

In honour of the 100<sup>th</sup> Birthday



Peter F Drucker

The Father of Modern Management

## Fifth Peter F Drucker Memorial Lecture

on

### Leadership-

Explore, Empower & Excel

by

Professor V. Balamohandas

Former Vice-Chancellor, Acharya Nagarjuna University

November 19, 2010



Organised by

Department of Management Sciences

R V R & J C College of Engineering

Guntur – 522 019, A.P.

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**Leadership-Explore, Empower and Excel**  
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AICTE Emeritus Fellow in Management Studies at  
Andhra University

As a student of management discipline, I feel greatly honoured to have been invited to deliver the fifth Peter F Drucker Memorial Lecture today by the Department of Management Studies, RVR&JC College of Engineering, Guntur which is dear to me for various reasons. Professor D.Dakshina Murthy, my teacher at Andhra University, after his superannuation from Nagarjuna University, steered this department with his scholarship and dedication for a long time. Professor B K Surya Prakasharao, my student is presently heading the department. I was a frequent visitor to this college many a time while I was the Vice-chancellor of Acharya Nagarjuna University during 2005-08. I know fully well the dynamism and visionary initiatives of the management committee led by Dr.Kondavolu Basavapunnaiah, for whom I have great respect. I complement all those who are concerned with the idea of instituting this endowment lecture in honour of great management guru—Peter F Drucker. I have been informed of the four earlier persons, who delivered the endowment lectures prior to me. I am happy to be on the list of such great persons.

It is in fitness of things, to recall at the outset in brief, the great contribution of Peter F Drucker to the management discipline. Peter Ferdinand Drucker, born on November 19, 1909 and died at the age of 95 years on November 11, 2005, was a very popular writer, management consultant, and often rightly described 'social ecologist'. Called as the Father of Modern Management, he authored many books and research papers which explored how humans are organized across business, government and the non-profit sectors of the society all over the world. He has predicted many of the major developments of the late Twentieth century, including privatization and decentralization, the rise of Japan to economic world power, the decisive importance of marketing, the emergence of the information society with its necessity of life-long learning. As early as 1959, Peter F Drucker coined the term 'knowledge worker' and, all along his career, he considered knowledge-work-productivity to be the next frontier of management.

Peter F Drucker was born to Caroline Bondi (doctor-mother ) and Adolf Drucker (lawyer-father) in a small village named Kaasgraben, now a part of Vienna, the capital of Austria. After graduating in Austria, he moved to Hamburg, Germany as an apprentice of an established cotton trading company. Later he became a journalist writing for 'The Austrian Economist'. He earned his doctorate in international law and public law from the University of Frankfurt in 1931. People who inspired him include famous economists- Joseph Schumpeter and John Maynard Keynes. In 1933, Drucker left Germany for England, where he worked for an insurance company initially and later as the Chief Economist of a private bank. He married Doris Schmitz, an acquaintance from the University of Frankfurt in 1934. The couple relocated permanently to the United States of America where he taught at Bennington College during 1942-49, at New York University as a Professor of Management during 1950-71, and later at Claremont Graduate University during 1971-

2002. The University Management School was named the 'Peter F Drucker Graduate School of Management' in his honour in 1987. Drucker taught his last class at this school in 2002 when he was 92 years old.

His career as a business thinker started in 1942, when his initial writings on politics and society won him access to the internal working of the General Motors, one of the largest companies in the world at that point of time. During his long consulting career, Drucker worked with many major corporations including General Electric, Coca-Cola, Citicorp,

IBM, and Intel to name a few. He served as a consultant for various government agencies in the USA, Canada and Japan. He worked with various non-profit organizations to help them become successful. Salvation Army, the Girl Scouts of the USA, the American Red Cross, the Navajo Indian Tribal Council, etc., were among the many social sector groups he helped. Drucker considered management as a 'liberal art' and he infused his management advice with inter-disciplinary approach from history, sociology, psychology, philosophy, culture and religion. He believed strongly that all institutions, including those in the private sector, have a responsibility to the whole society. He was interested in the growing effect of people who worked with their minds rather than their hands.

Peter F Drucker authored 39 books which have been translated into more than 30 languages. Of them, two are novels and one an autobiography. He made eight series of educational films on management topics. He penned a regular column in the famous 'Wall Street Journal' for 20 years and contributed frequently to the Harvard Business Review. He was the recipient of many honours and awards, including 25 honorary doctorates from American, Belgian, Czech, English, Spanish and Swiss Universities. The list of his main works is given in Appendix 1. I wish

that every library of any management educational institution any where in the world should have acquired all his entire works so that all students and teachers of management discipline go through them. The basic ideas which run through most of the Drucker's writings are presented in Appendix 2.

Dr. SuryaPrakashrao left the choice of subject of my lecture to me. I chose to speak on Leadership which is dear to me and also to Peter F Drucker. All the people assembled here are already exposed to the subject of leadership in some form or the other. I only aim to put in a nutshell what I know about leadership. The subject is so vast that it would be impossible for me to present whole gamut of leadership in this limited time frame. I will only touch the basic issues of leadership and leave the rest to be detailed later by the faculty for the benefit of the students of management of the college.

In common usage we come across many words such as – Workmanship, Craftmanship, Sportsmanship, Salesmanship, Statesmanship, Entrepreneurship, Scholarship, Leadership, etc. The last four letters in all these words-‘ship’ is common. This enthused me to explore further on why it is used. I was told by a friend that whenever you refer to excellence, the word ‘ship’ is used as last part. Peter F Drucker felt that ‘Leadership is the art of accomplishing more than the science of management says is possible’. So the excellence of management gets reflected in leadership. The ideas of Drucker on leadership are presented in Appendix 3.

Is leadership a personal quality or an organizational function? To me, it is both. Every person is a leader by birth. The biological process tells us that the conception takes place after a big race among the millions of spermzova and the winner sperm fusing with the ovum. Therefore, human beings are born leaders. It is a tragedy that many learn later to

lose. Every individual is endowed with certain leadership traits. No individual is devoid of talents. It is not an exaggeration to say that a human being is a store house of talents. Some talents are recognized by one's own self and some others are recognized by the people around. The first trait of a leader is to recognize his own or her own talents and recognize the talents of his followers/ subordinates. Many a leader fail in this very first step. All people at the top must realize that they have to explore first their talents of leadership, empower their followers and lead to excellence in whatever they do.

Leadership is also an organizational function. There are many instances of good personal leadership and bad organizational leadership. Leadership, as an organizational function, must strive for the achievement of the goals of the organization.

### ***What is Leadership***

Simply stated, leadership is the capability to motivate the followers /people to perform their best to achieve the chosen goals. Leadership is lifting of a man's sights to a higher vision, the raising of man's standard to a higher performance, the building of a man's performance beyond its normal limitations. Chester Bernard viewed leadership as the quality of behaviour of individuals, whereby they guide people or their activities in organized efforts. Theo Haimann defined leadership "as the process by which an executive imaginatively directs, guides and influences the work of others in choosing and attaining specified goals by mediating between the individuals and the organization in such a manner that both will obtain maximum satisfaction". James Cribbin stated "Leadership is a process of influence on a group in a particular situation at a given point of time and in a specific set of circumstances that stimulates people to strive willingly to attain organizational objectives, giving them the experience of helping attain the common objectives and satisfaction

with the type of leadership provided”. Like these, there are innumerable definitions of leadership, some of them are presented in Appendix 4.

Leadership is the process and the person is the leader. Louis A Allen in his popular book-‘Management & Organisation’ states- “A leader is one who guides and directs other people”. Because he has other subordinates to him and subject to his command, the leader must give their effort direction and purpose. How does the leader provide direction? Here we must establish two points. First, leadership is a kind of work. It is not the exudation of special psychic quality or the exercise of a unique combination of personality traits. All kinds of people can be leaders just as all kinds can be led. The second point is that all work performed by leaders is not management work. This explains why, although a good manager must be an effective leader, many outstanding leaders have, in fact, been exceedingly poor managers.” Countries which neglect management and leadership lag behind in development according to Peter F Drucker. Stanford Research Institute of USA investigated in 1980’s as to why the Japanese are forging ahead of the Americans inspite of the fact that Japan does not have many business schools than in America. It was found that USA ignored good leadership. It even indicated that 12 per cent of effective management is knowledge and 88 per cent is dealing appropriately with people. People and purpose are the basic aspects of leadership. A leader must have people to lead. He must always be conscious that he is leading people but not a herd or a physical mass or a cluster of inanimate objects. He must also understand the composition of his followers, their ambitions, aspirations and anxieties. At the same time, the leader must be fully aware of the purpose of the organization and the goals to be achieved. Hence leadership is leading people with a purpose to achieve a determined goal. The other aspects of leadership are money, machines, maintenance, materials, methods, modernization and markets.

### ***What a leader should know?***

The key to effective leadership is human relation. As such, a leader must be conversant with the basic principles, concepts and techniques of human relations. The principles include physical composition, psychological structure, phases of growth, influences, experiences, etc. The interpersonal relations, individual behaviour, group dynamics, etc. are some of the techniques of human relations. A leader can perceive these principles, concepts and techniques through training, observation, experience, interpretation, intrapolation, etc. The first step to understand human relations is to understand one's own self as taught by Lord Krishna to Arjuna on the Kurukshetra battle front. People are people wherever they are and whatever they are. Human behaviour is so delicate that it is highly sensitive to physical and psychological environment.

### ***What a leader should do?***

A leader has to collect and collate the efforts of his followers to achieve a common goal. The leader has to first of all strongly believe that there are talents in others. He must realize and recognize the talents in others. Some are obvious talents and some others are hidden. It is very easy to extract the best out of a machine but it is very difficult to get the best out of a man.. The subordinates have to be motivated to give their best efforts. This motivation depends on many a factor such as structure of the organization, policies, procedures, nature of the job, interpersonal relations, etc. There are instances of expert personnel achieving no result in certain organizations, mainly because of lack of team work. Proper communication is the one important factor in motivation. Motivation is the inner drive, impulse or intention that causes a person to do something or act in a certain way. The key subjects of motivation are to make the job itself so interesting that it becomes its

own reward and to create an environment in which employees find opportunities for personal growth and satisfaction. Communication at the basic level means passing information but at the complex level, it means motivating and influencing communication spans all the managerial functions. It is a means of securing integration and coordination. It is common knowledge that a leader spends 90 per cent of his time sending or receiving information. There are many communication barriers such as the complexity of organizational structure, status and position, language, resistance to change, emotional reactions, deep rooted feelings and prejudices, physical conditions , etc. An effective leader has to overcome all these barriers through proper means such as feedback, empathy, patient listening, etc.

The leader is responsible for the growth and development of his subordinates. Training is an important input at all levels and in all spheres to be given to all. The leader has to identify the training needs and design the training programmes accordingly. The basic steps required to be performed by leader are as follows:

*Establish who is in charge*

- People must trust you and accept you as authority figure.
- Gain credibility.

*Know what you want to accomplish*

- Define your own goals and the organization's.
- Plan

*Know what you want each person in the team to accomplish*

- Set realistic goals and not targets.
- Measure achievement.

*Let people know what you expect*

- Communicate with the group.
- Never assume people know or don't want to know.

*Find out what your employee wants for himself*

- What needs does he have.
- What motivates him.
- Listen to what he says.

*Find out what your employee expects of you*

- Listen.
- Listen

*Take being a role model seriously*

- Never undermine authority
- Act as you require others to act.

*Expect others to be self-motivated but don't count on it*

- Major part of your responsibility is to motivate the employees

Understand that the quality of your leadership is determined by the methods you choose to motivate others

- Think before you react.

### ***Behaviour Patterns of Leader***

An effective leader has to behave in the following definite nine ways, all at the same time. Leading is a job for the calm and level headed who can care others.

1. Initiation—The leader initiates and facilitates new ideas and practices.
2. Membership—The leader mixes with the group, stresses informal interaction between himself and members or interchanges personal services with members.
3. Representation—The leader defends the group against attack, advances the interests of the group and acts on behalf of the group.
4. Integration—The leader subordinates individual behaviour, encourages a pleasant group atmosphere, reduces conflict between members and promotes individual adjustment to the group.

5. Organisation—The leader defines or structures his own work, the work of others and the relationships among members in the performance of their work.
6. Domination—The leader restricts the behaviour of individuals or the group in action, makes decisions and expresses opinions.
7. Communication—The leader provides information to members, seeks information from them, facilitates the exchange of information and shows awareness of any matter relating to the group.
8. Recognition—The leader behaves in such a way that either expresses approval or disapproval of the behaviour of group members.
9. Achievement—The leader sets levels of effort or achievement, or prods members for greater effort or achievement.

The ideal leader has the support of the members of his group in every dimension of his activity.

### ***Theories of Leadership***

Modern research on leadership in the West and the East has led to formation of many theories on leadership. Most of them originated from USA. A glance through our Indian epics reveals that there have many such theories, not named as such theories, but lessons of leadership. Advice on leadership was given almost more than 5000 years ago by Bhishma to Pandavas from his Bed of Arrows (See Appendix 5). Kautilya's Arthashastra has many facets of leadership for the benefit of rulers. However leadership theories as such stated are from the modern research studies of the western universities during the last 75 years. I only make a mention of those theories very briefly for want of time to deal them at length.

### ***1) Great Man Theories***

- Capacity for leadership is inherent Great leaders are born, not made.
- Portray great leaders as heroic, mythic, and destined to rise to leadership when needed.
- The term 'man' was used, initially leadership was thought primarily as a male quality, especially in terms military leadership.

### ***2) Trait Theories***

- People inherit certain qualities and traits that make them better suited to leadership.
- Often identify particular personality or behaviour characteristics shared by leaders.
- Fail to explain how some people possessing these traits are not leaders.

### ***3) Contingency Theories***

- Prominent of them are Fiedler's Least Preferred Co-worker(LFC) Theory, Cognitive Resource Theory, and Strategic Contingencies Theory,
- Focus on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation.
- No leadership style is best in all situations.
- Success depends upon a number of variables including the leadership style, qualities of followers and aspects of the situation.

#### ***4) Situational Theories***

- Prominent among them are –Hersey and Blanchard’s Situational Leadership, Vroom and Yetton’s Normative Model, and House’s Path-Goal Theory of Leadership.
- Leaders choose the best course of action based upon situational variable.
- Different styles of leadership may be more appropriate for certain types of decision making.

#### ***5) Behavioural Theories***

- They are the Managerial Grid Theory of Robert Blake and Jane Mouton and the Role Theory.
- Based on the belief that great leaders are made, not born.
- Rooted in behaviourism, focuses on the actions of leaders, not on mental qualities or internal states.
- People can learn to become leaders through teaching and observation.

#### ***6) Participative Theories***

- Prominent of them are Lewin’s Leadership styles and Likert’s Leadership styles.
- Suggest that ideal leadership is one that takes the inputs of others into account.
- Leaders encourage participation and contribution from group members.
- Help group members feel more committed to the decision making process.
- The leader however retains the right to allow the input of others.

## ***7) Transactional Theories***

- The basic such theory is Leader-Member Exchange(LMX) theory
- Focus on the role of supervision, organization and group performance.
- Base leadership on a system of reward and punishment

## ***8) Transformational Theories/ Relationship Theories***

- These theories include Boss Transformational Leadership theory, James, MacGregor Burn's Transformation Leadership Theory, and Kouzes and Posner's Leadership Participative theory.
- Focus upon the connections formed between leaders and followers.
- Leaders motivate and inspire group members making them to feel the importance of higher good of the task.
- Leaders have high ethical and moral standards.
- Focus on group performance, at the same time, each person in the group to fulfill his or her potential.

## ***9) Charismatic Leadership Theory***

- People become leaders because of their personal abilities and charisma they possess in the eyes of the public. This particularly holds good in politics and religion.

## ***10) Social Learning Theory***

- People become leaders after being trained by the external and internal forces.

- Relevant theories are Theory ‘X’ and Theory ‘Y’ stated by Douglas Mc Gregor. Theory ‘X’ states “The average human being has inherent dislike of work and will avoid it if he can... and prefers to be directed, wishes to avoid responsibility, has little ambition and wants security above all. Most people must be coerced, directed, and threatened with punishment”. Theory ‘Y’ states “Physical and mental effort in work is as natural as play or rest. External control or threat of punishment are not the only means for bringing about effort towards organizational objectives. The average human being learns, under proper conditions, not only to accept but to seek responsibility”.

### ***Leadership Traits and Skills***

In 1936 , two researchers by name G W Allport and Odburt in their study on “Trait Names- A Psychological study” gave 17000 list of words to describe personality. In 1940, Professor C.Bird of the University of Minnesota, USA, after conducting 20 leadership investigations said that only five per cent of traits appear in three or more of the lists. In 1970’s, Fortune Business Survey of 75 top business executives listed 15 executive leadership qualities—Judgement, Initiative, Foresight, Energy, Drive, Human relations skill, Decisiveness, Dependability, Emotional Stability, Fairness, Ambition, Dedication, Objectivity, Integrity and Cooperation. According to Ordway Tead, there are ten qualities that are essential for effective leadership. They are – Physical and Nervous Energy, A sense of purpose and direction, Enthusiasm, Friendliness and Affection, Integrity, Technical mastery, Decisiveness, Teaching skills, and Faith. Chester Barnard has listed nine traits as very important leadership qualities. They are—Physique, Skill, Technology, Positive perception, Knowledge, Determination, Persistence, Endurance, and Courage. A leadership expert coined an

acronym—CERTIFICATE- describing the important leadership qualities which include Confidence, Enthusiasm, Reliability, Timeliness, Information, Friendliness, Inspiration, Communication, Accessibility, Team Work, and Encouragement.

Based on the studies made by many experts, I have listed the following 50 leadership attributes as the essential qualities required by an ideal leader:

1. Ambition.
2. Integrity.
3. Enthusiasm.
4. Imagination.
5. Willingness to work hard.
6. Willingness to work long hours.
7. Analytical ability.
8. Understanding the needs of the followers.
9. Ability to spot opportunities.
10. Ability to meet unpleasant situations.
11. Adaptability for change..
12. Audacity (willingness to take risks).
13. Communication abilities-verbal,oral, body language, inside and upside.
14. Aiming maximum with minimum.
15. Openness,
16. Consistency.
17. Decision making –Right and Timely.
18. Impartiality.
19. Curiosity.
20. Reasonable span of management capability.
21. Capacity for abstract thought.

22. Physical and Nervous energy.
23. Sense of purpose and direction.
24. Friendliness and affection.
25. Self confidence.
26. Positive perception.
27. Punctuality.
28. Accessibility.
29. Acknowledgement and Encouragement.
30. Intelligence.
31. Vision and Foresight.
32. Maturity (High frustration tolerance).
33. Clarifying ability.
34. Simplifying ability.
35. Responsibility.
36. Loyalty to the organization.
37. Character (role model to be emulated).
38. Humility.
39. Willingness to sacrifice.
40. Willingness to admit mistakes.
41. Passion for growth.
42. Compassion for the needy.
43. Versatility.
44. Technical mastery.
45. Realism.
46. Optimism.
47. Speed of reaction.
48. Team work.
49. Humour.
50. Tact.

These are only suggestive list of leadership qualities which need to be expanded with reference to situations.

Henry Mintzberg in his book ‘The nature of Managerial Work, classified the leadership skills into eight major categories as follows:

1. Peer skills—the ability to establish and maintain a network of contacts with equals.
2. Leadership proper skills-the ability to deal with subordinates and the kind of complications that are created by power, authority and dependence.
3. Conflict-resolution skills-the ability to mediate conflict, to handle disturbances under psychological stress.
4. Information- processing skills- the ability to build networks, extract and validate information, and disseminate information effectively.
5. Skills in unstructured decision making- the ability to find problems and solutions when alternatives, information, and objectives are ambiguous.
6. Resource-allocation skills-the ability to decide among alternative uses of time and other scarce organizational resources.
7. Entrepreneurial skills-the ability to take sensible risks and implement innovations.
8. Skills of introspection-the ability to understand the position of a leader and his impact on the organization

In one of the seminars on leadership I attended , a participant said ‘if you are active, inspire others to dream more, learn more, do more and become more, you are a leader’.

## *Leadership Styles*

There are many styles of leadership. Rensis Likert of University of Michigan categorized the leadership styles as Exploitative Authoritative (highly Aristocratic), Benevolent Authoritative (Carrot and stick), Consultative, and Participative (Democratic). Several classifications emerged in course of time. Leaders have been classified as Bureaucratic, Dictatorial, Autocratic, Task oriented, People oriented, Laissez-faire, Democratic, Meritocratic, Servant, Transactional, Transformational, etc. Every type of leadership has got its own advantages and disadvantages. Leadership varies from situation to situation. In one situation, the leader may be a dictator and in another the same leader may be a democrat. Each situation may warrant a particular type of trait and a style of leadership. Therefore it cannot be said that there is one single best type of leadership. It is ever changing phenomenon. It changes from place to place, group to group, situation to situation, and organization to organization. Leadership is a great mission. Leadership depends upon many variables like the leader's characteristics, the followers' attitudes, the organisation's characteristics such as its basic purpose, habits, customs, traditions, structure, nature of task performed, etc. and finally the social, economic and political milieu.

The bureaucracy of an organization sets a great limit to leadership, the procedures, policies, programmes, etc., of the organization have an influence on the leadership. There may be clash between personal traits and organizational needs. Organisations, at times, demand conservatism while leadership may opt for liberalism. The power struggle impedes the leadership qualities. The complexity of goal such as organizational goals, group goals, followers' personal goals and leader's personal goals may lead often to conflicts and clashes.

General Colin Powell as the Chairman of the Army Forces of USA gave many worthwhile leadership principles, briefly presented in Appendix 6. For the benefit of students, brief sketches of Buddha as a noble leader and Mahatma Gandhi as a leader of the masses are given in Appendix 7 and 8. Lord Vinayaka also known as Ganapathi portrays many leadership qualities in his physical structure presented in Appendix 9.

## ***Conclusion***

Leader is one who leads, Therefore, initiative is the basic trait. Leader has people to lead and hence he has to understand the basic psychology of the human beings. Leader has a purpose and hence his actions must be goal oriented. Leadership is an ever changing phenomenon and therefore the leader must keep abreast of changing concepts and conditions. The type of leader required depends upon the stage of the life cycle of the organization. At the inception stage, you need an inventor. During growth , you need a catalyst. For future, you need a developer. During prime stage, you need a performer. At maturity stage of the organization, you need a protector. For renewal, you need a challenger who serves as an organizational harbinger announcing trends, looking at evolving circumstances or examining ramifications to prepare for the future.

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**APPENDIX 1**  
**Main works of Peter F Drucker**

- 1939 : The End of Economic Man
- 1942 : The Future of Industrial Man
- 1946 : Concept of Corporation
- 1950 : The New Society
- 1954 : The Practice of Management
- 1957 : America's Next Twenty Years
- 1959 : Landmarks of Tomorrow
- 1964 : Managing for Results
- 1966 : The Effective Executive
- 1969 : The Age of Discontinuity
- 1970 : Technology, Management and Society
- 1971 : Men, Ideas and Politics
- 1973 : Management:Tasks, Responsibilities, Practices
- 1976 : The Unseen Revolution: How Pension Fund Socialism came to America
- 1977 : People and Performance: The Best of Peter Drucker on Management
- 1977 : An Introductory View of Management
- 1979 : Song of the Brush: Japanese Painting from Sanso Collection
- 1980 : Managing in Turbulent Times
- 1981 : Toward the Next Economics and Other Essays

- 1982 : The Changing World of Executive
- 1982 : The Last of All Possible Worlds
- 1984 : The Temptation to do Good
- 1985 : Innovation and Entrepreneurship
- 1989 : The New Realities: in Government and Politics, in Economics and Business, in Society and World View
- 1990 : Managing the Non-profit Organisation: Principles and Practices
- 1992 : Managing for the Future
- 1993 : The Ecological Vision
- 1993 : Post-Capitalist Society
- 1995 : Managing in a time of Great Change
- 1997 : Drucker on Asia: A Dialogue between Peter Drucker and Isao Nakauchi
- 1998 : Peter Drucker on the Profession of Management
- 1998 : Adventures of a Bystander
- 1999 : Management Challenge for 21<sup>st</sup> Century
- 2001 : The Essential Drucker
- 2002 : Managing in the Next Society
- 2002 : The Functioning Society
- 2004 : The Daily Drucker
- 2006 : The Effective Executive in Action

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## APPENDIX 2

### **The Basic Ideas in Peter F Drucker's Writings**

- Decentralisation and Simplification: Drucker discounted the command and control model and asserted that companies work best when they are decentralized. According to Drucker, corporations tend to produce too many products, hire employees they don't need (when a better solution would be outsourcing), and expand into economic sectors that they should avoid.
- A profound skepticism of macro-economic theory: Drucker contended that economists of all schools fail to explain significant aspects of modern economics.
- Respect of the Worker: Drucker believed that employees are assets and not liabilities. He considered that knowledgeable workers are the essential ingredients of the modern economy. Central to this philosophy is the view that people are an organisation's most valuable resource and that a manager's job is to prepare and free people to perform..
- The sickness of government: Drucker made non-partisan claims that government is often unable or unwilling to provide new services that people need or want, though he believed that this condition is not inherent to the form of government.
- The need for planned abandonment: Businesses and governments have a natural human tendency to cling to 'yesterday's successes' rather than seeing when they are no longer useful.
- Taking action without thinking is the cause of every failure.
- The need for community: Early in his career, Drucker predicted the end of 'economic man' and advocated the creation of 'plant community' where individuals's social needs could be met. He later

acknowledged that the plant community never materialized, and by the 1980's, suggested that volunteering in the non-profit sector was the key to fostering a healthy society where people found a sense of belonging and civic pride.

- The need to manage business by balancing a variety of needs and goals, rather than subordinating an institution to a single value: This concept of Management By Objectives forms the keynote of his 1954 landmark publication-The Practice of Management.
- A company's primary responsibility is to serve its customers. Profit is not the primary goal, but rather an essential condition for the company's continued existence.
- An organization should have a proper way of executing all its business processes.
- Great companies could stand among humankind's noblest inventions.

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## APPENDIX 3

### Leadership Quotes By Peter F Drucker

- Management is doing things right—Leadership is doing the right things.
- Effective leadership is not about making speeches or being liked; leadership is defined by results and not attributes.
- Leadership is not magnetic personality—that can just as well be a glib tongue. It is not ‘making friends and influencing people’- that is flattery. Leadership is Lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.
- The leaders who work most effectively, it seems to me, never say ‘I’. And that is not because they have trained themselves not to say ‘I’. They think ‘We’; they think ‘team’. They understand their job to be to make the team function. They accept responsibility and don’t sidestep it, but ‘we’ gets the credit...This is what creates trust, what enables you to get the task done.
- No institution can possibly survive if it needs geniuses or supermen to manage it. It must be organized in such a way as to be able to get along under a leadership composed of average human beings.
- Never try to be an expert if you are not. Build on your strengths and find strong people to do the other necessary tasks.
- Learn to say ‘no’ when you need to say ‘no’.
- Use Technology—it is cheaper than traveling.
- Do not always be a prisoner in your organization. Have a secret office elsewhere to do more work of your organization.

- Do not be happy with EDPs. Have Character Development Programmes(CDPs).
- Too many leaders try to do a little bit of 25 things and get nothing done. They are very popular because they always say ‘yes’, but they get nothing done.
- I tell my clients that it is absolutely imperative that they spend a few weeks each year outside their own business and actively working in the market place, or in a university lab in the case of technical people. The best way is for the CEO to take the place of a salesman twice a year for two weeks.
- A critical question for leaders is “when do you stop pouring resources into things that have achieved their purpose?”
- Great leaders find out whether they picked the truly important things to do. I have seen many people who are exceedingly good at execution, but exceedingly poor at picking the important things. They are magnificent at getting the unimportant things done. They have an impressive record of achievements on trivial matters.
- Effective leaders check their performance. They write down, ‘What do I hope to achieve if I take on this assignment?’ They put away their goals for six months and then come back and check their performance against goals. This way, they find out what they do well and what they do poorly.
- Successful leaders make sure that they succeed. They are not afraid of strength in others.

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## **APPENDIX 4**

### **Some Definitions of Leadership**

- Leadership is a relation between those who aspire to lead and those who choose to follow.—Kouzes & Posner
- Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.—Northouse
- Leadership is the influencing process of leaders and followers to achieve organizational objectives through changes.—Lessier & Achua
- Leadership is the behaviour of an individual directing the activities of a group to –word a shared goal.—Hemphill & Coons
- Leadership is the influential increment over and above mechanical compliance with the routine directives of the organization.—D.Katz & Kahn
- Leadership is the process of influencing the activities of an organized group toward goal achievement.—Pauch & Behling
- Leadership is a process of giving purpose to collective effort and causing willing effort to be expanded to achieve purpose.—Jacobs & Jacques
- Leadership is the ability to step outside in the culture to start evolutionary change processes that are more adaptive.—E.H.Schein
- Leadership is process of making sense of what people are doing together so that people will understand and be committed.—Drath & Pauls
- Leadership is about articulating visions, embodying values, and creating the environment within which things can be accomplished.—Richards & Engle
- Leadership is the ability of an individual to influence, motivate, and enable others to contribute toward the success of the organization.—House et al.

- Leadership is the ability of developing and communicating a vision to a group of people that will make that vision true.—Kenneth Valenzuela
- Leadership does not involve changing the mindset of the group, but the cultivation of an environment that brings out the best and inspires the individuals in that group to do what needs to be done.—Arthur F Carmazzi
- Leadership is ultimately about creating a way for people to contribute to making something extra-ordinary happen.—Alan Keith
- Leadership is the process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task.—Unknown
- The only safe ship in a storm is leadership.—Faye Wattleton
- Instant with the premise that the function of leadership is to produce more leaders, not more followers.—Ralph Nader
- Inventories can be managed, but people must be led.—H Ross Perot
- A community is like ship; everyone ought to be prepared to take the helm.—Henrik Ibsen
- Leadership involves finding a parade and getting in front of it.—John Naisbitt
- The key to successful leadership is influence, not authority.—Kenneth Blanchard
- You do not lead by hitting people over the head-that is the assault, not leadership.—D Wright D Eisenhower
- The art of leadership is saying no, not yes. It is very easy to say yes.—Tony Blair
- The finest test of a leader is that he leaves behind him in other men the conviction and the will to carry on.—Walter Lippman

## APPENDIX 5

### **Advice on Leadership by Bhishma to Pandavas almost 5000 years ago**

The earliest recorded treatise on good leadership is more than 5000 years old. When we read it carefully, we realize that it may well have been articulated for leadership in today's world. It is relevant to note this famous advice on how to be a good and effective leader at the outset.

Well before 3000 B C, a fierce battle depicted in Mahabharatha epic was fought in India on the battlefield of Kurukshetra, not too far from the modern capital of India—Delhi. It was a bloody conflict, fought between cousins—Pandavas and Kauravas, in which Pandavas won a total victory. In this battle lasting for 14 days, the Commander-in Chief of the Kauravas was the grand old man named Bhishma who, at the age of 116 years, was loved, respected and revered by the ruling elite of both the warring sides—such was the stature of this great leader. He was severely wounded in the battle and after his defeat he was lying on the Bed of Arrows (Ampasayya) created by Arjuna. Bhishma was waiting to die at his will in Uttarayana Punyakala.

Krishna, the divine guide and strategic adviser of Pandavas, took them to pay homage to Bhishma. Abandoning their chariots some distance away, they silently walked to Bhishma. Krishna then spoke to him at length praising his great valour and sacrifice. He finally requested Bhishma to teach Yudhistara, the eldest of the Pandavas, the art of leadership to rule the vast kingdom he had won in the battle. In slow, but firm whispers, the grand old bhishma spoke thus:

- You want to learn the art of being a leader to rule your kingdom well. I will tell you everything my child. It was taught to me by my great masters, and I will impart it to you.

- It is not easy to rule well, and a king's one worldly duty is to rule well. It is action which shapes destiny, and not the other way around..
- A king's highest duty is to the Gods; next of equal importance is Truth; Truth is the highest refuge; all the world rests on Truth.
- A king's conduct should be above reproach. Self restraint, humility, righteousness and strait-forwardness are essential for his success. He should have his passions under perfect control.
- There is a danger in mildness. The king should not be too mild, or he will then be disregarded. The people will not have enough respect for him, and his word. He must also avoid the other extreme, being too stringent, for then the people will be afraid of him, which is not a happy state affairs.
- Compassion must be part of his mental make-up, but he must guard against displaying a too-forgiving nature, for then he will be considered weak by low men who will take advantage of him.
- Alertness is essential. He must study his friends and foes all the time.
- His first duty is to help his people. He should take care of them with no thoughts of pleasing himself, subordinating his own wishes and desires to those people. He should guard them as a mother guards her children.
- The king needs to be careful not to place implicit confidence in anyone. He should keep his innermost thoughts concealed from even his nearest and dearest.
- You need to know when to seek protection in your fort when your position is weak. And you should be ready to make peace with a foe who is stronger.

- Be pleasant in speech.
- Surround yourself with people of like nature, who have qualities that are noble. The only difference between you and your officers is the white umbrella signifying your higher office.
- The people should live in freedom and happiness, as they do in their father's house. The very essence of your role is to protect the people and their happiness. It is not easy to secure people's happiness. You need to use diverse methods. Skill, nimbleness and truth, all three are important.
- Pay attention to the state of kingdom. Old and shabby surroundings are symbols of disregard. Renovate, to win good opinion.
- Know how to use the powers of punishment, and do not hesitate to use them on miscreants. People are often led by chastisement. Know, then, the science of chastisement.
- Self-interest is the most powerful factor in the life of everyone. No one is dear to another unless there is some gain involved.
- The treasury should always be full.
- Supervise the work of all your officers yourself.
- Never trust the guardians of the city or fort implicitly.
- Do things in secret from your enemies. You can never protect the kingdom by candour or simplicity. You should be both candid and wily.
- A king who is honoured by his subjects will naturally be respected by his foes, and will be feared by them also.
- Nothing, not even the smallest act, can be accomplished by a single man. He has to have assistance.

- The king should be very careful. Wicked people may appear honest; honest ones may appear dishonest. The honest person can become dishonest, for no one can always be of the same mind.
- No one should be trusted completely. And yet, a want of trust is also wrong. The policy is, trust but verify.
- Harbour no malice, absolutely none, in your heart.
- Dharma (right conduct) is the watchword of a king. Nothing more is powerful. To the extent you yield or diminish dharma, to that degree disintegration sets in.
- Death is nearing every creature every moment. What you have planned to do tomorrow must be done today forenoon.

Having said all that he had to say, Bhishma smiled faintly and closed his eyes; a signal for Pandavas to leave.

(Source: 'Sai Baba's Mahavakya on Leadership' by Lieut Gen (Retd.) Dr. M.L. Chibber, published by Satya Sai Books & Publications Trust, 1993.)

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## **APPENDIX 6**

### **Colin Powell's 18 Leadership Principles**

1. Real leaders make themselves accessible and available.
2. Keep looking below surface appearances. Don't shrink from doing so just because you might not like what you find.
3. By treating everyone equally 'nicely' regardless of their contributions, you will simply ensure that the only people you will wind up angering are the most creative and productive people in the organization.
4. Don't be afraid to challenge the pros, even in their own backyard. If you have a yes man working for you, one of you is redundant.
5. Never neglect details. When everyone's mind is dulled or distracted, the leader must be doubly vigilant. Good leaders delegate and empower others liberally, but they pay attention to details, every day. The job of the leader is not to be the chief organizer, but the chief disorganizer.
6. You don't know what you can get away with until you try. Good leaders don't wait for official blessing to try out. If you ask enough people for permission, you inevitably come up against someone who believes his job is to say 'no'. So the moral is don't ask.
7. Leaders honour their core values, but they are flexible in how they execute them.
8. Organisation does not really accomplish anything. Plans do not accomplish anything, either. Theories of management do not match matter. Endeavours succeed or fail because of the people involved. Only by attracting the best people, you will accomplish great deeds.
9. Organisation charts and fancy titles count for next to nothing. In well-run organizations, titles are also pretty meaningless. But titles mean little in terms of real power, which is the capacity to influence and inspire.

10. The most important question in performance evaluation becomes not “How well did you perform your job since the last time we met?” but “How much did you change?”
11. Experts often possess more data than judgement. Policies that emanate from ivory towers often have an adverse impact on the people out in the field who are fighting the wars or bringing in the revenues. Real leaders are vigilant – and combative- in the face of these trends.
12. Perpetual optimism is a force of multiplier. Leaders who whine and and blame engender those same behaviours among their colleagues.
13. You can train a bright, willing novice in the fundamentals of your business fairly readily, but it is a lot harder to train someone to have integrity, judgment, energy, balance and the drive to get things done. Good leaders stack the deck in their favour right in the recruitment phase.
14. Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand. The result? Clarity of purpose, credibility of leadership, and integrity of organization.
15. Once the information is in the 40 to 70 range, go with your gut. Don’t wait until you have enough facts to be 100% sure, because by then it is almost always too late.
16. Shift the power and the financial accountability to the folks who are bringing in the beans, not the ones who are counting or analyzing them.
17. Surround yourself with people who take their work seriously, but not themselves, those who work hard and play hard.
18. Command is lonely. You can encourage participative management and bottom-up employee involvement but ultimately, the essence of leadership is the willingness to make the tough, unambiguous choices that will have an impact of the fate of the organization.

## APPENDIX 7

### **Buddha as a Noble Leader**

Like the captain of a ship, a leader should have a definite goal. Then he can chart his course and steer his ship in the right direction. Buddha (earlier Prince Siddhartha) after lot of sacrifice and hardship gained Enlightenment. With vision and mission to lead all human beings out of the samsaric cycle of suffering , during his forty-five years of teaching, he always behaved with compassion and love for all sentient beings, regardless of race, creed, or status. He was virtuous, extraordinary and righteous in every thought, word and deed. As a leader, the Buddha led by example.

He had humble life-style. He advised the rulers of his time (Himself was a prince earlier), highlighting ten principles :

1. Dana- alms giving;
2. Sila- morality;
3. Parricage- unselfishness;
4. Ajjava- integrity;
5. Maddava- gentleness;
6. Tapo- self-restraint;
7. Akkhoda- non-anger;
8. Avihimsa- non-violence;
9. Khanti- patience;
10. Avirodhana- agreeability.

As a leader, Buddha demonstrated skills of mediation and impartiality in judgement. He was a great human resource manager. Taking into consideration the strengths and weaknesses of his followers, he delegated duties in accordance with their abilities and temperament. He categorized people into six types;

1. Those lustful and passionate;
2. Those with hatred and anger;
3. Those with delusion;
4. Those with faith and confidence;
5. Those with wisdom and intelligence;
6. Those with hesitation and doubt.

He showed his appreciation by conferring upon them due respect and recognition. Managerial leaders could learn much from Buddha to develop an effective workforce. Many followers became enlightened after listening to his teachings. 2500 years later i.e. now, Buddha continues to inspire millions of people around the world to follow his path.

\* \* \*

## APPENDIX 8

### **Mahatma Gandhi as a Leader of the Masses**

John Canning in his book '100 Great Lives' stated—"Many leaders have moved across the modern world stage with much more spectacular flourish and greater aplomb than Mahatma Gandhi. Few have wielded an influence so momentous and so revolutionary on the history of our times." He galvanized the Indian people to wage a war without violence

(satyagraha) to win their independence.. Indian independence was the beginning of the end of imperialism and colonialism in the whole world. Gandhi's struggle and success contributed to accelerate the movement of mankind to a new age – 'An age of Unity of Man, Global Economy, and the Earth Citizenship'. Gandhi was said to have the wisdom of Socrates, humility of St. Francis, humanity of Buddha, saintliness of the ancient sages, and mass appeal of Lenin. He believed that man is fundamentally a moral and spiritual being. He had profound reverence to all religions. He stated several times that

'Truth is God' and 'God is Truth'. Intolerance, Fanaticism and dogmatism are repugnant to the Gandhian way. He believed in voluntary organization on co-operative lines. He

stood for village autonomy and self-sufficiency. He always advocated simple and noble life and dignity of labour. He hated everything that degraded man, for example, untouchability, inferior status of women, child marriage, etc. Neither capitalist nor socialist, he considered that the rich class was the trustees of the national wealth. He never impeded his mind with 'stop' signs. He always propagated the following as seven sins:—Wealth without work; Pleasure without conscience; Business without morality;

Science without humanity; Religion without sacrifice; Politics without principles; and

Knowledge without character. He never allowed himself to use wrong means to attain the right ends.

Throughout his life, Gandhi resisted the temptation of power and his goal was ‘to be’ and not ‘to have’. Gandhi enriched politics with principles and ethics. Anyone who wants to become a real leader should read Gandhi’s auto-biography-‘My Experiments With Truth’. Babu Rajendra Prasad, the then President of India, in his ‘Collected Works of Mahatma Gandhi’ stated—”No one who takes a dip into Gandhiji’s stream of life as represented in this series will emerge disappointed, for there lies in it buried a hidden treasure out of which everyone can carry as much as he likes according to his own capacity and faith”. Gurudev Rabindranath Tagore, though differed with him on certain issues, wrote to him after Gandhiji’s visit to his house, that he found God’s footsteps at his doorstep. Albert Einstein remarked that for generations to come people will wonder whether such a man as this in flesh and blood walked on the earth planet. Jawaharlal Nehru considered him ‘ a perfect artist’ who looked ‘kingly’ in loin cloth and bare body.

Rajagopalachari, popularly called as Rajaji, found a similarity in the death of Lord Krishna and Gandhiji. Many philosophers world over thought that only Gandhiji’s India would show the world a way out of darkness. Let us emulate his ideals of leadership.

\* \* \*

## APPENDIX 9

### Vinayaka – The Supreme Leader

“Suklambaradharam Vishnum; Sasivarnam Chathurbhujam;  
Prasannavadanam Dhyayeth; Sarva Vighnopa Santhaye”.

One of the important characters of our spiritual wealth is Vinayaka—also called Vighneswara, Ganesha, Ganapathi and also known by 108 names and 1000 names. Literally means A SUPREME LEADER. He is without a parallel in prowess, intellectual eminence, philosophical prudence and attainment of perfection. In India, hardly there is a town or village or lane or by-lane without the image of Vinayaka installed in a point of vantage. He is worshipped at the beginning of any auspicious or inauspicious rite or occasion like marriage, house warming ceremony, naming ceremony, conferences, seminars, workshops, Aksharabhyasam, and even when performing last rites at the time of cremation of dead bodies. Vinayaka is also worshipped in several other countries and by people of different religions. Vinayaka is the first to be worshipped in Hindu Dharma as a precedence over every other god or Goddess. He is said to be incarnation of Krishna, Shiva and Shakthi. He is Akasa (Ether), subtlest of five pre-mordial tatvas. His physical structure is a combination of an elephant and human trunk.

Vinayaka’s physical structure portrays a number of leadership qualities. In fact, the very name Vinayaka means that He is the Supreme Leader i.e., there is no leader above Him. The name ‘Ganapathi’ means- He is the leader (Pathi) of Ganas (Hosts union of Angels). While many Gods or Goddesses have mostly human form of body, Vinayaka portrays the combination of animal and human, indicating that there are many things that we have to learn from both animals and human beings. His elephantine head reflects many leadership qualities. Elephant is said to be one of the highest state of evolution among the animals as per the Darwin’s Theory of Evolution. Elephant is known for dynamism, power,

freedom, knowledge, gratefulness, excellent memory, emotional balance, and foresight. The elephant's power and strength are such that it can carry and remove big stones, trees and removes any type of obstacles. The elephant is said to be thick skinned and is not worried to face any problems. As far as loyalty is concerned, no animal can surpass that of an elephant. Dr.S.Radhakrishnan, the great philosopher President of India wrote that an elephant is a path layer, path finder and path leader. Elephantine head represents the following leadership qualities:

- Huge Skull : Think Big Supports Trunk & Tusks Filled with air spaces& sinuses to lighten it Cavities allow it to make a low growl (to utter a deep sound) that goes to many kilometers
- Broad Forehead : Pleasant appearance, Store house of knowledge, intellect and Wisdom
- Big Brain : 5 kilograms-largest weight among living & extinct animals (Human brain considered intelligent weighs 1.4 kilograms)

## **IMPLIES**

- Information storage capacity five time higher than man
- Higher memory power
- Can remember for decades the voices & smells of men
- Can take revenge against those who have done harm to them even after decades
- Can distinguish people hunting them or for other purposes
- Can recognize bones of any animal
- Can know how their physical structure is
- Can recognize their reflections in a mirror

Big Ears : Listen patiently to new ideas and suggestions- Networked with blood vessels to regulate temperature Blood is cooled as it flaps its ears

- Small Mouth : Speak less and Eat less
- Narrow Eyes : Deep concentration for task completion Foresight
- Big Nose(Trunk): Able to poke around inquisitively to grasp different things: Accessible to followers: Capability of sensing even minute things even from a long distance: Can uproot trees and carry big loads: Small triangular finger at the end enables easy grasping: Can hold six litres of water, often used as a flexible shower hose
- Ekadanta + one broken Tusk : Reflect pain and gain/ pleasure and sorrow: Creativity of writing Mahabharatha from Sage Vyasa: Using it as a weapon to kill Mushikasura: Tusks grow although life while inner teeth stop growing after a point of time

The human trunk of Vinayaka too represents many leadership qualities. Briefly they are as follows:

- Lambodara ( Big Belly ) : Denotes patience, excellent digestive power and capacity to absorb: Digest properly the voluminous food of information by Listening more, keep the desirable and leave the undesirable
- Four Arms : Denotes Creativity and ability to solve any problem by means of ‘Saam’(peaceful approach), ‘Daam ( by offering money), ‘Danda’ (by inflicting punishments), and ‘ Bheda’( by creating differences)
- Book in one Hand : Knowledge
- Weapon : Defensive strength
- Lotus : Selfless flower with its character qualities

- Modaks : Best food material made up Rice flour, jaggery, Gingili seeds, steam cooked without oil: Prasadam distributed to followers indicating fair distribution of accumulated prosperity
- Serpents-Sacred Thread: Reflects Creative Knowledge
- Ornaments around : implies dangerous followers be controlled and be shoulders and belly made ornaments
- Small Legs : Firm, balanced and steady progress towards goal
- Mouse : One of the smallest creatures-big or small does not matter to leader Achieving gigantic tasks with limited means An instrument in IT serving as a window to the world
- Wooden Square : Bringing Globe into your home One has to be a global oriented leader
- Wives-Siddhi : Not fleshy human wives Siddhi as Fulfilling capability Buddhi as wisdom
- Childern-2 sons : Lakshyam(Goal) Labham( Profit): Santhoshi 1 daughter Matha (Happiness)
- A Common Man : Icon made up of clay or turmeric: Prayed with God widely available herbal leaves and unripe fruits

**O LORD VINAYAKA ! BLESS ALL OF US WITH YOUR  
LEADERSHIP TRAITS**

## APPENDIX 10

### BRIEF HIGHLIGHTS OF THE BIO-DATA OF PROF. V. BALAMOHANDAS

(Former Vice-Chancellor, Acharya Nagarjuna University)

(Presently AICTE-Emeritus Fellow in Management with Andhra University)

Date of Birth : 15-08-1947

- With no formal education up to 13<sup>th</sup> year, successfully completed Andhra Matriculation with 11 months 'coaching in 1961'. Thereafter, a first class/rank holder in PUC, B.Com., and M.Com with merit scholarship from the government. **Ph.D.** in the faculty of Commerce & Management Studies in 1977 from Andhra University.
- Become an **Associate Lecturer** in Andhra University in November 1968 and rose to **Lecturer** in 1970, **Reader** in 1977 and **Professor** of Management Studies in July 1978.
- Has put in a total of more than **37 years** of teaching and research experience at the Department of Commerce & Management Studies, Andhra University, Visakhapatnam. Became **Professor at a record young age of 31 years** in July 1978. Has put in more than 28 years as Professor. Had the privilege of being **Youngest Professor of India** and also **Senior Most Professor of India**.
- **Successfully completed all the administrative positions of : Head** of the Department; **Chairman**, PG Board of Studies; **Coordinator**, UGC – Special Assistance Programme; **Director** Incharge, Extension Services; **Director**, M.B.A. (Distance Mode); **Dean**, Faculty of Commerce & Management Studies; and **Principal**, University Colleges of Arts and Commerce, Andhra University, Visakhapatnam, **Incharge Vice-Chancellor**, April 2007.
- Successfully completed the 3-year term as Vice-Chancellor of Acharya Nagarjuna University during May 2005 – May 2008 and

- created a name and fame for himself and the university in India.
- 31 candidates were awarded **Ph.D.** Degree under his guidance.
  - 15 candidates were awarded **M.Phil.** Degree under his guidance.
  - Published **10** books and **80** research papers.
- A PG level Text book “**Indian Industrial Economy**” was co-authored with Professor K.V. Sivayya, first published in **1972 at the age of 25 years**. Second Edition of the book was **subsidized by National Book Trust, India**. Presently 12<sup>th</sup> edition (2004) is in the market.
- Organized **35** seminars and participated in about 400 National and International Seminars.
  - Associated with the academic work of about 90 Universities and Institutions in India and abroad.
  - Carried out Consultancy Projects for MRTPC, New Delhi; and NTPC, Visakhapatnam.
  - Visited GDR, USSR, Czechoslovakia, UAE, Singapore, Australia, USA and Russia.

***Recipient of Awards:***

1. Best Teacher Award from Govt. of Andhra Pradesh during 1993-94.
2. **Gem of India Award**, New Delhi, August, 1997.
3. Golden Heads of Visakhapatnam, Visakhapatnam, 1997.
4. International Distinguished Leadership Award, August 1998.
5. **Glory of India Award**, New Delhi, October 1998.
6. **National Excellence Award**, New Delhi, April 1999.
7. **Jewel of India Award**, New Delhi, May 1999.
8. The Man of Achievement Award, New Delhi, Aug. 1999.
9. **Best Citizen of India Award**, New Delhi, January 2000.
10. **Broad Outlook Learner Teacher (BOLT) Award** – Jointly given by Air India, Deccan Chronicle, Andhra Bhoomi, The Siasat, October 2004.

11. **Vidya Rattan Award**, Subharam Trust (Regd.), Bangalore, 25<sup>th</sup> December, 2005.
12. Conferred on the 57<sup>th</sup> Republic Day of India, i.e., 26-1-2006 with the Rank of “**Honorary Colonel**” NCC (National Cadet Corps), Ministry of Defence, Government of India, approved by the President of India.
13. **Ugadi Puraskar**, Delhi Telugu Academy, New Delhi, April 2006.
14. **Visista Vyakthi Puraskar**, Narasaraopet Rangasthali, Narasaraopet, April 2006.
15. GOLDEN COUPLE AWARD, UNESCO Club, Guntur, March 2007.
16. **Dr Sarvepalli Radhakrishnan Award**, Jandhyala Charitable Trust, Eluru, March 2007.
17. **International Socrates Award**, Europe Business Assembly, Oxford, U.K., September 2007.
18. **Life Time Achievement Award**, National Open Distance Education Summit, 2007, New Delhi, December 2007.
19. **Sankaracharya-Viswavidyacharya Award**, Indian Institute Oriental Heritage, Kolkata, January 2008.
20. **Service Above Self Award**, Rotary International District 3150, Guntur - February 2008.
21. **GOLD MEDAL** from Governor of Andhra Pradesh for encouraging the largest number of students for blood donation, March 2008.
22. **Vishala Bharathi Gaurav Puraskar**, Delhi Telugu Academy, New Delhi – April 2008.
23. Recipient of **Honorary D.Litt** from Acharya Nagarjuna University in March 2009 along with Shri Somnath Chattarji, Lok Sabha Speaker & Smt. Anjali Devi of cine fame.

\* \* \*



Prof. V. Balamohandas