



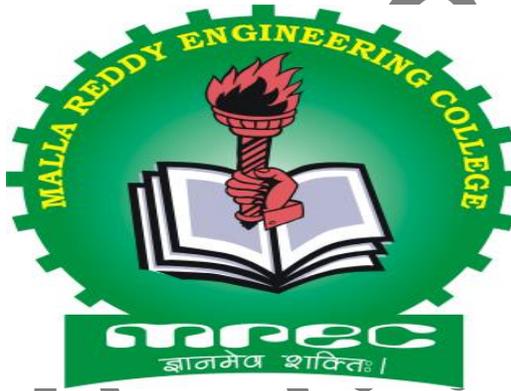
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INDIAN ETHOS AND VALUES

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Introduction to Indian Ethos

Indian ethos refers to the fundamental values, principles, and cultural beliefs that have shaped the identity and way of life in India for thousands of years. These ethos are deeply rooted in the country's rich history, diverse traditions, and spiritual heritage. Indian ethos encompasses a wide range of philosophical, religious, social, and ethical ideas that have evolved over time and continue to influence contemporary Indian society.

Here are some key aspects of Indian ethos:

1. **Spirituality and Religion:** India is known as the birthplace of major religions like Hinduism, Buddhism, Jainism, and Sikhism. The Indian ethos places a strong emphasis on spirituality, with a belief in the interconnectedness of all living beings and a quest for self-realization and enlightenment.
2. **Diversity and Pluralism:** India is incredibly diverse, both culturally and linguistically, with thousands of ethnic groups, languages, and traditions. The Indian ethos celebrates this diversity and promotes pluralism, tolerance, and coexistence among different communities and beliefs.
3. **Karma and Dharma:** The concepts of karma (the law of cause and effect) and dharma (duty or righteousness) are central to Indian ethos. They emphasize the importance of ethical actions, fulfilling one's responsibilities, and living a life in accordance with moral principles.
4. **Ahimsa (Non-Violence):** The principle of ahimsa, or non-violence, is deeply ingrained in Indian ethos, thanks in large part to the teachings of Mahatma Gandhi. It advocates for resolving conflicts peacefully and treating all living beings with compassion and respect.
5. **Yoga and Meditation:** Indian ethos has given rise to practices like yoga and meditation, which have gained global popularity for promoting physical and mental well-being. These practices focus on achieving inner peace, balance, and self-awareness.

6. **Respect for Nature:** Indian ethos often includes reverence for nature and the environment. Many traditional Indian beliefs and practices emphasize the importance of living in harmony with the natural world.
7. **Family and Community:** Indian ethos places a strong emphasis on family bonds and community ties. Joint families and extended communities have historically played a significant role in social life and support systems.
8. **Hospitality and Generosity:** Indians are known for their warm hospitality and generosity towards guests and strangers. Welcoming others and offering assistance are considered important virtues.
9. **Education and Knowledge:** India has a long tradition of valuing education and knowledge. The pursuit of wisdom, learning, and self-improvement is highly regarded in Indian ethos.
10. **Art, Music, and Dance:** Indian ethos is rich in artistic expression, including classical music, dance forms like Bharatanatyam and Kathak, and various forms of visual art. These forms of creative expression are deeply intertwined with Indian culture and spirituality.

It's important to note that Indian ethos is not static and continues to evolve in response to social, economic, and global changes. However, these core values and principles continue to play a significant role in shaping the identity and values of India and its people.

Indian ethos meaning by Indian companies

"Indian ethos" in the context of Indian companies refers to the values, principles, and cultural characteristics that are deeply rooted in Indian society and influence the way businesses operate in India. These ethos are reflective of the country's rich heritage, diverse traditions, and historical values. They play a significant role in shaping the corporate culture, business practices, and decision-making processes of Indian companies. Some key elements of Indian ethos in the business context include:

1. **Societal Responsibility:** Indian companies often emphasize their responsibility toward society. They are expected to contribute to the welfare of the community, engage in philanthropy, and support social causes. This sense of social responsibility is often rooted in the principle of "dharma," which emphasizes moral and ethical duties.
2. **Family Values:** Many Indian businesses are family-owned or have strong family involvement. This can lead to a familial and hierarchical corporate structure, where decisions are influenced by familial bonds and traditional values.
3. **Respect for Hierarchy and Authority:** Indian organizations typically maintain a hierarchical structure, with a strong emphasis on authority and respect for seniority. This reflects the traditional respect for elders and authority figures in Indian society.
4. **Long-Term Orientation:** Indian companies often take a long-term perspective on business strategies and relationships. Building trust and maintaining enduring partnerships are highly valued.
5. **Spirituality and Ethics:** Indian ethos often stress the importance of ethics and spirituality in business. Concepts like "karma" (the law of cause and effect) and "dharma" (righteousness) influence decision-making and ethical conduct.
6. **Cultural Diversity:** India is incredibly diverse in terms of languages, religions, and cultures. Indian companies often celebrate and embrace this diversity in their workforce and business practices, making it a core part of their ethos.
7. **Customer-Centric Approach:** Indian businesses often prioritize customer relationships and satisfaction. "Atithi Devo Bhava," which means "the guest is God," reflects the importance of treating customers with the utmost respect and hospitality.
8. **Frugality:** Despite India's economic growth, frugality and cost-consciousness remain important aspects of Indian business ethos. Companies often aim to maximize value and minimize waste.

9. **Innovation and Adaptability:** Indian companies are increasingly emphasizing innovation and adaptability to compete on a global scale while still respecting traditional values.

10. **Community Engagement:** Indian companies often engage with local communities, supporting educational, environmental, and social initiatives as part of their commitment to the well-being of society.

It's important to note that while these elements are part of the Indian business ethos, there can be significant variations among companies based on their industry, location, ownership structure, and leadership philosophy. Additionally, as India continues to modernize and globalize, the business ethos of Indian companies may evolve and adapt to meet new challenges and opportunities.

Indian ethos need by Indian companies

"Indian ethos" in the context of Indian companies refers to the cultural, ethical, and moral values that are rooted in India's rich heritage and traditions. Embracing Indian ethos can be beneficial for Indian companies in several ways:

1. **Cultural Relevance:** Incorporating Indian values and traditions into business practices helps companies connect with the local culture and resonate with their target audience. This can lead to stronger brand loyalty and acceptance among Indian consumers.
2. **Social Responsibility:** Indian ethos often emphasize social responsibility and giving back to the community. Companies can engage in philanthropic activities, support social causes, and promote sustainability, aligning their business goals with societal well-being.
3. **Ethical Business Practices:** Indian ethos stress honesty, integrity, and ethical conduct in business. Companies that adhere to these principles are more likely to earn the trust of their customers, employees, and stakeholders.
4. **Employee Engagement:** Fostering a workplace culture that respects Indian traditions and values can boost employee morale and engagement. Recognizing festivals, providing flexible work arrangements for religious

observances, and promoting diversity and inclusion are examples of how companies can embrace Indian ethos.

5. Innovation and Adaptability: Indian ethos encourage adaptability and innovation. Indian companies can draw from ancient wisdom and modernize it to address contemporary challenges, leading to unique and innovative solutions.
6. Sustainability: Many Indian philosophies emphasize sustainable living and harmony with nature. Companies can integrate these principles into their operations by adopting eco-friendly practices, reducing waste, and conserving resources.
7. Customer-Centric Approach: Indian ethos often prioritize customer satisfaction and service. Companies can excel by providing excellent customer service and creating products or services that meet the unique needs of the Indian market.
8. Global Appeal: Embracing Indian ethos can also help Indian companies appeal to international audiences who may be interested in experiencing authentic Indian culture or supporting socially responsible businesses.

In conclusion, incorporating Indian ethos into business practices can be a strategic advantage for Indian companies. It allows them to connect with their roots, build strong relationships with stakeholders, and create a positive impact on society while remaining competitive in the global market.

Indian ethos history by Indian companies

The concept of "Indian ethos" refers to the values, beliefs, and cultural principles that are deeply ingrained in Indian society and have shaped the country's history and identity over thousands of years. Indian companies often draw upon this rich cultural heritage when developing their business strategies, corporate culture, and marketing efforts. Here are some ways in which Indian companies incorporate Indian ethos into their operations:

1. **Ethical Business Practices:** Indian ethos places a strong emphasis on ethical behavior, honesty, and integrity. Many Indian companies strive to uphold these principles in their business dealings. They prioritize transparency and accountability in their operations.
2. **Social Responsibility:** Indian companies often engage in corporate social responsibility (CSR) activities that align with the country's ethos of giving back to the community. These initiatives can include funding education, healthcare, and environmental conservation projects.
3. **Cultural Sensitivity:** Companies operating in India or targeting the Indian market pay attention to cultural nuances and sensitivities. They adapt their products, services, and marketing strategies to resonate with the local culture.
4. **Inclusivity and Diversity:** Indian ethos encourages inclusivity and respect for diversity. Companies may promote diversity in their workforce and create an inclusive work environment.
5. **Sustainability and Environmental Consciousness:** India has a strong tradition of environmental stewardship and sustainability. Many companies integrate eco-friendly practices into their operations to align with these values and address environmental challenges.
6. **Innovation and Tradition:** Indian companies often blend traditional knowledge and modern innovation to develop products and services that cater to both traditional and contemporary needs. This can be seen in sectors like Ayurveda-based healthcare, traditional handicrafts, and sustainable agriculture practices.
7. **Customer-Centric Approach:** Indian businesses often prioritize building long-term relationships with customers, reflecting the value of hospitality and customer service ingrained in Indian culture.
8. **Respect for Elders and Wisdom:** Some companies incorporate the respect for elders and the wisdom of age into their corporate culture, recognizing the importance of experience and guidance.

9. **Philanthropy:** Indian business leaders and companies have a history of philanthropic activities, contributing to the welfare of society. This is often influenced by the cultural ethos of giving back and helping those in need.

10. **Spiritual Values:** Some Indian companies incorporate spiritual principles and mindfulness practices into their workplace culture to promote employee well-being and a sense of purpose.

It's important to note that while these principles may guide Indian companies, there is significant diversity within the Indian business landscape. Companies may prioritize different aspects of Indian ethos depending on their industry, size, and target market. Moreover, globalization and changing business dynamics have led to the adoption of global best practices alongside traditional Indian values in many companies.

Indian ethos principles practiced by Indian companies

Indian ethos and principles are deeply rooted in the country's culture and have influenced the way many Indian companies conduct their business. Here are some Indian ethos principles that are often practiced by Indian companies:

1. **Dharma (Ethical Duty):** Indian companies often emphasize the importance of ethical conduct and adherence to moral principles in business dealings. They strive to do what is right and just, even if it means making sacrifices for the greater good.
2. **Sustainability:** Many Indian companies are increasingly focusing on sustainable business practices. This includes environmental sustainability, social responsibility, and economic viability. They recognize the importance of balancing profit with social and environmental well-being.
3. **Customer-Centric Approach:** Indian businesses often place a strong emphasis on building long-term relationships with their customers. They believe in providing excellent customer service and understanding the unique needs of their clientele.
4. **Respect for Diversity:** India is a diverse nation with various cultures, languages, and religions. Indian companies often embrace this diversity by promoting inclusivity and respecting the differences among their employees and customers.
5. **Social Responsibility:** Indian companies often engage in philanthropic activities and social initiatives as part of their corporate social responsibility (CSR). They

contribute to the welfare of society by supporting education, healthcare, and community development.

6. **Frugality:** The concept of "Jugaad" or frugal innovation is a characteristic of many Indian businesses. They often find innovative and cost-effective solutions to complex problems, which can be especially relevant in resource-constrained environments.
7. **Long-Term Perspective:** Indian companies often take a long-term view of business, focusing on sustainable growth rather than quick profits. This approach aligns with the Indian belief in karma and the idea that actions have consequences in the future.
8. **Family Values:** Many Indian businesses are family-owned or have strong family-oriented cultures. They often prioritize family values and traditions in their corporate governance and decision-making processes.
9. **Spirituality:** Some Indian companies incorporate spiritual practices into their workplace culture, such as meditation and yoga. These practices are believed to enhance employee well-being and productivity.
10. **Innovation and Adaptation:** Indian companies are known for their ability to innovate and adapt to changing market conditions. They are often open to new ideas and technologies while preserving their core values.
11. **Holistic Approach:** Indian ethos often emphasize the importance of balance and harmony in life. Many Indian companies promote a holistic approach to work, encouraging employees to balance their professional and personal lives.
12. **Community Engagement:** Indian businesses often engage with their local communities, supporting economic development and social welfare programs in the areas where they operate.

It's important to note that not all Indian companies follow these principles to the same extent, and there is a wide range of diversity in business practices within India. Additionally, globalization and modernization have led to the adoption of more Westernized business practices in some sectors. However, these Indian ethos principles continue to play a significant role in shaping the values and culture of many Indian companies.

Requisites of Indian ethos in managerial practices

Indian ethos in managerial practices is influenced by the country's rich cultural and philosophical heritage. Incorporating these values and principles into modern management can lead to more holistic and ethical approaches to leadership and decision-making. Here are some requisites of Indian ethos in managerial practices:

1. **Dharma (Duty and Ethics):** Indian ethos places a strong emphasis on dharma, which represents one's duty and ethical responsibility. Managers should prioritize

ethical behavior and fulfill their responsibilities towards employees, stakeholders, and society as a whole.

2. **Karma (Action):** The concept of karma emphasizes that one's actions have consequences. In managerial practices, this means making thoughtful and responsible decisions, considering the long-term impact on the organization and society.
3. **Ahimsa (Non-violence):** Ahimsa, or non-violence, is a fundamental principle of Indian ethos. In the context of management, it encourages conflict resolution through peaceful means, promoting a harmonious workplace.
4. **Satyam (Truthfulness):** Managers should value honesty and transparency. Truthfulness in communication and reporting fosters trust among employees and stakeholders.
5. **Austerity and Simplicity:** Indian ethos often values simplicity and modesty. Managers can adopt this by avoiding excessive opulence and extravagance, creating a culture of frugality.
6. **Seva (Service):** Serving others is a significant aspect of Indian culture. Managers can incorporate this by adopting a servant leadership style, where they prioritize the needs and growth of their team members.
7. **Guru-Shishya Parampara (Teacher-Student Tradition):** In management, this tradition can be reflected in mentorship and the transfer of knowledge and skills from experienced leaders to younger generations.
8. **Sustainable Practices:** Indian ethos emphasizes the importance of living in harmony with nature. Managers can incorporate sustainable and environmentally friendly practices into their organizations.
9. **Inclusivity and Diversity:** Indian culture is known for its diversity and pluralism. Managers should embrace diversity in the workplace and ensure that all employees are treated with respect and given equal opportunities.
10. **Spiritual Well-being:** Indian ethos recognizes the importance of spiritual well-being. Managers can support employees' mental and emotional health by providing stress-relief programs or creating a work environment that promotes inner peace and balance.
11. **Collective Decision-Making:** Indian culture often values consensus and collective decision-making. Managers can involve employees in decision-making processes to foster a sense of ownership and commitment.
12. **Long-term Vision:** Indian philosophy often encourages a long-term perspective. Managers should focus on sustainable growth and consider the impact of decisions on future generations.
13. **Adaptability:** Indian culture has a history of adapting to changing circumstances. Managers should be flexible and open to change in response to evolving market conditions and customer needs.

Incorporating these elements of Indian ethos into managerial practices can lead to a more ethical, inclusive, and sustainable approach to leadership and business. However, it's important to recognize that Indian culture is diverse, and interpretations of these principles may vary across different regions and individuals. Therefore, a balanced and context-aware approach is essential.

Elements of Indian ethos in managerial practices

Indian ethos and values have a significant influence on managerial practices in India. These elements are deeply rooted in the country's culture, history, and philosophy, and they play a crucial role in shaping how organizations are managed and led. Here are some key elements of Indian ethos in managerial practices:

1. **Respect for Hierarchy:** India has a strong hierarchical tradition, and this is reflected in managerial practices. Managers are often expected to show respect to seniority and authority. Decision-making tends to be top-down, with leaders making important decisions and subordinates following instructions.
2. **Collectivism:** Indian culture places a strong emphasis on collectivism and community. In the workplace, this translates into an emphasis on teamwork and collaboration. Managers often encourage employees to work together and foster a sense of belonging to a larger group or organization.
3. **Spiritual Values:** India is known for its rich spiritual and philosophical traditions, including Hinduism, Buddhism, and Jainism. Many Indian managers incorporate spiritual values into their leadership styles. This may include promoting ethical behavior, compassion, and mindfulness in the workplace.
4. **Long-Term Orientation:** Indian ethos often emphasizes long-term goals and relationships over short-term gains. Managers may focus on building enduring relationships with employees, customers, and stakeholders. This can lead to a greater emphasis on loyalty and trust.
5. **Tolerance for Ambiguity:** Indian culture tends to be more tolerant of ambiguity and uncertainty. Managers may be more flexible and adaptive in their decision-making processes, as they are accustomed to dealing with complex and uncertain situations.
6. **Diversity and Inclusivity:** India is a diverse country with numerous languages, cultures, and religions. Many Indian organizations place a strong emphasis on diversity and inclusivity in their managerial practices. They strive to create inclusive work environments where employees from various backgrounds feel valued and respected.

7. **Respect for Elders and Wisdom:** Traditional Indian culture values the wisdom and experience of elders. In managerial practices, this can manifest as seeking advice and guidance from senior employees or mentors.
8. **Work-Life Balance:** While modern Indian workplaces are becoming more competitive, there is still an emphasis on maintaining a work-life balance. Managers may be more accommodating of employees' personal and family needs.
9. **Social Responsibility:** Indian ethos often includes a sense of social responsibility and giving back to the community. Many Indian companies engage in corporate social responsibility (CSR) initiatives as part of their managerial practices.
10. **Non-Violence and Conflict Resolution:** The principle of non-violence or "ahimsa" is a fundamental value in Indian philosophy. In managerial practices, this can translate into an emphasis on peaceful conflict resolution and avoiding confrontational approaches.

It's important to note that while these elements are influenced by Indian culture and ethos, they may vary in their prominence and application in different organizations and regions within India. Moreover, with globalization and the influence of Western management practices, there is an ongoing evolution in managerial approaches in the country.

Role of Indian ethos in managerial practices.

Indian ethos has a significant role to play in managerial practices, both in India and in a global context. The Indian ethos is deeply rooted in the country's rich cultural, spiritual, and philosophical heritage, which can influence how organizations are managed and how leaders interact with their teams. Here are some key aspects of the role of Indian ethos in managerial practices:

1. **Holistic Approach:** Indian ethos emphasizes a holistic approach to life and work. This perspective encourages managers to consider the well-being of all stakeholders, including employees, customers, communities, and the environment. In managerial practices, this can translate into a focus on sustainable and socially responsible business practices.
2. **Ethical Leadership:** Indian philosophy, such as the concept of "dharma," emphasizes the importance of ethical conduct and moral leadership. Managers who are influenced by Indian ethos are expected to demonstrate high ethical standards, integrity, and a commitment to doing what is right, even when faced with difficult decisions.

3. **Inclusivity and Diversity:** India is a diverse nation with a multitude of languages, cultures, and religions. Indian ethos promotes inclusivity and respect for diversity. Managers who embrace these principles are more likely to create inclusive workplaces that value different perspectives and backgrounds, fostering creativity and innovation.
4. **Long-term Perspective:** Indian philosophy often encourages a long-term perspective, focusing on the enduring and sustainable rather than short-term gains. Managers influenced by this ethos are more likely to make decisions that prioritize the long-term success and well-being of their organizations, rather than pursuing quick profits at the expense of the future.
5. **Mindfulness and Well-being:** Practices like yoga and meditation are deeply ingrained in Indian culture. These practices can be applied in managerial settings to promote mindfulness, stress reduction, and employee well-being. Managers who incorporate mindfulness techniques into their leadership style may create a healthier and more productive work environment.
6. **Conflict Resolution:** Indian ethos places a strong emphasis on non-violence (ahimsa) and peaceful conflict resolution. This can inform managerial practices by encouraging managers to adopt collaborative and non-confrontational approaches to resolving disputes within the organization.
7. **Flexibility and Adaptability:** Indian philosophy acknowledges the impermanence of life and encourages adaptability to changing circumstances. In the business world, this can translate into managers being more open to change, innovation, and flexibility in responding to market dynamics.
8. **Teamwork and Collaboration:** Indian ethos often promotes the idea of "sangha" or community. Managers influenced by this ethos may prioritize teamwork, collaboration, and building strong interpersonal relationships among team members.

It's important to note that while Indian ethos can have a positive influence on managerial practices, it is not a one-size-fits-all approach, and managers should adapt these principles to their specific organizational and cultural contexts.

Additionally, Indian ethos can coexist with other management philosophies and practices to create a balanced and effective approach to leadership and management.

Model of Management in the Indian socio-political Environment

Management in the Indian socio-political environment is a complex and dynamic process influenced by a variety of cultural, historical, and socio-economic factors. To understand the model of management in this context, it's important to consider several key aspects:

1. **Political Structure:** India is a federal parliamentary democratic republic with a multi-tiered political structure. At the national level, there is a President as the head of state and a Prime Minister as the head of government. India has a bicameral legislature consisting of the Rajya Sabha (Council of States) and the Lok Sabha (House of the People). Additionally, there are state governments and local governments, each with its own elected representatives. This complex political structure necessitates collaboration, negotiation, and consensus-building in the management of government affairs.
2. **Bureaucracy:** India has a large and complex bureaucracy responsible for implementing government policies and programs. The Indian Administrative Service (IAS) and other civil services play a crucial role in policy formulation and implementation. The bureaucracy's effectiveness, accountability, and transparency are essential aspects of management in the Indian context.
3. **Diversity:** India is incredibly diverse in terms of language, culture, religion, and socio-economic conditions. Managing this diversity is a significant challenge for the government, requiring policies that are sensitive to the needs and aspirations of various communities.
4. **Democratic Decision-Making:** Democracy is a cornerstone of the Indian socio-political environment. Decision-making involves elected representatives at various levels, and public opinion and feedback play a

critical role in shaping policies. This participatory approach to management can lead to consensus-based decision-making but can also slow down the decision-making process.

5. **Economic Policies:** The Indian government plays an active role in economic management through various policies, including industrial, fiscal, and monetary policies. The management of the economy is influenced by both global economic trends and domestic socio-political considerations.
6. **Social Welfare Programs:** India has numerous social welfare programs aimed at poverty alleviation, healthcare, education, and rural development. Managing these programs effectively and ensuring they reach the intended beneficiaries is a key management challenge.
7. **Federalism:** India follows a quasi-federal system where power is shared between the central government and state governments. This requires coordination and cooperation between different levels of government to ensure effective governance and management of resources.
8. **Corruption and Transparency:** Corruption has been a persistent issue in India's socio-political landscape. Managing corruption and promoting transparency and accountability are ongoing challenges for the government.
9. **International Relations:** India's foreign policy and diplomatic relations also play a role in its socio-political management. Balancing international interests with domestic priorities is a key consideration.

In summary, the model of management in the Indian socio-political environment is characterized by a complex interplay of democracy, diversity, bureaucracy, and governance challenges. Effective management in this context requires a balance between political, social, economic, and cultural factors, along with a commitment to transparency, accountability, and inclusive development. It is an evolving model that responds to the changing needs and aspirations of India's diverse population.

Management lessons from Kautilya's Arthashastra Indian heritage in business

Kautilya's Arthashastra, also known as Chanakya's Arthashastra, is an ancient Indian text on statecraft, economics, and political philosophy. While it primarily focuses on governance and politics, it contains valuable principles and management lessons that can be applied to modern business practices. Here are some management lessons from Kautilya's Arthashastra that are relevant to Indian heritage in business:

1. Leadership and Vision:
 - Kautilya emphasizes the importance of strong leadership in achieving organizational goals. A leader should have a clear vision and be able to communicate it effectively to the team.
2. Strategic Planning:
 - The Arthashastra highlights the importance of strategic planning, including setting clear objectives, developing strategies, and aligning resources to achieve those objectives.
3. Governance and Ethics:
 - Ethical behavior and good governance are fundamental to long-term success. Business leaders should adhere to ethical principles and maintain transparency in their dealings.
4. Talent Management:
 - Kautilya stresses the significance of identifying and nurturing talent within an organization. Effective talent management includes recruitment, training, and providing opportunities for growth.
5. Risk Management:
 - Businesses should assess and mitigate risks to ensure their sustainability. This includes financial risk, market risk, and operational risk.
6. Financial Management:
 - The Arthashastra discusses the importance of prudent financial management, including budgeting, taxation, and resource allocation.
7. Marketing and Customer Relations:
 - Understanding customer needs and preferences is crucial for business success. Kautilya's principles can be applied to marketing strategies and building strong customer relationships.
8. Competition:
 - Kautilya acknowledges the presence of competition and suggests strategies for dealing with rivals, including both defensive and offensive measures.
9. Adaptability:
 - Businesses should be flexible and adaptable to changing market conditions. Kautilya's teachings emphasize the need to adjust strategies when circumstances change.

10. Negotiation and Diplomacy:

- Effective negotiation and diplomacy skills are essential in business. The Arthashastra provides insights into negotiation techniques and maintaining beneficial alliances.

11. Resource Management:

- Efficient use of resources, both human and material, is essential for profitability. The text discusses strategies for resource optimization.

12. Innovation:

- While not explicitly mentioned in the Arthashastra, the concept of innovation and adapting to new technologies and methods can be seen as important for business success.

13. Long-Term Perspective:

- Kautilya's principles encourage leaders to think about the long-term impact of their decisions and actions, rather than focusing solely on short-term gains.

14. Networking:

- Building and maintaining relationships with other businesses, customers, and government officials can help in various aspects of business operations.

15. Crisis Management:

- The Arthashastra discusses strategies for dealing with crises and challenges, which can be applied to modern business scenarios.

Incorporating these management lessons from Kautilya's Arthashastra into contemporary business practices can help organizations in India and beyond achieve sustainable growth and success while respecting their cultural heritage.

Management lessons from Kautilya's Arthashastra Indian heritage in management principles

Kautilya's Arthashastra, an ancient Indian text on statecraft and economics, offers several valuable management lessons that can be applied in the modern business world. While the text primarily focuses on governing a kingdom, many of its principles can be adapted to management and leadership contexts. Here are some key management lessons from Kautilya's Arthashastra:

1. Leadership and Governance:

- Strong leadership is essential for effective management. A leader must be knowledgeable, ethical, and able to make tough decisions.
- Leaders should have a clear vision and set specific goals for their organization.

2. Strategy and Planning:

- Strategic planning is crucial for long-term success. Develop clear strategies and tactics to achieve organizational objectives.
- Analyze the strengths and weaknesses of your organization and competitors to make informed decisions.

3. Resource Management:

- Efficient resource allocation is vital. Manage resources such as finances, manpower, and materials wisely to maximize productivity.
- Avoid wastage and ensure resources are used optimally.

4. Employee Management:

- Invest in employee development and training. A skilled and motivated workforce is a valuable asset.
- Recognize and reward the contributions of employees to boost morale and loyalty.

5. Decision-Making:

- Decisions should be based on data and analysis rather than emotions or personal biases.
- Consider the potential consequences and risks of decisions before implementation.

6. Ethics and Integrity:

- Uphold ethical standards in all organizational activities. Reputation and trust are crucial assets.
- Maintain transparency and fairness in dealings both internally and externally.

7. Conflict Resolution:

- Address conflicts and disputes promptly and fairly. Encourage open communication to resolve issues.
- Seek win-win solutions whenever possible to maintain harmony within the organization.

8. Adaptability:

- Be flexible and willing to adapt to changing circumstances and market conditions.
- Continuously monitor and adjust strategies as needed.

9. Financial Management:

- Maintain a robust financial system with proper accounting and auditing procedures.
- Ensure fiscal responsibility and avoid unnecessary expenditures.

10. Diplomacy and Networking:

- Build strong relationships with key stakeholders, partners, and competitors.
- Diplomacy and negotiation skills are essential for successful business interactions.

11. Security and Risk Management:

- Protect your organization from internal and external threats.
- Develop risk mitigation strategies and contingency plans to deal with unforeseen challenges.

12. Innovation and Growth:

- Encourage innovation and creativity within the organization.

- Explore new markets and opportunities for growth while mitigating risks.

While Kautilya's Arthashastra was written in the context of ancient India, its principles remain relevant in contemporary management and leadership. These lessons emphasize the importance of effective leadership, ethical conduct, strategic planning, and adaptability in achieving long-term success in any organization.

Management lessons from Kautilya's Arthashastra Indian heritage in production and consumption

Kautilya's Arthashastra, an ancient Indian text on statecraft, economics, and political strategy, contains several management lessons that can be applied to production and consumption in a contemporary context. While the text primarily focuses on governance, many of its principles are relevant to modern management practices. Here are some key management lessons from Kautilya's Arthashastra:

1. Planning and Strategy:

- Lesson: Effective planning and strategy are essential for success.
- Application: In production and consumption, businesses should have well-defined plans and strategies for product development, marketing, and resource allocation.

2. Resource Management:

- Lesson: Efficient utilization of resources is crucial for sustainability.
- Application: Optimize the use of raw materials, labor, and capital to minimize waste and maximize productivity.

3. Leadership and Delegation:

- Lesson: Effective leadership involves delegation and trust in subordinates.
- Application: Managers should delegate tasks and responsibilities to team members, empowering them to make decisions within their areas of expertise.

4. Ethical Conduct:

- Lesson: Honesty and ethical behavior build trust and reputation.
- Application: Businesses should maintain ethical standards in production and marketing to gain customer trust and goodwill.

5. Risk Management:

- Lesson: Recognize and mitigate risks to minimize potential losses.
- Application: Businesses should conduct risk assessments and develop contingency plans to address potential disruptions in production or consumption.

6. Quality Control:

- Lesson: Consistent quality is essential for customer satisfaction.
- Application: Implement quality control measures to ensure that products meet or exceed customer expectations.

7. Market Research:

- Lesson: Understanding market dynamics is crucial for success.
- Application: Conduct market research to identify consumer preferences, market trends, and competitive forces, and adjust production and marketing strategies accordingly.

8. Innovation and Adaptation:

- Lesson: Adapt to changing circumstances and innovate when necessary.
- Application: Embrace innovation in production methods, technologies, and products to stay competitive and meet evolving consumer demands.

9. Supply Chain Management:

- Lesson: Efficient supply chains are critical for timely production and delivery.

- Application: Streamline supply chains to minimize delays, reduce costs, and enhance the reliability of the production process.

10. Financial Management:

- Lesson: Maintain fiscal discipline and prudent financial management.
- Application: Carefully manage budgets, expenses, and investments to ensure long-term financial stability.

11. Employee Welfare:

- Lesson: Valued and motivated employees contribute to organizational success.
- Application: Invest in employee well-being, provide opportunities for growth and development, and foster a positive work culture.

12. Compliance and Regulation:

- Lesson: Adhere to legal and regulatory requirements.
- Application: Ensure that production and consumption practices comply with local and international laws and standards.

13. Customer-Centric Approach:

- Lesson: Customer satisfaction is central to business success.
- Application: Prioritize customer feedback and preferences in product design and marketing strategies.

Kautilya's Arthashastra emphasizes the importance of a holistic and well-rounded approach to management, which includes strategic planning, ethical conduct, and a focus on long-term sustainability. These lessons from ancient Indian heritage can be valuable in shaping modern business practices and ensuring both efficient production and satisfied consumers.

Ethics v/s Ethos of Indian management

Ethics and ethos are both important aspects of Indian management, but they have distinct meanings and implications.

1. Ethics in Indian Management:

- Ethics in management refers to the moral principles and values that guide the behavior and decision-making of individuals and organizations within the context of their business operations.
- In Indian management, ethics play a significant role in ensuring that business practices are conducted with integrity, honesty, and social responsibility.
- Key ethical principles in Indian management include honesty, transparency, fairness, accountability, and responsibility towards various stakeholders, including employees, customers, shareholders, and the community.
- Ethical considerations also encompass issues like corporate social responsibility (CSR), environmental sustainability, and adherence to laws and regulations.

2. Ethos in Indian Management:

- Ethos, on the other hand, refers to the characteristic spirit, culture, or values that define the nature and style of management in India.
- The ethos of Indian management is deeply influenced by the country's cultural and historical context, which emphasizes principles such as dharma (duty), karma (action), and spirituality.
- The Indian management ethos often places a strong emphasis on values like humility, inclusivity, respect for elders, and a long-term perspective. It often takes a holistic view that integrates business with societal well-being.

- The concept of "management by consensus" is often associated with the Indian ethos, where decision-making involves input and agreement from various stakeholders.

While ethics and ethos in Indian management are closely related, they are not synonymous. Ethics provide a framework for making morally sound decisions and conducting business in an upright manner, while the ethos represents the cultural and philosophical underpinnings that influence how management is practiced in India.

In practice, Indian management seeks to strike a balance between ethical principles and the country's unique ethos. Successful Indian businesses often integrate both ethics and ethos into their management practices to build trust, sustain long-term relationships, and achieve business success while contributing positively to society and the broader community.

Ethics v/s Ethos of Western Management

Ethics and ethos are two distinct but related concepts in the context of Western management practices. While they both pertain to moral and value-based principles, they have different focuses and implications in the field of management.

1. Ethics in Western Management:

- Ethics in management refers to the moral principles and values that guide the behavior and decision-making of individuals and organizations within the Western business context.
- Ethical considerations in management include issues such as honesty, integrity, fairness, and responsibility in business operations.
- Ethical frameworks, such as deontology (duty-based ethics), utilitarianism (consequentialist ethics), and virtue ethics, are often applied to evaluate and guide managerial decisions and actions.
- Ethical dilemmas in Western management can involve issues like workplace discrimination, environmental sustainability, corporate

social responsibility, and ethical treatment of employees and stakeholders.

- The emphasis on ethics in Western management is rooted in the belief that ethical behavior is not only the right thing to do but can also lead to long-term business success by building trust with stakeholders and enhancing reputation.

2. Ethos in Western Management:

- Ethos in management refers to the organizational culture and values that shape the identity and behavior of a company or institution.
- It encompasses the beliefs, norms, and principles that guide the actions and decisions of employees and leaders within an organization.
- The organizational ethos often influences the corporate culture, which can impact various aspects of management, including leadership styles, communication practices, and decision-making processes.
- A positive ethos can promote collaboration, innovation, and employee engagement, leading to improved organizational performance and competitiveness.
- An organization's ethos can be influenced by its founders, leaders, and the prevailing societal values and norms within the Western business environment.

In summary, ethics in Western management focuses on individual and organizational moral principles and values, while ethos pertains to the broader organizational culture and values that shape behavior and decision-making. Ethical management practices and a positive organizational ethos are both important for the long-term success and sustainability of Western businesses. They can work together to create a workplace where ethical behavior is encouraged, and employees are motivated to act in accordance with shared values.

Meaning of Indian systems of learning

The term "Indian systems of learning" typically refers to the traditional education systems and philosophies that have been practiced in India for centuries. These systems have had a profound influence on education, culture, and philosophy in India and have also had an impact on various other parts of the world. Here are some key aspects and meanings associated with Indian systems of learning:

1. **Guru-Shishya Parampara:** This is a fundamental aspect of Indian education, emphasizing the relationship between a teacher (guru) and a student (shishya). The guru imparts knowledge, wisdom, and guidance to the shishya, often in a one-on-one or small group setting. This system places a strong emphasis on personal connection and the transmission of not just academic knowledge but also moral and spiritual values.
2. **Ancient Texts and Scriptures:** Indian systems of learning are deeply rooted in the study of ancient texts and scriptures, such as the Vedas, Upanishads, Bhagavad Gita, and various other philosophical and religious texts. These texts form the foundation of education in subjects like philosophy, spirituality, ethics, and more.
3. **Traditional Subjects:** Indian education has historically encompassed a wide range of subjects, including mathematics (e.g., the concept of zero and decimal system), astronomy, medicine (Ayurveda), grammar (Sanskrit grammar by Panini), music, and arts. The holistic approach to education in India often integrates physical, mental, and spiritual development.
4. **Yoga and Meditation:** Indian systems of learning often include the practice of yoga and meditation as a means of self-realization, self-improvement, and mental well-being. These practices are seen as essential for holistic education.
5. **Diversity of Philosophies:** India has a rich tradition of philosophical schools of thought, including Advaita Vedanta, Samkhya, Nyaya, and many others. These philosophies have influenced the way education is approached, and they offer various perspectives on the nature of reality and the self.

6. **Modern Education:** While traditional Indian systems of learning remain influential, India also has a modern education system influenced by Western models. This includes formal schooling, universities, and a wide range of academic disciplines.
7. **Cultural Significance:** Indian systems of learning are not only about acquiring knowledge but also about preserving and passing on cultural and spiritual heritage. They play a crucial role in maintaining India's cultural identity and values.
8. **Adaptation and Evolution:** Over time, Indian systems of learning have evolved and adapted to meet the changing needs of society. Today, there is a blend of traditional and modern approaches to education in India.

It's important to note that Indian systems of learning are diverse and have regional variations. Different regions and communities in India may have their own unique traditions and practices in education. Additionally, contemporary education in India often integrates elements from both traditional and modern systems, reflecting the country's complex educational landscape.

Indian systems of learning

Indian systems of learning have a rich and diverse history that spans thousands of years. These systems have played a significant role in the development and dissemination of knowledge, philosophy, and culture in the Indian subcontinent. Some of the prominent Indian systems of learning include:

1. **Gurukula System:** In ancient India, education was primarily imparted through the Gurukula system. In this system, students would live with their guru (teacher) in an informal setting, often in the guru's home or ashram. The guru would impart knowledge and skills through one-on-one instruction, and students learned not only academic subjects but also values, ethics, and life skills.
2. **Vedic Education:** The Vedic period laid the foundation for Indian education. It revolved around the study and memorization of the Vedas, the sacred texts

of Hinduism. Students, called Brahmacharis, would study under the guidance of a guru and memorize the Vedas through oral tradition.

3. Nalanda and Takshashila: Nalanda and Takshashila were ancient centers of higher learning in India. Nalanda, in particular, is renowned for its role in disseminating knowledge of various subjects, including philosophy, astronomy, mathematics, and medicine. These institutions attracted scholars and students from all over the ancient world.
4. Traditional Indian Arts and Sciences: Indian education also included the study of various arts and sciences, including Ayurveda (traditional medicine), Jyotisha (astronomy and astrology), Natya Shastra (drama and performing arts), and Sangeet (music). These subjects were often taught within the framework of Indian classical traditions.
5. Yoga and Meditation: India is the birthplace of yoga and meditation, which are considered educational practices that promote physical, mental, and spiritual well-being. Yoga and meditation are taught in both formal and informal settings, and various schools and traditions have developed around these practices.
6. Modern Education System: With British colonial rule, India adopted a more modern education system, which included the establishment of schools and universities modeled after Western educational institutions. English became the medium of instruction in many of these schools and universities.
7. Contemporary Educational Institutions: Today, India has a vast and diverse educational landscape, with numerous universities, colleges, and specialized institutions offering education in a wide range of fields, from science and technology to arts and humanities. The Indian Institutes of Technology (IITs) and the Indian Institutes of Management (IIMs) are among the most prestigious institutions in the country.
8. Yoga and Spiritual Retreats: In contemporary times, India continues to attract seekers of spiritual knowledge and practices. Yoga retreats, ashrams, and meditation centers offer opportunities for individuals from around the world to learn and practice these ancient disciplines.

Indian systems of learning have evolved over the centuries, blending traditional wisdom with modern knowledge. They continue to be a vital part of India's cultural and educational heritage, influencing both the country's intellectual pursuits and its spiritual traditions.

Mechanisms of Gurukula System of Learning

The Gurukula system of learning is an ancient Indian educational system that dates back thousands of years. It is a traditional form of education where students lived with their teacher (guru) in an ashram or hermitage to receive education. This system had several key mechanisms that made it unique:

1. **Guru-student relationship:** At the heart of the Gurukula system was the close and personal relationship between the guru (teacher) and shishya (student). The guru played a pivotal role in the student's life, not only as an educator but also as a mentor and guide.
2. **Informal and holistic education:** The education in Gurukulas was informal and holistic. It wasn't limited to academic subjects but also included life skills, values, philosophy, and practical knowledge. Students learned through discussions, debates, and hands-on experiences rather than formal classroom settings.
3. **Oral tradition:** Knowledge was primarily transmitted orally from the guru to the student. This included memorization of sacred texts, hymns, and other important knowledge. The oral tradition was vital for preserving and passing down cultural and spiritual knowledge.
4. **Gurudakshina:** At the end of their education, students would offer Gurudakshina, a token of gratitude, to their guru. This could be in the form of service, material goods, or any other way the guru deemed appropriate. It symbolized the student's respect and appreciation for the guru's teachings.
5. **Small group setting:** Gurukulas typically had a small number of students, allowing for personalized attention and a close-knit learning community.

This allowed the guru to tailor the education to the individual needs and abilities of each student.

6. Ashram life: Students in Gurukulas not only learned from their guru but also participated in the daily activities of the ashram. This included chores, rituals, and communal living, which helped in the development of character, discipline, and a sense of responsibility.
7. Adaptability: The Gurukula system was highly adaptable to the needs and interests of the students. It allowed students to choose their areas of specialization and receive education accordingly. This flexibility was a key feature of the system.
8. Non-commercial: Education in Gurukulas was typically not commercialized. Gurus imparted knowledge out of a sense of duty and devotion, rather than for monetary gain. This ensured that education was accessible to students from various socio-economic backgrounds.
9. Focus on character development: In addition to academic knowledge, the Gurukula system placed a strong emphasis on character development, moral values, and ethical conduct. Students were expected to lead a life of integrity and uphold the principles taught by their guru.
10. Duration of education: The duration of education in Gurukulas was not fixed and could vary depending on the subject and the student's progress. Some students stayed for several years, while others completed their education in a shorter time.

While the Gurukula system of learning has evolved and largely been replaced by modern educational institutions, it played a significant role in shaping the educational and cultural landscape of ancient India. Its emphasis on personal mentorship, holistic education, and character development continues to influence educational philosophies and practices to some extent.

Meaning of modern system of learning

The term "modern system of learning" refers to contemporary approaches and methods used in education and learning. These approaches have evolved in response to changes in technology, society, and our understanding of how people learn. Here are some key features and characteristics of a modern system of learning:

1. **Technology Integration:** Modern learning systems make extensive use of technology, including computers, the internet, software applications, and mobile devices. Technology enables online learning, interactive simulations, digital resources, and personalized learning experiences.
2. **Personalization:** Modern learning systems aim to tailor education to the individual needs and preferences of learners. This may involve adaptive learning platforms that adjust content and difficulty based on a student's progress or interests.
3. **Blended Learning:** Many modern systems incorporate a blend of traditional classroom instruction and online or digital learning. This approach allows for flexibility and can enhance the learning experience.
4. **Active Learning:** Modern education emphasizes active learning strategies that engage students in hands-on, problem-solving, and collaborative activities. This contrasts with passive learning, where students simply receive information.
5. **Lifelong Learning:** In a rapidly changing world, the modern system of learning recognizes the importance of continuous education and the development of skills throughout one's life, not just during formal schooling.
6. **Accessible Learning:** Technology has made education more accessible to a wider range of people, including those with disabilities and those in remote or underserved areas. Modern learning systems strive to be inclusive and accessible to all.
7. **Data and Analytics:** Learning analytics and data-driven decision-making are increasingly important in modern education. Educators can use data to assess

student performance, identify areas for improvement, and make informed instructional choices.

8. **Collaboration and Social Learning:** Modern learning often encourages collaboration among students and the use of social media and online communities for learning purposes. This promotes peer-to-peer learning and knowledge sharing.
9. **Project-Based Learning:** This approach involves students working on real-world projects to apply their knowledge and skills. It emphasizes problem-solving and critical thinking.
10. **Gamification and EdTech Tools:** Gamification techniques, such as the use of game elements in educational contexts, and educational technology tools are frequently employed to make learning engaging and fun.
11. **Flexibility and Choice:** Modern learning recognizes that learners have diverse needs and preferences. It offers flexibility in terms of how, when, and where learning takes place and provides learners with choices in their educational paths.
12. **Global Perspective:** Modern education often emphasizes global awareness, cross-cultural competence, and the development of skills needed in a globalized world.

Overall, the modern system of learning is characterized by a departure from traditional, one-size-fits-all approaches and a move toward more flexible, technology-enhanced, and learner-centered methods that prepare individuals for success in the 21st century.

Features of the modern system of learning

The modern system of learning has evolved significantly in recent years, driven by advancements in technology, changes in educational philosophy, and the demands of a rapidly changing world. Some of the key features of the modern system of learning include:

1. Technology Integration:

- Digital tools and resources are integrated into the learning process, enabling students to access information, collaborate, and engage in interactive and multimedia-rich learning experiences.
- Learning Management Systems (LMS), online platforms, and mobile apps facilitate remote and flexible learning.

2. Personalization:

- Adaptive learning algorithms and data analytics help tailor educational content and experiences to individual student needs, preferences, and progress.
- Personalized learning paths and differentiated instruction accommodate diverse learning styles and abilities.

3. Blended Learning:

- A combination of in-person and online learning is common, allowing for flexibility, accessibility, and the optimization of resources.
- Flipped classrooms, where students engage with instructional content online before in-person discussions and activities, are popular.

4. Lifelong Learning:

- Learning is viewed as a continuous, lifelong endeavor, with individuals seeking to acquire new skills and knowledge throughout their lives to adapt to changing career and societal demands.
- Continuous professional development is emphasized for educators as well.

5. Collaboration and Communication:

- Collaboration tools and platforms promote communication and teamwork among students, educators, and experts from around the world.

- Social learning, discussion forums, and project-based learning foster collaboration skills.

6. Project-Based and Experiential Learning:

- Emphasis is placed on hands-on experiences, projects, and real-world applications of knowledge to enhance understanding and problem-solving skills.
- Internships, apprenticeships, and experiential learning opportunities are encouraged.

7. Competency-Based Education:

- Learning is focused on mastering specific skills and competencies rather than solely completing courses or earning degrees.
- Assessments are often competency-based, allowing students to progress at their own pace.

8. Active Learning:

- Passive lecture-style teaching is increasingly replaced by active learning methods that engage students through discussions, debates, simulations, and problem-solving activities.
- Gamification and interactive simulations are used to make learning more engaging.

9. Inclusivity and Accessibility:

- Efforts are made to ensure that education is accessible to all, including individuals with disabilities, through accessible content, assistive technologies, and universal design principles.
- Culturally responsive teaching practices consider diverse backgrounds and perspectives.

10. Data-Driven Decision-Making:

- Educators use data analytics to monitor student progress, identify areas of improvement, and make informed instructional decisions.
- Predictive analytics help identify at-risk students and provide early interventions.

11. Global Perspective:

- Globalization is integrated into the curriculum, with a focus on global issues, cross-cultural understanding, and international collaboration.
- Virtual exchanges and international partnerships are common.

12. Emphasis on Soft Skills:

- In addition to academic knowledge, the modern system of learning places importance on developing essential soft skills such as critical thinking, creativity, communication, and adaptability.

13. Ethical and Digital Literacy:

- Students are taught to be responsible digital citizens, including understanding online privacy, cybersecurity, and the ethical use of technology.

14. Flexibility and Lifelong Support:

- Flexible learning pathways accommodate non-traditional students and those with work or family commitments.
- Lifelong support networks, including mentoring and counseling services, are available to help learners achieve their goals.

These features collectively reflect the evolution of education to meet the needs of a dynamic, technology-driven, and interconnected world, where learning is no longer confined to traditional classroom settings or limited to a specific stage of life.

Advantages and Disadvantages of the modern system of learning

The modern system of learning, often characterized by technology-driven and learner-centered approaches, has brought about several advantages and disadvantages. It's important to note that these advantages and disadvantages can vary depending on the specific context and implementation. Here are some key points to consider:

Advantages of the Modern System of Learning:

1. Accessibility:

- Information and educational resources are more accessible than ever before, thanks to the internet and digital platforms. Students can access a wide range of educational materials from anywhere in the world.

2. Personalization:

- Modern learning systems often use adaptive technology and data analytics to personalize learning experiences. This tailoring of content to individual needs and abilities can lead to more effective learning outcomes.

3. Flexibility:

- Online and blended learning options provide flexibility in terms of when and where students can learn. This is especially beneficial for adult learners, working professionals, and individuals with busy schedules.

4. Interactive and Engaging:

- Modern learning often incorporates multimedia elements, gamification, and interactive simulations, making the learning process more engaging and enjoyable for students.

5. Collaborative Learning:

- Virtual classrooms and online discussion forums enable students to collaborate with peers from around the world, fostering a diverse and enriching learning environment.

6. Lifelong Learning:

- The modern system encourages lifelong learning, as it's easier for individuals to continue their education and acquire new skills throughout their lives.

7. Cost-Effective:

- In some cases, online courses and digital resources can be more cost-effective than traditional classroom-based education, as they eliminate the need for physical infrastructure and reduce commuting expenses.

Disadvantages of the Modern System of Learning:

1. Lack of Face-to-Face Interaction:

- Online learning may lack the in-person interaction and socialization that traditional classrooms offer, potentially leading to feelings of isolation or a sense of disconnect from instructors and peers.

2. Technology Dependence:

- The modern system heavily relies on technology, which can be a disadvantage for students who don't have access to the necessary devices or reliable internet connections.

3. Self-Discipline:

- Online and self-paced learning requires a high level of self-discipline and motivation. Some students may struggle with procrastination and time management.

4. Quality Concerns:

- The quality of online courses and digital resources can vary widely. Not all online programs are accredited or meet the same educational standards as traditional institutions.

5. Limited Practical Skills:

- Some fields of study, particularly those that require hands-on training or practical skills, may not be well-suited to online learning.

6. Cheating and Plagiarism:

- Online assessments and assignments can be vulnerable to cheating and plagiarism, which can undermine the integrity of the educational process.

7. Screen Time and Health:

- Excessive screen time can have negative effects on students' physical and mental health, including eye strain, sedentary behavior, and decreased social interaction.

In summary, the modern system of learning offers many advantages, including increased accessibility, personalization, and flexibility. However, it also comes with challenges related to technology dependence, quality control, and the need for self-discipline. The effectiveness of the modern learning system depends on how it is implemented and tailored to the needs of individual learners.

Meaning of karma in Indian manager's life

In the context of an Indian manager's life, the concept of karma holds significant cultural and philosophical importance. Karma is a fundamental concept in various Indian religions and philosophies, such as Hinduism, Buddhism, and Jainism. It refers to the idea that every action has consequences, and these consequences can affect one's present and future life experiences.

Here's how the concept of karma is relevant to an Indian manager's life:

1. **Ethical Decision-Making:** Indian managers often incorporate the concept of karma into their ethical decision-making processes. They believe that making morally upright choices and treating others with fairness and respect will lead to positive karma, ultimately benefiting them and their organization in the long run.

2. **Responsibility and Accountability:** Managers in India are often expected to take responsibility for their actions and decisions. The belief in karma reinforces the idea that they are accountable for the consequences of their choices. This can lead to a heightened sense of duty and integrity in their managerial roles.
3. **Employee Relations:** Indian managers may prioritize creating a positive work environment and treating their employees well. They believe that by cultivating good karma through their interactions with team members, they can foster loyalty, trust, and cooperation among employees, which can contribute to the success of the organization.
4. **Long-Term Perspective:** Karma encourages a long-term perspective in decision-making. Indian managers may prioritize sustainable business practices and avoid shortcuts or unethical actions that could lead to negative consequences in the future. This can promote the organization's stability and reputation over time.
5. **Personal Growth and Development:** Indian managers may view personal growth and development as essential for accumulating positive karma. They might engage in continuous learning, self-improvement, and introspection to become better leaders and individuals.
6. **Dealing with Challenges:** When facing challenges or setbacks in their professional lives, Indian managers may turn to the concept of karma for solace and motivation. They may believe that enduring difficulties with patience and resilience can ultimately lead to positive outcomes in the future.
7. **Compassion and Empathy:** The concept of karma often emphasizes the importance of empathy and compassion toward others. Indian managers may strive to understand their employees' needs and concerns, believing that showing kindness and empathy can create positive karma and contribute to a harmonious work environment.

It's important to note that the interpretation and application of the concept of karma can vary among individuals and across different regions and belief systems within

India. While some may approach it in a more spiritual or religious manner, others may adopt a more secular and philosophical perspective. Nonetheless, the idea of karma plays a significant role in shaping the ethical and moral framework of many Indian managers.

Features of karma in Indian manager's life

Karma is a fundamental concept in Indian philosophy and spirituality, and it can have a significant influence on the life of an Indian manager, just as it can on anyone's life in Indian culture. Here are some features of karma in an Indian manager's life:

1. **Moral and Ethical Decision-Making:** Karma emphasizes the importance of ethical decision-making. Indian managers often consider the moral implications of their actions and decisions, as they believe that their actions will have consequences in the form of karma.
2. **Responsibility and Accountability:** The concept of karma encourages individuals to take responsibility for their actions and accept accountability for the outcomes. Indian managers may feel a strong sense of duty and responsibility towards their teams and organizations.
3. **Long-Term Perspective:** Karma teaches that actions may not always yield immediate results but can have long-term consequences. Indian managers may have a more patient and forward-looking approach to their careers, focusing on building positive karma over time.
4. **Focus on Intentions:** Karma places importance on the intentions behind actions. Indian managers may prioritize having good intentions and ensuring that their actions are driven by a desire to do what is right, rather than solely pursuing personal gain.
5. **Impact on Relationships:** Indian managers often consider how their actions and behavior affect their relationships with colleagues, subordinates, and superiors. Building positive karma in relationships is seen as essential.

6. **Personal Growth and Self-Improvement:** Karma encourages individuals to work on their personal development and self-improvement. Indian managers may engage in practices like meditation, self-reflection, and self-discipline to cultivate good karma.
7. **Acceptance of Circumstances:** Karma also teaches acceptance of one's current circumstances, as they are seen as the result of past actions. Indian managers may approach challenges and setbacks with a sense of equanimity and a focus on learning from them.
8. **Compassion and Altruism:** Karma encourages acts of kindness, compassion, and altruism. Indian managers may be more inclined to support charitable causes or engage in philanthropic activities as a means of generating positive karma.
9. **Alignment with Dharma:** Dharma, which is one's duty or righteous path, is closely tied to karma. Indian managers often strive to align their professional actions with their sense of dharma, ensuring that their work is in harmony with their ethical values.
10. **Reincarnation and Future Lives:** Many Indians believe in the concept of reincarnation, where the soul is reborn in future lives. This belief reinforces the idea that one's current actions can influence their future lives, leading to a strong commitment to ethical conduct.

In summary, karma plays a significant role in an Indian manager's life by shaping their ethical decision-making, sense of responsibility, and personal development. It guides them to focus on intentions, relationships, and long-term consequences, ultimately influencing their approach to work and life.

Advantages and Disadvantages of karma in Indian manager's life

Karma is a central concept in Indian philosophy and spirituality, particularly in Hinduism, Buddhism, and Jainism. It refers to the idea that your actions have consequences, and these consequences can affect your present life as well as your

future lives (reincarnation). In the context of an Indian manager's life, karma can have both advantages and disadvantages:

Advantages of Karma in an Indian Manager's Life:

1. **Ethical Decision-Making:** Karma encourages individuals, including managers, to make ethical and morally sound decisions. Managers who follow the principles of karma are more likely to consider the long-term consequences of their actions on their team, the organization, and society as a whole.
2. **Accountability:** Karma emphasizes personal responsibility for one's actions. Indian managers who believe in karma are more likely to take ownership of their decisions and actions, fostering a sense of accountability in the workplace.
3. **Employee Relations:** Managers who practice good karma principles are likely to treat their employees with fairness and compassion. This can lead to better relationships with subordinates, increased employee satisfaction, and improved team dynamics.
4. **Long-Term Perspective:** Karma encourages individuals to consider the long-term consequences of their actions. Indian managers who apply this concept are more likely to focus on sustainable and responsible business practices rather than short-term gains.
5. **Personal Growth:** Believing in karma can promote personal growth and self-improvement. Managers who reflect on their actions and strive to improve themselves can become more effective leaders.

Disadvantages of Karma in an Indian Manager's Life:

1. **Fatalism:** Some individuals may interpret karma as a form of fatalism, believing that their fate is predestined by their past actions. This fatalistic view can lead to a lack of initiative and a reluctance to take risks.
2. **Inaction:** In some cases, managers might refrain from making tough decisions or taking necessary actions due to a fear of negative karmic

consequences. This can hinder progress and hinder necessary changes in the organization.

3. **Interference with Rational Decision-Making:** Overly emphasizing karma can sometimes lead to decisions based on superstition or irrational beliefs rather than evidence-based reasoning. This can be detrimental in a business context.
4. **Misinterpretation:** The concept of karma can be subject to misinterpretation and misapplication. Some individuals may use it as a justification for their actions or as a means to avoid responsibility.
5. **Lack of Focus on Skill Development:** While karma emphasizes personal growth, it may not necessarily promote skill development and professional improvement. Managers need to balance spiritual and personal development with the acquisition of relevant skills and knowledge.

In summary, karma can play a significant role in an Indian manager's life, influencing their decision-making, ethical conduct, and relationships with employees. However, it should be approached with a balanced perspective, as an excessive focus on karma can lead to fatalism, inaction, and a lack of rationality in decision-making. Finding a middle ground that promotes ethical behavior and personal growth while maintaining a practical approach to management is crucial.

Importance of Karma to managers

Karma is a concept rooted in various Eastern philosophies and religions, particularly Hinduism and Buddhism. It is often understood as the principle of cause and effect, where one's actions have consequences, and these consequences can impact one's present and future circumstances. While karma is primarily a spiritual and philosophical concept, it can have relevance and importance for managers in the following ways:

1. **Ethical Decision-Making:** Karma encourages individuals to act ethically and morally because one's actions will come back to them in some form.

Managers who make ethical decisions are more likely to build trust and positive relationships with their team members and stakeholders.

2. **Leadership Integrity:** Managers who lead with integrity and fairness are likely to create a positive work environment. Employees are more likely to respect and trust leaders who are consistent and ethical in their actions, which can lead to improved team dynamics and productivity.
3. **Employee Engagement:** The concept of karma can be applied to workplace relationships. Managers who treat their employees with respect and fairness are more likely to receive the same treatment in return. Engaged and satisfied employees are generally more productive and contribute positively to the organization.
4. **Long-Term Perspective:** Karma encourages individuals to think about the long-term consequences of their actions. Managers who consider the long-term impact of their decisions on the organization and its stakeholders are more likely to make decisions that benefit the company in the long run.
5. **Building a Positive Reputation:** Karma is also about reputation and how one's actions are perceived by others. Managers who consistently act in an ethical and responsible manner are more likely to build a positive reputation both within the organization and in the industry, which can lead to opportunities for career advancement and partnerships.
6. **Team Morale:** Treating team members with respect and fairness can lead to higher team morale. When employees see that their manager values and respects them, they are more likely to be motivated and satisfied with their work, which can lead to improved team performance.
7. **Conflict Resolution:** The concept of karma can also guide managers in resolving conflicts. Encouraging open communication and fairness in conflict resolution can help prevent negative consequences and foster positive relationships among team members.
8. **Personal Growth:** Managers who reflect on the concept of karma may also engage in personal growth and self-improvement. They may strive to

become better leaders, make more ethical decisions, and continually learn and develop their leadership skills.

It's important to note that while the concept of karma can provide valuable guidance for ethical and responsible leadership, it should not be seen as a strict, deterministic law. Instead, it serves as a reminder to consider the ethical and moral implications of one's actions and decisions as a manager. Ethical leadership and positive workplace relationships can contribute to a more harmonious and successful work environment.

Nishkama Karma Laws of karma

The concept of Nishkama Karma is a fundamental aspect of Hindu philosophy and the laws of karma. Nishkama Karma is often translated as "selfless action" or "desireless action." It is a spiritual principle that emphasizes performing one's duties and actions without attachment to the outcomes or fruits of those actions. This concept is closely related to the broader laws of karma in Hinduism.

Here are some key points regarding Nishkama Karma and its relationship to the laws of karma:

1. **Detachment from Outcomes:** Nishkama Karma encourages individuals to act without being overly concerned about the results or rewards of their actions. Instead of performing actions with a focus on personal gain or desires, one should act with a sense of duty and detachment from the consequences.
2. **Fulfilling One's Duty (Dharma):** Nishkama Karma is often associated with fulfilling one's dharma or duty. In Hinduism, dharma refers to the ethical and moral responsibilities and duties that individuals have based on their caste, age, gender, and other factors. By performing one's duties selflessly, individuals can progress spiritually and accumulate positive karma.
3. **Liberation (Moksha):** The ultimate goal of Nishkama Karma is spiritual liberation or Moksha. By performing selfless actions and adhering to one's dharma, individuals aim to break the cycle of birth and rebirth (samsara) and attain spiritual freedom and union with the divine.

4. **Bhagavad Gita:** The Bhagavad Gita, a sacred text within Hinduism, discusses the concept of Nishkama Karma extensively. In this scripture, Lord Krishna advises the warrior Arjuna to perform his duties as a warrior without attachment to the outcomes, thereby teaching the principles of selfless action.
5. **Karma Yoga:** Nishkama Karma is often associated with Karma Yoga, one of the paths of spiritual practice in Hinduism. Karma Yoga involves dedicating all actions to the Divine and performing them selflessly, as a form of worship.
6. **Reducing Negative Karma:** By practicing Nishkama Karma, individuals aim to reduce the accumulation of negative karma (actions that bind them to the cycle of rebirth) and increase the accumulation of positive karma (actions that lead to spiritual growth and liberation).

In summary, Nishkama Karma is a concept within the framework of karma that emphasizes selfless action, detachment from outcomes, and the fulfillment of one's duties as a means to spiritual liberation. It is an important aspect of Hindu philosophy and spirituality, and it is closely related to the broader understanding of karma and the laws governing it.

The great law and laws of god's creation

"The Great Law" and "Laws of God's Creation" can refer to various concepts depending on the context, religious or philosophical beliefs, or cultural perspectives. Here are some interpretations:

1. **Natural Law:** In philosophy, "The Great Law" often refers to the concept of natural law, which suggests that there are fundamental, universal principles that govern human behavior and morality. These principles are believed to be inherent in the natural order of the world and can be discerned through reason and observation. Some see natural law as reflecting God's will or divine order in the universe.

2. **Religious Laws:** Different religions have their own sets of laws and commandments that are often seen as divine instructions. For example, in Christianity, the Ten Commandments are considered fundamental laws given by God to Moses. In Islam, Sharia law comprises religious and moral principles derived from the Quran and the Hadith.
3. **Spiritual Laws:** Some New Age or spiritual belief systems talk about the "Laws of God's Creation" as universal principles governing spiritual growth and well-being. These may include the Law of Attraction, Law of Karma, and others, which are believed to shape our experiences and destiny.
4. **Cultural and Historical Interpretations:** The concept of "The Great Law" or similar ideas can be found in the teachings and traditions of many indigenous cultures, where it represents their understanding of how to live in harmony with nature and each other.

To provide a more detailed explanation or explore a specific aspect, please provide additional context or specify the particular interpretation you are interested in.

Laws of humility

Humility is a virtue valued in many cultures and belief systems, and while it may not have "laws" in the strict sense, there are principles and guidelines associated with practicing humility. Here are some key ideas often associated with humility:

1. **Self-awareness:** Recognize your own limitations, imperfections, and weaknesses. Understand that nobody is perfect, and everyone has room for improvement.
2. **Open-mindedness:** Be willing to listen to others, consider different perspectives, and accept constructive criticism. Acknowledge that you don't have all the answers and can learn from others.

3. Gratitude: Appreciate the contributions and efforts of others. Acknowledge the role that others play in your success or well-being, and express gratitude when appropriate.
4. Empathy: Seek to understand the feelings and experiences of others. Put yourself in their shoes and show compassion and kindness towards them.
5. Servant leadership: If you are in a position of authority or leadership, use your influence to serve others and meet their needs rather than seeking personal gain or power.
6. Acceptance of mistakes: Admit when you are wrong or have made a mistake. Avoid making excuses or shifting blame onto others. Instead, take responsibility and learn from your errors.
7. Modesty: Avoid bragging or seeking attention for your accomplishments. Let your actions and character speak for themselves.
8. Continuous learning: Humbly acknowledge that there is always more to learn and improve upon. Be open to personal growth and development.
9. Humble confidence: It's possible to be both humble and confident. Believe in your abilities and potential, but avoid arrogance and the belief that you are superior to others.
10. Putting others first: Prioritize the needs and well-being of others over your own desires and ego. Act in ways that benefit the greater good rather than seeking personal gain.

While these principles may not be codified as "laws," they provide a framework for practicing humility in one's life. Cultivating humility can lead to stronger relationships, personal growth, and a more compassionate and understanding approach to the world.

Laws of Growth

The "Laws of Growth" is a term often associated with personal development and success literature. These "laws" are not strict scientific principles but rather conceptual frameworks or principles that are believed to contribute to personal and professional growth and success. Different authors and speakers may articulate these laws in various ways, but some common themes include:

1. **Law of Intention:** This law emphasizes the importance of setting clear and specific intentions or goals. It suggests that having a clear purpose and direction is essential for growth and success.
2. **Law of Belief:** This law states that your beliefs shape your reality. It highlights the idea that having a positive and confident belief system can lead to better outcomes in life.
3. **Law of Focus:** This law suggests that focusing your energy and efforts on a specific goal or area of interest is crucial for achieving significant growth and success. Distraction and lack of focus can hinder progress.
4. **Law of Attraction:** This law is often associated with the idea that positive thoughts and emotions attract positive experiences and opportunities into your life. It encourages maintaining a positive mindset.
5. **Law of Action:** This law emphasizes the importance of taking consistent and purposeful action toward your goals. It suggests that action is a fundamental component of growth and success.
6. **Law of Learning:** This law underscores the significance of continuous learning and personal development. It implies that acquiring new knowledge and skills is essential for growth.
7. **Law of Persistence:** This law states that persistence and resilience are crucial for overcoming obstacles and setbacks on the path to success. It encourages perseverance in the face of challenges.
8. **Law of Acceleration:** This law suggests that growth and success can compound over time. As you make progress, your efforts may become more efficient and yield greater results.

9. **Law of Contribution:** This law highlights the idea that contributing to others and making a positive impact on the world can be a source of personal growth and fulfillment.

10. **Law of Responsibility:** This law emphasizes taking responsibility for your actions and outcomes. It suggests that personal accountability is essential for growth and success.

It's important to note that these "laws" are not universally accepted as scientific principles and can vary in their interpretation and application. They are often promoted in self-help books, motivational seminars, and personal development circles as guiding principles for individuals seeking to improve their lives and achieve their goals. Individuals may find value in these laws as inspirational and motivational tools, but their effectiveness can vary from person to person.

Laws of Responsibility

The concept of "laws of responsibility" is not a well-defined legal term. Responsibility in a legal context generally pertains to accountability for one's actions or omissions under the law. Laws that address responsibility can vary widely depending on the jurisdiction and the specific area of law in question. However, there are some fundamental legal principles and concepts related to responsibility that are commonly recognized in many legal systems. Here are a few key principles:

1. **Criminal Responsibility:** Criminal responsibility involves holding individuals accountable for violations of criminal laws. To be criminally responsible, a person typically must have committed a prohibited act (*actus reus*) and have had the requisite guilty mind or intent (*mens rea*) at the time of committing the act. Criminal responsibility also often involves the capacity to understand the wrongfulness of one's actions.
2. **Civil Responsibility:** In civil law, individuals or entities may be held responsible for causing harm or damage to others through actions or negligence. Civil responsibility is often resolved through civil lawsuits, where the plaintiff seeks compensation for the harm suffered.

3. **Contractual Responsibility:** In contract law, parties are responsible for fulfilling their obligations as outlined in a legally binding agreement or contract. Failure to do so can result in legal consequences, including breach of contract claims.
4. **Tortious Responsibility:** Tort law deals with civil wrongs or "torts," where one party's actions or omissions cause harm to another. Responsibility in tort law may involve liability for negligence, intentional harm, or strict liability, depending on the circumstances.
5. **Vicarious Responsibility:** This principle holds that one party can be held responsible for the actions of another. For example, employers may be held vicariously responsible for the actions of their employees during the course of employment.
6. **Parental Responsibility:** In family law, parental responsibility refers to the legal obligations and rights that parents have toward their children, including providing care, support, and guidance.
7. **Corporate Responsibility:** This pertains to the responsibility of corporations and other business entities to comply with laws and regulations governing their operations, including environmental regulations, labor laws, and consumer protection laws.
8. **Legal and Ethical Responsibility:** Individuals and organizations are often expected to act responsibly in accordance with both legal requirements and ethical principles. Ethical responsibility may go beyond what is legally mandated and involves moral obligations.

It's important to note that the specific laws and regulations governing responsibility can vary significantly from one jurisdiction to another and may also evolve over time. Moreover, the concept of responsibility can be quite complex and nuanced, and its application can depend on the specific facts and circumstances of a case. Therefore, if you have a specific legal question or concern related to responsibility, it is advisable to consult with a qualified attorney who can provide guidance tailored to your situation and the applicable laws in your jurisdiction.

Laws of Connections

The term "laws of connections" is not a widely recognized or specific concept in the realm of law, science, or any other commonly studied field. It's possible that you may be referring to a particular topic or idea that uses similar terminology but isn't commonly known by that name.

If you can provide more context or specify the field or concept you're interested in, I'd be happy to try to provide more information or clarify any confusion. Please provide additional details or rephrase your question if possible.

Laws of Connections in Karma principles

In the context of karma principles, there aren't specific "laws of connections" that are universally recognized. Karma is a complex concept that is rooted in various religious and philosophical traditions, such as Hinduism, Buddhism, and Jainism. It is often described as the law of cause and effect, where your actions have consequences, either in this life or in future lives, depending on your belief system.

While there are no specific "laws of connections" associated with karma, here are some key principles and ideas often associated with karma:

1. **Law of Cause and Effect:** This is the fundamental principle of karma, stating that every action has consequences. Positive actions lead to positive outcomes, and negative actions lead to negative outcomes.
2. **Law of Balance:** Karma is often seen as a way to restore balance in the universe. If you do a good deed, you can expect good things to come your way eventually, and if you engage in negative actions, you can expect negative consequences.
3. **Law of Reincarnation:** In some belief systems, karma is linked to the concept of reincarnation, where your actions in this life influence your circumstances and experiences in future lives.
4. **Law of Intent:** Karma is not just about actions; it also considers your intentions. Good intentions behind an action can mitigate the negative

effects of the action itself, and bad intentions can worsen the consequences of a seemingly positive action.

5. Law of Forgiveness: Some interpretations of karma emphasize the importance of forgiveness and redemption. By acknowledging past mistakes and making amends, it is believed that you can improve your karma.
6. Law of Detachment: Detaching from the outcomes of your actions can help you generate positive karma. When you act selflessly without attachment to the results, it is considered a higher form of karma.

These principles vary among different belief systems and interpretations of karma. It's important to note that karma is a deeply philosophical and spiritual concept, and its understanding may differ from one tradition to another. Additionally, some people may not adhere to the concept of karma at all.

Meaning of Corporate Karma

"Corporate karma" is a concept that draws a parallel between the actions and behavior of a corporation and the spiritual or moral principles associated with the concept of karma in various Eastern philosophies and religions, particularly in Hinduism and Buddhism.

In traditional Eastern belief systems, karma is the idea that every action a person takes has consequences, either in this life or in future lives. These consequences can be positive or negative, depending on whether the actions are good or bad. Essentially, it's the principle of cause and effect: good actions lead to positive outcomes, and bad actions lead to negative outcomes.

Applied to the corporate world, "corporate karma" suggests that the actions and decisions made by a corporation can have ethical, social, and environmental consequences. Just as individuals are believed to accumulate karma based on their deeds, corporations can also accumulate a type of karma based on their business practices and behavior. If a corporation engages in ethical and responsible practices, it is said to have positive corporate karma, which can lead to favorable outcomes such as a good reputation, customer loyalty, and long-term success. On

the other hand, if a corporation engages in unethical or harmful practices, it may accumulate negative corporate karma, which can result in negative consequences like lawsuits, loss of customers, and damage to its reputation.

In essence, the concept of corporate karma serves as a reminder that corporations, like individuals, should act ethically and responsibly because their actions can have far-reaching consequences not only for their bottom line but also for society and the environment. It emphasizes the idea that businesses should strive to do good and avoid harm to achieve positive corporate karma and sustainable success.

The term "Corporate Karma" is a concept that draws parallels between the actions and behavior of corporations (large businesses or organizations) and the principles of karma, which is a belief system originating from Hinduism and Buddhism.

In the context of business and corporate ethics, "Corporate Karma" suggests that the actions and decisions made by a corporation will have consequences, just as individuals' actions have consequences in the concept of karma. It emphasizes that corporations should strive to act ethically, responsibly, and in a socially conscious manner because their actions can impact not only their own success but also the well-being of employees, customers, communities, and the environment.

Here are a few key points associated with the concept of Corporate Karma:

1. **Ethical Behavior:** Corporations are encouraged to act ethically and morally in their business practices. This includes treating employees fairly, being honest in advertising and product quality, and respecting the rights of communities and the environment.
2. **Long-Term Perspective:** Corporate Karma suggests that the consequences of a corporation's actions may not be immediate but can manifest over time. Companies that prioritize short-term profits at the expense of ethical considerations may face negative repercussions in the future.
3. **Reputation:** A good corporate reputation built on ethical behavior can lead to positive outcomes such as customer loyalty, trust, and brand value. Conversely, unethical behavior can damage a company's reputation and lead to loss of trust.

4. **Social Responsibility:** Corporations are encouraged to take on social responsibilities and engage in activities that benefit the greater good. This can include philanthropy, sustainability initiatives, and community engagement.
5. **Environmental Impact:** Corporate Karma also extends to the environmental consequences of a company's actions. Companies that engage in sustainable and eco-friendly practices may be seen as responsible corporate citizens, while those causing environmental harm may face backlash.
6. **Legal and Regulatory Consequences:** Unethical or illegal corporate behavior can lead to legal and regulatory consequences, including fines, lawsuits, and damage to a company's reputation.

In summary, Corporate Karma is a concept that underscores the idea that corporations should consider the ethical, social, and environmental impacts of their actions and decisions because these actions can have long-term consequences, both positive and negative, for the company and the world at large. It promotes the idea that ethical behavior and responsible business practices are not only morally right but also beneficial for long-term success.

Methodology of Corporate Karma

The concept of "Corporate Karma" is not a well-defined or widely-recognized term in business or management literature. However, if you are interested in exploring the idea of corporate responsibility, ethical business practices, and building a positive reputation, you can create a methodology based on established principles of corporate social responsibility (CSR) and ethical business conduct. Here's a general outline of a methodology that aligns with the spirit of corporate karma:

1. Understanding Corporate Karma:

- Define your interpretation of "Corporate Karma." Is it about creating a positive impact on society and the environment? Is it about building trust and goodwill among stakeholders?

2. Stakeholder Analysis:

- Identify all your key stakeholders, including customers, employees, investors, suppliers, communities, and regulatory bodies.
- Understand their expectations and concerns regarding your business.

3. Ethical Leadership:

- Promote ethical leadership within your organization, starting from the top.
- Set a strong ethical tone and encourage leaders to lead by example.

4. Corporate Governance:

- Ensure strong corporate governance practices to maintain transparency and accountability.
- Implement ethical codes of conduct and policies that guide decision-making.

5. Sustainability Initiatives:

- Develop and implement sustainability initiatives that align with your corporate values and mission.
- Reduce environmental impacts, improve resource efficiency, and consider the social and environmental consequences of your operations.

6. Community Engagement:

- Engage with local communities and support initiatives that contribute positively to their well-being.
- Foster mutually beneficial relationships with the communities where you operate.

7. Employee Welfare:

- Prioritize the well-being of your employees through fair wages, benefits, and a safe working environment.
- Encourage professional development and diversity and inclusion.

8. Supply Chain Responsibility:

- Ensure ethical practices within your supply chain.
- Verify that suppliers adhere to ethical and sustainable standards.

9. Transparency and Reporting:

- Maintain transparency in your operations and financial reporting.
- Publish regular CSR reports to showcase your efforts and progress.

10. Continuous Improvement:

- Regularly assess your corporate karma efforts and seek areas for improvement.
- Gather feedback from stakeholders and adjust your strategy accordingly.

11. Crisis Management and Responsiveness:

- Prepare for and respond to potential crises with transparency and a commitment to doing the right thing.

12. Measuring Impact:

- Establish key performance indicators (KPIs) to measure the impact of your corporate karma initiatives.
- Monitor and report on progress towards your goals.

13. Alignment with Purpose:

- Ensure that all corporate actions align with your organization's purpose and values.

14. Learning and Adaptation:

- Be open to learning from your mistakes and adapting your approach as necessary.

15. Communication and Storytelling:

- Share your corporate karma efforts with stakeholders through effective communication and storytelling.

16. Long-term Commitment:

- Understand that building positive corporate karma is a long-term commitment, and results may not be immediate.

Remember that corporate karma, like personal karma, is about the long-term consequences of your actions. By integrating ethical, responsible, and sustainable practices into your business operations, you can build a positive reputation and contribute to a better world while reaping the benefits of good corporate karma in the form of customer loyalty, employee satisfaction, and long-term success.

"Corporate Karma" is a concept that draws parallels between the actions of a corporation and the idea of karma from Eastern philosophy, which suggests that actions have consequences that affect a person's future. In the context of business and corporate social responsibility (CSR), "Corporate Karma" refers to the idea that a company's actions and behavior, especially in areas like ethics, sustainability, and social impact, can have long-term consequences for its reputation, profitability, and success.

Here is a methodology for approaching Corporate Karma:

1. Self-awareness and Values Identification:

- Begin by understanding the core values of the corporation. What does the company stand for, and what are its long-term goals beyond profit?
- Assess how the corporation's values align with societal and environmental needs.

2. Stakeholder Engagement:

- Identify and engage with key stakeholders, including customers, employees, investors, suppliers, and the local community.
- Seek input and feedback from these stakeholders to understand their expectations and concerns.

3. Environmental Responsibility:

- Implement environmentally sustainable practices and policies.
- Set clear goals for reducing the company's carbon footprint, energy consumption, and waste generation.
- Promote eco-friendly products and services.

4. Social Responsibility:

- Invest in the well-being of employees, including fair wages, workplace safety, and professional development opportunities.
- Support community initiatives and philanthropic efforts.
- Promote diversity, equity, and inclusion within the company.

5. Ethical Business Practices:

- Uphold high ethical standards in all business operations.
- Avoid unethical practices such as fraud, bribery, and corruption.
- Create a strong code of ethics and ensure it is followed throughout the organization.

6. Transparency and Accountability:

- Maintain transparency in financial reporting and disclose all relevant information to stakeholders.
- Establish clear accountability mechanisms to address any lapses in ethical behavior or CSR commitments.

7. Continuous Improvement:

- Regularly assess the company's CSR initiatives and performance.
- Adapt and evolve CSR strategies based on changing societal, environmental, and economic conditions.

8. Measurement and Reporting:

- Develop key performance indicators (KPIs) to measure the impact of CSR efforts.
- Regularly report on CSR progress and impact through annual sustainability reports.

9. Risk Management:

- Identify and mitigate potential risks associated with CSR initiatives.
- Have contingency plans in place for addressing unforeseen challenges.

10. Long-Term Commitment:

- Understand that Corporate Karma is not about short-term gains but long-term sustainability and reputation.
- Cultivate a culture of responsibility and ethical behavior throughout the organization.

11. Engagement with External Organizations:

- Collaborate with NGOs, industry associations, and government bodies to address larger societal and environmental issues.

12. Reputation Management:

- Be proactive in managing the company's reputation by addressing any negative impacts promptly and transparently.

By following this methodology, a corporation can work towards building a positive Corporate Karma, which can lead to long-term success, positive brand perception, and a stronger connection with its stakeholders.

Guidelines for Good Corporate Karma

"Good Corporate Karma" is a concept that reflects a company's commitment to ethical and socially responsible behavior. It involves actions and practices that go beyond profit-making and focus on creating a positive impact on society and the environment. Here are some guidelines for cultivating good corporate karma:

1. Ethical Business Practices:

- Conduct business with honesty, integrity, and transparency.
- Follow all applicable laws and regulations.
- Avoid engaging in unethical practices such as fraud, bribery, or corruption.

2. Environmental Responsibility:

- Reduce your company's carbon footprint by implementing sustainable practices.
- Use resources efficiently and minimize waste.
- Invest in renewable energy sources and eco-friendly technologies.

3. Social Responsibility:

- Support local communities through philanthropic efforts and volunteer programs.
- Promote diversity, equity, and inclusion within the workplace.
- Ensure fair labor practices and treat employees with respect and dignity.

4. Stakeholder Engagement:

- Communicate openly with stakeholders, including customers, employees, investors, and suppliers.
- Listen to feedback and address concerns promptly.
- Build strong relationships based on trust and mutual benefit.

5. Product and Service Quality:

- Deliver high-quality products or services that meet or exceed customer expectations.
- Prioritize customer satisfaction and safety.
- Continuously innovate and improve your offerings.

6. Corporate Governance:

- Establish a strong system of corporate governance to ensure accountability and ethical decision-making.
- Maintain a diverse and independent board of directors.
- Implement effective risk management practices.

7. Sustainability Reporting:

- Publish annual sustainability reports that disclose your company's environmental, social, and governance (ESG) performance.
- Set clear goals and targets for improvement in ESG areas.

8. Supply Chain Responsibility:

- Evaluate and audit your supply chain to ensure that suppliers adhere to ethical and sustainable standards.
- Work with suppliers to improve their practices if necessary.

9. Community Engagement:

- Engage in initiatives that benefit the communities in which you operate.

- Support local charities, schools, and organizations.
- Consider the social impact of your business decisions on the surrounding community.

10. Continuous Improvement:

- Regularly assess and update your corporate responsibility strategy.
- Stay informed about emerging sustainability trends and best practices.
- Encourage employee involvement in CSR initiatives.

11. Legal Compliance:

- Stay informed about changing laws and regulations related to corporate responsibility.
- Ensure that your company complies with all applicable laws and regulations.

12. Ethical Leadership:

- Demonstrate ethical leadership from the top down within your organization.
- Encourage employees to uphold ethical values and make responsible decisions.

By following these guidelines, a company can build and maintain good corporate karma, which can lead to long-term success, positive brand reputation, and a meaningful contribution to society and the environment.

"Good Corporate Karma" refers to a company's commitment to ethical and socially responsible business practices that benefit not only the company but also society and the environment. Here are some guidelines for fostering good corporate karma:

1. **Ethical Leadership:** Start at the top with ethical leadership that sets the tone for the entire organization. Leaders should lead by example and uphold high ethical standards in their decision-making.
2. **Transparency:** Be open and transparent in your business operations. Share information about your products, services, and practices with customers, employees, and stakeholders. Transparency builds trust.
3. **Social Responsibility:** Commit to being a responsible corporate citizen. This includes giving back to the community through philanthropic efforts and engaging in activities that promote social and environmental well-being.
4. **Sustainability:** Implement sustainable practices in your operations. Reduce your environmental footprint by conserving resources, minimizing waste, and adopting eco-friendly technologies.
5. **Employee Well-being:** Prioritize the well-being of your employees. Provide a safe, inclusive, and respectful workplace. Offer competitive compensation and benefits, as well as opportunities for professional growth and development.
6. **Diversity and Inclusion:** Foster a diverse and inclusive workforce. Embrace diversity in all its forms and create an environment where everyone feels valued and respected.
7. **Ethical Sourcing:** Ensure that your supply chain adheres to ethical and fair labor practices. Avoid sourcing from suppliers that engage in exploitative or unethical practices.
8. **Quality Products and Services:** Deliver high-quality products and services that meet or exceed customer expectations. Ethical business practices extend to the quality and safety of what you offer.
9. **Customer Focus:** Put the customer first. Listen to customer feedback, address concerns promptly, and strive for continuous improvement based on customer needs and preferences.

10. **Compliance and Legal Obligations:** Comply with all applicable laws, regulations, and industry standards. Maintain the highest level of integrity in your dealings with regulators and government agencies.
11. **Risk Management:** Implement robust risk management practices to identify and mitigate potential ethical, legal, and operational risks. Develop contingency plans for addressing issues if they arise.
12. **Stakeholder Engagement:** Engage with all stakeholders, including customers, employees, investors, suppliers, and the local community. Seek their input and involve them in decision-making processes when appropriate.
13. **Long-Term Perspective:** Adopt a long-term perspective in your business strategy. Avoid short-term gains that may harm the company's reputation or have negative social and environmental impacts.
14. **Continuous Improvement:** Continuously assess and improve your corporate karma initiatives. Regularly review and update your policies and practices to stay aligned with evolving ethical and sustainability standards.
15. **Accountability:** Hold yourself accountable for your actions and decisions. Establish mechanisms for reporting ethical concerns and misconduct and take appropriate action when violations occur.

By following these guidelines, companies can cultivate good corporate karma, which not only benefits their reputation but also contributes to a more sustainable, ethical, and responsible business environment.

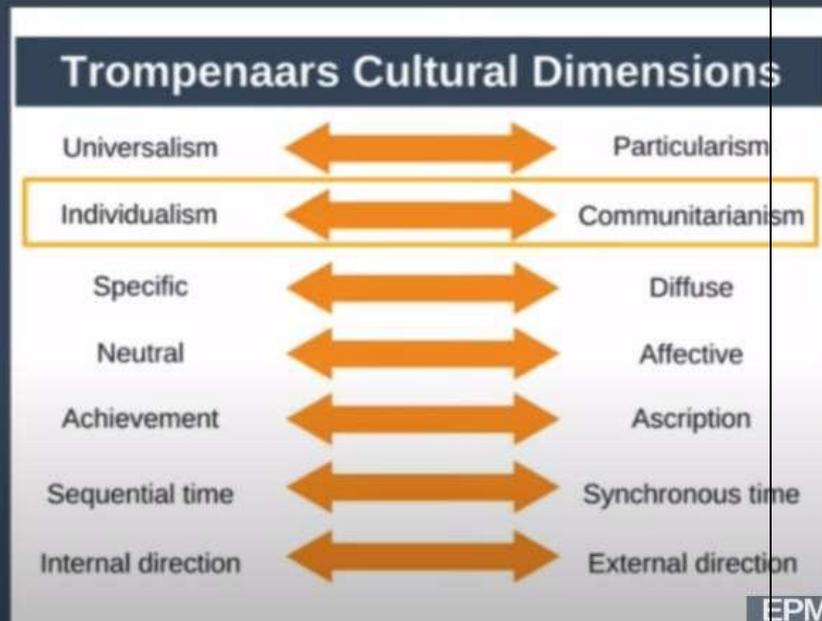
Universalism vs. Particularism

- What matters more - rules or relationships?
- Universalism = treat all cases the same.
- Particularism = relationships more important than rules.
- Universalist culture tips:
 - Keep your promises.
 - Be consistent.
 - Explain your logic.
- Particularist culture tips:
 - Invest in relationship building.
 - Respect people's needs.
 - Call out important rules.

Trompenaars Cultural Dimensions		
Universalism	↔	Particularism
Individualism	↔	Communitarianism
Specific	↔	Diffuse
Neutral	↔	Affective
Achievement	↔	Ascription
Sequential time	↔	Synchronous time
Internal direction	↔	External direction

Individualism vs. Communitarianism

- Do you work as a team or as individuals?
- Individualistic cultures: outcomes are the result of your choices.
- Communitarianism: quality of life is better if we help each other.
- Individualistic culture tips:
 - Reward based on individual performance.
 - Encourage use of initiative.
 - Align individual's need with those of the organization.
- Communitarian culture tips:
 - Reward the group.
 - Praise the group in public.
 - Include team in decision making.



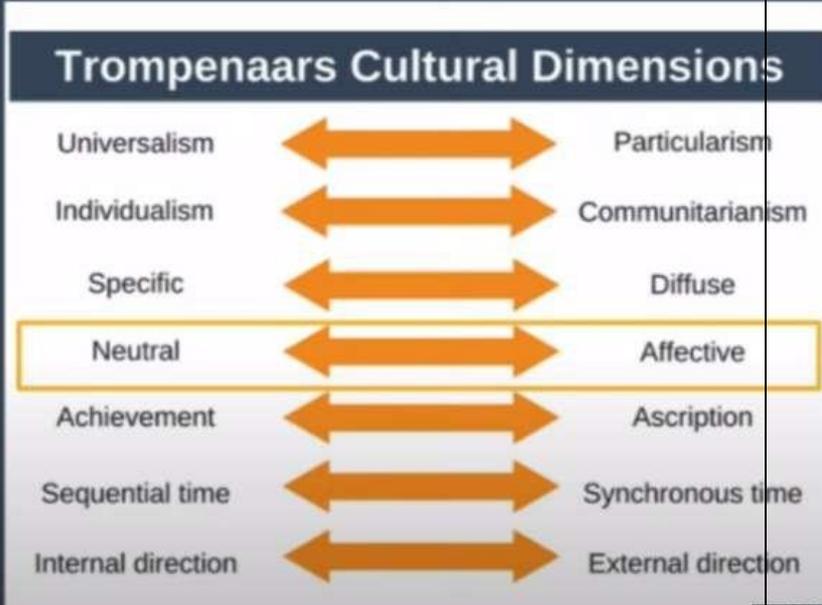
Specific vs. Diffuse

- How separate is your personal and private life?
- Specific culture: personal and work life separate.
- Diffuse: personal and work life interconnected.
- Specific culture tips:
 - Use agendas.
 - Stick to agenda.
 - Objectives first, relationships later.
- Diffusive culture tips:
 - Relationship build first.
 - Prioritize social events.
 - Expect a mix of situations.

Trompenaars Cultural Dimensions		
Universalism	↔	Particularism
Individualism	↔	Communitarianism
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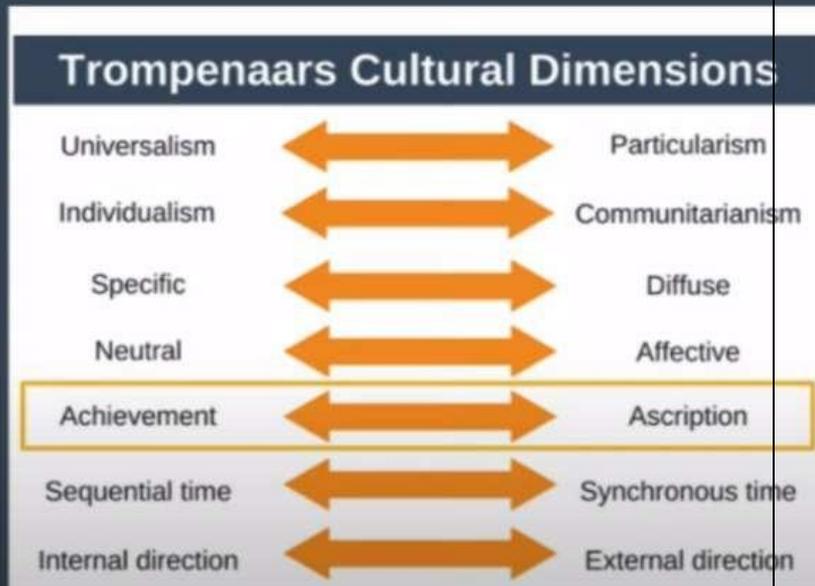
Neutral vs. Affective

- Do you show your emotions?
- Neural: don't tend to share emotions.
- Affective: tend to share emotions.
- Neutral culture tips:
 - Keep emotions in check.
 - Read between the lines.
 - Stay on topic in meetings.
- Affective culture tips:
 - Use emotion to communicate.
 - Share how you feel.
 - Learn to diffuse high-emotion situations.



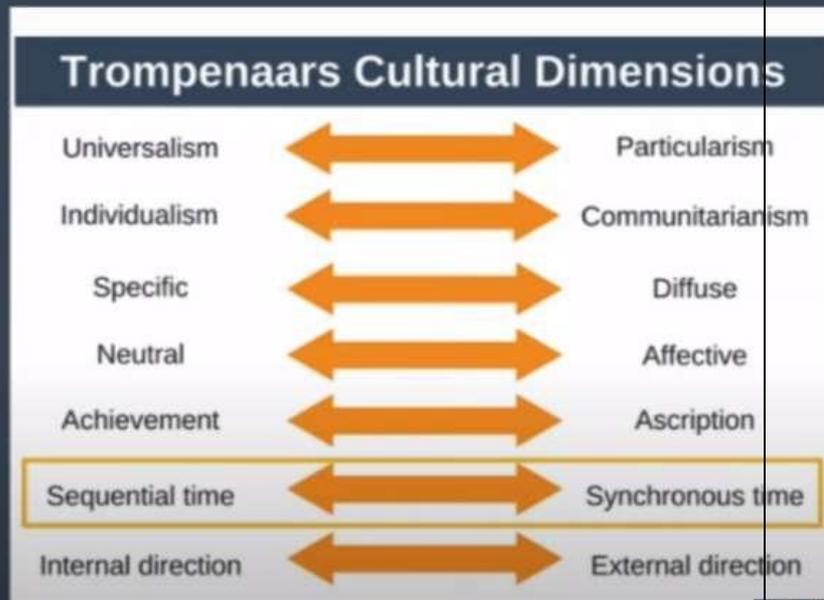
Achievement vs. Ascription

- Do you prove yourself to get status or is it given to you?
- Achievement: earn status through knowledge or skill.
- Ascription: you are given status.
- Achievement culture tips:
 - Praise individuals in front of peers.
 - Avoid using titles.
 - Reward individual performance.
- Ascription culture tips:
 - Use titles.
 - Show respect to superiors.



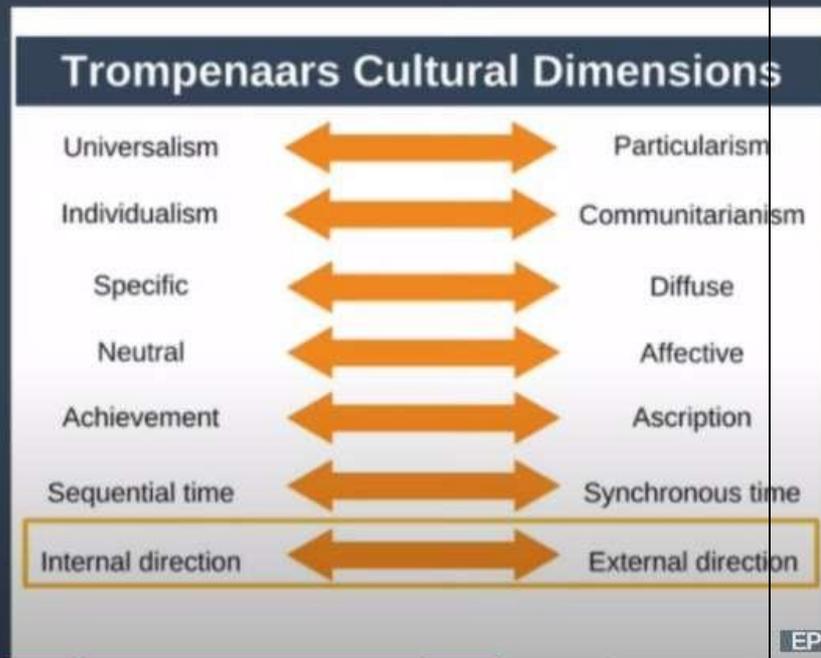
Sequential Time vs. Synchronous Time

- One thing at a time or many things at once?
- Sequential time: projects are completed in stages.
- Synchronous time: the past, present, and future is interwoven.
- Sequential time tips:
 - Keep to deadlines.
 - Stick to schedule.
 - Show up on time.
- Synchronous time tips:
 - Allow autonomy within the schedule.
 - Allow time for latecomers.
 - Be explicit.



Internal Direction vs. External Direction

- Do you control your environment or are you controlled by it?
- Internal direction: you control your environment to achieve your goals.
- External direction: you must work within your to achieve your goals.
- Internal direction tips:
 - Allow setting of own learning development plans.
 - Allow constructive criticism.
 - Set clear goals.
- External direction tips:
 - Use feedback, not goals.
 - Allow people autonomy.



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How to Use the Model

- No clear and consistent way to use it.
- But... you can use this process:
 - Self-evaluate that any misunderstanding is caused by cultural differences.
 - Score the person against each of the 7 dimensions.
 - Examine those dimensions with the biggest score. Select from the tips provided.

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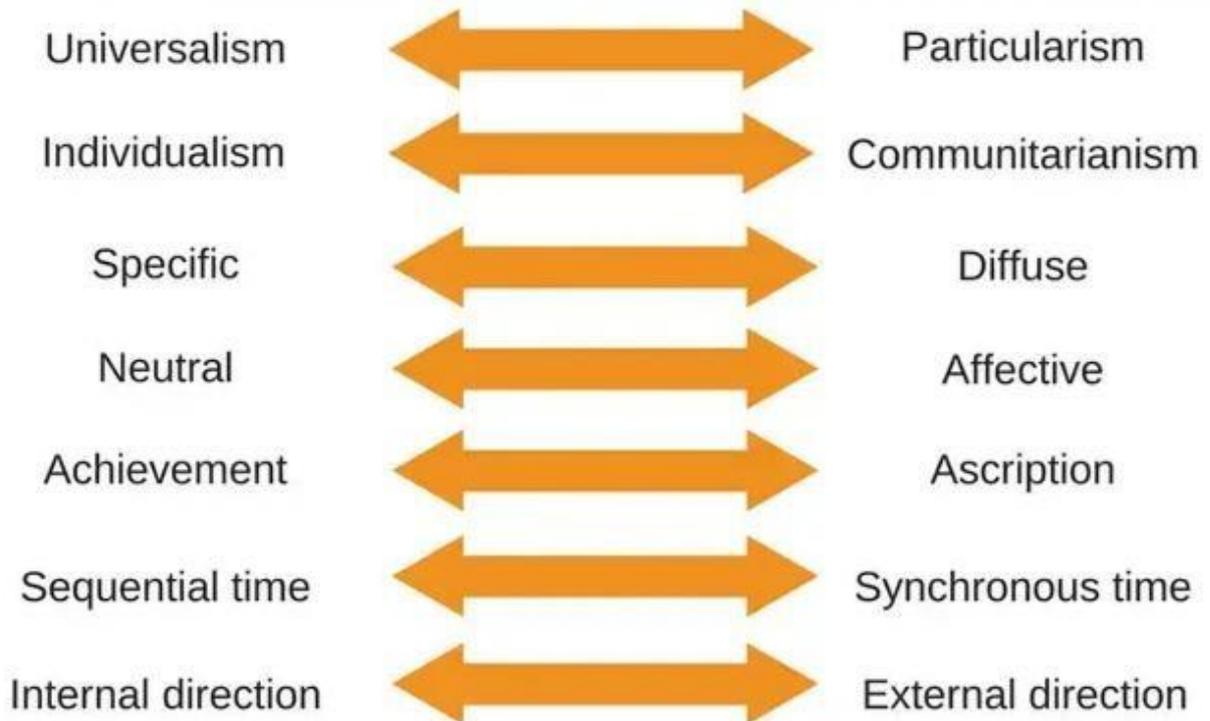
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Summary

- Trompenaars Cultural Dimensions can help us understand why misunderstandings occur when working with different cultures.
- The key advantage of the model is that it allows you to step outside of your biases.
- In doing so you can see how another culture might approach a problem.
- This can then prompt you with ideas to resolve any misunderstanding.

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Trompenaars Cultural Dimensions



The Seven Dimensions of Culture

Many of us work routinely with people from other cultures and backgrounds.

Often this goes well, and the cultural differences are interesting and enriching. However, sometimes things go wrong, for reasons that we may not understand.

This is where it's important to understand the differences between cultures, so that we can work with people more effectively, and prevent misunderstandings.

Trompenaars and Hampden-Turner's Seven Dimensions of Culture help us do this. We'll look at the seven dimensions in this article, and we'll explore how you can apply the model in your own situation.

What Are the Seven Dimensions of Culture?

The Seven Dimensions of Culture were identified by management consultants Fons Trompenaars and Charles Hampden-Turner, and the model was published in their 1997 book, "Riding the Waves of Culture."

Trompenaars and Hampden-Turner developed the model after spending 10 years researching the preferences and values of people in dozens of cultures around the world. As part of this, they sent questionnaires to more than 46,000 managers in 40 countries.

They found that people from different cultures aren't just randomly different from one another; they differ in very specific, even predictable, ways. This is because each culture has its own way of thinking, its own values and beliefs, and different preferences placed on a variety of different factors.

Trompenaars and Hampden-Turner concluded that what distinguishes people from one culture compared with another is where these preferences fall in one of the following seven dimensions*:

1. Universalism versus particularism.
2. Individualism versus communitarianism.
3. Specific versus diffuse.
4. Neutral versus emotional.
5. Achievement versus ascription.
6. Sequential time versus synchronous time.
7. Internal direction versus outer direction.

We'll look at each dimension in detail below.

You can use the model to better understand people from different cultural backgrounds, so that you can prevent misunderstandings and enjoy a better working relationship with them. This is especially useful if you do business with people from around the world, or if you manage a diverse group of people.

The model also highlights that one culture is not necessarily better or worse than another; people from different cultural backgrounds simply make different choices.

However, the model doesn't tell you how to measure people's preferences on each dimension. Therefore, it's best to use it as a general guide when dealing with people from different cultures.

How to Apply the Seven Dimensions

Let's look at each of the dimensions in detail, and explore some of the strategies that you can use with people who fit the characteristics highlighted in each dimension.

Note 1:

For each dimension, we've included some of the national cultures that Trompenaars and Hampden-Turner identified as having a preference at each extreme of that particular dimension. You can use this as a general guide, but remember to treat people as individuals, and to avoid stereotyping.

Note 2:

The cultural dimensions don't take into account people's personal experiences or differences between sub-cultures within the country, so bear this in mind when you're applying the model.

This is especially relevant in today's global environment, where people can be influenced by many different cultures.

Note 3:

Be sensible in how you apply these strategies. In practice, there will be many other factors that will have a bearing on how you manage people and communicate with them.

1. Universalism Versus Particularism (Rules Versus Relationships)

Dimension	Characteristics	Strategies
Universalism	People place a high importance on laws, rules, values, and obligations. They try to deal fairly with people based on these rules, but rules come before relationships.	<ul style="list-style-type: none">• Help people understand how their work ties into their values and beliefs.• Provide clear instructions, processes, and procedures.• Keep promises and be consistent.• Give people time to make decisions.• Use an objective process to make decisions yourself, and explain your decisions if others are involved.
Particularism	People believe that each circumstance, and each relationship, dictates the rules that they live by. Their response to a situation may change, based on what's happening in the moment, and who's involved.	<ul style="list-style-type: none">• Give people autonomy to make their own decisions.• Respect others' needs when you make decisions.• Be flexible in how you make decisions.

Dimension

Characteristics

Strategies

- Take time to build relationships and get to know people so that you can better understand their needs.
- Highlight important rules and policies that need to be followed.

Typical universalist cultures include the U.S., Canada, the U.K, the Netherlands, Germany, Scandinavia, New Zealand, Australia, and Switzerland.

Typical particularistic cultures include Russia, Latin America, and China.

2. Individualism Versus Communitarianism (The Individual Versus The Group)

Dimension

Characteristics

Strategies

Individualism

People believe in personal freedom and achievement. They believe that you make your own decisions, and that you must take care of yourself.

- Praise and reward individual performance.
- Give people autonomy to make their own decisions and to use their initiative.
- Link people's needs with those of the group or organization.
- Allow people to be creative and to learn from their mistakes.

Dimension	Characteristics	Strategies
Communitarianism	People believe that the group is more important than the individual. The group provides help and safety, in exchange for loyalty. The group always comes before the individual.	<ul style="list-style-type: none"> • Praise and reward group performance. • Don't praise individuals publically. • Allow people to involve others in decision making. • Avoid showing favoritism.

Typical individualist cultures include the U.S., Canada, the U.K, Scandinavia, New Zealand, Australia, and Switzerland.

Typical communitarian cultures include countries in Latin America, Africa, and Japan.

3. Specific Versus Diffuse (How Far People Get Involved)

Dimension	Characteristics	Strategies
Specific	People keep work and personal lives separate. As a result, they believe that relationships don't have much of an impact on work objectives, and, although good relationships are important, they believe that people can work together without having a good relationship.	<ul style="list-style-type: none"> • Be direct and to the point. • Focus on people's objectives before you focus on strengthening relationships. • Provide clear instructions, processes, and procedures. • Allow people to keep their work and home lives separate.

Dimension

Characteristics

Strategies

Diffuse

People see an overlap between their work and personal life. They believe that good relationships are vital to meeting business objectives, and that their relationships with others will be the same, whether they are at work or meeting socially. People spend time outside work hours with colleagues and clients.

- Focus on building a good relationship before you focus on business objectives.
- Find out as much as you can about the people that you work with and the organizations that you do business with.
- Be prepared to discuss business on social occasions, and to have personal discussions at work.
- Try to avoid turning down invitations to social functions.

Typical specific cultures include the U.S., the U.K., Switzerland, Germany, Scandinavia, and the Netherlands.

Typical diffuse cultures include Argentina, Spain, Russia, India, and China.

4. Neutral Versus Emotional (How People Express Emotions)

Dimension

Characteristics

Strategies

Neutral

People make a great effort to control their emotions. Reason influences their actions far more than their feelings. People don't reveal what they're thinking or how they're feeling.

- Manage your emotions effectively.
- Watch that your body language doesn't convey negative emotions.

Dimension

Characteristics

Strategies

Emotional

People want to find ways to express their emotions, even spontaneously, at work. In these cultures, it's welcome and accepted to show emotion.

- "Stick to the point" in meetings and interactions.
- Watch people's reactions carefully, as they may be reluctant to show their true emotions.
- Open up to people to build trust and rapport.
- Use emotion to communicate your objectives.
- Learn to manage conflict effectively, before it becomes personal.
- Use positive body language.
- Have a positive attitude.

Typical neutral cultures include the U.K., Sweden, the Netherlands, Finland, and Germany.

Typical emotional cultures include Italy, France, Spain, and countries in Latin America.

5. Achievement Versus Ascription (How People View Status)

Dimension

Characteristics

Strategies

Achievement

People believe that you are what you do, and they base your worth accordingly. These cultures value

- Reward and recognize good performance appropriately.

Dimension	Characteristics	Strategies
	performance, no matter who you are.	<ul style="list-style-type: none"> • Use titles only when relevant. • Be a good role model.
Ascription	People believe that you should be valued for who you are. Power, title, and position matter in these cultures, and these roles define behavior.	<ul style="list-style-type: none"> • Use titles, especially when these clarify people's status in an organization. • Show respect to people in authority, especially when challenging decisions. • Don't "show up" people in authority. • Don't let your authority prevent you from performing well in your role.

Typical achievement cultures include the U.S., Canada, Australia, and Scandinavia.

Typical ascription cultures include France, Italy, Japan, and Saudi Arabia.

6. Sequential Time Versus Synchronous Time (How People Manage Time)

Dimension	Characteristics	Strategies
Sequential Time	People like events to happen in order. They place a high value on punctuality, planning (and sticking to your plans), and staying on schedule. In this culture, "time is money," and people don't appreciate it when their schedule is thrown off.	<ul style="list-style-type: none"> • Focus on one activity or project at a time. • Be punctual. • Set clear deadlines. • Keep to deadlines.

Dimension	Characteristics	Strategies
Synchronous Time	People see the past, present, and future as interwoven periods. They often work on several projects at once, and view plans and commitments as flexible.	<ul style="list-style-type: none"> • Be flexible in how you approach work. • Allow people to be flexible on tasks and projects, where possible. • Highlight the importance of punctuality and deadlines if these are key to meeting objectives.

Typical sequential-time cultures include Germany, the U.K., and the U.S.

Typical synchronous-time cultures include Japan, Argentina, and Mexico.

7. Internal Direction Versus Outer Direction (How People Relate to Their Environment)

Dimension	Characteristics	Strategies
Internal Direction (This is also known as having an internal locus of control.)	People believe that they can control nature or their environment to achieve goals. This includes how they work with teams and within organizations.	<ul style="list-style-type: none"> • Allow people to develop their skills and take control of their learning. • Set clear objectives that people agree with. • Be open about conflict and disagreement, and allow people to engage in constructive conflict.

Dimension	Characteristics	Strategies
Outer Direction (This is also known as having an external locus of control.)	People believe that nature, or their environment, controls them; they must work with their environment to achieve goals. At work or in relationships, they focus their actions on others, and they avoid conflict where possible. People often need reassurance that they're doing a good job.	<ul style="list-style-type: none"> • Provide people with the right resources to do their jobs effectively. • Give people direction and regular feedback, so that they know how their actions are affecting their environment. • Reassure people that they're doing a good job. • Manage conflict quickly and quietly. • Do whatever you can to boost people's confidence. • Balance negative and positive feedback. • Encourage people to take responsibility for their work.

Typical internal-direction cultures include Israel, the U.S., Australia, New Zealand, and the U.K.

Typical outer-direction cultures include China, Russia, and Saudi Arabia.

Tip 1:

[Hofstede's Cultural Dimensions](#) is another model that can help you to understand different cultures. The advantage of Hofstede's model is that his research included only employees from one organization – IBM – so his findings are unlikely to be affected by differences in company culture. The disadvantage is that the culture of this company may skew more general results.

Tip 2:

To learn more about managing and working with people from specific countries and cultures, see the Managing Around the World articles in our [Team Management](#) section, and listen to our Expert Interviews with [Terri Morrison](#) and [Michael Schell](#).

Key Points

The Seven Dimensions of Culture model was created by Fons Trompenaars and Charles Hampden-Turner, and was published in their book, "Riding the Waves of Culture."

The model says that what distinguishes people from one culture compared with another is where their preferences fall on each of the following seven dimensions:

1. Universalism versus particularism.
2. Individualism versus communitarianism.
3. Specific versus diffuse.
4. Neutral versus emotional.
5. Achievement versus ascription.
6. Sequential time versus synchronous time.
7. Internal direction versus outer direction.

You can use the model to better understand people from different cultural backgrounds, so that you can work with them more effectively, and prevent misunderstandings.

Be sensible in how you apply the model. Treat people as individuals, and remember that there are many factors that will have a bearing on how you communicate and interact with other people.

Because of globalisation and the internet, more and more international teams are forming within scale-ups, enterprises and even start-ups. This is of course fantastic, but what about cultural differences in the workplace and the associated misunderstandings that you may encounter as a result?

With the help of [Trompenaars' model of national culture differences](#) you can learn to recognise the seven most common cultural differences that could appear in an international workplace. We also briefly describe what you should do if you work in one of these cultural dimensions.

The model of Fons Trompenaars and Charles Hampden-Turner contains seven dimensions. Each dimension contains two opposites:

1. universalism vs. particularism
2. individualism vs. communitarianism
3. neutral vs. emotional
4. specific vs. diffuse
5. achievement vs. ascription
6. sequential vs. synchronic
7. internal vs. external control

Tip: are you interested in topics related to leadership? Download our white paper [Leadership And Corporate Culture](#).

1. Universalism vs. particularism: rules vs. relationships

This dimension is all about the following question: “which things are more important, rules or relationships”.

Universalism

In universalist cultures, laws, rules, values, and obligations have greater priority than relationships. People try to be fair with each other, but rules are rules.

If you work in a universalistic culture, you need to make sure that the values of the employees are aligned with those of the company and that there are clear agreements and processes in place. Always make objective decisions and explain, where necessary, on what they are based.

Examples of cultures with this dimension are: the Netherlands, USA, Canada, Australia, Scandinavia, New Zealand, Switzerland, Great Britain and Germany.

Particularism

In particularistic cultures, it is believed that rules may differ per situation and relationship. So someone's reaction can vary greatly per situation and per person.

It is therefore extremely important to build good relationships with the people around you if you want to get stuff done, when working in or with such cultures. Also be flexible with agreements to avoid getting irritated when things go differently than planned.

Examples of cultures with this dimension are: Russia, South America and China.

2. Individualism vs. communitarianism: individual vs. the group

Individualism

In an individualistic culture, people regard themselves primarily as individuals. They believe that everyone makes their own decisions and is responsible for themselves and their own performance.

If you are a manager, ensure that your employees have the confidence and freedom to make their own decisions, and give them the opportunity to be creative and learn from their mistakes.

Examples of cultures with this dimension are: US, Israel, Canada, Great Britain, Scandinavia, New Zealand, Australia and Switzerland.

Communitarianism

Communitarianism refers to people who regard themselves primarily as part of a group. The group provides safety and support. In return, the group always comes before the individual and an individual always has to be loyal to the group.

So, as a manager, you have to praise good group performance and strictly avoid favouring one individual. In addition, allow employees to involve others in their projects.

Examples of cultures with this dimension are: Latin America, Mexico, India, Africa and Japan.

3. Neutral vs. emotional

This dimension is about whether people have strict control over their emotions or whether they should be able to express them.

Neutral

People within the neutral dimension act primarily from reason and logic and are guided to a lesser extent by their feelings. They do not easily show what they think or feel.

In short, handle your emotions effectively within a neutral culture and try to prevent emotional outbursts. Pay close attention to people's reactions, because it will be harder to see what they feel. Direct communication, as in not too much elaboration, is also of great importance within this culture type.

Examples of cultures with this dimension are: the Netherlands, Great Britain, Sweden, Finland and Germany.

Emotional

People within the emotional dimension want to be able to express their emotions spontaneously, even at work. In these cultures, expressing your emotion is generally accepted.

It is therefore important that you accept that employees with this cultural background tend to express their emotions. If you work in a similar culture you need to make sure that you resolve conflicts without taking it personally. Also make use of positive emotions yourself. For example use passion and enthusiasm to make your point.

Examples of cultures with this dimension are: Italy, France, Spain, Latin America and Poland.

4. Specific vs. diffuse: work vs. private

With specific and diffuse is meant the difference between people who keep their work life and their private life strictly separated, and people who tend to let both aspects of their lives overlap.

Specific

People within the specific dimension believe that relationships don't have much influence on work goals and that people can work together without having a good relationship.

It also means that you cannot force your employees to take their work home with them, or to join in activities that happen outside of work. Direct communication is also essential here and comes first, before maintaining relationships.

Examples of cultures with this dimension are: USA, Great Britain, Switzerland, Germany, Scandinavia, the Netherlands.

Diffuse

People who fall within the diffuse dimension believe that good relationships are crucial for doing business and achieving their goals. Their relationships don't change whether they interact with each other at work or socially. These people also spend their time with colleagues and customers outside of working hours.

Therefore it is important that you put effort into creating and maintaining relationships. The more you know about someone, the easier it is for you to gain a customer and work effectively with your colleagues. So don't be surprised if people are talking about work at parties or in private conversations. Not joining in social events is a no-go if you are ambitious in your career.

Examples of cultures with this dimension are: Argentina, Spain, Russia, India, China.

5. Achievement vs. ascription

People from different cultures look differently at merit and how to treat people based on this.

Achievement

People who derive status from their achievements fall within the achievement dimension. It is believed that you are what you do and people base their value on this. These cultures place great value on achievements, regardless of who you are.

So don't expect someone to treat you differently because you happen to be a manager, executive, or the boss's daughter. People will follow you sooner if you inspire them and are a good role model for them. On the other hand, this means that you can also treat others based on their achievements instead of their title.

Examples of cultures with this dimension are: US, Canada, Australia, Scandinavia.

Ascription

The ascription dimension includes people who believe that you should be appreciated for who you are. Power and position also count here.

In such a culture you have to respect a person's title and the status that is derived from it, even if you do not agree with this person. Also, if you have a high rank yourself, prevent your authority from impeding the quality of your work. Especially in this cultural dimension you have an exemplary role and people will expect you to act accordingly.

Examples of cultures with this dimension: France, Italy, Japan, Saudi Arabia.

6. Sequential vs. Synchronic

This dimension focuses on how different cultures handle time.

Sequential

Sequential means that people in these cultures believe that events and tasks happen in a chronological order. Punctuality, agendas, schedules and clear deadlines are considered highly important.

Therefore, try to be on time and meet your deadlines. Do not work on more than one project simultaneously and set clear, realistic deadlines.

Examples of cultures with this dimension are: the Netherlands, Germany, USA, Great Britain.

Synchronic

Synchronic includes cultures where people work on multiple task at the same time. Tasks and events are interwoven in terms of timing and punctuality, and deadlines are only important to achieving goals. People in these cultures are more flexible when it comes to schedules and obligations.

If you work in such a culture, it is important that you adapt to this. Flexibility is the magic word for both you and your colleagues. However, if there are tasks that do have an inescapable deadline, you have to communicate this clearly in order to prevent problems.

Examples of cultures with this dimension are: Japan, Argentina, Mexico.

7. Internal vs. external control

Within this dimension, we look at the amount of control a person can exercise on the outside world and therefore also their work.

Internal control

With internal control (internal locus of control), people find that they themselves have control over their environment and the achievement of goals.

People who work from their internal locus of control need personal development and "lifelong learning". It is also important to give them constructive criticism where necessary, so that they can learn from it. Also, if you set clear goals with them, you can leave them largely free in their work.

Examples of cultures with this dimension are: Israel, USA, Australia, New Zealand, Great Britain.

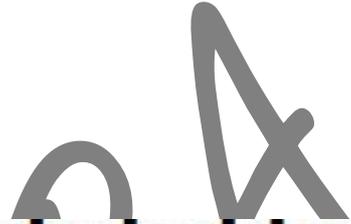
External control

With external control (external locus of control) people find that their environment has control over them and directly influences them. They also have to work with their environment to achieve their goals. At work they focus their actions on others and try to avoid conflicts as much as possible. Often they also need reassurance that they are doing their job well.

This means that a manager has a lot of influence on his or her team. If you are in such a position, give these people regular instructions and feedback. Make sure to include compliments if they do their job well. Try to gradually build up the confidence of your employees and if there is a conflict, discuss it calmly and one-to-one if possible. Finally, encourage your colleagues to take responsibility for their work.

Examples of cultures with this dimension are: China and Russia.

MPREC MBA



Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society

12/12/2021  By INDIAFREENOTES

In a corporation, a stakeholder is a member of “Groups without whose support the organization would cease to exist”, as defined in the first usage of the word in a 1963 internal memorandum at the Stanford Research Institute. The theory was later developed and championed by R. Edward Freeman in the 1980s. Since then, it has gained wide acceptance in business practice and in theorizing relating to strategic management, corporate governance, business purpose and corporate social responsibility (CSR). The definition of corporate responsibilities through a classification of stakeholders to consider has been criticized as creating a false dichotomy between the “shareholder model” and the “Stakeholders model” or a false analogy of the obligations towards shareholders and other interested parties.



Value creation is inclusive

For companies anywhere in the world, creating long-term shareholder value requires satisfying other stakeholders as well. You can't create long-term value by ignoring the needs of your customers, suppliers, and employees. Investing for sustainable growth should and often does result in stronger economies, higher living standards, and more opportunities for individuals. It should not be surprising, then, that value-creating capitalism has served to catalyze progress, whether by lifting millions of people out of poverty, contributing to higher literacy rates, or fostering innovations that improve quality of life and lengthen life expectancy.

Stakeholder management contributes to corporate governance by helping to handle the multiple and often conflicting stakes held by the complex networks of groups that surround any company. The interactions, coalitions, behaviours, roles, resources, and preferences within and across the various groups composing these networks are highly dynamic. Individual stakeholders have various means of exerting influence, such as rhetoric, ethics, ruling, pressure, coercion, and market mechanisms. In practice, it is often difficult and costly, if not impossible, to identify and meet all the demands of a company's stakeholders. Consequently, it is crucial for governance to identify, analyze, and assess the meaning and significance of each individual group of generic stakeholders and to determine their respective power in order to be prepared for the conflict that may follow from the prioritizing of competing groups of stakeholders.

Employees

Employees have a direct stake in the company in that they earn an income to support themselves, along with other benefits (both monetary and non-monetary). Depending on the nature of the business, employees may also have a health and safety interest (for example, in the industries of transportation, mining, oil and gas, construction, etc.).

Customers

Many would argue that businesses exist to serve their customers. Customers are actually stakeholders of a business; in that they are impacted by the quality of service/products and their value. For example, passengers traveling on an airplane literally have their lives in the company's hands when flying with the airline.

Government

Governments can also be considered a major stakeholder in a business, as they collect taxes from the company (corporate income taxes), as well as from all the people it employs (payroll taxes) and from other spending the company incurs (sales taxes). Governments benefit from the overall Gross Domestic Product (GDP) that companies contribute to.

Competitors

Mr. Schantz said that, FedEx and United Parcel services (UPS) are their main competitors in Sweden. He also said that there are times when they meet as a network to organize programs for the community as well as discuss different issues on customers and on CSR. He procited out that, although they are competitors in the courier service industry, they strive to reach a common goal for their customers on CSR issues.

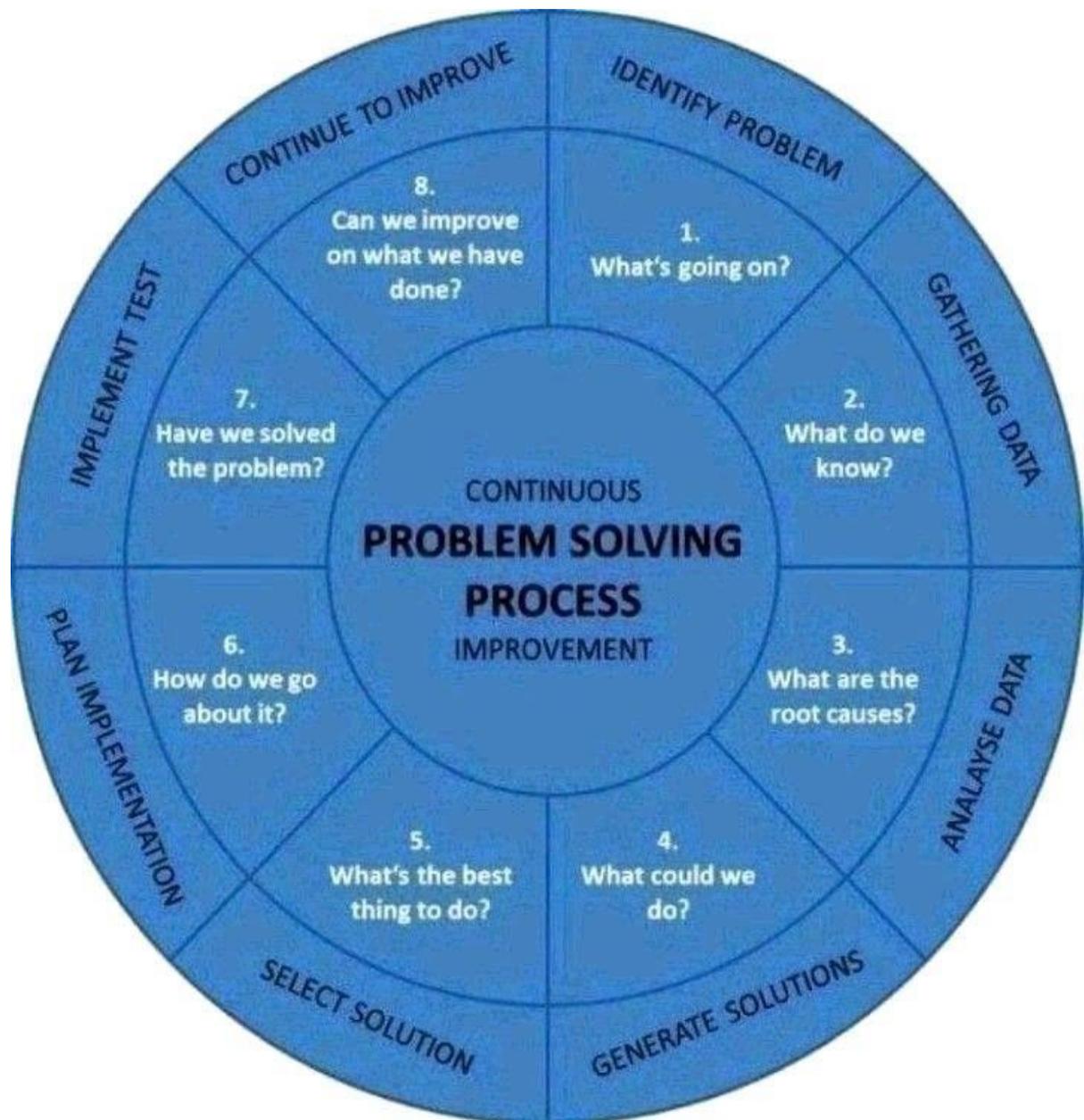
For businesses to do well in the market place for the benefit of customers there is the need for competition between different brands, companies and parties. It gives incentives for self improvement. Business parties and competitors must do so in a mutual and fair manner taking into consideration the welfare of customers.

The concept of CSR should enable DHL and its competitors such FedEx and UPS as efforts on the market to stimulate innovation, encourage efficiency and drive down prices which are fair for the benefits of customers. It must create efficiency for commercial firms to develop new products, services, and technologies. This will give consumers greater selection and better products.

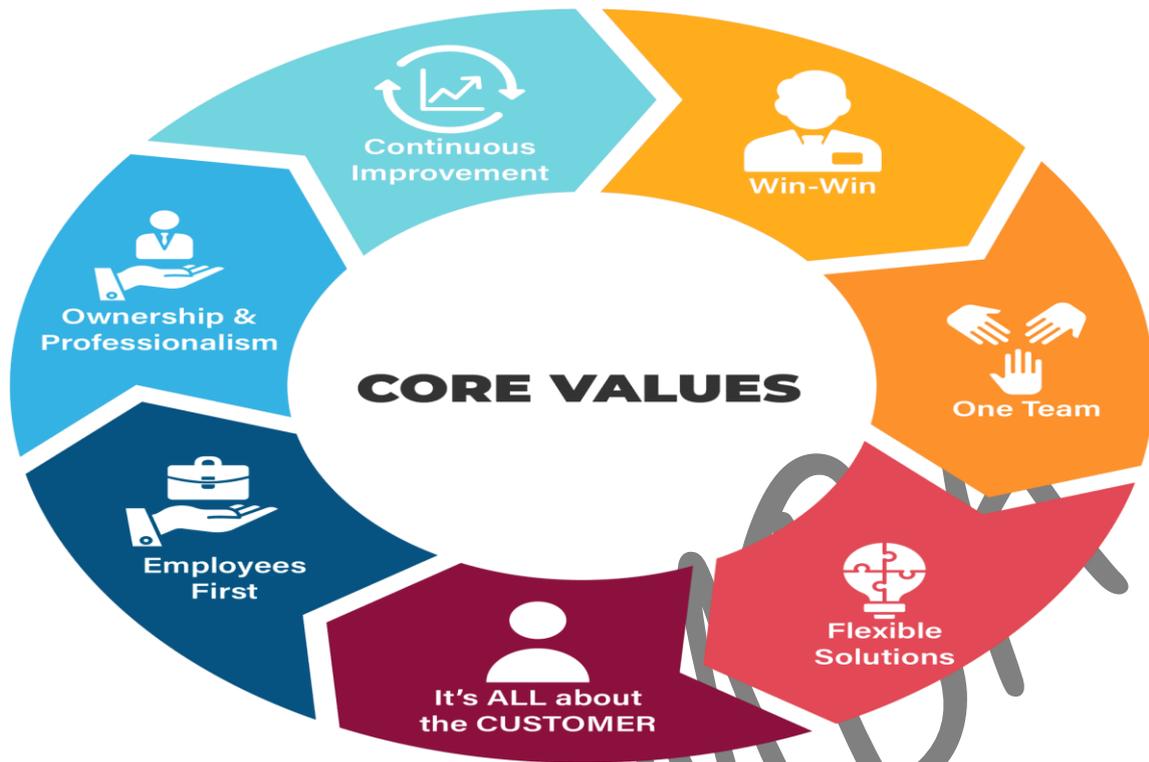
Society

Communities are major stakeholders in large businesses located in them. They are impacted by a wide range of things, including job creation, economic development, health, and safety. When a big company enters or exits a small community, there is an immediate and significant impact on employment, incomes, and spending in the area. With some industries, there is a potential health impact, too, as companies may alter the environment.

Career Development



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WDA



What Are Values in Management? (Plus, Their Importance)

Organizations often adopt a set of core values to distinguish themselves from their competitors. Continuously nurturing and maintaining these values are essential to a company's growth and stability. Understanding the importance and roles of different management values may enable you to apply them more effectively in the workplace and help you achieve your career goals. In this article, we define what values in management are and discuss their importance and roles in organizations.

What are values in management?

Values in management are guidelines or principles that leaders use to make decisions and determine courses of action. Organizations may also refer to them as core, organizational, or corporate values. These values are often derivative of a company's mission statement or strategic plan. They can range from being general and inclusive, such as providing excellent customer service, to being more specific and focused, such as providing a safe work environment. An organization's management or leaders enforce these values by providing direction, setting an example, and rewarding team members who follow them.

Values help an organization define its purpose and mission, build a strong culture, and develop a cohesive workforce. By providing a framework for decision-making and behavioural expectations, they help leaders prioritize key decisions and develop strategies to achieve goals. Values also help an organization build a strong brand and convey a clear message to its customers and stakeholders. They can also help team members develop their personal brands, develop their career paths, and achieve their professional goals. For example, an organization that values innovation may promote a culture of continuous learning and provide opportunities for employees to develop new skills.

What are company values?

Company values are a set of characteristics and beliefs that a company establishes to act as a guide for the employee code of conduct. These values can help shape company culture and help employees understand what the company expects of them in terms of behaviour. This is important, as employee conduct and company culture can both affect the company's operations. Some other business factors that corporate values may affect include:

Employee retention: When companies have values that employees agree with, it can often create a more desirable work environment and company culture, which can contribute to a higher employee retention rate.

Company decisions: These values can serve as guiding principles to help the company executives make decisions about its goals, future, and operations.

Hiring process: When hiring managers know what principles the company uses to guide its practices, they can then look for candidates who share these values.

Employee collaboration: Often, corporate values can help encourage professionals to work together more effectively. These values may allow professionals to collaborate easily, as each company employee may share the same guiding principles.

Goal setting: The values of a company can help set and achieve goals, as professionals can consult the business's principles to decide which goals to set to influence their behaviour.

Talent acquisition: While values help retain employees, they can also help attract candidates to the job openings the company posts. This is because a candidate may be more likely to apply if they agree with the company's core values.

How to choose values for the company

If you're given the task of choosing values for the company for which you work, you can consult the following steps:

1. Consult the company's vision statement

Start by reviewing the company's vision statement. Vision statements are summaries of the company's goals and expectations for employees. You can use this statement to choose values to abide by, as this can help employees work toward company goals. For example, if the company for which you work has a vision statement such as *become a leading brand known for high-quality customer service and products*, you might write company values such as *treat customers like family*.

Related: [Mission, Vision, and Values Statement Examples and Benefits](#)

2. Speak with executives and founders

If possible, speak with the executives and founders of the company for which you work. Ask them questions about their vision for the company and what characteristics they want the professionals within the organization to have. This can help you decide which values may be most appropriate and fitting for the executive's perception of the company. This can also help you create more unique values that are specific to the founders. For example, if one founder is passionate about reducing their carbon footprint, you can choose a value related to being a green company.

Related: [What Is Green Marketing and What Are Its Benefits?](#)

3. Research other businesses

Consider conducting research to discover other companies' core values. This can help you get inspiration for creating principles for the company for which you work. Research companies that are similar to the one you are working in to understand common values for the industry. You can also learn more about companies that have reputations that you admire. For example, if a company has a reputation for providing fast service and transparency for consumers, you might consider editing some of its values to fit the needs of your employer.

4. Consider unique traits of the company

Make a list of the unique traits, goals, and other characteristics of the company for which you work. While many companies have similar values, it's helpful to create unique ones for the organization. This can help establish a set of guiding principles that can lead to a more creative code of conduct, which may help distinguish you from other companies. This can help with talent acquisition and may even give the company for which you work a competitive advantage in the industry's business market.

Related: [What Are Life Values? \(With Characteristics and Examples\)](#)

5. Document them

Create clear documentation of the company's guiding principles. When writing these values, you might use concise language so the values are easy to remember. The format you use to document the values can depend on the preferences of the company for which you work. Many companies use short phrases and sentences to express their values, such as *Be creative*. Others may use longer sentences or a specific format to showcase them.

The format you choose can be unique to the company, such as writing them into "I statements" that allow the reader to claim the value, such as *I will act with compassion and fairness.*

6. Allow the values to evolve

After choosing values for the company to follow, consider updating them as the company reaches its goals. This can help ensure that the corporation's values match its size, operations, and current employees. You may also update them if the business transfers to a new CEO or if the company wants to adopt more progressive values. This can help the company you are working with to stay relevant and continue to attract new talent and business to the company.

Frequently asked questions about values for a company

You can review the answers to these frequently asked questions to help you understand corporate values:

How does a code of conduct and core values compare?

While the values of a company can shape the code of conduct the human resources department writes for all employees, they don't highlight specific behaviours that employees adopt or avoid. Core values are more general guiding principles and the code of conduct has specific rules. For example, a value for the company may be *organization is essential*, but an actual rule in the code of conduct may be to keep a clean desk and to label any personal items in shared workspaces.

Related: [What Is a Code of Conduct \(Definition and Examples\)](#)

How many core values do companies typically have?

Consider creating a minimum of three and a maximum of 10 core values. This can help provide more detail on the characteristics and traits the company values. Having 10 or less can help employees remember them. You might request clarification from your supervisor when writing core values to determine if they have a set number of values they want you to develop.

Where do you share core values?

It's helpful to document the company's core values using several mediums. This can help communicate the values to new and existing employees. It's also beneficial to share these values with the public, too, as consumers may be more likely to support a business that shares their beliefs. Here are some mediums on which you may list the core values of the company for which you work:

- Company website
- Onboarding materials
- Employee handbook
- Performance review templates
- Job postings

Related: [Everything You Need to Know about Job Specifications](#)

How do you teach core values?

To help ensure that the core values have a positive impact on the company's culture, it's important to teach and encourage the use of them. You can do this by including a review of the values during the onboarding process. You might also encourage their implementation by providing incentives or methods in which employees can advertise the values. For example, if you include the values in the company's performance review process, employees can list which values they or their colleagues embodied during that review cycle.

Review: [9 Onboarding Best Practices to Increase Work Productivity](#)

What are some ways you can incorporate values into daily operations?

You can incorporate the company's core values into daily operations by leading through example and sharing when you or a colleague embodies these values. Consider establishing a praise system in which other employees can offer recognition to colleagues who follow the guiding principles. You can also include the values in company documents, such as presentations and newsletters.

Related: [How to Praise Someone Professionally](#)

[Get interview-ready with tips from Indeed](#)

Prepare for interviews with practice questions and tips

Examples of values for companies

It may help to find examples of values other companies write to inspire you. Here are some examples you can consult:

- *Act with integrity*
- *Offer help*
- *Tell the truth*
- *Make contributions*

- *Treat everyone with respect*
- *Have fun with your work*
- *Communicate your needs*
- *Always ask questions*
- *Promote diversity and practice active listening*
- *Everything is possible through time and effort*

What are the roles and importance of organizational values?

A company's values vary depending on its goals, mission, and culture. For example, values in the healthcare industry may focus on providing quality care for patients and upholding ethical practices. In the retail industry, values may focus on providing a welcoming environment for customers. Knowing and understanding the values of an organization is critical for leaders and team members because it helps them align their behaviours and decisions with the goals and vision of the company. To understand this better, here are some roles of values in management and their importance:

Establishing integrity

Organizations typically expect each team member to cooperate and uphold its brand and reputation. Values can help establish the integrity of a company. When a manager or leader holds themselves accountable for their values, it sets an example for the rest of the organization to do the same. It also allows customers and stakeholders to identify the organization's core values and build a long-term relationship with the company.

Related: [Core Value Examples for the Workplace \(With Tips and FAQs\)](#)

Developing employees

Companies benefit from utilizing their core values system when helping employees develop to their fullest potential. Managers are also much more effective and credible when training their employees if they're operating under the same set of values as the rest of the organization. Values are crucial to

employee development because they help management understand the behavioural expectations of the company and how to best help develop the skills of their team members. They also provide a framework for training and development programs. For example, if an organization values collaboration, managers can provide training on how to work effectively with others.

Related: Importance of Professionalism in Business (With Guide)

Defining management behaviour

The value system of an organization defines and influences the behaviour of its management team, which may include managers, supervisors, and executives. This helps a company's leadership become more effective and credible when making decisions, implementing policies, managing team members, and communicating with employees and customers. Strong leadership helps a company develop a culture that's consistent with its values, which enables them to attract and retain employees who can best serve its needs.

Related: What Is Values-Based Leadership? (With Impacts and Benefits)

Setting behavioural expectations

An organization's value system helps define the kind of behaviour they expect from employees. Companies accomplish this by creating clear guidelines for each of their core values. For example, a values statement may include respect, integrity, and commitment. This helps leaders identify the standards of behaviour the company expects from team members and determine the behaviours that don't align with the organization's values. Clearly defining acceptable behaviour in the workplace helps employees understand how to conduct themselves while also providing guidance on how to improve in areas where this is necessary.

Related: 50 Core Values to Advance Your Career

Promoting a good work ethic

While each member of the organization possesses their own set of skills, beliefs, and goals, having a set of values that all members strive to follow promotes a unified work ethic. When team members understand their role in the company, they may feel more motivated to do their best work and be productive members of the organization. This can help a leader identify gaps in the skill sets of their team and identify opportunities for developmental growth. It also helps team members develop a strong work ethic, which may contribute to the company's success.

Fostering innovative change

A good values foundation also promotes innovative change. When team members understand the vision of the company, they are able to innovate new products, services, and processes that may benefit the organization. A values-based organization also promotes a culture of continuous improvement, which allows team members to discover better ways to perform their job duties and serve the company's customers. This process can help a company identify opportunities for growth and increase its competitive advantage in the industry.

Motivating the workforce

Values help influence a company's culture, and when an organization is clear on its core values, it can motivate its workforce more effectively to help achieve its goals. A strong values foundation can help a leader build a productive and resilient team, which may improve the company's performance and increase its profitability. This can also help a manager inspire their team to do their best work and provide a sense of direction for the organization.

Related: [10 Examples of Team Values and Why They're Important](#)

Encouraging leadership

A values system also promotes leadership in an organization. When team members understand their role in the company and know the values that are important to the organization, they may feel more motivated and confident to become leaders themselves. The reason for this is they know how to best serve

their customers, conduct themselves according to the company's values, and encourage their colleagues to work towards the achievement of the organization's objectives. A clear set of values also enables a manager to identify opportunities for leadership development in their team.

Related: What Are Leader Values and Why Are They Important?

Serving as a guide for character building

While the purpose of organizational values is to guide the behaviour of team members and the actions of the company, in many cases, they also serve as a guide for character building outside of the organization. They're practical points that may encourage individuals to also apply them in their personal lives. For example, values such as integrity, honesty, and respect are common among many businesses because they're important in the workplace. While this is the case, they're also applicable outside of the work environment because they can help individuals achieve their personal goals.

Inspiring personal development

Part of the core values of many organizations is the encouragement of personal growth among their employees. Managers often take pride in the progress their team makes, which results in them providing opportunities for team members to develop their skills and abilities. These may come in the form of professional development, such as training, education, or certification, or through the encouragement of self-improvement. It may also be the case that a manager helps an employee advance their career within the organization by providing developmental opportunities, such as leading a project or taking on a new responsibility.

Improving the company's performance

Values are essential for managers to help improve the performance of the organization. The structure helps leaders identify their goals and prioritize actions to achieve them and provides a clear set of standards for team members to follow to improve their productivity. A values system serves as a tool for leaders to assess their decisions. When they're considering a course of action, they can refer to the company's values to determine which direction is the most effective. This helps

them avoid making decisions that may not be in the best interests of the organization.

The clear structure of a values system also makes it easier for managers to communicate their decisions and the actions they're taking to achieve their goals. This helps them build a strong leadership team and demonstrates their commitment to the company's mission. It may also inspire team members to work harder to achieve the company's goals, which may result in an improvement in the organization's performance.

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DEFINITION

- **“Stress is defined as the pressure experienced by a person in response to life demands.**

Selye (1956),

- **“Stress is a process of adjusting to or dealing with circumstances that disrupt or threaten to disrupt a person’s physical or psychological functioning.**

Selye (1976)

Definition

- Stress management is the attempt to cope with negative effects of stress through the reduction of the stress response
- Biological stress management is aimed at reducing the biological effects of stress
- E.g. reducing the fight or flight response through the use of drug therapies

WHAT IS STRESS?

- | Stress is a feeling of emotional or physical tension.
- | Stress is your mind and body's response or reaction to a real or imagined threat, event or change.
- | stress usually occurs in situations people consider difficult or challenging. Different people consider different situations to be stressful.
- | The threat, event or change are commonly called stressors. Stressors can be internal (thoughts, beliefs, attitudes or external (loss, tragedy, change).



The Importance of Stress Management





What is stress management? How do we control, reduce, and cope with our stress? Check out these science-based stress management strategies.

Stress Management Defined

Stress management is defined as the tools, strategies, or techniques that reduce stress and reduce the negative impacts stress has on your mental or physical well-being. A variety of techniques can be used to manage stress. These include mental, emotional, and behavioral strategies. When stress management is used regularly and in response to stressful life events, we can optimize our well-being

Ways To Manage Stress

Given how bad stress is for the body, managing stress is essential. Managing stress is simple, although not always easy. There are lots of ways to do it. In the article below, we'll talk about some of these ways.

Stress Management Activities

Some of the most important activities for stress management include optimizing sleep, eating, and exercise.

Sleep

Insufficient sleep contributes to greater HPA axis activation [2]. That's why stress management should include improving duration and quality of sleep. To start, be sure to block out blue light (from TVs, phones, and computers) at least 30 minutes before bed [3]. You might also try getting blue-light blocking glasses, getting a sleep-inducing red-light bulb (which improves sleep) for your bedside lamp, or trying red light therapy [4].

Diet

Dieting or restricting calories actually increases HPA activation [5]. So, if you're aiming to manage stress be sure to eat enough nutritious food to fuel all your body's systems.

Exercise

Because exercise increases the demand for energy and cortisol, avoid high-intensity exercise when trying to get your stress under control. Instead, do low-intensity exercise like walking, swimming, or yoga [6].

Stress Management Skills

In addition to making sure we do stress management activities; we can also build up our stress management skills. Here are some skills that can help you beat stress.

Try meditation

Multiple studies have shown that meditation can decrease cortisol in the context of stressful situations [7]. (You can test your cortisol level with this test). This suggests that building our meditation skills may be helpful for managing stress.

Find opportunities to be kind to others

Expressing positivity towards others, for example with compassion, gratitude, and loving-kindness, can buffer us against stress. So, finding ways to be kind may indeed be a good stress reducer.

Shift your mindset

When we are stressed, we can view the situation as a challenge that we can handle or a threat that we are afraid of. The research suggests that viewing a situation as a challenge (and not a threat) reduces our stress [8]. So, try to remind yourself that “You can do this! And you’re stronger than you think!”

Stress Management Techniques

Changing our minds is just one avenue for stress management. We can also practice stress management techniques that capitalize on the body-mind connection. Here are some science-based stress management techniques to try:

Progressive muscle relaxation

Progressive muscle relaxation involves tensing a group of muscles as you breathe in and quickly releasing tension as you breathe out. Proceed through one set of muscles at a time. For example, start with the hands, then forearms, then biceps, then shoulders, and so on. Research has shown that progressive muscle relaxation can lower cortisol [9], so it may be a helpful technique to try.

Breathing exercises

One effective way to activate the parasympathetic nervous system (the rest and digest system) is with deep breathing. For example, cycling slow breathing (2-4 breaths per minute) then fast (30 breaths per minute), then ending with three long “Om”s, can reduce anxiety [10]. Breathing techniques like this and others can help turn off your stress response.

Cold water dunk

Another way to activate the parasympathetic nervous system is by submerging our bodies in cold water [11]. So, if you’re feeling stressed, jump in a cold shower or pool to tamp down your stress.

Eating For Stress Management

It might surprise you that you can do a lot to manage your stress by changing your diet. The foods we eat often contribute to the amount of stress we experience. So implementing a few healthy dietary strategies can be really helpful to add to your stress management plan. Here are a few to explore.

Cut down on sugar

Sugar increases inflammation so it can exacerbate stress in the longer-term. So eat healthy carbohydrates like whole fruits and veggies.

Eat high-quality protein

Protein is important in the stress response. So be sure to eat antibiotic-free beef, chicken, eggs, fish, and meat substitutes (if vegetarian). And be careful to avoid processed meat, which can increase inflammation.

Eat high-quality fats

Trans fats contribute to inflammation which can put pressure on the HPA axis and vegetable oils are not much better. That’s why avoiding trans fats (in margarine, hydrogenated oils, and many processed foods) and vegetable oils like soy and

canola is important. Instead consume fruit oils such as olive oil, coconut oil, and avocado oil when trying to reduce stress.

Stress Management Strategies

Although diet is important for reducing stress, sometimes diet isn't enough. We can also benefit from taking supplements or making other changes that produce calm. Here are some suggestions:

Ditch the caffeine

If we've been stressed for a while, we may be exhausted and feel like we really need caffeine. In fact, the more we feel we need caffeine, the more likely it is that we really just need to rest and help our body recover from past stress. But even worse, caffeine activates our HPA axis, making us feel more anxious [12]. So ditch the coffee, caffeinated tea (like green and black teas), and energy drinks.

Take adaptogen herbs

Adaptogens are plants that help the body manage stress. Some effective adaptogens include Ashwagandha, Holy Basil, Eleuthero, Jiaogulan, Rhodiola, & Ginseng [13].

Take theanine

The amino acid theanine appears to help protect the body against HPA axis hyperactivity [14]. Theanine can be taken as a supplement or by drinking green tea, white tea, oolong tea, or black tea.

Stress Management Tips

We've covered a lot of the best stress management strategies, but some of the smaller things can make a big difference for people whose stress is still tough to beat (people like me! here's my story). Here are some more little things you can do to further beat stress:

Get enough potassium. Be sure to eat potassium-rich foods like coconut, bananas, melon, and spinach.

Get enough magnesium. Magnesium is another mineral that can help lower stress. So eat leafy greens, legumes, nuts, and seeds.

Get enough vitamin A. Vitamin A deficiency can increase HPA axis activity [15]. So be sure to get vitamin A from foods like beef liver, sweet potato, carrots, and fish.

Stress Management Exercises

Want to do some quick stress management exercises to help you calm your stress right now? Try these:

Mindful meditation. Try this quick mindful meditation to calm your body and mind.

Happiness visualization. This exercise helps you visualize what happiness feels like for you. The full-body experience of this exercise can really help you take a step back from momentary stress.

Gratitude list. By making a list of all the things you're grateful for, you can shift your mind to focusing more on the positive and less on the things that are stressing you out

Stress Management for Work

For many of us, work is the most stressful thing in our lives. It involves high demands, difficult co-workers, financial fears, and more. So how do we manage the stress associated with work? Well, we can use any of the strategies already discussed, but we may also want to focus specifically on skills that help us better control and navigate the workplace. The skills can include:

Interpersonal communication

How we communicate with people is so important for how we get along with them, how we get what we need from them, and how stressful it is to be around them. So building our communication skills is probably one of the most important stress management techniques for the workplace.

Negotiating boundaries

One of the challenges of work is that our employers want to get the most out of us, but we only have so much we can give without becoming exhausted or burnout. Learning to negotiate what we are and are not willing to do is essential to maintaining a lower stress workplace.

Positive social interactions

One of the absolute best ways to de-stress and thrive is to have positive social connections with others. If we can create some positive connections with others at work, they can help buffer the negative effects of a stressful workplace.

Books for Stress Management

There are lots of people who have devoted their careers to stress and learning how to manage it. Here are some of the most popular stress management books:

The Stress-Proof Brain. Learn how to master your emotional response using mindfulness and neuroplasticity.

The Relaxation and Stress Workbook. Get a bunch of exercises, practices, and techniques for overcoming stress.

Burnout. A great book for understanding the science behind what leads us to burnout and how to recover.

Stress Management Examples

Stress management is different for each of us because we all are coming from different places and have different experiences to cope with. Here are some examples of using stress management in real life.

Tyrone had a horrible day at work where just about anything that could go wrong did go wrong. He knows his body is filled with stress hormones and decides to do a quick workout before heading home at the end of the day.

Sandy is struggling to pay her bills and just found out that her car needs new brakes. Her worries are keeping her up at night. So before going to sleep one night Sandy makes a list of odd jobs she can do to bring in some extra cash and she listens to a guided meditation that helps her focus on the good things she has in her life.

Abhijit's son keeps getting in trouble at school. He decides that they both need to get some energy out elsewhere so he coordinates weekly family get-togethers where everyone can connect and play games.

As you can see from these examples, stress management usually involves changing thoughts, emotions, or behaviors, but also doing something to change the situation to reduce the causes of stress.

Your Stress Management Plan

So which stress management strategies do you think will work best for you? What do you plan to try? Take a moment and jot down a few exercises or tools you plan to use and which situations you'll use them in. By planning ahead, you'll make it more likely that you'll actually use these tools when you need them and to prevent future stress from arising.

An award winning
Therapeutic Yoga book

Illuminating
Lives with
Yoga



Geeta Iyer

MPEC MBA



ILLUMINATING LIVES WITH YOGA

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PRECAUTIONARY NOTE

Consult a medical professional, before starting your personal practice. Especially when there is any injury or illness or after any kind of surgery or during pregnancy. Please read carefully the cautions and guidelines.



GAYATRI MANTRA

OM BHUR BHUVAH SVAHA
TAT SAVITUR VARENYAM
BHARGO DEVASYA DHEEMAHI
DHIYO YO NAH PRACHODAYAT

*We meditate upon the divine mother
Thou art most illuminous pure and adorable
May there be peace in the three phenomenal worlds
Inspire and guide our intellect in the right direction*

Gayatri Mantra is a powerful mantra from the Rig Veda that purifies, guides, protects and heals. It removes darkness and brings light. Everyone can chant this mantra.



MAHA MRITYUNJAYA MANTRA

OM TRAYAMBAKAM YAJAMAHE
SUGANDHIM PUSHTI VARDHANAM
URVA RUKAMIVA BANDHANAT
MRITYOR MUKSHEEYA MAMRITAT

*A worship to Lord Shiva the three-eyed one
Representing the Sun Moon and Fire
May He release us from the bondage of death
For the sake of immortality
Just as a ripened cucumber is liberated of its
Bondage from its stalk*

Maha Mrityunjaya Mantra is from the Rig Veda. It wards off all the negative and evil forces, cures diseases and protects from all mishaps. Everyone can chant this mantra.



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**ASATO MĀ SAT GAMAYA
TAMASO MĀ JYOTIR GAMAYA
MRITYOR MĀ AMRITAM GAMAYA**

*Lead us from unreal to real
Lead us from darkness to light
Lead us from fear of death to knowledge of Immortality*



MRBA

LOKĀ SAMASTĀ SUKINŌ BHAVANTŪ

*May the entire universe
Be filled with
Peace, Joy, Love and Light*

The Author



Yoga is a pleasant inward journey of purification that illuminates life beyond pain.

Immerse yourself in this amazing journey of self transformation and experience peace and lasting happiness.

Geeta Iyer

Geeta is one of the most widely known and respected yoga teachers in India. She is practicing and teaching Yoga for over two decades. Geeta has been trained in the Iyengar Yoga style, Swami Satchidananda's Integral Yoga style, and in Swami Sivananda Yoga style. She has a graduate degree in psychology and is a trained classical dancer.

Geeta has had the opportunity to attend many yoga classes in India and in USA. She has extensive experience teaching individual and group classes for private and corporate clients in both countries. Through her experience she has acquired remarkable ability to assess her student's capacities and limitations.

Geeta's wisdom, her expertise and ongoing study of psychology and physiology are a core component of her unique approach. Her teaching style is based on understanding of yoga philosophy as a scientific approach to self development and self transformation. Her style reflects on her deep understanding of human anatomy and her ability as a yoga teacher to tailor the practice sequence to meet her student's needs.

Geeta believes that positive attitude is essential for practice, to overcome limitations and resistance, and integrate mind, body and breath. She empowers her students to discover their hidden strengths and educates them on the underlying philosophy of yoga practice. She inspires her students to incorporate the principles of yoga in their everyday lives.

Geeta's experiences as a yoga practitioner and a teacher has motivated her to write this book and share the amazing benefits of yoga with the larger community.

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What is Yoga

- 🔥 Yoga is a timeless tradition from *Rig Veda* with a history of over 5000 years
- 🔥 Yoga means uniting individual soul *Jeevatma* with universal soul *Paramatma*
- 🔥 Yoga is *Citta Vritti Nirodah* means, yoga controls the fluctuations of the mind
- 🔥 Yoga is an ancient philosophy that educates on health and harmonious living
- 🔥 Yoga is a science of self-awareness, self development and self-transformation
- 🔥 Yoga is a holistic discipline that integrates body and mind, creates perfect balance
- 🔥 Yoga is not just physical exercise, it builds emotional stability and calms the mind
- 🔥 Yoga is a powerful health discipline that heals many health issues without medicine
- 🔥 Yoga is a way of life that boosts positive energies and improves quality of life
- 🔥 Yoga bestows self understanding, love, knowledge, wisdom and happiness
- 🔥 Yoga awakens the spiritual self, makes the practitioner experience inner divinity
- 🔥 Yoga is a natural therapy that makes one look healthy, youthful and beautiful
- 🔥 Yoga is an amazing inward journey that illuminates life beyond pain and suffering

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Truths about Yoga

Most people think yoga is a physical exercise that improves body flexibility. They are interested in fast paced activities and find yoga slow paced and uninteresting. They do not realize that fast paced activities cause fatigue, exhaustion and disturb the mind and body balance.

Some people think yoga is only an alternative therapy that provides relief for headaches, arthritis, back pain, high blood pressure, diabetes and other ailments. Such people attend yoga classes till their issues get fixed, and discontinue their practice. Very few people are aware of the true benefits of yoga.

Some people think yoga is a religious practice that deals with rituals. This is not true. Yoga is a basis of all religions. It educates the practitioner on self understanding, love, selfless service, management of pain and peaceful living.

When yoga practice starts in childhood, it is a great blessing for the children. Their systems will function well, posture and mental abilities will improve, there will be awareness of right and wrong, children will develop positive thinking and emotional stability. Their immune system will be strengthened and will be free from disease.

Yoga is for everyone. It is never too late to start yoga; one can start yoga even after attaining age sixty. Yoga is a gift for all ages and a boon for the old age. It infuses vitality in the old age, develops abilities to adapt to changing situations, builds confidence and makes the extra years meaningful.

The only necessity is to learn yoga from a knowledgeable and experienced teacher who will understand the needs of the individual, provide proper guidance and right knowledge.

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Calming the Restless Mind

Mind or *manas* is a store house of desires, thoughts and emotions. The thought waves or *Vrittis*, form impressions or grooves in the mind. Every time a thought is repeated, impressions become deeper and it becomes difficult to remove them. The thought waves are like a record player that goes on and on, moving from one thought to another, from the present to past and surface as pleasant or unpleasant memories. Pleasant and selfless thoughts bring peace and joy, while unpleasant, selfish thoughts bring pain and misery.

Manas-mind, is the desiring or pleasure seeking part. *Citta-mind*, is the subconscious part, storing past experiences. *Buddhi-mind*, is the intellectual part, that is connected to the consciousness providing knowledge of good and bad, intuition and wisdom. *Ahamkara-mind*, is the false mind or ego, which is an embodiment of pride, anger, hatred, greed, jealousy and fear. These negative emotions project negative energies and destroy the inner balance. If you learn to control your ego and negative emotions, your mind will become strong, there will be more clarity and you can solve many problems with ease.

The deep impressions formed in the mind by thought waves from the past are called *Samskaras*. These are accumulated deep rooted impressions or habit patterns in the consciousness. Through *Svadhya* or self-study of thoughts, feelings, emotions and actions and through *Samyama* or deep sustained focus, we can transform the old habit patterns that harm and cultivate good *Samskaras* and live happily.

Sage Patanjali's 'Yoga Sutras' provide practical and scientific solutions to awaken and direct the mind to the right path. 'Yoga Sutras' is a bible of 196 aphorisms, hidden with profound meanings. Many saints have given their commentary on yoga sutras for everyone to understand and practice in their lives.

Tips from Sage Patanjali's Yoga Sutras

- With dedicated, regular practice of *Asanas*, *Pranayama* and *Dhyana*, the powerful cleansing tools of Yoga, you can control ego and calm the restless mind.
- Through *Abhyasa* or constant practice and *Vairagya* or dispassion or non-attachment, to worldly things and pleasures, seen or heard, you can control ego and calm the restless mind.
- Cultivate *Pratipaksha Bhavanam* or opposite emotions to calm your mind. When you have anger or hatred replace them with compassion and love.
- Great obstacles of peace are *Avidya* or ignorance, *Asmita* or egoism, *Raga* or attachment /attraction to worldly pleasures, *Dvesha* or hatred, *Abivinesah* or fear of death or desire to live.
- Cultivate *Maitri* or friendliness with happy people, *Karuna* or compassion with sad people, *Mudita* or delight with virtuous people, *Upekshanam* or disregard towards wicked people. You can easily control ego and calm the restless mind.
- Dedicated and long duration practice of *Pranayama* along with *Kumbhaka* will control ego, the senses and calm the restless mind.



MPREC MBA

Hatha Yoga

Hatha Yoga is a popular health promoting discipline in the world. Its origin is traced to the writings of Swami Swatmarama, the first book on asanas and pranayama written in the 15th century called '*The Hatha Yoga Pradipika*'. Hatha Yoga integrates and balances the two sides of the body.

Ha means sun and **Tha** means moon. **Hatha** means willful or forceful. Sun or masculine is the right side, while moon or feminine is the left side. Both sides provide energy for stability, strength and balance.

AIM OF HATHA YOGA

- 🔥 To balance prana, the energy that moves upwards to the brain
- 🔥 To balance apana, the energy that moves downwards to the pelvis
- 🔥 To balance mind-body-breath and promote inner harmony and peace
- 🔥 To balance opposites; hot and cold, pain and pleasure, loss and gain
- 🔥 To balance every aspect of an individual, make life painless and peaceful

POWERFUL TOOLS OF HATHA YOGA

ASANAS

Asanas are specific geometric postures designed to suit the anatomy of human body. They are much more than physical exercise because they provide perfect mind-body balance. *Asanas* connect body and mind, remove blocks and imbalances, mobilize inactive muscles and joints and promote ease and harmony. *Asanas* are performed with deep awareness and guided by specific breathing. They must be learnt from an experienced yoga teacher.

Sage Patanjali the father of yoga, defined asana as *Sthira, Sukham, Asanam*. *Sthira* means stability, steadiness, firmness, *sukham* means ease, relaxed, comfortable, *asanam* means postures. It takes several years of dedicated practice to accomplish perfect mind-body integration, control, balance and harmony and experience *sthiram* and *sukham* in every asana.

PRANAYAMA

Pranayama is the conscious expansion of inhalation and exhalation in a specific manner. It is a scientific process of internal purification, draws the mind inwards and connects to deeper levels of consciousness. Pranayama refreshes and energizes the brain, calms the mind, removes stress, negativity and makes all the systems function well. They must be learnt from an experienced yoga teacher.

Sage Patanjali reiterates that controlling the restless mind is not possible without controlling prana. When pranayama is practiced with dedication and commitment for many years, *avarana* or mental veil or disturbances that covers *prakasa* or inner light or wisdom will be removed. When there is *prakasa*, there will be no confusion, and no sadness, the mind will be clear like a crystal, experiencing peace and happiness.

MPREC MBA

Principles of Practice

🔥 Faith and Motivation

To undertake this pleasant inward journey, faith and strong motivation are the key requisites.

🔥 Positive Attitude

Positive attitude removes tensions and provides focus and positive energies for inner transformation.

🔥 Assessment of Present Condition

Before you begin your practice, assess and accept your present physical and mental condition.

🔥 Inward Gaze

Inward gaze or *antara drishti*, develops deep inner awareness, improves alignment, stability and balance.

🔥 Self Awareness

Self-awareness, leads to self-understanding and facilitates physical and mental transformation.

🔥 Breathing Power

Breathing is the core of yoga practice. It draws mind inwards, integrates mind and body, refreshes brain and other organs and promotes overall well being.

🔥 Internal Alignment

Alignment of the inner body, enhances stability, grace comfort, heals and brings harmony.

🔥 Managing Pain

Pain is a natural sensation caused by stiffness. Tolerance and patience are essential for managing pain.

🔥 Determination and Effort

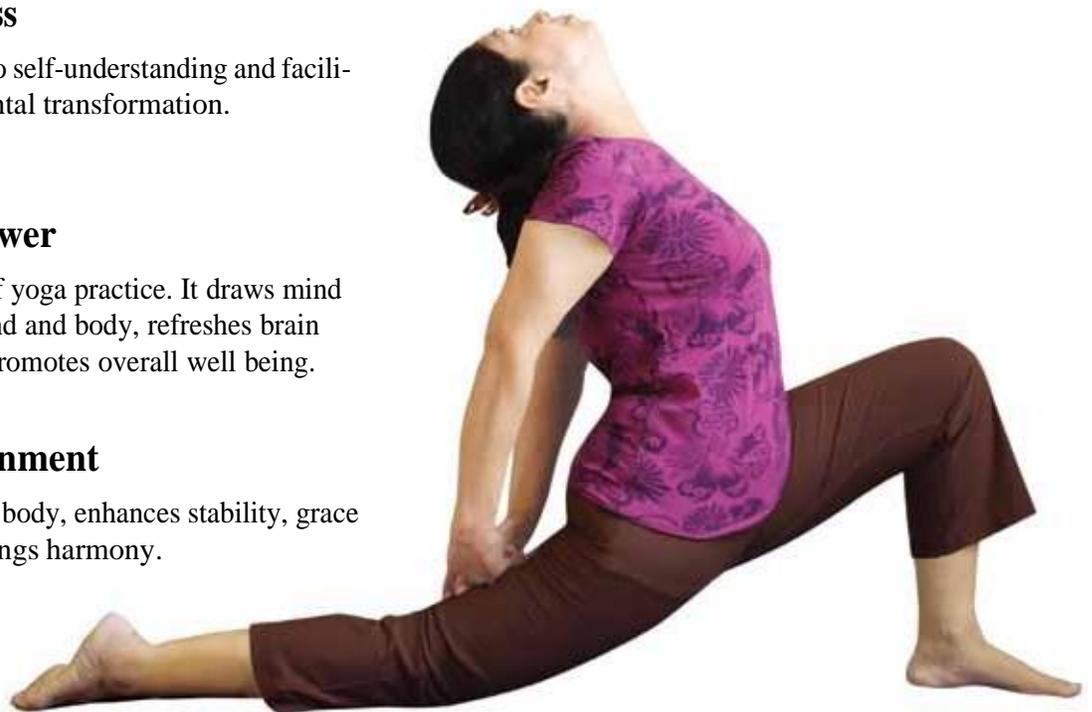
Determination and effort are powerful inner qualities that provide optimum abilities to achieve the desired goal.

🔥 Passion and Joy

Practicing yoga with passion and joy, will be an effortless, uplifting and an enjoyable experience.

🔥 Regularity and Commitment

Set a time for your everyday practice. Make a commitment with yourself to practice every day. Just a short duration of practice day after day, will bring dynamic changes in you.



MPREC MBA

Surya Namaskar

Sun Salutation

Surya = Sun or Sun God, Namaskar = bow to

Surya Namaskar is a salute to Lord Surya or Sun God. According to the vedic texts, worship of Sun God promotes good health “*aarogyam hasa graath iccheth.*” The ancient yogis practiced *Surya Namaskar* every early morning, facing the sun to greet the new day and derive divine energies for health and prosperity.

Surya Namaskar is not an asana but a yoga warm up that refreshes and energizes. It limbers the body and mind for asana practice. It is a dynamic sequence of twelve postures, repeated to make a set of twenty four postures. Five to ten sets are performed at a time to promote biological changes.

Each posture is performed by inwardly chanting a mantra and feeling the hidden power of divinity. Breaths rhythmically synchronized with the movements. When practiced with awareness in a slow pace the gain is physical, mental and spiritual. When practiced mechanically in a fast pace, the gain is only physical.

Benefits with everyday practice for few weeks

- Improves self awareness, flexibility, agility and strengths
- Relieves fatigue, lethargy, stiffness, tensions and pain
- Increases stamina and builds positive energies
- Develops mind focus, alertness and confidence
- Reduces negative energies, excess weight and burns toxins

MRECE MBA

Surya Namaskar



MREC MBA

Instructions for Practice

- 🔥 1. **Om Mitrāya Namah** (Salutations to the friend)
Pranamasana Exhale, stand upright, with your hands in the prayer position. Look inwards.
- 🔥 2. **Om Rāvaye Namah** (Salutations to the ever shining)
Hasta Uttanasana Inhale, raise your hands up, gently bend backwards. Look upwards.
- 🔥 3. **Om Sūryāya Namah** (Salutations to the cosmic light)
Pada Hasta Asana Exhale, bend forward, stretch your legs, press your palms on the floor, on the sides of your feet. Look downwards.
- 🔥 4. **Om Bhānave Nama** (Salutations to the illuminator)
Anjaneya Asana Inhale, stretch your right leg far behind. Arch your spine. Look forwards.
- 🔥 5. **Om Khagāya Namah** (Salutations to the performer)
Adho Mukha Svanasana Exhale, take your left leg far behind. Align your legs back and stretch your limbs. Look downwards.
- 🔥 6. **Om Pusne Namah** (Salutations to the nourisher)
Ashta Anga Namaskara Inhale, bring your toes under, knees down and hips up. Exhale, rest your chest and chin on the floor. Look downwards.
- 🔥 7. **Om Hiranya Garbhāya Namah** (Salutations to the cosmic power)
Urdhva Mukha Svanasana Inhale and raise your head and chest, lift your thighs and pelvis off the floor. Stretch forward and arch your back. Look upwards.
- 🔥 8. **Om Marīcāye Namah** (Salutations to the cosmic rays)
Adho Mukha Svanasana Exhale, press your palms and feet on the floor, raise your hips up and lower your head. Stretch your legs and hands. Look downwards.
- 🔥 9. **Om Adityāya Namah** (Salutations to the son of Aditi)
Anjaneya Asana Inhale, bring your right foot forward between your palms. Stretch your left leg back. Arch your back and open your chest. Look forward.
- 🔥 10. **Om Sāvitre Namah** (Salutations to the stimulator)
Pada Hasta Asana Exhale, bring your left foot forward, straighten your legs, bend forward. Stretch your hands downwards. Lower your head. Look downwards.
- 🔥 11. **Om Arkāya Namah** (Salutations to the elixir of life)
Hasta Uttanasana Inhale, roll up, straighten your back, stretch your hands up and bend backward. Look upwards.
- 🔥 12. **Om Bhāskarāya Namah** (Salutations to the enlightener)

Pranamasana Exhale, stand upright, with your hands in the prayer position. Look inwards.

MREC MBA

Guidelines for Asana Practice

- 🔥 Asanas can be practiced by people of any age, ability or condition
- 🔥 Consult a doctor if you have cardiac or any other medical problem
- 🔥 Learn asanas from a knowledgeable and experienced yoga teacher
- 🔥 Those with health issues, must practice with the guidance of a teacher
- 🔥 Inform your teacher about your health issues and about your lifestyle
- 🔥 Start your asana practice three to six months after delivery or any surgery
- 🔥 Avoid practice during fever, diarrhea or any condition that drains your energy
- 🔥 Practice half an hour after taking a beverage and four hours after a meal
- 🔥 Keep your stomach, bowels and bladder empty before your practice
- 🔥 A bath before and after your practice will refresh your body and mind
- 🔥 Wear modest, loose, comfortable clothing, that will allow free movement
- 🔥 Warm up your body before practice; cold and stiff muscles may cause injury
- 🔥 Practice in a well ventilated and clean room, only on a non-slip yoga mat
- 🔥 Do not practice asanas on a bed or on sand or on any uneven surface
- 🔥 Respect your body and listen to your body; do as much as your body allows
- 🔥 Start your practice with relaxation asanas, when you feel dull or exhausted
- 🔥 Follow the given cautions and instructions to avoid discomfort or injury
- 🔥 During menstruation avoid leg lifts, backward bends, inversions and twists
- 🔥 Pregnant women must practice with guidance of an experienced teacher
- 🔥 Practice everyday at the same time with passion and commitment

MPREC MBA

Standing Strengthening

Standing asanas provide perfect awareness and foundation for sitting and inverted asanas. Beginners must practice these asanas for several months to enhance overall flexibility and strength.

Standing asanas, stretch and strengthen the skeletal and muscular systems, build overall stability, strength, endurance and balance. These asanas strengthen the major muscle groups, such as the hamstrings, quadriceps, rectus abdominals, hips and the entire spine.

Standing upright and steady is an art that promotes anatomical alignment, stability and harmony. To stand steady for few minutes requires deep awareness, mind-body perfect integration and control. Standing on a single leg is challenging for the body and mind; it improves concentration and overall strengths.

Some asanas provide a natural traction effect to the spine, align the spinal discs, expand the chest, strengthen the joints, correct physical defects such as knobby knees, bowed legs, drooped shoulders, hunched back that are caused due to habitual wrong postures.

Standing asanas are classified into vertical stretches, one-leg balancing asanas, lateral bends, backward bends, forward bends and twisting asanas.

Props such as wall, straps, blocks, cushions are used to manage stiffness, remove strain, prevent injury, improve alignment and develop comfort.

MPEC MBA

Tadasana | Mountain Posture

Tada = Mountain. Tadasana is standing steady like a mountain, hence the name. It is also called *Samasthiti* meaning standing with stability, with body weight evenly distributed between the two sides, creating a perfect balance.

Benefits with everyday practice for few weeks

- Corrects hunched back, bowed legs, knocked knees, drooping shoulders
- Improves inward focus, posture, shoulder and spine flexibility, confidence
- Step 4, improves shoulder and spine mobility, relieves frozen shoulders, back pain

CAUTIONS

Support your back against a wall when you have insomnia, dizziness, high BP, severe back pain.

Duration | 30 seconds to 1 minute

Practice on a non-slip yoga mat

Props: Wall, strap

Instructions Place your feet parallel, press the four corners of your feet and ground them firmly. Gently lift your knee caps and steady your legs. Breathe smoothly, remove all tensions, fix your eyes inwards and find your centre. Practice the hand variations given with a focused mind.

Urdhva Hasta Tadasana

Stretch hands upwards



1

Urdhva Hasta Baddha Tadasana

Elbow-clasp on head level



2

Paschima Hasta Baddha Tadasana

Elbow-clasp on waist level



3

4

Paschima Hasta Tana Tadasana

Hold the straps fixed on the wall, and slowly walk away from the wall till your shoulders and hands are stretched backwards. **Stay steady with focus for a minute.**



TIPS

- Fix your gaze on a spot, and direct your mind inwards.
- Spread your toes, increase the surface area of your feet.
- Proper body alignment is essential to experience benefits.

To come out, slowly walk backwards and release your hands.

18 | ■ STANDING - STRENGTHENING

MPREC MBA

Vrkshasana | Tree Posture

Vrksha = Tree. This asana resembles a tree, hence the name. Balancing on one leg is physically challenging and mentally demanding for everyone.

Benefits with everyday practice for few weeks

- Aligns and strengthens, builds bone and muscle density
- Improves focus, concentration, stability, balance, serenity, confidence
- Develops overall awareness, corrects joint and muscular imbalances

CAUTIONS

Do not practice when you have uncontrolled high BP, headache, knee or ankle pain, dizziness, depression, insomnia.

Duration | 30 seconds - 1 minute
each side

Practice on a non-slip yoga mat



Focus on the crown of your head

Stand in *Tadasana*. Lift your right leg and place the foot on your inner thigh of left leg. Inhale, stretch your hands up, press your palms in 'Anjali Mudra.' **Stay steady with even breathing.** Release and get back to *Tadasana*. Repeat with your left leg.



Stand in *Tadasana*. Place your right foot on the opposite thigh. Up turn the foot and point your knee downwards as in *Ardha Padmasana*. Place your palms in 'Anjali Mudra' and feel the warmth. **Stay steady with even breathing.** Release and get back to *Tadasana*. Repeat with your left leg.

Do not bend your knee

Anjali Mudra or Namaste

means my soul bows to you. A traditional gesture for greeting people with respect, love, humility. This mudra stimulates pressure points, connects to subtle energies, and refreshes brain and heart.



Stand in *Tadasana*. Lift your left leg, bend the knee and grasp your foot with both hands and press it close to your buttocks. **Stay steady with even breathing.** Release the leg and get back to *Tadasana*. Repeat with your right leg.

Stretch
h
press
your foot

- your inner inwards.
- Spread your toes and increase the surface area of your balancing foot.
- Distribute your body weight evenly on the four corners of your foot.
- Use wall support if you cannot balance steadily on one leg.

STANDING -
STRENGTHENING ■

| 19

MPREC MBA

Trikonasana Triangle Posture

Trikon = Triangle. This asana outwardly creates three triangles, hence the name. It alternatively stretches and compresses the sides, strengthens the rib-cage, muscles in abdomen and pelvis and boosts metabolism.

Benefits with everyday practice for few weeks

- Relieves stiff neck and shoulders, back pain, knee and ankle pain
- Relieves fatigue, acidity, diabetes, menstrual and menopausal problems
- Reduces body weight, removes excess fat around your waist and abdomen

CAUTIONS

Do not practice when you have dizziness, diarrhea, uncontrolled high BP, hip or ankle injury, insomnia.

Duration | 30 seconds each side

Practice on a non-slip yoga mat

Props: Wall, blocks

Stretch your fingers up

1

For Beginners

Place your right foot at 90 degrees angle close to a wall, your left foot 3 feet away. Place your right hand on the side wall exhale, stretch to the right and rest your left hand. **Stay steady.**

To come out, inhale, release turn and repeat on left side.



2



3

Hand aligned close to the ear



For the Experienced

Stretch deeper to the right and rest your palm on the block behind your ankle. Raise your left hand upwards, and gaze upwards. **Stay steady.**

To come out, inhale, release and repeat on the left side.

TIPS

- Align your hips square to your body, before bending.
- Practice with wider stance and deeper extension to the side.
- Do not overstretch and strain.
- When body weight taken by your legs, upper body is light.
- Those with stiff shoulders must practice step 3, carefully.

Inhale, raise your left hand, keep it close to your ear. Exhale and stretch to the right side, stretching your left hand parallel to the floor. Look to the front. **Stay steady with even breathing.** **To come out,** inhale and release. Repeat on the other side.

Experienced means those practicing with dedication for over 1 year

20 | ■ STANDING - STRENGTHENING

MPREC MBA

Ardha Chandrasana



Half Moon Posture

Ardha = half, Chandra = moon

The limbs and torso are stretched to a side; the body outwardly resembles half moon, hence the name. The wall and the block, provide stability, help to properly align and achieve perfect and easeful lateral extension.

CAUTIONS

Do not practice when you have hip, neck, shoulder injury, insomnia, diarrhea, during menstruation and in the 3rd trimester of pregnancy.

Duration | 1 minute each side

Practice on a non-slip yoga mat

Benefits with everyday practice for few weeks

- Relieves stiff shoulders, spine, hips, groins and hamstrings
- Relieves low back pain, knee pain, sciatica, hernia, hemorrhoids
- Relieves cervical spondylosis, depression, asthma, acidity, ulcers
- Relieves prostate, incontinence, menstrual and menopausal problems

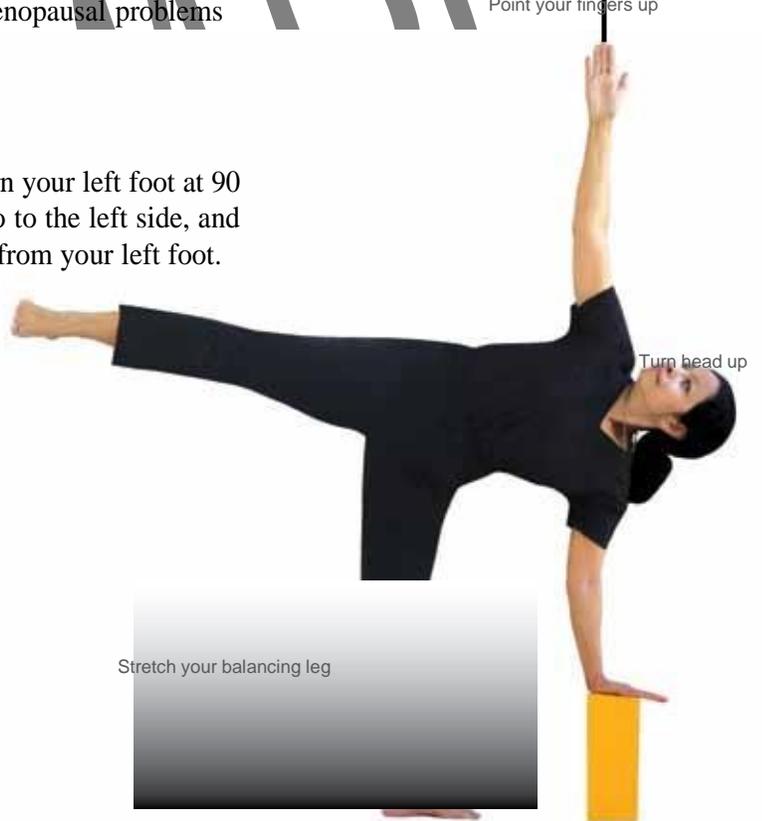
Props: Wall, blocks

Point your fingers up

Stand in *Tadasana* with your back against a wall. Turn your left foot at 90 degrees angle. Exhale, bend your knee and your torso to the left side, and rest your palm on the block, placed few inches away from your left foot.

With support of your left leg and left hand, exhale and raise your right leg up sideways and stretch it out gently. Extend the knee of your balancing leg and stretch your right hand upwards in line with your left hand. Let go tensions and raise the leg as high as possible. Turn your gaze upwards or look straight ahead. **Stay steady with focused even breathing.**

To come out, exhale and get back to *Tadasana*. Breathe few times and repeat on the other side.



Stretch your balancing leg

Turn head up

Ground your foot firmly

Do not press much weight on the block

TIPS

- Align your hips and spine properly and support them on the wall.
- The wall is great; it provides alignment, balance, stability and comfort.
- The extension of the upper arm acts as a lever to ease and extend the sides.
- To improve stability, lower the raised leg and focus on your breathing.
- The palm on the block, takes off some weight from the balancing leg, helps to open your hips and lift your upper leg higher to the hip level.

MPREC MBA

Parsava Konasana | Side Angle Posture

Parsava = side, Kona = angle A deeper lateral bend that extends the sides, chest, abdomen and pelvis. It is a neat progression from Virabhadrasana II.

Benefits with everyday practice for few weeks

- Relieves low back pain, sciatica, diabetes, stiff shoulders and neck
- Relieves prostate, menstrual and menopausal problems
- Improves muscle and joint flexibility and strength
- Reduces fat around the waist, abdomen, hips and thighs

CAUTIONS

Do not practice when you have diarrhea, dizziness, uncontrolled high BP, knee or ankle injury, insomnia.

Duration | 20 seconds - 30 seconds
each side

Practice on a non-slip yoga mat

Props: Blocks

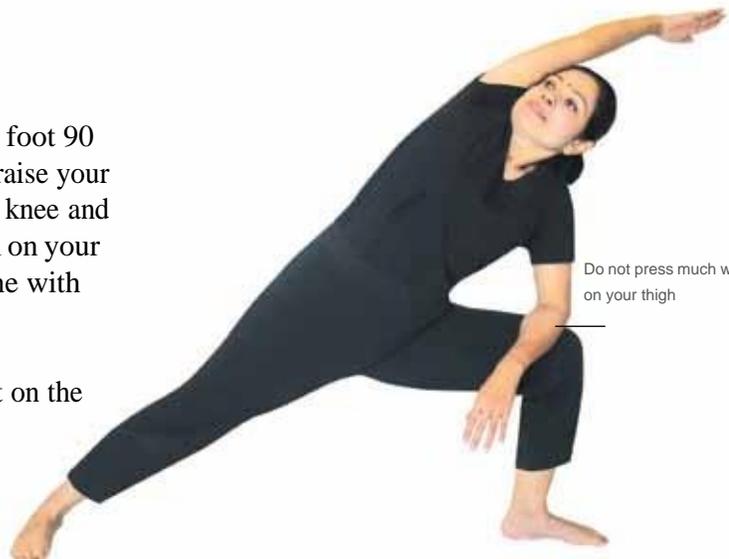
1

Parsava Konasana

Place your legs four feet apart, turn your left foot 90 degrees, right foot a little inwards. Inhale and raise your right hand upwards; exhale and bend your left knee and gently bend to the left side. Rest your left arm on your thigh. Stretch your right arm over-head in line with your ears.

Stay steady with focused even breathing.

To come out, inhale and gently release. Repeat on the other side.

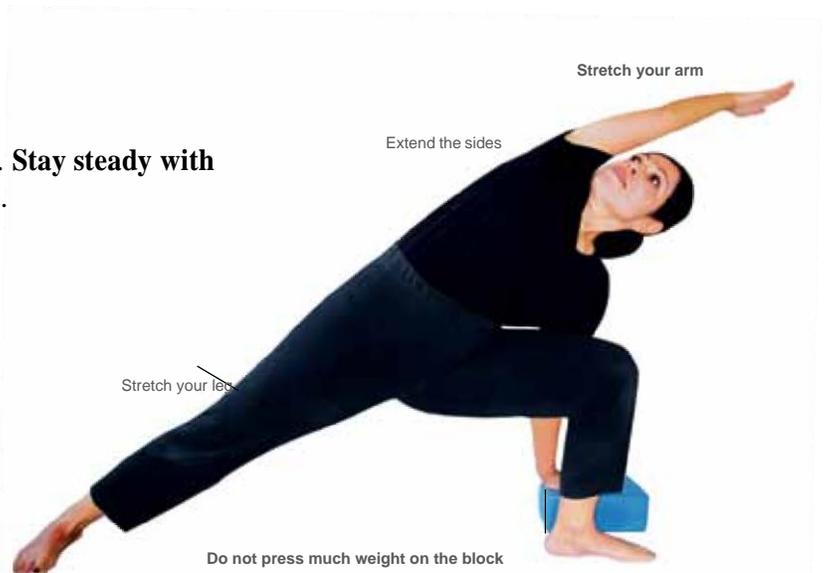


Do not press much weight on your thigh

2

Utthita Parsava Konasana For the more flexible

Place your palm on a block behind your ankle. **Stay steady with focused breathing.** Repeat on the other side.



Stretch your arm

Extend the sides

Stretch your legs

Do not press much weight on the block

TIPS

- Distribute weight evenly in the legs.
- Align your bent knee above your ankle joint to form a right angle.
- Practice step 2, only when you are flexible, steady and confident.

MPREC MBA

Parivrtta Trikonasana



Revolving Triangle Posture

Parivrtta = revolve, turn around, Trikona = triangle.

This asana creates twist in a triangle, hence the name.

Benefits with everyday practice for few weeks

- Stretches hamstrings, ankles, knees, improves spine and hip flexibility
- Relieves stiff neck, stiff shoulders, low back pain, sciatica
- Relieves diabetes, gall bladder stones, menstrual and menopausal problems
- Reduces weight, removes excess fat around your waist and abdomen

CAUTIONS

Do not practice when you have dizziness, diarrhea, uncontrolled high BP, a migraine, hip injury, insomnia.

Duration | 20 seconds to 30 seconds
each side

Practice on a non-slip yoga mat

Props: blocks

Stretch your fingers up

Loosen your arm

Turn your head



Stand in Tadasana, spread your legs 4 feet wide apart. Turn your feet slightly outwards. Inhale, stretch your hands to the sides in line with your shoulders. **Stay steady with focused even breathing.**

Stretch your arm straight up



From step 1, exhale and turn to the left side keeping your hips and pelvis stable and your legs steady. **Stay steady with even breathing.**



From step 2, exhale and bend forward place your right hand on the floor and stretch your left hand upwards. **Stay steady with even breathing.** Inhale and roll up. Repeat on the other side.



For more flexible people

From step 1, exhale and rotate the upper body from hips to the opposite side ie left side. Rest your right palm on your left foot. Stretch your left hand upwards and look backwards. **Stay steady with focused even breathing.** Inhale and gently roll to

TIPS

- Distribute body weight between your legs and lighten your trunk.
- Those with stiff shoulders and hamstrings can rest their palm on a block or on a low stool.

the centre. Breathe few times and repeat on the other side.

MRECMBA

Virabhadrasana Warrior Posture

Vira = hero, Bhadra = blessed, Virabhadra = a powerful and blessed warrior

These asanas build strength, vigor and stability like a warrior, hence the name. They demand mindfulness and determination to meet the body challenges.

Benefits with everyday practice for few weeks

- Strengthens and stabilizes legs, hips, pelvis, spine, chest
- Relieves fatigue, back pain, asthma, arthritis, acidity, sciatica
- Reduces fat in thighs, relieves menstrual and menopausal problems

CAUTIONS

Do not practice when you have uncontrolled high BP, insomnia.

Virabhadrasana III must be avoided during menstruation

Virabhadrasana III and IV must be avoided during pregnancy.

Duration | 20 - 30 seconds
each side

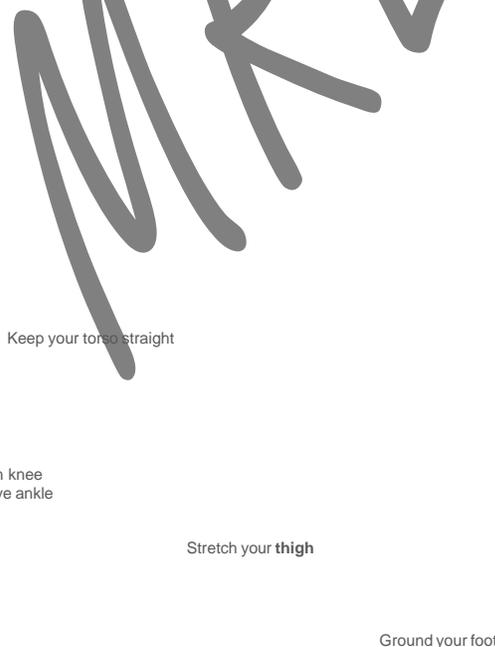
Practice on a non-slip yoga mat

Props: Wall, blocks

Virabhadrasana I

Place your legs four feet apart and turn your torso to a side. Turn your front foot 90 degrees pointing straight ahead and your back foot 60 degrees turned inwards. Keep your hips square and steady your legs. Inhale, stretch your hands upwards. Exhale, bend your front knee. If you are confident, move your head back and look upwards. **Stay steady with focused even breathing.** Alternate your legs and repeat on the other side.

Virabhadrasana II



Ground your heel

Stretch your upper thigh

Keep your torso straight

Align knee
above ankle

Stretch your thigh

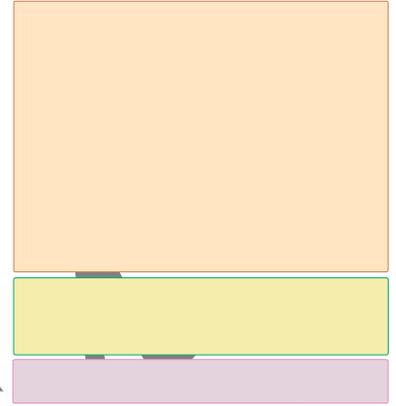
Ground your foot

Place your legs four feet apart, with your right foot turned 90 degrees, left foot turned little inwards. Inhale, extend your hands in line with your shoulders with palms facing down. Exhale, bend your right knee as you stretch your left leg. Keep your torso straight and chest open. Turn your head to the right side, fix your gaze on a spot on your right hand. **Stay steady with focused even breathing.**

To come out, inhale and gently release the lunge. Repeat on the left side.



24 | ■ STANDING - STRENGTHENING



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Virabhadrasana III

Stand in *Tadasana*. Take your left leg backwards, gently shift weight on the front leg. Exhale and raise the left leg as high as your hips. Steady your balancing leg and align your hips. Fix your eyes on a spot, stretch your hands to the front and lengthen your spine. If you need support, face a wall and reach your fingers on the wall.

Stay steady with even breathing.

To come out, bring your leg and hands down and get back to *Tadasana*. Repeat with your other leg.



Virabhadrasana IV

Get into *Virabhadrasana II*. Take your hands to the back and clasp your wrist or interlace your fingers. Exhale and bend forward to a side. Rest your palms on the floor and your head on a block. **Stay steady with focused even breathing.**

To come out, inhale and gently roll up. Repeat on the other side.

For the more flexible

Firm your legs and gently stretch forward. Rest your head on the floor with your hands bound at the back.

Stay steady with focused breathing.

To come out, inhale and slowly roll up. Repeat on the other side.



TIPS

- A positive attitude is essential for stability and balance.
- Distribute your body weight evenly between your legs.
- Ground your feet firmly and steady your legs.
- Breathe evenly and manage your pressures and tensions.
- Practice with props for proper alignment and comfort.

Do not press much weight on your head

MRPEC MBA

Uttanasana | Intense Forward Stretch Posture

Uttana = intense extension. A refreshing forward bend made easy with props.

Benefits with everyday practice for few weeks

- Refreshes brain, calms mind, relaxes heart, massages abdomen
- Relieves back pain, knee pain, hip pain, low and high BP
- Relieves mental fatigue, anxiety, depression, insomnia, hemorrhoids
- Relieves indigestion, diabetes, menstrual and menopausal problems

CAUTIONS

Do not practice when you have spinal disc displacement, a migraine, vertigo, diarrhea, during pregnancy.

Duration | 1 minute - 5 minutes

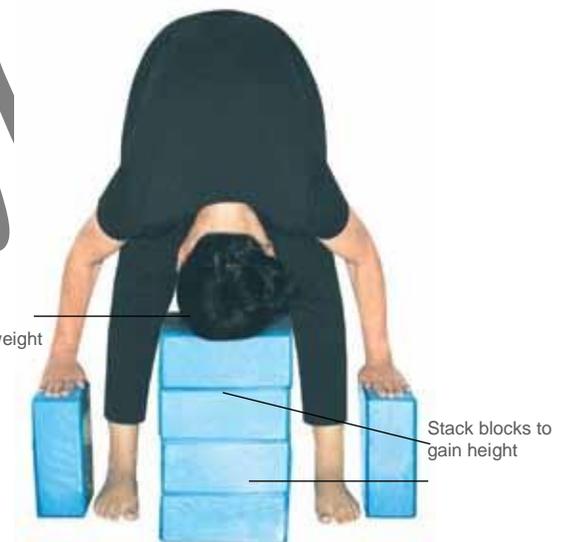
Practice on a non-slip yoga mat

Props: Blocks, stool

1

For Beginners

Place your feet about twelve inches apart. Place a block on the outer side of your feet and stack few blocks in the centre. Inhale raise your hands high and exhale, bend forward. Rest your head and your palms on the blocks. Close your eyes, soften your fore-head and remove tensions. **Stay steady with focused even breathing.**



2

For those with health issues



Rest your head and relax

- Ground your feet firmly for stability.
- If your hamstrings hurt, micro bend your knees for a while and stretch.
- Relax your shoulders, neck and head.

STANDING - STIMULATING

For the Experienced

Stand in *Ta das ana* with feet twelve inches apart. Exhale, bend forward and move your head close to your knees. Press your palms on

either side of your feet. Keep your eyes open and observe. **Stay steady with focused breathing.**

3

To come out, place your hands on your knees, inhale and slowly roll up.

Experienced means those practicing with dedication for over 1 year



MPREC MBX

Parsvottanasana Intense Side Stretch Posture

Parsava = sideways Uttana = intense extension

This asana is an asymmetrical forward bend that requires deep awareness.

Benefits with everyday practice for few weeks

- Stretches hamstrings, improves hip, spine and shoulder flexibility
- Refreshes brain, strengthens legs, spine and abdomen
- Relieves joint pains, indigestion, diabetes and menopausal problems
- Reduces fat in the thighs and abdomen, builds stability, confidence

CAUTIONS

Do not practice when you have diarrhea, uncontrolled high BP, arthritis, dizziness, migraine, insomnia, during pregnancy.

Duration | 30 seconds -1 minute

Practice on a non-slip yoga mat



For Beginners

Place your feet four feet apart and turn to a side. Inhale and raise your hands, exhale and stretch forward. Rest your palms on the blocks.

Stay steady. Inhale and roll up. Turn to the other side and repeat.



For the Experienced

Hold a strap away from your hips. Exhale, bend forward, stretch your hands upwards and head downwards. **Stay steady with focused breathing.** Inhale and gently roll up. Turn to the other side and repeat.



Take your hands to the back, press your palms and fingers together to form back-side namaste. Inhale, bend backwards

and look upwards. **Stay steady.**



TIPS

- Inward focus is essential for mind-body control and to maintain steadiness.
- Do not over stretch and strain.
- For backside-namaste refer to page 108.

In continuation from step 3, inhale and straighten your back,

exhale and stretch forward. Look down breathe and stay steady.
Alternate your legs and repeat steps 3 and 4.

STANDING - STIMULATING ■ | 27

MRECMBA

Prasarita Padottanasana

Intense Leg Stretch Posture

Prasarita = stretched, Pada = leg or foot, Uttana = intense extension

This asana is called semi-inverted asana, as it promotes partial reversal of many organs. Those who cannot practice *Sirsasana*, can practice this asana.

Benefits with everyday practice for few weeks

- Refreshes brain, calms the tense mind, relaxes heart and lungs
- Massages abdomen and pelvis, strengthens legs, hips and spine
- Relieves anxiety, depression, low and high BP, insomnia, hemorrhoids
- Relieves fatigue, back pain, diabetes, menstrual and menopausal problems

CAUTIONS

Do not practice when you have vertigo, diarrhea, migraine. Practice only step 1, during pregnancy.

Duration | 3 minutes - 5 minutes

Practice on a non-slip yoga mat

Props: Blocks

Flatten your back



1

For Beginners

Stand with your legs four feet wide apart. Exhale, stretch forward and reach your hands either on the wall in the front or on the blocks kept on the floor. **Stay steady with even breathing.**



Do not bend your knees

Hips above head

Back-side Namaste

2

For the Experienced



Turn your feet inwards

3



Step 2. Exhale, stretch forward and rest your head on the floor, with your palms on either side. Spread your fingers wide and bend your elbows. **Step 3.** Stand upright and take your hands behind, press your palms together to form back side namaste. Exhale, stretch forward and rest your head on the floor. **Stay steady with focused even breathing.**

To come out, lift your head off the floor, gently bend your knees and walk your feet

TIPS

- Do not press much weight on your head.
- For back-side namaste refer to page 108.

closer. Inhale and slowly roll up to the upright position.

Experienced means those practicing with dedication for over 1 year

28 | ■ STANDING - STIMULATING

MPREC MBA

Reclining Releasing

Reclining asanas are practiced after standing asanas. They are easy and must be practiced everyday by everyone. Practice using props, to improve alignment, stability and comfort.

Reclining asanas are designed in the supine position (resting on the spine) and in the prone position (resting on the abdomen.) The asanas in supine and prone positions complement each other, refresh the vital organs and improve their functions.

Reclining asanas correct neuro-muscular, chemical and other imbalances. They release tensions and congestions from the legs, hips, pelvis and abdomen and rest the spine, lungs and heart.

Reclining asanas prepare the body and mind for the sitting asanas, forward and backward bending asanas and the inverted asanas.

MPREC MBA

Supta Urdhva Padasana | Reclining leg lifts

Supta = reclining or lying down, Urdhva = upward, Pada = leg

This asana removes fatigue and pain from spine, hips and legs.

Benefits with everyday practice for few weeks

- Relieves low back pain, varicose veins, leg pain, hernia, incontinence
- Step 1 drains stagnated fluids, reduces swelling, knee and low back pain
- Step 2 tones the abdomen, reduces fat in thighs, hips and abdomen
- Step 3 relieves hemorrhoids, prostate, menstrual and menopausal problems

CAUTIONS

Do not practice when you have hip injury, headache, during menstruation and pregnancy.

Duration | 30 seconds - 1 minute

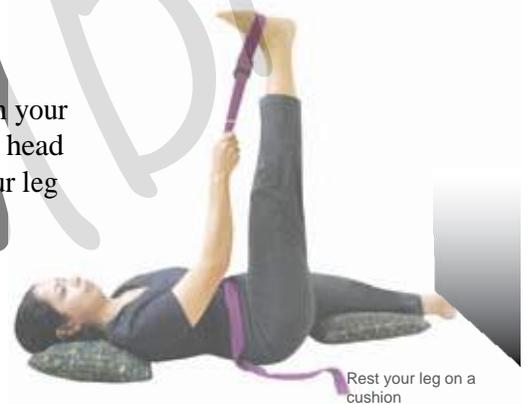
Do as much as your body allows

Practice on a non-slip yoga mat

Props: A strap, cushions

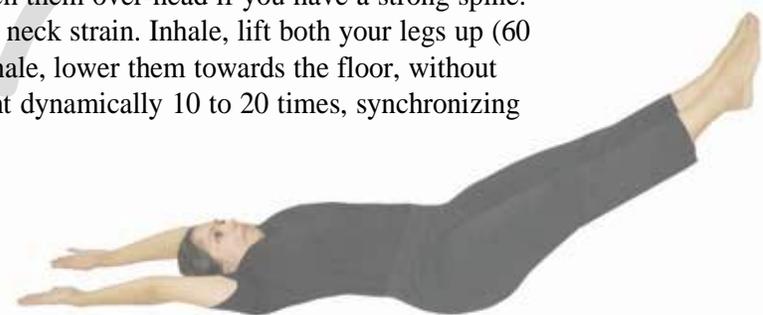
1 Supta Urdhva Eka Padasana

Lie down on the floor with your feet pressed on a wall. Loop a strap on your right foot, inhale and lift your leg upwards with the strap. Rest your head and shoulders. **Stay steady with focused breathing.** Exhale, lower your leg on the floor. Repeat with your left leg.



2 Supta Urdhva Dvi Padasana

Tuck your hands under your hips or stretch them over-head if you have a strong spine. Rest your head on a soft cushion to avoid neck strain. Inhale, lift both your legs up (60 degrees) without bending your knees. Exhale, lower them towards the floor, without touching the floor. Practice this movement dynamically 10 to 20 times, synchronizing your breath.



3 Supta Urdhva Konasana

Bend your knees and hold your big toes firmly. Stretch your legs wide apart. **Stay steady with even breathing.** **To come out,** bend your knees, release your hands and rest your feet on the floor.



MPREC MBA

Supta Padangusthasana

Reclining Big Toe Posture

Supta = reclining or lying down, Pada = foot, Angusta = big toe

This asana provides perfect traction effect in your hips, pelvis and legs corrects mis-alignment and enhances circulation.

Benefits with everyday practice for few weeks

- Improves flexibility and strength in the legs, hips, pelvis, spine, abdomen
- Relieves low back pain, sciatica, hernia, hip and knee pain, low and high BP
- Relieves incontinence, prostate, menstrual and menopausal problems

CAUTIONS

Do not practice when you have a migraine, spine, hip injury, diarrhea.

Duration | 1 minute - 2 minutes
each side

Practice on a non-slip yoga mat

Props: Wall, cushions, strap



Rest your head on a soft cushion

1

Ardha Pawana Muktasana

Lie on your back with legs outstretched. Inhale, draw your right knee and hug it with both hands. Keep your left leg stretched on the floor with the foot pressed on the wall behind. **Stay steady with focused breathing.** Release the knee hug and repeat with your left leg.

2 Supta Padangusthasana

Lie on your back in a corner of a room, that has wall on two sides. Inhale, stretch your left leg to the left side using a strap and rest the foot on the side wall. In the meanwhile, allow the right leg to stretch and place the foot on the wall behind. **Stay steady with focused breathing.** Exhale and bring the left leg to the centre on the floor. Re-position your body and repeat with your right leg.

Rest your foot on wall

Rest neck on a cushion

Rest your foot on wall

Place a cushion under the knee, if you have knee pain

Thigh must not pop up

3

For the Experienced

Grasp your big toe firmly and stretch the leg to the side. Do not allow the opposite thigh to pop up. **Stay steady with focused breathing.** Bend your knee and bring the

le

g back to the centre. Repeat with your other leg.

Experienced means those practicing with dedication for over 1 year

MRECMBA

Supta Baddha Konasana Reclining Bound Angle Posture

Supta = reclining, or lying down, Baddha = bound, Kona = angle

This asana is a relaxing and a healing variation of *Baddha Konasana*.

Benefits with everyday practice for few weeks

- Relieves chest congestions, back pain, high and low BP, depression
- Relieves acidity, ulcers, hernia, diabetes, incontinence
- Relieves prostate, menstrual and menopausal problems
- A boon for pregnant women; relieves abdominal-pelvic discomfort, back pain, uterine fatigue, improves circulation, promotes easy delivery

CAUTIONS

Do not practice when you have diarrhea, hip or knee injury.

Duration | 3 - 5 minutes

Practice on a non-slip yoga mat or on a firm mattress

Props: Cushions, bolsters

Lie on your back, with your head and your spine on cushions, your hips and pelvis on the floor. Bend your knees and extend them to the sides. Press the soles of your feet together, in front of your perineum. Roll your shoulders down and broaden your chest. Place a bolster under the knees to avoid strain in your groins, inner thighs or knees. Keep a mudra in your fingers. **Stay steady with focused even breathing.**



To come out, draw your knees closer, breathe few times and roll your body to a side before you sit up.

TIPS

- Cushions or bolsters prevent strain and provide comfort.
- A relaxing counter posture for *Setu Bandhasana*.
- Practice throughout pregnancy.

MPREC MBA

Supta Virasana



Reclining Hero Posture

Supta = reclining or lying down, Vira = hero

This asana refreshes and renews the organs; a healing variation of *Virasana*.

Benefits with everyday practice for few weeks

- Strengthens immune system, stimulates vagus nerve, improves circulation
- Relieves flatulence, acidity, ulcers, diabetes, heaviness after meals
- Relieves asthma, palpitations, fatigue, low and high BP, insomnia
- Relieves chronic leg pain, prostate, menstrual and menopausal problems
- Relieves vomiting, indigestion, breathing problems during pregnancy
- A boon for pregnant women; rejuvenates organs, prevents nausea, varicose veins, back pain, uterine fatigue, promotes good sleep and easy delivery

CAUTIONS

Do not practice if you cannot sit in *Virasana*, or when you have ankle, knee, hip or spine injury, during menstruation.

Duration | 3 - 10 minutes

Practice on non-slip yoga mat or on a firm mattress

Props: Cushions, bolsters

Sit in *Purna Virasana* refer to page 47. Hold your ankles and rest your elbows and forearms on the floor, gently recline backwards. Rest your spine and head on cushions and place your hands along sides your body or stretch them up. **Stay steady with focused even breathing.**



Align your feet close to your hips



To come out, hold your ankles, and press your elbows on the floor and slowly lift your head and spine off the floor. Sit up in *Virasana*.

A restful counter posture: Exhale, stretch your torso forward, rest your forehead on a cushion, raise your hips and close your eyes. Breathe evenly. **Stay calm for few seconds.**

TIPS

- Approach this asana with an open mind.
- Experience the front body extension through upper thighs. The thighs may initially hurt.
- Beneficial after your meals and before retiring to bed in the night.
- Practice throughout pregnancy using props.



MPREC MBK

Matsyasana Fish Posture

Matsya = fish, Matsyendra = lord of fishes or name of a legendary saint

This asana resembles a fish and hence the name.

Benefits with everyday practice for few weeks

- Stimulates brain, pituitary gland, lungs, heart and diaphragm
- Relieves fatigue, thyroid problems, neck pain, asthma, bronchitis
- Relieves hemorrhoids, indigestion, incontinence, menopausal problems

CAUTIONS

Do not practice when you have uncontrolled high BP, migraine, insomnia and during menstruation and pregnancy.

Duration | 30 seconds - 1 minute

Practice on non-slip yoga mat

- 1 Lie on your back with your legs together, hands along the sides your body. Inhale and press your forearms into the floor. Raise your head and chest and place the crown of your head on the floor. Balance your weight on your hips, elbows and forearms. **Stay steady with even breathing.**



- 2 Sit in *Padmasana*, refer to page 46. Press your forearms on the floor. Recline to the back, raise your sternum, and rest the crown of your head on the floor. **Stay steady with focused even breathing.** With hand support, gently sit up. Repeat by changing leg position.



- 3 Sit in *Purna Virasana*, refer to page 47. Hold your ankles, press your forearms on the floor and gently recline backwards. Raise your sternum and rest the crown of your head on the floor. **Stay steady with focused even breathing.**



To come out, move your head neutral, rest your head and spine on the floor. Turn your head from side to side few times to correct imbalance in your neck. With support of your hands and your breath, gently sit up.

MPREC MBA

Jatara Parivrttasana



Abdominal Twist Posture

Jatara = stomach, Parivrta = twist

This asana realigns, massages and strengthens abdomen, hips, buttocks, spine.

Benefits with everyday practice for few weeks

- Relieves stiffness and pain in hips, spine, neck and shoulders
- Massages abdominal organs, relieves indigestion, diabetes, acidity, ulcers
- Relieves menopausal problems, reduces excess fat in hips and abdomen

CAUTIONS

Do not practice when you have abdomen or spine injury, during pregnancy and menstruation.

Duration | 1 to 3 minutes
each side

Practice on non-slip yoga mat

Props: Wall, a strap, cushion

1

For Beginners

Lie on your back, inhale and lift your right leg up using a strap. Hold the strap with your left hand and turn your head to the right side. Exhale and stretch the right leg to the left side. Extend your right hand in line with your shoulders and rest your left foot on the wall behind. **Stay steady with focused even breathing.** Change your body position and repeat on the other side.

Place the foot on the wall above the floor



Reach the foot on the wall

2

For the Experienced

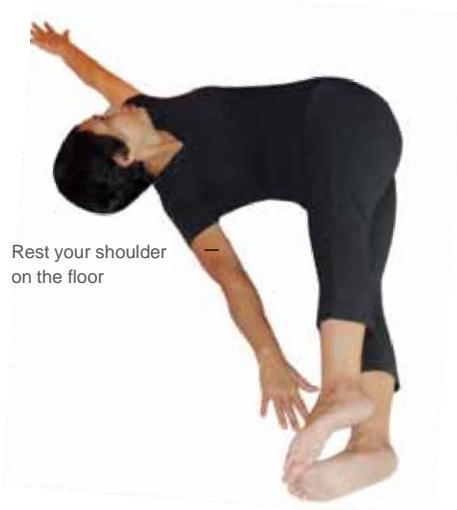
Without the strap and wall

Hold your big toe and stretch your leg to the side. **Stay steady with even breathing.** Inhale and bring your leg back to the centre. Breathe and repeat on the other side.



3

Extend your hands in line with your shoulders. Turn your head to the left side. Bend your knees, exhale, roll to right side and stretch out your legs. **Stay steady with even breathing.** Bend your knees and roll to the centre. Breathe and roll and stretch your legs to left side. **To come out,** bend your knees and roll to the centre. Straighten your legs and relax.



Rest your shoulder on the floor

Experienced means those practicing with dedication for over 1 year

RECLINING - RELEASING ■ | 35

MPREC MBA

Backward Rejuvenating

Backward bends refresh, invigorate, energize, strengthen and create mind and body balance. They align and integrate the front and the back of the body, strengthen the spine, enhance lung capacity, extend the heart, nourish the abdomen and pelvis. They stimulate the brain and the endocrine glands, increase alertness, improve stamina, grace and confidence. Backward bends also correct postural defects such as rounded shoulders and hunched back.

In our everyday lives we often bend forward but not backwards. Hence backward bending asanas become challenging and difficult for many people even for dancers and athletes. They face a lot of physical and mental resistance, which can be overcome with the guidance of a competent yoga teacher.

Backward bends are designed in standing, reclining and sitting positions. Props such as wall, table, chair, blocks and cushions are used to reduce strain, improve alignment and provide comfort in the asana.

MPREC MBA

Bhujangasana | Cobra Posture

Bhujanga = cobra, snake

This asana resembles a snake with its hood raised and hence the name.

Benefits with everyday practice for few weeks

- Aligns the spinal discs, energizes lungs, heart and abdomen
- Relieves back pain, asthma, acidity, ulcers, indigestion, hemorrhoids
- Relieves breathlessness, vertigo, menstrual and menopausal problems
- Reduces body weight, corrects double chin and hunched back

CAUTIONS

Do not practice when you have back injury, a migraine, insomnia, uncontrolled high BP, during menstruation and pregnancy.

Duration | 20 - 30 seconds

Practice on non-slip yoga mat

Props: chair, table, wall

1

Lie face down with your legs few inches apart. Rest your forehead on the floor and place your palms in line with your forehead. Move your elbows close to your chest. Inhale raise your head and chest and balance on your forearms. Broaden your chest and look to the front. **Stay steady with focused even breathing.** **To come out**, exhale, slowly roll down. Rest in *Makarasana*.



2

Place your palms in line with your chest and rest your forehead on the floor. Inhale, raise your head and chest off the floor. Look upwards. **Stay steady with focused even breathing.** **To come out**, exhale and roll down. Rest in *Makarasana* refer to page 71.



3

Standing Bhujangasana with props

Inhale and gently bend backwards. Stay steady for few seconds. Exhale and slowly come out of the back bend.





TIPS

- Beginners can stay for short duration.
- Breathe smoothly and continuously.
- Keep your mouth closed and breathe only through your nose.

MPREC MBX

Dhanurasana Bow Posture

Dhanur = bow. This asana resembles a bow, hence the name. The hands form the string of a bow that pulls the trunk and the legs up.

Benefits with everyday practice for few weeks

- Enhances lung capacity, elasticity of the spine, stimulates abdomen
- Refreshes brain, pituitary gland, heart, stabilizes emotions
- Relieves asthma, back pain, shoulder pain, ankle and leg pain
- Relieves diabetes, hemorrhoids, menstrual and menopausal problems
- Reduces weight, removes excess abdomen fat, controls over-eating

Duration | 20 seconds - 1 minute

Practice on non-slip yoga mat

1 Ardha Dhanurasana

Lie down in *Makarasana*. Bend your right leg, hold the ankle with your right hand. Bring your forehead on the floor. Place your left hand in the front. Inhale and lift your head, chest and right leg up. **Stay steady with even breathing.**

To come out, exhale and release. Repeat with your left leg.



2 Dhanurasana

Lie in *Makarasana*. Bend your legs and grasp your feet or your ankles firmly. Rest your forehead on the floor and move your knees closer. Inhale and lift your head, chest, legs and thighs off the floor. Balance on your abdomen and pelvis and look to the front. **Stay steady and breathe freely.** **To come out**, exhale and gently release. Rest in *Makarasana*.

3 Parsava Dhanurasana

Hold your feet firmly and roll freely from side to side few times.

To come out, roll back to the centre, release and rest



TIPS

- Practice step 1, for few weeks and improve flexibility.
- Do not apply force and pull your legs up; you may hurt your joints and muscles.
- Practice step 3, on a carpet to avoid discomfort and strain.

in *Makarasana*.

38 | ■ BACKWARD - REJUVENATING

CAUTIONS

Do not practice when you have uncontrolled high BP, shoulder, spine, hip, knee injury, ulcers, hernia, migraine during menstruation and pregnancy.

MPREC MBA

Urdhva Mukha Svanasana

Upward Facing Dog Posture

Urdhva = upward, Mukha = face, Svana = dog

This asana resembles a dog's stretch with head upwards, hence the name.

Benefits with everyday practice for few weeks

- Relieves fatigue, asthma, slip-disc, back pain, neck pain, wrist pain
- Relieves sciatica, indigestion, menstrual and menopausal problems
- Reduces excess weight, increases muscle and joint strength

1

For Beginners

Lie face down with your feet few inches apart and your toes under. Place your palms below your chest, with elbows tucked in. Rest your forehead on the floor. Press your palms and toes on the floor, inhale, raise your head, chest and thighs off the floor. Bend backwards, broaden your chest and look upwards.

Stay steady with focused even breathing. To come out, exhale and slowly release. Rest in *Makarasana*.

2

For the Experienced

A variation of step 1. Press the tops of your feet and palms into the floor, as you lift the trunk off the floor. Stretch forward arch your back and look upwards. **Stay steady with focused breathing.**

To come out, exhale, and slowly release. Rest in *Makarasana*. Refer to page 71.

TIPS

- Distribute body weight evenly between your hands and legs.
- Spread your fingers wide and stretch.
- Breathe freely and continuously.
- Practice several times to gain strength.

CAUTIONS

Do not practice when you have spine injury, uncontrolled high BP, shoulder or elbow pain, migraine, carpal tunnel syndrome, hernia, during menstruation and pregnancy.

Duration | 20 seconds - 1 minute

Practice on non-slip yoga mat



Do not move your palms or feet



Legs off the floor

Experienced means those practicing with dedication for over 1 year

MPREC MBA

Viparita Dandasana



Inverted Staff Posture

Viparita = inverted Danda = staff or stick

An invigorating and healing asana made easy with the props.

Benefits with everyday practice for few weeks

- Refreshes brain, pituitary gland, removes fatigue, improves confidence
- Enhances lung capacity, strengthens the heart, stabilizes emotions
- Relieves asthma, sinusitis, thyroid problems, back pain, low BP
- Relieves acidity, hemorrhoids, diabetes, prolapse of bladder and uterus
- Relieves depression, prostate, menstrual and menopausal problems

CAUTIONS

Do not practice when you have high BP, eye or ear problem, neck pain, insomnia, a migraine, during menstruation and pregnancy.

Duration | 2 minutes - 5 minutes

Do as much as your body allows

Practice on non-slip yoga mat

Props: A chair, cushions

1

Lie down on your back with your spine raised on cushions and your head lowered towards the floor. Rest the crown of your head on a cushion. Stretch your legs in line with your hips and rest the feet on the wall behind. Place your hands along sides your body. **Stay steady with focused even breathing.**



2

Sit on a chair facing the wall taking your legs through the back of the chair. Hold the sides of the chair and slowly arch to backwards with your head hanging close to the floor. Allow the crown of your head to rest on stacked cushions. Stretch your legs and rest the feet on the wall. **Stay calm and steady with even breathing.**



To come out, hold the sides of the chair firmly and move your feet to the floor. With the support of the hands and legs lift your head off the cushions and your upper back and slowly sit up. Ground your feet on the floor, close your eyes and breathe.

MPREC MBA

Ustrasana | Camel Posture

Ustra = camel This asana resembles the neck of a camel, hence the name. It develops energy and conserves it. Builds inner strengths, just as a camel has incredible capacity to conserve enough water for long period of time.

Benefits with everyday practice for few weeks

- Refreshes the brain, calms the mind, builds confidence, emotional stability
- Corrects hunched-back, rounded-shoulders, prolapse of pelvic organs
- Relieves back pain, asthma, diabetes, menstrual and menopausal problems
- Improves organ functions, energy, reduces weight, removes excess fat

CAUTIONS

Do not practice when you have high or low BP, cardiac problem, headache, shoulder, knee pain, insomnia, diarrhea, back injury, during menstruation and pregnancy.

Duration | 20 seconds - 1 minute
Do as much as your body allows

Practice on non-slip yoga mat

Props: Wall, a folded blanket

1

For Beginners

Kneel on the floor with your knees and feet hip-width apart. Place your palms on your buttocks, extend your elbows and shoulders back. Inhale, expand your chest, move your head up and bend backwards. Hold your hips. **Stay steady with even breathing.**

To come out, exhale and release the bend.



Balance on your legs

2

For the Experienced

From step 1, inhale, grasp your heels or your soles. Drop your head freely to the back and breathe smoothly. **To come out,** exhale, move your head and straighten your spine.



Stretch your hands

3

Kneel on the floor two feet away from a wall, with your back facing the wall. Inhale, bend backwards, reach your palms on the wall behind. Extend your abdomen and chest forward and look upwards. **Stay steady with focused even breathing.**

To come out, exhale, move your head and straighten your spine.



Gently press on the wall

4

A restful counter posture

Adho Mukha Virasana.



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t

o page 72.

Experienced means those practicing with dedication for over 1 year

- Practice step 1, for several weeks to improve flexibility and confidence.
- If your knees hurt, place a folded blanket under your knees.
- If your shoulders are stiff, rotate them clockwise and anti-clockwise.
- Breathe freely and continuously.
- The counter posture relieves dizziness.

MPREC MBA

Setu Bandhasana | Bridge Posture

Setu = bridge, Bandha = lock or control, Setu Bandha = construction of a bridge

The formation of an arch with extension of the spine resembles a bridge, hence the name.

Benefits with everyday practice for few weeks

- Massages the brain and neck, improves lung and heart functions
- Relieves back pain, hip pain, asthma, thyroid problems
- Relieves fatigue, high and low BP, vertigo, anxiety, depression
- Relieves diabetes, prostate, menstrual and menopausal problems

CAUTIONS

Do not practice when you have back or hip or knee pain migraine, during menstruation and in the 3rd trimester of pregnancy.

Duration | 30 seconds - 1 minute
Do as much as your body allows

Practice on non-slip yoga mat

Props: blocks

1 Preparation

Lie on your back, bend your knees and place your hands on the sides, your feet hip-width apart with heels close to your buttocks.



2

From step 1, press your head, shoulders and forearms on the floor, inhale and raise your back as high as you can. Press your hands and your shoulders on the floor. **Stay steady with even breathing.**



3

Place two yoga blocks, under your back and feel the difference. This posture provides better alignment and comfort and you can stay longer in the posture. **Stay steady with even breathing.**



To come out, exhale and gently lower your back to the floor.

TIPS

- Those with stiff neck, can stretch their hands over-head on the floor.
- Step 2, provides relief for stiff shoulders, elbows, wrists and fingers. Interlace your fingers and press them on the floor below your spine and feel the benefits.
- Step 3, promotes anatomical alignment and stimulates vital organs and glands.

Straighten your legs and rest for few seconds.

MPREC MBA

Urdhva Dhanurasana | Upward Bow Posture

Urdhva = upward, Dhanur = bow

The body takes shape of a bow, to shoot the arrow in the upward direction. This asana is also called *Chakrasana* or wheel posture.

Benefits with everyday practice for few weeks

- Refreshes and nourishes brain, heart, lungs, abdomen, kidneys
- Relieves asthma, thyroid, hemorrhoids, anxiety, depression
- Relieves constipation, prostate, menstrual and menopausal problems
- Reduces excess body weight, controls over eating, boosts confidence
- Prevents ageing of the organs, joint pain, stagnation of blood, infertility

CAUTIONS

Do not practice when you have uncontrolled high BP, diarrhea, cervical spondylosis, back and wrist pain, a migraine, cardiac problems, menstruation and during pregnancy.

Duration | 10 - 30 seconds

Do as much as your body allows

Practice on non-slip yoga mat

Props: Wall, blocks, a bolster

1

For Beginners

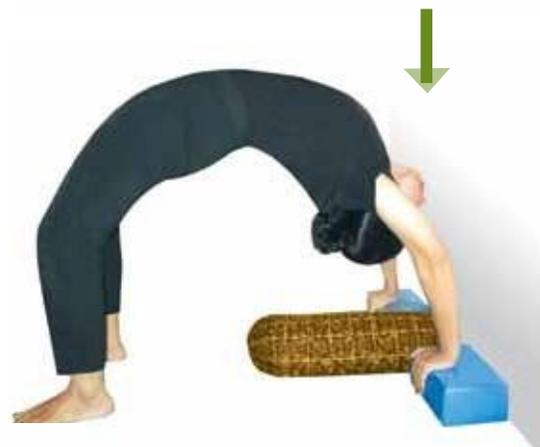
Lie on your back with your knees bent, your head and spine rested on a bolster. Place blocks on either side of your head. Press your palms on the blocks, exhale and lift your head and spine. Rest the crown of your head on the bolster and balance. **Stay steady with focused even breathing.** Repeat few times.



2

Press your palms firmly on the blocks, exhale and lift your trunk and head off the bolster. Stretch your hands, and legs and hang your head freely downwards in line with your hands. Breathe steadily. **Stay steady with even breathing.**

To come out, exhale and slowly lower your head and back on the bolster. Breathe few times. Straighten your legs and relax. Repeat few times.



3

For the Experienced

Without using props
Instructions in step 2.



TIPS

- Practice step 1, several times to build strength and confidence.
- Inward focus is essential for stability and balance.
- Breathe freely and continuously.
- Practice with a competent teacher if you have difficulties.

evenly on the floor

Experienced means those practicing with dedication for over 1 year

MPEC MBA

Sitting Awakening

Sitting asanas awaken, restructure, realign and strengthen the hips, pelvic and abdominal areas. They enhance flexibility, remove tensions, congestions and imbalance caused due to habitual wrong postures and unhealthy lifestyle.

Sitting on the chair for long hours causes strain to the muscles and joints in the legs and hips. There is inactivity in the hamstrings, quadriceps, hips, knees and ankle joints.

Beginners face lot of difficulties in performing many asanas because of the stiffness in the muscles and joints. The use of props such as strap, cushion, folded blanket and wall will reduce strain, improve alignment, stability and comfort.

It is advisable to practice the sitting asanas with the guidance of a competent teacher and their help to overcome mental and physical resistance.

Sitting asanas like *Sukhasana*, *Padmasana* and *Siddhasana* are recommended for meditation and pranayama practice. They perfectly align the legs and hips, straighten the spine, tone the pelvis and the abdomen. These asanas integrate, improve mind focus, stimulate the brain, open the heart and promote wellbeing.

MPREC MBA

Dandasana | Staff Posture

Danda = staff, stick

Duration | 1 - 3 minutes

Dandasana is the foundation for sitting asanas.

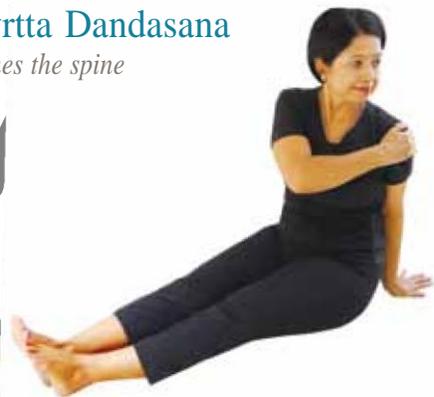
Props: Wall, strap

1 Dandasana *Improves alignment*



Sit down with your legs outstretched in the front and aligned together. Point your toes upwards, palms to the sides of your hips and lengthen your spine. If you have a weak spine, support your back against a wall.

2 Parivrtta Dandasana *Refreshes the spine*



Sit in *Dandasana*, and grasp your left shoulder with your right hand. Straighten your spine and turn your head to the left side. Stay steady and breathe evenly. Repeat on the other side.

Siddhasana | Accomplished Posture

Siddha = proficient, accomplished

Siddha is an evolved person, who has abilities to awaken the hidden potential energies.

Benefits with everyday practice for few weeks

Duration | 1 - 5 minutes

- Purifies the energy channels, enhances the vital energy
- Strengthens spine, hips, knees, calves and ankles joints
- Improves mind focus, reduces stress, builds confidence

Sit in *Dandasana*. Bend your left leg and place the heel against centre of your perineum and press the sole against your inner right thigh. Place your right heel over your left heel, and gently slide and tuck your toes between your calf and left thigh muscles. It is locking your feet and improving stability and strength in the legs. Repeat by alternating legs.



TIPS

- Avoid practice when you are suffering from sciatica, ankle or knee injury.
- Locking the feet, will help the pranic energy to flow freely into the spine.

MPREC MBA

Padmasana Lotus Posture

Padma = Lotus.

The positioning of the legs, resemble petals of a lotus, hence the name.

Benefits with everyday practice for few weeks

- Corrects imbalances in the legs and hips, improves shape of the legs
- Corrects knocked knees, hunch back, relieves back, hip, ankle pain
- Calms the mind, refreshes brain, spine and abdomen, reduces excess fat
- Relieves hemorrhoids, sciatica, menstrual and menopausal problems

CAUTIONS

Do not practice when you cannot bring your leg up, when you have knee, hip or ankle injury.

Duration | 1 - 7 minutes

Practice on non-slip yoga mat

Props: Wall, cushions, blocks

1

Preparation

Sit in *Dandasana*, and place your right leg over your left thigh. Support your back against a wall, place your palms on the floor and lengthen your spine. Repeat with your other leg.



2

Ardha Padmasana

Sit in a cross legged position. Place your right leg over your left thigh and straighten your spine. Keep a mudra in your fingers. Repeat with your left leg.



3

Padmasana

Place your right leg over your left thigh and left leg over your right thigh. Bring your feet close to your groins. Straighten your spine. Keep a mudra in your fingers.

Stay steady with focused breathing. Repeat by alternating your legs.



4

Gorakhasana

Sit in *Padmasana*. Place two yoga blocks in the front. Pressing on the blocks, and shifting some weight on them, inhale lift your hips off the floor. Balance on your knees, lengthen your spine and look to the front. **Stay steady with focused breathing for 10 to 20 seconds.**



- For perfect inner balance, repeat by changing leg positions.
- Do not pull your feet up with force. You may hurt yourself.
- It will take many years of committed practice to master this asana.

MPREC MBA

Virasana Hero Posture

Vira = hero. This asana is also called *Vajrasana* or thunderbolt posture.

Benefits with everyday practice for few weeks

- Strengthens spine, hips, thighs, knees, ankles, abdomen, pelvis
- Relieves pain in low back, buttocks, ankles, heels
- Relieves leg pain, calcaneal spurs, gout
- Relieves low and high BP, diabetes, indigestion, acidity, corrects flat feet
- Relieves incontinence, prostate, menstrual and menopausal problems
- During pregnancy strengthens the hips, spine, pelvis, knees and legs

CAUTIONS

Do not practice when you have spine, hip, knee or ankle injury.

Duration | 3 - 7 minutes

Practice on non-slip yoga mat

Props: Cushions, folded blanket



1

Virasana

Kneel down on the floor with soft cushions under your feet and over your calves and rest your buttocks on them. Straighten your spine. Keep a mudra in your fingers. **Stay steady with even breathing.**

2

Parvatasana

Refreshes all the systems.

Inhale and stretch your hands upwards, interlace your fingers and turn them outwards. Connect the tips of the thumbs together. **Stay steady with even breathing.**



3

Purna Virasana

For those with flexible ankles and knees

Move your feet to the sides of your hips and rest your buttocks on cushions. Align your knees closer and straighten your spine. Extend your chest and place your hands on your thighs. **Stay steady with even breathing.**



• This is a beneficial counter posture for *Viparita Karani* and *Sarvangasana*.

MPREC MBA

Navasana | Boat Posture

Nava = boat. This balancing asana, outwardly resembles a boat, hence the name.

Benefits with everyday practice for few weeks

- Strengthens upper thighs, hips, pelvis and abdomen
- Relieves hernia, thyroid, menstrual and menopausal problems
- Refreshes brain, heals diabetes, removes fatigue, infuses vitality
- Reduces excess body weight and fat around abdomen and thighs

CAUTIONS

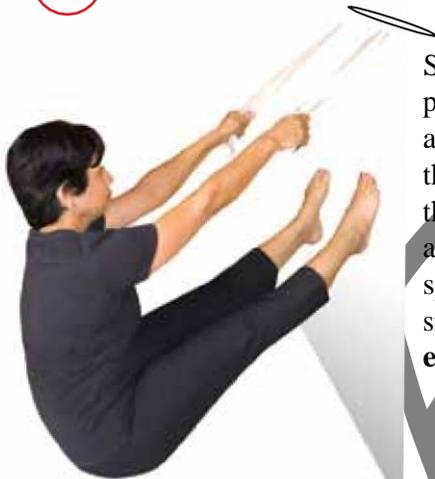
Do not practice when you have diarrhea, uncontrolled high BP, migraine, hernia, sciatica, hip or spine injury, slip-disc, pregnancy.

Duration | 30 seconds - 1 minute

Practice on non-slip yoga mat

Props: Wall, strap, folded blanket

1 For Beginners



Sit in front of a wall, and place your feet on it. Fix a strap on the wall about three feet above and hold the strap. Stretch your legs and hands, straighten your spine and balance on your sit bones. **Stay steady with even breathing.**

2 For the Experienced



Sit with your legs together and outstretched. Press your palms on the floor, fix your gaze within, exhale, lift your legs off the floor. Stretch your hands, engage your core muscles, fix your gaze and balance on your sit bones. **Stay steady with even breathing.**

3 For the more flexible



Sit in *Dandasana*, bend your knees and grasp your big toes. Exhale, and stretch your legs upwards. Straighten your spine, fix your gaze. **Stay steady with even breathing.**

To come out, gently release and get into *Baddha konasana*, refer to the next page.

TIPS

- Inward focus and a positive attitude is essential for maintaining balance.
- Stability in the hips will promote balance.

MPREC MBA

Baddha Konasana

Bound Angle Posture

Baddha= bound, restrained, Kona = angle

This asana stretches opens hips, pelvis and releases the hidden potential energy.

Benefits with everyday practice for few weeks

- Relieves low back pain, sciatica, hernia, diabetes, ulcers
- Relieves incontinence, prostate, menstrual and menopausal problems
- A boon to pregnant women; strengthens pelvis, promotes easy child birth

CAUTIONS

Do not practice when you have diarrhea, prolapse of pelvic organs, hip or knee injury.

Duration | 3 - 10 minutes

Practice on non-slip yoga mat

Props: Wall, cushions



1

Baddha Konasana

Enhances pelvic and hip strength.

Fig 1. Sit in *Dandasana*. Bend your knees and stretch them to the sides. Press the soles of your feet together. Hold your ankles.

Fig 2. Sit on a cushion and hold a strap fixed on the wall.

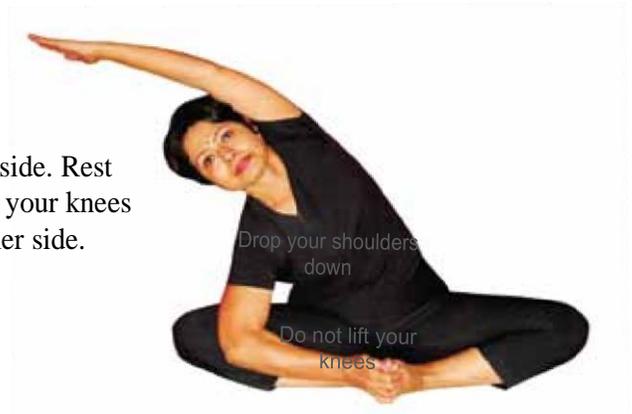


With props

2

Parsava Baddha Konasana

Raise your right hand over head, exhale and stretch to the left side. Rest your left elbow on your left thigh and hold your feet. Stabilize your knees and hips. **Stay steady with even breathing.** Repeat on the other side.



Drop your shoulders down

Do not lift your knees

3

Adho Mukha Baddha Konasana

For the more flexible



Exhale, stretch forward and rest your forehead on the floor.

TIPS

- If your knees lift up, do not push them down. You may hurt your joints and ligaments.
- To improve pelvic flexibility and strength practice everyday.

Stretch your hands, close your eyes, breathe smoothly and relax.

MPREC MBA

Upavishta Konasana



Seated Wide Angle Posture

Upavishta = seated Kona = angle

This asana stretches tight hips, pelvis and hamstrings.

Benefits with everyday practice for few weeks

- Relieves asthma, low back pain, sciatica, hernia, arthritis
- Relieves varicose veins, prostate, menstrual and menopausal problems
- Enhances flexibility and strength in the hips and pelvis, helps pregnancy

CAUTIONS

Do not practice when you have diarrhea, prolapse of pelvic organs, spine, hip, knee or ankle injury.

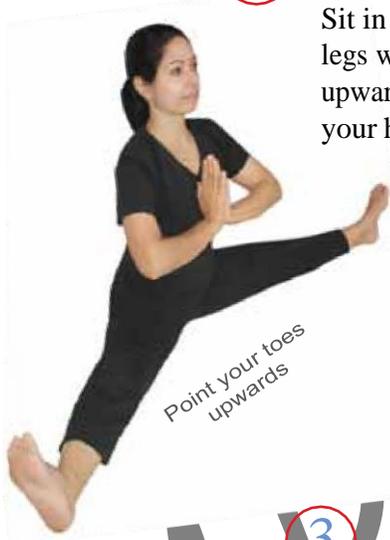
Duration | 3 - 5 minutes

Practice on non-slip yoga mat

Props: Wall, cushions

1 Upavishta Konasana

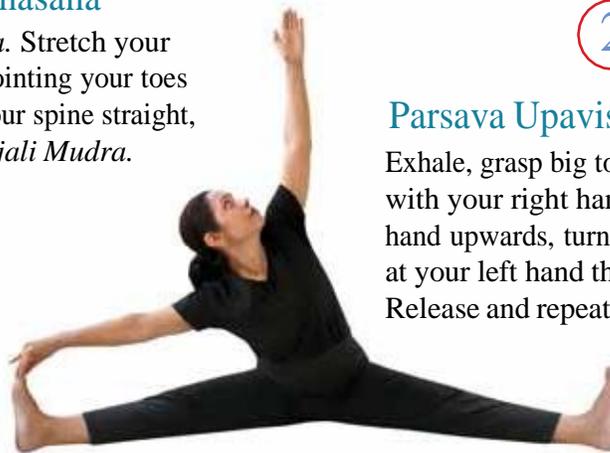
Sit in *Dandasana*. Stretch your legs wide apart pointing your toes upwards. Keep your spine straight, your hands in *Anjali Mudra*.



2

Parsava Upavishta Konasana

Exhale, grasp big toe of your right leg with your right hand. Stretch your left hand upwards, turn your head and gaze at your left hand thumb. **Stay steady.** Release and repeat on the other side.



3 Parsava Adho Mukha Upavishta Konasana

Turn your torso to a side, exhale and stretch towards your foot. Inhale and lift up. Repeat on the other side.



4 Adho Mukha Upavishta Konasana

For the more flexible



TIPS

- Practice *Prasarita Padottanasana* as preparation. Refer to page 28.
- If your hamstrings are stiff, your knees may pop up. Let it be.

Exhale and stretch forward. Rest your forehead on the floor and relax.

MPREC MBA

Gomukhasana



Cow Face Posture

Go = cow, Mukha = face

The legs and hands position, resembles the face of a cow, hence the name.

Benefits with everyday practice for few weeks

- Relieves incontinence, cramps, prostate, menstrual, menopausal problems
- Relieves shoulder, back pain, cervical spondylosis, carpal tunnel syndrome

CAUTIONS

Do not practice when you have hip, knee or ankle injury, shoulder pain, hernia, sciatica, during 2nd and 3rd trimesters of pregnancy.

**Duration | 3 - 5 minutes
on each side**

Practice on non-slip yoga mat

Props: A cushion, a strap

1



For Beginners

Sit in *Dandasana* refer to page 45.

Fig 1 Bend your left leg, place the foot close to the side of the right hip. Bend your right leg, place the foot on the outer side of the left knee. Align your hips horizontal. Clasp your upraised knee and straighten your spine. Get back to *Dandasana*, alternate your legs and repeat on the other side.

Fig 2 Stretch your right leg further to the side, aligning the upraised knee above the left knee. Hold your ankles and lengthen your spine. Get back to *Dandasana*, alternate your legs and repeat on the other side.

2



Gomukhasana

With Strap



Elbow pointing up



Soften your shoulders

Without Strap



For the more flexible

Sit as in fig 2 with your left knee upraised. Stretch your right hand up, bend your elbow backwards. Place your left hand on your mid-back, turn your palm out and your fingers pointing upwards. Clasp the fingers of your right hand. Use a strap if your fingers do not connect. This position creates a twist in your arm.

Stay steady with even breathing. Gently release and repeat on the other side by alternating your hands and legs.

TIPS

- It is easier to practice the hands back twist, standing in Tadasana (page 18) or sitting in Virasana (page 47).

MREC

Malasana Squat Posture

Mala = impurity or faecal waste

This posture aids digestion and promotes effective excretion of faecal waste.

Benefits with everyday practice for few weeks

- Strengthens the nervous, skeletal, muscular, digestive, excretory systems
- Relieves low back and ankle pain, vertigo, constipation, hemorrhoids
- Relieves irritable bowel syndrome, menstrual and menopausal problems
- During pregnancy strengthens hips, legs and pelvis, promotes easy delivery

CAUTIONS

Do not practice when you have hip, knee, ankle pain or injury, varicose veins, hernia, sciatica.

Duration | 1 - 2 minutes

Practice on non-slip yoga mat

Props: A strap

1 For Beginners

For the stiff people



Fix yoga strap on a hook or grill and hold them firmly. Walk few feet away from the wall, place your feet hip width apart, bend your knees and lower your hips towards the floor. Straighten your spine and look to the front. The strap helps to relieve pressure from the legs and knees and provides comfort. **Stay steady with focused even breathing.**



2

Malasana Sit on your on your buttocks, hips, thighs and legs. Ground your feet firmly on the floor and stretch your hands to the front. Engage your core muscles for better control and balance. **Stay steady with even breathing.**



3 For the more flexible

Widen your knees, take your hands around your ankles and interlace your fingers. Exhale and stretch forward towards the floor. Look down and balance your body weight on your toes

TIPS

- Balance body weight evenly on your feet.
- In step 3, extend your knees outwards, shift some body weight on your toes.

and your heels. **Stay steady with even breathing.**

52 | ■ SITTING - AWAKENING

MPREC MBA

- Everything that happens in our lives is with a purpose to teach us some good lesson. Let us accept and move on with a smile.
- When we perceive the experiences in our lives as stepping stones to larger possibilities, there will be no disappointments.
- Attachments to worldly pleasures and material objects, cause disturbances in the mind and distort the image of reality.
- Failures are not setbacks, but learning experiences providing opportunity.
- The biggest weapon of offence is our tongue. The wound caused by the tongue takes a long time to heal. We must think and measure our words before we speak.

—Words of wisdom from ancient Indian sages

Janu Sirsasana | Head to knee Posture

Janu = knee, Sirsa = head

The head rests on the knee, hence the name. This sitting forward bending asana prepares the body for *Paschimottanasana*.

CAUTIONS

Do not practice when you have respiratory problems, dizziness, hip injury and during pregnancy.

Duration | 30 seconds - 1 minute
on each side

Practice on non-slip yoga mat

Props: A strap, bolster

Benefits with everyday practice for few weeks

- Enhances functioning of lungs, heart and abdominal-pelvic organs
- Relieves anxiety, depression, migraine, back pain, diabetes, hemorrhoids
- Relieves high and low BP, prostate, menstrual and menopausal problems
- Reduces body weight, excess fat in the abdomen, controls over eating

1 For Beginners

Sit in *Dandasana* (page 45). Bend your right leg, press the sole of your right foot against the inner thigh of left leg. Loop a strap on your left foot, hold it firmly. Exhale, and gently stretch forward. **Stay steady with even breathing.** **To come out,** inhale and roll up. Repeat on other side.



2 Janu Sirsasana *For the more flexible*



Bolster will press knee down



Stretch your hands beyond your feet



Sit in *Dandasana*. Exhale and stretch forward and grasp your foot. Rest your fore-head or chin on the cushion placed on your leg or if you are more flexible rest on your knee. Close your eyes. **Stay steady with focused even breathing.** **To come out,** inhale and gently roll up. Repeat on the other side, by alternating your legs.

TIPS

- Practice standing forward bends for many weeks as preparation.
- Do not stretch in haste and cause muscle resistance and pain.

MPREC MBA

Paschimottanasana Intense West Stretch Posture

Paschima = west, back side of the body, Uttana = intense extension

The back-side or the west-side of the body is well stretched and hence the name. This asana is also called *Ugrasana* or powerful asana, because it arouses gastric fire, that burns toxins, negativity and improves overall health.

Benefits with everyday practice for few weeks

- Refreshes brain and mind, rejuvenates spine, massages abdomen
- Relieves migraine, high and low BP, hemorrhoids, depression, insomnia
- Relieves diabetes, constipation, menstrual and menopausal problems
- Infuses vitality, reduces weight, removes excess fat from hips and abdomen

CAUTIONS

Do not practice if you have asthma, spinal slip-disc, back or hip injury, colitis, vertigo, diarrhea, during pregnancy.

Duration | 1 - 5 minutes

Practice on non-slip yoga mat

Props: A bolster

1 For Beginners

Sit in *Dandasana*. Inhale and raise your hands upwards and lengthen your spine. Exhale and stretch forward and hold your feet. Rest your chest and head on a bolster. **Stay steady with focused even breathing.** **To come out**, inhale and gently roll up.



2 Paschimottanasana

For the more flexible

Exhale and stretch forward and grasp your big toes. Loosen your shoulders, rest your chest on your thighs and your head on your knees. Close your eyes and just relax. **Stay steady with focused even breathing.** **To come out**, inhale and gently roll up.



TIPS

- Practice standing forward bends as preparation.
- To avoid muscle resistance, stretch gently and slowly.
- Soften your abdomen, focus on lengthening your spine.
- The more you relax the deeper you can stretch forward.

MPREC MBA

Parivrtta Virasana

Twist in Hero Posture

Parivrtta = twist, Vira = hero

This asana is a rejuvenating variation of *Virasana*. The hands are the supporting levers that provides stability and promotes the twist.

Benefits with everyday practice for few weeks

- Energizes spine, lungs and heart, massages abdominal organs
- Relieves neck and back pain, vertigo, indigestion, acidity, diabetes
- Relieves leg pain, gout, calcaneal spurs, corrects flat feet
- Relieves incontinence, prostate, menstrual and menopausal problems
- Reduces fat around abdomen, thighs and hips, reduces weight

CAUTIONS

Do not practice when you have ankle, knee injury, cardiac problems, diarrhea, insomnia, migraine, during menstruation and pregnancy.

Duration | 30 seconds - 1 minute
each side

Practice on non-slip yoga mat

Props: Cushions, a block



Fig 1. Sit in *Purna Virasana*. Refer to page 47. Place your feet to the sides of your hips. Massage your feet, ankles and calves.

Fig 2. Inhale and straighten your spine. Place your right hand on the side of your left knee and your left hand on a block placed behind your hips. Exhale and turn to the left side and look over your left shoulder. **Stay steady with even breathing.** Repeat on the other side.

To come out, inhale and gently turn to the centre. Get into *Dandasana*. Refer to page 45.

TIPS

- Keep your feet close to your hips.
- Turn your head right to left and soften your neck.
- When you twist, contract your abdomen and feel the squeeze.

MPREC MBA

Marichyasana Simple Spinal Twist

Marichi = ray of light, son of Brahma the creator, or the father of humanity

This asana is named after *Marichi*, the saint who created it.

Benefits with everyday practice for few weeks

- Relieves asthma, back pain, hip pain, vertigo, cervical spondylosis
- Relieves sciatica, acidity, diabetes, constipation, incontinence
- Relieves gall bladder stones, prostate, menstrual and menopausal problems

CAUTIONS

Do not practice when you have uncontrolled high BP, a migraine, spine, hip or knee injury, diarrhea, insomnia, during pregnancy.

Duration | 30 seconds - 1 minute
on each side

Practice on non-slip yoga mat

Props: A chair, a block

Soften your neck



1 For those who cannot sit on the floor

Sit tall on a chair, with your feet grounded on the floor. Exhale and turn your torso to the left side with your right hand on your left knee and left hand on the back of the seat. Straighten your spine. Turn your head and over look your left shoulder. **Stay steady with focused even breathing.** **To come out**, inhale and release the twist. Repeat on the other side.

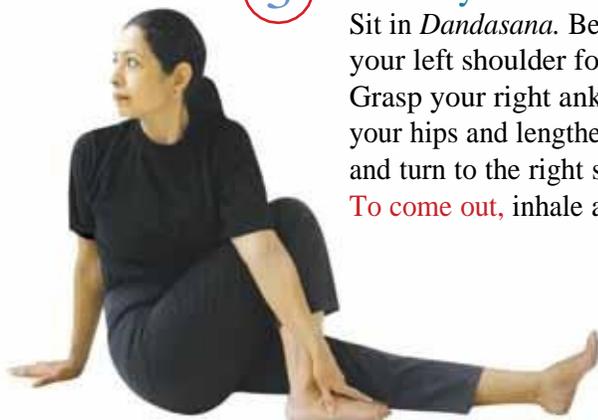
2 Marichyasana 1

Sit in *Dandasana*. Bend your right knee, place the foot across your left thigh. Hug the upraised knee with your left hand and place your right hand on a block close to your hips. Inhale, lengthen your spine, exhale, turn to your right side and look over your right shoulder. **Stay steady with even breathing.** **To come out**, inhale and release the twist. Repeat on the other side.



3 Marichyasana 2

Sit in *Dandasana*. Bend your right knee and place the foot close the body. Stretch your left shoulder forward and press the elbow to the side of the upraised knee. Grasp your right ankle firmly. Place your right hand palm on the floor close to your hips and lengthen your spine. Keep your left leg stretched on the floor. Exhale and turn to the right side and make the twist. **Stay steady with even breathing.** **To come out**, inhale and release the twist. Repeat on the left side.



TIPS

- Draw your abdomen in and lengthen your spine before you twist.

MPREC MBA

Ardha Matsyendrasana

Half Spinal Twist Posture

Ardha = half, Matsya = fish, Indra = Lord

Matsyendra is a legendary sage who created this asana.

Benefits with everyday practice for few weeks

- Refreshes and tones brain, lungs, heart, abdominal and pelvic organs
- Relieves pain in the neck, shoulders, wrists, spine, hips, ankles
- Relieves back pain, diabetes, vertigo, gall bladder and kidney stones
- Relieves incontinence, prostate, menstrual and menopausal problems
- Reduces excess fat around the thighs, hips and abdomen

1 Preparation

Loosens tight muscles and joints

Sit in *Dandasana*. Bend your left leg, place the heel close to the side of your right buttocks. Grasp your right foot with your left hand and stretch the leg up to the left side. Place your right hand on the floor close to the hips and lengthen your spine. **Stay steady with focused breathing.** Release your leg and repeat on the other side.

2 Ardha Matsyendrasana

Sit in *Dandasana*. Bend your right leg and place the heel close to left buttocks. Place your left foot close to the right knee. Stretch your right shoulder forward, press the elbow on the side of upraised knee and grasp your left ankle with your right hand. Place your left hand, close to your buttocks and lengthen your spine. Exhale draw your abdomen in, turn to your left look over your left shoulder. **Stay steady with even breathing.** **To come out,** inhale, turn to the centre and release the twist. Repeat by alternating your legs.

CAUTIONS

Do not practice when you have hip, ankle, spine injury, hernia, migraine, insomnia, during menstruation and pregnancy.

Duration | 30 seconds -1 minute
each side

Practice on non-slip yoga mat

Not for Beginners



- Practice Gomukhasana as preparation; page 51.
- Sit on a folded blanket to correct hip imbalance.
- Straighten your spine before you make the twist.
- When you slump, spinal rotation is limited.

MPREC MBA

Inverted Exhilarating

Inverted asanas are the essence of asana practice. They reverse the action of the gravitational force, efficiently remove toxins, slow the ageing process, boost positive energies and change the perspective towards life. Oxygenated blood to the brain is increased, neurotransmitters essential for well being are increased, blocks and congestions are removed and immunity is increased.

Semi-inverted asanas are *Pravrita Padottanasana, Adho Mukha Svanasana, Viparita karani*. They prepare the body and mind for inverted asanas.

Sirsasana is called the King of asanas. This asana floods the brain with oxygenated blood develops clarity, concentration, will power and courage. It creates optimum heat in the body required for healing and burning the toxins, strengthens vital organs and glands, correct imbalances and promotes health and longevity.

Sarvangasana is called the Queen of asanas. This asana floods oxygenated blood in the trunk and brain, develops toleration, patience, builds emotional stability and balance. It strengthens the shoulders, neck, lungs, heart and spine, nourishes thyroid glands, enhances circulation, energizes the vital organs and enhances metabolism.

Halasana and Karnapidasana are extensions of *Sarvangasana*. Many people find these asanas claustrophobic because the head is confined under your legs and pressure builds up in the face, neck and chest affecting breathing. With the guidance of a competent teacher one can overcome these inner obstacles.

MPEC MBA

Adho Mukha Svanasana | Downward Facing Dog Posture

Adho = downward, Mukha = face, Svana = dog

This is a semi-inverted asana; it resembles a dog's stretch, hence the name.

Benefits with everyday practice for few weeks

- Relieves mental and physical fatigue, anxiety, depression, insomnia
- Relieves low and high BP, diabetes, cervical spondylosis, back pain, sinusitis
- Relieves acidity, incontinence, menstrual and menopausal problems

CAUTIONS

Do not practice when you have headache, retina problem, vertigo, insomnia, during menstruation and in the 3rd trimester of pregnancy.

Duration | 1 minute - 5 minutes

Practice on non-slip yoga mat

Props: Wall, ropes, bolster



Head on bolster reduces pressure

2

For people with health issues

Fix two yoga ropes on the wall, one foot above your hips. Stand upright with your back facing the wall. Insert your legs into the ropes and walk few steps to the front. Exhale, bend forward, place your palms on the floor and spread your fingers wide. Walk your feet backwards, lower your head, raise your hips and balance. Rest your head on a bolster. **Stay steady with focused breathing.**



Adho Mukha Svanasana

From *Urdhva Mukha Svanasana*, (page 39) press your palms and feet into the floor, exhale and raise

your hips and lower your head. Either rest your head on a bolster or on the floor. Do not press much weight on your head. **Stay steady with focused breathing.**

3

Counter posture *Adho Mukha Virasana*. Refer to page 72.

TIPS

- Do not move your palms or feet and disturb alignment.
- Distribute body weight evenly between hands and legs.
- Spreading fingers wide, minimizes tension in the wrists.
- Pressing toes in the floor, enhances awareness and stability.
- When calf muscles are stiff, heels will not rest on the floor.
- Soften your eyes and forehead, manage your head pressure.



60 | ■ INVERTED - EXHILARATING

MPREC MBA

Viparita Karani



Inverted Action Posture

Viparita = opposite, Karani = action

In this asana, there is increased circulation and 'no action' and hence the name. To overcome physical and mental stress, the ancient yogis created *Viparita Karani* (opposite of action or no action.) When there is no action, the brain, heart and mind are relaxed and tensions are removed. *Viparita Karani*, promotes quick venous return. The stagnated impure blood and lymph from the legs move to the core for purification and elimination. This opposite action improves circulation and enhances overall health.

CAUTIONS

Do not practice when you have until 3 months after any surgery, uncontrolled high BP, a migraine, during menstruation and in the 3rd trimester of pregnancy.

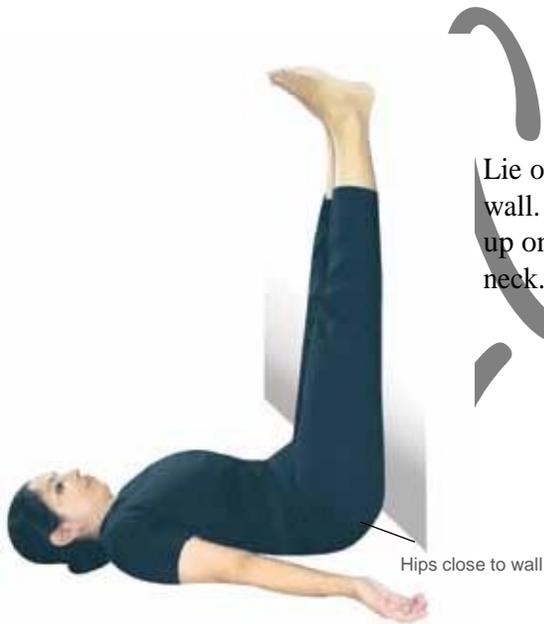
Duration | 10 - 20 minutes

Practice on non-slip yoga mat

Benefits with everyday practice for few weeks

- Alleviates leg pain, knee pain, varicose veins, swelling in the legs
- Relieves fatigue, thyroid problems, cervical spondylosis, asthma
- Relieves low and high BP, depression, anxiety, hemorrhoids
- Reduces excess body weight, promotes faster recovery after illness

Props: Wall, bolsters



Hips close to wall

1

Lie on the floor parallel to the wall with your buttocks close to the wall. Slowly move your head away from the wall and take your legs up on the wall. Rest your head on a soft cushion to support your neck. **Stay for 10-20 minutes with focused even breathing.**

2



Raise your hips and rest them on bolsters. Keep a mudra in your fingers and stay focused on your breath.

To come out, rest your hips on the floor, bend your knees and roll to a side. Breathe few times and sit in *Virasana*, refer to page 47.

Hips raised above the floor



Varicose Veins are bulging, bluish twisted veins in the legs. Too much of pressure in the veins weaken and damage the valves. This causes impure blood to flow backwards and collect resulting in bluish-bulging veins.

MPREC MBA

Sarvangasana | Shoulder Stand

Sarva = all, Anga = parts

This asana is called 'Queen of Asanas' as it provides overall benefit.

Benefits with everyday practice for few weeks

- Massages brain, heart and lungs, balances hormones and emotions
- Relieves depression, anxiety, asthma, bronchitis, sinusitis, headaches
- Relieves thyroid problems, palpitations, leg pain, enhances metabolism
- Relieves high and low BP, diabetes, indigestion, varicose veins, constipation
- Relieves hemorrhoids, incontinence, menstrual and menopausal problems
- Energises lymphatic system, strengthens immune system, prevents diseases

CAUTIONS

Do not practice when you have retinal detachment, high BP, cardiac disease, neck, inner ear, or dental issues, spinal-disc problems, menstruation, during pregnancy, or until six months after any surgery.

Duration | 3 -10 minutes

Practice on non-slip yoga mat
Folded blanket is optional

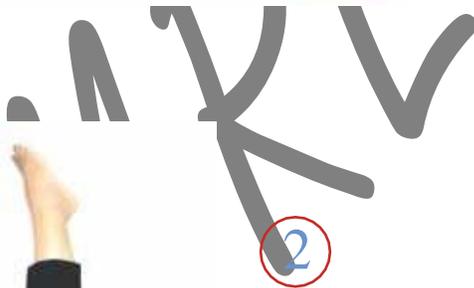
Not for Beginners



1

Preparation

Sit in *Dandasana*, exhale and stretch forward. Hold your big toes with your thumb and index fingers, loosen your shoulders and rest your elbows on your knees. Stretch your legs, (front and back) loosen your hips and elongate your spine. Let go all tensions. Soften your abdomen. **Stay for 20 seconds with focused breathing.**



2

Sarvangasana

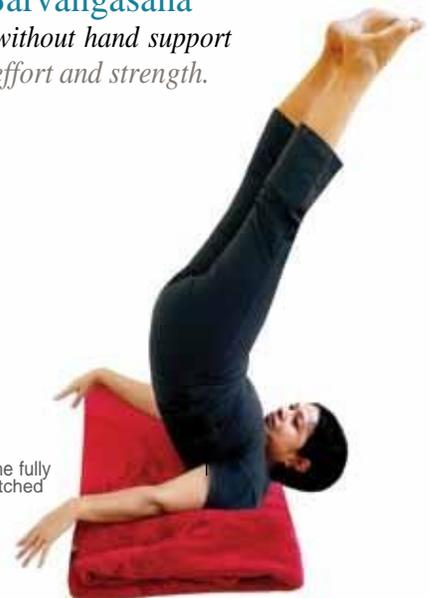
From step 1, roll back on the floor raise your legs, hips and spine off the floor. Hold your lower back and straighten your spine. Draw your elbows closer and move your palms to your mid-spine. Feel the extension in your back neck. Fix your gaze on your chest or close your eyes and focus on your breathing. Observe the sensations. **Stay steady with focused even breathing.**

Chin locked

3

Niralamba Sarvangasana

Shoulder stand without hand support
Requires more effort and strength.



Spine fully stretched

Elbows close to
your body

62 |

■ INVERTED - EXHILARATING

MPREC MBA

4

Variation 1

Improves mobility and strength.

Exhale, lower your left leg on the floor behind your head, keeping your right leg upright. Hold your back firmly and bring your leg to the centre. Breathe few times. Repeat with your right leg.



5

Variation 2

Strengthens spine, hips and pelvis.

Exhale, bend your legs, and press the soles of your feet together in front of your perineum, with your knees extended to the sides as in *Baddha konasana*. Hold your back firmly with your hands and stay for a minute.

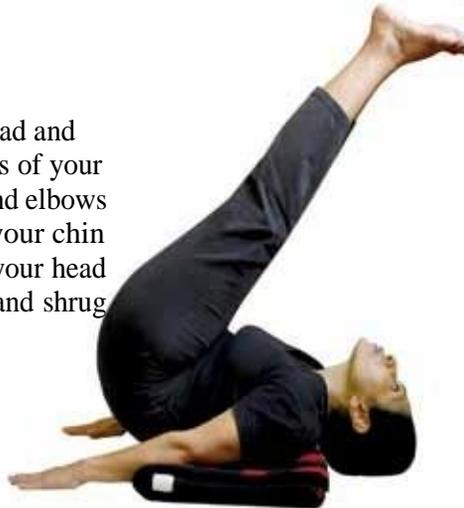


6

Come out gracefully

Take your legs over your head and place your hands to the sides of your back. Press your forearms and elbows on the floor, gently move your chin upwards, press the back of your head on the floor, look upwards and shrug your shoulders.

Exhale and slowly roll your legs to the floor, without lifting your head off the floor. Rest your body, close your eyes and focus on your breathing.



nourished, the spine becomes stronger and the mind calm.

***Sarvangasana** nourishes brain, heart, lungs, all abdominal organs and the endocrine glands. Impure blood from lower extremities flow smoothly into the heart and the heart is relaxed. The brain is*

- Keep your mind free from thoughts.
- Do not talk, cough or move your head.
- When you develop back pain, come out of the asana immediately.
- It takes several months to straighten the spine and align legs in line with hips.
- Those with high BP, thyroid problems, must practice with an experienced teacher and learn the proper technique.
- In step 3, the muscles in the neck, spine and abdomen support body weight.
- Practice *Matsyasana*, steps 1 or 3 as a counter posture. Refer to page 34.
- Practice *Jatara Parivartasana*, step 3, as a counter posture. Refer to page 35.

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Halasana Plough Posture

Hala = plough. This asana resembles a plough, hence the name. Promotes a fulfilling experience, prepares for *Sarvangasana* and *Sirsasana*.

Benefits with everyday practice for few weeks

- Massages and energizes brain, neck, lungs, heart and abdomen
- Relieves insomnia, fatigue, anxiety, depression, sinusitis, vertigo
- Relieves colitis, diabetes, hemorrhoids, thyroid problems
- Relieves incontinence, prostate, menstrual and menopausal problems
- Reduces body weight, stabilizes emotions, calms restless mind

CAUTIONS

Do not practice, when you have eye or ear problems, a migraine, cervical spondylosis, vertigo, hernia, spine issues, during menstruation, pregnancy, or until six months after any surgery.

Duration | 3 minutes - 5 minutes

Practice on non-slip yoga mat
Folded blanket is optional

Props: Wall, folded blanket

Not for Beginners

1

Ardha Halasana

Sit in *Paschimottasana*, step 1 for few seconds. Refer to page 55. Inhale and press your hands on the floor and roll backwards. Raise your legs and hips off the floor and extend your legs beyond your head. Rest your feet on a wall behind. This is for those people who cannot balance steadily on their head and shoulders. Stretch your hands on the floor, behind your back and interlace the fingers. **Stay steady with inward focus and even breathing.**



Allow your knees and legs to stretch

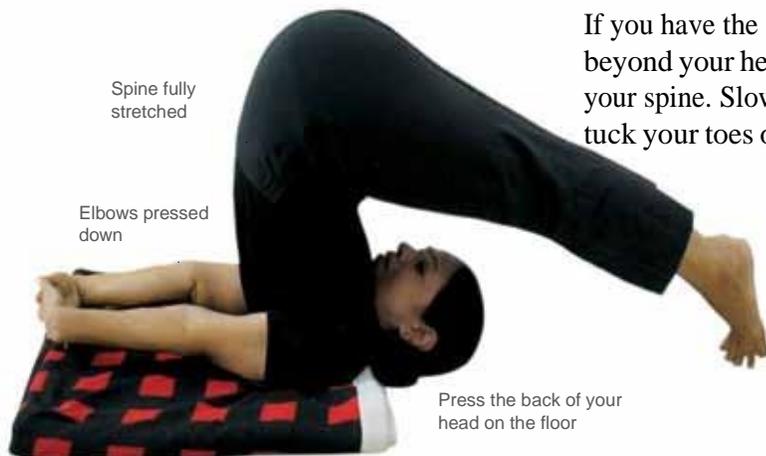
Wall support for the -legs is optional

2

Halasana

If you have the flexibility and confidence, stretch your legs beyond your head and stretch your hands on the floor behind your spine. Slowly walk your feet away from your head and tuck your toes on the floor, with your heels facing back.

Your hips must be raised almost above your head. Do not move your head or shoulders. Fix your gaze on your abdomen or close your eyes and focus on the sensations. Manage pressures in your head and chest. **Stay steady and calm with even breathing.**



Spine fully stretched

Elbows pressed down

Press the back of your head on the floor

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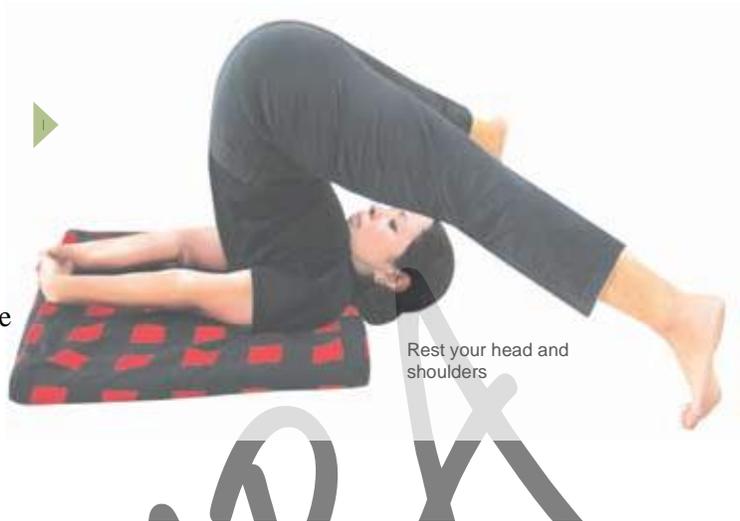
3

Prasarita Konasana in Halasana

Wide-angle posture

Develops deep awareness.

Stretch your legs wide apart and rest your toes on the floor. Keep your head and shoulders firm, stretch your hands behind your back and interlace your fingers. Close your eyes. **Stay steady with focused even breathing.**



4

Karnapidasana

Blocked-ears posture

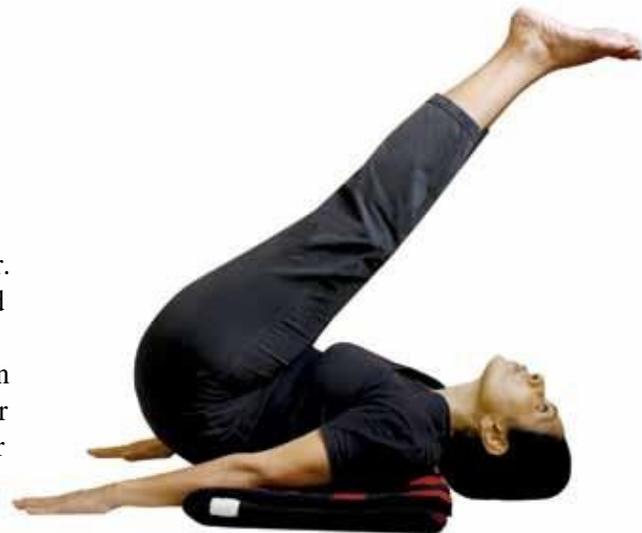
Provides soothing internal massage.

Gently bend your knees and bring them close to your ears with your hips raised upwards. Rest your toes on the floor, stretch your hands parallel to your legs. Close your eyes and focus on the sensations within. **Stay steady with focused breathing.**



5

Come out gracefully Place your hands to the sides of your body, and press them on the floor. Move your head backwards, lift your chin, and shrug your shoulders. Look back and breathe a few times. Exhale and roll your spine slowly on the floor. Bring your legs and spine to the floor without lifting your head off the floor. Rest for few seconds.



Halasana renews, heals and energizes all the organs, promotes physical and emotional stability and balance.

TIPS

- Pain in the neck is common; it is a sensation of healing.
- Experienced practitioners can practice after *Sarvangasana*.

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Sirsasana Head Stand

Sirsa = on the head. Standing on the head.

The ancient yogis called this asana as “King of Asanas” because the *nectar of immortality ‘Amrita’* is retained in the brain for a longer time. This uplifts the spirits, boosts vitality, strengths, heals diseases and promotes longevity. Since it is supported by the hands it is also called *Salamba Sirsasana*.

CAUTIONS

Do not practice when you have high BP, glaucoma, detached retina, ear, neck, spine problems, vertigo, palpitations, insomnia, obesity, pregnancy, menstruation, or until six months after a surgery.

Duration | 1 minute -10 minutes

Folded blanket is mandatory

Benefits with everyday practice for few weeks

- Boosts oxygenated blood to the brain, pituitary and pineal glands
- Increases clarity, concentration, memory, sharpens sense organs
- Heart is massaged, energized and relaxed, enhances circulation
- Relieves and prevents depression, migraine, diabetes, hemorrhoids, insomnia
- Relieves and prevents thyroid, prostate, menstrual and menopausal problems
- Prevents ageing of the organs, strengthens lymphatic and immune system
- Controls ill-effects of ageing, builds youthful vitality and confidence in old age

Props: Wall, a folded blanket

Not for Beginners



1

Preparation

Calms and improves focus, prepares for active reversal. Spread a folded blanket, few inches from a wall. Close your eyes and rest your body and mind for few seconds in *Adho Mukha Virasana*. Refer to page 72.

2

Ardha Sirsasana step 1

Promotes focus

Rest your forearms on the blanket, with your elbows shoulder-width apart. Interlace your fingers. Form a perfect frame work with your forearms, wrists and fingers to support your head. Within this frame-work, place the crown of your head on the blanket, snuggle the back of your head against your fingers and open

palms. Remove tensions from your fingers and connect every finger freely to the head. Focus on grounding your head properly.



Frame work of your hands



Elbows shoulder-width apart

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3

Raise your hips above your head



Press your toes and walk them close to your head.

Ground your head properly

Ardha Sirsasana

The legs become lighter and active as the body weight is transferred to the head and hands.

Turn your toes under and press them on the floor. Lift your knees off the floor, stretch your legs and raise your hips high. Keep your neck long and relaxed. When you are comfortable, slowly walk your feet closer to your head until your hips are aligned above your head. Do not move your head or your hands. Stay steady.

4 Optional



Helps to align the head and rest of the body.

When your head is properly grounded lift your feet off the floor and place them on the wall behind. Keep your legs bent. Breathe evenly, and stay steady for few seconds.



Rest your feet lightly on the wall

5

Sirsasana



The balance shifts from crown to bregma; relaxes forehead, eyes and face.

Bregma is the spot which is one inch to the front of the crown of head.

Gently release feet from wall, stretch your legs and lengthen your spine. You may rest your heels and your hips on the wall if you are not steady. Distribute 70% of body weight on your head and the rest of the weight balanced on your forearms. Unlock your fingers, keep them free from tension and allow the fingers to support the back of your head.

Stay mentally calm for 5 minutes.



Benefits of using wall as a prop

In Sirsasana, most of the body weight is on the head. Since the human head and neck are not designed to take extra pressure and weight, wall-support for Sirsasana is mandatory for all the beginners. The wall prevents from awkwardly falling down, prevents injuries, improves alignment and comfort, removes fear, builds confidence.

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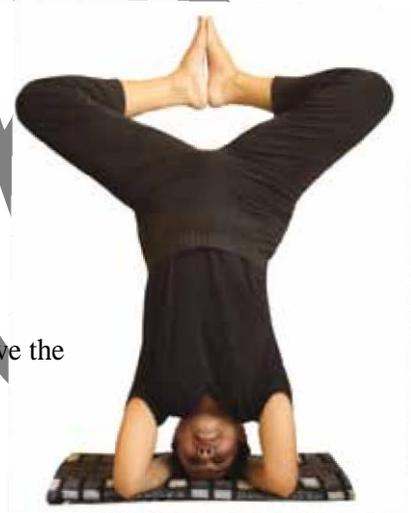
← 6

Prasarita Konasana in Sirsasana

Wide-angle posture

Stabilizes the head and lightens the legs.

When your head is stable, you are comfortable and confident. Stretch your legs wide apart to the sides. **Stay steady for 30 seconds.**



7

Baddha Konasana in Sirsasana

Bound-angle posture

Bend your knees and press the soles of the feet together. Align your feet above the perineum and extend your knees sideways. **Stay with focus for 30 seconds.**

8

Come out gracefully

Descend gracefully with an exhalation. Keep your head rested and your eyes closed. Move your hands to the sides of your head. **Stay for 20 seconds or more.**



9

Adho Mukha Virasana

Refer to page 72.



10

Uttanasana

Keep your head downwards, ground your feet, and get into standing forward bend. Hang your head down, breathe freely. **Stay for 10 seconds.**



TIPS

- Practice with your teacher for several weeks before beginning your personal practice.
- Initially, practice in a corner wall and get the three-sided support.
- Ask someone to lift and hold your legs till you gain confidence.
- Do not tense your fingers, neck, or move your head or elbows.
- Be focused, positive and calm.
- Practice in front of a mirror and make necessary adjustments.
- Mental preparation is important.
- Experienced practitioners can practice this before Sarvangasana.

Sirsasana requires passion and strong determination. It uplifts your spirits and changes your perspective towards life.

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Yogic Relaxation

Yogic relaxation is consciously resting every part of the body and emptying the mind of thoughts and worries. It is a natural way of re-charging the mind and the body. While the body is rested, the brain is awake and alert, the breath is shallow, and the mind is free from disturbing thoughts.

Yogic relaxation is a state of partial sleep, when the body sinks into a state of stillness, the mind unwinds from the external noise and transcends to deeper levels of consciousness. At the end of relaxation, the practitioner feels totally refreshed, renewed, and peaceful. Yogic relaxation is an essential practice at the end of each day for all the people who lead fast-paced and stressful lifestyles.

Relaxation asanas are designed in the supine, prone and sitting positions. Choose the asana that suits your present body and mind condition. Props such as eye pillows, blankets, cushions are recommended for use to improve comfort.

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Supine Relaxation

This asana is called *Savasana* or corpse posture. It creates stillness inside and prepares for a graceful surrender to the inner divinity.

CAUTIONS

Do not practice, in bright glaring light, when you have back or hip injury, in between asana practice.

Duration | 10 - 20 minutes

Practice on non-slip yoga mat or on a firm bed

Props: Cushions, crepe bandage

Benefits with everyday practice for few weeks

- Relieves exhaustion, uncontrolled high BP, asthma, diabetes
- Relieves anxiety, depression, chronic fatigue, headache
- Improves mind-body strength after prolonged illness

Lie on your back, with your legs two feet apart and your hands 45 degrees away from your body. Turn your palms out close your eyes, remove thoughts. Lock your attention on your breath and allow your body to sink comfortably. With auto suggestion relax and feel the wave of relaxation rising from your legs to your head. As tensions vanish, you will feel disconnected from the external noise. Observe your relaxed body, soft, shallow breathing and calmness in the mind. Experience the overall stillness.

Close your eyes



For high blood pressure

Cover your eyes with a crepe bandage



For back pain



To come out, roll gently to a side preferably to the right side, close your eyes and breathe few times. Press your hands into the floor, and lift your head and torso off the floor. Sit up.



- Let your body unwind and your mind quietly observe.
- Focus inwards, infuse relaxation through conscious breathing and auto suggestion.
- People who are sleep deprived or exhausted will drift into deep sleep in few minutes.
- In pregnancy rest your head and upper back on soft pillows.

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Prone Relaxation

This asana is called *Makarasana* or crocodile posture. It is practiced between backward bending asanas, performed in the prone position.

Benefits with everyday practice for few weeks

- Relaxes the brain, calms the tense nerves, relieves overall stress
- Relieves fatigue, flatulence, depression, anxiety, insomnia

Lie on your abdomen with your legs few inches apart. Rest your head with your cheek to the side and place your hands around your head like a pillow. Close your eyes and allow your body and mind to rest. Lock your mind with your breath to prevent mind from wandering. Transfer your body weight to the mother earth, clear your mind of all the thoughts, feel light and peaceful.



Make your hands a pillow

To come out, take your hands to the sides of your body and bring your legs closer. Place your palms below your chest and press them on the floor. Rest your forehead on the floor, inhale, lift your head and chest off the floor. Sit up in *Virasana*. Refer to page 47.

Yogic relaxation is a conscious relaxation technique that reduces stress and stress related issues. Muscular activity is diminished, motor neurons are silenced, the tensions, pressures and pain are removed. Awareness shifts from outside noise to inside quietness and an aura of peace is created.

CAUTIONS

Do not practice when you have neck pain, cardiac problems, after any surgery and during pregnancy.

Duration | 5 - 10 minutes

Practice on a non-slip yoga mat or on a firm bed

TIPS

- Set a timer for 20 minutes.
- Let your body unwind and your mind quietly observe.
- Widen your collar bones and shoulder blades.
- Focus inwards and infuse relaxation through conscious breathing and auto-suggestion.

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Sitting Relaxation

This asana is also called *Adho Mukha Virasana* or downward facing hero posture. It is sequenced after backward bends and inverted asanas. Practice when you are mentally stressed or exhausted.

Benefits with everyday practice for few weeks

- Relaxes mind, brain, eyes, ears, heart, abdomen, spine, legs
- Relieves high BP, migraine, back pain, diabetes, depression, insomnia
- Relieves exhaustion, hemorrhoids, menstrual and menopausal problems

CAUTIONS

Do not practice when you have vertigo, knee or hip injury. During pregnancy raise your hips higher with your abdomen above the floor.

Duration | 5 - 15 minutes

Practice on a non-slip yoga mat or on a firm bed

Props: Cushions

Sit in *Virasana* with cushion under your hips and legs. Place some cushions in the front. Exhale and stretch forward and rest your head on the cushions. Place your hands in a position that is comfortable for you. Close your eyes, soften your forehead and relax.



Pineal gland in the mid-brain serves as a biological clock. It is called as seat of the soul or the third eye. When darkness sets in, pineal gland secretes a hormone called **Melatonin** which induces sleep in the night. Insufficient secretion of melatonin will lead to sleep problems. Relaxation asanas enhance the functions of pineal gland and promote sound sleep every night.

TIPS

- Set a timer for 20 minutes.
- Focus on the centre of your forehead and feel calm.
- The use of crepe bandage provides soothing effect.
- Mentally chant a mantra.

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Pranayama

Regulation of Life force

Prana = oxygen or vital energy or life force, Ayama = control or regulate or expand

Breathing is the most important function in the body, the most natural way of getting oxygen and all other functions largely depend upon it. Oxygen is 'prana' or vital energy; it is a nutrient that keeps one alive and healthy.

Prana is the life force that controls mental and physical functions. Insufficiency of *prana* can lead to many health issues. When *prana* is expanded in a rhythmic way, there is increased vitality, stability, calmness, longevity and good health. The ancient yogis realized this truth and developed many types of *Pranayama*.

Pranayama is conscious prolongation of inhalations, exhalations and retentions. It is a scientific technique that purifies, energizes, calms, relaxes and heals the body and mind. The brain and other organs are nourished, there is more energy and better adjustments to changing situations. Pranayama corrects the nasal cycle (one side of the nose is more active than the other), improves respiratory rate (number of in-breaths and out-breaths per minute).

Puraka or inhalation is a conscious, and rhythmic process of enhancing vital energy. This process expands the consciousness and improves overall energy.

Rechaka or exhalation is a conscious, process of removing impurities from body and mind. Exhalations must be longer than inhalations, because carbon-dioxide has a longer route and travels in the opposite direction. Smooth and prolonged exhalations remove impurities, efficiently and enhance well being.

Kumbhaka or retention is conscious holding of the breath without tensing any part of the body. *Kumbhaka* is not meant for beginners. There are two types of *kumbhaka*. *Antara Kumbhaka* is retention after inhalation and *Bahya Kumbhaka* is retention after exhalation. The latter is difficult and people with health issues must avoid it.

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Asanas for Pranayama Practice

Sitting on the floor in yogic postures with a straight back and balancing right and left sides is not easy for everyone. Props such as cushions and wall are recommended to improve anatomical alignment and balance. Sitting on a cushion helps to lengthen your spine and maintain the natural curvature. "A straight spine keeps the brain alert."



Sukhasana

A preparatory posture for beginners



Ardha Padmasana

A preparatory posture for beginners



Siddhasana

Siddhasana is the most rewarding posture for yogis and renunciates. It purifies all the energy channels, balances body-mind, stabilizes and sublimates sexual energy.



Padmasana

Padmasana creates balance from feet to head. Neuro-muscular imbalances are corrected, brain and spine are refreshed and the restless mind becomes calm.

MRECMBA

Breathing during Asana Practice

Conscious and regulated breathing during asana practice has huge benefits on the mind-body health. All the movements in asanas are initiated and guided by specific breathing. Inhalation is initiated, when lengthening the spine, stretching the hands upward, bending backward, coming out of a forward or lateral bend or a twist. Exhalation is initiated, when bending forward or lateral, or when making a twist, coming out of backward bends and when bringing the hands down. While you stay steady in an asana, your breathing must be soft and even.

Guidelines for Pranayama Practice

- 🔥 Learn pranayama from a knowledgeable yoga teacher
- 🔥 Six months of regular asana practice is a prerequisite
- 🔥 Backward bending and inverted asanas must be mastered
- 🔥 Get sufficiently motivated, focus inwards, have a positive attitude
- 🔥 Practice in a clean and well ventilated place, not in an air-conditioned room
- 🔥 Do not practice when hungry, when depressed or when you are ill
- 🔥 Your mind must be free from thoughts and locked with your breath
- 🔥 Body must be at ease, free from discomfort, tensions and pain
- 🔥 Practice three hours after a meal and one hour after a beverage
- 🔥 Your bowels, bladder and stomach must be completely empty
- 🔥 Close your eyes, wrap a crepe bandage around your forehead and eyes
- 🔥 Avoid abrupt practice, jerky movements and noisy breathing
- 🔥 Exhalations must be slow, smooth and longer than your inhalations
- 🔥 To master pranayama, one requires many years of dedicated practice

Best time to Practice

Brahmamuhurt or *Amritavela* is the best time for learning and practicing *Pranayama*. It is the early hours of each day, three hours before sunrise between 3 am and 5.30 or 6 am. This time of the day is considered very auspicious and hence is called *Amritavela*. During *Brahmamuhurt* the natural elements are in their purest form and divine vibrations are freely projected in the atmosphere. Activities performed during this time, is well absorbed and preserved.

Pranayama practiced during *Brahmamuhurt*, renews and resets the bio-rhythm, purifies mind, infuses positive thoughts, removes negativity and *tamas* (dullness), sharpens *buddhi* (intellect) and channelizes it in the right direction, promoting contentment and peace.

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Ujjayi Pranayama | Victorious Breath

Uj = superior, Jaya = victory; Ujjayi = victorious

Duration | 5 - 15 minutes

This pranayama expands the lungs, refreshes the brain, broadens the chest like a victorious conqueror, hence the name. The vibrations and sound created in the throat is nourishing, calming and healing.

Benefits with everyday practice for few weeks

- Refreshes brain, calms and stimulates vagus nerve and cranial muscles, enhances lung capacity
- Nourishes throat, vocal cords, relieves thyroid problems, asthma, bronchitis, migraine
- Relieves high and low BP, acidity, anxiety, depression, insomnia, sleep apnea, snoring

Ujjayi Pranayama

Sit straight and close your eyes. As you inhale and exhale direct your breath through your throat, constricting your throat muscles, creating hollowness and a subtle vibration and sound in the throat. During inhalation a subtle 'hssing' sound is created, during exhalation a subtle 'haa' sound is created. Beginners will have some difficulties; but with regular early morning practice they can overcome the difficulties and master this pranayama within few weeks.

For people with health issues

Wrap a crepe bandage over your fore-head and eyes. Practice *Ujjayi pranayama* lying down with your head and upper back rested on soft cushions.



For the Experienced (a variation)

Sit in a comfortable position and close your eyes. After a deep inhalation, hold your breath for few seconds and engage *Jalandhara bandha* for few seconds. Refer to page 86. Release the bandha, move your head neutral and exhale steadily through both nostrils or only through your left nostril by closing the right nostril.

Benefits of exhalation through left nostril

Exhalation through left nostril, energizes cells in the right lobe of the brain. It enhances memory power, visual perception, creative and intuitive abilities, controls negativity and helps to relax mind and body.

Vagus Nerve is a remarkable cranial nerve and longest nerve in the body that controls the functions of throat, voice box, wind pipe, thyroid glands, lungs, heart and abdomen. It stimulates brain and heart, wraps around the abdomen and controls thoughts and feelings.

With the activation of vagus nerve, the neurotransmitter '*acetylcholine*' is released in the nervous system. This neurotransmitter improves attention, learning abilities, memory power, controls stress-related damages in the whole body, calms and relaxes mind and body.

TIPS

- Set a timer for 15 minutes.
- Beginners can practice this lying down with their upper back and head slightly raised.
- Do not clench your teeth, tense your face or strain your throat or lungs.
- Those with thyroid problems and high BP, must practice with a knowledgeable teacher.
- The subtle sound created, calms your mind.

Experienced means those practicing with dedication for over 1 year

MRECMBA

Kapalabhati Pranayama | Skull Shining Breath

Kapala = skull, Bhati = that which brings light

This pranayama lightens the skull, brings fresh glow on the face and hence the name. A unique cleansing pranayama, that facilitates perfect flushing out of impurities through the nostrils.

Benefits with everyday practice for few weeks

- Refreshes the brain, balances chemicals and fluids, energizes all systems
- Builds muscle and bone mass, increases stem cells in bone marrow
- Relieves anaemia, allergies, asthma, sinusitis, migraine, thyroid, arthritis
- Relieves low and high BP, cholesterol, triglycerides, heart problems
- Relieves diabetes, kidney problems, menstrual and menopausal problems
- Reduces excess body weight, helps to control and withdraw from cigarette smoking

Preparation

Sit straight in a comfortable position and close your eyes. Practice active and even abdominal breathing for two minutes.

Kapalabhati Pranayama

After partial inhalation exhale forcefully with sharp 'puffing' sound by drawing your abdomen in. This pranayama is just systematic sharp forceful exhalations, with the rapid contractions of the abdominal muscles. The toxins are perfectly removed from the cellular level through your nostrils.

In this pranayama, inhalations are automatic and passive. Please do not pay attention to them. The passive inhalations help to relax the abdominal muscles and facilitate forceful exhalations with perfect rhythm.

For Beginners

Place one hand on your abdomen and other on your chest. Practice one forceful out-breath every second. Do it for ten to twenty times and pause for two to three seconds and restart.

After few weeks of dedicated practice, there will be ease in your practice and the pauses will reduce. You can increase the speed to two forceful out-breaths per second. Maintain the speed throughout your practice. The big challenge is to keep your face, chest and shoulders free from tension. To prevent thoughts, just focus on the internal movements.

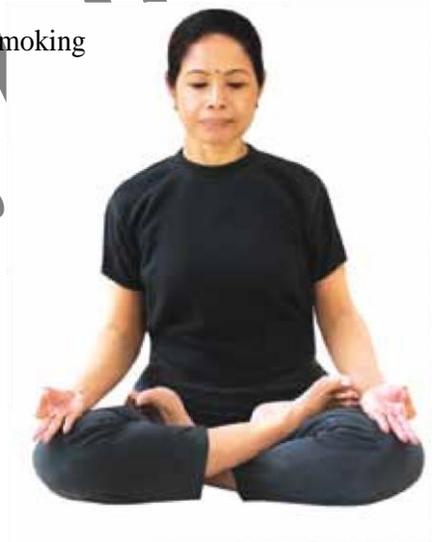
Experienced means those practicing with dedication for over 1 year

CAUTIONS

Do not practice during fever, menstruation, pregnancy, until four months after any surgery and four months after child birth.

Duration | 15 - 30 minutes

Practice twice everyday
Keep a mudra in your fingers



TIPS

- Set a timer for 20 minutes.
- Sit on a cushion, support your back against a wall.
- Learn and practice with a teacher because a wrong practice can hurt you and lead to health issues.
- People with health issues, must practice slowly with several pauses, synchronizing out-breaths with movement of the abdomen.
- Do not lift your shoulders or chest or make monkey faces; this will develop imbalances.
- As you progress, increase your speed to two sharp expulsions per second and maintain this speed.
- Practice during *Brahmamuhurt*, refer to page 75.

MRECMBA

Sitali Pranayama Cooling Breath

Sitali = cooling. This pranayama naturally cools the cells in the body, hence the name. A unique pranayama where inhalations are through the mouth and exhalations are through the nose.

Benefits with everyday practice for few weeks

- Reduces heat, cools the brain, eyes, ears, nose, mouth and skin
- Purifies blood and air passages, quenches thirst, appeases hunger
- Prevents migraine, high blood pressure, stabilizes sweat glands
- Controls sweating of palms, hot flushes and anger

CAUTIONS

Do not practice when you have cold, congestion in chest, cough, asthma, tonsillitis and high BP.

Duration | 5 - 15 minutes

Keep a mudra in your fingers

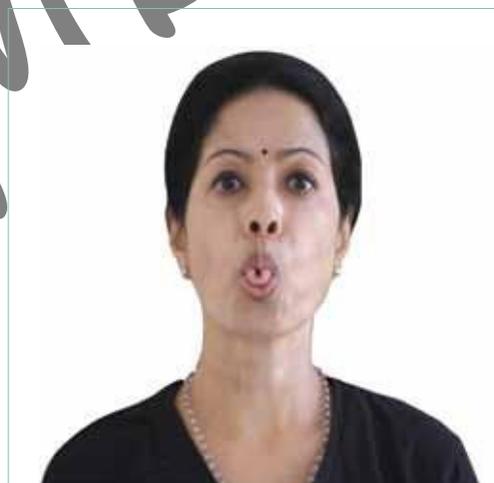
Preparation

Sit straight in a comfortable position and close your eyes. Lock your attention inwards and smoothly breathe for few times.

Sitali Pranayama

Stick out the tip of your tongue, between your pursed lips. Curl your tongue lengthwise like a flexible tube. Inhale deeply through your mouth allowing the air to pass through the tube of your tongue. After full inhalation, withdraw your tongue in and close your mouth. Consciously pause for one or two seconds. Exhale slowly and steadily through both nostrils.

Let your exhalations be the same length as your inhalations or even longer. Longer exhalations are soothing and calming. They remove excess heat and toxins from the body, build abilities to adjust and adapt to changing situations.



For the Experienced (two variations)

1. Practice retention of breath for few seconds, after every inhalation. Exhalations must be smooth, long and steady, through the nostrils.
2. After every inhalation hold the breath and engage in *Jalandara bandha* or chin lock for few seconds. Release the *bandha* and move your head neutral and exhale steadily through the throat as in *Ujjayi pranayama*.

As you progress, feel the cooling effect gradually spreading from the throat to your eyes, ears, face, chest and the rest of the body.

Experienced means those practicing with dedication for over 1 year

TIPS

- Practice in front of a mirror to learn the correct technique.
- Inward focus is essential for rhythm.
- Practice on hot days or after a vigorous yoga practice.
- Practice before going out in the sun and prevent a migraine attack.
- Exhalations must be slow, steady, long, and not abrupt or fast.

MRECMBA

Nadi Shodana Pranayama Alternate Nostril Breathing

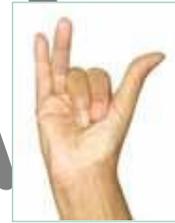
Nadi=energy channel, *Shodana* = purification This purifies the nervous system, energy channels, hence the name. It is also called *Anuloma Viloma*.

Duration | 10 - 15 minutes

Benefits with everyday practice for few weeks

- Balances the right and left hemispheres of the brain, improves brain functions
- Balances acid and alkaline levels, brain chemicals and fluids, controls blood pressure
- Corrects imbalance in the nasal cycle, cleans up the respiratory passages
- Relieves fatigue, anxiety, depression, sinusitis, migraine, menstrual problems

Vishnu Mudra resembles the conch or the shank of Lord Vishnu and hence the name. Bend index and middle fingers towards your palm and keep the other fingers upright.



Nadi Shodana Pranayama Sit straight and close your eyes. Keep *Vishnu Mudra* in your right hand. Close your right nostril with your thumb. Through left nostril, exhale slowly, steadily and inhale deeply. Close your left nostril with your ring and little fingers. Through your right nostril, exhale slowly, steadily and inhale deeply. Repeat this cycle several times for at least ten minutes. Come out of the practice, as you inhale through your right nostril. Bring your hands down and exhale through both nostrils.



For the Experienced

After every inhalation, hold your breath for few seconds. Exhale slowly and steadily through the opposite nostril. The duration of retention of breath, will vary from person to person. It largely depends on your lung capacity and your present mind set. During retention of breath there should be no pressure or strain.

TIPS

- Set a timer for 10 or 15 minutes.
- Count your inhalations and exhalations to maintain focus and rhythm.
- Exhalations must be much longer than inhalations.
- Do not practice retention, when you are sick or when you have high BP.

MRECMBA

Brahmari Pranayama



Bees Breath

Brahmara = a large bumble bee

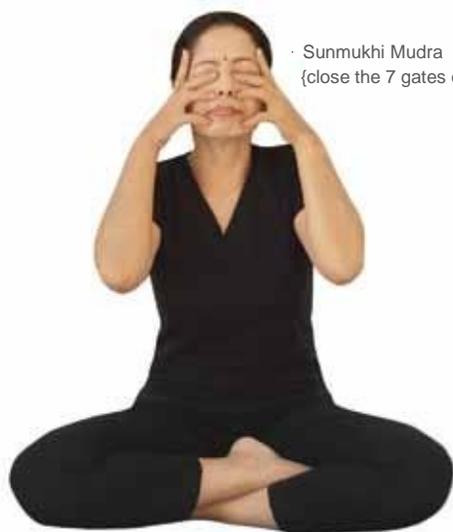
The sound created resembles the sound of a bee, hence the name.

Duration | 5 - 15 minutes

Practice twice everyday

Benefits with everyday practice for few weeks

- Refreshes and nourishes the brain, calms the mind, balances hormones, improves confidence
- Relieves high BP, mental stress, anxiety, depression, anger, fear, insomnia



Sunmukhi Mudra
{close the 7 gates of perception}



Crepe bandage

Sunmukhi Mudra By closing the seven gates of perception, we can easily control our thoughts and hear the inner sound of Aum. Close your ears with thumb, your eyes with index and middle fingers. Place your ring and little fingers near your nostrils and below your lips. Drop your elbows downwards and focus inwards.

Brahmari Pranayama Sit straight and close your eyes. Use Sunmukhi mudra or wrap a crepe bandage on your forehead covering your eyes and ears. Inhale deeply, exhale through your nose creating a humming sound that vibrates as Aum. This sound vibrates in the head, refreshes brain, calms tense nerves and the restless mind.

CREPE BANDAGE

This is a soft, elastic material available in the pharmacies. It provides a soothing effect for eyes, forehead and mind. It promotes concentration and boosts the benefits of practice.



'OM' or 'AUM' or 'PRANAVA'

OM is a mystical and powerful mantra, a divine reality and a cosmic sound vibration. Repetitive chanting of *OM* refreshes brain and transcends the mind from negative to high positive energies.

TIPS

- Set a timer for 15 minutes.
- Exhalations must be slow and longer than inhalations.
- Use of crepe bandage keeps the hands free and mind focused.
- Practice before going to bed if you have anxiety and insomnia.

MRECMBA

- All the limitations in us are self imposed. When we have the capacity to get bound by them, we also have the capacity to get liberated from them.
- A pessimist sees difficulty in every opportunity, but an optimist sees opportunity in every difficulty.
- Learning from the events in our lives is an experience that expands our intellect and brings positive direction to our lives.
- A glorious future awaits us, when we make sincere efforts to change our negative energies to positive energies.
- When the body is healthy, the mind and the heart open to positive aspects of life and develop abilities to face realities boldly with a smile.

— *Words of wisdom from ancient Indian sages*

Energy Conservation

The ancient yogic texts, *Shiva Samhita*, *Gheranda Samhita* and *Hatha Yoga Pradipika*, have emphasized the importance of everyday practice of *mudras* and *bandhas* for proper distribution of energies and promoting mind-body balance.

Mudras are for everyone, they awaken cosmic energies, purify mind, body and soul. They are finger postures performed by pressing two finger tips together, by flexing and stretching the other fingers in a particular manner. *Mudras* stimulate electro-magnetic energies, activate dormant nerves, correct imbalances, and heal many ailments. They are engaged during pranayama and meditation and while practicing certain asanas.

EACH FINGER REPRESENTS AN ELEMENT



Thumb finger represents *Agni* or fire



Index finger represents *Vayu* or air



Middle finger represents *Akash* or ether



Ring finger represents *Prithvi* or earth



Little finger represents *Varun* or water

Bandhas are unique internal energy locks that conserve and distribute the vital energy within the body and prevent it from flowing outwards. Bandhas are engaged only during *Kumbhaka* or retention of breath. They are advanced techniques that are designed to improve circulation, vitality, stability in the torso and promote overall strength.

MPREC MBA

Mudras Energy Seals

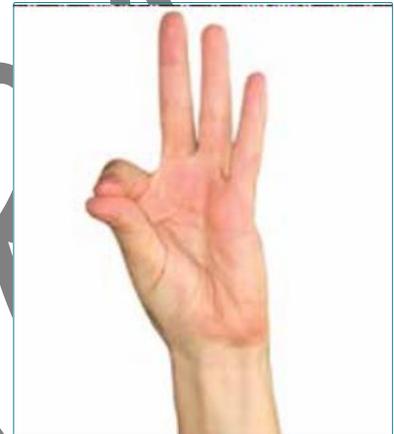
Duration | 5 - 15 minutes

Gyana Mudra Knowledge Seal

Benefits

- Transcends ego, calms the mind, promotes wisdom
- Stimulates brain and pituitary gland, improves memory and sleep
- Relieves mental pressures, migraine, controls high BP
- Changes negative to positive emotions, helps overcome addictions

Press the tips of your thumb and your index finger. Keep your middle finger, ring finger and little finger upright.



Vayu Mudra Wind Seal

Benefits

- Strengthens bones, muscles, joints, relieves pain
- Balances air within, clears nasal blocks, removes flatulence
- Relieves arthritis, gout, cervical spondylosis, sciatica

Fold the tip of your index finger on the base (pad) of your thumb. Press your thumb over it. Keep your other fingers upright.

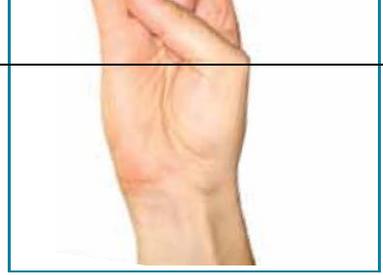


Sunya Mudra Zero Seal

Benefits

- Relieves ear infections, ear pain, tinnitus, deafness
- Relieves vertigo, thyroid problems
- Relieves and prevents nausea during travel

Bend your middle finger, and press your thumb firmly over it. Keep your index finger, ring finger and little finger upright.



MPREC MBA

Apana Mudra Descending Energy Seal

Benefits

- Detoxifies the body and revitalizes all the systems
- Relieves tooth-ache, high BP, diabetes, hemorrhoids
- Relieves indigestion, constipation, kidney and gall bladder stones
- Relieves prostate, menstrual, menopausal problems

Press the tips of your middle, ring finger and your thumb together. Keep your index finger and little finger upright.



Apana Vayu Mudra Descending Wind Seal

Benefits

- Corrects imbalances in the five elements fire, air, ether, earth and water
- Relieves cardiac problems and prevents heart attack
- Relieves flatulence, acidity, gastritis, migraine, joint pain
- Removes impurities in blood, improves circulation

This is a combination of apana and vayu mudra. Place your index finger as in Vayu mudra, and your middle, ring, and thumb finger as in Apana mudra.



Prithvi Mudra Earth Seal

Benefits

- Relieves fatigue, builds tolerance, stamina and balance
- Relieves emotional instability, anxiety and depression
- Reduces weight in overweight individuals
- Increases weight in underweight individuals



Press the tips of your ring finger and your thumb together. Keep your index finger, middle finger and little finger upright.

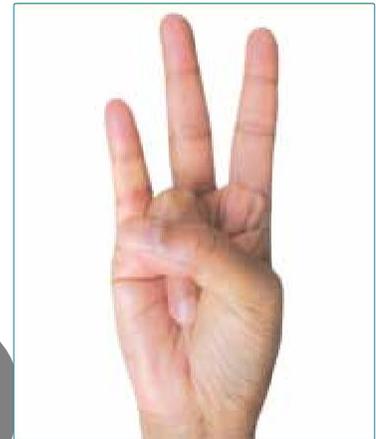
MPREC MBA

Surya Mudra Sun Seal

Benefits

- Raises inner heat, removes lethargy, increases balance
- Relieves stress, common cold, reduces cholesterol
- Relieves diabetes, cholesterol and high blood pressure
- Improves digestion, overall strength and stability

Bend your ring finger, and press your thumb over it. Keep your index, middle and little fingers upright.



Prana Mudra Vital Energy Seal

Benefits

- Improves circulation, reduces fatigue and refreshes
- Boosts vitality, strength, improves stamina and immunity
- Relieves eye problems, improves vision
- Helps to recover fast from long term illness

Press the tips of your little finger, ring finger and your thumb together. Keep your index finger and middle finger upright.



Varuna Mudra Water Seal

Benefits

- Relieves kidney and prostate problems, incontinence, bed-wetting
- Improves fluid balance, moisturizes dry skin, helps psoriasis, eczema
- Relieves, burning eyes, dryness of the mouth, improves taste sensation

Press the tips of your little finger and your thumb together. Keep your index finger, middle and ring fingers upright.



TIPS

- Mudras can be practiced anywhere and at anytime, preferably in the sitting position.
- Mudras can be practiced with one hand, if both the hands cannot be used.

MPREC MBA

Bandhas Energy locks

Bandhas = lock or hold. Bandhas are neuro-muscular locks, that cleanse, energize and distribute prana all over the body. When three *bandhas* are performed at the same time is **Maha Bandha**.

Not for Beginners

Benefits with everyday practice for few weeks

- **Jalandhara Bandha** refreshes the brain, nourishes the heart, relieves high BP, headaches sinusitis, thyroid and respiratory problems, insomnia
- **Uddiyana Bandha** relieves diabetes, dyspepsia, indigestion, removes toxins, reduces excess abdominal fat, maintains youthful vitality
- **Mula Bandha** strengthens the pelvic floor, stabilizes the sacrolic joint, relieves tail bone pain, hemorrhoids, bladder, prostate, menstrual and menopausal problems

Jalandhara Bandha Chin lock

Jalandhara Bandha binds energy in the throat, chest and head. Inhale deeply, hold your breath moving your head and chin downward. Bring your chin close to your collar bones, and feel the compression in your throat. Close your eyes and stay for few seconds with focus. Move your head neutral, exhale gently and release the *bandha*. Practice several times.



Uddiyana Bandha Abdominal Lock

Uddiyana Bandha binds energy in the abdomen. It is best learnt standing. Stand with your legs two feet apart. Bend your knees, place your palms on your thighs, lean forward and lower your head. Inhale deeply, exhale quickly with a force. Hold your breath and draw-in your abdomen. Do not tense your face or chest. Stay steady for few seconds. Inhale soften your abdomen and release the *bandha*. Practice several times.

Mula Bandha Anal lock

Mula Bandha locks and distributes energy in the pelvis and abdomen. Sit in a comfortable position, inhale deeply. Hold your breath, locate, contract and draw your anal muscles inwards and upwards, as if you are stopping the urine stream. A positive attitude and inward focus is

TIPS

- Bandhas must be learnt from a knowledgeable teacher.
- Mastery of *kumbhaka* is essential.
- Incorrect practice may lead to imbalance and health issues.
- The best time to practice is during 'Brahmamuhurt' refer to page 75.

essential to identify and contract these muscles. Exhale smoothly and release the *bandha*. Practice several times.

CAUTIONS

Do not practice when you have headache, ulcer, fever, cardiac problems, until four months after any surgery, during menstruation and pregnancy.

Duration | 10 - 30 seconds

MRECMBA

Yogic Healing

Yogic healing is an ancient healing system that begins by understanding the individual and targeting the cause of illness. It is a holistic approach that considers every aspect linked with the individual to heal physically, mentally and emotionally and not just the disease. It taps the hidden potential to restore balance and emphasizes cultivating healthy and productive habits by eliminating unhealthy and destructive habits.

Asanas, Pranayama and Meditation are powerful healing tools that remove rigidity, tensions, control negative emotions and ego, refresh the brain and all the systems.

Proper diet and mindful eating is very essential for good health. 80% of health issues are caused due to eating unhealthy foods. A balanced vegetarian diet (Sattvic) that is easily digestible is recommended.

Laughter is a natural way of releasing stress and pain. It refreshes the brain, strengthens the immune system, prevents and cures many health problems.

Sleep is a very important activity that helps renew and restore. 8 hours of sleep in the night is essential for everyone. It is a healthy to sleep before or by 9 pm. and wake up at 4 am.

Mantra chanting removes disturbances from the mind and promotes well being. Regular chanting of the Maha-mantras such as *Gayatri Mantra and Maha Mrityunjaya Mantra*, purify, calm, protect, bestow health and lasting happiness.

Sat-Sangh is interacting with positive, contented and happy people. Satsangh has a healing effect on the mind and body. Regular interaction with such people will rejuvenate and restore health.

Yogic healing is not a quick fix but a sure and lasting remedy for many health issues. The practitioner will experience a 'new life' free from pain and disease.

MREC MBA

Acidity and Ulcers

Relief without Medicine

Acidity is a disorder of the digestive system, caused by excess acid secretion in the stomach. When not treated in time, acidity can lead to headaches, ulcers, bone loss, and other health issues.

Causes Mental stress, anxiety, eating spicy hot and fried foods, excess caffeine, lot of sweets, alcohol, smoking, hyperthyroidism, keeping stomach empty for long periods.

Symptoms Belching, bloating, burning sensation in the chest and abdomen, pain and lack of appetite.



Asanas and Pranayama massage the digestive organs, reduce acid secretion, increase alkaline secretions, eliminate excess wind, heal the damages, improve appetite and provide complete relief.

NOTE Every individual has a different lifestyle and the cause will be different. The sequence given will be effective but can be changed to suit your present body and mind condition. Avoid postures that cause discomfort and pain. Practice with determination and a positive attitude.

Duration Practice each asana for 1 to 5 minutes.



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TADASANA

PAGE 18



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TRIKONASANA

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ARDHA CHANDRASANA

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4

STANDING BHUJANGASANA

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SUPTA BADDHA KONASANA

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MPREC MBA

10



PARIVRTTA VIRASANA

PAGE 56



12



SUPINE RELAXATION

PAGE 70

PRANAYAMA*with Crepe Bandage***Duration 15 minutes each**

- **Ujjayi Pranayama** Page 76.

Energizes the 'Vagus nerve', controls acid secretion, enhances digestion.

- **Kapalabhati Pranayama** Page 77.

Massages abdominal organs, reduces acid secretion, increases alkaline.

- **Nadi Shodana Pranayama** Page 79.

Relieves mental stress, corrects nasal cycle, relaxes, reduces acid secretion.

Cultivate a Healthy Lifestyle

- Start your day with three glasses of warm water.
- Every morning, take 1 tbsp aloe-vera juice, diluted in 1 tbsp water.
- Drink two to three litres of warm water during the day.
- Avoid drinking water or juice while eating; they dilute digestive enzymes.
- Eat frequent small meals every two hours, to avoid acid production.
- Avoid pre-cooked frozen foods and stale foods; they are acidic and harmful.
- Drink either, raw cabbage juice, raw bottle-gourd juice, raw banana stem juice, aloe-vera or wheat grass juice, on an empty stomach in the morning. They are all alkaline and heal acidity, heart burn and ulcers very quickly.
- Include herbs and spices like mint, basil, cinnamon, ginger, turmeric, cumin, coriander, sesame, fennel and poppy seeds in your diet.
- Eat light low calorie dinner, three hours before going to bed.
- Eat foods rich in Vit A: dark green, yellow and orange vegetables and fruits.
- Eat foods rich in Vit C: broccoli, green leafy vegetables, asparagus, apples, kiwi fruit, strawberries, oranges, lime.
- Avoid spicy and fried foods, hot pickles, high calorie sweets, jam, pasta, coffee, tea, soda, alcohol and cigarettes.
- Practice once a week all the asanas in this book, after reading the cautions.



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SUPTA VIRASANA

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JATARA PARIVRTTASANA

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VIPARITA DANDASANA

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11

VIPARITA KARANI

PAGE 61

MPRECEMBER

Asthma and Bronchitis

Relief without Medicine

Asthma is a chronic respiratory disorder caused by swelling of the tissues in the air passages.

Causes Common cold, sinusitis, mental stress, anxiety, heredity, pesticides, irritants like cotton dust, pollen dust, drugs, animal hair, extreme weather conditions.

Symptoms Tightness in the chest, shortness of breath, wheezing, coughing.

Bronchitis is inflammation of mucous membrane that lines the air tubes in the lungs.

Causes Flu, polluted environment, chain smoking.

Symptoms Shortness of breath, fever, painful cough with thick mucus, running nose, frequent headache, chest pain, and sometimes back pain.



Asanas and Pranayama is a natural remedy that cleans the air passages, heals damages, improves circulation in the brain and other organs and builds overall energy. The practice enhances lung capacity, improves diaphragm flexibility and strength, clear blocks and congestions from the air passages, heal inflammations, remove tensions from the muscles, improve respiration and provide lasting relief.

NOTE Lung conditions vary in every individual. The sequence given will be beneficial for everyone. All the asanas improve lung capacity and strength. Avoid postures that cause discomfort and pain.

Practice with faith and with a positive attitude

Duration Practice each asana for 2 to 5 minutes.



3

VIRABHADRASANA II

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URDHVA MUKHA SVANASANA PAGE 39

6



SETU BANDHASANA PAGE 42

MPREC MBA

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TADASANA

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STANDING BHUJANGASANA

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ARDHA CHANDRASANA

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DHANURASANA

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USHTRASANA

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SUPTA VIRASANA

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URDHVA DHANURASANA

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12

SUPINE RELAXATION

PAGE 70

MPRECIPK

Eggs, bread, blue cheese, citrus fruits, jams, wine, beer, additives, artificial colours, preservatives, canned foods, soy sauce and certain sea food.

- Take light dinner, at least three hours before going to bed.
- Eating the wrong foods can instantly trigger an attack.
- Practice once a week, standing strengthening, backward bending asanas *Supta Virasana* and twists given in this book.

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SARVANGASANA

PAGE 62

PRANAYAMA

with Crepe Bandage

Duration 15 minutes each

- **Ujjayi Pranayama** Page 76.
Improves lung capacity.
- **Kapalabhati Pranayama** Page 77.
Strengthens lungs, removes blocks and congestions.
- **Nadi Shodana Pranayama** Page 79.
Clears air passages, relieves chest congestion, mental stress.

Back Pain

Relief without Medicine

Back pain is a common complaint amongst many youngsters today. It is experienced when there is pressure on the spinal nerves, damage to the ligaments or vertebrae or misalignment of the inter vertebral discs in the spine. When discs lose their cushioning ability, they become stiff and cause pain.

Causes Wrong postures, a slipped disc, herniated disc, injury, pinched nerve, sedentary lifestyle, obesity, emotional stress, osteoporosis, pregnancy, old age, weak abdominal muscles, wearing high-heeled footwear.

Asanas and Pranayama repair the damages, align the discs, relax the tense nerves, strengthen the spine and the connecting areas. Regular practice will provide permanent relief.

NOTE Every individual has a different lifestyle. The sequence given is simple and will be beneficial. Do not overstretch and strain.

Practice two times every day with a positive attitude. Avoid postures that cause back pain.

Duration Practice each asana for 3 to 5 minutes.



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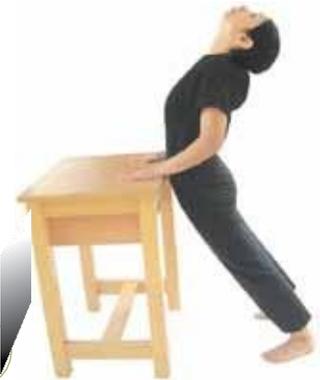
TADASANA

PAGE 18



UTTANASANA ON TABLE

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3

STANDING BHUJANGASANA

PAGE 37

5

6

MPREC MBA

4



STAND-LIFT-STRETCH

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SETU BANDHASANA PAGE 42

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HIP ROLL PAGE 35

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JATARA PARIVRTTASANA PAGE 35

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MARICHYASANA PAGE 57

12



SUPINE RELAXATION PAGE 70

Step 4 Stand upright in front of a wall. Fix a strap on a hook in the wall or on a window grill. Hold the strap firmly. Lift your left leg up and rest the foot on the wall. Straighten your spine. Feel the traction effect in your legs and hands. Repeat with your right leg.

Step 5 Place one leg on a high stool, lengthen your spine. Steady the balancing leg. Place your palms on the side wall. Exhale, turn and twist your torso. Stay steady. Inhale, come out of the twist. Go to the other side and repeat.

PRANAYAMA

with Crepe Bandage

Support your back against a wall

Duration 15 minutes each

• **Nadi Shodana Pranayama** Page 79.

Relaxes the nerves, relieves stress, calms the mind.

• **Kapalabhati Pranayama** Page 77.

Strengthens the muscles, bones and nerves, relieves pain.

Cultivate a Healthy Lifestyle

- Correct your postures and avoid carrying heavy weight.
- Avoid sitting for long time because it exerts pressure on the buttocks muscles, hips and lower back.
- Avoid caffeine - coffee, tea, chocolates, aerated drinks. Avoid alcohol and smoking. They deplete calcium and increase pain.
- Avoid fatty, fried and hot spicy foods, since they aggravate pain.
- Eat foods rich in Vit C: dark green vegetables, broccoli, beet, cabbage, radish, tomatoes, citrus fruits, strawberries, kiwi, raspberries, cranberries, grapefruit, papaya, pineapple, guava.
- Eat foods rich in calcium such as milk, yoghurt, cheese, almonds, sesame seeds, green leafy vegetables.
- Eat foods rich in magnesium: whole grains, legumes, dark green leafy vegetables, dried figs, almonds, walnuts.
- Avoid wearing high-heeled shoes and do not lift heavy weight.
- Avoid sleeping on your stomach; sleep straight on your back.
- Practice once a week standing and twisting asanas.

important part in the body because, the spine connects and supports the skull, chest, hands, abdomen, pelvis and legs.

7

SUPTA URDHVA PADASANA

PAGE 30

MPREC MBA

Diabetes

Relief without Medicine

Diabetes Mellitus is a common metabolic and lifestyle disorder caused due to high levels of sugar in the blood and urine. Insufficient production of insulin, a hormone secreted by pancreas, increases blood sugar levels, or when the body cells do not respond effectively to insulin. When this imbalance is not corrected, it can lead to heart and kidney disease, vision impairment and other problems.

Causes Heredity, obesity, stress, physical inactivity, high blood pressure, high cholesterol, unhealthy eating habits.

Symptoms Lethargy, fatigue, frequent urination, weight loss, craving for sweets, excessive thirst, increased hunger, blurred vision, slow healing of wounds, increased susceptibility to infections, numbness in the hands and feet.



Asanas and Pranayama massage the abdomen, increase gastric fire, burn and dissolve excess sugar, regulate the functions of liver and pancreas. They also avert blocks in the coronary arteries, improve digestion, functions of the kidneys and lungs. They provide abilities to manage everyday stress and cure diabetes completely in few months.

NOTE Every individual has a different lifestyle. The sequence given is thoughtfully designed to suit the diabetic. Practice everyday with determination and positive attitude. Avoid postures that cause discomfort and pain.

Duration Practice each asana for 3 to 5 minutes.



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TADASANA

PAGE 18



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TRIKONASANA

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UTTANASANA

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SUPTA URDHVA PADASANA

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NAVASANA

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JATARA PARIVRTTASANA

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DHANURASANA

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SARVANGASANA

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HALASANA

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PASCHIMOTTANASANA

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SUPTA VIRASANA

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12



ADHO MUKHA VIRASANA

PAGE 72

PRANAYAMA

with Crepe Bandage

Duration 15 - 20 minutes each

• **Kapalabhati Pranayama** Page 77.

Energizes the pancreas, dissolves excess sugar, controls overeating of wrong foods and heals the disorder.

• **Nadi Shodana Pranayama** Page 79.

Reduces stress, calms the nerves, controls increase of cortisol hormone.

carbohydrates, high in fibre, that control blood sugar levels, nourish pancreas and heal diabetes naturally.

cherries, plums, peaches, guavas, pomegranates.

- Practice inverted asanas, after learning them from a teacher.
- Check your blood sugar regularly.

MPREC MBA

High Blood Pressure

Relief without Medicine

High Blood Pressure is a rise in the pressure exerted by the blood on the artery walls, and the heart works harder to pump blood into the arteries. The normal BP is 120/80 and the high BP is 140/90 and above. The first number is systolic pressure (when the heart contracts) and second number is diastolic pressure (when the heart relaxes). If the blood pressure remains high for a long time, it can lead to heart attacks, strokes, kidney and other problems.

Causes Heredity, mental stress, sedentary lifestyle, overweight, excessive smoking, excessive alcohol, contraceptive pills, kidney problems, hormonal imbalance, overeating fatty foods and old age.

Symptoms are usually not outwardly evident. This condition is discovered only during medical examination.

Asanas and Pranayama remove stress and tensions, calm the nerves, relax the heart and refresh the brain. The arteries and capillaries are dilated, made elastic and their functions improved. Forward bends are beneficial in calming the frontal lobe of the brain and must be practiced with a crepe bandage. Rest the forehead on soft cushion to remove pressure and feel the soothing effect.

NOTE Every individual has a different personality and lifestyle. The sequence is carefully designed to relieve hypertension. It relaxes tense nerves and disturbed mind. Avoid postures that cause discomfort.

Duration Practice each asana for 3 to 10 minutes.



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ADHO MUKHA VIRASANA

PAGE 72



2

ADHO MUKHA SVANASANA

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SUPTA PADANGUSTASANA

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96 | ■ HIGH BLOOD PRESSURE

MPREC MBA

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PRASARITA PADOTTANASANA

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SETU BANDHASANA

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ADHO MUKHA UPAVISHTA
KONASANA

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JANU SIRSASANA

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ADHO MUKHA VIRASANA

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SUPINE RELAXATION

PAGE 70

PRANAYAMA

with Crepe Bandage

Duration 15 minutes each

- **Ujjayi Pranayama** Page 76.
Refreshes the brain, energizes the vagus nerve, improves circulation.
- **Kapalabhati Pranayama** Page 77.
Efficiently remove toxins and pressures and enhance energy.
- **Nadi Shodana Pranayama** Page 79.
Reduces anger and stress, calms the mind and balances hormones.
- **Brahmari Pranayama** Page 80.
Relieves mental stress, anxiety, depression, improves night sleep.

How much salt you must take

Those with hypertension, must take half a teaspoon of salt in a day. Excess salt tightens the arteries, draws more water in the blood and raises blood pressure. Potassium balances the ill effects of salt, relaxes arteries, maintains normal heart beat, and reduces high blood pressure.

- Practice forward bending asanas everyday to calm and refresh.
- Check your blood pressure every month without fail.

8

VIPARITA KARANI

PAGE 61



MPREC MBA

Knee Pain

Relief without Medicine

Knee Pain is the result of decrease in the synovial fluid that lubricates the knee joint. There is stiffness, lack of flexion or extension in the knee joint.

Osteoarthritis is wear and tear of the joints that develops gradually with stiffness. It is common in middle age. **Rheumatoid arthritis** is inflammation of the muscles, tendons, membranes lining the joints. This is an autoimmune disease that can affect people of all ages.

Causes Obesity, knee injury, long hours of sitting or standing, improper standing, no proper exercise, extreme cold weather, menopause and old age.



Asanas and Pranayama improve awareness and alignment, repair the damages, increase lubrication, relieve pain, make the joints supple and strong. They improve mobility and provide relief from pain.

NOTE The cause and knee damage will be different in every individual. This sequence is beneficial for most of the people. They gently stretch and relax the inflamed tissues improve circulation and heal. Use props and avoid postures that cause discomfort and pain. Practice with dedication two to three times everyday.

Duration Practice each asana for 1 to 5 minutes.



Feet on a curved log



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TADASANA ON A LOG

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2

PARSAVOTTANASANA
ON A LOG

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3

TRIKONASANA ON A LOG

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STAND-LIFT-STRETCH

NEXT PAGE

MPREC MBA



7

STRETCH AND FLEX

BELOW



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ARDHA DHANURASANA

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SUPTA PANDANGUSTASANA

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VIPARITA KARANI

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SUPINE RELAXATION

PAGE 70

Steps 4, 5, 7 Practice gently and repeat with your other leg. In steps 5, 7, rest your knees on a soft cushion.

PRANAYAMA

with Crepe Bandage

Duration 15 minutes each

• **Kapalabhati Pranayama** Page 77.

Improves bone and muscle mass, reduces inflammation, strengthens muscles ligaments and joints.

• **Nadi Shodana Pranayama** Page 79.

Reduces stress, calms your mind, balances hormones, reduces pain.

lignans that fights cancer, omega-3 fatty acid that boosts brain functions.

Practice standing strengthening and reclining asanas, when your knee pain is reduced.



MPREC MBK

Migraine and Tension Headache

Relief without Medicine

Migraine is a throbbing one-sided headache, felt on the front or on the sides of the head. It is a vascular headache, caused by dilation of temporal arteries in the brain. The pain intensifies with the enlargement.

Tension Headache is prolonged dull pain and sensations of pressure on the back of head and neck. Tensions in the neck can lead to headache and it is difficult to distinguish tension headaches from migraines.

Cause Heredity, hormonal imbalance, drop in blood-sugar levels, mental stress, anxiety, lack of sleep, exposure to hot sun, exposure to bright light, improper breathing, muscle fatigue due to wrong postures, reading while travelling, skipping breakfast, fast paced stressful lifestyle, eating foods that contain tyramine. Tyramine is a compound (amine) found in aged foods, preservatives, leftover foods in the refrigerator for more than 48 hours.

Symptoms (Migraine) Throbbing headache on one side, nausea, loss of appetite, blurred vision, disorientation, depression, restlessness, disturbed sleep.

When you have a migraine

- Take a shower and wrap crepe bandage on your forehead eyes and rest.
- Rest in a dark room, avoid bright flashing light.
- Gently massage your head, neck and shoulders.
- Press pressure points below the skull, behind the ears for at least one minute.
- Keep ice pack or a wet cloth on your forehead and on the back of your neck.
- Drink lots of glasses of water, fresh tomato juice, or fresh herbal drink with ginger.
- Eat healthy at frequent intervals.
- Avoid foods with excess salt and sugar.

When you don't have a migraine

Practice asanas and pranayama everyday as preventive care. Dedicated practice remove tensions and constrictions in blood vessels, calm tense nerves, enhance circulation, balance hormones, relieve negative stress, anxiety, depression, clear blocks in sinus glands, increase secretion of serotonin, the happy chemicals in the brain.

NOTE The sequence is thoughtfully designed. Follow the sequence and practice it everyday in a quiet place with determination and commitment. Positive attitude and a calm mind will help heal faster.

Duration Practice each asana for 3 to 7 minutes.



1

RELAXING YOUR HEAD

BELOW



2

PRASARITA PADOTTANASANA

PAGE 28



3

PASCHIMOTTANASANA

PAGE 55

Step 1. Close your eyes and gently press on your temples with your palms and fingers. Feel the relaxing sensation.

MPREC MBA



5



6



SIRSASANA

PAGE 66

ADHO MUKHA VIRASANA

PAGE 72



Jala Neti is a nasal cleansing tool that cleans nasal and sinus passages, removes excess mucous and bacteria. It refreshes the brain, face, eyes, improves mental clarity, relieves nasal blocks, asthma, allergies, sinusitis and headaches.

Instructions Fill a neti pot with luke warm salted water. Lean over a sink, tilt your head sideways, insert the spout of the pot into a nostril. Breathe freely through your mouth. The water flows through one nostril and comes out through the other. Blow your nose, repeat through other nostril. Use clean water to avoid infection. Excess salt and excess heat can cause burning sensation. Practice neti twice or thrice a week.

Food triggers

Identify and Eliminate

- Monosodium glutamate (MSG), vinegar, ketchup, hot pickles.
- Soya products, avocados, coconut, cucumber, caffeine, chocolates.
- Oranges, grapefruits, pineapples, lemons, over-ripe bananas.
- Stale bread, sour bread, pizza.
- Foods with added salt, blue cheese, aged cheese, sour cream, tinned foods.
- Foods rich in fat and in calorie.
- Almonds, pistachios, walnuts, cashews, pecans, peanuts.
- Excess alcohol, red wine, beer, sherry and champagne.

Cultivate a Healthy Lifestyle

- Maintain a headache diary to identify the food triggers and avoid eating those foods.
- Eat small meals, every four hours. Do not skip any meal.
- Drink at least 15 glasses of water during the day.
- Eat one or two fresh and ripe banana every morning.
- Massage your head, neck and shoulders twice a week.
- Sleep for 8 hours is very essential in the night; sleep deprivation can trigger an attack.
- Reduce taking refined sugar as they cause chromium deficiency.
- Eat foods rich in magnesium: whole grains, cereals, pulses, dried figs, nuts, green leafy vegetables, sesame seeds.
- Eat foods rich in calcium: milk and milk products, dark green leafy vegetables, broccoli, almonds, sesame seeds.
- Avoid going out in the sun, when you have the trigger.
- Disturbed mind will reduce serotonin levels and trigger an attack, so keep your mind free from disturbing thoughts.

4

SARVANGASANA

PAGE 62

PRANAYAMA with Crepe Bandage**Duration 15 minutes each**

- **Kapalabhati Pranayama** Page 77.
Removes tensions, relaxes the eyes, refreshes the face and brain.
- **Nadi Shodana Pranayama** Page 79.
Relaxes the nerves, calms the mind and balances hormones.
- **Brahmari Pranayama** Page 80.
Removes anxiety, calms the mind and promotes good sleep in the night.

Depression

Relief without Medicine

Depression is a common mental illness that develops in many people during their lifetime. It is an emotional despair with persistent regret, hopelessness, anxiety and sadness. A mental condition that can affect your social life, relationships, career, sense of self-worth and purpose. Psychoanalysts have described depression as anger and hatred turned inwards.

Cause Heredity, hormonal imbalance, low serotonin and norepinephrine, nutritional deficiency, mental stress, loss of a parent or spouse, losing a job, menopause, past emotional abuse, lack of sleep in the night.

Symptoms Mood changes, anger, lack of appetite, excessive eating with cravings for carbohydrates and high calorie sweets, low self-esteem, inability to do the routine work, excessive fatigue, inability to take decisions, poor concentration, forgetfulness, sense of worthlessness and suicidal instincts.

Asanas and Pranayama boost self awareness, and self control; they stimulate the endocrine glands, hypothalamus, increase the mood enhancing chemicals like serotonin and norepinephrine in the brain and reduce the secretion of stress hormone cortisol. There is physical freshness, agility, increased alertness, clarity, motivation, confidence, joy and emotional stability.

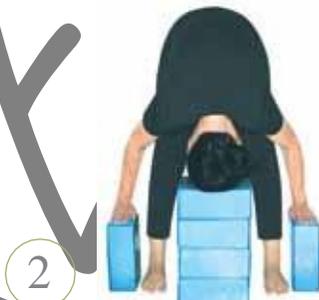
Longer exhalations during pranayama, mantra chanting and meditation will remove disturbing thoughts, and clean up the consciousness.

NOTE The sequence is thoughtfully designed for all people suffering from mild to severe depression. Avoid postures that cause discomfort and pain. Practice regularly with determination and a positive attitude.

Duration Practice each asana for 1 to 5 minutes.



1 SUPTA BADDHA KONASANA PAGE 32



2 UTTANASANA PAGE 26



3 ADHO MUKHA SVANASANA PAGE 60

4



SETU BANDHASANA

PAGE 42

5



URDHVA DHANURASANA

PAGE 43

6



SARVANGASANA

PAGE 62

MREC MBA

7



HALASANA

PAGE 64

8



KARNAPIDASANA

PAGE 65

9



PRASARITA PADOTTANASANA

PAGE 28



11



UPAVISHTA KONASANA

PAGE 50

12



ADHO MUKHA VIRASANA

PAGE 72

MRECA

This builds fatigue, anxiety, lethargy, mood swings, low motivation, fear and sadness.

soybeans enhance cellular energy and keep the brain healthy.
6 to 8 hours sound sleep in the night is essential to start the next day with freshness, renewed energy and joy.

10

SIRSASANA

PAGE 66

PRANAYAMA with Crepe Bandage

Duration 15 minutes each

• **Kapalabhati Pranayama** Page 77.

Removes fatigue, refreshes the brain reduces mental stress, controls over-eating, improves overall energy.

• **Nadi Shodana Pranayama** Page 79.

Relaxes the nerves, balances hormones, improves self esteem and confidence.

• **Brahmari Pranayama** Page 80.

Removes anxiety, dullness, sadness, promotes good sleep in the night.

MBA

Insomnia

Relief without Medicine

Insomnia is sleeplessness; a lifestyle disorder where there is difficulty in falling asleep and waking up much earlier. It is characterised by lack of sufficient sleep in the night, leading to functional impairment the next day.

Cause Anxiety, depression, overwork, mental stress, major illness, high blood pressure, indigestion, late night meals spicy and rich in fat, excess consumption of alcohol and caffeine.

Biological Clock is located at the suprachiasmatic nucleus of *Hypothalamus* in the brain. This clock controls circadian rhythm - the 24 hour time keeper in human body. When insomnia persists for over a month, the biological clock gets disrupted, leading to exhaustion, brain degeneration, memory loss and sometimes lead to accidents while driving on the road.



Asanas and Pranayama stimulate *pineal gland* and *hypothalamus*, increase *melatonin*, the hormone secreted by *pineal gland* and promote sound sleep.

All symptoms and side effects of insomnia are alleviated. The nervous system is relaxed, circulation is improved negative thoughts and emotions are eliminated and mind is calm. A calm mind promotes sound sleep.

Mantra chanting and meditation are also effective tools that refresh the brain and calm the mind.

NOTE The sequence nourishes brain and pineal gland, increases secretion of *melatonin* and promotes sound sleep in the night. Practice everyday with a positive attitude.

Duration Practice each asana for 3 to 10 minutes.



1



2



3

SUPTA VIRASANA

PAGE 33

ADHO MUKHA SVANASANA

PAGE 60

5

PRASARITA PADOTTANASANA PAGE 28



6

SIRSASANA PAGE 66



104 | ■ INSOMNIA

MPEC MBA

SUPTA BADDHA KONASANA PAGE 32

4



SETU BANDHASANA PAGE 42

10



PASCHIMOTTANASANA

PAGE 55



12



SUPINE RELAXATION

PAGE 70

MRECA

· **Blindness** Blind people often experience sleep problems because they cannot distinguish between darkness and light.



7

SARVANGASANA

PAGE 62



8

HALASANA

PAGE 64



9

KARNAPIDASANA

PAGE 65

11

ADHO MUKHA VIRASANA

PAGE 72

PRANAYAMA with Crepe Bandage

Duration 15 - 30 minutes each

- **Kapalabhati Pranayama** Page 77.
Removes fatigue, refreshes the brain, reduces mental stress.
- **Nadi Shodana Pranayama** Page 79.
Relaxes the nerves, balances hormones, stabilizes emotions and calms the mind.
- **Brahmari Pranayama** Page 80.
Refreshes the brain, removes pressures and worries and promotes sound sleep.

Cultivate a Healthy Lifestyle

- Go for brisk morning walk everyday before yoga practice.
- Swim everyday; swimming refreshes the Hypothalamus.
- Drink two litres water in a day to relieve mental stress.
- Practice pranayama with long exhalations, before meditation.
- Practice meditation for 20 minutes before going to bed.
- Your bedroom must be clutter free, clean and peaceful.
- Develop a regular sleep routine, by going to bed and waking up, at same time everyday. Sleep by 9 pm, wake up by 5 am.
- Eat light and nourishing dinner three hours before sleeping.
- Take a warm shower before going to bed in the night.
- Eat nutrient rich diet to optimise your brain functions.
- Eat plenty of mixed fruits every day as a separate meal.
- Eat foods with plenty of whole grains and pulses.
- Eat foods rich in magnesium, calcium and Vitamin B.
- Drink herbal or green tea to keep the brain refreshed.
- Avoid alcohol and tobacco; they destroy your ability to sleep.
- Avoid caffeine, such as black tea, coffee, soda, certain drugs because they contribute to insomnia.
- Drink warm milk with sugar at bedtime to promote sleep.
- Do not go to bed hungry, nor go to bed with heavy a stomach.

Neck Pain

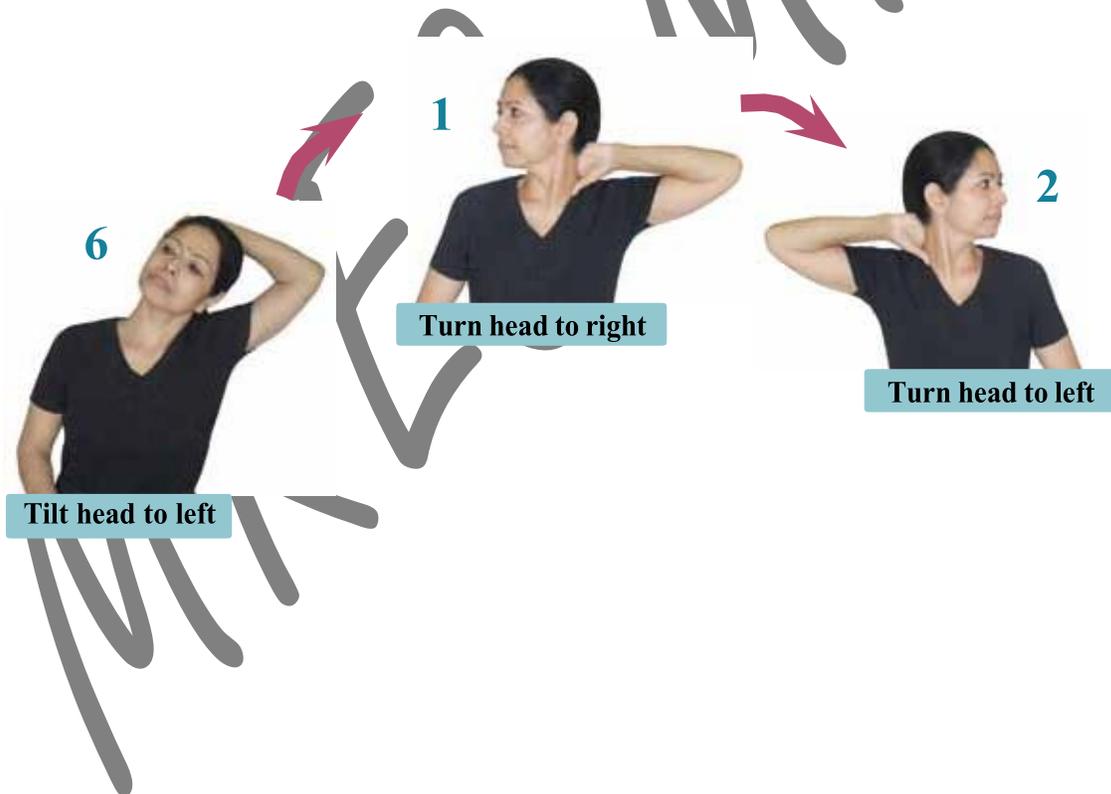
Relief without Medicine

The Neck is the critical part of the human body that holds your head. In addition to supporting the head, the neck allows head flexibility, extension, rotational and lateral movements. The neck muscles tighten and are strained, when the head is heavy with tensions. A forward head, rounded back, shoulders elevated and rolled forward, cause fatigue in and around the neck. This happens when you work long hours with the computer. Many people habitually tighten their neck and shoulders when they are working or reacting to stressful situations. If neck pain is neglected for several months, it can lead to cervical spondylosis, vertigo, shoulder pain, headaches, dizziness, back pain and disturbed sleep.

Asanas and Pranayama create awareness remove stiffness and tensions, heal the pain, relax the muscles and nerves in the neck, face, ears, shoulders and spine. They improve flexibility, strength and provide permanent relief from pain.

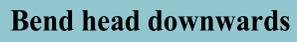


NOTE Every individual has a different lifestyle. The sequence given will strengthen the neck muscles and nerves and will heal neck pain in few weeks. Practice slowly and gently three times everyday with a positive attitude.





Tilt head to right



Bend head downwards

MPREC MBA



Close your eyes and drop your chin down to your chest. Roll your head to the left shoulder, to the back, to your right shoulder and to the centre. Repeat anti-clockwise direction.



SHOULDER SHRUG

Repeat on the other side



STAND -STRETCH -TWIST PAGE 109

Repeat on the other side



MARICHYASANA ON CHAIR PAGE 57

Repeat on the other side

PRANAYAMA

with Crepe Bandage

Duration 15 minutes each

- **Kapalabhati Pranayama** Page 77.
Removes muscle rigidity and pain, improves circulation.
- **Nadi Shodana Pranayama** Page 79.
Relieves stress, balances hormones and calms tense nerves and muscles.

Cultivate a Healthy Lifestyle

- Pay attention to your postures during the day.
- Keep your spine straight and do not pop your head to the front. This will cause strain in neck.
- Massage your neck and shoulders everyday or whenever you feel the strain and pain.
- Sleep on your back for few weeks. Avoid turning to the sides it may hurt your neck.
- Use a soft pillow that will rest your neck.
- Practice pranayama whenever you are stressed.
- Practice neck exercises before retiring to bed.

MPREC MBA

Cervical Spondylosis

Relief without Medicine

Cervical Spondylosis is wear and tear and narrowing of tissues, vertebrae and discs in the neck. This is a long term degenerative disorder that progresses with age.

Causes Computer desk posture, slouching your back and popping your head forward, no proper exercise, mental stress, over work, nutritional deficiency.

Symptoms Stiff neck, pain in the neck and shoulders, numbness in the hands and sometimes headaches, disturbed sleep in the nights.



Asanas and Pranayama improve awareness, correct disc misalignment, heal wear and tear, strengthen the cervical vertebrae, relax tension in the muscles and nerves and provide permanent relief.

NOTE The sequence given provides range of movement to the cervical spine and shoulders. They help to energize and ease the tensions. Begin your practice with the neck exercises given in pages 106 and 107. Follow the sequence and avoid postures that cause you discomfort and pain. Practice two to three times everyday.

Duration 1 minute to 5 minutes each asana



1

TADASANA

PAGE 18



2

TRIKONASANA

PAGE 20



3

PASCHMA HASTA TANA TADASANA

PAGE 18



4

ADHO MUKHA VIRASANA

PAGE 72



5

BACK-SIDE NAMASTE

BELOW



6

GOMUKHASANA

PAGE 51

Back-side namaste or Paschima Namaskar This massages and heals the fingers, wrists, forearms, upper arms and shoulders. It realigns the cervical spine, refreshes the brain, lungs and heart. With practice it relieves and prevents pain.

MPREC MBA



8

STAND -STRETCH -TWIST BELOW



10

MARICHYASANA

PAGE 57



11

VIPARITA KARANI

PAGE 61



2

ADHO MUKHA VIRASANA

PAGE 72

- Step 4** A refreshing and healing variation of a sitting forward bend, with head rested, hands stretched to the back.
- Step 8** Stand in the upright position. Place two chairs, one in front and the other to your back. Take your left leg to the back. Hold the front chair with your left hand, turn to the right. Hold the back chair with your right hand and feel the twist. Stay steady and breathe evenly. Inhale and come out. Repeat by interchanging your legs and hands.

PRANAYAMA

with Crepe Bandage

Duration 15 minutes each

- **Kapalabhati Pranayama** Page 77.
Improves bone and muscle mass, enhances circulation, builds strength.
- **Nadi Shodana Pranayama** Page 79.
Reduces mental stress, relaxes the tense nerves, muscles and joints.
- **Brahmari Pranayama** Page 80.
Calms the restless mind, reduces anxiety, promotes sound sleep.

Cultivate a Healthy Lifestyle

- Drink atleast two litres of water during the day.
- Massage your neck, shoulders and hands everyday.
- Manage your stress and control your anger.
- Practice pranayama everyday and whenever stressed.
- Keep hot or cold pack when you have pain.
- Use a soft, comfortable pillow while sleeping.
- Practice neck and hand exercises before sleeping.
- Practice *Viparita Karani* before sleeping.
- Practice postures given in pages 110 and 111.
- Practice standing and reclining asanas after 2 weeks.

7



ADHO MUKHA SVANASANA PAGE 60

9



JATARA PARIVRTTASANA PAGE 35

MPREC MBK

Carpal Tunnel Syndrome

Relief without Medicine

Carpal Tunnel Syndrome is a repetitive stress injury, with pain in fingers, wrists, forearms and shoulders. It is caused by swelling in the tendons and pinched median nerve in the wrist. The median nerve controls sensations in the fingers and hands. Carpal tunnel is a narrow canal in the wrist with two rows of eight small carpal bones, bundles of tendons that attach muscles to the bones.

Causes Over-use of hand muscles, for a long time, without giving them sufficient rest.

Symptoms Pain and numbness in fingers, wrists, forearms, travelling to the shoulders and neck, loss of strength, tingling sensation, disturbed sleep.

Asanas and Pranayama increase awareness of the habitual awkward postures of the neck, shoulders and wrists that cause pain and injury. They remove the tensions, congestions and inflammations, ease compression of the median nerve, improve muscle tone, refresh the brain, enhance circulation, increase strength in fingers and wrists and provide permanent relief.

NOTE Every individual has different strengths. Follow the sequence. Practice the stretches given in page 112. Avoid postures that cause discomfort.

Duration 30 seconds to 1 minute

Practice two to three times everyday

1



ANJALI MUDRA

PAGE 19



4



APANA MUDRA

PAGE 84



6



WRIST ROLL

NEXT PAGE

MPFEC MBA



7

FINGERS STRETCH

BELOW



8

FINGERS STRETCH AND BEND

BELOW



10

UTTANASANA ON TABLE

PAGE 26



11

PASCHIMA HASTA BADDHA TADASANA

PAGE 18



12

ADHO MUKHA VIRASANA

PAGE 72

- Step 2** Press together your palms and fingers firmly and feel the warmth. Interchange and repeat.
- Step 5** Hold your forearm and move your wrist up down. Repeat the wrist movement in your other wrist.
- Step 6** Roll your wrists, in clockwise and anti-clockwise direction.
- Step 7** Interlace and stretch your fingers outwards. Keep your shoulders relaxed and your chest open.
- Step 8** Fingers interlaced and stretched. Change hand position and repeat.
- Step 9** Sit in Padmasana, with your back against a wall. Raise your right hand, exhale, stretch from your waist to the left side. Keep your hips steady. Rest your left hand on the side wall. Repeat on the other side.

PRANAYAMA

with Crepe Bandage

Duration 15 minutes each

- **Kapalabhati Pranayama** Page 77.
Improves bone and muscle mass enhances circulation and strength.
- **Nadi Shodana Pranayama** Page 79.
Reduces mental stress, relaxes tense muscles and nerves.
- **Brahmari Pranayama** Page 80.
Calms the mind, reduces pain, builds confidence, promotes sound sleep.

Cultivate a Healthy Lifestyle

- Take frequent breaks during stressful activities. Learn to relax.
- Massage your forearms, wrists and fingers everyday.
- Place ice pack on your fingers, wrists and forearms.
- Elevate your elbows and wrists on a pillow when you lie down.
- Drink at least two litres water in a day; water reduces stress pain.
- Develop a habit to stretch and relax in between your work.
- Eat a balanced vegetarian diet, reduce salt and sugar.
- Eat foods rich in Vit B6: chick peas, bananas, avocados, potatoes.
- Eat foods rich in Vit E: wheat germ, green leafy vegetables, avocados, whole grains, almonds, hazelnuts, sunflower seeds.
- Avoid alcohol, caffeine and smoking; they interfere with blood circulation, deplete calcium and will aggravate pain.
- Practice all the postures given in pages 108 and 109.

9

PADMASANA SIDE STRETCH

BELOW

MPREC MBX

Frozen Shoulder and Tennis Elbow

Relief without Medicine

Shoulder Pain is caused due to wear and tear of the ligaments, or inflammation of the tendons in the shoulder joint. The shoulder joint is a ball and socket joint, which requires all round movement to keep the joint flexible and prevent stiffness and pain.

Tennis Elbow is pain in the elbow joint caused due to over use of the forearm muscles. This leads to wear and tear in the tendons that connect the elbow joint.

Causes Over-use of hand muscles without giving them sufficient counter movement and rest.

Asanas and Pranayama provide a massaging effect to the joints, tendons, ligaments and the connecting muscles. They reduce inflammation, relieve pain and provide permanent relief.

NOTE Every individual has a different lifestyle and the cause for the pain will be different. The sequence given will benefit everyone. Avoid postures that cause discomfort and pain.

Duration 1 to 2 minutes each asana
Practice two to three times everyday



PAGE 18

2



LATERAL BEND WITH STRAP

PAGE 20

3



FORWARD STRETCH

PAGE 27



4

SHOULDER ROLLS

BELOW

5



SHOULDERS BACK STRETCH

PAGE 18

6



SQUAT WITH ROPES

PAGE 52

Step 4 Practice shoulder rolls 5 times clockwise direction and 5 times anti-clockwise direction.

1

TADASANA ELBOW CLASP

MR REC MBA

7

HANDS BACK STRETCH

BELOW



8

SHOULDER STRETCH
ON TABLE

BELOW



10

PADMASANA SIDE STRETCH

BELOW

11

BACK-SIDE NAMASTE

PAGE 108



12

ADHO MUKHA VIRASANA

PAGE 72



Step 7 Stand upright, interlace your fingers and stretch your hands away from your hips.

Step 8 Stand close to a table, with legs apart. Stretch forward, rest your head and elbows on the table. Bend your elbows, press your palms and rest them on the back of your neck. Close your eyes and breathe evenly.

Step 9 Hold a strap to the back, hip-width apart, exhale, bend forward, with hands up, shoulders rotating in the reverse direction. Stretch your legs, manage your pressures, focus down and breathe steadily.

Step 10 Sit in Padmasana, support your back against a wall. Raise your right hand, exhale, stretch to the left side from your waist. Rest your left hand on the side wall. Stay steady and breathe evenly. Repeat next side.

Cultivate a Healthy Lifestyle

PRANAYAMA

with Crepe Bandage

Duration 15 minutes each

- **Kapalabhati Pranayama** Page 77.
Builds bone and muscle mass, renews and strengthens muscles and joints.
- **Nadi Shodana Pranayama** Page 79.
Calms tense nerves and muscles, balances hormones and relieves pain.

- Start your day with two glasses of warm water; drink at least three litres of water in a day.
- Take high protein and mineral diet to strengthen bones and muscles.
- Massage your shoulders, elbows and forearms with a relaxing gel.
- When you have pain, keep a hot press and then a cold press.
- At work stretch your hands upwards and sideways, every two hours.
- Avoid caffeine, alcohol and sweets; they prevent calcium absorption, cause muscle fatigue and overtime lead to pain.
- Sleep straight on your back in the night, with your elbows rested and raised on pillows. Do not sleep on the side for few weeks.
- Practice asanas given in pages 106 & 107, 108 and 109.



9

REVERSE ROTATION
OF SHOULDERS

BELOW

MPTREC MPTREC

Food for Mind & Body

The food you eat determines your physical, mental and emotional health. Many people do not realize this truth. They eat unhealthy food all the time and destroy their health. Unhealthy foods are precooked frozen foods, pizzas, deep fried foods, hot-spicy, overcooked food, burnt food, chips, burgers, colas, refined grains that do not have fibre, foods that contain too much sugar, salt, artificial colour and preservatives. Such foods have no nutritive value; they increase fat and bad cholesterol, weaken the digestive system and lead to ill-health.

Many people are not aware that water is an essential ingredient for the body and mind. Water is a natural detox that eliminates waste and toxins, refreshes the brain, carries nutrients, promotes digestion, prevents dehydration, reduces stress, prevents headaches, improves concentration and dissolves all the excesses. It serves as a lubricant, regulates body temperature and is vital for health just like oxygen. Drink at least twelve glasses of water everyday for good health.

Beverages such as tea, coffee, wine, beer and aerated drinks, have no calories, no vitamins and minerals. They contain caffeine, sugar, alcohol and chemicals that deplete natural energies and destroy mind-body balance. Drink home-made vegetable and fruit juices. They have vitamins, minerals and anti-oxidants, aid digestion, refresh brain, promote weight loss, nourish and heal cells, tissues, glands and organs. They rejuvenate mind and body after a surgery, provide good relief for ulcers, high blood pressure, fatigue, bad cholesterol, diabetes, cardiac and kidney problems.

A well planned vegetarian diet meets all nutritional needs of body and mind and also prevent diseases. Ensure your diet has all the essential nutrients. Snack on fresh fruits, keep your stomach light when you go to bed. If you work under great stress, drink plenty of water, 4-5 glasses of green tea in a day. To improve mind and body health, change your attitudes, choose the right food that will nourish and heal. When you make small changes in your diet and lifestyle, you will experience big changes in your health.

MPREC MBA

Guidelines for Healthy Eating

- Begin your day with three glasses of luke warm water
- Sit and sip water and mix it with saliva before swallowing
- Drink at least twelve glasses of water every day
- Breakfast is an important meal, please do not skip it
- Eat at regular times every day and enjoy every meal
- Eat when your mind is calm; do not eat when angry
- Take vegetarian food, avoid non-vegetarian food
- Take fruits, vegetable juices as a meal if you are stressed
- Eat slowly and chew your food well; do not eat in a hurry
- Eat to fill half your stomach and do not over-eat
- Avoid all food that are too hot or too cold in temperature
- Avoid drinking water or fruit juice during your meals
- Drink water one hour before and one hour after your meals
- Drink green tea everyday; it is alkaline and antioxidant
- Snack on fresh fruits, nuts and dried fruits; avoid junk foods
- Avoid eating the food that have excess salt and excess sugar
- Excess sugar and salt destroy the mind and body strength
- Have light and low calorie dinner three hours before sleeping
- Sit in *Virasana* or recline in *Supta Virasana* after your meals
- *Supta Virasana*, relieves heaviness and digests food faster
- Fruit-fast once a month will cleanse your digestive system



CEMBA

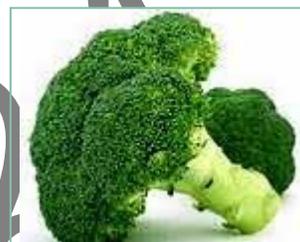
Top 12 Foods that boost Brain Power



Spinach, kale, amaranth, collards, contain Vitamins C, E, K, that nourish and strengthen the brain cells reduce cognitive decline and boosts brain functions.



Beet root contain betaine, an anti-depressant that calms nerves. Nitrate in beets enhances nerve functions and circulation in the brain.



Broccoli reduces cognitive decline, helps to maintain blood count, increase blood platelets and boost the brain functions.



Blue berries have phytonutrients that boost learning and motor skills, remove toxins and prevent Alzheimer's and Parkinson's disease.



Green tea has EGCG catechins that improve memory, brain growth, prevent Alzheimer's and Parkinson's disease.



Banana has tyrosine, that boost chemicals norepinephrine and dopamine in the brain promote concentration and memory power.



Walnuts have high DHA a type of omega-3 fatty acids that promote brain potential. Rich in melatonin a hormone that promotes sleep.



Flax seeds have folate that protects brain from cognitive decline. Omega-3 fatty acids, prevent anxiety, depression, dementia and Parkinson's.



Almonds contain riboflavin and L-carnitine, vitamin E, zinc, boost brain activities, prevent cognitive decline and Alzheimer's disease.



Sweet potatoes are rich in carotenoids, contain anti-oxidant and anti-inflammatory agents that



promote cognitive growth.



Curcumin an active component in turmeric protects nerves, controls plaque around brain, prevents Alzheimer's and Parkinson's disease.

Tomatoes have lycopene, an anti-oxidant and carotenoid that

nourishes and protects brain

prevents Alzheimer's and Parkinson's disease.

MREC MBA

Yogic Diet

Yogic diet is a balanced, vegetarian diet that fulfills all the nutritional needs for mind-body balance. Eating the right food, in the right quantity, with the right attitude and at the right time are the tenets of a yogic diet. The ancient yogis classified food into *Sattvic*, *Rajasic* and *Tamasic* based on the three gunas or attributes present in every individual. viz., *Sattva* (purity), *Rajas* (activity), *Tamas* (inertia). These gunas exist in different degrees in every individual and change from time to time.

Sattvic diet is freshly cooked, clean vegetarian food, organic, that is grown in harmony with nature and is cooked with love. Seekers of wisdom take this diet.

- **Bhagavad Gita** (17 : 8) describes Sattvic food as “promoting life, virtue, strength, health, happiness and satisfaction.”

Sattvic foods are balanced combination of whole grains, legumes, pulses, fresh fruits and vegetables, except onions, garlic and mushrooms. They include dry fruits, milk and milk products, natural sugars like jaggery and honey. Spices include coriander, cumin, fennel, fenugreek, black pepper, sesame, carom seeds, pomegranate seeds, ginger, holy basil, mint, cardamom, cinnamon and turmeric. Plant based oils include sesame, sunflower, olive and coconut.

Rajasic diet is over stimulating and destroy the mind-body balance. These foods cause restlessness to the mind, arouse negative emotions and lead to circulatory and nervous disorders. Sattvic foods when eaten in a hurry or with a negative attitude become Rajasic.

- **Bhagavat Gita** (17: 9) describes Rajasic food as “excessively hot, spicy, bitter, salty, pungent, burning the tongue.”

Rajasic foods are stimulants such as coffee, tea, colas, chocolates, tobacco, onion and garlic. They include hot-spicy, sour, fried, refined food and food with added salt and chillies.

Tamasic diet causes heaviness, dullness, lethargy and destroy body’s ability to withstand stress, lower the resistance to disease. They do not have ‘prana’ for mind-body balance. Sattvic food when burnt, or over-eaten or reheated several times becomes Tamasic. Honey when cooked, becomes tamasic. Overripe and rotten fruits are tamasic.

- **Bhagavat Gita** (17:10) describes Tamasic food as “stale, rotten, tasteless, impure, unripe and overcooked.”

Tamasic foods are meat, fish, chicken, eggs, mushrooms, onion, garlic, vinegar, drugs, alcohol old, stale, burnt and overcooked food.

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12.5 What's New? Contemporary Approaches to Leadership

Learning Objectives

1. Learn about the difference between transformational and transactional leaders.
2. Find out about the relationship between charismatic leadership and how it relates to leader performance.
3. Learn how to be charismatic.
4. Describe how high-quality leader-subordinate relationships develop.
5. Define servant leadership and evaluate its potential for leadership effectiveness.
6. Define authentic leadership and evaluate its potential for leadership effectiveness.

What are the leadership theories that have the greatest contributions to offer to today's business environment? In this section, we will review the most recent developments in the field of leadership.

Transformational Leadership

Transformational leadership theory is a recent addition to the literature, but more research has been conducted on this theory than all the contingency theories combined. The theory distinguishes transformational and transactional leaders. **Transformational leaders** lead employees by aligning employee goals with the leader's goals. Thus, employees working for transformational leaders start focusing on the company's well-being rather than on what is best for them as individual employees. On the other hand, **transactional leaders** ensure that employees demonstrate the right behaviors and provide resources in exchange (Bass, 1985; Burns, 1978).

Transformational leaders have four tools in their possession, which they use to influence employees and create commitment to the company goals (Bass, 1985; Burns, 1978; Bycio, Hackett, & Allen, 1995; Judge & Piccolo, 2004). First, transformational leaders are charismatic. **Charisma** refers to behaviors leaders demonstrate that create confidence in, commitment to, and admiration for the leader (Shamir, House, & Arthur, 1993). Charismatic individuals have a "magnetic" personality that is appealing to followers. Second, transformational leaders use **inspirational motivation**, or come up with a vision that is inspiring to others. Third is the use of **intellectual stimulation**, which means that they challenge organizational norms and status quo, and they encourage employees to think creatively and work harder. Finally, they use **individualized consideration**, which means that they show personal care and concern for the well-being of their followers. Examples of transformational leaders include Steve Jobs of Apple Inc.; Lee Iacocca, who transformed Chrysler Motors LLC in the 1980s; and Jack Welch, who was the CEO of General Electric Company for 20 years. Each of these leaders is charismatic and is held responsible for the turnarounds of their companies.



Why is transformational leadership effective? The key factor may be **trust**. Trust is the belief that the leader will show integrity, fairness, and predictability in his or her dealings with others. Research shows that when leaders demonstrate transformational leadership behaviors, followers are more likely to trust the leader. The tendency to trust in transactional leaders is substantially lower. Because transformational leaders express greater levels of concern for people's well-being and appeal to people's values, followers are more likely to believe that the leader has a trustworthy character (Dirks & Ferrin, 2002).

Is transformational leadership genetic? Some people assume that charisma is something people are born with. You either have charisma, or you don't. However, research does not support this idea. We must acknowledge that there is a connection between some personality traits and charisma. Specifically, people who have a neurotic personality tend to demonstrate lower levels of charisma, and people who are extraverted tend to have higher levels of charisma. However, personality explains only around 10% of the variance in charisma (Bono & Judge, 2004). A large body of research has shown that it is possible to train people to increase their charisma and increase their transformational leadership (Barling, Weber, & Kelloway, 1996; Dvir et al., 2002; Frese, Beimeel, & Schoenborg, 2003).



Figure 12.12



Mustafa Kemal Atatürk, the founder of the Turkish Republic and its first president, is known as a charismatic leader. He is widely admired and respected in Turkey and around the world. His picture appears in all schools, state buildings, all denominations of Turkish lira, and in many people's homes in Turkey.

[Wikimedia Commons](#) – public domain.



Even if charisma can be learned, a more fundamental question remains: Is it really needed? Charisma is only one element of transformational leadership, and leaders can be effective without charisma. In fact, charisma has a dark side. For every charismatic hero such as Lee Iaccoca, Steve Jobs, and Virgin Atlantic Airways Ltd.'s Sir Richard Branson, there are charismatic personalities who harmed their organizations or nations, such as Adolph Hitler of Germany and Jeff Skilling of Enron Corporation. Leadership experts warn that when organizations are in a crisis, a board of directors or hiring manager may turn to heroes who they hope will save the organization, and sometimes hire people who have no particular qualifications other than being perceived as charismatic (Khurana, 2002).

An interesting study shows that when companies have performed well, their CEOs are perceived as charismatic, but CEO charisma has no relation to the future performance of a company (Agle et al., 2006). So, what we view as someone's charisma may be largely because of their association with a successful company, and the success of a company depends on a large set of factors, including industry effects and historical performance. While it is true that charismatic leaders may sometimes achieve great results, the search for charismatic leaders under all circumstances may be irrational.



OB Toolbox: Be Charismatic!

- *Have a vision around which people can gather.* When framing requests or addressing others, instead of emphasizing short-term goals, stress the importance of the long-term vision. When giving a message, think about the overarching purpose. What is the ultimate goal? Why should people care? What are you trying to achieve?
- *Tie the vision to history.* In addition to stressing the ideal future, charismatic leaders also bring up the history and how the shared history ties to the future.
- *Watch your body language.* Charismatic leaders are energetic and passionate about their ideas. This involves truly believing in your own ideas. When talking to others, be confident, look them in the eye, and express your belief in your ideas.
- *Make sure that employees have confidence in themselves.* You can achieve this by showing that you believe in them and trust in their abilities. If they have real reason to doubt their abilities, make sure that you address the underlying issue, such as training and mentoring.
- *Challenge the status quo.* Charismatic leaders solve current problems by radically rethinking the way things are done and suggesting alternatives that are risky, novel, and unconventional.

Sources: Adapted from ideas in Frese, M., Beimeel, S., & Schoenborg, S. (2003). Action training for charismatic leadership: Two evaluations of studies of a commercial training module on inspirational communication of a vision. *Personnel Psychology*, 56, 671–697; Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization Science*, 4, 577–594.

Leader-Member Exchange (LMX) Theory

Leader-member exchange (LMX) theory proposes that the type of relationship leaders have with their followers (members of the organization) is the key to understanding how leaders influence employees. Leaders form different types of relationships with their employees. In **high-quality LMX relationships**, the leader forms a trust-based relationship with the member. The leader and member like each other, help each other when needed, and respect each other. In these relationships, the leader and the member are each ready to go above and beyond their job descriptions to promote the other's ability to succeed. In contrast, in **low-quality LMX relationships**, the leader and the member have lower levels of trust, liking, and respect toward each other. These relationships do not have to involve actively disliking each other, but the leader and member do not go beyond their formal job descriptions in their exchanges. In other words, the member does his job, the leader provides rewards and punishments, and the relationship does not involve high levels of loyalty or obligation toward each other (Dansereau, Graen, & Haga, 1975; Erdogan & Liden, 2002; Gerstner & Day, 1997; Graen & Uhl-Bien, 1995; Liden & Maslyn, 1998).

Figure 12.13 Antecedents and Consequences of Leader Member Exchange



If you have work experience, you may have witnessed the different types of relationships managers form with their employees. In fact, many leaders end up developing differentiated relationships with their followers. Within the same work group, they may have in-group members who are close to them, and out-group members who are more distant. If you have ever been in a high LMX relationship with your manager, you may attest to the advantages of the relationship. Research shows that high LMX members are more satisfied with their jobs, more committed to their companies, have higher levels of clarity about what is expected of them, and perform at a higher level (Gerstner & Day, 1997; Hui, Law, & Chen, 1999; Kraimer, Wayne, & Jaworski, 2001; Liden, Wayne, & Sparrowe, 2000; Settoon, Bennett, & Liden, 1996; Tierney, Farmer, & Graen, 1999; Wayne, Shore, & Liden, 1997). Employees' high levels of performance may not be a surprise, since they receive higher levels of resources and help from their managers as well as more information and guidance. If they have questions, these employees feel more comfortable seeking feedback or information (Chen, Lam, & Zhong, 2007). Because of all the help, support, and guidance they receive, employees who have a good relationship with the manager are in a better position to perform well. Given all they receive, these employees are motivated to reciprocate to the manager, and therefore they demonstrate higher levels of citizenship behaviors such as helping the leader and coworkers (Ilies, Nahrgang, & Morgeson, 2007). Being in a high LMX relationship is also advantageous because a high-quality relationship is a buffer against many stressors, such as being a misfit in a company, having personality traits that do not match job demands, and having unmet expectations (Bauer et al., 2006; Erdogan, Kraimer, & Liden, 2004; Major et al., 1995). The list of the benefits high LMX employees receive is long, and it is not surprising that these employees are less likely to leave their jobs (Ferris, 1985; Graen, Liden, & Hoel, 1982).

The problem, of course, is that not all employees have a high-quality relationship with their leader, and those who are in the leader's out-group may suffer as a result. But how do you develop a high-quality relationship with your leader? It seems that this depends on many factors. Managers can help develop such a meaningful and trust-based relationship by treating their employees in a fair and dignified manner (Masterson et al., 2002). They can also test to see if the employee is trustworthy by delegating certain tasks when the employee first starts working with the manager (Bauer & Green, 1996). Employees also have an active role in developing the relationship. Employees can put forth effort into developing a good relationship by seeking feedback to improve their performance, being open to learning new things on the job, and engaging in political behaviors such as the use of flattery (Colella & Varma, 2001; Maslyn & Uhl-Bien, 2001; Janssen & Van Yperen, 2004; Wing, Xu & Snape, 2007). Interestingly, high performance does not seem to be enough to develop a high-quality exchange. Instead, interpersonal factors such as the similarity of personalities and a mutual liking and respect are more powerful influences over how the relationship develops (Engle & Lord, 1997; Liden, Wayne, & Stilwell, 1993; Wayne, Shore, & Liden, 1997). Finally, the relationship develops differently in different types of companies, and corporate culture matters in how leaders develop these relationships. In performance-oriented cultures, the relevant factor seems to be how the leader distributes rewards, whereas in people-oriented cultures, the leader treating people with dignity is more important (Erdogan, Liden, & Kraimer, 2006).

Self-Assessment: Rate Your LMX

Answer the following questions using 1 = not at all, 2 = somewhat, 3 = fully agree.

1.	_____	I like my supervisor very much as a person.
2.	_____	My supervisor is the kind of person one would like to have as a friend.
3.	_____	My supervisor is a lot of fun to work with.
4.	_____	My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.
5.	_____	My supervisor would come to my defense if I were "attacked" by others.
6.	_____	My supervisor would defend me to others in the organization if I made an honest mistake.
7.	_____	I do work for my supervisor that goes beyond what is specified in my job description.
8.	_____	I am willing to apply extra efforts, beyond those normally required, to further the interests of my work group.
9.	_____	I do not mind working my hardest for my supervisor.
10.	_____	I am impressed with my supervisor's knowledge of his or her job.
11.	_____	I respect my supervisor's knowledge of and competence on the job.
12.	_____	I admire my supervisor's professional skills.

Scoring:

Add your score for 1, 2, 3 = _____. This is your score on the *Liking* factor of LMX.

A score of 3 to 4 indicates a low LMX in terms of liking. A score of 5 to 6 indicates an average LMX in terms of liking. A score of 7+ indicates a high LMX in terms of liking.

Add your score for 4, 5, 6 = _____. This is your score on the *Loyalty* factor of LMX.

A score of 3 to 4 indicates a low LMX in terms of loyalty. A score of 5 to 6 indicates an average LMX in terms of loyalty. A score of 7+ indicates a high LMX in terms of loyalty.

Add your score for 7, 8, 9 = _____. This is your score on the *Contribution* factor of LMX.

A score of 3 to 4 indicates a low LMX in terms of contribution. A score of 5 to 6 indicates an average LMX in terms of contribution. A score of 7+ indicates a high LMX in terms of contribution.

Add your score for 10, 11, 12 = _____. This is your score on the *Professional Respect* factor of LMX.

A score of 3 to 4 indicates a low LMX in terms of professional respect. A score of 5 to 6 indicates an average LMX in terms of professional respect. A score of 7+ indicates a high LMX in terms of professional respect.

Source: Adapted from Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of Management*, 24, 43–72. Used by permission of Sage Publications.

Should you worry if you do not have a high-quality relationship with your manager? One problem in a low-quality exchange is that employees may not have access to the positive work environment available to high LMX members. Secondly, low LMX employees may feel that their situation is unfair. Even when their objective performance does not warrant it, those who have a good relationship with the leader tend to have positive performance appraisals (Duarte, Goodson, & Klich, 1994). Moreover, they are more likely to be given the benefit of the doubt. For example, when high LMX employees succeed, the manager is more likely to think that they succeeded because they put forth a lot of effort and had high abilities, whereas for low LMX members who perform objectively well, the manager is less likely to make the same attribution (Heneman, Greenberger, & Anonyuo, 1989). In other words, the leader may interpret the same situation differently, depending on which employee is involved, and may reward low LMX employees less despite equivalent performance. In short, those with a low-quality relationship with their leader may experience a work environment that may not be supportive or fair.

Despite its negative consequences, we cannot say that all employees want to have a high-quality relationship with their leader. Some employees may genuinely dislike the leader and may not value the rewards in the leader's possession. If the leader is not well liked in the company and is known as abusive or unethical, being close to such a person may imply guilt by association. For employees who have no interest in advancing their careers in the current company (such as a student employee who is working in retail but has no interest in retail as a career), having a low-quality exchange may afford the opportunity to just do one's job without having to go above and beyond the job requirements. Finally, not all leaders are equally capable of influencing their employees by having a good relationship with them: It also depends on the power and influence of the leader in the company as a whole and how the leader is treated within the organization. Leaders who are more powerful will have more to share with their employees (Erdogan & Enders, 2007; Sparrowe & Liden, 2005; Tangirala, Green, & Ramanujam, 2007).

What LMX theory implies for leaders is that one way of influencing employees is through the types of relationships leaders form with their subordinates. These relationships develop naturally through the work-related and personal interactions between the manager and the employee. Because they occur naturally, some leaders may not be aware of the power that lies in them. These relationships have an important influence over employee attitudes and behaviors. In the worst case, they have the potential to create an environment characterized by favoritism and unfairness. Therefore, managers are advised to be aware of how they build these relationships: Put forth effort in cultivating these relationships consciously, be open to forming good relationships with people from all backgrounds regardless of characteristics such as sex, race, age, or disability status, and prevent these relationships from leading to an unfair work environment.

OB Toolbox: Ideas for Improving Your Relationship With Your Manager

Having a good relationship with your manager may substantially increase your job satisfaction, improve your ability to communicate with your manager, and help you be successful in your job. Here are some tips to developing a high-quality exchange.

- *Create interaction opportunities with your manager.* One way of doing this would be seeking feedback from your manager with the intention of improving your performance. Be careful though: If the manager believes that you are seeking feedback for a different purpose, it will not help.
- *People are more attracted to those who are similar to them.* So find out where your similarities lie. What does your manager like that you also like? Do you have similar working styles? Do you have any mutual experiences? Bringing up your commonalities in conversations may help.
- *Utilize impression management tactics, but be tactful.* If there are work-related areas in which you can sincerely compliment your manager, do so. For example, if your manager made a decision that you agree with, you may share your support. Most people, including managers, appreciate positive feedback. However, flattering your manager in non-work-related areas (such as appearance) or using flattery in an insincere way (praising an action you do not agree with) will only backfire and cause you to be labeled as a flatterer.
- *Be a reliable employee.* Managers need people they can trust. By performing at a high level, demonstrating predictable and consistent behavior, and by volunteering for challenging assignments, you can prove your worth.
- *Be aware that relationships develop early* (as early as the first week of your working together). So be careful how you behave during the interview and your very first days. If you rub your manager the wrong way early on, it will be harder to recover the relationship.

Servant Leadership

The early 21st century has been marked by a series of highly publicized corporate ethics scandals: Between 2000 and 2003 we witnessed the scandals of Enron, WorldCom, Arthur Andersen LLP, Qwest Communications International Inc., and Global Crossing Ltd. As corporate ethics scandals shake investor confidence in corporations and leaders, the importance of ethical leadership and keeping long-term interests of stakeholders in mind is becoming more widely acknowledged.

Servant leadership is a leadership approach that defines the leader's role as serving the needs of others. According to this approach, the primary mission of the leader is to develop employees and help them reach their goals. Servant leaders put their employees first, understand their personal needs and desires, empower them, and help them develop in their careers. Unlike mainstream management approaches, the overriding objective in servant leadership is not limited to getting employees to contribute to organizational goals. Instead, servant leaders feel an obligation to their employees, customers, and the external community. Employee happiness is seen as an end in itself, and servant leaders sometimes sacrifice their own well-being to help employees succeed. In addition to a clear focus on having a moral compass, servant leaders are also interested in serving the community. In other words, their efforts to help others are not restricted to company insiders, and they are genuinely concerned about the broader community surrounding their organization (Greenleaf, 1977; Liden et al., 2008). According to historian Doris Kearns Goodwin, Abraham Lincoln was a servant leader because of his balance of social conscience, empathy, and generosity (Goodwin, 2005).



Even though servant leadership has some overlap with other leadership approaches such as transformational leadership, its explicit focus on ethics, community development, and self-sacrifice are distinct characteristics of this leadership style. Research shows that servant leadership has a positive impact on employee commitment, employee citizenship behaviors toward the community (such as participating in community volunteering), and job performance (Liden et al., 2008). Leaders who follow the servant leadership approach create a climate of fairness in their departments, which leads to higher levels of interpersonal helping behavior (Ehrhart, 2004).

Servant leadership is a tough transition for many managers who are socialized to put their own needs first, be driven by success, and tell people what to do. In fact, many of today's corporate leaders are not known for their humility! However, leaders who have adopted this approach attest to its effectiveness. David Wolfskehl, of Action Fast Print in New Jersey, founded his printing company when he was 24 years old. He marks the day he started asking employees what he can do for them as the beginning of his company's new culture. In the next 2 years, his company increased its productivity by 30% (Buchanan, 2007).



OB Toolbox: Be a Servant Leader

One of the influential leadership paradigms involves leaders putting others first. This could be a hard transition for an achievement-oriented and success-driven manager who rises to high levels. Here are some tips to achieve servant leadership.

- *Don't ask what your employees can do for you.* Think of what you can do for them. Your job as a leader is to be of service to them. How can you relieve their stress? Protect them from undue pressure? Pitch in to help them? Think about creative ways of helping ease their lives.
- *One of your key priorities should be to help employees reach their goals.* This involves getting to know them. Learn about who they are and what their values and priorities are.
- *Be humble.* You are not supposed to have all the answers and dictate others. One way of achieving this humbleness may be to do volunteer work.
- *Be open with your employees.* Ask them questions. Give them information so that they understand what is going on in the company.
- *Find ways of helping the external community.* Giving employees opportunities to be involved in community volunteer projects or even thinking and strategizing about making a positive impact on the greater community would help.

Authentic Leadership

Leaders have to be a lot of things to a lot of people. They operate within different structures, work with different types of people, and they have to be adaptable. At times, it may seem that a leader's smartest strategy would be to act as a social chameleon, changing his or her style whenever doing so seems advantageous. But this would lose sight of the fact that effective leaders have to stay true to themselves. The **authentic leadership approach** embraces this value: Its key advice is "be yourself." Think about it: We all have different backgrounds, different life experiences, and different role models. These trigger events over the course of our lifetime that shape our values, preferences, and priorities. Instead of trying to fit into societal expectations about what a leader should be, act like, or look like, authentic leaders derive their strength from their own past experiences. Thus, one key characteristic of authentic leaders is that they are self-aware. They are introspective, understand where they are coming from, and have a thorough understanding of their own values and priorities. Secondly, they are not afraid to act the way they are. In other words, they have high levels of personal integrity. They say what they think. They behave in a way consistent with their values. As a result, they remain true to themselves. Instead of trying to imitate other great leaders, they find their own style in their personality and life experiences (Avolio & Gardner, 2005; Gardner et al., 2005; George, 2007; Ilies, Morgeson, & Nahrgang, 2005; Sparrowe, 2005).

One example of an authentic leader is Howard Schultz, the founder of Starbucks Corporation coffeehouses. As a child, Schultz witnessed the job-related difficulties his father experienced as a result of medical problems. Even though he had no idea he would have his own business one day, the desire to protect people was shaped in those years and became one of his foremost values. When he founded Starbucks, he became an industry pioneer by providing health insurance and retirement coverage to part-time as well as full-time employees (Shamir & Eilam, 2005).



An example of an authentic leader is Howard Schultz, the founder of Starbucks coffeehouses. Witnessing his father losing jobs because of medical problems, he became passionate about a company's need to care for its employees.

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Authentic leadership requires understanding oneself. Therefore, in addition to self reflection, feedback from others is needed to gain a true understanding of one's behavior and its impact on others. Authentic leadership is viewed as a potentially influential style, because employees are more likely to trust such a leader. Moreover, working for an authentic leader is likely to lead to greater levels of satisfaction, performance, and overall well-being on the part of employees (Walumbwa et al., 2008).

Key Takeaway

Contemporary approaches to leadership include transformational leadership, leader-member exchange, servant leadership, and authentic leadership. The transformational leadership approach highlights the importance of leader charisma, inspirational motivation, intellectual stimulation, and individualized consideration as methods of influence. Its counterpart is the transactional leadership approach, in which the leader focuses on getting employees to achieve organizational goals. According to the leader-member exchange (LMX) approach, the unique, trust-based relationships leaders develop with employees are the key to leadership effectiveness. Recently, leadership scholars started to emphasize the importance of serving others and adopting a customer-oriented view of leadership; another recent focus is on the importance of being true to oneself as a leader. While each leadership approach focuses on a different element of leadership, effective leaders will need to change their style based on the demands of the situation, as well as utilizing their own values and moral compass.

Exercises

1. What are the characteristics of transformational leaders? Are transformational leaders more effective than transactional leaders?
2. What is charisma? What are the advantages and disadvantages of charismatic leadership? Should organizations look for charismatic leaders when selecting managers?
3. What are the differences (if any) between a leader having a high-quality exchange with employees and being friends with employees?
4. What does it mean to be a servant leader? Do you know any leaders whose style resembles servant leaders? What are the advantages of adopting such a leadership style?
5. What does it mean to be an authentic leader? How would such a style be developed?

Concept of Self-Development:

To enable management development, managers at all levels apply the concept of self - development (or self-control or self-management) to frame and achieve the goal efficiently. According to Henry Sims, "Self-control refers to those behaviours that an individual deliberately undertakes to achieve self-selected outcomes. The individual employee selects the goals and implements the procedures to achieve those goals."

In self-development programmes, managers:

1. Set their goals; what is to be done and how,
2. Take actions to achieve those goals,
3. Control the external stimuli affecting their development,
4. Introduce changes when required rather than follow changes, and
5. Measure their progress towards development in the light of goals set by them.

Process of Self-Development:

The process of self-development includes:

- I. Developing Awareness about Self
- II. Adopting Methods of Development after Conducting the Awareness Analysis.

I. Developing Awareness about Self:

Personal effectiveness is increased through self-awareness. Self-awareness is the level of awareness/understanding of an individual of his own self. This would be high among persons concerned about their selves, their behaviour, feelings, attitudes and mannerisms. Increased awareness of self can assist an individual in effectively using his strengths and competencies in a given situation.

However, understanding oneself alone does not make a person effective. Though generally we feel that we know ourselves, often we are not fully aware of ourselves. Self awareness is an internal concept that helps a person identify what he is. It can be developed by understanding the model of Johari Window.

This concept was developed by Joseph Luft and Harrington Ingham. The term 'Johari' was developed by combining the first few letters of their names. The model helps to understand relationships of a person with others. It studies the dynamics of interpersonal relations.

According to the model, there are two dimensions for understanding the self:

1. Those aspects of a person's behaviour and style that are known to himself, and

2. Those aspects of his behaviour known to those with whom he interacts (others).

A combination of these two dimensions gives four areas about self.

It is depicted as follows:

The model has four quadrants which together represent a total person in relation to others. This relationship is represented on the basis of awareness of behaviour, feelings etc. The awareness about self is dynamic. It keeps changing as awareness changes with parties to a relationship.

The self-awareness or psychological condition of a person in relation to others is represented in the four quadrants:

1. Open self:

This is a state where a person knows himself and also others. The behaviour and feelings they share are, thus, open and compatible with each other. The Arena includes information such as name, age, physical appearance, location, contact address, familial or organisation affiliation.

It contains information that one knows about his own self and which others also know about him. In this square, what others know about us corresponds with what we know about our self. It is an area characterised by free and open exchange of information between others and the individual. There are almost no conflicts and negative feelings about each other. Arena increases when the blind, closed and dark areas decrease.

2. Blind self:

This represents a state where a person knows about others but not about himself. His behaviour and feelings are known to others but not to himself. His behaviour is, therefore, sometimes irritating though it is not intentional. A person may have mannerisms of which he is not aware that are perceived by others as funny, annoying, or pleasing.

For example, an individual might be surprised to hear that his method of asking questions annoys others because it is interpreted as cross-examination rather than curiosity or a request for information. Others also do not correct his behaviour as they do not want to offend him, though they know about his behaviour.

3. Hidden self:

It is a psychological state where a person knows himself but not others. The closed area involves that which is known to the person but not revealed to others; things in this area are secret. He has information which others do not have. He also does not share it with others and his behaviour and feelings represent only his private self.

For example, a subordinate may be annoyed if his supervisor does not ask him to sit down during a meeting, but he will remain standing without letting the supervisor know that he is annoyed. The supervisor may think that the subordinate does not mind standing and

accepts his behaviour as part of their hierarchical relationship. Most people have many such feelings in their closed areas that they are unwilling to reveal to the persons concerned.

4. Unknown self:

The fourth area is the Dark area, inaccessible both to the persons and to others. This represents a state where an individual does not know himself and others also do not know about him. The behaviour and feelings are not clear till these unknown aspects of a person come to light.

Some psychologists believe that this is a very large area indeed and that certain circumstances (for example, an accident), particular life stage, or special techniques such as psychoanalysis may suddenly make a person realise some hidden aspects of him. To enhance our personal effectiveness, Openness or Arena contributes significantly to personal effectiveness – the larger this area, the more effective a person is likely to be.

As shown in Johari Window, the size of Arena (openness) depends on the size of the Closed and Blind areas; the smaller the other areas, larger is the Arena. The more a person shares his views, feelings, reactions etc. with others (the larger his Self-disclosure), the less will be his Closed area. Similarly, the more he receives and uses Feedback from others, the smaller his Blind area will be. For increasing self awareness or self-development, thus, a manager should increase his open-self.

This can be done in the following ways:

- (a) He should analyse his self and identify his strengths and weaknesses.
- (b) He should understand his behaviour and emotional state and try to relate it with others.
- (c) On identifying himself, if he analyses weaknesses, he should try to overcome them and develop his strength.
- (d) Change is the essence of self-development. He should be open to change and if he is unknown to self, he should accept the advice of others and develop a positive mind set.
- (e) He should adjust his behaviour through change in interpersonal processes. He can change from hidden-self to open-self by sharing awareness with others, Similarly, he can change from blind-self to open-self by taking feedback from others. He should be open to disclosure of his behaviour by others. He should take what others give about him.

Although a large Arena or Self-disclosure and Use of Feedback (and small Blind and Closed areas) would be desirable to contribute to personal effectiveness, the matter is not so simple. A person with a large Arena may still be ineffective.

We can understand this as follows:

1. Self-disclosure:

Self-disclosure is sharing one's ideas, feelings, experience, impressions, perceptions and various other personal data with others. Openness is an important quality and contributes a great deal to a person's effectiveness. But openness or self-disclosure alone is misunderstood as sharing everything with everyone.

Openness can be effective if:

(i) The person sees that sharing what he wants to share is appropriate. Inappropriate sharing does not contribute to effective openness. For example, a work place is usually inappropriate for a person to share his marital problems.

(ii) Openness can be characterised as effective if the person is aware of what openness is likely to do to others. Those who practice openness merely by calling others names or giving vent to their feelings are not likely to be effective.

For example, a supervisor who takes out his anger on a subordinate without considering that person's ability to process and use the data generated will not be effective. The supervisor would be better advised to listen to the subordinate and share his concerns in a manner that will help the latter to use the data he receives.

2. Use of Feedback:

Feedback on a person's behaviour and its impact on others about which the person himself does not know may be positive or negative. Generally, there is no problem in positive feedback. Negative feedback, however, creates disharmony with self-image, and may be threatening to the ego.

When one receives negative feedback (for example, if one is criticised or blamed for the way he behaves), one tends to be defensive and generally uses defensive behaviour to deal with the feedback.

Methods of Self – Development:

After developing awareness about self, if the manager analyses his weaknesses, he adopts measures to convert them into strengths.

This can be done in the following ways:

1. Constructive behaviour:

The manager should engage in constructive behaviour which leads to goal attainment. This can be developed by managing stimuli that affect his behaviour. He should remove stimuli that evoke undesirable behaviour and promote stimuli that evoke desirable behaviour.

New behaviours can also be created by introducing new stimuli or rearranging the existing stimuli. Once the stimuli are created, rearranged, reduced or increased, the manager measures his behaviour arising out of that stimuli and reinforces it in order to achieve the goals.

2. Time management:

The manager is usually constrained by time in achieving the organisational goals. Time management reduces the elements that lead to waste of time. Internal organisational factors resulting in waste of time are improper planning, overwork, failure to delegate, postponing work etc.

The external factors are noise, unnecessary meetings and travelling, incomplete information about the environment etc. He should reduce these elements and manage his time properly to understand himself, others and relate his knowledge with organisational goals. Various techniques of time management are critical point control, management by exception, delegation of authority, proper planning and scheduling etc.

3. Self study:

Managers should not only do the assigned task or formal organisational activities, but also enrich their knowledge by reading good books, magazines and journals in the field of management. Study of literature leads to self-development and contributes to organisational goals. Attending seminars, conferences and workshops is also helpful in this regard.

Define Joint Hindu Family Business

Joint Hindu family business is a type of business organization which is found only in India. It is not practised or followed elsewhere in the world. Joint Hindu family business is fully operated & managed by Hindu law. These businesses are managed by all members of a joint Hindu family. The eldest member of the family is considered the head & controls the whole business.

Head of the business is called "**Karta**" & looks after all the finances of business. It is one of the unique types of business organisation. Joint Hindu family Businesses are carried from generation to generation. Here the liability of Karta is unlimited & rest all have liability as per their share in the business. Membership in business is acquired either by birth in family or marriage to a male member of the family.

There are basically 2 types of joint Hindu family business: Mitakshara & Dayabhaga. In Mitakshara only male members can become a member of the business. But in Dayabhaga both male & female persons of the family can become a member of the business.

Examples of Joint Hindu Family Business are:

Joint Hindu Family Business Examples

Reliance Industries Limited

Reliance Industries Limited is a Joint Hindu Family business form of business organisation. It is a company headquartered at Mumbai & was founded by Dhirubhai Ambani. This company is engaged in businesses like textiles, energy, petrochemicals, telecommunications & retail.

Son of Dhirubhai Ambani, Mukesh Ambani is the present Karta of the company. He is current chairman & managing director of the Reliance Industries Ltd. His wife Nita Ambani is non-independent Director of the companies. Their children are also members of business & are managing their affairs.

Tata Sons Private Limited

It is a joint Hindu family business which is headquartered in Mumbai. It was founded in 1868 by Jamsetji. His generations are today managing the business. It is a company which is engaged in businesses like automobiles, telecommunication, airline, power & chemicals. Natarajan Chandrasekaran is present chairman of tata sons.

At present, Jamsetji generations are the major stakeholders in the company and managing the whole business. The whole family is running the business.

Mahindra & Mahindra Limited

This is a car manufacturing business headquartered at Maharashtra, Mumbai. It was established in 1945 in Ludhiana. Initially, its name was Muhammad & Mahindra. Later on, it was renamed as Mahindra & Mahindra.

Its founders were 2 brothers Kailash Chandra Mahindra and Jagdish Chandra Mahindra and Malik Ghulam Muhammad. Anand Mahindra, the grandson of Jagdish Chandra Mahindra is the chairman of Mahindra group. Generations of its founders are today managing the whole business.

Haldiram's Private Limited

Haldiram is a Joint Hindu family business which was founded in Bikaner, Rajasthan, India. It has its headquarter in Nagpur, Maharashtra, India. It is an industry which is engaged in the

production of food products. It was founded by Shri Ganga Bhishen Agarwal in 1937. It was initially started as a sweet & namkeen shop in Bikaner, Rajasthan.

Rajendra Agarwal is the present chief executive officer of haldiram. Generations of its founders are today the major stakeholders in the company.

Conclusion of joint Hindu family business

Conclusion of joint Hindu family business

Below is the Conclusion of the joint Hindu family business. These are also the main feature of the joint Hindu family business.

- The formation of the joint Hindu family business found only in India.
- The eldest member of the family is considered the head & controls the whole business.
- The liability of Karta is unlimited because he is the only decision-makers. On the other hand, co-parceners has limited.
- Joint Hindu family business is fully operated & managed by Hindu law.

In the **Indian approach to personality**, the concepts of Satvik, Rajsik, and Tamsik are integral components deeply rooted in ancient philosophical and spiritual traditions. These categories, derived from the Gunas (qualities) described in Hindu philosophy, provide a framework for understanding human behavior, motivations, and temperament. The Gunas are fundamental attributes that influence various aspects of personality, actions, and lifestyle choices. This discussion explores the meanings and implications of Satvik, Rajsik, and Tamsik qualities in the context of the Indian approach to personality.

1. Satvik (Pure, Virtuous, Harmonious):

Definition:

- Attributes: Satvik qualities embody purity, virtue, and harmony. Individuals with a predominance of Satvik qualities tend to exhibit traits such as compassion, selflessness, humility, and a focus on spiritual growth.

Characteristics:

- Compassion and Love: Satvik individuals are characterized by a genuine sense of compassion and love for all living beings. Their actions are motivated by a desire to contribute positively to the welfare of others.
- Mental Clarity: Satvik individuals typically possess mental clarity and inner peace. Their minds are not clouded by excessive desires or attachments, allowing them to navigate life with a sense of purpose and tranquility.
- Spiritual Inclination: The Satvik temperament is inclined towards spiritual pursuits and self-realization. These individuals often engage in practices such as meditation, self-reflection, and service to others to enhance their spiritual growth.
- Detachment from Fruits of Actions: Satvik individuals perform their duties without attachment to the outcomes. They understand the transient nature of material gains and focus on the intrinsic value of righteous actions.

Examples:

- Mahatma Gandhi: The father of the Indian nation, Mahatma Gandhi, exemplifies Satvik qualities through his commitment to non-violence, truth, and service to humanity. His actions were guided by a profound sense of compassion and moral clarity.
- Mother Teresa: Renowned for her humanitarian work, Mother Teresa embodied Satvik virtues through her selfless service to the poor and destitute. Her life was dedicated to alleviating the suffering of others with unconditional love and compassion.

2. Rajsik (Passionate, Dynamic, Ambitious):

Definition:

- Attributes: Rajsik qualities are associated with passion, dynamism, and ambition. Individuals with a dominant Rajsik temperament are driven by desires, energy, and a sense of accomplishment in the external world.

Characteristics:

- **Ambition and Drive:** Rajsik individuals possess a strong ambition and drive for success. They are motivated to achieve goals, pursue opportunities, and make a mark in their respective fields.
- **Energetic and Active:** The Rajsik temperament is characterized by high energy levels and an active engagement with the external world. These individuals thrive in dynamic and challenging environments.
- **Competitiveness:** Rajsik individuals often exhibit a competitive spirit. They seek to outperform others, take on leadership roles, and excel in their chosen endeavors.
- **Desire for Material Success:** The Rajsik nature is often associated with a desire for material success, wealth, and recognition. These individuals may engage in pursuits that lead to external achievements and social status.

Examples:

- **Swami Vivekananda:** A key figure in the introduction of Indian philosophies to the Western world, Swami Vivekananda demonstrated Rajsik qualities through his dynamic and passionate approach to spreading the message of Vedanta. His speeches were characterized by fervor and a call to action.
- **A.P.J. Abdul Kalam:** Dr. A.P.J. Abdul Kalam, the former President of India, embodied Rajsik qualities with his relentless pursuit of knowledge, scientific innovation, and commitment to national development. His dynamism and vision for India's progress reflected a Rajsik temperament.

3. Tamsik (Inert, Ignorant, Lazy):

Definition:

- Attributes: Tamsik qualities are associated with inertia, ignorance, and a lack of motivation. Individuals with a predominant Tamsik temperament may exhibit traits such as laziness, lethargy, and a tendency to avoid challenges.

Characteristics:

- **Laziness and Procrastination:** Tamsik individuals may struggle with inertia, finding it challenging to initiate and sustain activities. Procrastination and a lack of motivation are common traits.

- Ignorance and Apathy: Tamsik individuals may display a lack of interest in intellectual pursuits or self-improvement. Ignorance and apathy towards personal or societal development are characteristic of a Tamsik temperament.

- Attachment to Comfort: The Tamsik nature is often associated with a strong attachment to comfort and a resistance to change. Individuals with Tamsik qualities may prefer familiarity and resist stepping out of their comfort zones.

- Negative Influences: Tamsik qualities can be associated with negative behaviors, such as lethargy, indolence, and a reluctance to engage in activities that require effort or discipline.

Examples:

- Character from Folklore: In Indian folklore and mythology, there are characters with Tamsik qualities, often depicted as demons or beings driven by ignorance and avarice. These characters symbolize the challenges posed by inertia and negative tendencies.

- Negative Historical Figures: Some historical figures who engaged in destructive actions or displayed apathy towards the well-being of others could be seen as having Tamsik qualities, as their behaviors reflected a lack of motivation for positive change.

Integration and Balance:

1. Triguna Balance:

- Interplay of Gunas: According to Indian philosophy, individuals possess a unique combination of the three Gunas—Satva, Rajas, and Tamas. Achieving a harmonious balance of these Gunas is considered essential for overall well-being.

- Dynamic Nature: The Gunas are dynamic and can change based on one's actions, thoughts, and lifestyle. Striving for a higher balance, with a shift towards Satvik qualities, is often emphasized for spiritual growth.

2. Personal Growth and Transformation:

- Transformational Potential: The Indian approach recognizes the potential for personal transformation by consciously cultivating Satvik qualities and minimizing Tamsik influences. Engaging in spiritual practices, self-discipline, and self-reflection are considered pathways to personal growth.

- Awareness and Mindfulness: Developing awareness of one's dominant Guna and mindfully working towards positive transformation is a key aspect of the Indian approach. The process involves understanding one's tendencies and consciously choosing actions aligned with higher qualities.

Challenges and Contemporary Relevance:

1. Cultural Interpretation:

- **Diverse Perspectives:** The interpretation of Satvik, Rajsik, and Tamsik qualities can vary across cultural contexts and individual belief systems. Different philosophical and religious traditions within India may offer nuanced perspectives on these qualities.
- **Adaptation to Modern Lifestyles:** As individuals navigate modern lifestyles and global influences, there may be challenges in adapting these traditional concepts to contemporary contexts. Balancing cultural heritage with evolving societal dynamics requires thoughtful consideration

2. Integration with Psychology:

- **Psychological Perspectives:** Integrating the concepts of Satvik, Rajsik, and Tamsik qualities with contemporary psychological frameworks is an ongoing process. Psychologists may explore how these concepts align with personality traits, motivation, and well-being from a cross-cultural perspective.
- **Individual Differences:** Recognizing that individuals are unique and may possess a combination of these qualities in varying degrees is crucial. A holistic understanding considers individual differences and the complexity of personality dynamics.

Conclusion:

The concepts of Satvik, Rajsik, and Tamsik in the Indian approach to personality provide a profound framework for understanding human behavior and motivation. Rooted in ancient philosophical traditions, these categories offer insights into the diverse ways individuals engage with the world and navigate their inner landscapes.

While the Satvik quality embodies virtues, compassion, and spiritual inclinations, the Rajsik quality reflects dynamism, ambition, and a drive for external achievements. On the other hand, the Tamsik quality highlights challenges associated with inertia, ignorance, and a lack of motivation.

Striving for balance and transformation, individuals on the spiritual path aim to elevate their consciousness by cultivating Satvik qualities and minimizing the influences of Tamsik tendencies. The integration of these concepts with modern psychology and the recognition of cultural diversity contribute to a holistic understanding of personality that embraces both traditional and contemporary insights.