

# Relevance of gurukul concepts in modern corporate world-shadowing, mentoring and coaching:

## FEATURES:

- It was a residential schooling system whose origin dates back to around 5000 BC in the Indian subcontinent.
- Students were taught various subjects and about how to live a cultured and disciplined life.
- Gurukul was actually the home of teacher or Acharya and was the centre of learning where pupils resided till their education got complete. T
- he relationship between guru and shishya was so sacred that no fee was taken from the students. However, the student had to offer a *gurudakshina* which was a token of respect paid to the teacher.

## IMPORTANCE:

- The main focus of Gurukuls was on imparting learning to the students in a natural surrounding where the *shisyas* lived with each other with brotherhood, humanity, and discipline.
- The essential teachings were in subjects like language, science, mathematics through group discussions, self-learning etc. Not only this, but the focus was also given on arts, sports, crafts that developed their intelligence and critical thinking.
- Activities such as yoga, meditation, mantra chanting etc generated positivity and peace of mind and made them fit.
- It was also mandatory to do daily chores on own with a motive to impart practical skills in them. All these helped in the personality development and increased their confidence, sense of discipline, intellect and mindfulness which is necessary even today to face the world that lay ahead.

## NEED:

The modern-day educationalist has taken a backward look and realized that there are many teaching approaches from the Gurukul system that can be inculcated in the present-day educational system.

- Modern infrastructure – Robust learning of the students can only take place when focus on given on practical knowledge. But alas our present-day education just believes in bookish knowledge and cramming which is not sufficient. The Gurukul system focussed on applied knowledge that prepared the students in all fields of life. In present times it can be done by creating a perfect combination of academics and extracurricular activities along with teaching in the

area of mindfulness and spiritual awareness to make the students better individuals.

- Holistic education – The present day education mainly focuses on a rank based system which is driven by animosity towards their peers. The application of the Gurukul system instead can work on a value-based system where focus can be given on the uniqueness of child so that they can excel in their area of interest. This will also build a good character which is far away from fierce competition and increased stress levels that usually leads to depression.
- The relation between teacher and student- The need of present times is to ensure that teachers and students share a friendly relation and respect. This was present in the Gurukul system which can be inculcated today through use of activities, training workshops to bond with the students.

## MENTORING VS COACHING:

**MENTORING:** A mentor is someone who shares their knowledge, skills and/or experience, to help another to develop and grow.

**COACHING:** A coach is someone who provides guidance to a client on their goals and helps them reach their full potential.

One of the most distinct differences is that mentoring is directive, with coaching being non-directive. Well, in mentoring meetings, it is likely to be the mentor doing more of the talking, whereas in coaching it is likely to be the coach posing questions and giving the person they are coaching the space to reflect and do most of the talking. Ultimately, both coaching and mentoring are about helping people to get where they want to go by leveraging the experience of the coach or mentor.

### MENTORING FEATURES:

- It is often longer-term with some mentoring relationships lasting 6+ months and in several cases mentoring can last years or even decades.
- No qualifications are required for mentoring, which means that it is easy for organisations to start mentoring programmes quickly. Yes, mentoring training is often recommended but it certainly isn't required
- It is a lot more directive. It is about the mentor sharing their knowledge, experience and skills, telling the mentee and guiding them through direction.
- It is less structured than coaching and whilst having a mentoring meeting agenda and goals is recommended, it will be up to the mentee to put this together.

- It is mainly development driven and looks to the mentee to decide what they wish to achieve and which goals they have for their mentoring relationships.

#### COACHING FEATURES:

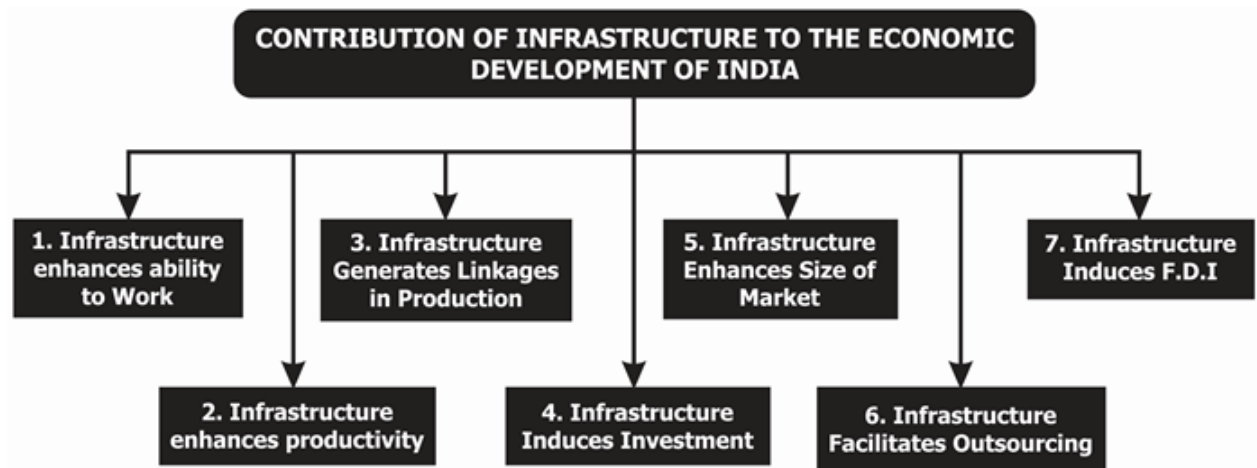
- It is often shorter-term and may be as short as a quick 10- or 15-minute conversation. That said, some coaching relationships can be longer-term too.
- There is training in coaching skills and a lot of coaching qualifications are available, and almost always necessary and certainly recommended, to be a truly effective coach.
- It is non-directive which means that it is about posing the right questions, providing the space, trust and confidence for the individual being coached to consider how they can achieve more, reach their objectives and find capabilities within themselves.
- It is structured by line-managers or sponsors, so organisations will often sponsor an individual to be coached or a line-manager will send an employee to be coached for certain skills.
- Coaching is performance driven and encourages the individual or individuals being coached to perform in their day-to-day roles.

#### INFRASTRUCTURE:

Infrastructure is the support system of industrial and agricultural production, and foreign and domestic businesses. It is the basic organisational and physical structure that is required to run a business smoothly. In an organization or for a country, a basic infrastructure includes communication and transportation, sewage, water, education system, health system, clean drinking water, and monetary system. A country's economic and social development is directly dependent on a country's infrastructure. A good infrastructure makes the work process easier, resulting in a positive and high productivity.

#### Types of Infrastructures:

- **Economic infrastructure:** This infrastructure is directly linked with the economic development of a country or an organisation. This includes the basic amenities and services that directly influence and benefit the production process of economic distribution. A few examples of economic infrastructures are power, transportation, irrigation, communication, etc.
- **Social infrastructure:** This type of infrastructure has the basic services that improve individual productivity and achieve social objectives. Social infrastructure contributes indirectly to the country's economic development. For instance, the education sector does not contribute directly to the economic development of a country. However, it helps indirectly by providing high-quality education to the students, therefore producing doctors, scientists, engineers, and technologists. Few examples of social infrastructure are water supply, sanitation, health, housing, etc.



## LOGISTICS MANAGEMENT:

It is the governance of supply chain management functions that helps organizations plan, manage and implement processes to move and store goods. Logistics management activities typically include inbound and outbound transportation management, fleet management, warehousing, materials handling, order fulfilment, logistics network design, inventory control, supply/demand planning and management of third-party logistics services providers.

- **FUNCTIONS:** To varying degrees, logistics management functions include customer service, sourcing and procurement, production planning and scheduling, packaging, and assembly. Logistics management is part of all the levels of planning and execution, including strategic, operational and tactical.
- **IMPORTANCE:** Good logistics management ensures that products are shipped in the most economical, safe, efficient and timely manner. This results in cost savings for the company and more satisfied customers. In contrast, poor logistics management can result in damaged or delayed shipments, which can then lead to dissatisfied customers, returns and scrapped products. The consequences of these problems include higher costs and customer relation problems.
- **PROCESS:** Logistics management generally consists of processes for inbound and outbound logistics traffic. Inbound logistics is the process of moving goods from suppliers into a warehouse, then into a production facility to make products. Inbound logistics can include raw materials, tools, component parts, office equipment and supplies. Outbound logistics is the process of moving finished products out of warehouse inventory and shipping them to customers. For a computer manufacturer, inbound logistics might involve electronics parts, computer chips, cables, connectors, moulded casings and shipping cartons. Outbound logistics involves the finished computer and associated peripheral devices. Logistics processes also include reverse logistics, or the management of all the functions used to return goods and materials. Reverse logistics takes goods from the customer or final destination and returns them to the originating organization, where they can be reused, repaired, remanufactured or recycled.

## PUBLIC PRIVATE PARTNERSHIP:

- Public-private partnerships involve collaboration between a government agency and a private-sector company that can be used to finance, build, and operate projects,

such as public transportation networks, parks, and convention centres. Financing a project through a public-private partnership can allow a project to be completed sooner or make it a possibility in the first place. Public-private partnerships typically have contract periods of 20 to 30 years or longer. Financing comes partly from the private sector but requires payments from the public sector and/or users over the project's lifetime. The private partner participates in designing, completing, implementing, and funding the project, while the public partner focuses on defining and monitoring compliance with the objectives. Risks are distributed between the public and private partners through a process of negotiation, ideally though not always according to the ability of each to assess, control, and cope with them.

- Revenue risk is the chance that the private party to a PPP will not be able to recover its costs or ongoing expenses from operating a piece of infrastructure. For a toll road, this may be due to lower-than-expected traffic or limits set on toll rates. Extensive studies should be conducted ahead of time to avoid this risk and plan for contingencies.

### FEATURES:

- Public-private partnerships allow large-scale government projects, such as roads, bridges, or hospitals, to be completed with private funding.
- These partnerships work well when private sector technology and innovation combine with public sector incentives to complete work on time and within budget.
- Risks for private enterprise include cost overruns, technical defects, and an inability to meet quality standards, while for public partners, agreed-upon usage fees may not be supported by demand—for example, for a toll road or a bridge.
- Despite their advantages, public-private partnerships are often criticized for blurring the lines between legitimate public purposes and private for-profit activity, and for perceived exploitation of the public due to self-dealing and rent-seeking that may occur.

### TYPES:

- **Build Operate Transfer (BOT):** A government hands over all construction and operations to a private party for a set number of years (often several decades or more). After that period of time, it is transferred to the government.
- **Build Operate Own (BOO):** The same as a BOT, but the private entity is not required to ever transfer the project to the government.
- **Design-Build (DB):** A government contracts with a private party to design and construct a project for a fee. The government retains ownership and may either operate it itself or contract out operations.
- **Buy Build Operate (BBO):** a government sells a pre-existing project that has already been completed and may have been operated by the government for some time to a private party, who will take it over fully. The private party may need to invest in rehabilitating or expanding the project.

### REGULATIONS:

- The asset and/or service under the contractual arrangement will be provided by the private partner to the users. The arrangement enables the private sector to provide a public asset and deliver the service and sets out the mechanism for sharing of risks and rewards. An

entity that has a majority non-Governmental ownership, i.e., 51 percent or more, is construed as a private sector entity.

- In PPPs, only those facilities/services are transferred to the private partner which generally are hitherto provided by the Government as a sovereign function, to the people.
- Financial investments by the private partner may not be a necessary condition for PPPs. An arrangement where only private sector efficiencies are being harnessed for better delivery of services without any investments by the private partner can also be classified as a PPP.
- The arrangement will need to be for specified time period. There can be no PPP arrangements that go on for perpetuity.
- PPPs are frameworks where the risks are allocated to either the private partner or the public entity, whichever is best suited to manage and mitigate it.
- A strong focus is on service delivery by the private partner and compliance to pre-determined as well as measurable standards that are specified by the public entity
- PPP arrangements feature payments that are made from one party to another as consideration for the arrangement. The quantum of these payments primarily depends on the quality of service delivery and performance and not merely on provision of an asset/facility.

It is to be remembered, that only those arrangements between public entity and private partner which satisfy all the above essential conditions are termed as PPPs.

## ROLE OF UNORGANIZED SECTOR IN TRADE AND COMMERCE:

- As per the "NATIONAL COMMISSION ON ENTERPRISES IN UNORGANIZED SECTOR" (NCEUS) the informal sector of all unincorporated private enterprises owned by individuals or households engaged in the sale and production of goods and services operated on a proprietary or partnership basis and with less than ten total workers. According to the latest data released by IMF, India is the third largest economy in the world, just behind China and the US and ahead of Japan and Germany, in terms of the GDP size. However, not many realize that an overwhelming chunk of products and services that contribute to the Indian economy is produced by the 'informal' or 'unorganized' sector. It is a tough challenge to exactly define the informal sector.
- Unorganized economy will not increase tax revenues but stimulating a rise in public spending. This leads to a rise in the overall economic growth rate. Some may view that the unorganized sector is more competitive and efficient than the formal sector and an increase in the unorganized economy will stimulate overall economic growth. Certainly empirical studies have shown that at least two thirds of the income earned in the unorganized economy is quickly spent in the official economy. This sector suits the socio-economic features of Indian economy.
- The share of corporate sector is around 12-14 percent in our national income while that of unincorporated sector is more than 30 percent. Even in manufacturing activity the share of non-corporate sector is nearly 40 percent. The unincorporated or non-corporate sector has the largest share of national income, manufacturing activities, services, savings, investment, taxes, credit market, employment, forex earnings, etc. Yet it is little understood, dismissed as 'un-organised', 'informal' or 'residual' sector.

Organised Sector	Unorganised Sector
It is a sector where the employment terms are fixed and regular, and the employees get assured work.	The unorganised sector is characterised by small and scattered units, which are largely outside the control of the government.
They are registered by the government and have to follow its rules and regulations, which are given in various laws such as the Factories Act, Minimum Wages Act, Payment of Gratuity Act, Shops and Establishments Act, etc.	There are rules and regulations but these are not followed since they are not registered with the government.
The job is regular and has fixed working hours. If people work more, they get paid for the overtime by the employer.	Jobs are low-paid and often not regular.
Workers enjoy the security of employment.	Employment is not secure. People can be asked to leave without any reason.
People working in the organised sector get several other benefits from the employers such as paid leave, payment during holidays, provident fund, gratuity, etc.	There is no provision for overtime, paid leave, holidays, leave due to sickness, etc.
People get medical benefits. The factory manager has to ensure facilities like drinking water and a safe working environment. When they retire, these workers get pensions as well.	There are no such facilities in the unorganised sector.
Examples of the organised sectors are Government employees, registered industrial workers, Anganwadi workers, village health workers, etc.	Examples of the unorganised sectors are Shopkeeping, Farming, Domestic works, Labouring, Rickshaw pulling, etc.

## HOW TAXATION IMPACTS BUSINESS BEHAVIOUR:

- **Tax Competition is a Reality:** A few decades ago, governments could levy as much tax as they wanted. Very few governments felt that the risk of losing tax revenue to other governments was real. Before the advent of globalization, corporations did not have many options. They were forced to operate from within the country because of political restrictions. However, that has changed in the past few years. Now, tax competition is a reality. The multinational corporations are now in the driving seat and they are forcing the governments to participate in a race to the bottom. Companies are constantly looking for better deals on the tax front and hence nations are forced to be competitive. If they are not competitive, they will lose business to other nations which are.
- **Corporations Keep Their Assets Mobile:** Corporations know that they can only obtain better tax deals if their assets are mobile. This is the reason that they seldom invest in hard assets such as factories, buildings etc. These assets take time to liquidate. The modern multinational corporation wants to have the capability to exit any market within a few days. This is an implicit threat to the governments. If the company decides to leave the country, there will be very few of the company's assets which the government can seize in order to make up for its loss.
- **Corporate Taxes Lead to Outsourcing:** Apart from high labour costs, high rates of taxation are also known for encouraging outsourcing. Now, the host government will not only lose on the corporate tax which the company was paying but it will also lose out on the personal income tax which was being generated when the company in question was paying its workers. Hence, an attempt to collect more taxes by raising the corporate rates could backfire and lead to lower overall taxes.

- **Corporate Taxes and Intangible Assets:** Nowadays, almost all major companies have started incorporating in low tax countries offshore. Not only do they incorporate but they also move their intangible assets to these locations. Hence, a subsidiary located in a country like Bermuda or Cayman Islands is often the one holding the most important intangible assets of the company. As a result, companies also have to pay a fee to these offshore entities. This leads to what is commonly known as “income shifting”.
- **Income shifting involves placing the assets of a company strategically so that the rents on these assets can be accumulated in low tax countries:** This allows the company to make money in high tax regimes and then shift it to lower tax regimes under the guise of paying for intellectual properties. This tactic is widely used by organizations all over the world.
- **Corporate Taxes and Supra National Organizations:** Lastly, individual nations are finding it extremely difficult to fight the tax competition. Multinational companies simply have more options. Unless a government goes back on the promise of globalization, there is very little which can be done to contain the activities of the multinational.

This is the reason why countries are joining hands. For instance, countries in the Eurozone are planning to create a central body which would collect corporate tax from all companies and then apportion it amongst the states. However, the discussion is still in the preliminary stages. For now, corporations continue to have the upper hand in this tax battle.

## CULTURAL ISSUES IN INDIA:

- **CASTE-SYSTEM:**

The caste system in India has its roots in ancient India. Just as the ashrama dharma laid down rules and duties with reference to the individual's life in the world, varna or caste system prescribed duties with reference to the particular caste to which an individual belonged. Earlier they were all regarded equal in social status and could take up any profession they liked. But with the beginning of specializing in hereditary professions and coming in contact with the indigenous people situations changed and the birth of the person decided their caste. Hence the varna system that developed during that time was the outcome of the social and economic development. But as time passed, it led to the division of society into high-caste and low-caste people who could not mix with each other. People belonging to the so called lower castes were exploited and slowly down the ages, their condition became miserable. They were poor and did not enjoy equality in society. Thus caste system hampered the healthy growth of different professions as entry into a particular profession was based on birth and not on ability. They do not pay much attention to the fact whether he/she is a deserving candidate or not. Our country cannot make real progress unless this system is uprooted completely. Certain steps have helped in improving the situation but still a lot more needs to be done.

- **ISSUES RELATED TO WOMEN:**

- Our Constitution gives equal rights to both men and women in every field. Today, women enjoy voting rights, right to inheritance and property. Several laws have been passed since independence to promote the interests of women. These laws relate to marriage, inheritance of property, divorce, dowry, etc.
- In India females are discriminated in various fields like health, education and jobs. The girls carry the liability of dowry on their head, and they have to leave



their parents home after marriage. Besides, in order to safeguard their old age parents prefer to have male offspring. But now there is a great change in this direction.

- Reservation of jobs for women and even six months maternity leave is provided to them besides many others.
- In many communities, women and girls get less food or poor quality food compared to men and boys. When they are ill, they get less attention or receive some attention only when the disease becomes extremely serious.
- According to 2011 census, there is a gap of 16.7 percent between the literacy rate of men and women i.e. men's literacy rate is 82.14 percent compared to women's literacy rate that stands at 65.46 percent
- In most Indian families, a girl child is least welcome although in India women were respected from the early ages. Even though there are growing instances of girls excelling in education, tradition, custom, and social practices place greater value on sons than on daughters, who are often viewed as an economic burden. This attitude of the society also stands in the way of the girl child being able to achieve her full potential.
- The practice of dowry is one of the worst social practices that has affected our culture. In independent India, one of the landmark legislations is the passing of the Dowry Prohibition Act in 1961 by the Government of India. Despite the fact that the practice of both giving as well as accepting dowry is banned by law and such acts are punishable offences, the system is so thoroughly imbedded in our culture that it continues unabated.
- Not only dowry deaths, even most of the acts of domestic violence against women including psychological as well as physical torture are related to matters of dowry. Some of the very basic human rights of women are violated almost every day. There is an urgent need to strengthen such hands by taking some concrete as well as comprehensive social, economic, political and administrative measures in order to free Indian society of this disease.

- **COMMUNALISM:**

India is a country of different religious faiths. The aggressive attitude of one community towards the other creates tension and clashes between two religious' communities. Hundreds of people die in communal riots. It breeds hatred and mutual suspicion. Communalism is an issue that needs to be tackled and eradicated. It poses a great challenge to democracy and unity of our country. It is therefore, a major obstacle in the path of our progress. Education is one very important means through which we can hope to bring peace and harmony in society. We must remember that we are all human beings first, before we belong to a religious community. We must respect all religions.

- **ISSUES OF POVERTY AND UNEMPLOYMENT:**

- India is a large country in area. It is roughly 2.4 percent of the total area of the world. But it has 16.7% of total population of the world.
- With such a huge population, some economic problems have developed. These are the problems of unemployment, inflation, poverty and price rise.
- A large section of our population lives under the poverty line. There is a huge unemployment. Inflation and price rise has added to the problem.
- Poverty is a fundamental problem, hindering development objectives.

- Unemployment is a situation where an able bodied person, willing to work fails to find a job to earn a living. Chronic unemployment and the consequent poverty are responsible for the erosion of human values.
- Under the compulsion of poverty, parents do not hesitate even to send their children to the labour market. Millions of children miss their childhood because of this phenomenon. They remain uneducated, and ignorant – which results in their unemployment or under-employment and consequent poverty.
- Beggary is a major social problem in India. The major causes of beggary in our country are poverty and unemployment. These days many gangs are operating in our society as well, that thrives on begging in an organized manner. However beggary is a social curse which must be eradicated
- **PROBLEMS OF CHILDREN:**
  - No country can progress unless it pays adequate attention to the development of children. A child is the future citizen of the country.
  - Our country has a large population of children. It is our duty to make sure that they are provided with the opportunities for good health and education.
  - A large number of children, because of poverty, do not go to school or are withdrawn from schools before they complete their elementary education and are forced to start working at a young and tender age which hampers their growth physically, mentally, and emotionally.
  - They grow with hatred and agony and fail to become worthy citizens of the nation. These children become vulnerable to physical and mental exploitation, they are starved, beaten and even sexually exploited. This is a serious problem and is generally known as 'child abuse'. Right to Education Act, 2009 provides for education of all children between the age of 6- 14 years of age. Once this cherished goal of education for all is achieved, the state of our children will be much better.

## How Can Population Density Affect Economic Growth?

- Availability of manpower in a country, is one of the factors that influence the decision making company to be located in a country or in other countries in producing goods and services. Companies tend to choose production sites in countries that provide manpower with large quantities and good quality. It is of course related to the calculation of the costs to be incurred or the profit that will be obtained by the company.
- Quantity of labour, will affect the amount of goods and services to be generated. The more manpower available, the more goods and services will be generated. The large quantity of labour supply will result in lower wages, thus the company will incur minimal labour costs.
- Good labour quality, will affect the efficiency in producing goods and services produced. A qualified workforce will produce goods and services effectively and efficiently. The efficiency of this workforce will increase output, so the profit earned by the company will also increase.
- The availability of labour in a country both in terms of quantity and quality encourages the formation of an economic concentration in a particular country. When there is concentration of the economy in a particular country, in addition to affect the company will also affect the decision of the workforce. Workers do not hesitate to move (migrate) to get more decent work than they work at home.

- However, the workforce must, of course, adjust its competencies to the qualifications of the requested workforce. The availability of abundant labour will encourage increased output generated by the economy, in other words economic growth occurs.
- Rapid population increases will result in a high dependency ratio and will reduce the welfare of the people. The growth of gross domestic product can be constrained by high dependency ratios, which result when rapid population growth produces large proportions of children and youth relative to the labour force.

## INDIAN CORPORATES IN ABROAD:

- **Tata Steel**
- **Tata Global Beverages**
- **HCL Technologies**
- **Tata Communications**
- **Hindalco Industries**
- **Suzlon Energy**
- **Tata Consultancy Services**
- **Infosys**
- **JLR**

## SUCCESS OF INDIANS AS INDIVIDUALS ABROAD:

The contribution of India's higher education institutions too cannot be discounted. Although the IITs and IIMs are not in the world's top 100 universities, they seem to lay the foundation for their students to achieve more and succeed in foreign shores. But more than that, the working conditions abroad and the society in general seem to help Indians flower and reach their true potential. To begin with, there is far less peer pressure outside India. Young Indian professionals don't have to look over their shoulders and worry about what their family or friends have to say or be told to act and behave in a particular manner. Besides this, most companies, universities and workplaces abroad reward innovation, analytical thinking and an independent mind, values and attributes that are generally not encouraged here.

- Satya Nadella- MICROSOFT
- Sundar Pichai- ALPHABET INC
- Shantanu Narayen- ADOBE INC
- Indra Nooyi- PEPSICO, AMAZON, ICC
- Vikram Shankar Pandit- CITI BANK
- Vinod Dham- INTEL CO.
- Anshu Jain- DEUTSCHE BANK

## PLI SCHEME INITIATIVES:

- The Union Cabinet has given its approval to introduce the Production-Linked Incentive (PLI) Scheme in 10 more sectors for enhancing India's manufacturing capabilities and exports.
- A scheme that aims to give companies incentives on incremental sales from products manufactured in domestic units.
- The scheme invites foreign companies to set units in India, however, it also aims to encourage local companies to set up or expand existing manufacturing units.
- The ten sectors include food processing, telecom, electronics, textiles, specialty steel, automobiles and auto components, solar photo voltaic modules and white goods such as air conditioners and LEDs. The sectors had been identified on the basis of their potential to create jobs and make India self-reliant.
- The PLI scheme for these ten sectors will be operational for five years with a total estimated outlay of Rs 1.45 lakh crore.
- The PLI scheme across these 10 key specific sectors will make Indian manufacturers globally competitive, attract investment in the areas of core competency and cutting-edge technology; ensure efficiencies; create economies of scale; enhance exports and make India an integral part of the global supply chain.
- Growth in production and exports of industrial goods will greatly expose the Indian industry to foreign competition and ideas, which will help in improving its capabilities to innovate further.
- Promotion of the manufacturing sector and creation of a conducive manufacturing ecosystem will not only enable integration with global supply chains but also establish backward linkages with the MSME sector in the country.
- It will lead to overall growth in the economy and create huge employment opportunities.

## CSR:

Applicability of the CSR:

- Every Company having –
  - Net worth of Rs. 500 crore or more,
  - Turnover of Rs. 100 crore or more,

- net profit of Rs. 5 crore or more during the immediately preceding financial year

shall constitute Corporate Social Responsibility Committee Meeting.

- Every Company including its holding or subsidiary, and a foreign company defined under clause (42) of section 2 of the Act having its branch office or project office in India which fulfills the criteria shall also comply with the provisions of Section 135 of the Act.
- However, if any company ceases to meet the criteria for 3 consecutive financial years then it is not required to comply with CSR provisions till such time it meets specific criteria.
- The company spends, in every financial year, at least two per cent. of the average net profits of the company made during the three immediately preceding financial years.
- The board shall ensure that the administrative overheads shall not exceed five percent of total CSR expenditure of the company for the financial year.
- Any surplus arising out of the CSR activities shall not form part of the business profit of a company and shall be ploughed back into the same project or shall be transferred to the Unspent CSR Account.
- Where a company spends an amount in excess of requirement, such excess amount may be set off against the requirement to spend up to immediate succeeding three financial years.

## Indian Family Business Management:

- India enjoys a rich and glorious history of family-owned businesses. Family business in India has been in practice since long, but slowly and gradually changing its nature and structure over the period.
- In India, the families still dominantly control majority of the businesses. 90% of the businesses in India – whether SMEs or large conglomerates, are still owned, controlled and managed by families.
- India ranks third in terms of the numbers of the family owned businesses. More than 50% of the top performing businesses in Asia, excluding Japan is from India.
- Family-owned organizations continue to grow and are a large part of the Indian society. They form the backbone of the Indian economy and societal growth.

- Most family firms were born out of the business activities started post-independence or during the economic reforms during the 1980s-1990s. So, family-owned businesses are still young. However, they are changing the way they are controlled, managed and governed.
- Families are really concerned about wealth creation and protection, social status, family reputation and good will. To ensure this, self-discipline and self-governance is high, leading to sound foundations and good monitoring of the business.
- Family constitution and family council play an important role in keeping the family aligned.
- The next generation is now well educated, being exposed to global practices. They along with the available in-house talent are trained for professionally managing the business, which lays the foundation for continuity and creating a legacy.
- Indian families have a huge emotional connect along with business aspirations. The commitment and passion for the business is outstanding. The next generation involves and participates in the business with a more progressive outlook with all the energy.
- Along with business expansion, wealth creation with the support of the next gen, the older family members feel greatly satisfied and happy.

## Roots of Indian Wisdom-welfare-oriented economy based on moral values:

- Indian wisdom, has been built upon a set of moral values that have influenced Indian society for centuries. One of the key aspects of Indian wisdom is the concept of "Dharma," which emphasizes the importance of living a virtuous life and fulfilling one's duties and responsibilities towards society.
- The welfare-oriented economy is also an integral part of Indian wisdom, as it promotes the well-being of all individuals and the community as a whole. It is based on the principle of "Antyodaya," which means the upliftment of the weakest and the most vulnerable sections of society.
- The roots of Indian wisdom can be traced back to ancient scriptures such as the Vedas, Upanishads, and the Bhagavad Gita. These texts emphasize the importance of living a balanced life, where material wealth is not the ultimate goal, but rather a means to achieve higher spiritual goals.
- The concept of "Karma" is also an integral part of Indian wisdom, which states that every action has consequences and one must act with a sense of duty and responsibility towards society. This idea is reflected in the

principle of "Dharma," where one's duty is to serve the community and contribute towards its welfare.

- In the modern context, Indian wisdom has been used to promote a welfare-oriented economy that is based on moral values. This is reflected in the policies of the Indian government, which aims to promote inclusive growth and development that benefits all sections of society.
- Overall, the roots of Indian wisdom lie in the idea of living a virtuous life and contributing towards the well-being of society. This has been the guiding principle of Indian society for centuries and continues to influence its economic and social policies today.

## IMPACT OF CROWD BEHAVIOUR ON BUSINESS ENVIRONMENT IN INDIA:

- **Disruption of Operations:** Large crowds can disrupt the normal operations of businesses, especially those located in busy areas or near popular tourist destinations.
- **Security Concerns:** Crowds can pose security risks to businesses, especially during protests or demonstrations.
- **Damage to Property:** Crowds can cause damage to property, especially in the event of riots or violence. This can lead to financial losses for businesses, especially those that have invested heavily in infrastructure and equipment.
- **Impact on Sales:** Crowds can have a positive or negative impact on the sales of businesses, depending on the nature of the crowd and the type of business. For example, businesses that cater to tourists may benefit from large crowds, while businesses located near protest sites may experience a decline in sales.
- **Reputation Management:** Crowds can also affect the reputation of businesses, especially if they are associated with negative events such as riots or protests. Businesses may need to take steps to protect their reputation and brand image in such situations.

Overall, crowd behaviour can have both positive and negative impacts on the business environment in India. While large crowds can be beneficial for businesses in some cases, they can also pose significant challenges and risks that need to be addressed.

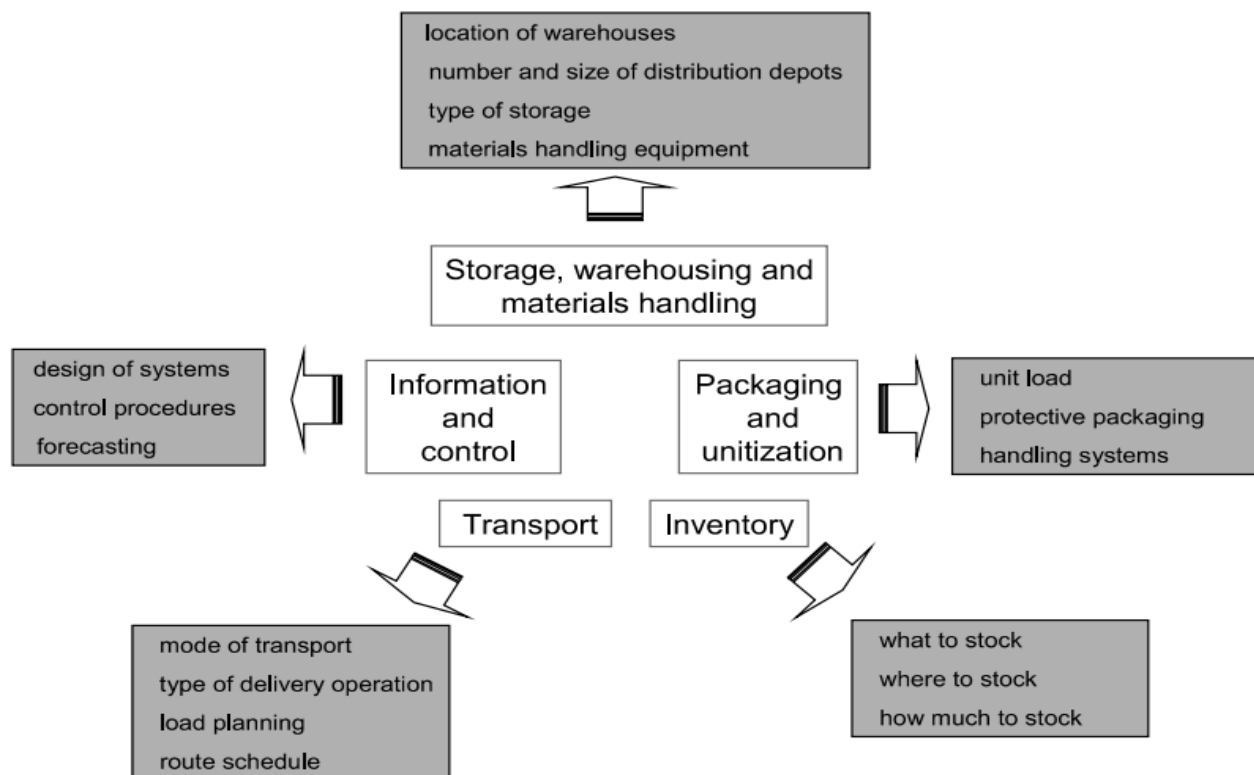
## SAVING HABITS OF INDIANS:

- **Savings for Future Expenses:** Indians tend to save money for future expenses. This is often considered a cultural norm and many Indians prioritize saving for these expenses over other financial goals.
- **Gold Investments:** Gold is considered a popular investment option in India, this is because gold is considered a safe investment and is also seen as a symbol of wealth and prosperity.
- **Fixed Deposits:** Fixed deposits are a popular investment option among Indians, especially those who are risk-averse. Fixed deposits offer guaranteed returns and are considered a safe investment option.

- **Family Support:** Indians tend to rely on their families for financial support during emergencies, and many also save money to support their families in case of unexpected events such as job loss or illness.
- **Thrifty Lifestyle:** Many Indians adopt a thrifty lifestyle and are careful with their spending. They often save money by avoiding unnecessary expenses and bargaining for better deals

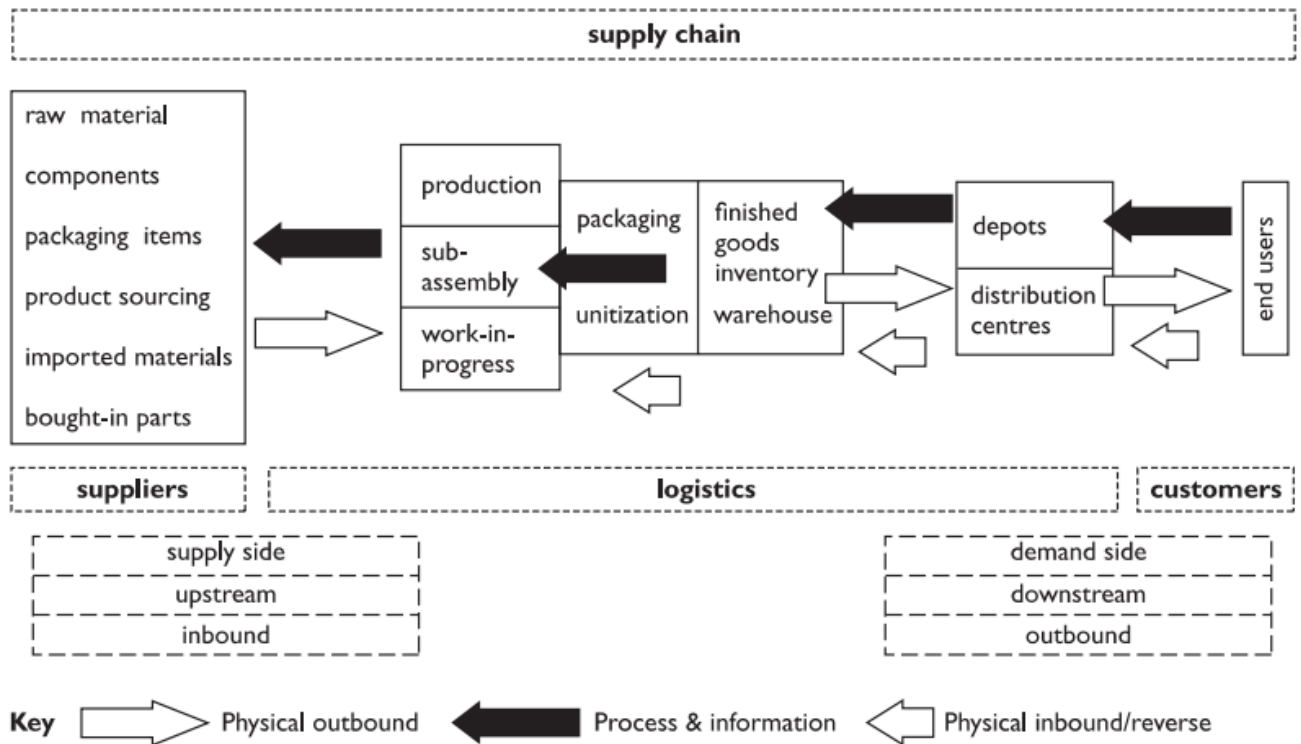
## LIST OF INDUSTRIES UNDER PLI SCHEME:

1. Auto components
2. Automobiles
3. Aviation
4. Chemicals
5. Electronic system
6. Food processing
7. Medical devices
8. Metals and mining
9. Pharmaceuticals
10. Renewal Energy
11. Telecom
12. Textile and apparel
13. White goods



**Figure 1.2** The key components of distribution and logistics, showing some of the associated detailed elements





**Figure 1.1** Here is a flow representation of logistics – an example for an FMCG manufacturer