

Ideas That Matter

The Spirit of Management

Future Manager's Toolkit

Thoughts On Management & Education

The Flagpole



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"We are made wise not by the recollection of our past, but by the responsibility for our future. "

 $\sim$  George Bernard Shaw  $\sim$ 

In an interesting way, many observers would comment that the future has come too soon! Hence, it becomes imperative for the managers of the future to not only sharpen their skills, but also to reevaluate their portfolio of expertise in the light of the VUCA world in which we are living.

In the same vein, we have covered a very remarkable initiative that aims to develop children to be future-ready. Children are, after all, the future inhabitants of the world.

We also have two resource persons who have shared their ideas of what a future manager needs to work on.

You will as well find the well-formed thoughts of a veteran teacher, persuading us to re-look at what education means.

We do hope you would find this issue of use and interest.

We would be glad to know your thoughts on this issue.

Do pen in your thoughts at: domainjsb@gmail.com





- Ideas That Matter
  - O6 An Agenda to Develop Future-ready & Well-rounded Children
    Mr. Saravanan Sundaramoorthy, Founder & M.D, Edsix BrainLab, Chennai

Jan-Dec 2022

Vol: I5 ~ Issue:I

Domain

03

- 14 Infographic : 10 Rules for a Great Startup Idea
- The Spirit of Management
  - 18 Thoughts from How to Think Like a CEO Debra A. Benton
- Future Manager's Toolkit
  - 22 Communication Skills, Diversity and Inclusivity: Traits of a Leader Dr Mrunal P. Chavda, Indian Institute of Management, Raipur
  - 26 Collaborative Gamification: A Primer for the Future Manager Dr K.S. Nivedhitha, Indian Institute of Management, Kozhikode
  - 30 Infographic : 14 Principles of the Future Organisation
  - 32 Infographic : 10 Principles of the Future Manager
- Thoughts on Management & Education
  - 36 An Educated Person is a Spokesman of Society **Dr Sunil Sharma,** FMS, University of Delhi
  - 42 Exhibit : What top employers want from MBA graduates
  - 43 Exhibit : Top MBA Skills And Why They Matter To Employers
- The Flagpole

46	Book	:	The Psychology of Money
47	Article	:	How Social Media Firms Moderate Their Content
48	Video	:	Why You Shouldn't Set Goals But Form Good Habits
49	TED Talks	:	Try something new for 30 days
50	Vintage Vibes	:	On Nature (1837)

The best portion of a good man's life is his little nameless, unencumbered acts of kindness and of love.

~ Wordsworth ~



05

Jan-Dec 2022-

Vol: I5 ~ Issue:I

- Domain -

Ideas That Matter

lan-Dec 2022

Vol: I5 ~ Issue:I

Domain

06

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An Agenda to Develop Future-ready & Well-rounded Children

An interview with

#### Mr. Saravanan Sundaramoorthy

Founder and Managing Director Edsix BrainLab, Chennai

In an education age with easily accessible educational content, anytime anywhere teaching and flipped classrooms, students must apply higher-order thinking skills to actively self-learn, multi-skill, and level up to future demands.

https://skillangels.com/HOTS

#### Q: What was the philosophy behind starting EDSIX BRAINLAB<sup>®</sup>?

A: When you focus on children and their time on learning, one is always tempted to think of different teaching and learning methods. The most innovative ideas come up with teachers working on strategies, techniques, practical sessions, methods, etc. The core issue here is quite likely to be missed: do we have a thinking child in our midst?

(The views expressed are personal)

To my remarkable team at Edsix and myself – this was the most crucial issue around which an entire organization needed to be built – to nurture and enhance thinking skills in every child. Thinking would not refer to academics alone; instead, it would be a comprehensive process wherein every child would learn to think critically and innovatively, keeping in mind social values and humaneness to emerge as citizens, future-ready to take on the challenges of tomorrow.

We wanted to bridge this gap between the evolving industry needs and the learning curriculum. So, we worked backwards and created our Cognitive Learning and Social-Emotional Learning Solutions.

When learners pass out of college and get into a job, they are expected to think creatively, think out of the box, and be great problem solvers. How are they supposed to meet these expectations when, unfortunately, there isn't any learning curriculum that can help them develop or assess their thinking skills during school/college days. We wanted to bridge this gap between the evolving industry needs and the learning curriculum. So, we worked backwards and created our Cognitive Learning and Social-Emotional Learning Solutions.

#### Q: What were the initial mindset issues you had to face?

A: Getting children to think in a way that would be immersive was even more challenging. How does one do this without being repetitive and boring? The answer to these complex issues was SKILLANGELS<sup>®</sup>, a complete program that helped a child navigate through an exciting and engaging maze of puzzles and games, with just one important goal: honing Higher Order Thinking Skills – HOTS! It was a win-win combination – children were super-happy with the program, and parents and schools started seeing progress in academics, social skills, and much more. EDSIXBRAINLAB<sup>®</sup> has always put the child in the centre of all its operations – a child who thinks about self, peers, community and much

**JEDSIX**BRAINLAB

Domain

an-Dec 2022

Vol: I5 ~ Issue:I

more. Through the various offerings that this company has come up with over the years, the focus has always been on sustaining the growth of the thinking individual. Along with cognitive skills, social and emotional skills have also been introduced to ensure the emergence of well-rounded individuals who have the tendency and will to cope with the challenges that the future holds. It was a great challenge to make school authorities understand Higher Order Thinking Skills and the need to inculcate them in learners and other academic learning. In the initial days, only forward-thinking schools could clearly understand the need for our program and onboard. Now NEP2020 has brought in this understanding.

# Q: Can you tell me about your early days and what kind of support you received?

A: This journey that started in 2013 would not have been possible or successful without the recognition from premier organizations in innovation and technology. The IIT Madras RTBI and IIM, Ahmedabad's CIIE support was a clear indicator of the potential that SKILLANGELS<sup>®</sup> had to make a discernible difference in the cognitive learning space. The most crucial breakthrough : being selected in the IIT Madras RTBI's incubation program. The support this breakthrough brought through completely changed the course of the organization towards positive growth and success.

This journey that started in 2013 would not have been possible or successful without the recognition from premier organizations in innovation and technology.

Winning IIM-Ahmedabad's CIIE accelerator program, a national level challenge, was another pivotal milestone in our initial startup journey that brought in seed investment from IIM-Ahmedabad's CIIE and The Village Capital, USA. These undoubtedly accelerated our growth and enabled access to great mentors, platforms, idea validation, etc. Along with this came recognition in the form of awards that the company started picking up on its long and arduous journey to

become an ed-tech company – focused on enjoyable learning. The company was featured on various platforms and won several awards as a startup, proving that entrepreneurship could be both financially beneficial and socially relevant.

#### Q: What were your initial hurdles?

A: The days we started and now are ages apart. In our initial days, raising funds was the most significant challenge. Moreover, getting access to the right mentor took its own sweet time. Think, if I point out what best opportunities today's startups have, would help you understand what we lacked when we started the journey. Big Thanks to Startup India! Numerous initiatives have happened through Startup India. Many universities and colleges have Startup Entrepreneurship Incubators. One can get access to them and hence to mentors. Staying connected with Startup India can help in their journey as there are many schemes created to empower an entrepreneur's journey. Today acquiring funds is not at all a problem. If you are targeting to solve a huge problem, have a winning solution, a great co-founding team and a clear vision of what and how you want to do it, access to funds, working together

Big Thanks to Startup India! Numerous initiatives have happened through Startup India. Many universities and colleges have Startup Entrepreneurship Incubators. One can get access to them and hence to mentors.

with the right incubator, and access to mentors and accelerators, will fall in place as plenty of opportunities are available today. We didn't have access to these opportunities when we started. **"It was hurdles unlimited then, it is opportunities unlimited now!"** So do not miss to make the most of these opportunities.

Have a Great Idea - Solve a Big Real Problem - Make a Great Winning Team

Ideas That Matter

# Q: What are your significant operations in this field and your uniqueness in the products?

A: From beginning the journey with a program for children, further research helped formulate specific programs for different target groups. Thus, the various offerings that fulfilled emerging needs were born. As the education sector is getting geared up for a Competency-Based Learning & Assessment protocol and model in both the school and the higher education sectors, Edsix has emphasized conceptual learning, critical thinking, creativity, social & emotional learning, and problemsolving. Edsix products are STEM.org accredited and fulfil this requirement in more ways than one, opening up the doors for more significant and more innovative ways of equipping today's learners for tomorrow's challenges.

To give a glimpse of our offerings:

SKILLANGELS<sup>®</sup> - For grades I to IX (Ages 6 to 14)

KINDERANGELS<sup>®</sup> - For Nursery & Kindergarten (Ages 3 to 6)

(1) Higher Order Thinking Skills (HOTS)

BLESSEDANGELS<sup>®</sup> - For all grades – for students with learning disabilities

(Ages 6 to 18)

(2) Social & Emotional Learning (SEL)

KAPI & TIGA<sup>®</sup> series from Magical 7 Studios

Q: Would you like to share more about the two important and exciting initiatives with our readers?

Definitely, yes! Let me do it one by one. Higher Order Thinking Skills (HOTS): SKILLANGELS<sup>®</sup>, KINDERANGELS<sup>®</sup> & BLESSEDANGELS<sup>®</sup> support and enhance the absorption and application of Higher Order Thinking Skills. From strengthening concepts that are applicable in all subjects; whether in the Arts, Humanities, Sciences or Mathematics, Edsix offers digital, game-based puzzles that work to provide solutions to the following problem areas:

Domain

Vol: I5 ~ Issue:I

lan-Dec 2022

I. Knowledge retention | 2. Application of concepts learnt

3. Practical understanding | 4. Analysing & troubleshooting

5. Ability to evaluate and report | 6. Critically examine

7. Prompt and timely decision making | 8. Creatively innovate & respond

KAPI & TIGA<sup>®</sup> Series from Magical 7 Studios is all about nurturing and enriching Social & Emotional Learning Skills through a gold-standard animated video series that features Kapi, Tiga & friends who live, experience and learn from the various happenings in their environment. The core skills that are in focus are:

- I. Mindfulness
- 2. Compassion
- 3. Empathy
- 4. Critical Inquiry

This product line, developed in stealth mode (verbal series), is the Industry's first innovative platform delivering social and emotional learning programs in multiple formats - 70 + Animation rich HD videos, encapsulating the key life skills prescribed by UNESCO and other world organizations that focus on learning & development for students worldwide in the age group of 6 years to 16 years. The series is engineered to generate awareness, assess & enhance social and emotional learning competencies according to the industry-leading framework - CASEL, building social-emotional intelligence and resilience for students. Each of these videos called a HEEDIOS<sup>®</sup> - a video you heed-transforms a life skill lesson into an enduring and practical life experience.

#### Q: What are your future plans?

The past decade has seen changes in every possible sphere, compounded by the pandemic and its disastrous reach. The ed-tech space is no exclusion – but a space that shows tremendous potential for expansion and student learning. Edsix continues to work with educational institutions, NGOs, and corporates to bring innovative puzzle-based programs to children and adults. Apart from 11

Ideas That Matter

-Jan-Dec 2022

Vol: 15 ~ Issue:1

Domain

having an AI-augmented product, the comprehensive tracking mechanism allows every stakeholder to understand the individual's progress and the program's impact on increasing cognitive abilities. In addition to the cognitive skill

Edsix is set to reach out to children across the globe with this online initiative that knows no geographical, ethnic or cultural boundaries.

program, the Magical 7 Studios - Social and Emotional Learning program ensures that a child retains and naturally exhibits values of empathy and mindfulness. With this diverse range of products, Edsix is set to reach out to children across the globe with this online initiative that knows no geographical, ethnic or cultural boundaries.

> Have a Great Idea Solve a Big Real Problem Make a Great Winning Team

> > All the Very Best!

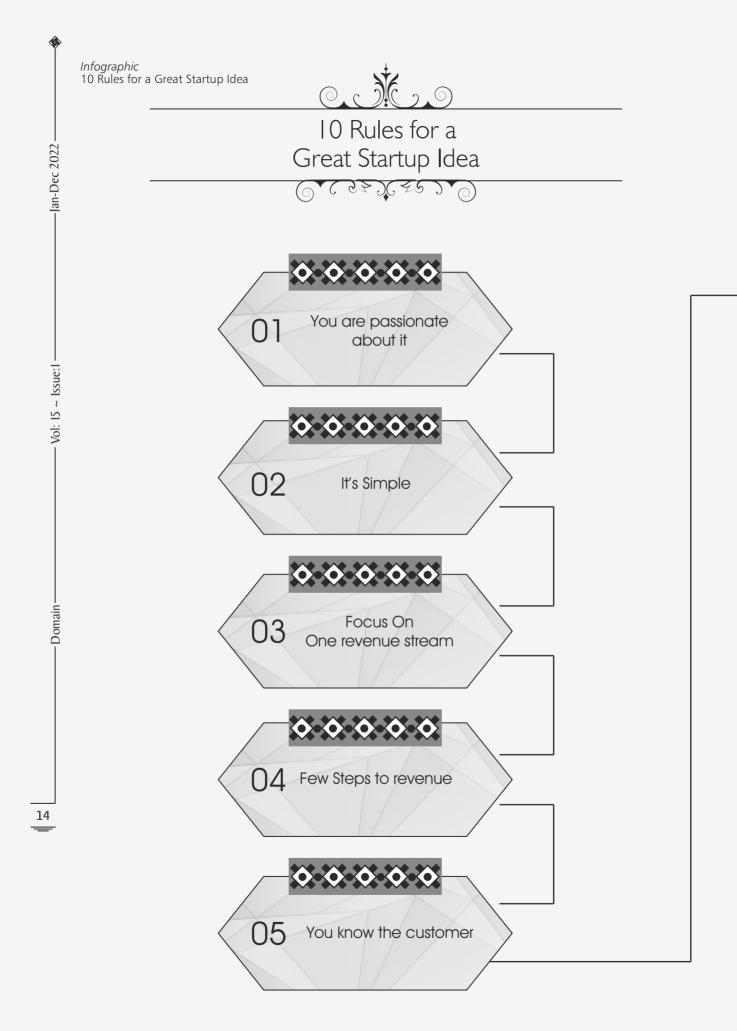
Jan-Dec 2022

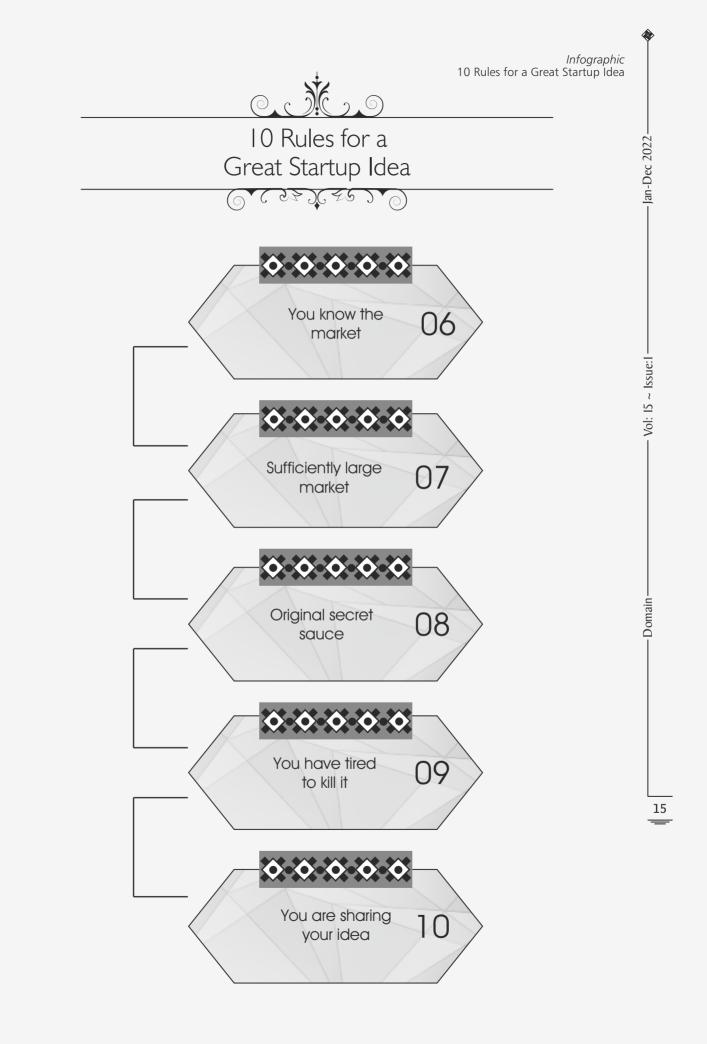
Vol: 15 ~ Issue:1

Domain

## A Few Words for Youngsters Starting a Business

It is essential that youngsters come up with innovative solution(s) for existing real-life problems. Predominantly every solution is or will have to be enabled with technology. So, how your answer effectively, innovatively, and efficiently uses technology, will define your venture's success. Other indispensable ingredients to an entrepreneur's success recipe are grit and perseverance throughout the journey, until the goal is reached. So, in a nutshell, you have to keep in mind that entrepreneurship is not about being enthusiastic for about 3 to 6 months and then giving up not being able to persevere. It requires a more extended and more committed stay. A marathon, but to be run like a sprint everyday. Being an entrepreneur requires tremendous energy, enthusiasm, expectation, and clarity.





You're only here for a short visit. Don't hurry, don't worry. And be sure to smell the flowers along the way.

~ Walter Hagen ~



Jan-Dec 2022-

Vol: I5 ~ Issue:I

- Domain -

The Spirit of Management Thoughts from **How to Think Like a CEO** 

lan-Dec 2022

Vol: I5 ~ Issue:I

Domain

18

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Thoughts from How to Think Like a CEO by Debra A. Benton

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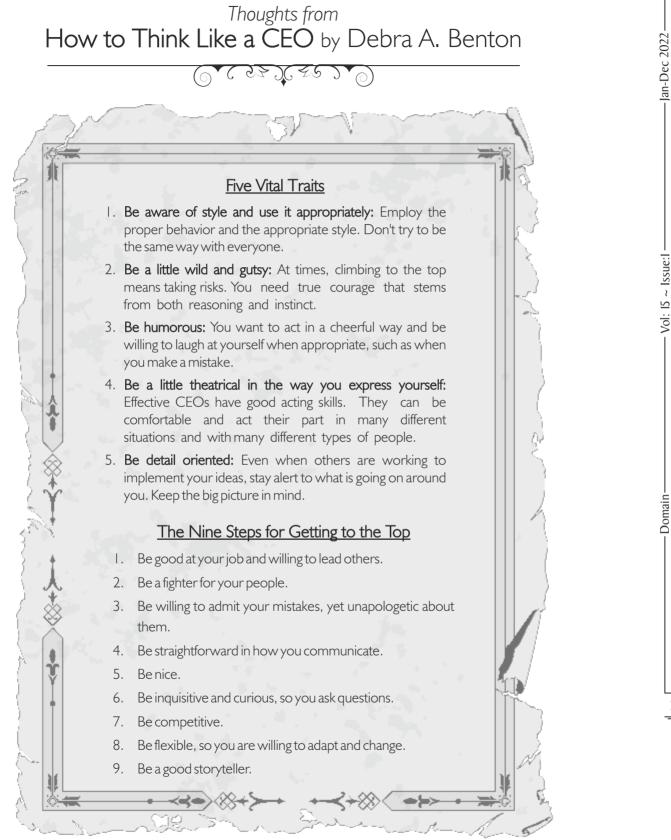
53

## Eight Fundamental Qualities

- 1. They are secure in themselves : Near-perfect chiefs have to be secure, to have the confidence to believe they can make it. Uncertain people don't get to the top.
- 2. They are in control of their attitudes : Take charge of your attitude. Your ability to succeed in business and in life depends more on your mental attitude than your mental abilities.
- 3. They are tenacious : Top CEOs persevere and overcome obstacles. They keep going. Even if others discourage you, you should stay on your path and work toward your goals.
- 4. They are continually improving : Keep learning, so you know more and more about your job. Learn by talking to people, learn from your mistakes, and learn from the experiences of others.
- 5. They are honest and ethical : You should tell the truth, have integrity, be genuine, be fair, and be forthright. Do not engage in fraud, deception, or artifice to get ahead for yourself or your company.
- 6. They think before they talk : If you think before you speak, you can control what you say and carefully choose your words. You can express yourself for the desired result.
- 7. They are original in their ideas and actions : Originality is especially important in today's climate of change. CEOs have an advantage in that they can express their imagination, and be inventive and original.
- 8. They are publicly modest about their abilities and achievements : As you improve and achieve, be modest. Avoid being pretentious or ostentatious. Bragging about what you achieve can turn people off and breed resentment.



The Spirit of Management Debra A. Benton



19

Slow down and enjoy life. It's not only the scenery you miss by going too fast – you also miss the sense of where you are going and why.

~ Eddie Cantor ~



# Future Manager's Toolkit

Jan-Dec 2022-

Vol: I5 ~ Issue:I

- Domain -

Future Manager's Toolkit  $\bigcirc$ Communication Skills, Diversity and Inclusivity: lan-Dec 2022 Traits of a Leader (23)(26) Vol: 15 ~ Issue:1 An Interview with Dr. Mrunal P. Chavda Asst. Professor - Economic Environment & General Management Indian Institute of Management Raipur Domain Q: Sir, what is the one single skill you would want a manager to be proficient in, in order to face challenges in the future?

> A: Times are changing, and so are the channels and challenges to communicate with employees, customers, and different stakeholders. Managers can embrace success more if they master different skill sets. Covid-19 has forced us to develop a 'Work from Home' culture, and the corporate sector also adopted it. In such circumstances, one skill that managers need to be proficient in is Communication Skills. Managers have to understand that Communication Skills

22

(The views expressed are personal)

are not limited to making a PowerPoint presentation, presenting it successfully, or even delivering public speeches. Covid-19 has forced us to think about engaging audiences, tailoring messages, and choosing appropriate channels, including social media, along with identifying the needs, challenges, and circumstances of sender and receiver.

# Q: Business environment in the future requires Managers to be flexible and adaptable. Would you like to throw light on this?

A: The dynamic and elastic nature of the business environment requires managers to be flexible and adaptable. Although education in India is generally not considered a business, the growth in the education sector with the help of technology is a changing face. Even the University Grants Commission has taken a strong note of it, and in a country such as India, it is more than welcome. Teachers have started start-ups, and they are successful. The food delivery business is a recent phenomenon, and so is AI-enabled services. The traditional TV and Film industry has competition from OTT platforms. The Digital Gaming industry is on the rise. Political Parties in India have been employing consultants to win elections. Information and Technology firms and technocrats have been studying ethics. These are some examples of why future managers have to be extremely flexible and adaptable to be successful in the future. Learn, unlearn, and re-learn will be a new cycle governing a manager's life in future.

#### Q: Do you think embracing diversity is a trait of the Manager in the future?

A: Diversity and inclusivity are the critical traits to transform a Manager into a leader. When we talk of gender inclusivity, we think of two genders. Future managers have to deal with transgender people as well, along with LGBTQ. However, this community has started to contribute to the world's social development despite their struggles against social discrimination. There are hundreds of examples of them getting an education and working on their own: running NGOs, fighting political elections, and leading the organisation. For example, Tim Cook said in 2014<sup>1</sup> that he is gay. So future leaders managers have to think and act to embrace diversity and inclusive beyond 19th-century old social taboos. Managers need to understand that the world is shrinking with

many opportunities. No one, perhaps, might demand the managers to change their appearance, faith, or even their linguistic preferences; however, managers must develop and demonstrate an inclusive approach in the future.

## Q: Is the idea of appealing to the Head, Heart and Hands, a prerequisite to be an effective Manager in the future?

A: Appealing to the head, heart, and hands have been on the list of traits that a manager can have, and it will remain in the future too. This three have been a core of leadership, and since we are moving towards uncertain times, today's managers must develop them as a core to transform themselves into leaders in future. We have seen disruption at multiple levels, and managers succumb to this disruption. These disruptions transform organisations from their core. In this transformation (including digitalisation), a holistic and humanistic approach<sup>2</sup> as a core element would allow managers to prioritise, empower, and embrace change.

# Q: What are your list of best practices that can be followed by Managers in the future? Can you kindly give us a few examples?

A: My list of best practices that can be followed by Managers in the future include

- Hire to Retain
- Respond, not react
- Communicate consistently
- Listen and ask questions
- Develop humility
- Provide honest feedback and be ready to receive one
- Engage, encourage, and exemplify

Out of these seven best practices, I think the managers need to pay more attention to the second one, i.e., respond, not react. Our reactions to situations, people, and events change many things, including our relationships in personal and professional lives. Reactions are instantaneous and, therefore, hazardous in

-Jan-Dec 2022 -

Vol: I5 ~ Issue:I -

Domain

many ways. These reactions force us to vomit verbal and nonverbal aspects, which might boomerang either instantly or with delay in the form of a broken relationship, mistrust, and faux pas. Developing a habit to take time before reacting will improve us to navigate through these barriers.

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I https://www.bloomberg.com/news/articles/2014-10-30/tim-cook-speaks-up

2 https://www.bcg.com/publications/2018/head-heart-hands-transformation

Future Manager's Toolkit

lan-Dec 2022

Vol: I5 ~ Issue:I

Domain

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Collaborative Gamification: A Primer for the Future Manager

An Interview with

Dr K.S. Nivedhitha Asst. Professor - OB & Human Resources Area Indian Institute of Management Kozhikode

## Q: Madam, what is the one single skill you would want a manager to be proficient in, in order to face challenges in the future?

A: It cannot boil down to just one skill, given the multifaceted nature of the business environment in the future. But at its core, I feel two skills are very essential for future managers: Motivation management and Inclusiveness. Employees will be more likely to focus on self-realisation rather than just showing up to pay their bills. Managers should therefore maintain a perfect balance between intrinsic and extrinsic motivation. Gamification provides both. Game mechanics like points, gifts, and avatars extrinsically motivate individuals, while the game dynamics like the interactive features (competitions/

(The views expressed are personal)

collaborations) intrinsically motivate individuals. It is also important to design the gamification in such a way that it constantly engages the employees at work. Yu-Kai Chou's Octalysis offers a strategy to instil motivation. The elements of the Octalysis instill a sense of urgency and accomplishment at the same time.

With the great migration happening around us, I also believe that, managers should have an inclusive mindset and let go of the stereotypical shackles, be it sexual orientation, marital status or gender. Game mechanics such as diversified avatars can be used to induce tolerance in a diverse workplace. Managers can opt for gamified sensitivity training to understand the true differences.

## Q: Business environment in the future requires Managers to be flexible and adaptable. How would Gamification aid in this process?

A: With a possible metaverse on the plate and a hybrid working atmosphere with abundant opportunities to crowd-source, managers will have to be agile decision makers. For example, a manager might not be able to integrate the newbies with the existing team in a hybrid working system. Though we have online collaborative tools, the new hires will still lack informal talk with their colleagues. This clutter may widen the gap between the newbies and existing employees, and deteriorate the managers' ability to make agile decisions. Gamification may help managers address this gap. For instance, a story board about the team can make the new hires comfortable and internalise the team culture. A gift giving platform can be set up, where existing employees can welcome and gift some of their earned points to the new hires. Remember that personal gifts always work better than just transactional/extrinsic rewards. There might also be a chance to positively appraise the employees who are physically present. Socialisation features of gamification (informal reward points, like giving a virtual hug, gift-giving or sharing winning points) will help managers to informally connect with the employees whom they are not able to closely monitor at workplace. With such a positive social bond, managers can easily become agile in taking decisions. Most of all, agile managers should always have the readiness to learn. Gamification was used by Deloitte to keep the senior executives motivated to finish the leadership training curriculum. Organisations can use similar gamification mechanisms to motivate managers to take up essential training programs.

## Q: Do you think embracing Gamification ideas is a trait of the Manager in the future?

A: Of course, Gamification is already keeping its pace very fast. Siemens launched plantville to engage internal and external stakeholders. With gamification, Google was successful in enhancing the policy compliance of its employees. As I said earlier, we are already transforming the physical workspace into a hybrid workspace, thanks to the pandemic. There will be distractions, slacking, and conflicts between work and home demands for both men and women. Team monitoring and ethical issues might be higher in the future. So, self-regulation will be the essential key for employees' productive behaviour. To achieve that, managers can use gamification elements like progression bars and instant feedback to induce self-appraisal and self-comparison among employees. As of now, organisations use applications like Badgeville, which are more inclined towards outcome-oriented gamification elements. In the future, gamification apps may start designing experience-based and human-based gamification platforms for managers to effectively engage their employees.

## Q: Is the idea of appealing to the Head, Heart and Hands (Digitally), a prerequisite to be an effective Manager in the future?

A: Yes. Employees may value purpose more than promotion. Customers may opt for greener products. Al bots may become your colleagues. You may become a vegan prawn lover. So, being a manager is going to be tough in such a volatile environment. It is absolutely necessary for managers to have a propelling vision and to adopt human-focussed technologies, that facilitate trust-worthy knowledge sharing and action-oriented knowledge.

# Q: What are your list of best practices in the area of Gamification that can be followed by Managers in the future? Can you kindly give us a few examples?

A: If managers use process-oriented and collaborative gamification, they will be able to get the best results with gamification. Remember playing the Farmville game? More than the wins and reaching the goals, the game gave us a transcending experience of a different life comprised of animals, greens, farmhouse, ploughing and harvesting, and buying and selling everything from milk to cherries. The game was initially a success not because of the goals and the winnings but because of the process, the experience and the interaction

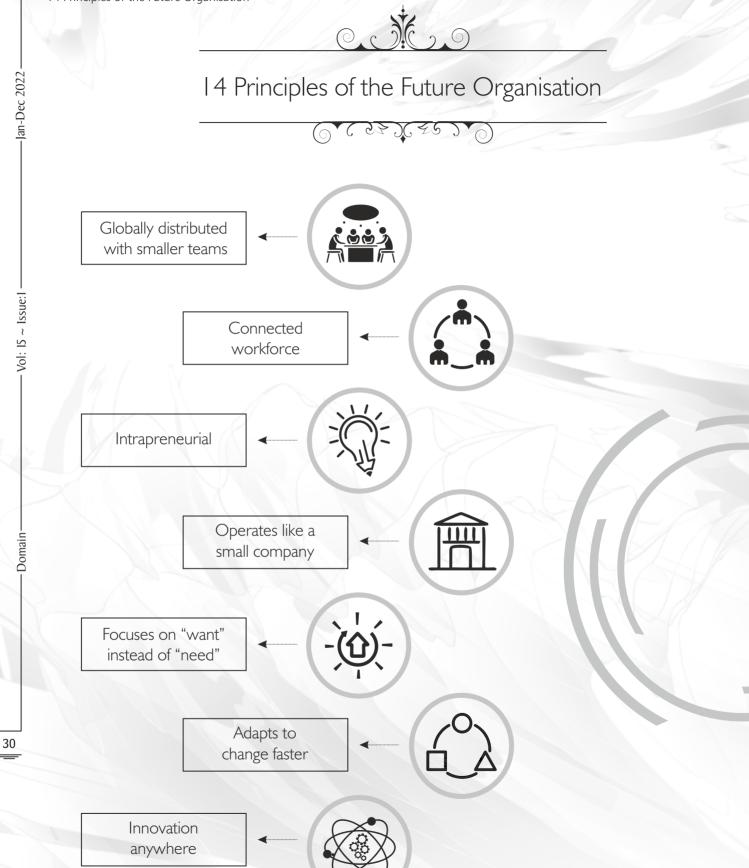
between the players. However, it lost its charm once players felt it to be too addictive. But imagine if the same enthusiasm is cultivated on a real farm. Instead of addiction, it will give you real results and real gains because your time is spent on something productive, not on a virtual space. Likewise, gamification can be woven into the work with process-oriented and collaborative elements. Through these elements, employees can experience hedonic pleasure and real benefits too. Employees will be able to share knowledge with ease, will engage in crowd-sourcing projects, and they will start embracing the team gains.

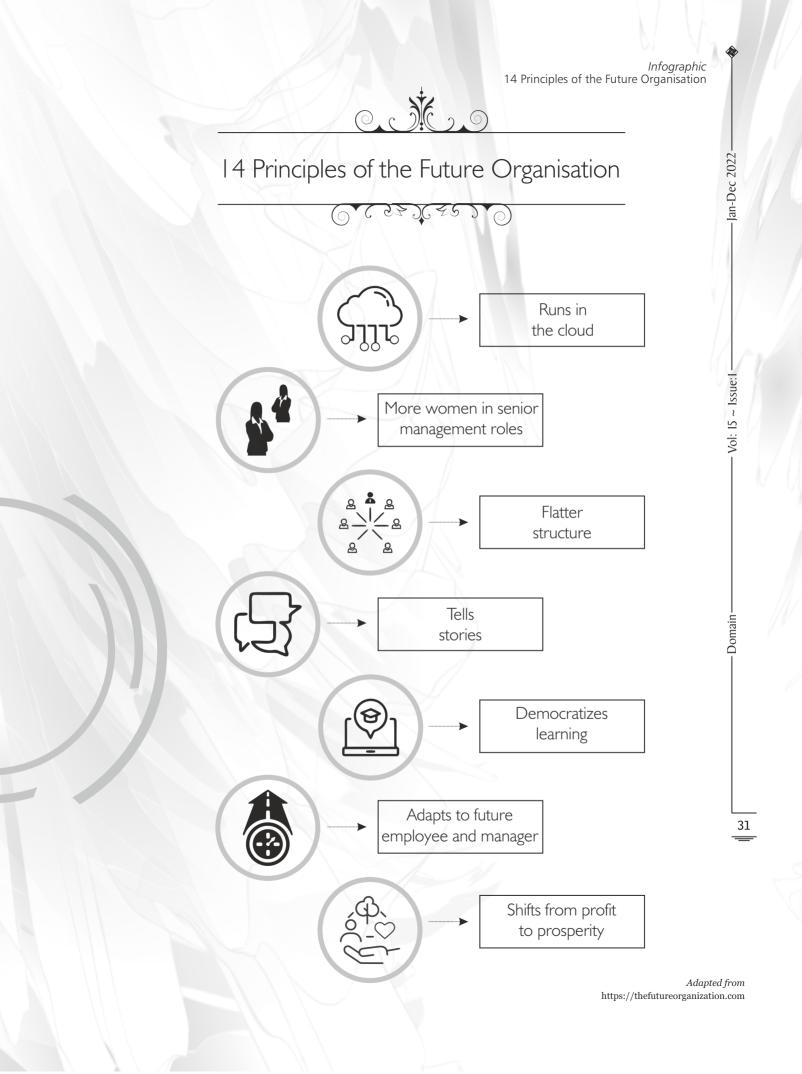
# Q: Can you tell us about the basic misconceptions people make when they hear the term gamification?

A: That's plenty. People often jump to the conclusion that it is very demographicspecific. For instance, people assume that gamification works only for men or only for a particular age group, say millennials. Women like feedback and enjoy company. So, there is no way that women hate gamification as it is completely feedback-driven and has so many players. Next comes the age. Just like kids, adults, irrespective of the age, enjoy game elements. Several health-based gamification apps are successfully used by the older adults. People think that the effect of gamification fades after a point of time. If you look at human history, we can understand that we were taught virtues, culture and intellect through elements of games. Moksha patam (a game of snakes and ladders) and Asthapada (game of chess) flow back centuries. They may look like normal games, but in depth, they are so rich in culminating good virtues, strategies and intellect. And they never go out of fashion. People immediately think of competition when they hear the word-"Gamification". Several gamification applications use other strategies such as coordination, self-comparison and collaboration to help us become better humans. Nike+ uses challenge elements and badges to engage users in their fitness regime. GreenMe! uses collaborative features to help individuals adopt sustainable lifestyles. Smarty Pig, another gamified app, uses the self-regulation strategy to help you save money and achieve some of your purchase goals. The famous piano staircase, with just a piano painting, entices people to take the stairs. Gamification is not about competitions alone!

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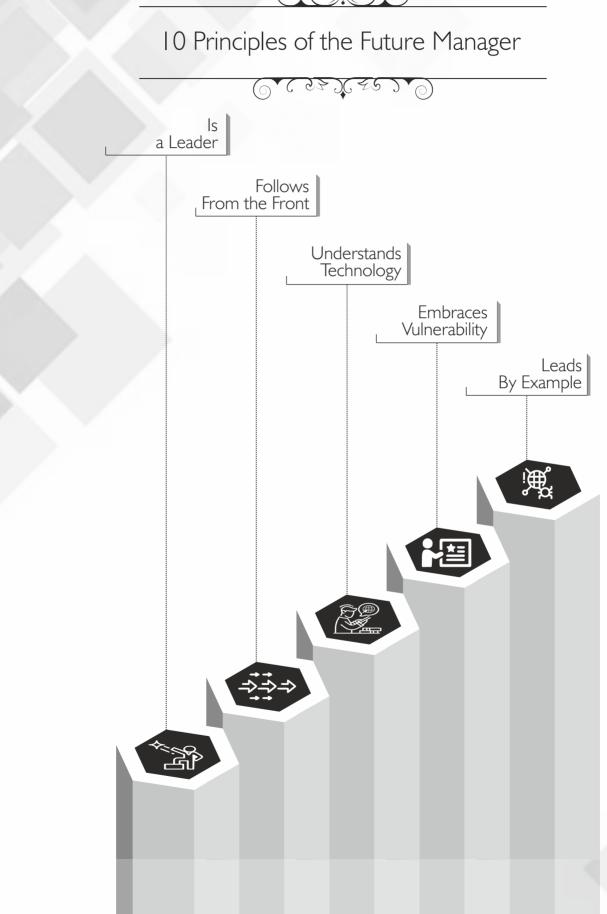






*Infographic* 10 Principles of the Future Manager

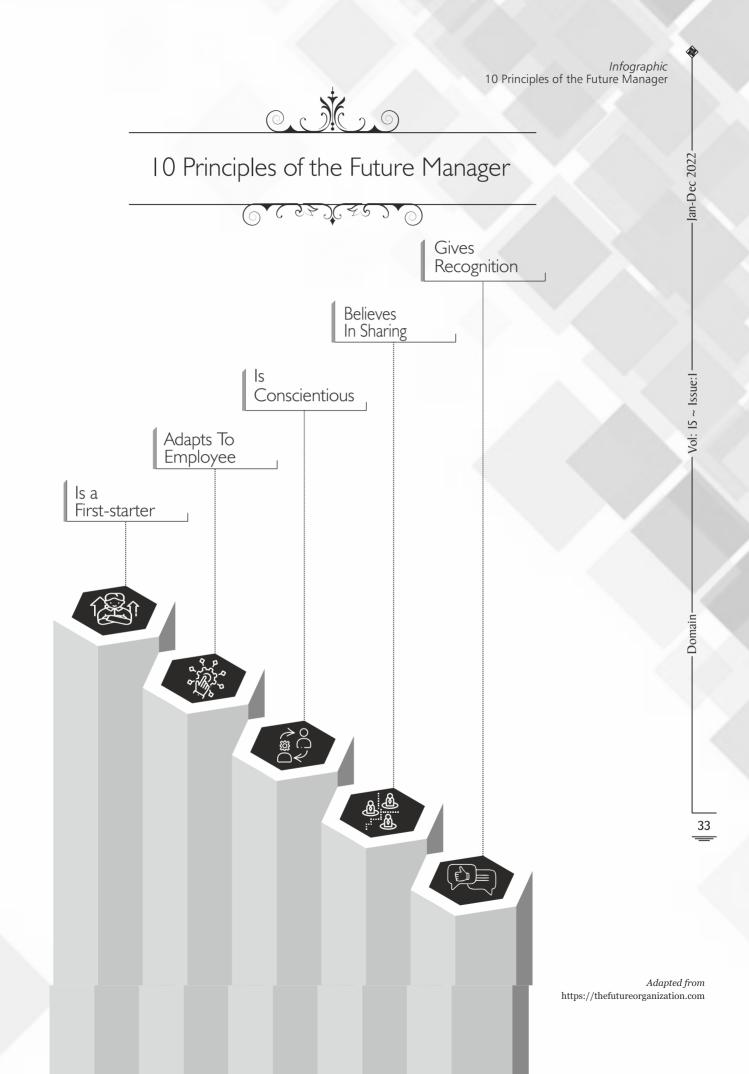




- Vol: I5 ~ Issue:I -

Domain

32



It had long since come to my attention that people of accomplishment rarely sat back and let things happen to them. They went out and happened to things.

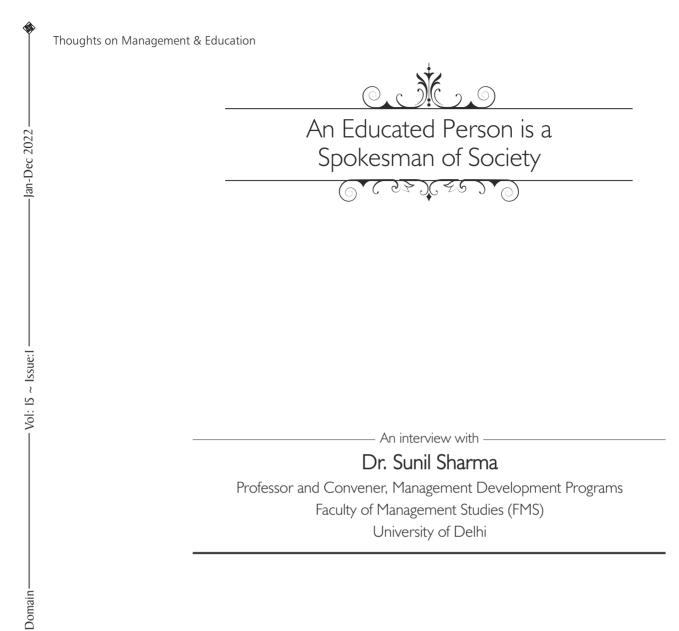
~ Leonardo Da Vinci ~



35

Jan-Dec 2022

Vol: I5 ~ Issue:I



#### Q: Who is an Educated Person, in your view, Dr Sharma?

A : Education should be seen as the means and not the end. Similarly, an educated person serves as an instrument for the reform of the society and enlightenment of the people. An educated person is always sensitive to environment and the needs of the people. He / she has a wider outlook and must be willing to accept the role of a change agent for the society right from an individual level to a collective level. An educated person is concerned with

(The views expressed are personal)

envisioning the future and bridging the gap between not-so-educated and the system of governance. An educated person is a spokesman of society and can bring about a change by acting as a bridge with those at the helm-of-affairs in any sector. Obviously, educated person need not be arrogant about his / her knowledge and role but be humble and practice what he /she preaches.

#### Q: Can you please tell us about your journey as a teacher?

A : It has been very exciting and satisfying both, all through my career. Being in teaching in a leading business school of the country, quality of inputs being very good ,I have been a little privileged but unlucky too as I never had to deal with a student below average. The real challenge lies in dealing with under-average student of the country and bringing him at par with others. Here, I am dealing with 98-99 percentile scorers and they are already at par with each other. But the challenging part is how to help them raise their expectations, and then also meet these expectations and more importantly, how to break their glass shield of 99 percentile in which they feel well-cushioned, over-confident and well cocooned. It requires a real time update on knowledge and its applications to deal with such an audience and that is what results into in-house development of

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teachers. However, it is imperative to attend programs at world's leading institutions to update with new pedagogies particularly in view of digitization and new benchmarks all around in education. I feel that I am touching the lives of people if I come across students who are part of different ethnicities, even small towns or cities with a humble background or even candidates from some foreign countries who might find the studies a little more stringent here. The other concern is that teachers tend to be complacent after spending a few years

#### Thoughts on Management & Education

in the job and vary in their aptitude for up-dation. They need to be motivated for that. They must be always open to feedback. Incidentally, most teachers in public institutions of teaching may just abhor the idea of feedback and may completely dislike promotion based on appraisal on feedback. This is an irony. However, feedback can be on different dimensions and different people and not just students and should be designed without any biases. As a teacher, I have been capturing and assessing my own feedback and keep taking stock of my strength and weaknesses and thereby keep on improving myself. There is this never-ending journey of a teacher for being as perfect as possible and make his/her pupils not only knowledgeable but inquisitive, happy and confident.

Q: How would you rate the contemporary education environment scenario in India? A: Its all happening at the same time; its dynamic, very diversified, technology intensive and even capital intensive. Foreign Universities have also come to stay, changing the benchmarks of education and international affiliations and networking. More corporatization is going to occur. It is completely going to change the landscape of education in India particularly 'what' people will like to study and 'how' and without any biases or discrimination. Obviously ,it is then desired to have transparent processes all through from admission to degree conferment but with flexibility. So 'transparency' and 'flexibility' are going to be

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two key words in education in India. People are more than ready to invest in good quality Education in India. Post- pandemic, many are preferring to invest in good quality education in India only. The scope of counselling for education has also increased in India. Lot of changes are happening. However, faculty recruitment and retention policies need to be accordingly developed for it. The

environment is encouraging and lot of growth is taking place. Institutions are having collaborations with industry and overseas institutions. Also having adjunct faculty, particularly latest guidelines to have 'professors of practice' at different levels by ministry of education, would go a long way in enriching the quality of education, linking it with application in industry as well as avoid mad rush and declining quality of Ph.D. work. There is a trend now for vocational courses .Newer areas are being exploited in biotechnology, Computers and IT and management.

#### Q : Would you like to throw light on Management Education in India?

A : Management education is no more a privilege of a select few. It has now trickled down to all sections of the society. However, quality is the prime concern. Education in management now would be all about sectoral management studies e.g. travel, health care, agriculture and food, retail, pharmaceuticals in domains like supply chain, data analytics, automation, artificial intelligence and machine learning and even sustainability. Also, the inputs in these areas need to be indigenized in view of local context. The Indian cases need to be developed.

Pure American or European cases are not going to help develop solutions to Indian corporate problems. However, these can always be taken as starting points.

The All India Management Association is undertaking significant steps in developing Indian cases. Pure American or European cases are not going to help develop solutions to Indian corporate problems. However, these can always be taken as starting points. In fact, most students cannot figure out their expectations from a management program except a job-placement thereby making it to MBA education as a part of 'rat-race'. Sadly, some institutions and Universities name their management education departments as 'MBA

department'. All passing out graduates particularly from engineering discipline should do a reality-check if they really need to do MBA just after their B.Tech. They may gain work experience of minimum two to three years to gain foundational knowledge of an industry and then pursue Executive MBA Program. That also puts onus on Universities / Institutions to offer well structured Executive MBA programs. There is a need for more balanced approach for inclusion of various disciplines in management and there can be choice in selection of such disciplines or applied areas. 'Professors of Practice' can be helpful in delivery of such programs. There is a need to set up industry oriented management education institutions in India like those set up by Kirloskar, Tatas, NTPC and Reliance (Jio) now. All this presents a very promising scene for management education in India.

## Q : Kindly share a few points on Management Education to budding teachers and current/prospective students.

A : Budding teachers should be willing to join teaching with drive and zeal. It should not be coming as a force on you. Be ready to be self-motivated. Being a teacher in management means that you need to be upbeat all the time about observing the changes in industry and economics and their impact and include these in curriculum. Having networking with industry executives and interacting with them helps a lot in design and delivery of courses. Regular up-dation by

Being a teacher in management means that you need to be upbeat all the time about observing the changes in industry and economics and their impact and include these in curriculum.

attending workshops, seminars and conferences is a must. It is advisable to be an active member of at least two professional societies in the field; may be one at national level and another at international level. A diverse pedagogy also needs to be developed. Live projects must also be selected and followed with industry. Significant research publications are also needed. So, its going to be lot of multitasking to keep you busy but it yields enormous amount of job satisfaction. Prospective students should not be short sighted and must be doing long term planning of their goals. If you are going to do something routine and basic, then avoid MBA. You need not be after MBA just to be a part of 'rat-race'. Do analyse if you would like to do MBA just after graduation or should gain work experience of around three years and then do MBA. My advice is that if you are getting campus/off- campus placement just after graduation, do join it for sometime to gain industry insights and then prefer to do a sector specific MBA or an Executive MBA Program with good repute of its certification.

Best Wishes!

*Exhibit* What top employers want from MBA graduates

an-Dec 2022

Vol: I5 ~ Issue:

Domai

42

# What top employers want from MBA graduates

- The ability to build, sustain and expand a network may be a skill employers value highly, but unless MBA graduates have technical skill requirements, they are not even getting through the door.
- Employers across all sectors said big data analysis was one of the rarest and most difficult skills to recruit.
- In terms of the most important skills in the workforce, graduates mainly agreed with employers: soft skills matter the most.
- Two of the skills that graduates from elite MBA programmes found they were most proficient in - drive and resilience, and the ability to solve complex problems were also among the skills recruiters said they found the most elusive in MBA graduates.
- Most difficult skills to recruit were Ability to influence others, Strategic thinking, Drive & resilience, Big data analysis, and Ability to solve complex problems.
- Most important skills were Ability to work in a team, Ability to work with a wide variety of people, Ability to build, sustain and expand network of people, and Time Management.

## Top MBA Skills And Why They Matter To Employers

- Communication skills : If you can convincingly get your ideas across and expertly mediate conflict - whether in person or remotely - you'll be an asset to every team you're in.
- Versatility and flexibility : You will go on to work for management consultancy firms, which require you to understand the perspectives of various stakeholders and pivot mid-project.
- Strategic thinking : You must plan for the future by being attuned to trends and cultivating the necessary foresight, while keeping their eye on what demands immediate attention.
- Digital Savviness : You must be conversant with a range of digital and technological skills including digital marketing, analytics, web development, and sometimes even coding. Expertise in those tools and the ability to leverage new tech will help you stand out in the corporate world, especially in the tech industry.
- Entrepreneurial spirit : You must be able to identify gaps in the market and make sense of trends, which means you'll always be one step ahead. Through both individual and group projects, you'll develop a sharp business acumen that will make you an inventive and shrewd entrepreneur.

an-Dec 2022

I5 ~ Issue:

<u>vol:</u>

People are like stained-glass windows. They sparkle and shine when the sun is out, but when darkness sets in, their true beauty is revealed only if there is light from within.

#### ~ Elisabeth Kubler-Ross ~



Jan-Dec 2022-

Vol: I5 ~ Issue:I

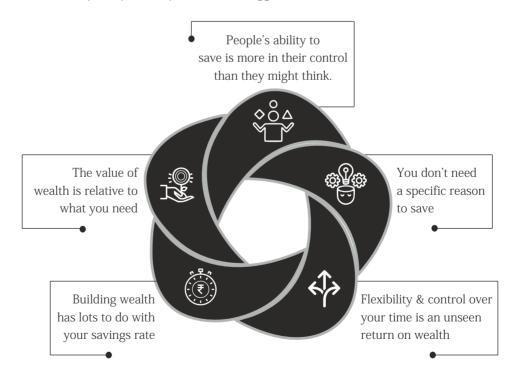
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#### The Psychology of Money by Morgan Housel (2020) ISBN 978-93-90166-27-5

In a very pithy and pious manner, Morgan Housel, a partner at The Collaborative Fund, talks turkey to his readers, when he states, "Money is everywhere, it affects all of us, and confuses most of us. Everyone thinks about it a little differently. It offers lessons on things that apply to many areas of life, like risk, confidence, and happiness. Few topics offer a more powerful magnifying glass that helps explain why people behave the way they do than money. It is one of the greatest shows on Earth". Replete with lots of real-life incidents, anecdotes, wise quotes and his good-natured advice, Housel decries the thought that human are always rational, balanced, logical and coherent in their conduct. It is never so, as the author reveals again and again the foils of a fogged up mind, as in the cases of why poor people buy lottery or even in the cases of why ethical millionaires would resort to disreputable ways just to join the billionaire clubs.

If you are a person who thinks that saving money is a required skill for the contemporary times, you will find nuggets of wisdom:



All things considered, you would find The Psychology of Money, not just appealing and interesting, but also clear-sighted, prescient and incisive. According to Housel, doing well with money, as you would have noticed by now, "isn't necessarily about what you know. It's all about how you behave".

Vol: I5 ~ Issue:I -----

lan-Dec 2022

### How Social Media Firms Moderate Their Content

Knowledge@Wharton | Jan 24, 2022

https://knowledge.wharton.upenn.edu/article/social-media-firms-moderate-content/

It is well known that content is the king when it comes to posts in Social Media of all colours and creed. As this insightful article puts it: Content moderation is a delicate balancing act for social media platforms trying to grow their user base.

There is always disagreement on what should be in a post.



When different social media platformsmoderate content, the most significant determinant is their bottom line

Social media platforms running on advertising revenue are more likely to conduct content moderation but with lax community standards



A significant volume of content moderation is carried out with the help of computers and artificial intelligence

Content moderation on online platforms is not merely an outcome of their technological capabilities, but their economic incentives



Only a platform under subscription will have its interest aligned with a social planner in perfecting the technology for content moderation

According to a survey by Morningconsult, for instance, 80% of those surveyed want to see hate speech — such as posts using slurs against a racial, religious, or gender group — removed, 73% wish to see videos depicting violent crimes removed, and 66% wish to see depictions of sexual acts removed.

In this article, five important points have been mentioned for our rumination:



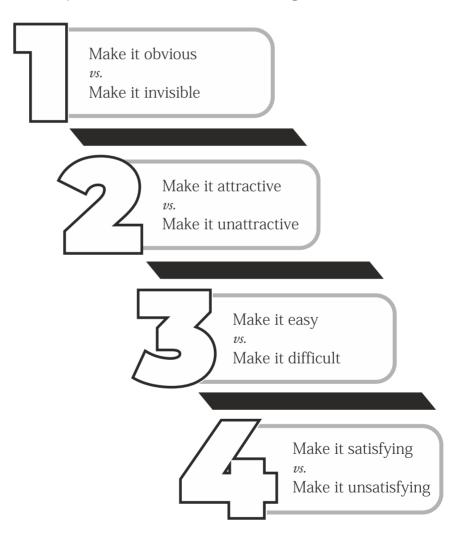




Lifehacker Nov 21, 2018 | 5 MINUTES https://www.youtube.com/watch?v=x\_ZkhulJllo

This is a video of James Clear, the acclaimed author of Atomic Habits. In this talk, Clear starts with a revelation: Any talk on Habits is so hackneyed, that people want to just switch off. He goes on to state that most outcomes are a lagging measure of our habits.

He comes up with the four laws of behavior change:



These four laws are seductive and easy to follow , in comparison to the otherwise negative laws that we were always fed. As Will Hurd puts it "Life is hard. Life is difficult. Life is going to punch you in the gut. But when you change your attitude, you change your behavior. When your behavior changes, so do your results", it is high time change comes not just in thoughts, but in action and behaviour.

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-lan-Dec 2022

Try something new for 30 days Matt Cutts | TED@Longbeach | Feb 2011 https://www.ted.com/talks/matt\_cutts\_try\_something\_new\_for\_30\_days

An early employee at Google, Matt Cutts works to modernize the US government as an administrator at U.S. Digital Service (USDS). In this short video, he quite clearly very sure that it is very important that all of us try out new things (either substract or add) in our lives. Inspired by the great American philosopher, Morgan Spurlock, Matt decided to try something new for 30 days. He calls it the 30-day challenge.



Matt Cutts has a very interesting way of approaching this, when he says: "The next 30 days are going to pass whether you like it or not, so why not think about something you have always wanted to try and give it a shot for the next 30 days?".

Domain

lan-Dec 2022-

- 65

On Nature (1837) Henry David Thoreau (July 12, 1817 – May 6, 1862)

Every tree, fence, and spire of grass that could raise its head above the snow was this morning covered with a dense hoar frost. The trees looked like airy creatures of darkness caught napping. On this side they were huddled together, their gray hairs streaming, in a secluded valley which the sun had not yet penetrated, and on that they went hurrying off in Indian file by hedgerows and watercourses, while the shrubs and grasses, like elves and fairies of the night, sought to hide their diminished heads in the snow.

The branches and taller grasses were covered with a wonderful icefoliage, answering leaf for leaf to their summer dress. The centre, diverging, and even more minute fibres were perfectly distinct and the edges regularly indented. These leaves were on the side of the twig or stubble opposite to the sun (when it was not bent toward the east), meeting it for the most part at right angles, and there were others standing out at all possible angles upon these, and upon one another.

It struck me that these ghost leaves and the green ones whose forms they assume were the creatures of the same law. It could not be in obedience to two several laws that the vegetable juices swelled gradually into the perfect leaf on the one hand, and the crystalline particles trooped to their standard in the same admirable order on the other. The river, viewed from the bank above, appeared of a yellowish-green color, but on a nearer approach this phenomenon vanished; and yet the landscape was covered with snow.

The above passage is from Henry Thoreau's Journal dated Nov 28, 1837

Henry David Thoreau was an American naturalist, essayist, poet, and philosopher. A leading transcendentalist, he is best known for his book Walden, a reflection upon simple living in natural surroundings

Vol: I5 ~ Issue:1 --

Jan-Dec 2022 —

# NEXT ISSUE OF DOMAIN Jan - Dec 2023

# The ESG Metric & Global Business

## Quo Vadis?

### The Secret of Sucess

Once a young man asked the wise man, Socrates, the secret to success. Socrates patiently listened to the man's question and told him to meet him near the river the following day for the answer. So the next day, Socrates asked the young man to walk with him towards the river. As they went in the river, the water got up to their neck. But to the young man's surprise, Socrates ducked him into the water.

The young man struggled to get out of the water, but Socrates was strong and kept him there until the boy started turning blue. Finally, Socrates pulled the man's head out of the water. The young man gasped and took a deep breath of air. Socrates asked, 'What did you want the most when your head was in the water?" The young man replied, "Air." Socrates said, "That is the secret to success. When you want success as badly as you wanted the air while you were in the water, then you will get it. There is no other secret."

A burning desire is the starting point of all accomplishment. Just like a small fire cannot give much heat, a weak desire cannot produce great results.

52

lan-Dec 2022

Vol: I5 ~ Issue:I

Domain

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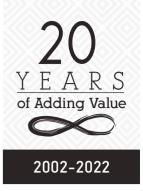




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