviours and creates psychological disturbance inside.

Lounsbury et al. (2011) in their study compared scientists with non scientists and found that scientists scored lower on emotional stability as compared to individuals from other professions. Albert and Runco (1987) gave justification for such lower scores of emotional stability. They discussed that such extreme emotionality might be due to different developmental process characteristics of many scientists. These include insecure and weak parental upbringing, frail parental attachments which can lead to weak interpersonal attachments, high feelings for isolation and low levels of emotional intimacy; all which will lead to lower level of emotional stability. Lounsbury et al. (2011) also found that emotional stability is directly related to career satisfaction. The higher degree of emotional stability a scientist will exhibit, the more satisfied he will be in his career.

Scientists & Introvert- Asocial nature

Myer Briggs (Briggs 1995) Personality Type Indicators has defined the personality of a scientist as INTJ- Introvert, Intuitive, Thinking and Judging. He further explains that these people are inherently introvert in nature and less social. Most of the scientific work involves inductive and deductive reasoning; meticulous thought process, conceptual analysis and innovative thinking and most importantly focus on work, which are done best in isolation. Alferd North Whitehead (Wilson 1998) observed that scientists constantly search for knowledge in order to discover and very often they remain poorly informed about the rest of the world dynamics. Feist (1998) and Wilson & Jackson (1994) consistently found that scientists are less: societal, outgoing, affinitive, gregarious, friendly and expressive. They communicated very little others and had weak interpersonal relationships. Feist (2006) noted in his studies that scientists compared with non scientists, prefer to be alone, work alone and are less social and less affiliative. In a comparison between eminent and non eminent scientists, eminent scientists were found to be neither warm nor social, though they were very influential in their own discipline. Greene (1976) explained that many day to day problems encountered by scientists are because of their lack communication skills which in turn are caused by weak interpersonal relationships. They lack the skill to be diplomatic as well.

Gemmill and Wilemon (1997) studied 100 technical project team leaders regarding the leadership skills they possessed. Unexpected things were observed and poor leadership skills were exhibited. They observed that these team leaders were: (a) unaware of interpersonal conflict among their team members (b) unaware of their hidden agendas (c) failed to understand their motivation, needs and expectations (d) did not listen carefully to them (e) poorly attuned to the dynamics of their interaction with people. Scientists also scored lower on extraversion in Lounsbury et al.'s (2011) research. Lower extraversion scores indicated high introversion for scientists. These findings are in line with Holland's Vocational Theory which states that individuals are attracted to occupations that align with their personality. Hence, many introvert individuals are observed to pursue science as their profession. Costa and McCrae (1997) explains that an introvert person is more likely to enter science and choose science as his/her profession.

Now, reasons for such type of introvert behaviour are given to insecure parental upbringing and weaker family attachments in childhood. This leads to weaker interpersonal relations and greater feelings of isolation in adulthood. As noted by Albert & Runco (1987), this may also lead to Compulsive Self Reliance- which arises by avoiding depending on others for need satisfaction. This leads to excessively

high reliance on self sufficiency because of which one fails to form close relationship with people and seek aid even when needed. (West and Sheldon 1988)

Scientists are often found to be very secretive in their working. Not sharing any ideas or working topics with anybody. They are not seen as people loving individuals. Even their personal lives are much involved in their work. Many a times, having a bad relationship with people compel them to enter into a competition mode rather than a co-operative mode. (Berkner 1956) We have already discussed the most famous personal battles in the world of science.

Kathy Mcmahon (2012) illustrates about the psychology of scientist and explains about the complex social role of these highly intelligent creatures. Scientists fear in reaching out to people and explain them about their work. Even public view them as arrogant hostile individuals who are unaware about the needs of common man. Kathy points out that major reason behind such a gap is technical language barrier. Language used by scientists is totally alien to the public and hence, public gives no importance to their work. Hence, scientists feel that public view them as snobby intellectuals making a judgement on high and become frustrated as public doesn't appreciate science. Such frail and feeble relationship with people can be attributed to their inherent introvert nature.

Introvert nature with itself also brings in hostile personality. Feist (1993) developed a structural model of scientific eminence, wherein having a hostile personality would have a direct and positive effect on scientific success and eminence.

Discussion

This review largely had to rely on archival and biographical sources for data. It should be noted that the ideally defined image of a scientist is somewhat in a hazy situation. What we idealize and what the real picture is totally different. Though the sample studied in literature involved eminent scientists largely, it is seen that even the most eminent and successful scientists are not in line with the defined picture of a scientist. Though their profession demands this idealistic personality but not many are seen in sync with it. The characteristics appraised in this paper falsifies are long held assumptions and tries to show us the reality to some extent.

Superior Intelligence does not seem to be a prerequisite for success in the field of science. It can be a criterion for graduate admissions but it does not prove that individuals should be highly intellectual for attaining scientific success. The available data and real life examples do not substantiate this ideally perceived trait of a scientist. In fact, some studies even show a negative correlation between superior intelligence and scientific success. Alternate assessments for intelligence such as their measures of creativity, innovation, perseverance, passion, focus etc should be simultaneously tested in order to reappraise this characteristic.

Rationality – Logical reasoning skills is also essential for optimal functioning and decision making for a scientist. But data reviewed till now disapproves this idealistic trait. Many researchers argue that science requires thinking process which does not necessitate formal logic. Till now, researchers have only investigated scientist's ability to apply formal logic and scientists have failed to a large extent to prove that they do possess extra ordinary logical ability to solve problems. Studies show that scientists

perform no better as compared to graduates and average individuals. Much of their logical decision making is influenced by the way a problem is explained i.e. wording/content of a problem and its familiarity to their situation i.e. context of the problem. Often these rational decisions are also affected with 'Confirmatory bias' i.e. tendency to accept only positive results and disapprove the negative ones. There is a strong need to understand the way a scientist understand any problem situation and his/her thinking behind decision making while problem solving.

The ideal situation seems very pleasant for a successful scientist to be open minded i.e. receptive to new ideas/concepts and critical to any falsifying data. Unfortunately, this situation is too idealistic to be demonstrated by any scientists. Scientists are human beings after all and they do possess simple feelings such as jealousy, biasness, favouritism, competitiveness etc. These feelings often over rule the idealistic trait and hence problems occur. History has shown even the noblest of the scientists were not an exception to this. Literature shows personal biases and non flexibility in thoughts are common behaviours of any scientist. Personal biases in judgements for approving of any publications are common among the scientific community. It is often seen that scientists make judgements based on their prior experiences and are very rigid nonflexible to accept any new things which are against their thinking.

Emotional stability is positively related to career satisfaction of scientists and they are supposed to be one of most emotionally neutral professionals. But literature shows us that though scientists may fail to be expressive, they behave very emotionally even in their formal work environment. Many a times, their emotions overrule their thinking ability. They do possess a lot of fears and are always thinking what others are thinking about them. Such fears and over thinking might force them to take extreme actions such as suicides. It is worth noting that among 32 occupational groups, scientists had one of the higher suicidal rates. In the same study, Stack (2001) found that scientists were 1.85 times more likely to die of suicide than general age related problems. This shows a very low emotional stability among the scientists which needs to be addressed.

To achieve success the scientific profession demands to be on your own, focussed and work unaccompanied. They do possess an inherent introvert behaviour which many a times build a large gap between them and others (colleagues, public etc.) This introvert nature can also be a result of certain childhood disturbances experienced at an early age. Such weak attachments often result in asocial aloof behaviour in adulthood. Many a times, such behaviour is often mistaken for being arrogant and having a hostile personality. They often fail to understand the people dynamics and team expectations while leading. Another reason for this can also be attributed to lack of communication. Communication plays a very vital role for any professional. Scientists are not leaders by nature and personality. They are influenced by intrinsic motivators (challenges, autonomy, skill variety etc) and are pessimist thinkers. (Lounsbury et al)

In short, it is not necessary for a person to be extraordinary intelligent to achieve scientific success. Scientists are most often encountered by psycho-logic rather than formal logic and hence, an understanding of this type of rationality is possessed by them which are largely influenced by content and context of the problem. Scientists many a times portray personal biasness in their behaviours and judgements for personal success. Hence, literature forces us to conclude that scientists are non-receptive

to some extent and does not easily accept new things. They are also very low on open mindedness. Again our ideals are tested critically and it is seen that scientists have very low emotional stability. They can give extreme reactions which are mostly influenced by emotions. Low emotional stability brings in with itself asocial and introvert nature. Scientists do not feel comfortable with many people around and behave secretive. They fail to build up good interpersonal relations with people around them. They also fall short in understanding the feelings and expectations of their counterparts. The researcher has tried to build up a picture of scientists personality based upon the literature discussed till now.
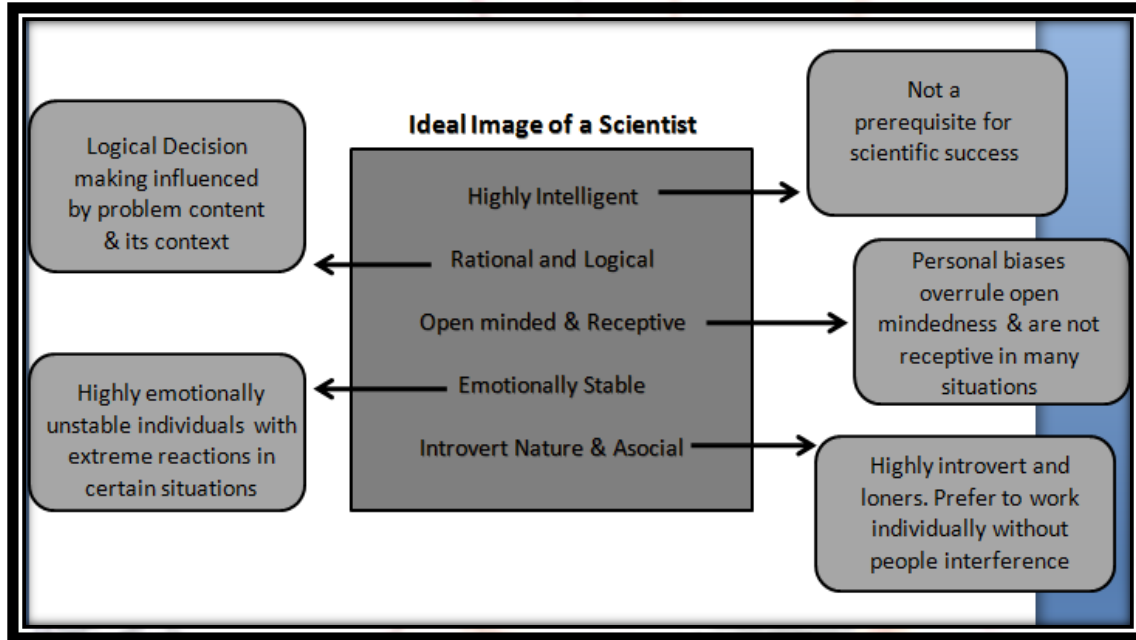
The common personality traits which we have discussed till now are because of this common working style and environment. We cannot generalize them and provide a summary of scientific personality. Certain recent studies also points out different personalities among the same personality type of scientists. A study conducted by Bioinformatics LLC (2004), tried to further categorize scientists into different types of personalities. Over 1300 life scientists were a part of it. Scientists were further categorized into 4 groups: Leaders, Organizers, Explorers and Enthusiasts on the basis of 2 types of driving forces. These were Focus (Destination/ Process) and Frame of Reference (Work/ People).

Conclusion

As we have seen in the literature till now, scientists when compared with other professionals are more pessimists, cynical, quieter, immersed in their own thoughts, unaffiliative, not concerned with others, emotionally reactive, possess above average intelligence and biased on several occasions. It is often very difficult to draw a specific model of global traits for scientists. As every human being possess a different personality so does a scientist. Every scientist is different and many of their actions and behaviours are influenced by their type of work and surrounding environment.

With such a unique personality, it often becomes difficult to manage scientists. As quoted by Cohen and Cohen (2012) in their book 'Lab Dynamics'; "Managing Scientists is like herding cats. You can't get a scientist to work 9-5 and make breakthroughs at a given time." Such a complex assemblage of personality traits of scientists brings inherent difficulties for the manager of scientists. Working patterns of scientists creates all the more difficulties, as these are non-conscientious individuals working in conscientiousness driven organizations. Scientists want breakthroughs and good research but organizations want revenue and profit. Scientists want their own independence, time and flexibility to work but organizations want compliances with rules and policies, time framed projects and return on investments. Their inherent nature and personality type does not comply with what the organizations expect them to be. Hence, in such circumstances scientists may be in dire need for psychological help. This can be in the form of psychotherapy, psycho-counselling and employee assistance programs.

Scientists are complex creatures and they will remain to be so till eternity. As long as people with such a unique personality take birth, these characteristics in them and their peculiar behaviour are bound to get expressed. Inspite of possessing such a personality; what today's scientists should understand is their way to improvement. They should be aware of their behaviours and its impact on others and their work. They should mould it in a way which leads them to success. Adapting to present day work dynamics and progressing in it will require this effort.

The success of your work and progress of your career are strongly influenced by your behaviour and weather you interact with others in a productive or antagonistic manner. Appropriate behaviour & interaction can be well thought and applied skilfully unless and until you know yourself. Finally for a scientist to succeed in his career most importantly he should know himself and his immediate environment. Trainings will play a big part in changing the mindset and altering the behaviours. But scientists think trainings as a waste of time and do not take it seriously. The need of the hour is to change this attitude and create an understanding that in order to thrive and achieve something, time has to be devoted to things that help in self-improvement.

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can be purchased directly from Bioinformatics, LLC. In order to fully understand the details of the survey instrument, the results, and the full analyses written by the authors of the survey, you may wish to purchase a copy of the survey results.)

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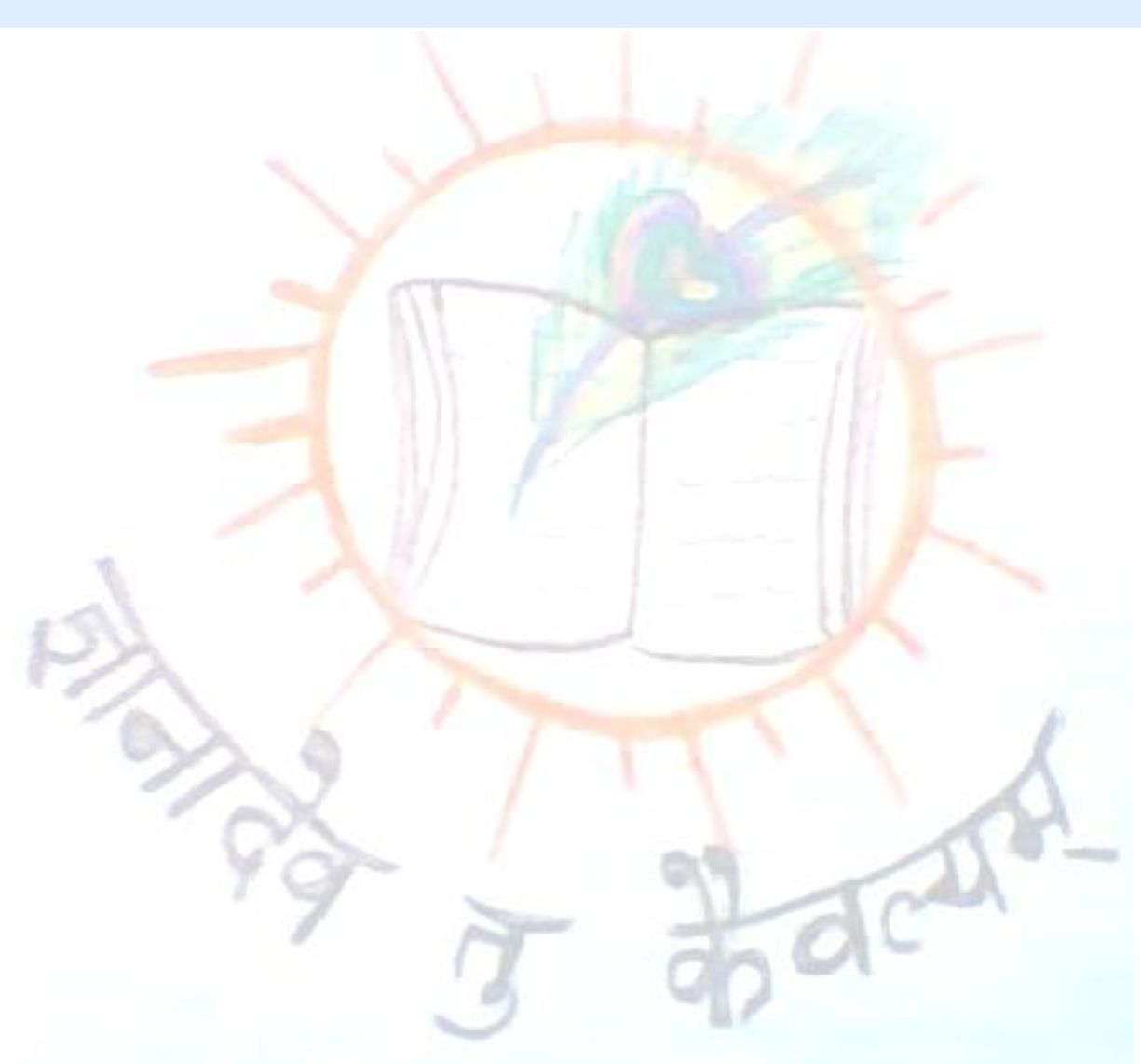
5. Teaching Style of Professor A. Enlightenment: A critical Case Analysis

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Abstract:

Purpose:
To derive actionable points from the experience of seniors especially in the field of teaching and learning for high impact and for desired results.

Design/methodology/approach:
This paper is a comprehensive and deals various approaches used by some world class Professors like Prof. A. Enlightenment, Prof. G, along with others. It's mostly it is case based approach. Even at the end can be used in the class teaching anywhere in the world in any possible domain.

Findings:
New theories of teaching could be generated, as this would complete paradigm shift in the education sector around the world. No, one talks about immediate implementations and results except Prof. Enlightenment, thus he believes in changing the world around for positivity.

Research limitations/implications:
Only few cases are discussed.

Practical implications:
It could revolutionize the teaching and learning around the world with Ensurance of learning philosophy.

Originality/value:
No Book has mentioned any of these happenings and cases anywhere in the world, thus, researchers will have to rewrite their theories.

Keywords:

Teaching, learning, cases, teaching styles, Professor A. Enlightenment, critical analyses of Professors

Paper type:

Research Paper

Introduction:

There are several teaching styles discussed here and students had faced such Professors. Hence, this case was developed and students were asked to analyze it independently and critically.

The character of a Professor they have to create was unique for everyone, which made them think and bring it to life.

SWOT analyses with attribute to be added also expanded their horizons in their own domains of specialization.

Sub-Case 1: Title: Engineering Education with Immediate Implementations

Professor A. Enlightenment was newly passed merit ranked Engineering Graduate, in 1994. He accepted his first job offer from in ABC Polytechnic and Engineering College. In addition to BE, he used to take Automobile Systems, Internal Combustion Engines, Engineering Drawing and Machine Design, with Diploma Engineering (D.E.) students and was expert in relating theory with practical implementations in work and life.

In first year D. E. there were 60 students, highly energetic and knowledgeable. After half the syllabus, they mastered the 'art' of repairing almost every major LMV and SUV in India as a part of Professor A. Enlightenment's challenge. All of a sudden after Mid Term holidays, at the start of the first lecture of contact, one of the students stood up in the class and asked Professor A. Enlightenment, "Sir, I stay in the Quarters of Central Jail, and there we have one Mahindra SUV out of order. It belongs to Police department only. Can we bring it here and 'Make it Run'?"

Naturally, almost everybody in the class laughed at his sudden outburst. The laugh became louder when students heard the ownership of SUV.

One student even said, "He's gone mad, taking panga with Police."

Professor A. Enlightenment, went near him, and put full trust in him by saying, "Of course, if you can bring that all important SUV with official and proper permission from the authorities of Central Jail."

Surprisingly, next day, he came with official permissions. Now, everybody realized the challenge ahead.

The day was decided, coming Sunday, the holiday. Dean assured financial grants for this great Practical being conducted for the first time in that part of Country.

Professor A. Enlightenment promised his Dean that while doing this revolutionary out of the box practical, students will kept on track. Professor A. Enlightenment always called his Engineering students Engineers, Leaders, Managers, and Citizen's of the world as the Economy went global in 1994. He promised the Dean that to make students globally competitive his students will work on:

1. Methodologies,
2. Referring the Manuals,
3. Case handling,
4. Trouble shooting techniques,
5. Complete Overhauling,
6. Following 5-S and pedagogies of Management concepts,
7. Environment Issues like recycling of automobile spares,
8. Direct and immediate implementations of Engineering Theories learnt,

9. They will develop leadership qualities and confidence while working in teams as well as individually in their teenage,

10. They will finish it on time and will take feed back for future.

Amazingly, on Sunday, all the 60 enthusiastic students came at 07:00 a.m. dot. Professor A. Enlightenment, divided teams into Engine, Transmission Systems, Rear Axle, Front Axle, Body, Electric System, and Supporting Systems. 4 'Student Experts', who had exposure to Car Repairing (as they owned the Dealership and Service Station for Maruti-Suzuki, Hyundai, Fiat, Tata, and M & M) were directing those eight teams. Professor A. Enlightenment was more facilitator than advisor or teacher. He had least poking in students' activities once the plan was made, as this was HIS challenge to them. The 4 expert students understood the procedures from Professor A. Enlightenment, and went into the 'Challenge Field'. All the students abided with their team and in some specific juncture only multi-experts/ multi-dexterous talked with each other for execution of the PLAN.

At 09:00 a.m. a whistle was blown. Professor A. Enlightenment brought lot of books, Manuals, Technical Guides from the Library and kept it before him just to tease 'knowledgeable' students. He put a challenge, "If they refer books or manual He will win or else Students will Win". To be precise, Professor A. Enlightenment was sitting in the Sunlight as his students did with a table and a chair, in the college ground.

Security personnel were watching all the things amazingly.

Within an hour the SUV was dismantled and separated from 'yes', 'no' and parts to be thrown, according to the preconceived places, pots and spots.

Next half an hour students planned some 'finer' procedures and actions. It was great team effort. Everyone had some expertise and every one was eager to contribute.

All the important equipments and tools were arranged as per the expertise of the students and their applications.

At 16:00 p.m. one of the fatty Engineering students drove that Mahindra and brought it before Professor A. Enlightenment, and said, "Sir, send your books to Library. We did it without them".

Professor A. Enlightenment said, "You Won".

Professor A. Enlightenment dialed his Principal/ Dean and next day it was Party time. Principal was overjoyed and congratulated everyone.

Now, Professor A. Enlightenment, is proud to tell everyone that out of those 60 students 5 are working with M & M, 5 with General Motors, 5 with Ford, 5 with Tata Motors, 5 with Maruti, 1 with Lamborghini, 1 with Bahvans-Dubai, 3 with Hyundai one in fact in South Korea, 2 on a joint Sustainable Development project with Government of India and World Bank (having done M.Tech. from IIT), 1 on Environmental Engineering having done MS (Mechanical Engineering from Germany), and rest have their own Dealership and Service Stations, all are very good friends and are always accepting challenges at their work places and are trying to balance their lives and work, and contributing to society by developing more such Engineers.

Thanks to that Mahindra SUV, which inspired students and build the all important confidence in them. Most of them have dropped their Middle-Class income group status and have become part of High Income group, yes they own at least Hyundai Accent, Maruti Baleno, BMW, Honda CRV, etc. Most of them have also discarded their failure marks. Yes, half of them joined the Diploma in Engineering (D.E.) as they failed in 12th standard but had moderate score in the 10th Standards/ Grade.

However, every student/ everybody accept the fact that it was 'That Day' which changed their lives. In fact it was total paradigm shift in their lives.

As a teacher of such prolific students Professor A. Enlightenment said he would like to thank Mahindra and Mahindra for making their SUV so simple and methodical to repair.

Now, after 21 years, when Professor A. Enlightenment, contacted few of them recently, 'same students' told him that they have mastered the art, the technologies and the commerce and management of immediate implementation side of Engineering Education. They believe in implementations of good strategies in their organization and of course in their daily life. They believe that they would not just wait and watch and let the Earth face any setback as some of them are working for some higher cause.

Now, Professor A. Enlightenment is feeling that he has attained the Self-Actualization on this particular front of Engineering Education.

Sub-Case 2: Title: Management Education with Immediate Implementations

Professor A. Enlightenment has 20 years global experience in the Engineering and Management field and has attained his Doctorate.

He always teaches students every aspect of Management Education with their actual implementations in their daily lives. He hands over the whole material. Submissions, the plan of action and evaluation style of the institute in his first session only, he believes that with this students can study it in curiosity and with enthusiasm.

While teaching Market Research he sends students for actual Project get the Research done and develops a project. This makes students job ready and confident in their lives.

While teaching HRM, he takes case studies and makes the HR practices accustomed to students' lives and at work places.

While teaching Technology and Research and Development Management he takes students for a few weeks in some organization and let them do the job and make them feel confident for the job they are going to do.

While teaching Environment Management he took students actually on the project and let them work and learn.

While there was a lunch, he used to deliver highlighting points of the subjects. Thus, lunch time was also used for learning.

Students literally, used to enjoy Professor A. Enlightenment's contribution to their professional career and in their lives.

Recently, Prof. Enlightenment added new style to his weaponry. He analyzed himself some 200 cases, and at each chapter told at least 10 cases related to that chapter, then, he put 1 case to solve in the class after each chapter discussion/ interaction. Students presented that case in groups of 2/4/6, and were happy to study. All the cases were sent on email, and students have those cases with them for life time. Every batch gets 200 distinct cases, thus making Professor Enlightenment updated on all the fronts. Cases are selected according to specialization of the course. For Marketing Management taught to Aviation students 200 cases in the field of aviation are given, for BBA LLB cases in Business Law are given, for Retail Management cases in retail are given, for Automobile Marketing cases in Auto Marketing are given, for International Marketing cases in International Marketing/ Business/ Economics are given, ….

Thus, students love their own field and explore more and study 190 cases from Professor and later on solve 10 cases themselves, by submitting the presentations in advance to achieve perfection while making final presentations. They never, realizes they have studies 10 cases every day until and unless they are told, we've taken these cases today at the end of the everyday class contact session or at the end of the course, when told, or asked, "Do you remember Mr. Richard's case, in which he does all the jobs right from early in the morning till dusk, and all the jobs on the deck and in the Captain cabin right from electrical fitting to keeping the cabin clean to fixing some emergency problem/s on the ship….and later on all employees come to know … after huge span of time, that Mr. Richard happens to be the CEO and owner of the company?" Students obviously say, "Yes, Sir!" Another case that was very popular was, 'Marketing Myopia' and when asked students, "Sir, in that case it is like this……and like that," other Professors objected on this style of teaching as they felt giving such a huge dose will not understand them better, however, after 2 years, students sent email, "Sir, that particular case study helped us to solve this problem….and that particular case, we're using in our daily lives….hats off to you, Sir." That's the biggest certificate and recognition unlike any performance appraisal or salary hike or any award and reward in life, as these students later on becoming big leaders, managers, decision influencers at lot of fronts, in their lives who are going to make huge decisions themselves.

Sub-Case 3: Title: Teaching Style of Professor 'Safety-First in Life (SFL)':

Professor SFL completed his Ph.D. joined a regular college as a part-time lecturer; stick to the college in that position and got confirmed his permanent Lectureship job in the same college. He will be Assistant Professor after 5 years Associate after 8 years and Professor after 15 years. He will get gratuity, pension, and all other facilities. Thus, he has secured his life.
He is distant friend of Professor A. Enlightenment.
Coming to his teaching styles, he takes lectures, do not bother for results or whether students understand it or not. If there is poor result then he blames students for not performing well.
Thus, he is more bothered about his safety than his clients- the students.
Still in his college students are taking admission for MBA as it is the only college in that town. Prof. SFL does not take part in social activities except in college functions which 'shows his devotion to his college'. Management of the college also wants people like him so that their set-up runs very well.

Sub-Case 4: Title: Teaching Style of Professor Very Bright (VB):

Professor Very Bright, has earned Ph.D. by studying books and is been teaching since last 20 years. Students are thrashed in the class, just for calculating accounting sums. He believes that accounting is 'bad activity' as the accountant has to spend hours to keep records. Hence, he takes lot of problems in the class in the fashion that nobody can listen to his voice. He sticks to blackboard and while calculations only he inquires, "Have you completed calculations?" He

thrashes students if they don't finish the calculations. The students never understand the practical application of whatever Professor Very Bright teaches in the class. However, after refereeing few guides in the market somehow they pass the examinations.

Professor Very Bright is one of the Management committee members, being founder of the institute, hence, there is less possibility for students to get another person to teach same subject in that college for next 10 years, till he retires.

Professor Very Bright has already secured his place in the management committee and is very well settled in that township.

Sub-Case 5: Professor Genius (G) from IIM:

Professor Genius, teaches somewhat as same as Professor A. Enlightenment, after getting a clue from him, at the same time he is smart enough to secure his position in IIM with is political connections. He has also mastered to deliver the consultancy projects, Executive Development Programs, Developing Case Studies, Authoring and Publishing Books, and is moderately okay in social activities as well. Unlike other town side MBA school he has advantage of IIM brand. He is of the same age of Professor A. Enlightenment, but has learnt the lessons of life well and has started taking life and family life seriously. He is balancing life and work very well.

He is known as Professor Genius as he has art of acquiring knowledge with its implementations and communicating it well to his students. All at IIM admire Professor Genius for his achievements and contributions. He is well settled in the Faculty Quarters of IIM.

Sub-Case 6. Professor Super Engineer (SE) from IIT:

Professor Super Engineer passed his JEE, went to IIT did his B.Tech. then M.Tech. and Ph.D. and became Assistant Professor immediately after his PhD.

He is always busy with calculations, teaches moderately in class but his examining style makes students perfect in the subject. He has global experience in his field by now and has done all the possible assignments in academics and in industry with his brand of IIT and his scholastic work. He is well settled in the Faculty Residential Quarters of IIT and has produced some marvel technologies in his field. He lacks the social life being a scientist's kind of working style and his approach to life.

His contributions are well known in the multiple circles of Engineering Domains.

At home he is just a gentleman with least expectations from others except leave him to his job.

Sub-Case 7. Professor Moderate Engineer (ME) from Engineering college in the town:

This Professor Moderate Engineer is B.E. from an Engineering college in the town. He has similar attitude like Professor 'Safety-First in Life (SFL)'. He is pursuing his Ph.D. under the guidance of his Head of the Department (HOD) and has secured his place in the department. Now, he is well settled in the town.

Sub-Case 8: Create your own individual independent own Character "Professor I would like be (IWB)?":
?????????????????????????????????????

Critical Questions:

1.Make a critical SWOT Analysis (in tabular form with some attributes given in the case) of this unique style of teaching of Professor A. Enlightenment as compared to other contemporary Faculty.

Analysis Table: Working Style of A. Enlightenment (AE) and comparison with others including character created by student.

Attributes	Strengths	Weaknesses	Opportunities	Threats
Personality				
Class behaviour				
Rapport with Students				
Vision of life				
Performance				
Style of teaching				
Brand association				
Skill set				
Add your own attribute 1				
Add your own attribute 2				
Add your own attribute 3				
Add your own attribute 4				
Add your own attribute 5				

2. Is Professor A. Enlightenment keeps the process transparent? How about others in the sub-cases?
3.Is this style relevant in the contemporary world?
4.What about the results Professor A. Enlightenment brings with his unique style of teaching?
5.Do you agree positive challenges inculcate many qualities in students?
6.Would you like to apply this style of teaching in your institute especially for your Degree?
7.How teaching Engineering does differ from teaching Management?
8.After studying the case carefully, would you like to go for teaching profession or go in the industry?
9.Do you think taking risk and developing horizons is very important in today's era?

10. Place yourself into Professor A. Enlightenment character and visualize few implications. Any suggestion to Professor A. Enlightenment?

11. Among all, whom do you find really appealing character, one among the case, OR your own creation? Why?

12. In this case, if you have to follow somebody's footsteps, to whom you will follow? How will you achieve it?

Conclusion:

Students learnt how teaching and learning should be at any level. Some of the students literally produced the ideal teacher in the character they created. It was first taken in the class in 2006-7. Some of them have become successful Professors now, as they got an idea, how to inculcate teaching or professional attributes among them.

Thanks to God for giving me such good students till date.

6. Complete White money transactions in housing and infrastructure sector: Yes it's possible in India

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Abstract:

Purpose:
To derive actionable points from the experience of this project to bring only and only white money in the housing and infrastructure projects in India

Design/methodology/approach:
This paper is a comprehensive and deals with practical side of construction and how to pour only white money at every phase of the project.

Findings:
Hard earned white money can fetch big and desired results in the housing and infrastructure projects. Builders no more have to be remaining dependent on any entity if they have quality projects in hand.

Research limitations/implications:
Only one particular Apartment case is discussed here due to sheer will of ethical and values based buyer and seller.

Practical implications:
It could revolutionize and bring evolution in the infrastructure sector in India and around the world.

Originality/value:
No Book has mentioned any of these happenings and cases anywhere in the world, thus, researchers will have to rewrite their theories.

Keywords:

Loans, white money, white collar jobs, transparent transactions, housing sector, infrastructure sector in India

Paper type:

Research Paper

Introduction:

On all the television discussions property boom in India is been discussed, however, in most of the cases, customers claim that they have to pay at least 5% to 10% cash in any Indian transaction. However, Anand Vihar Residency, at Nagpur, they have started all the new deals using cheque or bank transfer transactions as per the request from Prof. A. It came out to be so successful deal that later the CEO got 15 more such calls all from Professors.

How such projects are been built and how they are investing white money is been discussed here transparently so that, this Infra boom in India remains positive and sustainable.

Suggestion to Government right at the start will be to keep the loan interest less and loan amount more than 95% so that the aim of achieving "Every Indian Lives in own house" by 2030 A.D. could be attained along with the moon's human civilization venture, which is aim of IJORD.

This paper is discussed from two perspectives, the buyer and the seller.

THE SELLER'S PERSPECTIVE:

Part 1: The Technical details: How it is planned, managed and built?:

Anand Vihar Residency is a township comprising of three towers each having forty two flats in it. Like any other township in India it is having amenities like garden, jogging track, library, games for children, and many things which will serve the purpose of recreation of the people living over there. The plan is made to its best such that each unit will be an independent house in itself.

Hence, we were required to construct a single unit which itself becomes an independent house. It was necessary for us to take proper care of privacy of home owners. To facilitate this we avoided passages in the corridor which would waste the space .If windows had been over there then afraid of visitors peeping through it, they would have been always closed. Taking care of all these things we introduced an extra staircase and a lift with power back up.

To make each and every bit of space useful for the owner we decided to provide verandah in the space which links staircase from front door of flat. It would serve two purposes. Firstly home owner would get more space and secondly unfamiliar visitors will be entertained till the verandah only and privacy of home owners will not get disturb.

Now-a-days each and everybody care for the environment and also about the electricity bill. Thus thinking about this we selected the position of doors and windows so appropriately that at day time light and ventilation is proper. There should not be any need of artificial lights in the day time. Our building will thus become ecofriendly and save lots of energy.

Open terraces makes the flat look luxurious and spacious. It becomes airy too. We thus decided to have open terraces than small balconies. Small balconies cannot be utilized properly thus we avoided it and gave terraces.

After our architectural plan was fully finalized taking into consideration all the above details we started working on structural plan. In structural plan columns were found very near to each other. This became a problem as columns nearer to each other would make the space in the parking lot un-useful. Then it was again revised and columns were made far away from each other.

Sanctioning of plan-This is the approval done by Nagpur Improvement Trust (N.I.T.) once the architectural plan is made according to their norms. The open space area and built up area is of high concern to them. In this plan we were suggested to have a fire fighting system. We implemented it which added an extra stair case.

Agreement to sale-This is done when the owner pays 20% money of the built up area and we are encouraging bank transfer and cheque transfer as done ideally by Prof. A. The bank after this process allots the loan.

Part 2: Financial Details: A Mini-Project Report of Anand Vihar Residency Tower-A:

1. Land cost of plot able area=20250sq.ft. - 20250sq.ft. @1500/sq.ft. INR 3,03,75,000/-

2.Building plan sanctioning charges with premium purchase, plot release charges etc. complete as per actual deposited in Authority office - INR 36,60,000/-

3. Construction cost of complete building area including parking area-42,000sq.ft. @ 1500/sq.ft. – INR 6,30,00,000/-

4. Site development charges such as compound wall, garden, library, cctv surveillances, joggers track, street light etc. complete @200/sq.ft. of plotable area – 20250sq.ft. @ 200/sq.ft. – INR 40,50,000/-

5.Architectural charges, structural design charges, plumbing consultancy charges, @3% of building estimated cost and development cost- 3% of 6,70,50,000= INR 20,11,500/-

6. Advertise and marketing expenses including Ads in Dailies, broachers, boarding and hoardings and fixing, etc. complete @ 3% of project cost. 3% of 13.00cr = INR 39,00,000/-

7. Government taxes, income tax and any other tax @ 3% of project cost i.e. 3% of 13.00cr= INR 39,00,000/-

8.Interest on investment of capital for one year period land cost & initial expenses INR 4.0 cr @ 15%/annum – INR 60,00,000/-

9. Salary and administrative expenses including office expenses, vehicle expenses @ 5% of project cost, of 13.0 cr – INR 65,00,000/-

10. Developer profit @ 7 % of project cost. 7% of 13.0 cr – 91,00,000/-

11. TOTAL PROJECT COST= 13,24,65,000/- for TOTAL-42 UNITS, thus, COST OF 1 UNIT= 13,24,65,000/42 = INR 31,53,928/- round figure INR 31,50,000/- and hence, TOTAL PROJECT COST= 42*31,50,000= INR 13,23,00,000/-

From where money comes?:

1. Loans and Borrowings: 10% excluding land cost which CEO owns since long
2. Customers Deposits and their loans clearance: 60%

Part 3: The Activity Table: The construction work completion schedule:

SN	Week/ Month	Building Activity	Completion
1	21/10/12-27/10/12	Site cleaning	On schedule
2	28/10/12-3/11/12	grass cutting	On schedule
3	4/11/12-10/11/12	Leveling & dressing	On schedule
4	11/11/12-17/11/12	Leveling & dressing	On schedule
5	18/11/12-24/11/12	Site ready for layout marking	On schedule
6	25/11/12-1/12/12	Marking was done for boundary wall	On schedule
7	2/12/12-8/12/12	Work of building plan	On schedule
8	9/12/12-15/12/12	Planning was done to make flats as independent houses	On schedule
9	1612/12-22/12/12	Work of building plan	On schedule
10	23/12/12-29/12/12	Planning of clubbing of plots	On schedule
11	30/12/12-5/1/13	Final marking of boundary wall	On schedule
12	6/1/13-12/1/13	Construction of boundary wall started & building plan was sent for sanctioning	On schedule
13	13/1/13-19/1/13	Construction of boundary wall north east side & work for printing brochure started	On schedule
14	20/1/13-16/1/13	Construction of boundary wall north east side & brochure printing	On schedule

15	27/1/13-2/2/13	Construction of boundary wall north south & work of publicity started	On schedule
16	3/2/13-9/2/13	Construction of boundary wall north south& work of making walkthrough of building started	On schedule
17	10/2/13-16/2/13	Construction of boundary wall north south & work of borewell	On schedule
18	17/2/13-23/2/13	Construction of boundary wall south west	On schedule
19	24/2/13-2/3/13	Construction of boundary wall south west	On schedule
20	3/3/13-9/3/13	Construction of boundary wall & leveling of jogging track	On schedule
21	10/3/13-16/3/13	Construction of boundary wall & leveling of jogging track	On schedule
22	17/3/13-23/3/13	Construction of boundary wall & leveling of jogging track	On schedule
23	24/3/13-30/3/13	Construction of boundary wall & leveling of jogging track	On schedule
24	31/3/13-6/4/13	Leveling for garden was done	On schedule
25	7/4/13-13/4/13	Garden work started	On schedule
26	14/4/13-20/4/13	Garden work	On schedule
27	21/4/13-27/4/13	Garden work	On schedule
28	28/4/13-4/5/13	Garden work	On schedule
29	5/5/13-11/5/13	Garden work	On schedule
30	12/5/13-18/5/13	Garden work	On schedule
31	19/5/13-25/5/13	Garden work	On schedule
32	26/5/13-1/6/13	Garden work	On schedule
33	2/6/13-8/6/13	We got sanction plan from N.I.T. & layout was marked accordingly	On schedule
34	9/6/13-15/6/13	Work of excavation started	On schedule
35	16/6/13-21/11/13	Work was closed due to heavy rains & water in excavated part	On schedule
36	24/11/13-30/11/13	Dewatering of excavated part	On schedule

37	1/12/13-7/12/13	Dewatering of excavated part	On schedule
38	8/12/113-14/12/13	PCC	On schedule
39	15/12/13-21/12/13	PCC	On schedule
40	22/12/13-28/12/13	Footing & column	On schedule
41	29/12/13-4/1/13	Footing & column	On schedule
42	5/1/13-11/1/14	Footing & column	On schedule
43	12/1/14-18/1/14	Filling soil in one part & excavation in other part	On schedule
44	19/1/14-25/1/14	Filling soil in one part & excavation in other part	On schedule
45	26/1/14-1/2/14	PCC & Column up to ground level	On schedule
46	2/2/14-15/2/14	PCC & Column up to ground level	On schedule
47	16/2/14-22/2/14	Ground leveling & casting lift blocks	On schedule
48	23/2/14-2/3/14	Moorum filling up to ground level, Ramming & Watering.	On schedule
49	3/2/14-9/3/14	Compaction completed	On schedule
50	10/3/14-16/3/14	Ground surface made ready for plinth level	On schedule
51	17/3/14-23/3/14	Beam casting on ground level.	On schedule
52	24/3/14-30/3/14	Inner side beam casting.	On schedule
53	31/3/14-6/4/14	Moorum filling across beams.	On schedule
54	7/4/14-13/4/14	Ramming & watering of ground level.	On schedule
55	14/4/14-20/4/14	Preparation for casting columns upto slab level.	On schedule
56	21/4/14-27/4/14	Columns upto slab level in northern side.	On schedule
57	28/4/14-4/5/14	Columns upto slab level in southern side.	On schedule
58	5/5/14-11/5/14	Curing done & preparation started for slab casting.	On schedule
59	12/5/14-18/5/14	Centering & bracing done for slab northern side	On schedule

60	19/5/14-25/5/14	Centering & bracing done for slab southern side	On schedule
61	26/5/14-1/6/14	Slab casted.	On schedule
62	2/6/14-8/6/14	Proper coring on slab & preparation for columns upto next slab level	On schedule
63	9/6/14-15/6/14	Columns casted	On schedule
64	16/6/14-22/6/14	Preparation for casting the slabs.	On schedule
65	25/6/14	First Floor Slab almost 18000 square feet, Completed	On schedule
66	30/6/14	Second Floor Slab almost 18000 square feet, Completed	On schedule
67	2/8/2014	Third Floor Slab almost 18000 square feet, Completed	On schedule
68	11/9/2014	Fourth Floor Slab almost 18000 square feet, Completed	On schedule
69	30/9/14	Fifth Floor Slab almost 18000 square feet, Completed	On schedule
70	21/10/14	Sixth Floor Slab almost 17000 square feet, Completed	On schedule
71	31/12/2014	Brick work first floor	On schedule
72	31/01/15	Brick work second and third floor	WIP
73	28/02/15	Brick work fourth and fifth floor	WIP
74	31/03/15	Brick work of sixth floor and Plumbing, Electrical fittings, Interiors, and Rest of the work	WIP
75	30/04/15	Final touches if any with respect to individual flat owner	WIP

Interpretation of Table and The Activity Details:

1. **Site cleaning**-In this activity we decided to final the ground level. The soil was sent to laboratory for testing so that depth of excavation can be finalized.

2. **Planning of building blueprint-** This activity needed planning from each & every aspect. First we calculated the actual area of the land & then decided the division . We had meeting with the architect regarding this. We took care of our client requirement while planning. As soon as this plan was ready we started working on structural drawing. Planning was done taking into consideration the needs of client. We provided one extra lift & staircase so as to

avoid passage in our apartments. We took proper care of light effect & ventilation in day time so that electricity is used only in night time. Our efforts in planning were to convert each flat as an independent house.

3. **Levels**-The boundary wall, jogging track and the garden were carved well. Garden is located in the middle of township. Initially we have started the work of our first tower. It is in northern part of our site. This tower extends east-west. The work of column & footing was started from east to west. The jogging track is surrounded to this tower.

4. **Marketing and Advertisement**-As soon as our brochures were printed we started the work of publicity i.e. we started our close relatives & friends telling about it. Visit of clients to the site started. We gave our daily newspaper advertisement and also on 99acres.com on date 3/11/13.

5. **Current status of project**-Work is in progress and we must mention here a fact that our one third flats of one tower are booked after Prof. A made the clear and transparent transactions. We are suggesting here that such transactions will let this sector grow and take proper shape in India. Also, rests of the apartments are getting booked once the trust is building among clients, who are the best brand builders.

THE BUYERS' PERSPECTIVE:

1. **Quality Work:** The work right from plan to material used is quality work at Anand Vihar Residency till date.

2. **The Government Authorities:** The government authorities including Nagpur Improvement Trust, The local legal authorities like Court, the Loan providers like LIC HFL, SBI, Canara Bank, etc. are *playing the help all concept* in Nagpur and hence, it was one among the only growing city in property sector in India apart from Surat and Coimbatore in the year 2012-13.

3. **Idealistic Project:** There are so many frauds in the infrastructures projects and transparent transactions will boost the sell as proven by this idealistic project. Nagpur Pattern for roads is famous in Maharashtra, thus this project could become idealistic project in housing sector in India.

4. **Timely completions:** Everything is almost on schedule as you can see in the activity table.

5. **Transparency to build trust:** One of our friends had lost the interest in investing in property as he faced the misdeals earlier. However, when told about the transparency in transaction provided by CEO's like this will help and think positively for salaried person, the friend came and invested in this venture. Thus, showing how transparency can bring trust among customers in India.

6. **Technology to build Relationship, Trust and Transparency:** Apart from this the CEO keeps sending the actual and live updates on cell phone from time to time, hence, also the trust was built up, which is lacking at many places. He also arranges the personal visit of the house owner to site at every festival, thus building a bonding relationship with them. He says, money from banks will come but our relationships are for life time. A person can do this only if he is transparent in his actions.

Conclusions and Suggestions:

1. **Suggestion to Government to reduce home loan interest rates:**

At present all the loans provided by Indian banks have interest rates more than 10.10%, thus making it a big deal for any salaried person to buy a house on loan. E.g. A person taking loan amount of One Million Rupees, his EMI comes out to be INR 13271/ month. Interest payment in 10 years would be INR 592461/= Now, if, Government reduces the interest up to the Fixed Deposit Rate of 8% then in the EMI gets reduced to INR 12133/month and interest for ten years gets reduced to INR 455931/=. It might boost this sector and will help to achieve "Every Indian Lives in own house" by 2030 A.D.

2. **Why should customer pay 10% or 20%?**:

A person serious to buy a house will buy it whether he pays 5% or 100% in advance, then why this criteria of more than 10% advance? Government of India could think over it, this has increased the investment of black money in Indian property market and many builders demand 10% in black, openly.

3. **Transparent transaction should get tax benefit:**

If government wants such more transparent transactions from white collar people then they should give tax benefits to white collar people, in fact to all salaried people, it will stop black money transactions anywhere in any transactions.

4. **Transparent transaction should get 1% less home loan interest rate:**

This is level further. This will attract more clients from lower middle income group to this sector. At 7% interest, this lower middle income group will be encouraged and thus, builders will get a tremendous boost to build huge township for Lower Income Group (LIG) and Middle Income Group MIG schemes.

5. **Transparency will boost image of India:**

If all the transactions starting from this sector are made in White it will boost the image of India, and hope by 2030 A.D. India becomes number 1, non-corrupt nation in the world.

6. **By 2030 A.D. we really can establish human civilization on moon:**

This transparency will give more money to be invested in projects like research and establishment of human civilization on moon for ISRO like bodies in India, may be by 2050 A.D. on Mars as well and then further and beyond. Yes we can.

7. **Transparency will fulfill all dream projects due to availability of funds:**

Right to information Act, Right to Education; Right to ….this and that … homes to all, health to all, Millennium Development Goals of UNO may be realized in case such transparent transactions are achieved.

Reference:

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7. Success mantras proclaimed by Mahanaarayanopnishad

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Abstract:

The world is facing lot of problems and these mantras if followed judiciously can bring success to every entity in this world and beyond.

According to the 22nd hymn of the Mahanaarayanopnishad, to achieve success in life, or in any other activity whether individual or organization level or global level, we require following attributes to be possessed by all involved people.

The Eleven attributes proclaimed in Mahanaarayanopnishad are Satyam, Tapah, Shamah, Damah, Daan, Dharmah, Prajanan, Agnihi, Agnihotram, Yajnam, and Manasam.

The Satyam stands for Truth and Sincerity. Tapah means the penance, perseverance and Working Hard with patience for the cause of Satyam. Shamah is nothing but Body Control in all the circumstances. Damah means Mind Control in any situation. Daan is nothing but offerings and here it is Dedication to the Lord and/or giving credit to the Boss. Dharma stands for foremost respect to your Duty within the stipulated and pre-decided framework. Prajanan is nothing but the originality in thoughts, and Creativity and Innovativeness and development for better. Purity signifies that by Purifying the mind and soul by dedicating yourself to the truthful cause, you can lead your life to ultimate reality which in fact leads to the moksha finally which could be called as the super success. Agnihotram is nothing but the Life's Rigor and Discipline in daily practice. Yajanam stands for Work is worship, and Manasam stands for Firm Determination to achieve success. Let's follow these eternal truthful procedures to achieve the peace and progress on the globe.

Purpose: Vedas, Shastras,PuranaH and DarshanaH are great contribution to the world by Indian sages and philosopher. These all scripts club are known as Indian Philosophy. These script consist several management, scientific, medicinal, social and technical knowledge and thoughts. But all these thoughts are in Sanskrit origin. The purpose of present study aims at to bring out such thoughts and unveil to the

world. Mahanarayana Upanishat consist several philosophical thoughts. Especially 22nd Hymn of current Upanishad says about the life style of an individual to get success in his life. So these mantras are known as successive mantras. We bring out these thoughts in this paper.

Design/methodology/approach: The present study is based on conceptual/perceptual analysis of the Vedic script. The thoughts and quoted examples are on the basis of author's own view of observation and not connected with any pre- published articles.

Findings: Different authors and theorist who said about methods and techniques to get success in every aspects of life are already pre described by the Indian sages and philosopher. The origin of various management thoughts are Vedas, Puranas, Darhsana and Shastras.

Research limitation/ implications: Conceptual analysis very difficult to analysis and it is very hard to collect some data.

Practical implications: The study is focusing on Indian contribution to the world in the field of management.

Originality/value: Provide new platform to study Indian philosophy and thoughts in different aspects like management, science, technology and so on.

Key Words: Mahanarayan Upanishad, Successive Mantras, Human resource, Mahanarayana Upanishad and successive mantras

Paper type: Perceptual

Introduction

Success mantras proclaimed by Mahanaarayanopnishad:

Mahanaaraayanopanishad is a biggest among Taitteriya Upanishad. According to the 22nd hymn of the Mahanaarayanopnishad, to achieve success in life, or in any other activity whether individual or organization level or global level, we require following attributes to be possessed by all involved people.

   1. **सत्यम् (satyam) - Truth and Sincerity**

2. तपः (tapaha) - The penance, perseverance and Working Hard with patience for the cause of Satyam

3. दमः (damaha) - Body Control

4. शमः (shamaha) - Mind Control

5. दानम् (daanam) - Dedication to the Lord and/or giving credit to the Boss

6. धर्मः (dharmaha) - Respect to your Duty within the stipulated and pre-decided framework

7. प्रजननं (prajananam) - Creativity and Innovativeness and Development for better

8. अग्निः (agnihi) - Purifying the mind and soul by dedicating yourself to the truthful cause

9. अग्निहोत्रं (agnihotram) - Life's Rigor and Discipline in daily practice

10. यज्नम (yajnam) - Work is worship

11. मानसं (maanasam) - Firm Determination to achieve success

A) सत्यम् – Truth and Sincerity:

"सत्येन वायुरावाति सत्येनादित्यो रोचते दिवि सत्यम् वाचः प्रतिष्ठा सत्ये सर्वं प्रतिष्ठितम तस्मात् सत्यम् परमम् वदन्ति"

"Satyena vaayuraa satyanaadityo rochate divi satyam vaachaha pratishtha satye sarvam pratishshtitam tasmaat satyam paramam vadanti"

Meaning:

Truth leads the Wind to blow and causes the Sun to arise, truth can withstand the turmoil called time which if comes nothing is left, that is why SatChitanand God is prayed as the almighty Sat.

Symbolic Meaning

वायुरावाति (vaayuraavaati) – The wind blows – in other words the name and fame of a Pandit leaves the boundary of his territory

आदित्यो रोचते (aadityorochate) - The Sun arises – Once the person reaches the desired milestone his Internal and External Beauty reflects his inner self.

Interpretation:

Here the Wind refers to our name and fame which can go beyond the planet and shine as star for a long time. In fact, we know Shree Ramchandra even after almost one million years of his existence on earth. Also, the intellectual meaning of this line is that truth leads name and fame and if he is of good character it can fetch peace of mind to him. The world Sun symbolizes the brightness of once individual which appears both internally and externally. Internal brightness gives shape to internal beauty of a person and external beauty directs him to get win – win approach in day-to-day complex career. In the next line, it is been stated that the eternal truth, remains as it is all the times. Thus proves that truth is key (mantra) for success.

Truth is one of the psychological concepts. It includes the facts, analyses, and realities. Truth can always remain with clear thoughts. It always brings out the vitality promptly. Logic, actuality, fidelity are inseparable part of Truth. Truth cannot be buried with untruthful ways. Once, Swami Vivekananda said that if we burry the truth deep inside the earth it will can bring such a tree which will have only truthful fruits, which can destroy the untruthfulness with more vengeance than it was buried. For illustration, The King Satya Harishchanda became famous character because of his Truthful behavior only. He inspired even M. K. Gandhi, as Truth lead him to good character made him an international leader and ultimately he became Mahatma.

In an organization *Truth* could be noted as being prompt to our boss, subordinates and other staffs and which conveys the communication as it is without bias even to external customers. These approaches lead both individual and organizational growth which can lead to supper success, as well.

Sincerity is the virtue of one who speaks truly about his or her own feelings, thoughts, and desires. Sincere expression carries risks to the speaker, since the ordinary screens used in everyday life are opened to the outside world. At the same time, we expect our near and dear ones and even leaders "to be sincere".

Factors affecting to become a sincere personality

 Internal Environments

1) Family 2) Parents   3) Culture

 External Environment

1) Practice 2) Knowledge   3) Experience

Mr. Nandan Nilekani an Indian entrepreneur and businessman is currently serving as the Chairman of the new Unique Identification Authority of India (UIDAI), after a successful career at Infosys Technologies Ltd. On 23 July 2009 he took charge as Chairman of the UIDAI, and on very first day he came 45 minute early to the office, showing his sincere and punctual approach in his life. That is how he has become one among the 100 top most influential business leaders in the world.

B) तप - The penance, perseverance and Working Hard with patience for the cause of Satyam

"तपसा देवा देवतामग्र आयंस्तपसार्षयः सुवरन्वविन्दम्स्तपसा   सपत्नान्प्रणुदामरातिस्तपसि सर्वं प्रतिष्ठितम तस्मात्तपः परमम् वदन्ति|"

"Tapasaa devaa devataamagra aayanstapasaarshayaha suvaranvavindanstapasaa sapatnaanpranudaamaraatistapasi sarvam pratishthitam tasmattapaha paramam vadanti"

Meaning:

Through persevering penance some Gods reach even to supreme position called (Indra Padavi), and Sages reaches to enlightenment, patience can even calm down the enemies.

Symbolic Meaning:

देवा: (devaaha) - The God – achiever who is hunger to achieve more

देवतामग्र: (devataamagraha)– Supreme position – to become boss to the boss

रुषयः (rushayaha) - The Sage – The person who is working hard with patience for the cause of Satyam

सपत्नान् (sapatnaan)- The opponents – competitors

अरातिः (araatihi)– Delegation

Interpretation:

The word God symbolizes that person who always tries to be better than whatever he was in the past.

The line *rushayah suvarnvavindan* symbolizes the person who is working always alert, patient and works with only Truth in his mind.

Sapatnaan Pranudaamaaraatiihi represents those characters who had criminal past however, after they became realized soul the next generation started treating them as a person to be worshiped.

तपः (tapaha) (penance) is a working hard with patience. The word hard working defined as "habitually working diligently and for long hours." तपः is not one day exercise but it is daily practice. The path of truth is known to be the path of Kshurasya Dhara Nishita Duratyaya, i.e. it is like walking on the razor edged sword. It doesn't require one time efforts but it is like patient work called the तपः. Hence, many feel that, तपः is like a punishment which assesses to achieve common objectives and goals. We can quote Napoleon Hill's points that "Effort only fully releases its reward after a person refuses to quit." Take example of the protagonist of three worlds Arjuna, the सव्यसाची (savyasaachi), he went to तपः (penance) in anticipation to achieve victory over the Kouravas in the anticipated battle of Mahabharatha. In fact, it reminds Mr. Doug Firebaugh's view that 'Every day do something that will inch you closer to better tomorrow'. As per the Vedas by performing तपः (penance) one can get prosperity and peace of mind in his life hence, तपः (penance) becomes one of the major principle of super success.

Here some great stories are illustrated to empower the above point.

Story1: Story of Colonel Sander' KFC

When Colonel Sanders was 65 years old; he was shocked to receive his first social security cheque of US $99. His only asset at that time was a secret chicken recipe. He left his home in Kentucky and

traveled to the many states in the US to sell this recipe. He offered his secret chicken recipe to many restaurants for free. All he wanted in return was a small percentage of the sales. However, he was shown the door by many restaurants.

"Get out of here. Who wants a recipe from a white Santa Claus?" the restaurant owners shouted, referring to the dress code Sanders adopted i.e. a white shirt and white trousers.

Over 1,000 restaurants rejected his offer. How many of you would have quit after making one or two unsuccessful sales calls? On his 1,009th sales visit, one restaurant finally accepted his offer. Today, Kentucky Fried Chicken (KFC) outlets and fatherly Colonel Sanders' statures are found all over the world. He has changed the way the world ate chicken- finger-licking's good!

Story 2: Thomas Alva Edison

It took at least a thousand attempts for Thomas Alva Edison the Famous scientist to invent the light bulb.

Story 3: Bhagavan Sri Sridhara Swamy Maharaj

Another typical example for तप: (penance) is Bhagavan Sri Sridhara Swamy Maharaj. He was an ordinary man when he decided to take Sanyasam. After he did great penance he reached the celestial power. Ultimately people started to follow his thoughts and philosophy. To achieve the total detachment in his life, he got rid off many of his unwanted qualities. E.g. he was very fond of sweet-meat and it was big hurdle for him for some time. Once, he mixed the cow-dung with the sweet meet and ate it. At every spoon meal he vomited a lot and ultimately he got rid of this hurdle. Thus, he achieved his pinnacle by performing severe तप: (penance).

C) दम: **-Body Control:**

"दमेन दान्ताः किल्बिषमवधून्वंन्ति दमेन ब्रह्मचारिणः सुवरगच्छन्दमो भूतानां दुराधर्षम् दमे सर्वं प्रतिष्ठितम् तस्मात्दमः परमम् वदन्ति"

"Damena daanataaha kilbishamavadhuunvanti damena bruhmacharinaha suvaragachchandamo bhutaanam duraadharsham dame sarvam partishthitam tasmaatdamaha paramam vadanti"

Meaning:

Body control make human beings free from sin, celibate-bachelors reach the feat of God; Body control also removes all the type of hurdles in the path of success.

Symbolic Meaning:

दमः (damaha)– Body Control – control over all activities which is decided and controlled by mind

दान्ताः (daantaaha)– One who has teeth – Human beings who are strong in nature

किल्बिषम् (kilbisham)– sin – rational thinking, mistakes which is knowingly or unknowingly committed

ब्रह्माचारिणः (bruhmachaarina)– the celibate bachelor youth

सुवरगच्छन् (suvaragachchan) – Reach High in position in their life

दुराधर्षम् (duraadharsham)– Free from obstacles

Interpretation:

The strong characters always called as दान्ताः (daantaaha). They defend themselves and his dependents and others, in thick and thin to live a fairly comfortable life. Also, there are some creatures like the leader of the elephant heard which can think and can take certain decisions like where to migrate and where to go for food in severe drought situations. Thu, by controlling the body one can overcome the complications.

Thus, Mind control is also part of supper success.

The external senses like Eye, Ears, Nose, Tung and Skin if controlled can bring total control over Body, which can bring success in life. The consequences of controlling these senses are:

1. Eye – It enhances our visible power, vision and eyesigth.
2. Ear – It enriches our conscious presence of mind in particular event or topic.
3. Nose – It enhances our grasping skill.
4. Tung – It refers to keep interest in a specific event or topic over a long period of time.
5. Skin – It makes one feel better in specific topic in any situation.

Sri Sri Ravi Shankar is a spiritual and humanitarian leader. He was born on May 13, 1956 in Tamil Nadu, India. He is often referred to by the double – honorific "Sri Sri", Guruji and Gurudeva. He is the founder of the international Art of Living Foundation which aims to relieve stress at an individual level, and to relieve disease and violence at a societal level. Sri Sri Ravi Shankar is also a driving force behind the charitable organization, International Association for Human 5H Values.

D) शमः - Mind Control:

"शमेन शान्ताः शिवमाचरन्ति शमेन नाकं मुनयोऽन्वविन्दन् शामो भूतानां दुराधर्षम् शमे सर्व प्रतिष्ठितम् तस्माच्चमः परमम् वदन्ति"

"Shamena shaantaaha shivamaacharanti shamena naakam munayonvavindan shamo bhutaanaam duraadharsham shame sarvam pratishthitam tasmachchamaha paramam vadanti"

Meaning:

Mind Control brings goodness, sages get heaven; mind control removes obstacle; hence mind control can take us to the supreme.

Symbolic Meaning:

शमः (shamaha) – Mind Control – Control over Once own Senses

शान्ताः (shaantaaha) – Seers – The person who has great control over his internal and external desires

नाकं (naakam) – The Heaven – The supreme position or Ultimate goal in once life

Interpretation:

Seers are those people who have control over their internal and external desires and hence called शान्ताः (Shaantaahaa). These people are neither too much excited nor get frustrated any time while taking the decision. Therefore these people are always happy and they will get good results.

The line "शमेन नाकं मुनयोऽन्वविन्दन" (shamena naakam munayonvavindan) means the person who has certain goal and work every moment to achieve that destination, by proper control over his / her desires.

Thus, Mind control is also part of supper success.

Each Human body has 5 internal organs of sense and 5 external organs of sense. Mind leads man to take proper decision according to his or her progress.

Before taking any decision one has to introspect and analyze the situations and then take the proper decision. Mind control can be achieved by practicing meditation. So Mind control is known as principle to achieve success in once life.

Illustrations:

M. S. Dhoni the youth icon hail from India is a typical example to above description. He has great mind control and never gets struck under any critical situation. So He became captain of Indian Cricket team with in 3 years even after he started his international career.

Pandit Ravi Shankar (born 7 April 1920), is an Indian classical musician and composer and Sitarist. He was described as "the most famous Indian musician on the planet" by Ken Hunt of All music.

E) **दानम् - Offerings and Dedication to the Lord and/or giving credit to the Boss**

"दानं वरूथं दक्षिणा लोके दातारं सर्वभूतान्युपजीवंति दानेनारातिरपानुदंत दानेन द्विषन्तो मित्रा भवन्ति दाने सर्वं प्रतिष्ठितम् तस्माद्दानं परमम् वदन्ति"

"Danam varutham dakshina loke daataaram sarvbhuutaanyupajiivanti daanenaraatirapaanudanta danena dwishanto mitra bahvanti daane sarvam pratishthitam tasmaddaanam paramam vadanti"

Meaning:

Via Dedication the Dedicator gets all prosperity and wealth; and even enemies can become friends; everything is decided by dedication and hence Dedication and offering self to achieve pinnacle, has its own importance.

Symbolic Meaning:

दानं (daanam)– Offering and Dedication to the Lord – giving credit to Boss

द्विषन्तः (dwishantaha)– Opponents – Competitors

Interpretation:

To get something one should sacrifice something. Thus, to get more one has to strive hard, leave some personal likings and disliking. Dedication reflects one's social character. Companies are ready to give some concession to promote them and make higher profit. This concession is also known as a type of dedication and gives better result. Via Dedication the Dedicator gets all prosperity and wealth and enemies become friends.

Deication is tool for development. If you dedicate yourself self you will develop, if you dedicate for country sake your country will develop. "दानेन द्विषन्तो मित्रा भवन्ति॥" (daanena dwishanto mitraa bahvanti) - (यजुर्वेदः - yajurvedaha)

Many Persons dedicated themselves to reach the peak point in their career like M. K. Gandhi and Protima Gauri Bedi. So that Dedication is another principle of success.

M. K. Gandhi dedicated his whole life for the sake of country during pre independent movement. He is known as father of nation because of his great determination and dedication.

Protima Gauri Bedi Protima Gauri Bedi dedicated herself for dance and ultimately she established 'Nrityagram', a dance village near Bangalore in 1990.

F) धर्मः - **Foremost respect to once Duty within the stipulated and pre-decided framework**

"धर्मो विश्वस्य जगतः प्रतिष्ठा लोके धर्मिष्ठं प्रजा उपसर्पन्ति धर्मेण पापमपनुदन्ति धर्मे सर्वं प्रतिष्ठितम् तस्माद्धर्मं परमम् वदन्ति"

"Dharmo vashwasya jagataha pratishthaa loke dharmishtham prajaa upasarpanti dharmena paapamapanudanti dharme sarvam pratishthitam tasmaddharmam paramam vadanti"

Meaning:

Foremost Respect to once Duty (*Dharmaha*) is nature of entire world/ cosmos; People respect the person who respects his duty; everything be possible trough *Dharmaha;* therefore respect to once Duty has its own important.

Symbolic Meaning:

धर्मः (dharmaha) – Foremost respect to once duty within the stipulated and pre- decided frame-work

विश्व: (vishwaha)- The cosmos – The whole; entire

जगतः (jagataha) - the universe – the nature

धर्मिष्ठं: (dharmishtham) - The person who respects his /her duty within the stipulated and pre-decided frame-work

Interpretation:

"धर्मो विश्वस्य जगतः प्रतिष्ठा" (dharmo vishwasya jagataha pratishthaa) that means to give respect to once own duty is nature of the world. The word विश्वस्य refers entire, whole or total cosmos and the word जगतः stands for the world or the nature. Both words are in Shathi Vibhakti which means relativism. Each and every creature on the planet knowingly or unknowingly respects others because respect is nature of all creations.

The लोके धर्मिष्ठं प्रजा उपसर्पन्ति (loke dharmishtham prajaa upasarpanti) means that if one respects his duty people will give respect to him, will follow his words and obey with his order.

"धर्मेण पापमपनुदन्ति" (dahrmena paapamapanudanti)means there is no hurdle occurs if one knows his duty and does his job with satisfaction. He is called self motivated person. So we should foremost respect to our Duty within the stipulated pre-decided frame work.

Our satisfaction and fulfillment in career is decided by how we respecting our duty. So Respect Our Duty is very important to achieve success in life.

Illustration:

Mother Teresa

Mother Teresa survived the victims, the patients and the poor people. She respected her job and ultimately she was honored Nobel peace prize for her life time achievement.

G) प्रजननं - The Originality in thoughts, Creativity, Innovativeness and Development for better:

"प्रजननं वै प्रतिष्ठा लोके साधु प्रजायाम्स्तंतुम् तन्वानः पितृणामनृणो भवति तदेव तस्याँरुणो तस्मात्प्रजननं परमम् वदन्ति"

"Prajananam vai pratishthaa loke saadhu prajaayaanstantum tanvaanaha pitrunaamanruno bhavati tadeva tasyanruno tasmaatprajananam paramam vadanti"

Meaning:

प्रजननं (prajananam) is the way to create civilized and cultured generation in the world; past generations get moksham so प्रजननं is important.

Symbolic Meaning

प्रजननं (prajananam)- Production / Reproduction – The originality in thoughts, Creativity, Innovativeness and Development for Better

साधु (saadhu) – Good – Creativity with good concept

प्रजायाम्स्तंतुम् (prajaayaanstantum)– Generation – line of new and healthy products

अनृण: (anrunam) - liability – Expectation

Interpretation:

The word प्रजननं means creating good, healthy and peaceful environment and generation. An entrepreneur or a business man should be creative, innovative and think out of box to come out of complexity and competition. Moreover he has originality in his thoughts, creativity, and innovativeness to succeed in his life. That is why प्रजननं (Creativity and innovativeness) is important.

Success stories:

Story Number 1: Mahesh Bhat – The new spark in Hindi film Industry:

Mahesh Bhat analyzed the situations of Indian / Hindi film industry and started to produce the films with small budget with his imagination, fictions and creativity. Ultimately he succeeded in that and became one of the famous producer in Hindi film industry.

Success Story 2: Arthur Fry

Arthur Fry the glue used in 3M Post-It pads was originally meant for fixed surfaces like the bulletin board. A 3M chemist, Arthur Fry, thought of other uses but could not find any for this glue. One evening, while he was practicing singing with his choir at North Presbyterian Church in St Paul, a light breeze blew his hymn sheets away. He was irritated. Then- Aha! He had a creative insight. To prevent the hymn sheets from flying away, he used the glue to stick paper onto paper. The Post-It pad was born. Fry received a yearly royalty for his invention.

Success Story 3: Fred Smith

When Fred Smith attended Yale University Business School, he wrote a project paper on the concept of overnight package delivery. The professor awarded Smith a "C minus" for it. This was because he reasoned the proposal had little potential as the postal industry was monopolized by the US Mail. Who would want to send a package through another courier when there was the US Mail? Undeterred, Smith put his money where his mouth was and started Federal Express. On the first day of business, his goal was to deliver 167 packages. However, he only delivered 7, 5 of which were packages sent to him. Today, Federal Express is one of the World's largest overnight delivery companies.

There are so many who succeed through simple and creative ideas can named as Sunil Bharati Mittal the founder of Airtel, Suhas Gopinathan – the youngest entrepreneur, Sergey Brin and Larry Page the Founder of Google search engine and so on.

H) <mark>अग्निः</mark> - **Purifying the mind and soul by dedicating yourself to the truthful cause:**

"अग्नयो वै त्रयी विद्या देवयानः पन्था गार्हपत्यमुक प्रथिवी रथन्तरमन्वाहार्यपचनो यजुरन्तरिक्षं

वामदेव्यमाहवनीयः साम सुवर्गो लोको ब्रुहत्तस्मान्नग्निं परमम् वदन्ति"

"Agnayo vai trayi vidya devayaanaha panthaa gaarhapatyamruk prathivii

rathantaramanvaahaaryapachno yajurantariksham vaamadevyamaahavaniiyaha saama suvargo loko

bruhattasmaannagnim paramam vadanti"

Meaning:

अग्निः (agnihi) (The Fire) is the another name given to Vedas (truth); it leads way to heaven. गार्हपत्यम् (gaarhapatyam) is titled by Rugveda, related to earth or solid state of body; वामदेव्यम् (vaamadevyam)(related to Vamadeva) दक्षिणाग्निः (dakshinaagnihi)is second one know as Yayurved, it helps to digest food, stands for Surface, The आहवनीयः (aahavaniiyaha) is termed as Saama Veda refers to heaven; So that अग्निः (The Fire) is key for success.

Symbolic Meaning:

अग्निः (agnihi) – the fire – symbolizes Purifying the mind and soul by dedicating oneself to the truthful cause

त्रयी विद्या (trayii vidya) – three knowledge/ Vedas – Skill to purify our body, heart, and mind through which we can have great control over ourselves and achieve our common objectives

देवयानः (devayaanaha) – The chertier of Celestin Bodies – the passage supreme Success

पन्था (panthaa) - the way

प्रथिवी (prathivii) – the solid – the body

अन्तरिक्षं (antariksham) – The surface – The heart

सुवर्गो लोकः (suvargo lokaha) - The heaven – the mind

Interpretation:

Fire burns everything in a single shoot. It symbolizes purity. Therefore Indians worship fire as God, and it is the messenger / angel between Human beings and the God. The meaning of later part is that purity is the bridge between common lives and successful life.

In this hymn the word अग्निः (agnihi) (the fire) refers to 3 Vedas i.e Rugveda, Yjurveda and Saamaveda. The word त्रयी (trayii) (three) refers to three organs in human body they are the body, heart and soul. One should purify these three organs as we can say as;

- Purity in Body
- Purity in Mind and Heart
- Purity in Soul

Rugveda assigns several tasks to life that we should do; it leads *gaarhapatyangihi* represents *Prathivi Tatvam* is known as the Solid that is base for all task. Here *Prathivi* symbolizes one's body. The entire hymn reflects that purity in one's body is like a spark of fuel which requires to starting any successful journey.

Yajurved says how to do these tasks and refers to *Dakshinaagni*. It represents *Antariksham* (Surface) and delivers the offering to *Vamadeva* or God. Here the word *Antariksham* (Surface) symbolizes the heart and mind of a human body. Purity in Mind and heart lead one's goal towards right direction.

Samveda represents *Aahavaniya* which is known as the heaven or soul. It means purity in soul is last stage of success that is सुवर्गो लोकः (suvargo loakaha) the heaven.

Therefore these 3 types of purities are strictly followed by a successive person. Therefore Vedas says Purity leads success.

I) अग्निहोत्रं - The Life's Rigor and Discipline in daily practice

"अग्निहोत्रं सायं प्रातगृहाणां निष्कृतिः स्विष्टं सुहुतं यज्ञक्रतूनाम् प्रायणं सुवर्गस्य लोकस्य ज्योतिस्तस्मादग्निहोत्रम् परमम् वदन्ति"

"Agnihotram saayam praatargruhaanaam nishkrutihi swishtam suhutam yajnakratuunaam praayanam suvarhgasya lokasya jyotistasmaadagnihotram paramam vadanti"

Meaning:

अग्निहोत्रं (agnihotram) (The Agnihotram) is the daily practice to worship lord अग्निः (agnihi). Through this one can contribute to the environment; clear fruits are food for *yajnam;* अग्निहोत्रं is light of Heaven; therefore अग्निहोत्रं is important.

Symbolic Meaning:

अग्निहोत्रं (agnihotram) – The daily practice to worship lord अग्निः – the life's Rigor and Discipline in daily practice

गृहाणाम निष्कृतिः (gruhaanaam nishkrutihi) – Enforces to move planets- Motivates others to support

स्विष्टं (swishtam) – Fruit – The Goal

सुहुतं (suhutam) – clearly Burned – Clear

प्रायणं (praayanam) – Food – Satisfaction

Interpretation:

The life's Rigor and Discipline in daily practice help to get external support which is also requires to achieving success. One should practice daily with clear thoughts to achieve the common objectives and goal.

अग्निहोत्रं (The Agnihotram) is a daily practice to worship lord अग्निः (The Fire) with discipline and serious. Time and Discipline are two key factors of a successful person. During the period of Vedas sages suggest performing agnihotram daily twice that is nothing but "Discipline in Daily Practice". Therefore Discipline in Daily Practice is a major factor in success.

J) यज्ञम - Work is worship :

‘‘यज्ञ इति यज्ञो हि देवानां यज्ञेन हि देवा दिवं गता यज्ञेनासुरानपानुदंत यज्ञेन हि द्विषन्तो मित्रा भवन्ति यज्ञे सर्वं प्रतिष्ठितम् तस्माद्यज्ञम् परमम् वदन्ति’’

"Yajna iti yajno hi devaanaam yajnena hi devaa divam gataa yajnenaasuraanapaanudanta yajnena hi dwishanto mitraa bhavanti yajne sarvam pratishthitam tasmaadyajnam paramam vadanti"

Meaning:

Through यज्ञ (yajna) Gods reach heaven; devils get defeated; opponents get converted to friends; thus everything is possible through यज्ञ (yajna) that is the importance of the यज्ञ.

Symbolic meaning

देवा: (devaaha) - Achiever

दिवं (divam) – Heaven- Supreme position

Interpretation

यज्ञम (yajnam) is a Course of Action which is performed by set of skilled and purified brahmanas on behalf of a यजमानः (Yajamana) to reach specific set of objectives. यजमानः (Yajamana) should involve in all the activities with passions and concentration for a specific period of time to get फलं (phalam) (the fruit). Work is known as worship. All successful persons know work is worship that motivates highly to achieve the success.

Success is purely action oriented. Moreover it needs many hands to get complete like thousands of bricks builds a building.

Therefore work is worship is another factor to achieve success.

K) <mark>मानसं</mark> - Firm Determination to achieve success.

"मानसं वै प्राजापत्यं पवित्रं मानसेन मनसा साधु पश्यति मनसा रुशयः प्रजा असृजंत मनसे सर्वं प्रतिष्ठितम् तस्मान्मानसम् परमम् वदन्ति"

"Maanasam vai praajaapatyam pavtram maanasena manasaa saadhu pashyanti manasaa rushayaha prajaa asrujanta manase sarvam pratishthitam tasmaanmaanasam paramam vadanti"

Meaning:

मानसं (maanasam) (Determination) is related to *Brahma* the creator and generator of new entities with fundamental concepts. Through positive मनस: (manasaha) only good things can be seen and felt. Saints also innovate and create new concepts and things; thus (directly or indirectly) मानसं (Determination) is an inseparable part of (every) successive story.

Symbolic Meaning:

मानसं (maanasam) – Firm Determination

प्राजापत्यं (praajaapatyam) – Related to *Brahma*

प्रजा: (prajaahaa) - Creations – New kind of production

Interpretation:

"मानसं वै प्राजापत्यं पवित्रं" (maanasam vai praajapatyam pavitram) refers to one's determination to do a particular job. Half of the job gets complete once it has determined.

"मानसेन मनसा साधु पश्यति" (maanasena manasaa saadhu pashyanti) means that strong and serious determination brings win-win approaches in life.

"रुशयः प्रजा असृजंत" (rushayaha prajaa asrujanta) means that experienced hand always creates new things which brings success in any one's life.

Thus determination is considered as the first step of success. So Vedas says मन:(Manaha) or Determination should be clear and strong until we reach our dream.

Therefore firm determination is very important to achieve success.

Conclusion:

सत्यम् , तपः, दमः, शमः, दानम् , धर्मः , प्रजननं , अग्निः , अग्निहोत्रंं , यज्ञम, मानसं are timeless best

attributes, and are the timeless best practices. Hence, if inculcated and practiced by anyone can fetch the

desired positivity and success to anyone in his/her life or work.

8. Business strategy planning for a multicultural oil and gas joint venture asset: An Amazing case of India-China Joint Venture in Colombia

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ABSTRACT

Purpose:
To let world know that China and India are not only neighbors but are traditionally natural partners on business and cultural fronts as well, and may be Chindia i.e. if China and India work together they can produce the marvels like what happened in this Columbian Oil and Gas joint venture.

Research limitations/implications:
Focused on this oil and gas venture alone

Practical implications:
It could revolutionize the joint ventures like what happened in Space venture where the rivals USA and Russia came together.

Originality/value:
New concept.

Keywords:

Joint Venture, India, China, Columbia, Oil and Gas, Manasarovar, ONGC, Ecopetrol

Paper type:

Research Paper

Technical Abstract:

The Indian businesses have gone worldwide over the past few decades, after India implemented the strategy of Liberalization (L), Privatization (P), and Globalization (G). The role of business with values has gained importance to sustain in the global competition. Through commerce, trade, investment, exchange of ideas and knowledge, business has become a major player across contrasting cultures and peoples. Firms enter into Joint Venture (JV) agreements in order to create new products and services, enter new foreign markets, or

potentially both. Still these JV's can be challenging to manage, mostly because they are owned by two or more parent companies of different origins. These companies may have competing or incongruent goals in the multi-dimensional businesses. Even they may have differences in management styles in the international business. Some additional complexities get added with differing government policies, regulations, strategies and business practices.

Mansarovar Energy Colombia Ltd. is the first JV formed by India's ONGC and China's Sinopec, is engaged in the heavy oil, which is an unconventional oil resource. They are mutually engaged in the exploration, development and production of oil and natural gas in Colombia, a South American country. These countries jointly acquired the oil producing block in Colombia for $850 million in 2006. The firm owns interests in 11 fields across Colombia's Middle Magdalena in Amazon basin, through association contracts with Colombia's state oil company Ecopetrol.

This project undertaken at Mansarovar Energy Colombia Ltd, Colombia, South America details the business strategies adopted by such parent companies engaged in Exploration and Production in a foreign land in association with the local governments' or their representative participation.

Here, we are going to discuss the business strategies adopted by comparatively hostile countries, India and China who fought full-fledged war in 1962; however, they have come together in this oil and gas project, which shows these countries have joined hands for their own energy security and sustainability.

This further showcases that, even so called enemy countries which are separated by territories, come together for/on energy needs and for their own survival.

Amazingly in this joint venture, multi countries human resources are using technologies and techniques from various countries. There are technologies of China in the field of Mechanical units like Sucker Rod Pumps (SRP), Artificial Lift Systems(ALS); planned and executed by Indian Executives from ONGC Videsh; supported by German cavity pump technologies, and Canadian multiphase pump technologies which are handled by the Colombian skilled personnel.

OBJECTIVES

Objective (Broader): To understand a multicultural oil and gas JV business (between two or more countries); its corporate governance, strategic framework, business modeling, challenges and regulations, anatomy and performance.

Objective (Focused): To study and carry out on the field research of business strategies adopted by Mansarovar Energy Colombia Ltd. (MECL), a JV between India's ONGC and China's SINOPEC based in Colombia, South America.

INTRODUCTION

In the multicultural global environment, success of a business today has much to do with an ability of the company to understand and respect the communities in which it operates. Leadership always goes to the person who remains gentle in managing the conflicts.

It has been observed that the process of learning to work together is not always free of tensions, and hence mistakes are made. In the multi-nation business it becomes a critical force in support of cultural understanding, building bridges between cultures and people by offering the prospect of economic opportunity.

China and India account for one third of the human population, and are among the fastest growing economies in the world. In order to allow their high growth potential for development, China and India have started a world spanning quest for energy resources. China opened their economy for the global business in 1980's whereas India opted it in 1990's.

China is almost growing with a GDP rate of 10% and India with 6%. As everyone is aware that the engine of growth for China is manufacturing and for India it is manufacturing as well as, IT and ITES, thus the demand for energy shoot up to alarming heights. Hence, China and India having limited resources started looking out and showed interest in oil rich nations. China went in joint ventures with almost all existing countries in the world whereas India could reach upto almost 150 countries. But, when India's IT growth went geometrical, the energy need shoot up which made India to look out to fulfill its energy basket.

As shown in Exhibit 1, Mansarovar is the result of the alliance of two government-owned oil companies; ONGC of India and SINOPEC of China. These countries share a border in the Himalayas, and Mansarovar Lake is right on the frontier.

JV structure
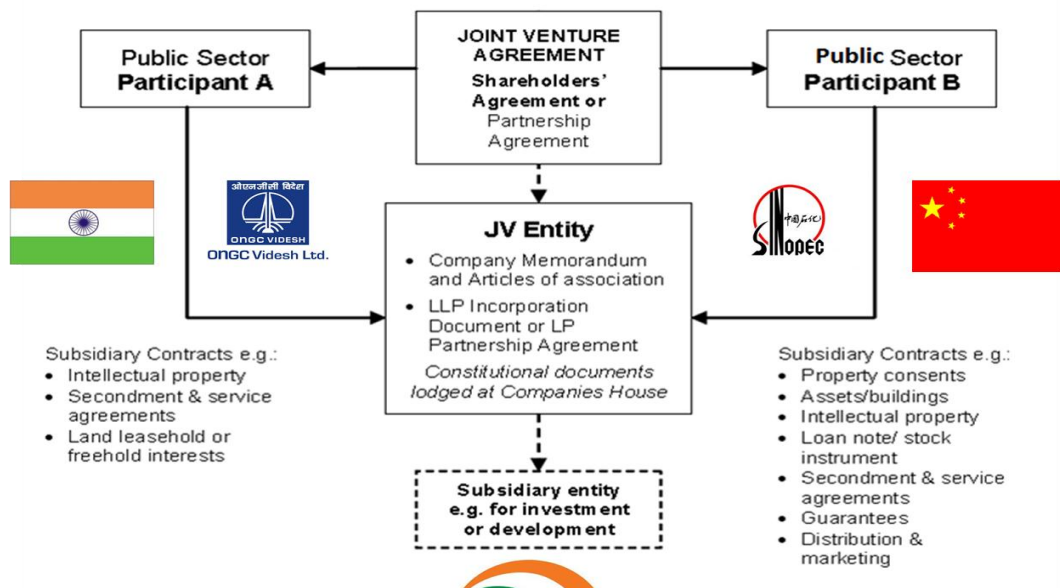
Exhibit 1: Indo-Sino Joint Venture

In joint venture operations, mutual understanding and equal importance plays an important role.

Even when the logo was designed, the genius from both the countries came out the following master piece.

Design description of Logo:

The upper part of the logo signifies the mighty Himalayas between India and China. The overlap in the logo explains the integration for a common cause.

The lower part of the logo shows the reflection of Himalayas in the Mansarovar Lake and this integration is also reflected in Mansarovar logo

Mansarovar Energy Colombia Ltd.

Exhibit 2: MECL logo

The upper part of the logo signifies the mighty Himalayas between China(Red) and India(Blue). The overlap explains their integration for common cause.

The lowert part of the logo signifies the reflection of the Himalayan integartion in the lake Mansarovar.

Exhibit 3: Logo description

LITERATURE REVIEW

Energy security is a holistic concept which varies from country to country according to need. For the exporting countries there must be a continuous access of market for the selling of energy sources. For an importing country, it essentially implies "ensuring uninterrupted supplies of energy to support the economic and commercial activities necessary for the sustained growth of the economy" (Willrich, 1975). The critical relevance of this concept for India and China emanates from a growing imbalance between the demand for energy and its supply from indigenous sources, implying, therefore, growing import dependence for each nation.

	China	India
Total Population	1,330,044,544	1,147,995,904
Military Manpower Available	729,323,673	584,141,225
Fit for Military Service	609,273,077	467,795,073
Reaching Military Age Yearly	20,470,412	22,229,373
Active Military Personnel	2,255,000	1,325,000
Active Military Reserves	800,000	1,155,000
Active Paramilitary	3,969,000	1,293,300
Total Air-Based Weapons	1,900	1,007
Total Land-Based Weapons	31,300	10,340
Total Naval Units	760	143
Towed Artillery Systems	14,000	4,175
Merchant Marine Strength	1,822	501
Major Ports and Terminals	8	9
Aircraft Carriers	1	1
Destroyers	21	8
Frigates	42	16
Submarines	68	18
Patrol Coastal Craft	368	43
Mine Warfare Craft	39	12
Amphibious Operations Craft	121	7
Defense Budget / Expenditure	$59,000,000,000	$32,350,000,000
Foreign Reserves	$1,534,000,000,000	$275,000,000,000
Purchasing Power	$7,099,000,000,000	$2,966,000,000,000
Oil Production	3,725,000 bbl	810,000 bbl
Oil Consumption	6,930,000 bbl	2,438,000 bbl
Proven Oil Reserves	12,800,000,000 bbl	5,700,000,000 bbl
Total Labor Force	800,700,000	516,400,000
Roadway Coverage	1,930,544 km	3,316,452 km
Railway Coverage	75,438 km	63,221 km
Waterway Coverage	124,000 km	14,500 km
Coastline Coverage	14,500 km	7,000 km
Major Serviceable Airports	467	346
Square Land Area	9,596,960 km	3,287,590 km

Exhibit 4: China vs. India comparison in 2008

How is India dealing with its increasing foreign energy dependence? The country approaches energy security in different ways: i) Increase domestic exploration and production, build strategic oil stocks, ii) diversify fuel and encourage import source diversification especially through acquisition of equity oil. As in the case of India, the overseas acquisitions are mainly carried out by India's state-owned Oil and Natural Gas Company (ONGC) and its subsidiaries.

India faces two major problems concerning its oil imports: i) the first is the heavy dependence on imports from the Middle East; ii) the second is India's tensed relationship to its neighboring countries because of even which Iran-Pakistan-India (IPI) pipeline is on hold.

Comparing the two countries' quests for energy, it is clear that China is ahead of India. But despite the Chinese advance, both countries' efforts to enhance energy security are quite similar. For both China and India, energy policy is guided by their heavy dependence on internal oil and gas consumption.

Particularly, they rely on oil imports from the Middle East. Therefore, both countries' efforts to secure energy aim at the diversification of both source and type of fuel. To reduce reliance on oil, the fuel of choice for India and China is natural gas, although gas has to be imported as well. In their quest for energy diversification, they meet in every energy rich region of the world: Middle East, Russia, Central, South and Southeast Asia, Africa, Latin America and Australia.

RESEARCH METHODOLOGY

•   Part I- Exploratory study with systematic questionnaire and firsthand information as primary data, and some secondary data from the files of the organization.

•   Part II- Descriptive study

According to Rosalind Reischer of the Diplomat newsletter the reality of growing economic interdependence is contrary to the protectionist impulse that runs strong in both countries. Both nations strive to be energy independent, but in an increasingly interconnected and globalized world, neither India nor China has the financial or political capital to unilaterally and effectively develop energy resources across all energy markets.

The proposed Oil and Natural Gas Corporation (ONGC) and China National Petroleum Corporation (CNPC) partnership will ease exploration and development costs by enabling both countries to jointly participate in developing new energy resources. As two of the biggest economies in Asia which are the largest oil importers, energy access and development are primary and mutual concerns for India and China. Competition and high energy prices stem from the recognition on the part of both governments that energy availability will be a critical limiting factor for the growth of both economies, as energy access and availability is vital to economic growth.

This research on joint venture (JV) performance identifies prominent international business discussions and implications drawn from our observations on successful JV management, taking into account:

i) The decisions JV partners must make throughout the partnering process

ii) Initial motivations through partner selection and negotiation of terms to implementation and ongoing management.

Defining our research problem	Research Design	Development of research plan	Sampling design	Methods of data collection-primary	Processing and Analysis of data
Objective: How is a multicultural JV managed?	Variables selection Control	Organize ideas State the details Techniques to be adopted Population to be studied	Sampling frame Non-Probability sampling	Observation method Interview method	Classification Analysis Modeling RADAR Analysis PEST Analysis Force Analysis

Exhibit 5: Research Design

Methods	Techniques
Participant observation	Interactional recordings
Mass observation	Recording mass behavior, interviewing
Opinionnaire	Recording opinions
Personal interview	Open and Closed questions
Focused interview	Upon a given experience and its effects
Group interview	With small group and respondents
Case study	Intensive analysis

Exhibit 6: Methods and Techniques

ANALYSIS OF DATA

During the research work, the data collected was analyzed for the following:

- RADAR Analysis (chart)
- PEST Analysis (graphics)
- Force Analysis (graphics)

The radar is a chart consisting of a sequence of equi-angular spokes, called radii, with each spoke representing one of the asset variable. The data length of a spoke is proportional to the magnitude of the variable for the data point relative to the maximum magnitude of the variable across all data points where as the PEST analysis is useful for understanding market growth or decline, and as such the position, potential and direction for a business. A PEST analysis is a business measurement tool. PEST is an acronym for Political, Economic, Social and Technological factors, which are used to assess the asset management.

The Criteria's for the research analysis:
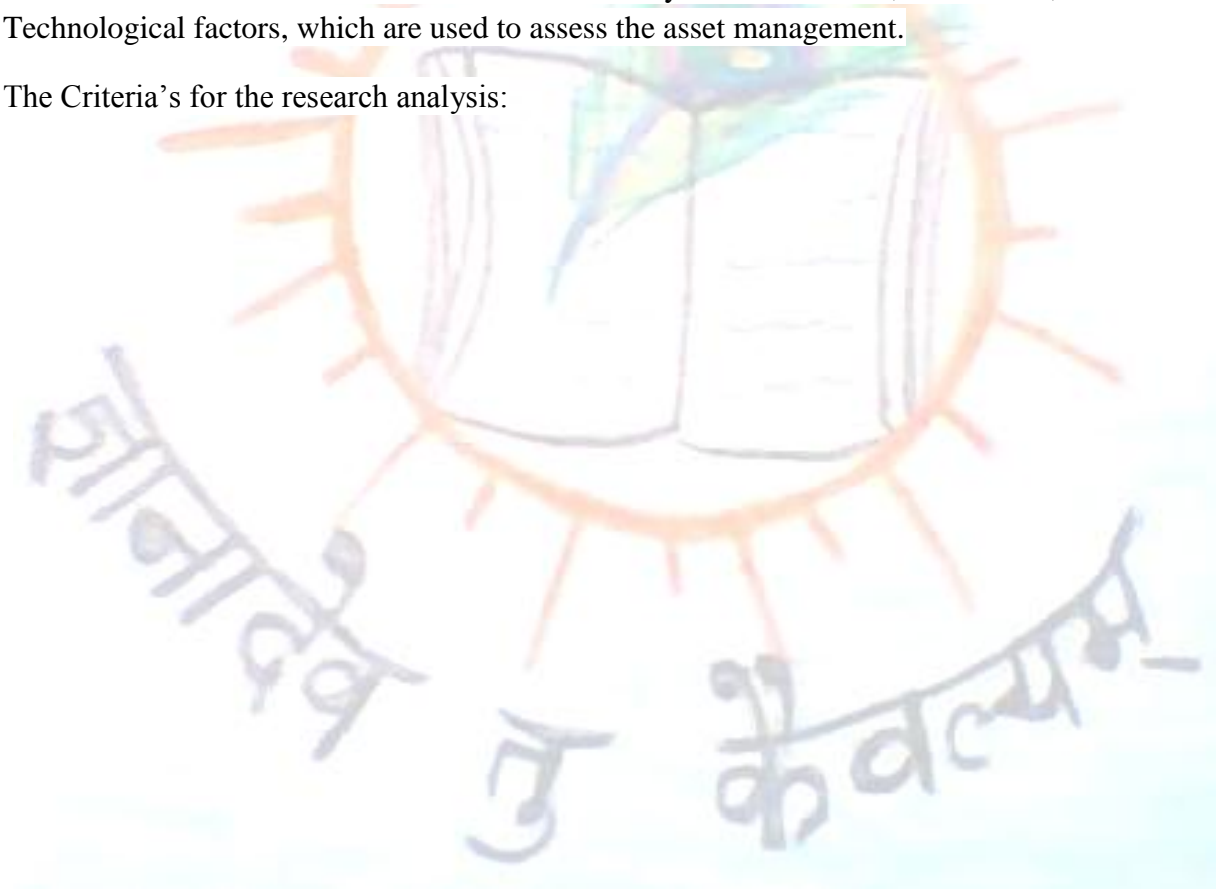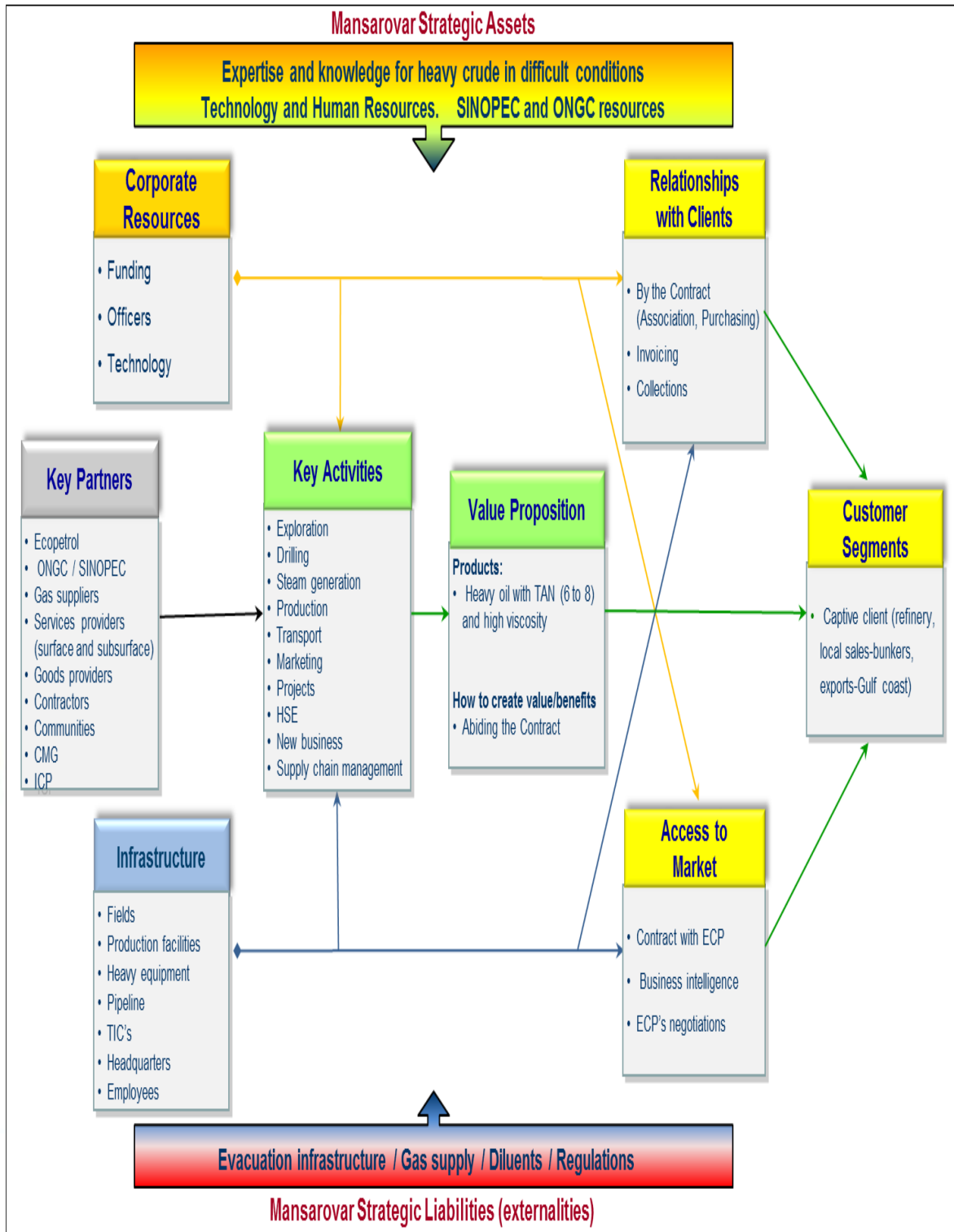
Exhibit 7: Asset values
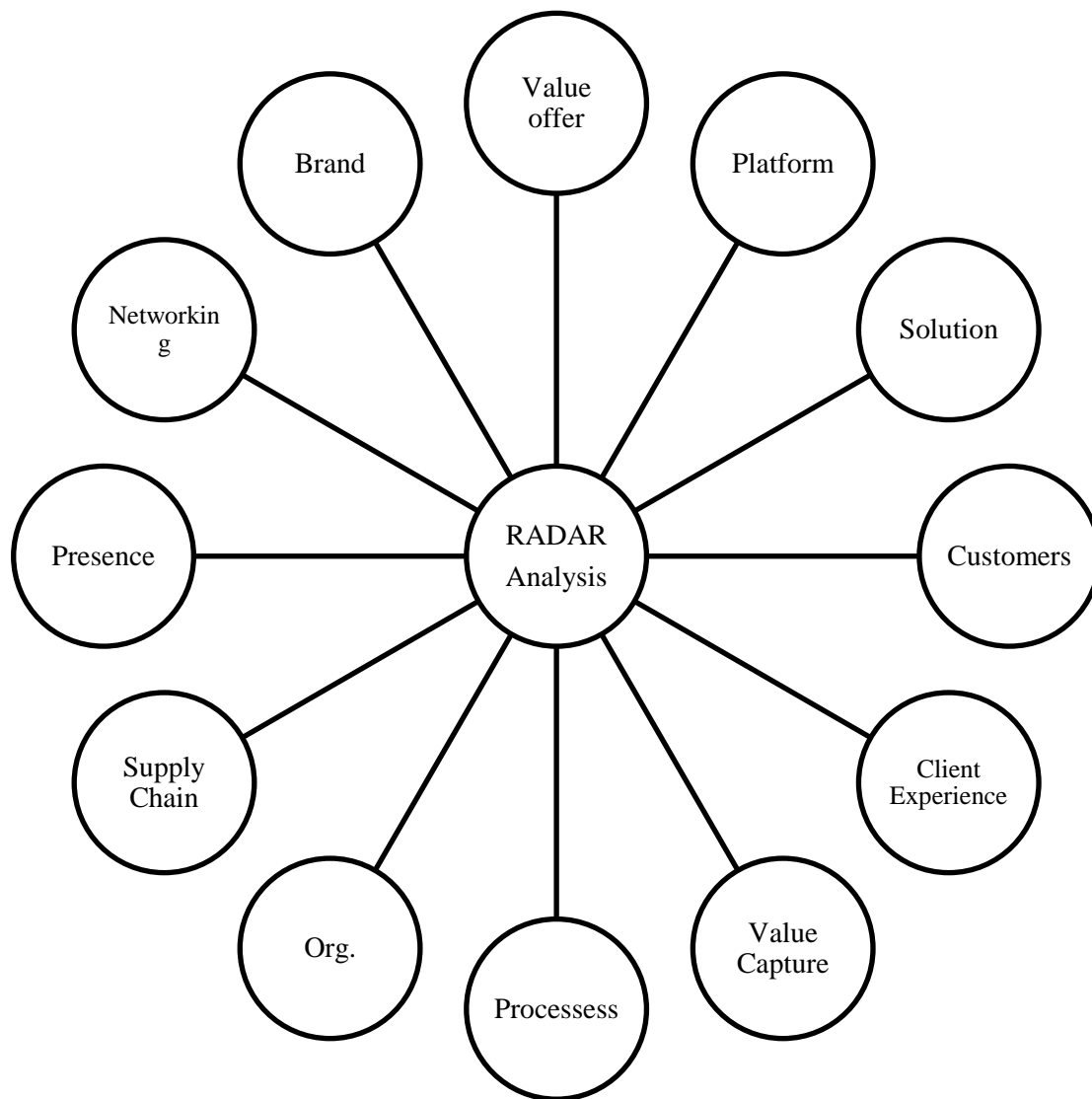
Exhibit 8: RADAR factors
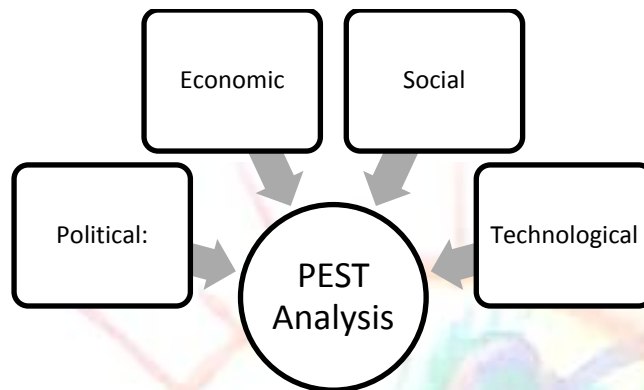
Exhibit 9: PEST analysis factors

Exhibit 10: Force analysis factors

RESULTS

A business strategy and development plan should be prepared for early discussion with potential JV partners. The plan may change over time as a result of discussion and negotiation with JV partners, but it is important that there is a clear, early view of the assets, geographies, markets, outstanding commitments, investment case/timings and growth targets on which to base discussions with JV partners and potential partners. This plan should also cover areas such as the proposed JV governance model and decision-making process. It is critical to get the balance right between allowing JV management enough autonomy to effectively manage the

business while allowing the JV partners to maintain control over the operations and effectively determine the longer term strategy and commitments of the JV.

Our research work was designed to determine and investigate the elements which define the success for a multicultural JV. These elements, hence found are presented using a graphic below in form of a business model.
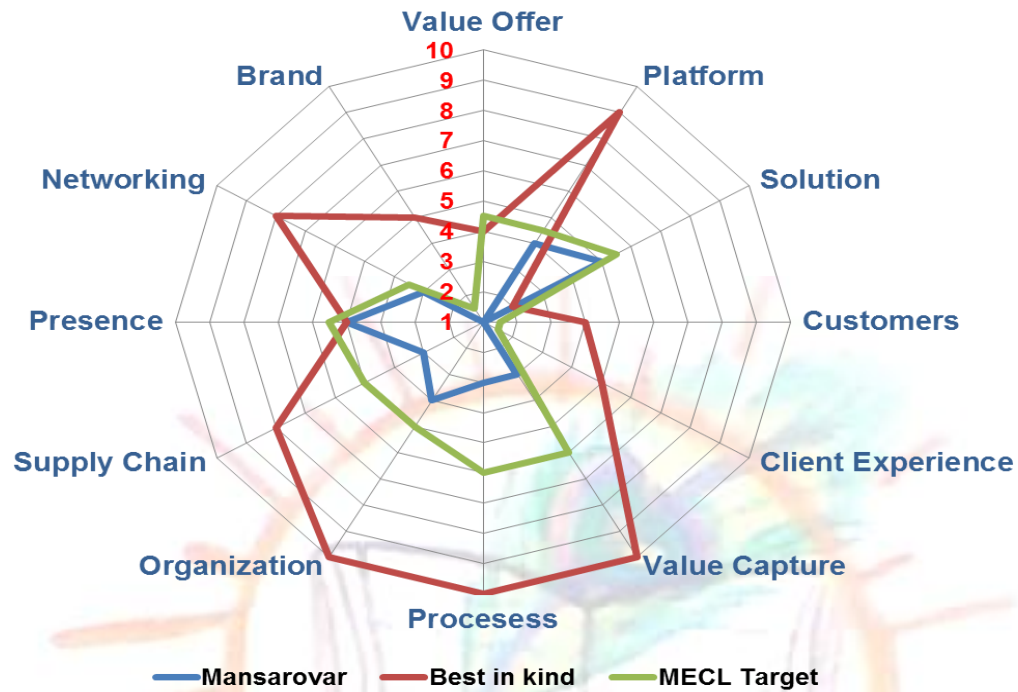
The findings during this research are represented through the Radar diagram. Data collection was done by means of observations, personal interviews and questionnaires with employees.

The PEST and Force analysis is also graphically represented.
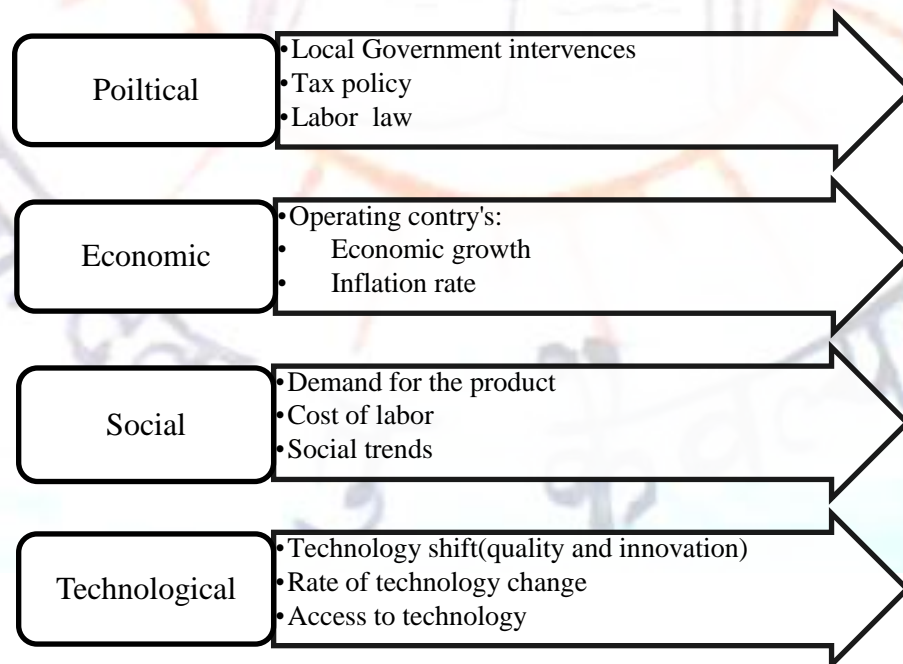
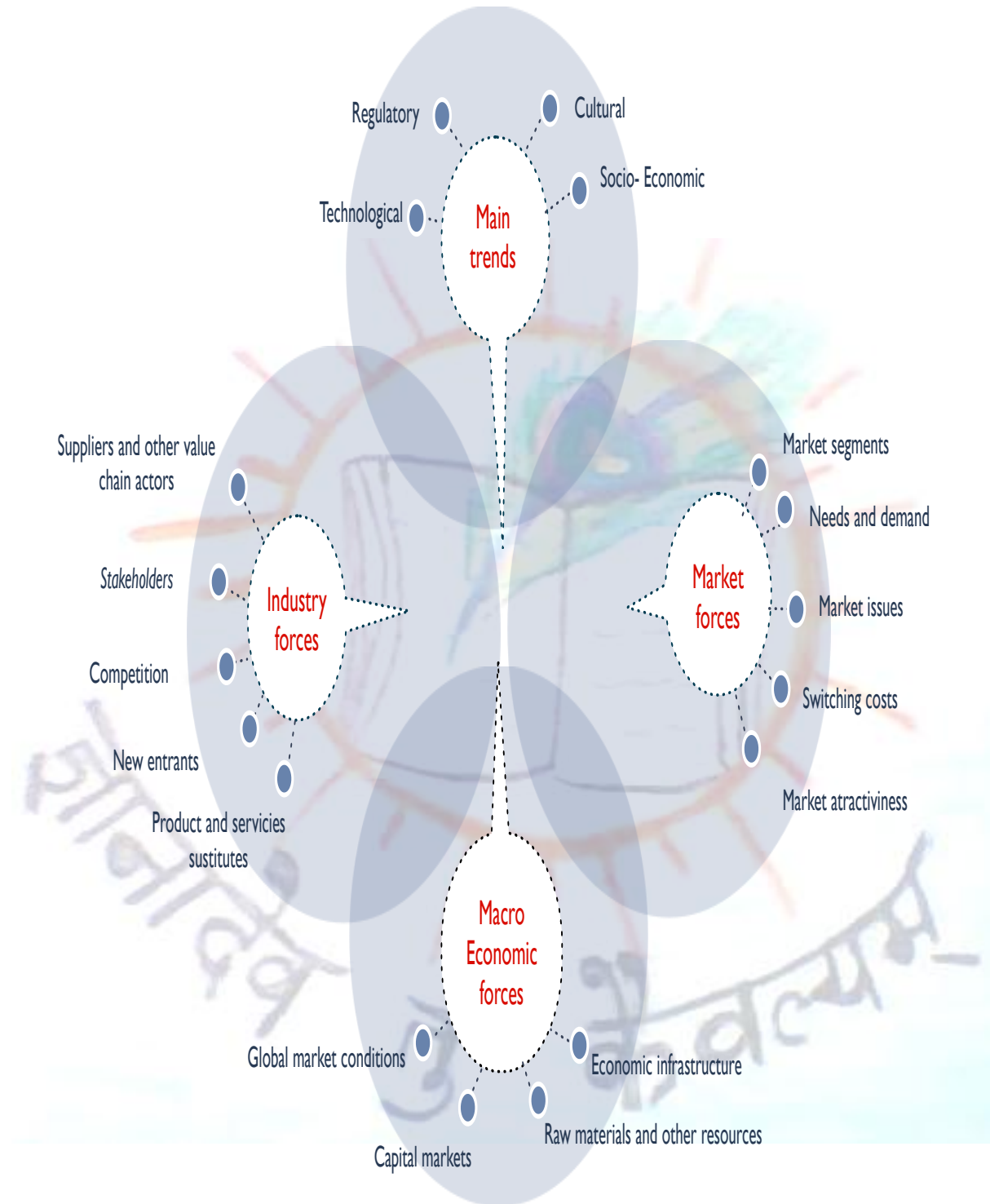Results in graphical forms
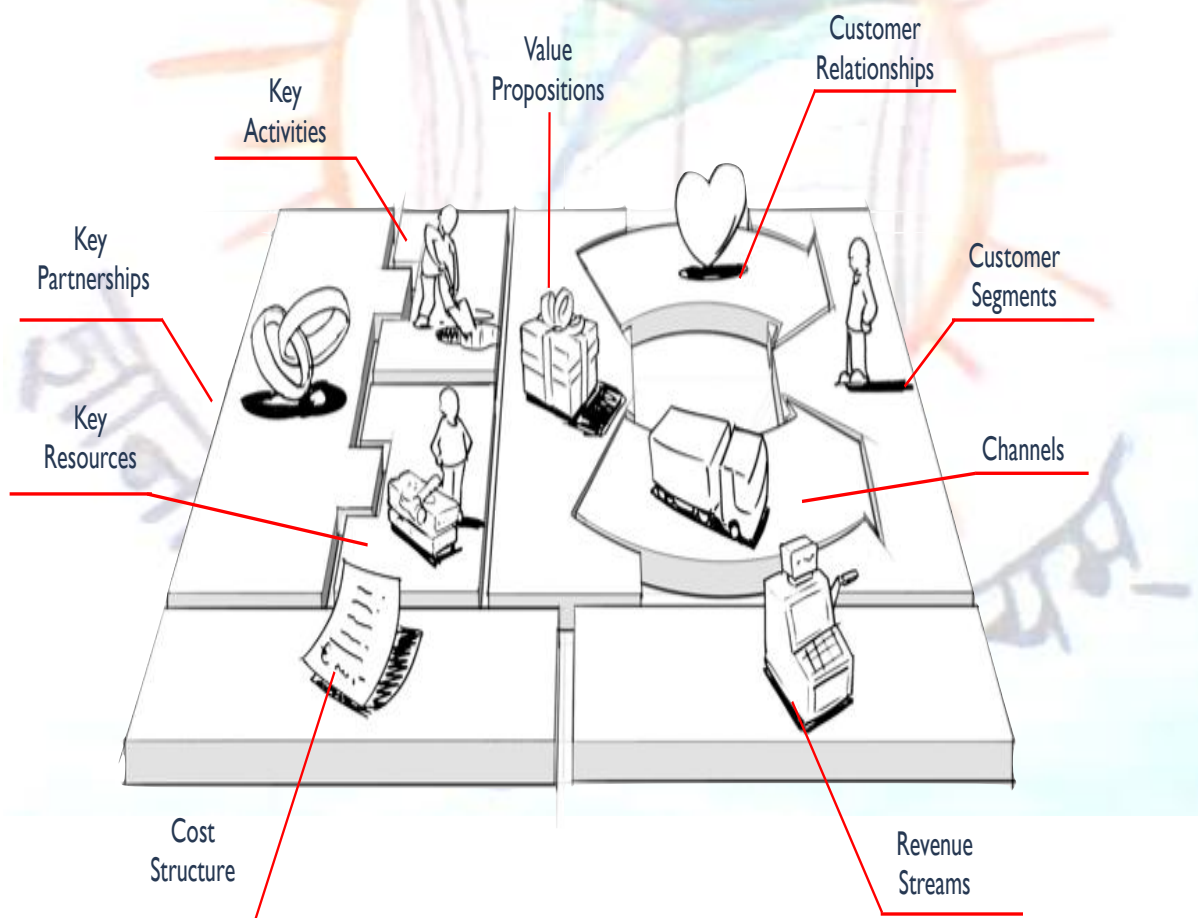
Exhibit 11: Developed business model

Diagram 1: RADAR analysis


Exhibit 12: PEST analysis

Diagram 2: Force Analysis

CONCLUSIONS

Both India and China are net importers of energy sources. According to Daniel Yergin "Global economies have become more interdependent, even though the underlying objective is to become self-reliant" (Luttwak. Edward N, 2001). Real energy security requires setting aside the pipe dream of energy independence and embracing interdependence, which is the mantra which both regimes are understood to have inculcated in their revisionist approach to each other. Countries have to work for mutual benefit. China is pursuing a highly leveraged policy of energy security. Bilateral cooperation will increase the bargaining power of both countries in acquiring overseas energy assets. Also, developing domestic sources of gas and oil is a priority for both the countries. Therefore, equal emphasis should be laid on collaborative efforts in the field of exploration, exploitation and enhanced oil recovery. Both India and China must be ready to extend cooperation in upstream exploration and production as well as down-stream activities such as refining and petrochemicals, marketing of petro products, transmission and city distribution of gas, and laying down of national and transnational energy pipelines.

Key implications of our managerial research in Colombia include the necessity of honesty, trust, and commitment for the success of the JV, settling disputes by focusing on what is best for the JV rather than individual partner objectives, and division of managerial responsibilities according to the functional expertise of each partner.
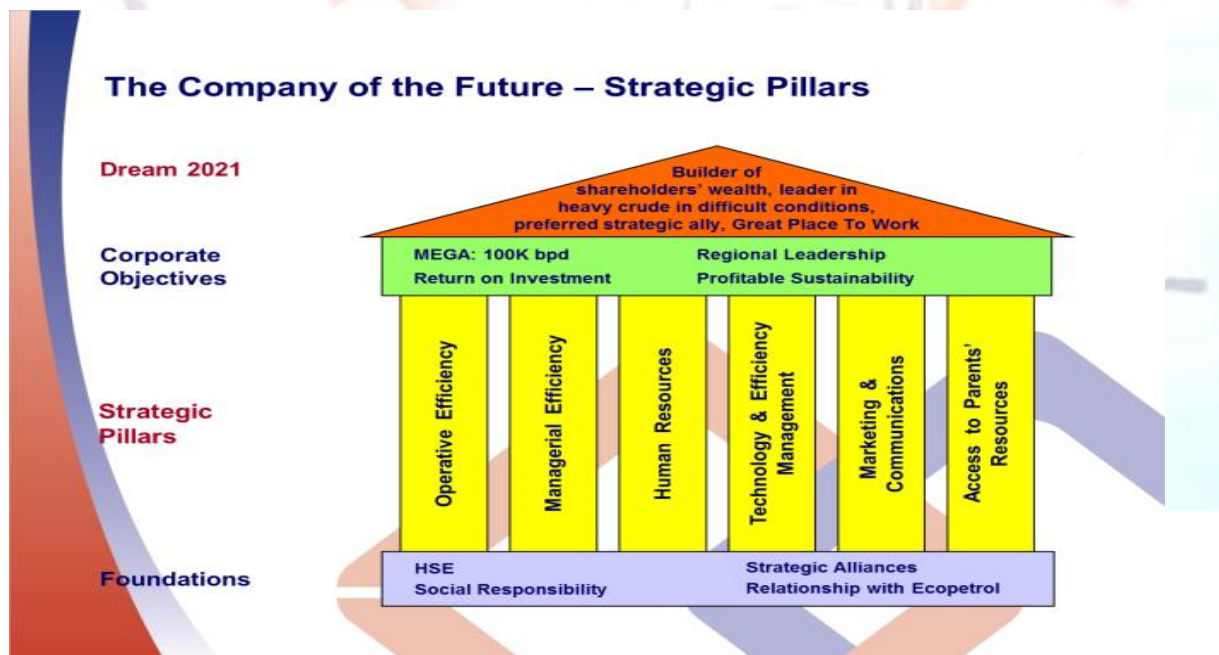

Exhibit 13: Strategic pillars design

Exhibit 14: Findings on corporate strategies planning
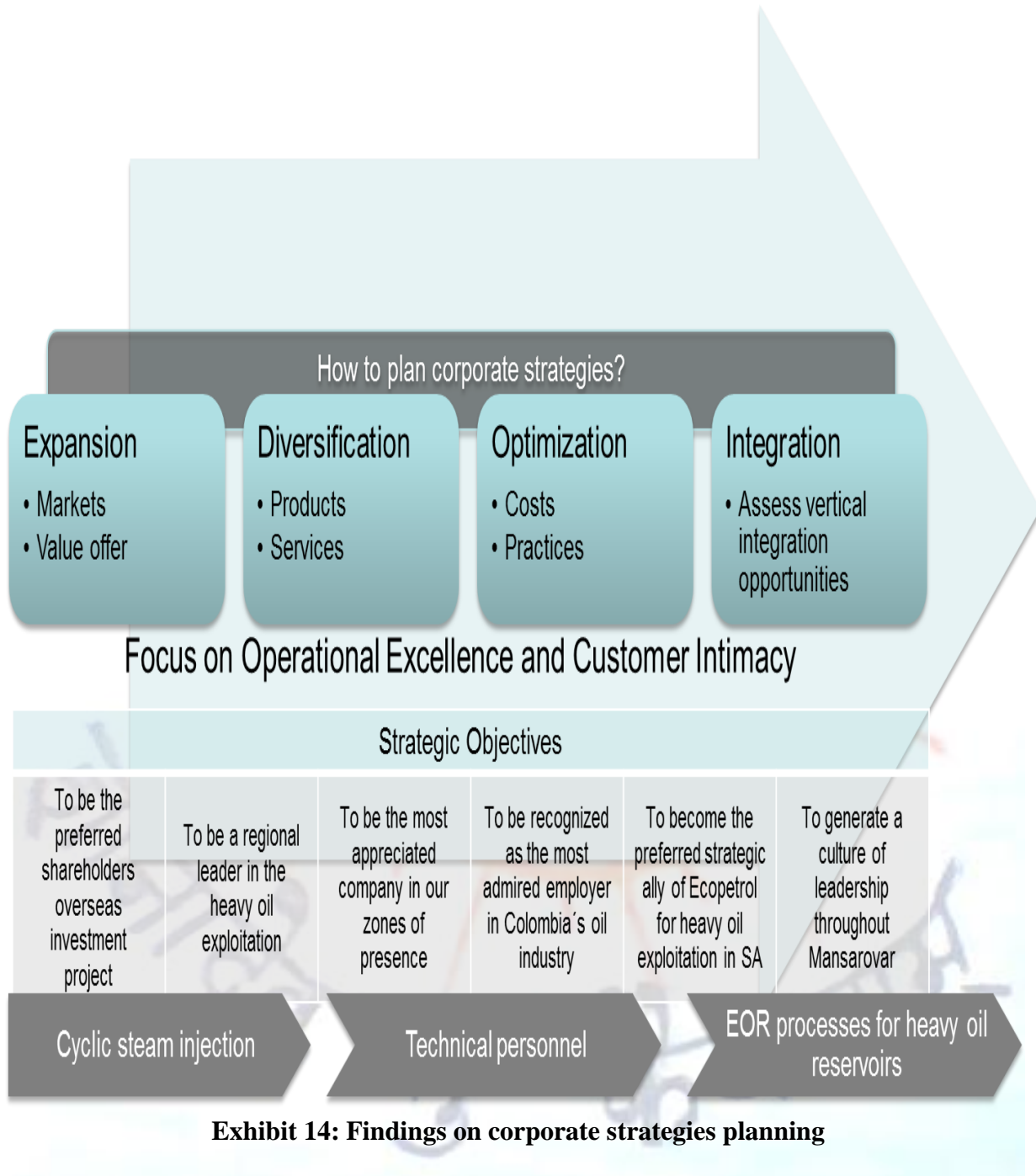
SUGGESTIONS AND RECOMMENDATIONS

1. Though India and China are slowly moving towards greater collaboration, some of the challenges that the Indian companies face while interacting with Chinese businesses are on account of language and culture. Attempts must be made to bridge this gap.

2. Culture and history have an overwhelming impact the traditions followed in the business operating country (Colombia in this case) and also the beliefs of an individual, which in turn have a direct bearing on the approach towards a business transaction.

3. The recommendations for improving the RADAR are represented below with our suggestions given to MECL after the research.
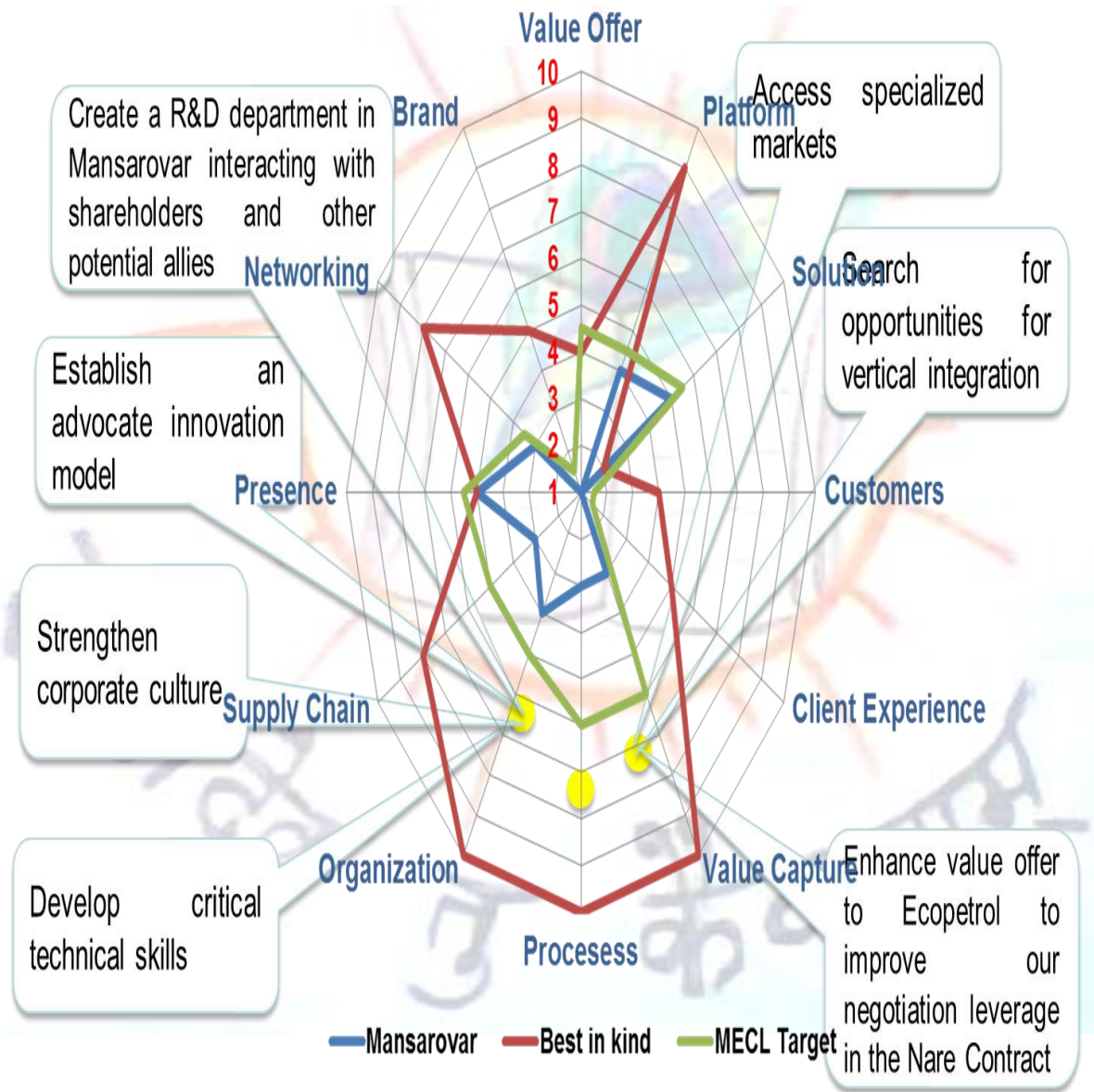
**Exhibit 15: Recommendations to improve RADAR chart**

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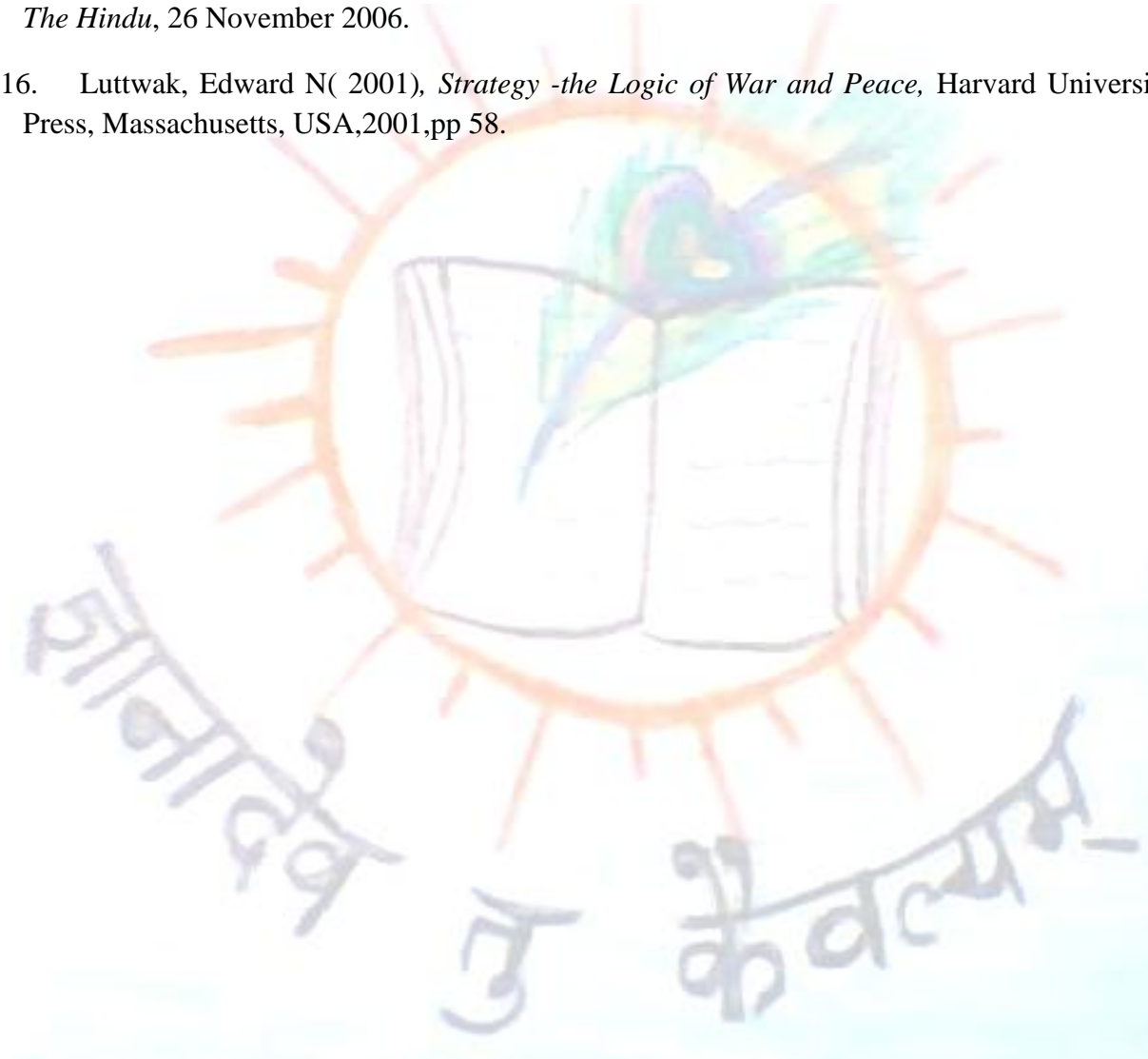
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