

Management Development Programme

NEWSLETTER



**December
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THIAGARAJAR
SCHOOL OF MANAGEMENT
(AUTONOMOUS)

Inauguration of nAch – The HR Club of TSM | 2025 Edition

The 2025 edition of nAch – The HR Club of TSM was inaugurated with great enthusiasm. The ceremony began with an inspiring session by **Mr. Shekhar Bhandari**, Head HR – R&D, Hyundai motors India Ltd., Hyderabad, who engaged the audience with his experience and industry insights.

Mr. Bhandari spoke about the HR Cycle – acquire, train, engage, and retain, offering students a clear understanding of how HR practices evolve in today's dynamic business environment. He also emphasized the expanding opportunities for HR professionals as organizations continue to adapt to rapid changes in the industry.



As part of the 2025 edition, nAch introduced three major initiatives designed to promote continuous learning and engagement:

- Witty wednesday series – Weekly insights to spark HR thinking
- Monthly guest lectures – Sessions with industry experts sharing trends, best practices, and real-world experiences
- Podcast initiative – Conversations with HR leaders aimed at inspiring and informing students

With these initiatives, the HR Club embarks on a new chapter focused on learning, innovation, and collaboration. The year ahead promises enriching experiences, meaningful discussions, and a stronger HR community at TSM.

TSM Hosts MEWE: A Deep Dive into Women-led Business Growth

HERizon, the Women Development Cell of TSM, collaborated with Madurai Empowered Women Entrepreneurs - Chapter 2 for an interactive event, WEnture: EmpowHER with Finsights on 18 November 2025. The session was presided over by the high table -Dr. Ducathi - Founder, Ms. Mahalakshmi – the CEO, Ms. Shafanam Shafana – the President, Dr. Fathima Farzana- the Vice President and Ms. Siva Priya - the Secretary.

The business interaction session conducted by MEWE – Madurai Empowered Women Entrepreneurs was highly insightful and engaging. The leadership team shared their journeys, the mission of MEWE, and the initiatives undertaken to uplift women-led enterprises. The session emphasized the power of networking, collaboration, and mentorship in building a strong entrepreneurial ecosystem. Students gained meaningful exposure to real-world business scenarios and understood how community driven platforms like MEWE empower women entrepreneurs across Madurai.



A unique highlight of the session was the 50-second business pitch segment, where various women entrepreneurs introduced their ventures with clarity and confidence. Members also shared how much they earned through referrals and MEWE's support system, demonstrating the tangible impact of the network. The spirit of mutual encouragement was evident as they supported and promoted one another's businesses. MEWE also took a moment to honor members who contributed significantly to revenue generation and even those who arrived early, reinforcing their culture of appreciation and discipline. Overall, the session provided students with valuable insights into women's entrepreneurship, community collaboration, and the strength of collective growth.

Simulation Session

The simulation session conducted by **Prof. Arunkumar** offered the women entrepreneurs a highly engaging and practical learning experience. To demonstrate the importance of understanding an individual's financial position and background before making any professional or business-related decision, he conducted an interactive game. This activity helped participants recognize how financial awareness, risk assessment, and background evaluation play a crucial role in shaping informed business judgements. The session emphasized analytical thinking, clarity in decision-making, and the need for a strategic approach in entrepreneurial settings. Prof. Arunkumar's interactive style and clear explanations made the session insightful, enjoyable, and deeply relevant to real-world business scenarios.



TSM POSH Awareness Session: Ensuring Safety and Dignity at the Workplace

HERizon, the Women Development Cell of TSM, organized an awareness session on The POSH Act - the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, on 18 November 2025 for the first-year MBA students.

The speaker, **Dr. R. Alagarsamy**, Professor & Former Principal, Govt. Law Colleges, Tamil Nadu, rendered an informative session building awareness on workplace safety and professional conduct. He explained the core provisions of the POSH Act, the role and responsibilities of the Internal Committee, and the legal framework that protects individuals from harassment.



“Safety is not a gadget but a state of mind.”

— Helen Keller

The session highlighted the importance of fostering a respectful, safe, and inclusive work environment. Prof. Alagarsamy used clear examples and relatable scenarios to ensure that participants realize both their rights and duties within an organizational setting.

His session helped the audience gain clarity on reporting mechanisms, preventive measures, and the significance of maintaining workplace ethics and dignity.

TSM HERizon Conducts Awareness Session on Menstrual Hygiene

HERizon, the Women Development Cell, organized an awareness program on Menstrual Hygiene on 24 November 2025 to educate students on the importance and the need to make informed choices regarding menstrual products. **Dr. Gomathi**, Founder of Femi9 highlighted the fact that commercial pads contain toxic chemicals that may contribute to hormonal imbalance and encouraged students to be mindful of product safety. They introduced Femi9 sanitary pads, explaining that they are made from recycled cotton, contain no harmful side effects, and use Nano silver technology to maintain hygiene.



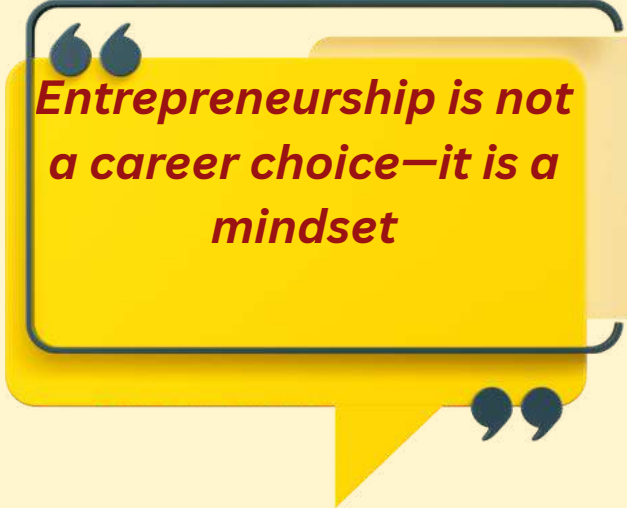
The team further explained the layers, materials, and comfort features of the Femi9 pads and asked students to compare it with other napkins to understand the differences in quality and safety. A live demonstration was conducted to show the structure, absorbency, and performance of the pad, helping students visually understand its benefits. Overall, the event was informative, empowering, and aimed at promoting safe menstrual practices while encouraging young women to choose eco-friendly, non-toxic, and comfortable menstrual products. The session concluded with an interactive discussion where students were encouraged to ask questions and share their own experiences related to menstrual hygiene. The facilitators emphasized the importance of choosing products that support women's health, protect the environment, and provide long-term comfort. The event successfully raised awareness, corrected misconceptions, and motivated students to adopt healthier menstrual practices, making it a meaningful and impactful learning experience for everyone who attended.



Entrepreneurial Mindset while Studying at TSM- Building Leaders Who Learn, Create, and Transform

At Thiagarajar School of Management (TSM), we believe that the future belongs to those who dare to imagine possibilities and take disciplined steps toward making them real. Cultivating an entrepreneurial mindset among students is no longer a luxury—it is a necessity. In today's dynamic world, value is created by individuals who can think innovatively, act decisively, and adapt courageously.

It is with this philosophy that TSM proudly collaborates with the Young Entrepreneurs School (YES)—a dynamic network of 5000+ entrepreneurs across India, shaping industries, inspiring communities, and redefining what it means to lead with vision. Over the past three years, TSM has been supporting YES by engaging students, faculty, and practitioners in real-world learning experiences that strengthen the bridge between industry and academia.



***Entrepreneurship is not
a career choice—it is a
mindset***

YES Conclave 2026 – A Celebration of Entrepreneurial Excellence

YES Conclave, one of the flagship events of YES, is scheduled for January 2026 in Pondicherry. A primary meeting for the Conclave was held on 20 November 2025 in Hybrid mode from 01:15 PM to 02:30 PM. This flagship event will bring together India's most driven entrepreneurial minds under one roof.

YES will honour outstanding entrepreneurs across multiple categories:

- Visionary leadership
- People pinnacle
- Market maestro
- Tech hero
- Finance fiancée

Each award represents more than achievement—it represents grit, resilience, and strategic thinking that emerging managers can deeply learn from.

A Learning Opportunity for TSM Students

- In a unique and meaningful initiative, TSM students will travel to interview the nominated entrepreneurs, understand their business models, evaluate their achievements, and validate the data provided. This immersive exercise mirrors real-world consulting, research, and industry engagement.
- For entrepreneurs, this is an opportunity to showcase best practices, articulate success stories, and inspire the next generation.
- For students, this is a rare, high-impact learning journey—a chance to observe excellence up close, ask bold questions, and cultivate practical wisdom.



Strengthening the Industry-Academia Connection

This initiative is more than an event; it is a model for experiential learning.

It brings together:

- the strategic insights of entrepreneurs
- the curiosity and analytical rigour of students
- the mentorship and academic guidance from TSM

By closing the gap between industry and academia, we are nurturing an ecosystem where knowledge flows both ways, creating managers who can innovate, adapt, and lead with purpose.

“The best way to predict the future is to collaborate with those who are already building it.”

Inspiring a New Generation of Leaders

As TSM continues to advance the ethos of learning by doing, partnerships like YES offer students unforgettable experiences that shape mindsets, not just skill sets. Entrepreneurship is about more than starting a business—it is about taking ownership, solving problems, and creating value wherever one goes.

Through the YES Conclave and ongoing engagements, TSM reinforces its role as a catalyst for entrepreneurial thinking and leadership excellence.

“Great leaders are not born—they are shaped by the ecosystems they choose to immerse themselves in.”

To further understand the significance of this powerful partnership between TSM and the Young Entrepreneurs School, we invite you to watch the following video. It captures how this collaboration creates a unique learning ecosystem—where entrepreneurs share their best practices, students gain first-hand exposure to real-world challenges, and both communities grow through meaningful engagement. The video highlights why such industry-academia partnerships are essential in shaping future-ready leaders who think boldly, act responsibly, and innovate continuously.

Link : https://youtu.be/NoOyXj1H0Gc?si=Cya6L5Y4HY2i_vB1



TSM-Zoho MoU signed: Empowering Future-Ready Management Education

Thiagarajar School of Management is thrilled to announce a key institutional milestone. On Friday, 14 November 2025, **Mr. Sohail ML**, Associate Director – TA & Global HR Operations, Zoho, and **Mr. Dhinesh Khanna Ramalingam**, Global Head – Customer Success, Zoho, visited the TSM campus to formalise and sign the TSM-Zoho Memorandum of Understanding (MoU). Their presence marked the beginning of a transformative collaboration aimed at integrating industry-lead technology into management education.

Through this partnership, The Zoho spark education programme will be introduced at TSM, offering students and faculty hands-on experience with globally recognised enterprise applications. Zoho tools will now be embedded across MBA and PGDM courses, particularly in marketing, operations, and human resources, ensuring enhanced academic and practical relevance.



Zoho has also completed curriculum mapping to align academic content with real-world applications, making this collaboration both impactful and future-focused.

Key Benefits for Students and Faculty

- ✓ Faculty development and certification
- ✓ Specialized skill building for students
- ✓ Free software access
- ✓ Certification of completion

This collaboration reinforces TSM's commitment to providing industry-relevant, technology-driven education while nurturing a culture of innovation, continuous learning, and practical exposure.



TSM Faculty and Scholar Achieve Prestigious Research Publication

Thiagarajar School of Management is proud to announce the recent publication of a research article authored by Dr. Balaji M., Associate Professor; Dr. Nataraj Balasubramanian, Assistant Professor; Prof. Arunkumar Amarnathan, Assistant Professor; and Mr. Gouthamraj M.P., Research Scholar.

The paper has been published in the International Journal of Retail & Distribution Management (ABDC – A; ABS 2; Q1; IF: 5.5; Scopus Indexed; CiteScore: 10.5; Emerald; NIRF Recognized).

Title of the publication

“Barriers to transparency and information sharing in manufacturer–distributor relationships: an Indian FMCG context”

Abstract overview

This study investigates the key barriers that affect transparency and information sharing between manufacturers and retail distributors in the Indian FMCG sector. Based on literature review and semi-structured interviews with industry experts, the researchers identified ten barriers and examined their interrelationships using Total Interpretive Structural Modelling (TISM) and MICMAC analysis.

Key findings

- Lack of inclusive participation, behavioral uncertainty, and environmental uncertainty emerged as the primary drivers restricting transparent information sharing, contributing to agency-related challenges in manufacturer–distributor dynamics.
- Barriers such as customer relationship issues and contractual opportunism were found to be highly dependent on other factors, indicating that they can be effectively addressed only after resolving foundational barriers.

Contribution

This research is among the first to comprehensively capture and model the full range of barriers that influence transparency and information sharing in manufacturer–distributor relationships. The insights generated offer valuable guidance for researchers, policymakers, and practitioners aiming to strengthen supply chain collaboration and governance.



TSM Strengthens Industry–Academia Engagement through Successful Campus Recruitment Drives

Thiagarajar School of Management is pleased to highlight the successful campus recruitment drives conducted by three esteemed organizations—Amul, Federal Bank, and ICICI Prudential—as part of our ongoing commitment to connect talent with leading industry opportunities.

These engagements provided our students with rich exposure across diverse sectors.

Amul

The organization offered our students valuable insights into career opportunities across sales, supply chain, marketing, and distribution, while emphasizing its strong cooperative culture, ethical values, and innovation-driven growth.



Federal Bank

The bank enabled our students to explore dynamic opportunities within the BFSI sector, offering clarity on role expectations, essential professional competencies, and its culture of continuous development and customer-centric excellence.



ICICI Prudential

The bank enabled our students to explore dynamic opportunities within the BFSI sector, offering clarity on role expectations, essential professional competencies, and its culture of continuous development and customer-centric excellence.



Each of these interactions empowered our aspiring professionals to enhance their industry awareness, refine career aspirations, and understand the competencies expected by leading recruiters.

TSM extends its sincere appreciation to the recruitment teams from Amul, Federal Bank, and ICICI Prudential for recognizing the talent and potential of our students. We value their collaboration in nurturing future-ready, ethical, and industry-competent business leaders.

TSM-CII-Yi MoU Signing Ceremony Marks a New Chapter in Industry-Academia Collaboration

Thiagarajar School of Management (TSM) is delighted to announce the successful completion of the Memorandum of Understanding (MoU) signing ceremony with the Confederation of Indian Industry (CII) in association with Young Indians (Yi), which took place on 5 December 2025. This milestone event reinforces TSM's commitment to strengthening industry-academia collaboration by creating meaningful opportunities for experiential learning, leadership development, and professional engagement.



The partnership with CII-Yi opens dynamic avenues for students to interact with industry experts, participate in national youth initiatives, and gain exposure to real-time business environments. Through this MoU, TSM aims to enrich the learning experience by combining academic insights with practical industry knowledge.

Key Highlights of the Collaboration

- **Student Engagement:** participation in CII-Yi chapter activities, leadership forums, and youth-driven programs.
- **Collaborative Learning:** workshops, expert sessions, and knowledge-sharing platforms led by industry professionals.
- **Mentorship & Leadership Development:** opportunities to enhance confidence, communication, and strategic decision-making.
- **Enhanced Industry Linkages:** a strong foundation for internships, joint initiatives, and long-term partnerships.

TSM looks forward to a productive and impactful alliance with CII-Yi—one that will empower our students to become future-ready leaders capable of contributing meaningfully to society and the nation.

TSM Dean Delivers Expert Insights at ATAL FDP on Industry 4.0 and Sustainability

We are proud to share that Dr. Balaji M, Dean – MBA, Thiagarajar School of Management, served as the Resource Person at the ATAL Faculty Development Programme (FDP) on “Manufacturing and Industry 4.0 and Their Role in achieving sustainable development goals”, hosted by KLN College of Engineering, Madurai.



During the session, Dr. Balaji M delivered deep and impactful insights on Industry 4.0 technologies, sustainability imperatives, and the evolving landscape of smart manufacturing. His address highlighted how digital transformation and responsible innovation can accelerate progress toward global sustainability goals.

The session served as a valuable platform for empowering faculty, enhancing academic collaboration, and strengthening industry-academia synergy.



SHRI MANIKAM RAMASWAMI

An upright industrialist, a passionate educationist, a caring humanist, a spirited public activist and a humble spiritualist, Shri Manikam Ramaswami was a multifaceted personality. Ramu, as he was fondly known to his countless friends and admirers, touched innumerable lives and made lasting contributions to the many institutions he was associated with.

He was a scion of the well-known industrialist family of the Late Karumuttu Thiagarajan Chettiar, the doyen of South Indian textile industry. A graduate in mechanical engineering from IIT Madras, Shri Ramaswami was awarded the gold medal for outstanding scholastic performance.

As an industrialist, he was most modern in his outlook and constantly strived to be in the forefront of technology at Loyal Textile Mills which he headed. He was actively involved in philanthropic educational institutions such as Thiagarajar Model Higher Secondary School, Thiagarajar College of Preceptors, and Thiagarajar School of Management, all of which emphasise holistic development of students and affordability.

A powerful writer and frequent contributor to financial dailies, Shri Ramaswami spoke unhesitatingly on trade, economic and public policies from the perspective of a concerned and responsible citizen rather than that of businessman. He passionately advocated and practised sustainability. He painstakingly created verdant green in barren locales, installed energy and water saving facilities and invested in renewable energy and recycling infrastructure in the industrial units and institutions under his care.

In addition to being a committed environmentalist, he was an avid agriculturist. He personally designed and installed special goshalas in all his mills, creating the most humane and comfortable environment for cows and supplying his employees with fresh organic milk. He was keenly involved in organic farming of paddy and vegetables and in promoting the interests of cotton farmers.

He played an active role in industry bodies such as CII, SIMA, Textile Export Promotion Council, and Chambers of Commerce in various capacities and addressed large audiences and policy issues. He worked tirelessly for resolving the Tamil Nadu industrial power crisis of 2008-2012 and played a pivotal role in bringing about favourable export and renewable energy policies that benefited the Indian textile industry.

ARTICLE

He also successfully campaigned for restructuring excise duty on cotton yarn and the removal of the exemption given to certain segments, so as to create a level playing field. He championed assiduously for the welfare of handloom weavers to see that several measures were passed to support their livelihood and help them increase their earnings.

He was also active on the international stage and served as Honorary Consul to the Republic of Maldives, where he helped with post-Tsunami relief and to Federal Republic Ethiopia, where he worked tirelessly to help develop the then fledgling textile industry.

In short, Shri Ramaswami was a rare example of the Trusteeship that Mahatma Gandhi envisioned and championed.

Presented below is the 2nd Graduation Day Speech delivered by Mr. Manikam Ramaswami, CMD, Loyal Textile Mills Ltd.

Please click the button to play the video.



[For the video transcript, click here](#)

Presented below is a mindmap that visually summarizes the main points of the upcoming article. This illustration highlights the central topic along with its supporting ideas, enabling you to get a clear snapshot of what the article covers at a glance.

[Click here to view the mindmap](#)

TALENT SHIFTS ACROSS ERAS: PART 1

Why Our Mental Models must Evolve for the Augmented Age

Human talent has always been shaped by the eras we lived through. In the Hunter–Gatherer Era, what mattered most was strength, speed, and survival instinct. The Agricultural Era shifted our advantage to knowledge of soil, seasons, and stamina to endure long cycles of cultivation. The Industrial Era then reshaped human capability around efficiency and optimization, with machines replacing many forms of physical labor. The Information Era changed the equation once again rewarding expertise, digital fluency, and the ability to process knowledge faster than others. But today, we stand in a new age: the Augmented Era, where human creativity, agility, and adaptability define success, and where intelligent tools multiply our cognitive capacity.

CONTEXT: Talent Shifts in The Next Era

	OUR MENTAL MODELS ARE HERE				TIME: WE ARE HERE
	Hunter – Gather Era	Agricultural Era	Industrial Era	Information Era	Augmented Era
TIMESPAN	1,000,000s	1,000s	100s	10s	
TALENT	Strength + Speed	Know How + Stamina	Efficiency + Optimization	Acquired Knowledge + Skill	Creativity, Agility + Adaptability
TOOLS	Labor Efficiency	Labor Augmentation	Labor Replacement	Cognitive Reduction	Cognitive Augmentation

Source: <https://heathermcgowan.com/sample-frameworks>

Despite these dramatic shifts, many professionals continue to operate with the mental models of the Information Era—an era where collecting information and mastering skills were the surest paths to success.

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This mindset, while once useful, is no longer enough. In a world where machines can access information faster than any human, our advantage can no longer be information accumulation. Instead, our strength lies in how we interpret, apply, and question that information. That is why this transition demands new ways of thinking, especially for leaders and managers who guide organizations through continuous transformation.

Industries across the world are already moving aggressively into AI-driven workflows—automated decision systems, predictive analytics, intelligent assistants, generative models, and augmented operations. Factories, hospitals, finance firms, retail giants, consulting companies, logistics networks—all are redesigning processes with AI at the center. They are not replacing humans; they are redefining the roles humans play. Our MDP participants must recognize that while technology upgrades automatically, leadership does not. Leadership upgrades only when the leader does.

“Tools evolve at the speed of innovation; leaders evolve at the speed of reflection.”

Era	Key human talent / capability	How it helped humankind	What pushed us to the next era	Timespan
Hunter-gatherer Era	Strength, speed, and survival instincts	Enabled early humans to hunt, protect, roam, and adapt to harsh environments.	Discovery of farming, domestication of plants & animals.	Millions of years
Agricultural Era	Know-how, stamina, and understanding of nature	Allowed stable settlements, food surplus, population growth, and early trade.	Need for mass production, mechanization, and efficiency.	Thousands of years
Industrial Era	Efficiency, optimization, and mechanical skills	Created mass manufacturing, urbanization, modern jobs, and large-scale productivity.	Advances in computing, electronics, and information processing.	Hundreds of years

Information Era	Knowledge, digital skills, and analytical ability	Enabled global connectivity, data-driven decisions, rapid learning and communication.	Rise of AI, automation, and intelligent systems capable of performing cognitive tasks.	Decades
Augmented Era	Creativity, agility, adaptability, and higher-order decision-making	Enhances human potential through AI, enables smarter businesses, faster innovation, and cognitive augmentation.	The next push is uncertain—depends on human imagination, ethical maturity, and future technologies.	? (We are currently here)

This is where the Augmented Era becomes exciting. Machines can now think with us, but they cannot think like us. They can analyze data, but they cannot understand its meaning in context. They can generate responses, but they cannot grasp the emotional consequences of those responses. They can optimize a process, but they cannot sense the cultural, ethical, or psychological nuances embedded in human systems. The leaders who thrive in this era will be those who use AI not as a substitute for thinking, but as a catalyst for deeper thinking.

“The value of a leader is not in how much they know, but in how much they can elevate what machines cannot.”

As industries accelerate their upgrade cycles, our MDP participants must upgrade their mindset first. Think beyond tasks. Think beyond efficiency. Think ahead of your industry. If your organization is moving into digital transformation today, begin preparing for cognitive transformation tomorrow. If your company is adopting AI tools this year, start shaping the culture that can handle augmented intelligence next year. The leaders who anticipate the future will define it. Now, as we conclude this first part of the series, let us come to the core message.

ARTICLE

Though machines are intelligent, human wisdom will always dominate—because machines have intelligence, but humans have wisdom. We hear words like AGI (Artificial General Intelligence) and ASI (Artificial Superintelligence), but notice one thing: there is no term called Artificial Wisdom. Wisdom cannot be manufactured. It is cultivated. It is lived. It is earned.

And that is why I end Part 1 with the truth that anchors all progress:

“Wisdom is not just intelligence; wisdom is intelligence plus experience.”

If this topic intrigues you, stay tuned.

Part 2 of this series will appear in the next MDP newsletter, where we dive deeper into how leaders can practically prepare for the Augmented Era.

For those who want an early start and wish to explore this theme in depth, I encourage you to watch the recommended YouTube video linked in our MDP announcements. It will enrich your understanding and prepare you for the next part of the series.

Link : <https://www.youtube.com/shorts/10NGzuwvY0s>

Article By:

*Dr. Nataraj B
Assistant Professor
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Multi-faceted Beauty

The crowd at large often mistakes fairness for beauty. Firms that make cosmetic products have been no exception to such a perception for a long time. At least after several decades of its existence, HUL has eventually and appropriately rechristened “Fair and Lovely” as “Glow and Lovely” in the brand name of its facial cosmetic cream. In this context, it is worth noting that Lord Krishna was the most magnificent and charismatic personality on planet Earth notwithstanding his skin colour, being deep blue **nay** pitch dark. Our makers of mythological movies or TV serials for their commercial convenience use blue colour to the drama artists or actors who can never match the ethereal role of Lord Krishna, given their mundane lifestyles otherwise. Healthy skin backed by the intake of nutritious and balanced diet comprising of nuts, fruits and vegetables has its own lustre which is often seen as a facet of one’s beauty. Occasional consumption of medicinal potions with herbal medicinal ingredients like neem, tulasi, giloy, daaru-haridra, triphala, aloe vera, amla, ashwagandha, and bhui-amla (in appropriate doses) can add to one’s health and immunity and hence to one’s beauty.

Influence of Colours and Auras on Personal appearance

Spiritual understanding of colours and various colour combinations right from our visible garments to the invisible aura can make us look far better than otherwise. Though we find it difficult to see our own auras, we can still try out different colour combinations in our attire even by trial and error and eventually figure out the optimal colour combinations that augment our appearances. The notion that our beauty remains unchanged even when we wear various clothes with diverse colour combinations is in fact false. None of us is equally beautiful in all costumes of different colour combinations. On any day, at any point in time, we look the best in some colour combinations while we look the worst in some other colour combinations. After all, colour context or background does matter and hence a wise choice of apparel in those optimal colour combinations makes a major difference in our appearances. Though our moods and hence the colour of our auras can change in different circumstances, by and large, we tend to have a dominant mood (and hence aura of a particular dominant colour or colour combination) which remains constant, by and large.

ARTICLE

Instead of making intrusions into one's face in the form of bleaching towards increasing one's fairness, it makes sense to play with the colours or colour combinations of one's vestures. The visible colour combination should be complementary to the invisible colour combination of our auras for us to be increasingly beautiful or handsome. Even with our current skin or face, healthy food will automatically boost the glow on our face and skin, and this glow or lustre is what is more important than the colour of our skin or face. After the most important food, daily use of few topical supplements like herbal soaps containing neem, turmeric, sandalwood and perhaps aloe vera can give further lift or finishing touch to one's face. One cannot afford to ignore wearing ironed clothing in lieu of crumpled raiment. Wrinkle-free clothes may not require such an effort, though. Unduly tight or unduly loose robes can play spoilsport with one's appearance. Sartorial appropriacy also matters to some extent.

Hydration and Internal Nourishment for Natural Glow

Continual drinking of pure water across the day, regardless of the thirst we experience will moisturize the entire body automatically. Water is an essential coolant, lubricant, dilutant (blood-thinner) and flushing medium through which toxins from the food intake are washed out of the human body. The prevalent notion is that increased water intake can tax our kidneys as they have to filter more amounts of water. As we take water that was already filtered, there is nothing left in the water **per se** for the kidney to filter out. As a matter of fact, kidneys filter some toxins from our bodies and water is just a streaming conduct that facilitates the filtration of toxins from our intestines through urine or from our skin in the form of sweat. Some people are obsessed with frequent use of synthetic moisturizers on their skin or face while being neglectful in drinking adequate amounts of water. Such people are keen on applying fruit packs on their faces without bothering about eating fruits. Whether fruits or water, they will give us the best glow when we consume them internally towards assimilating them into our blood stream than when we superficially apply them on our skin.

The Role of Sleep and Daydreaming towards One's Well-Being

Sleep is yet another critical precursor to one's beauty. A daily minimal sleep of eight hours is inevitable for the body to repair and recover its cells and thereby to regain the benefits of rejuvenating ourselves. As a matter of fact,

good daydreams prior to sleep can induce good nightmares which can take us to deeper levels of bliss which people often call heaven. Great philosophers like Rhonda Byrne and legendary saints like Swami Sivananda highlight the importance of daydreams as catalysts to one's thought power and hence maximize the benefits emanating from the cosmic law of attraction in the form of increased prospects of manifestation of our desires in real time and space. Many of us mistake daydreaming for an unproductive activity. The same thing when done through spreadsheets, algorithms and softwares, we call it system simulation or mathematical modeling or system dynamics with concomitant generation of graphs within the bounds set in advance. While such intellectual (cyber-assisted) simulation is often the result of one's left-brain skills, intuitive dynamic daydreaming is often the result of one's right brain skills with vivid, vivacious and vibrantly picturesque visualization of myrioramic and horizon-spanning spectrum of possibilities. Not all desires are quantitative in nature duly backed up by huge volumes of authentic data. As is often cited, not everything that counts can be counted and not everything that can be counted counts.

Eyes as Indicators of Beauty and Honesty

Eyes, teeth, skin, and hair are often seen as indicators of our beauty. We often forget that eyes are the windows of our souls. Those who do not maintain eye-to-eye contact with one's company or audience often look dishonest, deceptive and hence less beautiful or less handsome. Only diffident or deceitful people tend to avoid eye-to-eye contact with the people with whom they are interacting. Body language, facial expressions though non-verbal can convey our feelings for the person in front of us. Some people can convey negative vibes, though they tend to remain tight-lipped otherwise. Obviously, a person with negative body language will look less beautiful. On the biological front, dry eyes tend to spoil the health of our eyes and hence our beauty. Frequent lubrication of our eyes through natural tears or pure water can moisturize our corneas which do not have blood cells. Frequently blinking one's eyes in lieu of staring can lubricate the cornea by virtue of the natural tears slowly released because of it. Dry eyes are better handled by lubricating one's eyes (cornea and the conjunctum) by sucking water by one's eyes, at least few times a day. This can bring lustre to our eyes.

Impact of Sunlight and Herbs on Health

Basking in the sunlight with closed eyes (and subsequent palming of closed eyes in dark room) and looking at the sun directly during dawn or dusk are very helpful in ensuring good health of our eyes. Sunlight is in fact **elixir vitae** for the eyes. People simply see Sun as a major source of vitamin D. More than that, basking in the sunlight invigorates our eyes and diminishes any psychiatric problems like mental stress or burnout, if any. It is mainly the citizens in cold countries who face more and more psychiatric problems when compared to the citizens of tropical climatic countries with continual exposure to oodles of sunlight directly or indirectly throughout the day. However, some people live in air-conditioned environments throughout the day under artificial lights. Such people, even when they are from countries known for their tropical or hot climate, are likely to suffer from psychiatric and ocular problems soon. Regarding hair care, frequent head-baths (preceded by application of oils from coconut or gingelly seeds) using natural herbal products like soap-pod (shikakai) and soap-nut (reetha) with other complements like fenugreek (methi), henna (mehendi), amla and neem can make one's hair bouncy and lively. There are other inputs that one can gain from medical or surgical or cosmetic consultants in this domain.

When Medical and Yogic Interventions are Necessary

Sometimes, medical or surgical intervention might be required towards addressing severe somatic deviations, if any, and thereby bring about normalcy in such cases. It can be Lasik surgery or Dr. W.H. Bates' natural methods (such as pinhole reading of fine print at varying distances) towards handling ocular errors of refraction particularly when such errors are large in magnitude. Other ancient yogic practices like **Tratakā** can help us regain magnetism in our eyes. Yogasanas, Pranayama and other physical exercises can make one fit and trim to the brim or for that matter even chubby as per one's unique and idiosyncratic requirements. Or other cosmetic surgeries might serve one's purpose in cases of severe biological discrepancies, if any.

Importance of Dental Hygiene and the Power of a Smile

Those with unhygienic dental habits or other addictions like smoking, alcohol, pan-masala or gutka or drinking too much of tea or coffee can spoil their dental beauty by conscious choice. Squelching these unhygienic dental habits is indispensable to one's dental beauty. Appropriate intake of cardamom or cloves can make our mouths fresh in fragrance though the visual beauty and health of our teeth are badly affected by the undesirable oral addictions. Daily use of neem stick can clear the bacteria naturally in one's teeth, when done proactively.

Otherwise, dental surgery might be warranted when done in a belated manner. Uneven teeth can be handled by professional orthodontists. Above all these, a smile once in a while and continual laughter (**sans** any violation of social etiquette) can augment one's dental and even the transcendental beauty. A radiant smile can in fact augment one's beauty and after all, each person can start smiling and keep looking at least relatively more beautiful than otherwise. Obviously, a face with a grimace can never ace the beauty contest. Buccal muscular exercises that are implicit to one's laughter bring an aura of dynamism or vibrancy to one's face via better blood circulation. While muscular exercise can best improve blood circulation, frequent laughter does many more things like releasing happiness hormones (dopamine, serotonin, oxytocin, and endorphins) which are simultaneously cordio-psycho-somatic and soul-stirring. A person bubbling with laughter is often the personality that is most sought after.

Inner child, Innocence, and Emotional beauty

All kids and pets are cute and beautiful by default without any exception mainly because of their innocence. That's exactly why spiritual literature aims at bringing out the inner child from within. Children stand for never-ending curiosity, playful vibrancy, harmless, forgetful (as against vengeful) and helpful and hence stand out as beautiful little creatures. Naturally, a harmful personality can never be charming. As we grow as adults, most of these qualities get diluted and hence we look less beautiful as adults than as kids. Childlike (rather than childish) behaviour is what is expected of us if we want to look beautiful to others. A cold, calculating or a cruel personality can never look handsome or beautiful to others.

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This, however, does not mean that we should be naïve in our approach towards others. On screen, if the most popular comedian **Vadivelu** looks appealing, it has been mostly because of the childlike (maybe naïve too) portrayal of those characters.

The Mind–Body–Heart–Soul Relationship in Beauty

A sound mind in a sound body is a traditional proverb. Even the reverse is equally true. When the mind is sound, the body is going to follow suit. Both influence each other and hence both can be independent variables and dependent variables simultaneously. They are mutually influencing variables. After all, one's confidence radiates some extra beauty that we can bring about in our own faces. Thus, behaviour also matters a lot in exuding magnetism in one's face. We often mistake our pride for our arrogance.

Pride is just indicative of one's confidence in one's merits or USPs while arrogance is suggestive of our overconfidence with a condescending attitude towards others. Thus, while pride adds to our beauty, arrogance dilutes the same. Conviction in our critical thoughts can make us more vocal given the courage and confidence that often accompany our conviction due to our own authentic nature. Self-respect and self-love are indispensable in this regard. If one is a victim of self-pity, the world will follow suit by default. One should prance like a princely peacock, roar like a royal lion and soar like an empyreal eagle in this world that respects those who respect themselves.

Passion, Profession, and Emotional Well-Being

Labour of love can translate your passion into your profession, and this can unify your vocation with your avocation. One should choose a profession which resonates with one's frequency, regardless of the immediate remuneration. However, a good number of us settle in a career or profession based on our pay packages even when we cannot cordially engage in such a profession. Such a mismatch can cost us heavily in terms of our happiness and hence our appearance. If the problem in one's career is unduly political environment at the workplace nay in the entire industry, one can emerge as a freelancer. A sulking or cribbing or stressful or frustrated or sad or angry person can never look charming. As is the mind, so is the body and so is the age.

A happy heart can make one's body, brain and soul majestic, magnetic and magnificent. Change your thoughts and thereby change your destiny. Change your mind and thereby change your visual age as well. After all, what counts is one's visual age more than just the age as per official documents. A juvenile person (at the age of sixteen) with senile looks can hardly attract others unless one is extremely innocent, humble, courteous and even helpful on one hand while being a proud, confident and courageous person with a strong conviction in one's USPs on the other hand. That's exactly what humanity at large is striving to achieve viz., reverse-ageing which is based mostly on one's mental, behavioural, cordial and spiritual status, nay stature though on physical appearance too to some extent.

Rethinking Competition and Embracing Uniqueness

Often, we are worried about growth prospects in our careers. In the process, some of us may end up thinking that life is a relentless rat race. In reality, we run our own race racing against our own selves, constantly improving ourselves day by day. Competition is just a delusion or trap that we can avoid if we can carefully define our USPs that differentiate us from our so-called competitors. Competition is in fact a result of commoditization or mimetic isomorphism. How can there be competition between those who build dams and those who build check-dams? How can we compare an albatross (or our own Gandbherunda or Garuda) which may lay just one egg in a long span of time (several years) and a chicken which lays one egg per day? First of all, who are we to judge their productivity when mother Nature knows what is best for each creature? It would be even more foolish to compare a horse (which does not lay any egg at all) with an eagle. Simply speaking, how can anyone compare apples with oranges? Competitive outlook is based on the scarcity mindset along with notions of popularity contest and bandwagon effect when in reality our Nature is known for its affluence and abundance and it does not advocate unwarranted comparisons or competitions. In fact, it is a staunch proponent of uniqueness on myriad diverse dimensions and not just few stereotypes.

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If all of us are scratching our heads, then comes the question of who scratches more than others. Are we scratching our heads because we have dandruffs on our scalps or because we think that head-scratching is an important intellectual activity in our careers or because we consider head-scratching as a critical precursor to activating our brains? Does it make sense to scratch our heads frequently? Isn't there any topical solution like a shampoo or a medicinal potion containing ingredients like bhringaraja to address this problem of dandruff? Let alone any practitioner, is there any child who is ready to buy our head-scratching ideas or theories? First of all, are we certain that our academic curriculum addresses issues of vigour and relevance though it talks a lot about rigour? If there is no proper justification for our head-scratching, then why are we considering it as an important activity worthy of competition amongst us? Can't we point out the 'Emperor's Clothes Syndrome' frankly like the proverbial kid? Can't we be like Copernicus who stuck to his heliocentric explanation of our universe despite being attacked by the Popes in power and the larger crowds of his times.

Can't we emerge stronger than the seemingly strong throng which has gone wrong already? Given our USPs which may get belated applause or no applause at all from the external world, one should constantly engage in the critical task of self-patting in the meantime. If others do not appreciate us, there can be a whole lot of reasons behind such behaviour. They can be jealousy, frustration, unwarranted comparisons, inability to understand your platinum when their understanding cannot go beyond gold, they themselves not getting appreciation from their bosses or colleagues in their departments or offices or they are not able to think beyond the limits of our academic curriculum and come out of such a naivete that makes them religiously accept the content imposed by it on them as sacrosanct etc. Harbingers like Copernicus got their accolades posthumously and not during their lifetimes. As long as one is certain about one's USPs and contributions to one's domain of interest, one can remain smug and snug as a bug in a rug, biding for one's opportune times. Even if there are going to be inordinate delays in societal acceptance, awards and accolades, one can happily die because reputational immortality in terms of the legacy left by you is far more important than anything else in the long run.

Understanding the Real Growth Problem

After all, one's growth problem is nothing but a gap between one's desired future state and one's projected future state with a rough timeline in one's mind. Larger the gap, longer it takes to materialize, larger the dissatisfaction. This, however, does not mean that one should not be aspirational. As a matter of fact, one should be inspirationally aspirational. Nonetheless, before dreaming of becoming prime minister, one should at least be an MLA or MP already. Otherwise, one will be frustrated due to the huge gap between the current state and the desired state. While complacency (inertia of rest) is not desirable, contentment is desirable at least for the time being before getting ready for the next leap of progress in the near future. One should be pragmatic in lieu of being dogmatic or enigmatic or paradigmatic in one's outlook. Being neither utopian nor dystopian in one's outlook towards life is important because human life is full of many ups and downs, by and large.

Contentment with the present state while getting ready for the next breakthrough based on one's legitimate aspirations is the key to one's happiness. Each phase of our entire journey of progress right from the first step to several sojourns and milestones till the destination is equally important. In fact, only such a journey would translate into an odyssey if we can carefully define our career trajectories based on our labour of love and USPs with no immediate obsession with ROI (Return on Investment). When we heat water, to be able to see steam, we must wait till 100°C temperature. Till then, notwithstanding our constant heating of water, we have to patiently wait and watch. Our achievements are because of a combination of 'making things happen' and 'letting things happen'. When we water saplings, there is no point in trying to gauge the growth of the plant on an hourly or daily basis. Maybe after a week or two, you can see the growth of the plant, and even then, it would be foolish to measure its growth by millimetres or centimetres. Sometimes, after doing the best in our capacity, we should leave the rest to destiny which takes care of many things. If you ask a centipede to share the information about which legs are put forward first and which others next, in your attempts to automate the whole process using algorithms and softwares, you, as a matter of fact, end up paralyzing the centipede.

Health and beauty are more cordio-psycho-somatic cum spiritual than simply physical. Doing what one's heart likes to do (labour of love) duly energized by soothing music, humour, company of kids, pets and the mother Nature herself (green gardens, forests, waterfalls, majestic mountains, lovely lakes and landscapes, flora and fauna in general) will make us extremely happy which is what makes anyone handsome or beautiful, by and large. A composed demeanour is completely in our own hands. Patients with even the seemingly incurable diseases like cancer and diabetes are blessed with natural solutions like autophagy via (water) fasting along with appropriate yogasanas. When Nature provides such virtually cost-free solutions, even the impoverished patients afflicted with (apparently) deadly diseases have ample reason to be optimistic in their lives. Such an optimistic outlook can make these people who are dejected otherwise gain all radiance in their faces and lives and this is what beauty is all about.

Beauty of innonence





A multi-pronged approach to multi-faceted beauty can make us more handsome or beautiful on various fronts from diverse perspectives, all of which matter a lot. Only a small portion of such beauty is physical, and even here a much smaller portion of it might require external attention from professionals while most of it is dependent on the quality of our food and water intake in appropriate doses, sound sleep, balanced breathing, and personal hygiene with due support from herbal supplements, as felt necessary. In comparison, a larger chunk of beauty encompasses various psychological, behavioural, cordial and spiritual dimensions which are completely under our control. 'Where there is will, there is a way' might be an old saying, but its truth remains intact even today.



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