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  Dr V Sree Jyothi

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The Author should send three copies of the final manuscript. The text should be double-spaced on A4 size paper with one-inch margins all around. The Author's name should not appear anywhere on the body of the manuscript to facilitate the blind review process. The Author may send a hard copy of the manuscript to Aurora's Business School or e-mail the MS Word Document at ajm@absi.edu.in. The manuscripts should be submitted in triplicate and should have been proof-read by the Author(s) before submission.

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Acronyms should be expanded when used for the first time in the text. Subsequently, acronyms can be used and should be written in capitals only. Quotes taken from books, research papers and articles should be reproduced without any change. American English is recommended as compared to British English. Keeping the diversity of the readers in mind, it is suggested that technical terminologies should be explained in detail while complicated jargon may be avoided.

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EMPLOYEE PERFORMANCE: HOW FAR IS IT AFFECTED BY ORGANIZATIONAL CULTURE?

Dr Raghu N Prabhakar, Director, Aurora's Business School, Hyderabad
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Abstract:

When a group of people share some values, beliefs, assumptions, attitudes and behaviors, it becomes the 'culture' of those people. The group works together, setting up for itself some unspoken or unwritten rules, forming their own behavior; i.e., culture. Culture is a profound term which cannot be defined precisely. It is encompassed by different sub-cultures. Each wing may follow its own culture. This article studies the impact of work culture on the performance of the employees. In the relationship between work culture and PMS (Performance management system), it is found that the said effect was 3.1%. Seminars and such other activities conducted by the companies boost up the team spirit in the employees.

Key Words:

Culture, rapport, morale, authenticity, Autonomy, flexibility, demoralize, strategy, camaraderie, significance, outperform, parameter, confrontation, perception, goal-setting, transparency, regression, limitations, octapace, bench-marking, objectives, quantum, sample-design, maneuver, innovation, credibility, productivity, profile, dimensions.

Introduction:

Work culture in an organization is defined differently by different protagonists. In the life of an individual, he acts and cooperates at work, in various occasions. Though every organization has a culture of its own, individual culture is of two kinds, solid or frail. In the former, major parts of the employees concur on it, where as in the latter, it is not conceded to by many. When a part of the organization follows a sub culture, with its own presumptions and practices, it results in a frail culture. Hence, the overall culture of an organization maybe frail, as a consequence of its subcultures, but its core culture must be solid, which contributes to the multiphase development of the company.

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OCTAPACE:

The OCTAPACE Profile is a 40 item instrument. It illustrates the profile of an organizations ethos in eight values. It consists of two parts, In part I, Values are stated in items 1 to 24 and it can be verified how much each item is valued in the organization. Three statements of each of the eight values are taken into consideration in part I. In part II 16 statements on beliefs, two each for eight values are counted for. How extensively each of them is shared can be checked. Besides checking the items according to their importance, those who are at the helm of affairs can also find out how much they should be valued or how much beliefs are useful. In this way, the present profile as well as the expected one can be assessed.

Let us analyze the following crucial dimensions of work culture;

1. Openness: It is the primary value. It can be defined as a free articulation of emotions and considerations; with an unproductive approach to share them with others. It involves a give and take attitude. The idea of 'acceptance' is identified with counting recommendations, feedback and sentiments of co-workers. In brief, it is nothing but getting without reservation, energizing more input and proposals from clients, partners etc.

2. Confrontation: An able manager should not feel shy or guilty to oppose others. Instead, he should confront boldly with what is not acceptable to him. It also hints at close examination of relational problems. Employees should take up the challenge of facing the issues together, without hiding them or avoiding them for fear of hurting each other. Confrontation and exploration (CE) are the key factors.

3. Trust: This is not a mere term of ethics. The employee should keep up the classification of data shared by others, without abusing it. He should confirm himself that others extend their help to him, when needed. He must respect shared duties and commitments. He should be tolerant of the view of his colleagues respecting their right to oppose reasonably. He should not probe into their ulterior motives. The factor of trust is, no doubt, a critical bond in building the organization.

4. Authenticity: There must be compatibility between what we feel, say and does. When these three are co-ordinate well, it leads to credibility. An authentic person is the one who admits his short comings and shares his sentiments with others. In a way, it is a kin to openers. The individuals in an organization should correspond with one another with a clear understanding.

5. Pro-Action: 'Pro-Action' is derived from the term respond. It implies preplanning, making a preventive move and ascertaining the settlements of an action, before making a move.

Responding to the emotions of others, especially when they are angry, with cool and unemotional attitude is the prerequisite of the employee. This creates a friendly atmosphere so that the issue can be examined together. Losing one's temper is no solution to any problem.

6. Autonomy: An employee should plan and act in his own circle, in a flexible manner. It creates regard for the views of others. It makes one ready to assume liability, singular activity and better progression arrangement. An autonomous worker compels appointment in association. He reduces the number of references made to his seniors; for approval of arranged actions.

7. Collaboration: An employ need to offer help to and request help from others. It implies co-operation with people and groups, to take care of problems. As a result, ideas are shared freely, correspondence among the staff improves and asset sharing is also enhanced. Proper collaboration leads to authentic productivity reports, more meetings, inclusion of staff, more joint choices, better asset use etc.

8. Experimenting: It needs innovative approach to deal with things. A successful employee should utilize and urge for inventive methods. He should take criticism positively and use it for improvement, investigation and empowerment. Generally employees are accuretomed to use customary, already attempted and tried methods in administrations. Instead they should make new experiments.

How the protagonists of management viewed this?

Great Management gurus like Mehralian, Nazari, Rasekh were of the opinion that the total quality management (TQM) utilization can certainly affect the Balanced score card (BSC) and its four points of view. A successful manger should make use of the TQM practices with a specified goal to reach the targets. Pandita, Agarwal and saini deeply examined how culture and knowledge management shows its impact on organizational effectiveness. If a customer centric culture is created and customer satisfaction is fulfilled, it will automatically improve the effectiveness of organization. Mishra and Patnaik expressed their opinion that an optimistic culture in an organization will certainly improve the performance of the employees as wel; as their job satisfaction. Pandita and bedarkar were of the view that employees are an integral part of the business organization. Kumari held the view that the best administration gives weight to

the human assests, dealing with them with compassion. As far as the subordinates are maneuvered carefully by the seniors, comprehending the lapses of the former, without making any strict disciplinary moves to rebuff or demoralize them.

While reiterated that an effective and amicable organizational culture improves the intellectual and creative thinking abilities among the employees; besides their sociability. It is the main strategy to empower a high performing team, delivering effectively to any organization, leading to a considerable increase in individual and team performance.

Davidson contended that the authoritative atmosphere and progressive culture affect the morale of the employees separately. It is the latter that enhances the level of administrative quality. Kur presented the faces model for team development. It uses five common patterns called 'faces'. According to it, teams follow one pattern, and then move to another. Later they analyses which pattern is more desirable, to achieve the targeted performance.

Margerison and Mecann opined that teams with overall balance can perform better than the other teams, which have brilliant individuals but deficient as a team. The team operations like connecting, exploring, controlling, organizing and advising have to be taken up, taking the employees into confidence. Such organizational culture creates an impression among the employees that they are the backbone of the organization.

A Survey

An exploratory research was taken up to gather basic data to define problems and suggest hypothesis. It results provide a remarkable insight into the culture and performance of the organization.

Questionnaire was designed and served to the employees in an industry. Representative sampling was adopted. The information obtained was considered to be the overall impression of all the employees of that firm. The primary data were collected through the structured questionnaire, to which the sample number of employees responder. OCTAPACE was used to measure the level of agreement that the employees displayed to the 40 items in the questionnaire. The items represented the potential factors that influenced the perception of the employees about the culture of that organization. Another questionnaire, consisting of 28 items was served to the sample employees, regarding the performance management of that firm. The respondents may choose any of the following options, disagree, strongly disagree, agree, etc.

The potential factors were none other than those in OCTAPACE. The data analysis and results showed that most of the employees agreed that the culture of their organization was open. They admitted that they received moral support and help from the management. They minced no words in saying that a gap is there between feelings and expressions i.e lack of authenticity. They believed in taking initiatives and preventive measures. They also contended that, they took independent outlook in their jobs and autonomy is needed to plant their work. Majority of the employees strongly believed in teamwork and spirit. They wanted to experiment on new things, taking a fresh look at them. A negligible percentage of employees disagreed with the above factors.

As far as the performance management system is concerned, majority of the employees agreed that their performance is rated at the end of the year based on the KRAs; that their goals were revised and well-defined, that their managers interacted with them, giving freedom to them to express their views too; that proper feedback was provided to review their performance; that the appraisal system was transparent; Even in this process the level of disagreement was low.

Managerial Abilities

The organizational culture of a company depends on its manager who can connect well with his employees, interacting, supporting, correcting and encouraging them. The manager must be a disciplinarian in the sense that he has to keep guard of the conduct of his employees from time to time. This is an irksome position because he has to establish interpersonal relationships with his employees, without sacrificing his dignity and decorum. His staff looks up to him for his expert guidance. He should not look down upon them as his inferiors. He should inculcate the culture of disseminated leadership, which allows him to form better working relationships with his subordinates. At the same time he should not deviate from his primary duty of supervision and execution, as he is answerable to the owners of the organization. His conversation with his employees must be casual rather than authoritative. He should see them as individuals first, with personal esteem of their own.

The manager of an organization is a true representative of its culture. He should be a model for the individual as well as collective culture of the employees. He should have the necessary tact to illustrate that culture to them; enabling them to inculcate the same. He should give due recognition to the employees, through giving them small rewards or incentives. Even a word of can uplift their morale. They get a sense of fulfillment that the administration honors every one for their individual capability and character.

Steps to enrich organizational culture

The organization should ask its employees to extend mutual help to different areas of functioning, in crises, so that no one should feel that they are alone in the execution. Workers and administrators should gather together frequently to interact with each other. The employees can collaborate those who are in the helm of affairs. This creates trust among them and they can furnish data to their leader fearlessly supervisors should acknowledge the advancement achieved by workers. Employees have to be encouraged to follow better approaches for tackling the issues.

The organization should conduct orientation classes for its employees and suggest distinctive job related exercises so that a sense of comradeship is created among them. The HR department should ensure that the working responsibilities characterize KRSs. The administrator should see that employees are associated with the procedure of objective-planning and are subjected to constructive criticism on their performance. In the performance management system of the organization, transparency must be guaranteed by the organization. The employees should be aware of the remarks of evaluation/review/assessment as well as the evaluators. Training must be imparted to them, to prepare them for the tasks which are going to be assigned to them. The training should make them do away with their flows that hinder their performance.

Conclusion

Though different parameters were used to examine the relationship between work culture and administration framework, there are certain limitations for it. The whole population of employees is not taken into consideration in sampling. Only a part of it is counted. A sort of biased approach may creep up into the study. Some employees cannot understand sometimes in their responses. Sometimes working conditions and stress might affect the quality of responses.

It is better to take up another study in the same area of research, bringing more organizations into the realm. Then there is chance for getting more integrated results and better utility to the consultants and managements. The study should cover different levels of employees so that strong and weak aspects of organizational culture are authenticated.

The organizational culture pervades through all the departments of a firm. Hence a deep, systematic and probing study has to be taken up in various organizational areas like socialization, commitment, climate, stress, efficiency, reward system, behavior, mergers, acquisitions, global shifts, trade unions, trust, etc. the study should include the socio-

demographic and bio-socio variables which will find out the impact of the organizational culture on occupational health, industrial safety etc.

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BUSINESS ENGLISH

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Abstract

A good and successful businessman is one who can effectively communicate with his staff, customer, agents and others so that he can earn the trust of them. To achieve this, he has to master himself in Business English. The term Business English is relatively a new term in the field of communication. It helps the entrepreneur to 'reach' his clients and thus develop his business, in proving his chances of achieving success. Business English involves persuasion and assertiveness. It is obvious that a perfect communicator. Will always be confident about himself. Let us discuss in his article how an entrepreneur will be able to achieve much more success in his business endeavours.

English language is the need of the hour in this process of globalization. The high demand for it led to the spread of English all over the world. New methods and novel ideas of teaching and learning the language have been thriving. Thus English has witnessed a welcome change from the traditional linguistic method to English for specific purpose (ESP). The English teacher is no longer an instructor, he has become a facilitator. In the event of ESP, a student centred approach has emerged. In this it is not important what the student learns but how well they can use what they know. So ESP, we can confirm, is out-come based. Business English as ESP should be fitted into the curriculum, assessment and the learning outcomes.

Key-words

Entrepreneur, communication, endeavour, assertiveness, prospects, non native, business vocabulary, merchandise, functional language, content, disciplines, figurative language, career path, enhance, performance, accelerating, empowerment, pretention, manifold, characteristics, domain curriculum, lacuna, real life situations negotiation, proficiency, counterpart.

CREATIVITY & PROBLEM SOLVING

Business requires creativity and problem solving which are possible only by dint of one's excellent communication skills. For this, the upcoming businessmen should be trained in business English skills, a branch of ESP (English for specific purposes). We should go into the following aspects of Business English deeply.

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Communication is indispensable in our day-to-day life, whether it may be for personal life or professional life. In the business world, for the daily operations of a company, good communication is very essential As it affects the sales and profitability of the company. Lack of good business communication leads to many challenges that can ultimately, cause the collapse of the company. A businessman should be able to communicate to prospects as to how its products and services can benefit them. Then the prospects can be converted into customers. The bottom line of the business is boosted. So it is essential for the entrepreneurs to cultivate effective communication skills with the help of Business English, a branch of ESP.

ESP: Its sphere

The very term ESP refers to several branches of English which cater to the needs of different sections of the society. It is solely based on the learner who is the core part. ESP provides the specified knowledge in English for the learner which is needed to understand and respond to various situations, around him. It consists of the following branches. They are:

1. Business English
2. Technical English
3. Scientific English
4. English for Medical Professionals
5. English for waiters
6. English for tourism
7. English for fine Arts.

As ESP caters to the specific needs of the learners and is related to particular professions in content, it can be a great boon for learners.

Definition of Business English

BE can be defines as a branch of ESP, which is exclusively suited for international trade, commerce and finance. It is very useful for participating in business meetings, for

demonstrating sales presentations, for making business negotiations, for doing business correspondence and for preparing business reports. Though it is a part and parcel of English language, the grammar, structure and syntax being the same, it distinguishes itself in vocabulary. It is a specialization to be learnt by non-native speakers of English who want to do business with other countries, both English-speaking and non-English speaking. It is a fact that a major part of business communication globally takes place between non native English speakers. Business English can be divided into vocabulary and functional language.

Vocabulary (Diction)

The words used in business are exclusively related to business and they are not intelligible to others who are outside the profession. In technical terms such vocabulary is called "jargon" and business vocabulary may be termed 'business Jargon'. It is further specialized as per the activities of the industry concerned. For ex: words like bull, bear, sensex are used only in stock market. Words like exchange, barter, trade, lease, mortgage, merchandise, commodity, stock, capital currency, draft are alien to others. Thus, in the world of business where technical education is a prerequisite, Business English can help its learners perform better.

Functional Skills:

A successful businessman has to conduct various typically business functions like conducting a meeting, negotiating, or making a presentation so on. For this, the study and practice of the language and language skills is needed, in a specific way. If the entrepreneurs master the linguistic skills for running a business successfully, he can handle situations effectively, with his assertive speaking and vocabulary. In this regard, some words used specifically in the business sector can be extended to social and literary circles. For ex: 'brand' belongs to mercantile basically. It means a particular kind of manufactured product. When we say "special brand of English", it implies 'variety' or 'type', used as a figurative term.

When we use wholesale stock of words, we use commercial figures of speech. Americans are experts in using business vocabulary figuratively. Then refers to people as 'thoroughly posted men'. Actually this expression is used for 'ledgers'. Similarly they say, 'the day's balance' to suggest the 'remaining time'. They frequently use the word 'claim', rather than asset, declare, contend, and maintain etc. thus even words from business jargon can be used for social purposes even.

Business English: content and skills

Mr. Mehta in his "aspects of Business English", published in 2008 explains that the contents of general and business English are different. In the latter, the topics are related work place, instead of family and friends. A Business English course book may contain topics like global business cultures or varied professional engagements. Even the skills are also different. In Business English we use business English communication skills such as making sales promotions, presenting project reports etc; rather than speaking in general. But one thing is note worthy. Linguistic ability is the basic factor for any kind of English. The purpose may be specific, the vocabulary may be technical but the syntax, grammar and usage are the same. So it is difficult to draw a line between Business English and general English. Recently, new course books are coming out with titles like "natural English", 'life skills' etc. the role of English in contemporary life keeps changing from time to time.

Heavy demand for Business English

There has been high demand for business English as the learners are becoming aware of what they want to use English for. The management professionals, in the present global economy want to improve their LSRW skills, so that they will be in a position to communicate in such a way that their skills are appreciated in the national as well as global business circles. They want to achieve good standards in their career, through their effective communication. Business English only can help in this regard. Hence the unprecedented demand for Business English.

The aspirants for Business English

The students of Business English are visibly different from those of general English. They are found studying a business related course like MBA or those who are trying to enter into the corporate world, after completing their management education or those who are already in such careers as business executives, sales managers, management trainees etc. they learn Business English in class rooms, or through the internet. The place of study has implications on both the teacher and learner because the place of teaching has its own merits and demerits. So Business English should be learnt in a place where there is less distraction and much potential.

The Modus – Operandi

The style of teaching and the methodology of business English is different. The students are exposed to case studies, role play and simulation exercises, thus bringing the exact corporate scenario into learning.

Its advantages

Students of professional courses can improve their overall English language ability, while targeting special areas of their career, in getting promotions, attending international seminars, making presentations etc. Business English certainly contribute to one's professional progress, besides being rewarding and enjoyable.

BE is a boon for those who want to settle themselves in foreign countries, either in lucrative jobs or in prospective business. Apart from entrepreneurs, Business English training can help companies enhance the overall performance of their employees in the areas of increasing market share and sales, sustaining customer retention, improving employees involvement, enhancing collaboration and productivity, accelerating professional competence, empowering expertise and fostering diversity and inclusion.

Bright Future

Customer service has moved forward, beyond barriers. Consumers contact companies to place orders, register disputes and solve issues in a wide range of ways, through e-mail, text message and social media. They want to get quality service. They have access to the internet and so they are well- aware of the dealers as well as the products they consume. This is here that Business English is necessary. When the employee is good at English communication and convince the customer that the thing the latter is going to consume is worth his money, the dealing becomes more comfortable and less complicated, resulting in the satisfaction of the customer.

In the modern competitive markets, 'survival of the fittest' theory prevails. Companies look for candidates who can bring in higher profits. Unless and until the employee is capable of establishing a trust worthy relationship between the company and the customer, he will be a liability for the company. Through Business English, the employee can understand the technical points and through his soft skills, he can understand the problem of the customer.

What are the characteristics of Business English

Business English caters to the specific needs of a learner, underlying the methodology and activities of the discipline it serves. It is based on the grammar, lexis, register, discourse and genres suitable to these activities. It makes use of specific teaching situations, a different methodology. Among the three types of ESP (English for special purposes), namely, as a restricted language, for academic and occupational purposes and with specific areas, business English falls into the third category.

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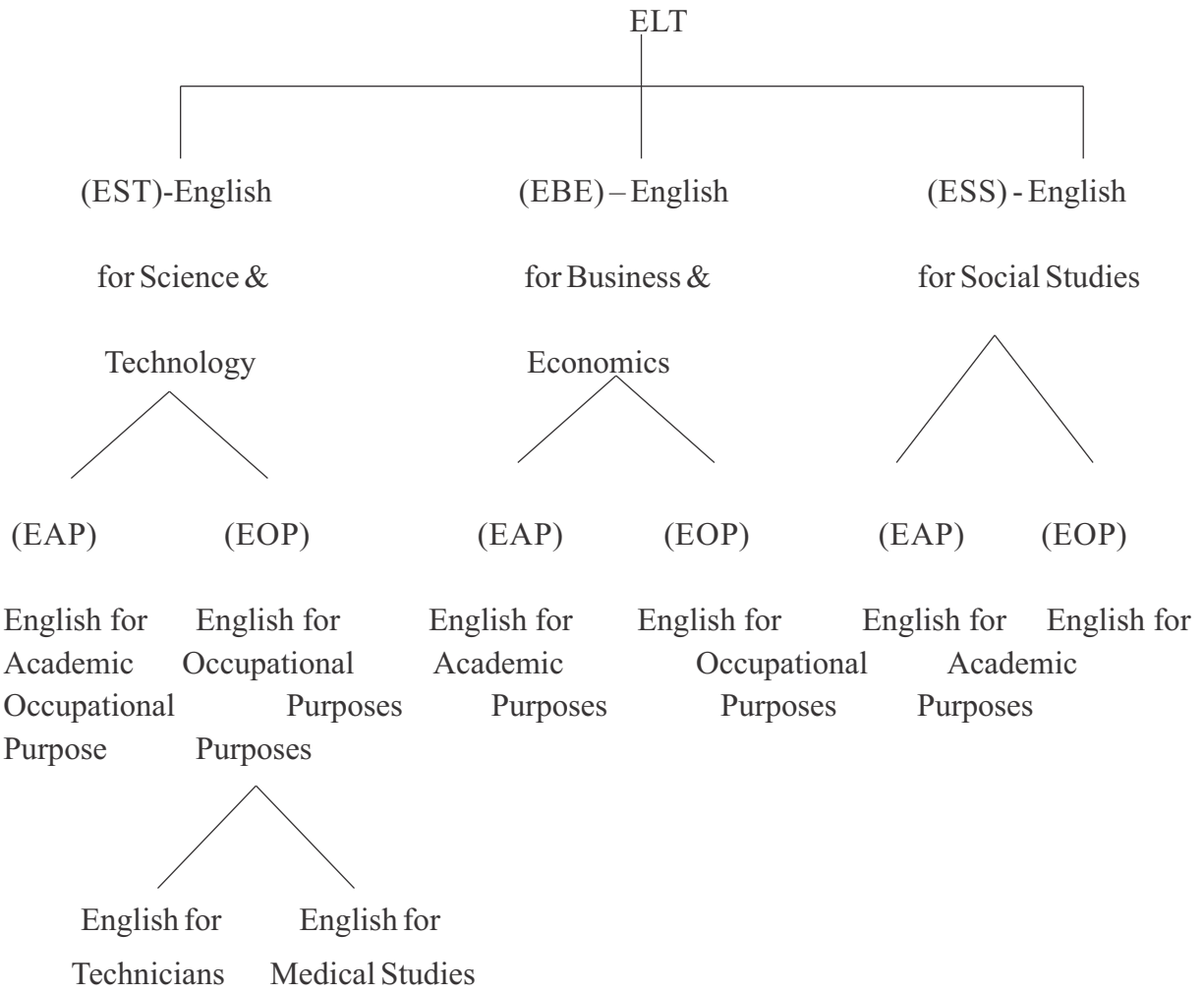
The first category, as a restricted language, English is used only for certain situations by waiters, stewards, guides etc. knowledge of this does not contain accuracy or fluency.

The second category is divided further. The branches can be displayed through the following tree diagram



Note: though the purpose of all these branches seems to be identical, their needs and methods are different and distinct.

The third category deals with specific areas. The spread of English in the global business created the specific need for English for business purpose. Business English falls under this type of ESP, which can be further differentiated as EOP (English for occupational purpose to quote.

"Business English is the system of strategic communication in the social and economic domain of international business in which participants adopting business conventions and procedures, make selective use of lexico-grammatical resources to achieve their communicative goals through the writing modality, speaking modality or multimodality".

Business English deals with English language specially related to international trade, commerce and industry. Its main focus is on business communication used in business related contexts. But often it is a mix of specific content and general content.

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The recruiters have been realising that the students complete their education but they lack in employability skills and business correspondence. General English alone cannot cater to the needs of those who are involved in the business world, in different cadres. The recruiters have observed that though the aspirants are well qualified academically, they are miserable failures in communication. Hence the companies are compelled to train the new recruits accordingly.

Business English bridges the gap between the academic syllabus and the actual professional needs. Its curriculum incorporates and integrates the areas of knowledge and skills. The Business skills are aimed at improving their communication performance in meetings, negotiations, correspondence etc activities. The business language provides awareness into activities like analysis of texts, business jargons etc. the teaching of genres use case-studies which are taken from real life business practices.

Conclusion

Thus integrating language skill and content into Business English makes the learners more confident in the field of international business. As long as the business world exists, business English will have a predominant role in it. It helps young job seekers to get lucrative positions in corporate companies. In a world that focuses on making money fast, communication must be instant and proficient enough to settle deals and increase the profit margins. Business English can only do that.

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POLLUTION HAZARD: REPERCUSSIONS & CONTROL

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Abstract

The ever increasing pollution is causing drastic decrease in the span of human life. India stands second in the world among the mostly air-polluted countries. Every Indian is losing nearly four to five years of life span. Air pollution is killing four lakhs of people every years. Water and soil are being polluted beyond repair, due to the sheer negligence of people. Industrial wastes are being dumped into the rivers indiscriminately. “Energy Policy Institute of Chicago (EPIC)”, after a survey revealed that the air pollution in India is as much dangerous as smoking. It is two times more disastrous than alcohol consumption, water pollution three times more dangerous and five times dangerous than HIV. Air pollution is rampant in the states of Delhi, Bihar, U.P, Haryana and Punjab. Pollution is the introduction of contaminants into the natural environment that causes adverse change. It can take the form of chemical substances or energy, such as noise, heat or light. Pollutants can be either foreign substances or energies or naturally occurring contaminants. We can classify pollution as point source or non-point source pollution. In the world a million people were killed by pollution.

Key words

Contaminant, component, gaseous, astronomical, wild life habitat, hydrocarbons, radioactive, thermal pollution, space debris, environmental economics, equilibrium, anthropogenic, hazardous, disaster, dioxins, fossil fuels, toxic air, pollution control, perspective, global warming, greenhouse gasses, disruption.

Its background

Air pollution has always accompanied civilizations. It started from prehistoric times, when man created 'fire'. 'soot' found on the ceilings of prehistoric caves provides ample evidence of the high levels of pollution, which was caused by in adequate ventilation of open fires.

Metal forging appears to be a key turning point in the creation of significant air pollution levels outside the home.

Air Pollution takes a lion's share in the entire process of pollution. Wherever we go, pure air has been becoming scarce. 90% of the population breathe only polluted air. Even in rural areas, the same situation prevails. Air pollution is estimated in two ways. 1) PM 2.5: It means that in every cubic meter of air, pollutants with a diameter of 2.5 microns, contaminate the air, and destroy human health, entering into lungs. 2) PM 10: In every cubic meter, there will be pollutants of 10 micron diameter. They affect only our nose and throat. Nearly 70 lakh people die due to air pollution. Among them 38 lakh people die due to smoke emitted at home. Open air pollution is caused by smoke emitted from vehicles, dust raised as a result of heavy constructions of buildings and roads, burning wastes in open, firing crackers on a large scale etc even in some parts of the world, dry sticks are being used as fuel for cooking food. In India, as per the estimate of the world Health organisation, nearly 10 crore people use dry-sticks, dried animal dung, husk, dry leaves, sawmill-dust etc, for cooking. They weigh about 16.5 tons, every year.

Vehicle –Pollution

Almost all vehicles are run by petrol or diesel; that too adulterated. Such vehicles cause more pollution. Dangerous gases like carbon dioxide, carbon monoxide, nitrogen oxide and methane are emitted into the air. Amid heavy traffic, as the vehicles have to move slowly, they use more fuel and cause more pollution, causing diseases like asthma, lung cancer, pneumonia, autism in children etc.

Water Pollution

After air pollution, another major hazard faced by India is water pollution. Among the cities and towns of India, numbering around 3119, only 209 of them maintain drainage system; partially. The WHO revealed that only 8 cities in India have a full-pledged drainage system. Nearly in 114 towns, along the coast of the holy Ganges, drainage water is let into the river, indiscriminately.

In our country, everyday 3835.40 crores of liters of drainage water is released. Only 1178.60 cr liters are cleansed by machines. The rest is let into rivers, which are being polluted horribly. Along the Ganges, nearly 50 crore people live. Their life is endangered by this pollution. The position of the river Yamuna is in no way different. Species of most dangerous germs and chemicals are prevalent. In spite of the National water policy adopted by the govt of India in 2012, the situation has not been better.

Water pollution causes diseases like diarrhea, cholera, malaria, filariasis, typhoid, hepatitis etc. Mosquitoes become rampant at places where drainage water is accumulated, resulting in the spreading of bird flu, swine flu, chicken gunya etc. Though the government launched good programmes like "SwaachaBharat", expected results cannot be obtained, because of lack of public awareness.

Pollution by Solid wastes

This is another problem due to indiscriminate use of plastic. All over the country, plastic wastes are accumulated. Waste food animal carcasses, hospital wastes, concrete wastes from construction as well as demolition cause heavy damage to the environment. Even electronic wastes are contributing to this. In India, 20 lakh tonnes of electronic wastes are piling up. From the urban areas, nearly 10 crore tonnes of solid wastes are coming out. They are dumped into canals, rivers, and seas, endangering the lives of the animal-habitat living in water. Though the Supreme court ordered the municipalities and corporations in the country in the year 2000, to implement a consolidated policy for waste management, to procure dry and wet wastes separately, to burn the dangerous solid wastes, the situation has been worsening day by day. Only in some areas plastic bags are banned but in many places they are being used freely. In the heaps of wastes, rats enter, causing infections like plague.

Other kinds of Pollution

Light Pollution: It includes light trespass, over illumination and astronomical interference.

Littering: Indiscriminate throwing of manmade objects, unremoved, onto public and private properties.

Plastic Pollution: It involves the accumulation of plastic products and micro plastic in the environment which adversely affects wildlife habitual and human beings.

Radio active Pollution: Results from nuclear power generation and nuclear weapons research, manufacture and deployment.

Thermal Pollution: is a temperature change in natural water bodies caused by human influence, such as use of water as coolant in a power plant.

Cost of Pollution: Manufacturing activities that cause air pollution impose health clean-up

costs on the whole society. It is an example of a "negative externality" in production. It occurs "when a firms production reduces the well-being of others who are not compensated by the firm". For example, if a laundry firm exists near a polluting steel manufacturing firm, there will be increased costs for the laundry firm because of the dirt and smoke produced by the latter. It can also create costs for the firms causing the pollution. When firms are forced to reduce the amount of pollution, the associated costs of doing this are called abatement costs.

Socially Optimal level of pollution:

Society derives some indirect utility from pollution which comes from the consumption of goods and services that create pollution. For economists, pollution is "an external cost and occurs only when one or more individuals suffer a loss of welfare".

However, there exists a socially optimal level of pollution at which welfare is maximized. This is because consumers derive utility from the good or service manufactured, which will outweigh the social cost of pollution, until a certain point. In markets with pollution, or other negative externalities in production, the free market equilibrium will not account for the costs of pollution on society. If the social costs of pollution are higher than the private costs incurred by the firm, then the true supply curve will be higher.

Effects on Public Health

Adverse air quality can kill many organisms including humans. Ozone pollution causes respiratory diseases, cardiovascular disease, throat inflammation, chest pain and congestion. Water contamination causes nearly 14000 deaths every day, due to untreated sewage. About 500 million Indians have no access for a proper toilet. Oil spills can cause skin irritations and rashes. Noise pollution induces hearing loss, high blood pleasure, stress and sleep disturbances.

The Lancet Commission on pollution an Health constituted in October 2017 observed:

"Pollution is one of the greatest
existential challenges of the
Anthropocene era. It endangers
the stability of the Earth's support
systems and threatens the continuing
survival of human societies"

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Pollution Control

Pollution control is a term widely used by environmental management. In the hierarchy of controls, pollution prevention and waste minimization are more desirable than pollution control.

In pollution control, various devices are used. To curb air pollution, thermal oxidizers are used. In dust collection systems, bag houses, cyclones and electrostatic precipitators play a vital role. Different scrubbers like Baffle spray scrubber, cyclonic spray scrubbers, ejector venture scrubber etc are widely utilised. In sewage treatment, sedimentation, activated sludge biotreaters, aerated lagoons and constructed wetlands are the processes. In Industrial waste water treatment. API oil-water separators, biofilters, dissolved air flotation (DAF) etc are in use.

Perspectives

The earlier precursors of pollution generated by life-forms would have been a natural function of their existence. The consequent effects on viability and population levels fell within the sphere of natural selection; resulting in the demise of a population locally or ultimately, species extinction. Process that were untenable would have resulted in a new balance brought about by changes and adaptations. At the extremes, for any form of life consideration of pollution is superseded by that of survival.

Technology serves the mankind both as an enabler and an additional source of by products. It is a distinguishing and critical consideration. Being short of survival, human concerns include the range from quality of life to health hazards. Science demonstrates any experiment definitely. So modern treatment of toxicity or environmental harm involves defining a level at which an effect is observable.

The following fields measure pollution.

1. Automobile emissions control

2. Industrial exposure Occupational Safety and Health Administration (OSHA).

3. Toxicology and Medicine (medication and radiation doses)

"The solution to pollution is dilution"

The traditional approach to pollution management propagates the above dictum that sufficiently diluted pollution is not harmful. It is suited to some modern, locally scoped applications such as laboratory safety procedure and hazardous material release emergency management. Dilutions cannot be a remedy in all cases.

Carbon dioxide

It is necessary for photosynthesis but it also causes pollution because raised levels of carbon dioxide in the atmosphere affect the earth's climate. Disruption of the environment can also highlight the connection between areas of pollution that would be classified separately, such as water pollution, air pollution etc. According to recent studies, if the atmospheric carbon dioxide rises beyond certain levels for a long time, it results in the critical increase in the acidity of ocean waters, affecting the marine ecosystems badly.

Some of the most polluting industries in the world are listed out by "The Pure Earth" an international non-profit organisation; which is dedicated to the elimination of life threatening pollution. They include Lead Acid Battery Recycling, Industrial mining and ore processing, lead smelting, Tannery operations, Artisanal Small Scale Gold mining, Industrial/Municipal Dumpsites, chemical manufacturing, Dye Industry etc. "The Pure Earth" also issued the list of some of the world's worst polluted places. They are, Agbogbloshie (Ghana), Chernobyl (Ukraine), citaram river(Indonesia), Dzershinsk (Russia), Hazaribagh (Bangladesh), Kabwe (Zambia), Kalimantan (Indonesia), Mantanza Riachuelo (Argentina), Niger River Delta (Nigeria) and Norilsk(Russia). Thank God, no Indian city is included in this list!.

Conclusion

In earlier centuries, physical survival was often the highest imperative. Then human population and densities were lower. Technologies were simpler and their byproducts were benign. So such simple treatment for environmental pollution on a wider scale might have had greater merit. But these are often no longer the case. Moreover developments in research have enabled measurement of concentrations not possible before consideration of the environment beyond direct impact on human beings has gained prominence. In spite of this, the older approach predominates practices throughout the world. Migration from pollution dilution to elimination in many cases can be confronted by challenging economical and technological barriers.

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ARTHASHASTRA: A CELEBRATED TREATISE ON MANAGEMENT, POLITY, STRAIGHT CRAFT AND ECONOMICS

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Abstract

Arthashastra is a multifaced research document written by Kautilya, also well known as Chanakya or Vishnugupta. Though written centuries ago, still it sustains contemporary interest, as most of the principles expressed in the historic book have been the ideal models for the modern society. Even for the students of management, it is of immense value because it contains constructive suggestions for administration, leadership and social awareness. It has a wider scope. It is divided into several chapters on the nature of government, law, civil and criminal court systems, ethics, economics, markets, trade, diplomacy, war, peace and the duties of a ruler. The book incorporates Hindu Philosophy, economic and cultural details on agriculture, mineralogy, mining, metals, animal husbandry, medicine, forests and wild life. The text was highly influential on other books that followed manusmruthi. The students of management can reap a profitable crop, by studying Arthashastra in detail. It gives them a profound insight into several aspects of administration. It undoubtedly contributes to their professional competence as global leaders.

Key-words

Polity, strategy, antique, intrigue, transmission, syntax code, parvas, strategic alliance, hostility, temporal, human prosperity, governance, Raja-Rishi, loyalty, checks, impoverishment, unrighteous, distress, exemption, covert wage, propaganda, territory, prudence, mixed economy, monopoly, demoralization, restraint, bureaucratic, regulatory, seizure, disputes.

Time of Authorship, further developments

The Arthashastra was composed, expanded and updated between the 2nd century BCE and 3rd century CE. Until the 12th century it was influential. Later its whereabouts could not be found. In 1905 Sri R. Syamasastry rediscovered it and published it in 1909. It was translated into

English in 1915, and was published in journals called "Indian Antiquary" and "Mysore Review", serially.

During 1923-1924, Julius Jolly and Richard Schmidt published a new edition of the text. It was based on Malayalam script found in the Bavarian State Library. In a jain library in Gujarat, in Polity, strategy, antique, intrigue, transmission, syntax code, parvas, strategic alliance, hostility, temporal, human prosperity, governance, Raja-Rishi, loyalty, checks, impoverishment, unrighteous, distress, exemption, covert wage, propaganda, territory, prudence, mixed economy, monopoly, demoralization, restraint, bureaucratic, regulatory, seizure, disputes.

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The text of the treatise was obviously written in 1st millennium BCE Sanskrit, it is well-knit in structure and not to be decoded easily. It could be interpreted in many ways, as English and Sanskrit were different languages in syntax and grammar.

Oxford University Press Published the translation of Patric Olivelle who opined that it was the most difficult translation project he had ever undertaken. Even after a century of modern scholarship, parts of the book are still unintelligible.

Structure of the treatise

Olive states that Arthashastra consists of 15 books, 150 chapters and 180 topics. The first

chapter is a display of its contents in the form of the table, while the last chapter ends in an epilogue of 73 verses. It narrates the methods used to create the text. All the chapters are written in prose. Nut the transactions are in poetic verse towards its end. It is typical of ancient Hindu texts to suggest the ending of a chapter, Olivelle further aims that ancient Hindu authors consider some numbers to be auspicious. For example, The great Epic Mahabharatha contains Ashtadasa(18) Parvas. Even the puranas are 18. Hence the division of Arthashastra into 15, 150 and 180 books, chapters and topics respectively was probably not mere accidental. The largest book is the second one with 1285 Sentences whereas the smallest is the eleventh, with only 56 sentences. Apart from the table of contents and epilogue, the entire book is written in 5300 sentences on various issues like politics, governance, welfare, economics, intelligence, strategic alliance, war etc.

Multiple Authorship?

The author of "Arthashastra" is identified by the names, kautilya, vishnugupta and chanakya (c. 350-283 BCE). Tracing out stylistic difference within some sections of the surviving manuscripts, it is concluded that it is the work of several authors over the centuries. Olivelle is of the view that revisions, errors, additions and even subtractions have taken place.

Arthshastra is defined and translated differently by different scholars. According to R. P. Kangle, 'Artha' is the sustenance or livelihood of men and Arthashastra is the science of the means to 'Artha', "the science of politics". D.D. Kosambi aimed it to be the "Science of material gain". G. P. Singh translated it as "Science of Polity". Roger Boesche expressed it as "Science of Political Economy.

As per hindu tradition, there are four basic parts in human life, to be fulfilled. They are Dharma, Artha, Kāma and Moksha. Artha occupies the first foremost place among them. It means prosperity, wealth, economic security; purpose etc. the others refer to righteous duty, sexual pleasure and spiritual liberation respectively. The following table well displays the 15 book titles, 150 chapters and 180 topics.

S. No.	Title of the Book	Chapters allotted	Topics From-To
1	Training	21	1-18
2	Activities of Superintendents	36	19-56
3	Justice	20	57-75
4	Eradication of Thorns	13	76-88
5	Secret Conduct	06	89-95
6	Basis of the circle	02	96-97
7	Sixfold strategy	18	98-126
8	Calamities	05	127-134
9	King’s Preparations for a battle	07	135-146
10	War	06	147-159
11	Conduct towards confederacies	01	160-161
12	Weaker King	05	162-170
13	Means of Capturing a fort	05	171-176
14	Esoteric Practices	04	177-179
15	Orgasation of a scientific Treatise	01	180

The Salient features of the Treatise Law, economics and Government

As per the school of 'Usanas', the science of the government is the only necessary knowledge, without which no other science can survive. Brihaspati's school extols two fields, the sciences of government and the science of Economics of Agriculture, cattle and trade. Manusmruthi adds the Vedas, which is the center for all branches of knowledge. Koutilya includes the philosophy of Samkhya, Yoga and Lokayata. He says that the Vedas discriminate Dharma with Adharma. “Artha' explains how wealth is created and destroyed. The science of the government distinguished justice from injustice. The samkhya philosophy is the light of all, the source of knowledge, the guide to virtues. Without a strong government, chaos reigns in the country; the strong exploiting the weak. An able government should make the weak resist the strong.

What makes a good king?

Kautilya defines an ideal king as Raja-Rishi, the sage king who has self control, devoid of sexual lust, who does not entertain false and flattering advisors. He sincerely promotes the security and welfare of his subjects, empowering them in all aspects. He does way with the vices like envy, lust, anger, greed, conceit, arrogance etc. He draws the affection of his people not because of his power, but by dint of his justice and equanimity.

How the King is trained

Topic 2 of the Arthasastra, chapter 5 of Book 1 is dedicated to the continuous training of the king. He should appoint a counsel of elder learned men from various fields. They must be renowned for their achievements in their respective fields.

In Topic 4, the author narrates the selection process for the king's of aides. The king should personally ensure himself of their honesty, loyalty and efficiency. Experience rather than qualification should be preferred in this process. Their previous perform should also be taken into consideration. Even their personal integrity and values are important. The Amatyahs(ministers) of the king should be well-trained, gifted with foresight and memory, bold, out spoken, enthusiastic, kind and philanthropic. They should be free from procrastination, fickle mindedness, hatred, wrath and adharma (non-piety). As per their above qualifications, they are assigned to lower, middle and higher positions.

In topic 6, The arthashastra describes the vigilance against Amatyahs who lack integrity and loyalty. Defaulters are arrested and terminated. The unrighteous should not work in civil and criminal courts. Those who lack honesty in financial matters should not be appointed in the revenue department or treasury. Chapter 9 of Book 1 suggests the king to appoint a purohit i.e., a spiritual guide for his personal council. He should be well versed in the Vedas and Ashtangas.

When do people dislike the government?

Book 7, topic of the Arthasastra traces out the causes of disaffection among people, of lack of motivation, of social chaos and uproar. Wherever “good people are snubbed evil people are embraced”, people feel distressed. It is intensified by the violence of the officials. When the king is unable to save “Dharma”, People start hating him. Koutilya defines Dharma like this.

"Does what ought not to be done,
Does not do what ought to done,
Does not give what ought to be given
And gives what ought not to be given"

In verses 7.5.24 to 7.5.25, it stated that people are ill-motivated, distressed, upset disloyal and even hostile, when the courageous people are discouraged, great accomplishments are belittled, creative ideas are suppressed; respectable people are insulted, undeserving people are held in high positions and when nepotism, corruption and inefficiency are encouraged.

Legal Frame Work

Book 3 deals with civil law, in addition to the relations of employer and employee, partnerships, sellers and buyers. Book 4 dwells on criminal law. It enumerates how the king or the officials concerned carryout the judicial process against criminal acts which are considered to be against the state. Trautman opines that it is akin to the European system, unlike the other indigenous systems.

There will be a panel of 3 magistrates for handling criminal cases. It is completely different from that of the civil system. Punishment is imposed in proportion to the crime. From chapter 4 of Book 1 to chapter 2 of Book 4, the same principle is emphasized. Collective conspiracies in trade are to be punished severely, by levying punitive fine to the group as a whole, as such crimes seriously damage the economy of the state.

The marriage-system

Books 3 and four deal with marriage and consent laws. The girl has the liberty to marry a man of her choice, 3 years after her menstruation. But she is not entitled to inherit her father's property. If she accepts a traditional arranged marriage, she will get the right. She can resort to remarriage, if her husband abandons her and does not reconcile up to 3 menstrual periods. Arthashastra legally recognizes eight types of marriage. But two types are popular.

In Brahma marriage, the girl can inherit her parent's property as it takes place with their consent. In Gandharva marriage. If the bride and groom marry without the approval of the parents, she has the right over the paternal property provided it is used constructively by her husband and is repaid with interest, when she demands.

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Wild life and forests

Arthashastra recommends that the state should protect the wild life carefully, as it balances the eco system well-Sick and old animals must be fed with kindness. Topic 19 of chapter 2 lays down the following norms to the king. They are

1. Exemption from taxes are to be granted to famine struck areas and enemy invaded regions.
2. Agriculture has to be safeguarded when it is endangered by forced labour, wild animal herds, thieves etc.
3. Trade routes are to be kept clear, when they are oppressed by his officials, robbers or frontier commanders.
4. Farm produce, forests, elephant habitats, reservoirs and mines should be protected.
5. The king should appoint a superintendant of forest produce to maintain the health of forest, to protect elephants and various kinds of trees.

Spying, Publicity and Information

A number of chapters are dedicated to these aspects in the Arthashastra. Secret Service is the key department in administration. The book explains how to build and use a net work of spies, for the welfare of the state. The spies receive intensive training to put up disguises, to use codes, to decode secret languages. They receive rewards on par with their performance. They should prevent the enemy from obtaining information about military and territory. The spies of the hostile countries should not be allowed to take up false propaganda against the state, or spread dangerous rumours, to destabilise the state. Intelligent operations should be taken up by the spy-network to check the above.

Some important duties of the secret service are to test the integrity of the government officials, to probe into their corruption such as receiving bribes in cash and kind, to monitor hostile kingdoms resorting to war preparations etc.

War and Peace

Book 7 and 10 of Arthashastra dwell on war and traces out numerous reasons for the out-break of war. There are three types of war, open, covert and silent. A detailed explanation follows as to how the king should deal with the specific type of war. He has to undermine war, before peace, as the latter contributes to progress and the former causes many disadvantages.

Koutilya reiterates that the fort should be strengthened from time to time. The welfare and morale of the armed forces has to be boosted and well-resourced, to face any type of war-situation. He defined peace:

"Peace is an effort to achieve the
Results of work undertaken in
Industry, and absence of disturbance
to the enjoyment of the results achieved from work"

Arthshastra defends all means to win a war such as assassination of enemy leaders, creating discard in their leadership, engagement of coverts etc. It also suggests that the conquered soldiers should be treated with respect. In short the treatise come nearer to kamandaki's 'Nitisara', which prefers peace over war and suggests prudence and diplomacy.

Taxation

Mixed economy should prevail, according to kautilya, in all fields. However, the state should supervise the private sector, following some strict regulations. Restraint on taxes imposed has to be stipulated. The tax should be

"Convenient to pay, easy to calculate
Inexpensive to administer, equitable
And non-distortive; without
Inhibiting growth."

Agriculture on private land was taxed at the rate of 16.67%. In times of famine, floods and epidemic, tax was exempted. Temple and gurukul lands were also exempted from being taxed. Taxes are levied between 10 % and 25 % on businessmen and industrialists. Tax could be paid in kind, cash or labour.

Anti-Machiavellian approach:

Kautilya aimed at a welfare state. He adopted an approach which is Anti-Machiavellian. Max Webster aims that Machiavellian king and his coterie are single mindedly aimed at preserving the sovereignty of the monarch; for its own sake, whereas kautilya's king is required to benefit and protect his citizens. Arthashastra vehemently asserts:

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"The ultimate source of the prosperity
of the kingdom is its security and
prosperity of the people".

This approach is alien to Machiavelli. In Arthashastra, the uncultivated land of the landlords should be handed over to the peasants who do not own any land.

Brains states that Kautilya stressed the need for empowering the weak and the poor. The king shall provide the orphans, the aged, the infirm, the afflicted and the helpless with maintenance which is called welfare support. Pregnant women and new born babies are to be looked after by the state. Even old disabled animals should be cared for.

A Great political Book of the ancient world

Boesche aims that Arthashastra depicts a bureaucratic welfare state, a kind of social monarchy. The economy is administrated for common good. In matters of foreign policy, welfare and international relations, the book is a work of genius. Romila Thapar is of the opinion that, the book must be seen as a normative document of strategy and general administration, but not as description of existing conditions.

Sihag states that it is a treatise "which is a proper measurement of economic performance". Brains opines:

"Kautilya in Arthashastra mixes the
Harsh pragmatism for which he is
Committed to the compassion of the poor,
The helpless and for women.

Shiva Sankar Menon, India's former national security advisor applauds Athashastra:

"Arthashastra is a serious manual on state craft, on how to run a state, informed by a higher purpose, clear and precise in its perceptions, the result of practical experience of running a state. The world we face today is similar to the world that kautilya operated in".

To conclude, for the students of management Arthashastra is very helpful for broadening their vision of administration, professional ethics, leadership, human resources and finally social commitment.

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Auroras Journal of Management (AJM) a quarterly publication of the Aurora's Business School, Hyderabad, India, is a journal addressed to managers in the industry, the government and nonprofit organizations. It aims at disseminating results of research studies that are of relevance to their jobs and capable of being applied at their work-place. AJM provides a combination of scholarly research papers and papers that are conceptual and application-oriented. It does not confine itself to any one functional area, but invites articles relating to all areas of management, marketing, finance, organizational behavior, and human resources, operations, etc. The journal also features articles on various sectors like industry, agriculture, banking, international trade, urban and rural development, public systems, and information systems cutting across functions.

AJM welcomes high quality papers on management, business, and organizational issues both from academicians and practitioners. Papers based on theoretical/empirical research/ experience should satisfy the criteria for good quality research and show the practical applicability and/or policy implications of their conclusions. All articles are first screened at the Editor's level, and those considered of sufficiently high quality are double blind refereed by reviewers who ensure a high standard of academic rigor in all the articles.

Authors can submit their contribution for consideration under any of these features:

- Research Articles which present emerging issues and ideas that call for action or rethinking by managers, administrators and policy makers in organizations. Recommended length of the article, not exceeding 7,500 words.
- Book Reviews which covers reviews of contemporary and classical books on management.
- Articles on social, economic and political issues which deal with the analysis and resolution of Managerial and academic issues based on analytical, empirical or case research/ studies/ illustrations. Pl

Please send your articles to: Editor
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Guidelines for Submission of Book Reviews in AJM

The following is the suggested format for authors:

- Length: 3500- 5000 words or 10-12 Pages
- Paper Title should be brief
- All authors' Title (e.g. Dr, Mr, Mrs, etc.) & Name, Affiliation, Email etc
- Abstract (not more than 250 words) and Keywords
- Introduction / Background / Objective
- Literature Review
- Methodology, Findings, Analysis & Discussion
- Conclusion, Limitations and Recommendations
- References - Harvard or APA Style is required.
- Tables, figures, etc. in their appropriate location in the paper (if applicable)
- Margins: 1 inch or 2.5 cm.
- Font: Times New, 12 points
- Spacing: 1.5 between lines and 2 between paragraphs