

Remembering our  
2020 BEFMD issues !

Jan 2021 - 80<sup>th</sup> Issue of  
Business Ethics Foundation  
*Management Digest*



Ethically - vibrant, interesting and participative !  
Ethically - vibrant, interesting and participative !



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**\$\$ Readers please note \$\$**

Pl send text contents only in word  
[English] or Arial Unicode [Marathi]  
fonts.

Photos of Printed material, hand writing  
and internet links are not usable.

Looking forward to your feedback, too.  
- [vishwasdatye@gmail.com](mailto:vishwasdatye@gmail.com)

## Editorial :



Vishwas Datye

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Dear all,

We welcome the new-year with open arms with positive hopes.

Recently I came across on social media a story which I am feeling compelled to share with you.

A donkey was tied to a tree. One night a ghost cut the rope and released the donkey.

The donkey went and destroyed the crops in a farmer's land. Infuriated, the farmer's wife shot the donkey and killed it.

The donkey's owner was devastated at the loss. In reply, he shot dead the farmer's wife.

Angered by his wife's death, the farmer took a sickle and killed the donkey's owner.

The wife of the donkey's owner got so angry that she and her sons set the farmer's house on fire.

The farmer, looking at his house turned into ashes, went ahead and killed both the wife and children of that donkey's owner.

Finally, when the farmer met a smiling ghost, he asked the ghost as to why it caused all this devastation?

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The ghost replied, "I killed nobody. I just released a donkey that was tied to a rope. It is all of you who released the devil within you which resulted into everything bad that happened."

Today the media has become like the ghost. It keeps releasing donkeys on a daily basis. And people react and argue with each other, hurt each other, without even having a second thought. In the end, the media dodges all responsibilities. So, it's our responsibility to hold to our sanity.

With best wishes. 😊



## Member's feedback

**Sangeeta Kulkarni**

All the articles are very good.

Sir, your dedication to publish it on 1st of every month is really appreciable! Year end issue जपून ठेवावा असाच 🙏

**Bipinkumar Shah**

I enjoyed reading this issue. All articles are really good. In fact this issue is jewel in the crown. Excellent....

**Pradeep Kalekar**

The cover / opening page is a sixer on the first ball.

**Abhay Kale**

Dr Bapat's address is quite action oriented. Dr Joshi's story is inspiring. Tourism ethics is a new topic and we should have more of such articles in the coming issues touching different parts of life. Learnt few new things about Dr Nadkarni.

As always, Garde's article and other columns add a sound base. Overall a very good issue. Thank you very much Vishwas Datye and BEF.

**Ravindra Kothavade**

As usual, one more impressive issue of MD, publication of our BEF. Heartiest Congratulations to the Editor and his team.

Cover of the issue is meaningful and motivational. Editorial is very good with a piece of advice. Variety of articles add to our knowledge lot of stuff. Medicine for laughter is wonderful. Artists' pictures are very nice. Some articles teach nice lessons and inspire us.

**Neelakanth Inamdar**

Hearty Congratulations to you and your team for Excellent MD Dec. 2020. Cover page is fabulous! Articles like frankly speaking, **पेराल ते उगवेल** and positive news are catching special attention.

**Shrirang Gokhale**

Could not get time to read in detail. Just scanned through it and felt it's not a matter of casual reading. This itself shows how editor has taken interest, efforts and his involvement.

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# BEF – Mgmt Digest – January 2021 - Issue 80

## BEF news / Announcements



**Business Ethics Foundation**  
Presents an interesting talk

On Tuesday, 15<sup>th</sup> December 2020

**Ethical lessons: HHL Germany Vs. IIM India**



Speaker  
**Mr. Pranav Patil**  
Happiness Coach

Time: 5:30 pm to 6:30 pm On-line on ZOOM  
Link to join -shared in the message

We had an excellent session by Arnav Patil on his ethical lessons. Very well attended as well as

appreciated.

Also, Pranav Patil had circulated a link for happiness survey. Many members responded to that survey and liked it. Thanks Pranav.

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## 2. Divine Campus Awards 2021 – 23

Business Ethics Foundation has decided to take active steps in promoting and strengthening Value Education in the High Schools.

In the first phase four schools are identified for their outstanding performance in value education for several years :

1. Jnana Prabodhini Schools, Nigdi
2. Vidya Niketan High School (Telco)
3. Vijay Vallabh School
4. Sri Sri Ravishankar Vidya Mandir

These schools will be recognized in a programme which will be organized in the last week of Jan

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2021 or first week of Feb 2021. The award will include Rs. 25,000/- cash, Rs. 10,000/- in the form of books, Trophy (approx. Rs. 15,000/-) and citation.

In the second phase, One Hundred Schools will be approached & competition will be organized by December 2021. Schools will be given support in the form of training for teachers, students, office staff and parents.

The budget will be Rs. 25,00,000/- for prizes, training material and training sessions.

Sponsors are being approached from Corporates, Banks and like-minded organisations.

This activity is inspired by the knowledge partnership of Dr. P. C. Shejwalkar, Pandit Vasant Gadgil, Principal Shreedhar Patankar. We are being supported by Rotary Clubs, Jana Kalyan Samiti, Council for Creative Education, Finland, Education Department Govt. of Maharashtra. Etc. We propose to enlarge these activities throughout Maharashtra. We look forward to financial support as well as knowledge partnership for Divine Campus Awards Project.

### **Our Bank Details are**

**A/c. No. 0920501033433,**

**A/c Name – Business Ethics Foundation**

**A/c. Type - Savings Account,**



Bank Name - Cosmos Bank, Tilak Road Branch, Pune

IFSC – COSB0000092 MICR Code - 411164033

Looking forward to your cooperation,

Yours respectfully

**Dr. S.G.Bapat –**

Founder President

**Bhushan Ambadkar -**

Head, Project Management Committee

**Business Ethics Foundation**

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### 3. i-Explorer : Appeal by Vaijayanti Thakar



आपल्या पुढच्या पिढीला शिकण्यासाठी  
चांगले वातावरण निर्माण करणे, त्यांचे  
संरक्षण करणे,  
भविष्याकाळासाठी काही तरतूद  
करून ठेवणे हे तुम्ही करता का?  
आदर्श नागरिक होण्यासाठी  
वैज्ञानिक दृष्टिकोन बाळगून,  
जीवनमुल्य संवर्धनाबाबत  
आपण जागृत असता का?

कोणी पाणी देता का पाणी! कोणी पाणी देता का पाणी !  
हया भविष्यातल्या हाका तुम्हाला ऐकू येतात का?  
तुम्ही कितव्याही मजल्यावर रहात असा. पण तरिही  
तुमच्या घरातच किती तरी लिटर पाणी तुम्ही अडवून  
ठेवले आहे. याबद्दल जरासे जास्त जाणून घ्यायला आवडेल  
का?

वरीलपैकी किमान एक किंवा त्यापेक्षा जास्त प्रश्नांचे उत्तर  
हो असेल तर आपण नक्कीच या विषयावर बोलू शकतो.  
असीमित आणि मिती सादर करित आहोत, निसर्ग आणि  
अवकाशाच्या जवळ घेऊन जाणारी एक आगळी वेगळी  
स्पर्धा. सगळ्यांसाठी पाणी आणि सगळ्यांसाठी अवकाश  
याबाबत समाजातील सर्व थरात जाणीवजागृती करणारा  
आणि व्यक्त होण्याच्या विविध संधी उपलब्ध करणारा  
असा हा उपक्रम आहे. जाणीव जागृती करणे म्हणजे  
वाचन, निरीक्षण, मिळालेल्या माहितीचे विस्तार करून  
स्व संकल्पनांच्या द्वारे त्याची संगतवार मांडणी करणे,  
यासाठी उद्युक्त करणे. तसेच समस्येच्या उत्तराचा एक  
भाग होण्याची संधी मिळणे. याचकरता आम्ही एक स्पर्धा  
घेऊन आलो आहोत.

सर्व स्पर्धकांना या दोन्ही विषयांवरची पुस्तके ( वेबसाईट  
वरून डाऊनलोड करून घेता येतील) तज्ञांचे मार्गदर्शनपर  
व्हिडिओज, संदर्भासाठी फोटो गॅलरी आणि इतर  
माहितीदर्शक लेख व वेबसाईटच्या लिंकस उपलब्ध आहेत.  
हया सर्वांचा उपयोग पाणी सर्वांसाठी व अवकाश सर्वांसाठी

या दोन्ही विषयांबद्दल अधिक माहिती व्हावी, तसेच त्याचा उपयोग करून , स्थानिक ठिकाणी असणाऱ्या प्रश्नांबद्दल अधिक आकलन व्हावे. तसेच समस्यांचे निराकरण करण्यासाठी तज्ञांच्या मार्गदर्शना खाली प्रयत्न व्हावेत यासाठी होऊ शकतो.

ही स्पर्धा एकुण चार टप्प्यांमध्ये ऑनलाईन होणार आहे. मराठी, हिंदी, इंग्रजी आणि कन्नड अश्या चार भाषांमध्ये या दोन्ही विषयांबद्दल अभ्यासपुस्तके उपलब्ध होणार आहेत.

या स्पर्धेमध्ये सहभागी होण्यासाठी शुल्क प्रत्येक विषयासाठी फक्त रु. ५०/- इतके आहे. यात स्पर्धेत सहभागी होणाऱ्यांसाठी चार गट केले आहेत.

१. पाचवी ते सातवीपर्यंत पर्यंतचे विद्यार्थी

२. आठवी ते दहावी पर्यंतचे विद्यार्थी

३. सर्व शिक्षक

४. आठ वर्षावरील कोणीही.

शाळांसाठी विशेष सवलत आहे. ज्या शाळा स्वतःचे नाव सर्व विद्यार्थ्यांसाठी या स्पर्धेमध्ये नोंदवू इच्छितात त्यांच्यासाठी शुल्क पुढील प्रमाणे.

अनुदानित शाळा - रु. १०००/- फक्त

विना अनुदानित शाळा रु. ३०००/- फक्त.

हे शुल्क भरल्यानंतर पाचवी ते दहावी पर्यंतचे सर्व विद्यार्थी या स्पर्धेत सहभागी होऊ शकतात.

या स्पर्धेचा उद्देश पर्यावरण व अवकाश याविषयी जास्तीतजास्त माहिती विद्यार्थी आणि नागरिकांपर्यंत

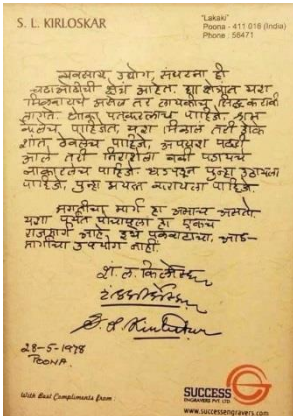
पोहोचणे, भारतातील विविध भागातील प्रश्न जाणून घेऊन त्यासंदर्भात तज्ञांच्या मदतीने मार्गदर्शन उपलब्ध करणे व सक्रिय संस्थांचे जाळे उभे करणे हा आहे.

तेव्हा मोठ्या संख्येने यात सहभागी होऊन आमच्या प्रयत्नांना हातभार लावावा, ही नम्र विनंती. बिझनेस एथिक्स फाँडेशन ही आपली संस्था सुध्दा या उपक्रमामध्ये सक्रिय सहभागी झालेली आहे.

अधिक माहितीसाठी संपर्क क्रमांक :

वैजयंती - ९६६५८८०९४६, सारंग - ७२१९२५९१४६

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## Frankly speaking

- Dr. S. G. Bapat



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### प्रेम आणि विश्वास

Leading with Wisdom by peter Pruzan and Kitsten Mikkelsen या पुस्तकातून आपण १५ देशातील ३१ नेत्यांना भेटू शकतो. या पुस्तकात इन्फोसिस या कंपनीचे माजी संचालक राघवन म्हणतात की “the most important values to me are fairness, love, caring and trust. I am talking about fundamental ethical and moral values. You should show love, kindness and compassion. Trust is a byproduct of Love.”

I am convinced about this deep down somewhere. जेव्हा त्यांना इन्फोसिस चे कार्यकारी संचालकपद देऊ करण्यात आले तेव्हा ते म्हणाले, “ मला वाटते कोणीतरी युवकाने ही जबाबदारी घ्यावी. मी स्वतः प्रामाणिकपणा आणि खुलेपणा जपणारा माणूस आहे.”

त्यांनी केलेले एक दोन प्रयोग सर्वांनाच आश्चर्यकारक वाटतील. ते लिहितात , “मला नवीन एच आर प्रमुखाची नेमणूक करायची होती. सध्याच्या प्रमुखाच्या हाताखाली काम करणाऱ्या पाच जणांच्या टीमला मी संभाव्य एच आर प्रमुखाची मुलाखत घ्यायला सांगितले “ मग त्यांनीच त्यांचा नवा बॉस निवडला. प्रयोग यशस्वी झाला.

“ दुसरा प्रयोग. चार जणांची एक टीम काम करणार होती. मी त्यांना एकूण बजेट सांगितले आणि चौघांनी मिळून आपापले पगार ठरवायचे असे सांगितले. एकाच नियम होता की सर्वांनी सारखा

पगार घ्यावयाचा नाही. जे ठरेल ते एकमताने ठरविले पाहिजे. तुम्ही समजू शकाल की चर्चेची सुरुवात कशी झाली असेल. पण थोड्या चर्चेनंतर एकमेकांना समजून घेउन ते सुयोग्य निर्णय घेवू शकले. त्यांना विश्वसनियता , पारदर्शकता , खुलेपणा यांचे प्रात्यक्षिक यशस्वीपणे करता आले.” राघवन यांच्या मते, इन्फोसिसच्या यशाचे हे रहस्य आहे.

सेवानिवृत्तीनंतर मुरुगन गुपचे संचालक पद स्वीकारण्या पूर्वी त्यांनी सर्व संचालक मंडळाशी बोलणे पसंत केले.

त्यानंतर , Foundation for Action, Motivation and Empowerment [FAME India] या सोशल ट्रस्टची स्थापना करून शारीरिक वा मानसिक व्यंग असणाऱ्या युवकांना स्वाभिमानाने जीवन जगण्यासाठी प्रेरित करण्याचे अमोल कार्य त्यांनी चालविले आहे. ते म्हणतात की, या कार्यातून मला व माझ्या पत्नीला खूप समाधान मिळते.

नैतिक मूल्यांवरचा आपला विश्वास वृद्धिंगत करण्यास श्री राघवन यांच्या सारखी उदाहरणे प्रेरणा देतात. अशी जगभरातील एकतीस नेत्यांची कथा Leading with Wisdom या पुस्तकात वाचायला मिळते.

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## Height of stupidity -



## Cultural diversity



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Understanding culture & its importance in International Business.

Being in the business of sales & service of used / reconditioned Photo Minilabs I had to visit Japan once every 2~3 months depending on orders in hand & expected.

In Japan most capital goods like photo labs, printing presses are sold thru leasing companies who charge between 3~5% interest p.a usually at 20~30% or even lower down payment depending on credit worthiness , equipment's cost and tenure.

The seller usually a trading co used to assign a person who would take me to warehouses in Kyoto , Osaka areas where the picked up used machine was stored.

Photolabs process prints using chemicals. which had to be drained before transporting machines to warehouses.

My work involved filling the photolab with water, load photographic paper , connect it to electrical outlet , switch ON the lab , checking error logs, chk whether the set temperatures are reached, then actually make prints which used to come out blank, this was just to make sure that all the drives , rollers, gears, transport and cutting mechanisms were operating and all the CNC operations were working in correct sequences as per programs selected. Usually after the tests the seller used to watch my reaction and in their broken English ask my opinion which was ok , good, very good, not bad , excellent etc.

In once such visit the seller showed me an almost new like Noritsu 1201 set ( QSS brand owners) and after the usual test process I commented 'not bad' at which Shimizu San ( seller) almost shouted at me "Pradeep San what do you mean by not bad it's a new m/c used only for demos" I immediately realised my mistake and explained to him that 'not bad means actually good' again Shimizu San shouted at me " then why don't you say it's good".

After this incident I must have visited Japan at least 30 times but never uttered the word 'not bad' because in Japanese language a positive is never explained in a negative way !! It's very



important to understand culture especially of non English speaking countries. Subsequently Shimizu San and me became very good friends and excellent trading partners.

Shimizu San now retired visited India last year and after completing the golden triangle visit of Delhi, Agra, Jaipur left the group flew down to Pune , stayed for 2 days then rejoined the group in Goa for return journey. Moving about in auto rickshaw, visiting Shaniwar wada and having Chitales's Bakarwadi with beer are high point of the Pune visit !

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## नीतिमूल्ये(Ethics )



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'आज आंतरराष्ट्रीय पातळीवर सर्वात मोठे दारिद्र्य कशाचे असेल तर ते जीवनमूल्ये किंवा नीतिमूल्यांचे'असे एक विचारवंत म्हणतात. नीतिमूल्ये कशी आहेत यावर आपल्या गरजा ठरतात. आणि त्या गरजांप्रमाणे आपली ध्येयधोरणे.ही नीतिमूल्ये वैयक्तिक जीवनातील असतील,सार्वजनिक जीवनातील असतील आणि व्यावसायिक जीवनातीलही. यापैकी मी एखाद्याचेच पालन करिन, बाकीच्यांचे नाही,असे म्हणता येत नाही.

श्रीमंत भगवद्गीतेची मांडणी विविध नीतिमूल्यांचा विचार मांडणारी आहे.

"इन सर्च ऑफ एक्सलन्स " या लोकप्रिय पुस्तकाचे लेखक थॉमस पीटर्स आणि रॉबर्ट वॉटर्सन लिहितात"जर आम्हाला व्यवस्थापना विषयी तुमचा सल्ला काय असा प्रश्न विचारला तर आमचे उत्तर असेल," तुमची नीतिमूल्यांची प्रणाली प्रथम सुनिश्चित करा आणि ती सर्व कर्मचाऱ्यांपर्यंत पोचावा."

आपल्या विचारानुरूप आपली मनोभूमिका ठरते ,त्यावरून नीतिमूल्ये ठरतात आणि पर्यायाने आपल्या उद्योग व्यवसायाचे व्यक्तिमत्व. त्यामुळे एकीकडे कंपनी जगवण्यासाठी टाटांनी एकेकाळी आपल्या घरचे दागिने गहाण ठेवून कामगारांचे पगार आणि इतर खर्च भागवले तर अलीकडे अनेकउद्योगपतींनी कंपनीचे काही होवो,मला देणे घेणे नाही म्हणत परदेश गाठायची कृती केली.

आजही बहुतेक व्यवसायात जसे डॉक्टर, इंजिनिअर . लेखापरीक्षक आणि अन्य यांची व्यावसायिक नीतिमूल्ये त्यांच्या संघटना निश्चित करतात आणि आपल्या सदस्यना त्या आचरणात आणण्यास सांगतात .तीच गोष्ट रोटरी सारख्या सेवाभावी संघटनाची असते.त्याही आपल्या सदस्यांच्या वैयक्तिक ,सार्वजनिक आणि ,व्यासायिक नीतिमूल्यांची संहिता तयार करून सदस्यांना ती

आचरणात आणण्याची शिफारस करतात. खरे तर प्रत्येक संघटनेने ,व्यवसायाने असे काही निश्चित केले पाहजे.

यासाठी पुढील प्रश्न आपण आपल्यालाच विचारले पाहिजेत  
१.माझा कशावर विश्वास आहे?. आपण करत असलेल्या कामावर विश्वास ठेवा आणि ज्याच्यावर आपला विश्वास आहे असेच काम करा.

२. कोणत्या दिशादर्शक नीतिमूल्यांकडे मी आकर्षित होणार आहे?कारण त्यावरून तुमच्या भावी कार्याची आणि जीवनाची दिशा ठरणार आहे.

३.माझ्या जीवनावर कुणाचा पगडा जास्ती आहे?  
सुसंस्कारांचा का कुसंस्कारांचा ?

४.मी कोणत्या तत्वावर ठाम उभा आहे?

५.माझ्या आयुष्याला कशामुळे काही अर्थ प्राप्त होणार आहे?

६. माझे जीवन सर्वार्थाने दर्जेदार होण्यासाठी मी नीतिमूल्यांचा पाठपुरावा कसा करायला हवा?

काही लोकांना नीतिमूल्यांपेक्षा पैशाचे महत्व अधिक वाटते . तो अधिकाधिक मिळवण्यासाठी मग ते नीतिमूल्यना पायदळी तुडवायलाही मागेपुजे पाहत नाहीत. यासंबंधी "यू कॅन विन" पुस्तकात श्री शिव खेरा लिहितात- पैसा -

(१)करमणूक विकत घेऊ शकेल, पण आनंद नाही.(२)उत्तम पलंग विकत गहू शकेल ,पण झोप नाही.

- (३) पुस्तके विकत घेऊ शकेल ,पण शहाणपण नाही.  
(४) घड्याळ विकत घेऊ शकेल ,पण अधिक वेळ नाही.  
(५) सहकारी विकत घेऊ शकेल, पण सच्चे मित्र नाही.  
(६) अन्न विकत घेऊ शकेल ,पण भूक नाही.  
(७) चारभिंती आणि छप्पर विकत घेऊ शकेल ,पण आपले म्हणावे असे घर नाही.  
(८) औषधे विकत घेऊ शकेल, पण आरोग्य नाही.  
उत्तम चारित्र्य आणि योग्य जीवनमूल्यांशी बांधिलकी यातून यातले दुसरे आपोअप मिळू शकेल. -

हेलन केलर म्हणायची की "आता सर्वत्र टेलिव्हिजन आहे पण व्हिजन नाही. जगातील उत्तम आणि सुंदर वस्तुंना बघता येत नाही पण त्याची जाणीव माझ्या हृदयात मला होते. जीवन आणि नीतिमूल्यांचे तेच आहे. जगात कशासाठी जागायचे हे आणि जनतेने आपल्याला काय म्हणून ओळखायचे याचा विचार केला तर नीतिमूल्ये निश्चित करणे सोपे जाणार आहे. "

या सर्वांचा मतितार्थ एकच-नीतिमूल्ये आणि आपले सर्वांगीण जीवन यांचे सूत्र जमवले पाहिजे.

(आधारित)

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## Psychological Dissonance



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Understanding psychological dissonance gives key insight into human mind, and is a very powerful enabler in life.

In spirituality, this is addressed as "Do not judge", or "Suspend the thought", or "Allow two contradictory things co-exist in the mind at the same time"

How does this help the progress of our mind? And what happens when we judge, think or shoot-out a contradictory thought. Let us have a look at it through psychological dissonance lens.

Every human mind likes to harbour a set of logically consistent thoughts that can exist in harmony with each other. When a lump of thoughts bundle together is non-contradictory, the human mind is at peace.

The things get interesting with introduction of new thought in the existing lump of thoughts at equilibrium. The new thought could get introduced by observation, or influence around, or just randomly.

The best way to look at this is through an example. Suppose you have the following thought-lump

that exists in your mind giving you peace right now.

1. I am a kind person

2. I have money

Now suppose your friend comes, and asks you for money. And, you find yourself not in a position to give him money.

1. I am a kind person

2. I have money

3. I am not giving money to my friend

The introduction of third thought here has now resulted in psychological dissonance. These three thoughts cannot exist in the mind at the same time and give you peace.

To remove the psychological dissonance, you will have to change one of the three above statements.

You will have to modify one of the thoughts in the above lump of three.

1. I am kind --> I am NOT kind

Or

2. I have money --> I DON'T have money

Or

3. I am not giving --> I am GIVING

Which sentence you will modify is up to you. You may perhaps take a position that you don't have money. Or, you may take up position to lend. Or, you may decide you are not kind.

Interestingly, in real life situations, the mind finds it easy to blame on the externalilty. And, some of

the real life positions may look like these with the introduction of a fourth thought to remove psychological dissonance:

4. Oh, but it was wrong on his behalf to ask me for money.

Or

4. I am kind, but money is definitely an exception to kindness.

Or

4. I have money, but it's equally important to value it, and not just give away on anybody's asking.

And, thus you will successfully remove the psychological dissonance.

What spirituality hints is that if you can live with psychological dissonance, maybe you will stay more attuned to reality everytime, rather than taking any positions based on immediate observations.

So it is perfectly ok, to continue thinking you are kind, to continue thinking that you have money, and to continue knowing that you are not helping your friend. Time will help you find the right resolution. Don't change your thoughts or positions in haste.

For example, if in the above resolution you decided to alter St. 1 - your root value in life, by declaring yourself "unkind" - you have just degraded a beautiful quality in you for no reason

at all, or for the sake of a very small reason, at best. Tomorrow another friend comes, and asks you for water when he is thirsty. You may find yourself denying it, because by default you have now become "unkind". If you help him with water, you may face another psychological dissonance. In most of the public life, we resolve the psychological dissonance by saying that a politician was corrupt, and screwed it up. It absolves us of all the responsibility, while continuing to hold the belief that, "I am a good citizen".

## Ethics in Product Design



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My career was in Philips. I worked as a product designer. Mention of Philips is just to give an example, no intention to promote the brand.

A product is born through stages like Research, Design and development, tooling, Production preparation and Production. Design is very important stage in this journey. All decisions are taken and frozen at this stage. Any change later is costly and impossible at times.



**Customer...**1) When our mixer was launched, dealers raised an issue that blade looks dull compared to competition. Global Design centre objected to a change. Food grade stainless steel is recommended, otherwise there is a danger of fine particles of chromium getting mixed with food in dry grinding.

2) All brands started claiming and over advertising the power output of Audio systems. It was almost a PMPO war. We were told not to make false claims and stick to figures you can prove technically. Also train customer about listening pleasure.

3) “When its Philips you are sure” was our tagline. This had history of huge efforts of building a quality culture. Other day I was talking to a newly introduced person. At the end, he said sir wait a moment, My father wants to talk . His father said “ I want to tell you I still use Philips radio Bahadur I purchased 35 years back” I was delighted but realised all efforts we used to make the product reliable..e.g. Testing switches 20000 times, pulling handles with 50 kg load 500 times, set testing at - 20 and +70 degree and many ..This is ethics in proving your tagline.

**Environment**1) There was a ban imposed to avoid Cadmium, Halogenated compounds. Lead soldering was replaced by Tin, Glasswool used in speaker boxes was replaced by cottonwaste. Designer has to work on alternatives.

2) White Packing boxes looked really attractive We had to go back to brown because lot of chemicals are used in making paper white.

3) Laminated paper Boxes looked good and durable but not allowed because it hampers the recycling of paper.

**Quality...**1) Release of a new product underwent lot of testing. Unless quality level was reached target, product was not marketed. Test of your product by making customers as guinea pig was never allowed.

2) A well structured Service Department gives an assurance to the customer. It is also very nice way to get a authentic feedback on your product.

**Safety..** Safety was at important both of customer and of worker during manufacturing.. We used to follow strictly safety standard IEC 65 for mains operated equipment. Creepage distance, anchoring of wires were strictly followed. During my tenure we never had any case of fire or shock. Customer may not know , but it was our responsibility. A particular technique called Failure mode and effect analysis was used during design.(FMEA)

Many points may look simple but manufacturer has self imposed commitment to society at large, This I feel is Ethics in Design.I have sited only few examples, but there are many.

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# Corporate Social Responsibility

## History and Global Overview



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Corporate and Society go hand in hand in the making of a developed and prosperous country and an enriched economy. The Corporate provides livelihood, goods, and services to the Society. The Society, in return, provides the required factors of production to the Corporate. However with the advancement of technology, in recent times, the role of Corporate has grown formidably and in the process, the benefits to Society have diminished considerably. The increased usage of advanced methods of production, machinery, and equipment has also created an adverse impact on the environment, depletion of natural resources, and thereby affecting the flora and fauna. The alarming situation has created a need for the corporate to understand their responsibility towards the society leading to the adoption of an effective and efficient CSR practice.

### **Definition of CSR**

Corporate Social Responsibility does not have a universally accepted definition, however, the core of the concept may be described as the awakening of corporate conscience which aims at embracing the responsibility for the company's actions and having a sense of responsibility towards the society and people from whom they derive their success.

The **United Nations Industrial Development Organization** defines corporate social responsibility as “a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders.”

### **Historical Background of CSR**

The term Corporate Social Responsibility was coined officially in the year 1953 by American Economist Howard Bowen in his publication “Social Responsibilities of a Business”. And due to this Bowen is also referred to as the father of CSR. However, the practical application of CSR gained momentum in the year 1971 in the US with the introduction of the concept of “Social Contracts”, between businesses and society. This contract brought forward the idea that companies function and exist because of public consent and, therefore, there is an obligation to contribute to the needs of society

The “social contract” outlined three responsibilities, and they’re still applicable today:

1. Provide jobs and economic growth through well run businesses.
2. Run the business fairly and honestly regarding employees and customers.
3. Become more broadly involved in improving the conditions of the community and environment in which it operates.

By the 1980s, early CSR continued to evolve as more organizations began incorporating social interests in their business practices while becoming more responsive to stakeholders.

### **Universal acceptance of CSR**

The 1990s marked the beginning of widespread approval of CSR. In 1991, University of Pittsburgh professor Donna J. Wood published *Corporate Social Performance Revisited*, which expanded and improved on early CSR models by providing a framework for assessing the impacts and outcomes of CSR programs.

In the same year, business management author and professor at the University of Georgia Archie B. Carroll published his article “*The Pyramid of Corporate Social Responsibility*”. In his paper,

Carroll expanded on areas he believed were crucial when implementing CSR in an organization.

By the early 2000s, CSR had become an essential strategy for many organizations, with multi-million dollar companies such as Wells Fargo, Coca-Cola, Walt Disney, and Pfizer incorporating this concept into their business processes.

### **CSR Regulations Across The Globe**

#### **USA**

The Corporate Social Responsibility (CSR) team in the Bureau of Economic and Business Affairs leads the Department's engagement with U.S. businesses in the promotion of responsible and ethical business practices.

#### **UK**

It is a part of Corporate Governance. The Companies Act 2006 has now added to those pressures by requiring directors to have regard to community and environmental issues when considering their duty to promote the success of their company and by the disclosures to be included in the Business Review. CSR is, now, an integral part of good governance, for bigger companies in particular.

#### **Europe**

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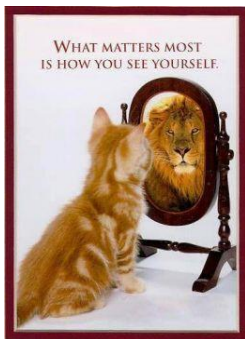
The CSR strategy is built upon guidelines and principles laid down by the United Global Compact, United Nations Guiding Principles on Business and Human Rights, ISO 26000 Guidance Standard on Social Responsibility, and OECD Guidelines for Multinational Enterprises.

France, Denmark, South Africa, and China have a mandatory reporting obligation on the amount spent on CSR activities

(In our next Article , we shall cover the emergence of CSR in India and the relevant rules and regulations governing the same )

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🌀🌀 Points to ponder [ social media ]



## तेथे कर माझे जुळती



शिक्षणाच्या तळमळीने नगरजवळच्या ग्रामीण भागातून राहुल पुण्यात आला. दृष्टिहीन असल्यामुळे त्याला महाविद्यालयात प्रवेश

मिळाला तरी वस्तीगृहात प्रवेश मिळाला नाही. पुणे स्टेशनच्या फ्लाट क्रमांक एकवर राहून त्याचा संघर्ष सुरू झाला. या संघर्षातून त्याला दृष्टिहीन व दिव्यांग विद्यार्थ्यांसाठी काहीतरी करण्याची प्रेरणा मिळाली. १९९९ मध्ये राहुलने स्वतः बारावीत शिकत असताना एक संस्था स्थापन केली. गेल्या २१ वर्षात संस्थेत शिकलेल्या १६५० विद्यार्थ्यांना जीवनाचा मार्ग सापडला. संस्था पूर्ण विनामूल्य असून समाजाच्या मदतीने चालते. नेत्रहीनांसाठी संगणक प्रशिक्षण केंद्र, दिव्यांगांसाठी संगणक प्रशिक्षण केंद्र, डिजिटल लायब्ररी, रिक्रिएशन सेंटर, अडथळा विरहीत वसतिगृह, शिष्यवृत्ती योजना, हे प्रकल्प व वर्षभर या विद्यार्थ्यांच्या सर्वांगीण विकासासाठी विविध उपक्रम, स्पर्धा परीक्षा मार्गदर्शन केंद्र, स्पोकन इंग्लिश, शास्त्रीय संगीत, योगा इ. क्लासेस मोफत चालवले जातात. संस्थेतून शिकून बाहेर पडणारे अनेक नेत्रहीन विद्यार्थी आज उच्चपदावर काम करतात. स्वतः राहुल बँक ऑफ



इंडियात उच्च पदावर अधिकारी आहेत. अशा या दृष्टिहीन तरुणाच्या डोळस पत्नीबद्दल सांगितले नाही तर संस्थेची माहिती अपुरी होईल. स.प. महाविद्यालयात दोघे कला शाखेत एकाच वर्गात शिकत असताना वर्गमित्र म्हणून झालेल्या ओळखीचे रुपांतर जिवलग मैत्रीत झाले. देवता यांनी कला शाखेतील व्यवसाय व्यवस्थापन शास्त्रातली उच्च पदवी घेतली. राहुल यांची तळमळ, त्यांचे काम आणि अनेक गुण भावल्यामुळे मूळच्या बीडच्या असलेल्या 'देवता' या तरुणीने राहुलना साथ देण्याचे ठरवले. पाच वर्षांपूर्वी दोघे विवाहबद्ध झाले. दोघेही गेल्या अनेक वर्षांपासून अनुदान नसलेल्या संस्थेतील दृष्टिहीन व दिव्यांग विद्यार्थ्यांच्या प्रगतीसाठी अहोरात्र झटत आहेत.

सीतेने रामाला वनवासात साथ दिली. या आधुनिक सीतीने संघर्षमय जीवन लाभलेल्या कर्तव्यतत्पर रामाला साथ दिली. संस्थेला व स्वतः राहुलना आजपर्यंत स्थानिक व राष्ट्रीय पातळीवरील ३५ हून अधिक पुरस्कार मिळाले आहेत. चित्रपट अभिनेते अमीर खान यांच्याकडून त्यांचा गौरव झाला आहे. 'देव दिसत नाही म्हणतात, पण तो दिसतो, राहुल देवता सारख्या असामान्य काम करणाऱ्या लोकांच्या रुपाने'.

संस्थेला अनुदान नसल्याने दर महिन्याला खर्चाचा मोठा भार उचलण्याचे आव्हान राहुल जिद्दीने पेलतात. अशा या असामान्य दांपत्याच्या महान कामाला खूप साऱ्या शुभेच्छा आणि मानाचा मुजरा अत्यंत आदराने!

संस्थेची माहिती: नॅशनल असोसिएशन फॉर द वेल्फेअर  
ऑफ फिजिकली चॅलेंज्ड

(NAWPC) [www.nawpc.org](http://www.nawpc.org)

अण्णाभाऊ साठे शाळागृह, कुमठेकर रस्ता, सदाशिव पेठ,  
पुणे-४११०३०. (राहुल देशमुख) ९८२२५९५७५७

Compiles by - Vishwas Datye

\*\*\*\*\*



## Paintings



Artist – S. G. Apte  
sgapte@gapset.in  
+91 98220 13006

**Congratulation to Mr Apte for a unique achievement of completing 1300 paintings !**



\*\*\*\*\*

**By Gautam Datye [ age 9 ]**



\*\*\*\*\*

## 1. Equal Treatment



Avinash bhide  
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+919823051981

I learnt the lesson of equality in a restaurant.

One day, Yamasaki told me that, he, another colleague Nagase and I were to go out for lunch in one of the restaurants nearby, instead of having lunch in the company canteen.

Since we were all wearing typical blue factory uniforms with caps, I requested him to give me a few minutes to change into my civil dress in the factory changing room.

To my surprise, he assured me that there was no need to change my clothes and we would be going for lunch wearing the factory uniform.

Naturally I hesitated and as per my experience in India, told him that, if we didn't change, no good restaurant would allow us to enter, let alone serve us.

Although he was surprised by my reluctance, without expressing it, he again insisted on going for lunch in the factory uniform. Finally at his insistence the three of us went to a very good restaurant in his car.

I was greatly embarrassed to enter such a good restaurant in a blue coloured factory uniform.

But to my great surprise, nobody in the restaurant, including the waiters and other customers paid any attention to our uniform. Within a very short time, we were served delicious food with all the courtesy and attention typical of the Japanese.

This incident left me aghast. It increased the respect I had for the Japanese, their lifestyle and culture a hundredfold.

\*\*\*\*\*

## To do or not to do



Dr. A. M. Joshi  
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The other day I had been to a mini departmental Store in our area. I picked up the things I wanted, in a basket and went to the billing counter. Here

the billing used to be done manually. The billing clerk used to note down the price of each item on a rough paper and another employee used to place them in the bag of the customer. The total amount would then be calculated. The customer pays the amount and leaves the store.

That day the billing of another customer was being done. As such I was waiting for my turn. There were 10 no. of ready to make soups packets in his basket. He told the employee to recheck the packets though he had counted them. Therefore the employee kept them aside, finished other items and finally counted these packets and placed in the bag. The cost of these packets, through oversight, remained to be taken in the bill.

I had noticed it and saw that the customer had also seen this omission. However he did not say anything, paid the amount and left. I thought of pointing out the mistake to the billing clerk. However I felt that I was not directly concerned with it. Had I done it I might have taken the wrath of the customer. As such I kept quiet, paid my dues and came home. However I could not forget the incident. There was a guilt feeling. No doubt the behaviour of that person was unethical though it could not exactly be called as illegal. But what about the omission on my part. Was it unethical? Secondly had I told this to the billing clerk after the customer had left then he would

have been held responsible for this omission. No amount of other thoughts and logical explanation could justify my silence.

What do our esteemed readers think about this Incident. What would you have done in my place?

\*\*\*\*

## Point to ponder



BEF – Mgmt Digest – January 2021 - Issue 80

## Photograph of the month

Curiosity –



\*\*\*\*\*

Indian Jugaad 😊





## Poem



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### आधार

पूर्व सुकृताची मिठी, कर्तव्य कर्म लागे पाठी।  
बहुत जनांच्या भेटी, कार्या कारण घडताती ॥  
शोधून पाहू म्हणती, आधार कोण मज देती ।  
मन गात्रे थकून जाती, अस्वस्थ मना ना शांती ॥  
तुज आधार कुणा कशाचा? समर्थ मनाच्या श्लोकांचा?  
चोखा जनी अभंगांचा? आधार संत वचनांचा ?  
थोर तत्ववेत्त्यांचा, अधिकारी विद्वत्जनांचा?  
समजावणाऱ्या कविमनांचा? पैलतिरीच्या सुंदर स्वप्नांचा?  
शतकानुशतकाचा आधार तुज,  
आत्मप्रेरणेचा मनुजा हा, आत्मप्रेरणेचा॥

\*\*\*\*\*



Avinash bhide

[avinashbhide@yahoo.com](mailto:avinashbhide@yahoo.com)

+919823051981

Failure I consider as a broken brick  
Inspiration from which I always seek

That is why I am never meek  
You may call it as my success trick

What I am saying is not fake  
It is not for any popularity sake  
This can be a message one can take  
Which may give somebody an essential break

I am not only who says so  
There would be many more also  
Even though world may consider them so-so  
They never allow such seed in their mind to sow

Brick by brick, even broken, the life is to be built  
Never allowing any failure to make you tilt  
For which you have to be always mentally fit  
To ensure that you never, by any failure get hit

---

### Positive thoughts –

Source – social media

देणाराचे मन मोठं पाहिजे म्हणजे घेणाराही सुखावतो.

बायकोने नविन activa घेतली आणि गेले  
वर्षभर pleasure गाडी तशीच पडून राहिली म्हणून मी  
pleasure sell ची add टाकली, 'want to sell for  
\*Rs. 30,000/-.\*'

कुणी 15 हजारांत मागितली, तर कुणी 26, तर एकाने 28 हजारात मागितली. पण मी जास्त पैसे येतील, या अपेक्षेने कुणालाच 'हो' म्हटले नव्हते...

थोड्या वेळाने एक कॉल आला आणि तो म्हणाला...

"साहेब, 30 हजार जमवण्याचा खूप प्रयत्न केला, पण 24 हजारच जमलेत. थोडं थांबाल का, माझा मोबाईल पण विकतो आणि किती पैसे येतात, ते बघतो.

पण pleasure मलाच द्या...

माझा मुलगा इंजिनिअरींगच्या शेवटच्या वर्षाला आहे. शेवटचे एक वर्ष तरी त्याने गाडीवरून जावे, असे मला वाटते. नवी गाडी याच्या दुपटीहून जास्त किमतीला आहे, ती नाही घेऊ शकत..."

मी फक्त 'ok बघू', असे म्हणालो आणि फोन ठेवला...

नंतर थोडा वेळ विचार केला आणि call back करून म्हणालो, "जरा थांबा, मोबाईल विकू नका. उद्या सकाळी या घरी आणि गाडी घेवून जा, फक्त 24 हजारामध्ये....."

माझ्यासमोर 28 हजाराची ऑफर असताना पण मी त्या अपरिचित व्यक्तीला 24 हजारामध्ये pleasure देणार होतो....

आज त्या कुटुंबात किती आनंदी वातावरण असेल..? उद्या त्यांच्या घरी pleasure येणार .....

आणि यामध्ये माझा काहीच loss होत नव्हता... कारण \*मला परमेश्वराने खूप काही दिले आहे. आणि मी खूप समाधानी आहे माझ्या लाईफवर ...\*

दुसरे दिवशी 50, 100, 500 च्या नोटांची जुळवाजुळव करून ती व्यक्ती संध्याकाळी 5 वाजता माझ्याकडे आली.

सकाळपासून त्याचे पाच वेळा फोन... 'साहेब मी पैसे घेवून येतोय, पण गाडी कुणाला देवू नका..'

माझ्या हातात पैसे दिल्यावर, त्या वेगवेगळ्या नोटा बघून जाणीव झाली, की ते पैसे वेगवेगळ्या ठिकाणावरून गोळा करून आणलेत....

ऑफरपेक्षा चार हजार कमी पत्करून पण आम्हाला काहीच वाईट वाटले नाही, उलट त्याच पैशातील 500 रुपयांची नोट काढून त्या व्यक्तीला देत माझी पत्नी म्हणाली, \*'घरी जाताना मिठाई घेवून जा....'\*

डोळ्यात पाणी आणत त्यांनी आमचा निरोप घेत तो माणूस pleasure घेऊन गेला...

आपण सहज reply करतो, 'It's my pleasure'....

पण आज pleasure scooter विकताना कळलं Pleasure म्हणजे काय असतं ते.

आपल्या मुळे इतरांना भेटलेला आनंद बघायचा असतो.

आजळ आनंदाने भरलेली असताना ती सांडायच्या आत इतरांना त्यातले देता आले पाहिजे !

\*\*\*\*\*

RARE PHOTO OF MOTHER  
WRENCH FEEDING HER  
YOUNG. ABSOLUTELY  
BREATHTAKING!



2020



2021



Source – Social Media

## Did you know?

Mobile phone 📱 is really a magic box, which contains basic functions of -

1. Telephone 📞
2. Camera 📷
3. Calculator 🧮
4. Computer 💻
5. Typewriter 🖋️
6. Recorder 🎙️
7. Player 🎵
8. Torch 🔦
9. Storage 💾
10. Clock ⌚
11. Calendar 📅
12. Mail 📧
13. Books 📖
13. Radio 📻
14. Television 📺
15. Movies 🎬
16. PC games 🎮
17. Networking 🌐
18. GPS 📶

....and hundreds of Apps ! 🤖😊

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## Vikram and Vetal – episode 3



– Abhay Kale

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9850839895

### Ethics with Vikram And Vetal

These case studies are based on the series of stories published in the monthly magazine [Chandoba / Chandamama](#). In each issue, I will narrate one story in short and appeal you, the readers, to help King Vikram with the best possible advice.

Pls email 3 to 5 sentences of your **ethical advise** to [Abhay\\_kale@hotmail.com](mailto:abhay_kale@hotmail.com)

## [ The responses will be publishes in the next issue of BEFMD, so please go ahead – Vishwas Datye

### Challenge 3 –

**Vetal** starts his narration as **King Vikram** starts walking.

Shishunaag from Ujjain was the ambitious general of the Ashmak king Mahabahoo. He decided to break away from the Ashmaks. Mahabahoo

charged to teach him a lesson & besieged his fortress. For weeks, none of the sides blinked.

Mahabahoo's son Mahasen got bored of the situation and he stepped out for hunting. Shishunaag's son Naagpaal, saw Mahasen leaving the camp. He swiftly left the fort through a secret exit & went on to meet Mahasen. He made friends with Mahasen, without disclosing his identity. But seeing the suspicion in the eyes of Mahasen's guards Naagpaal climbed on his horse & rushed away. So, Mahasen chased him & as they reached Shishunaag's fort, Mahasen realized the truth about Naagpaal. Just then the fort guards trained their bows on Mahasen. Suddenly there was a scream from a lady. Mahasen got alerted and managed to safe cover just in time. As he carefully looked, he saw Naagpaal & a beautiful lady disappearing inside the fortress.

Mahasen later enquired to figure out that she was Naagneeka, Naagpaal's sister. Mahasen had fallen in love with her and was also missing Naagpaal's friendship. The situation was no different with Naagpaal & Naagneeka.

In the meantime, Shishunaag and Mahabahoo decided to break the deadlock through a dual.



Unaware of the situation of their children, they nominated Naagpaal and Mahasen for the dual.

On the day of the dual, Naagpaal and Mahasen were thoroughly being tested for archery, sword fight, boxing & wrestling. Though both put up a tough fight, Mahasen was about to win at the end. However, at the last moment, Mahasen lost in wrestling, surprising the Naags and disappointing Ashmaks.

Mahabahoo honored Shishunaag as an independent king and neighbor of his kingdom.

At a later point in time, the wise men on both sides got together and made arrangements for Mahasen's marriage with Naagneeka.

**Now, this is what Vetal asks Vikram:** Was it right to lose for Mahasen? Was he returning favor of saving life? Was he trying to maintain respect of Naagneeka by not making it appear that she was won by a conqueror?

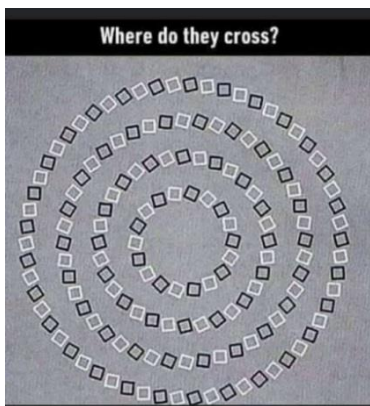
Pls help **King Vikram** with your **best ethical advice**.

**Responses on Challenge 2** (Refer Dec'20 issue, in case you missed it)

**Vishwas Datye:** Satyavrat is behaving as per his values. So, his proposal to take care of the 2 children is Ok and not foolhardy. They were comfortable in misery. (Now if the situation becomes really tough; their minds may come out of comfort zone and they would even prosper by unlocking their creativity).

**Anonymous (as requested):** Satyavrat believed in himself. God's name was just to reassure himself that God help those who help themselves. So, he has made the right decision.

\*\*\*\*\*



## Lighter moments 😊

Effective communication –

पोलीसांनी बोर्ड लावला,

NO PARKING ZONE, PENALTY Rs.250/-

कोणीही आदेश मानायला तयार नव्हतं. लोकं बोर्डच्या खाली बिनधास्त गाड्या उभ्या करून जात.

काही दिवसांनंतर तेथून एक माणूस गेला. त्याने तेथली

परिस्थिती जाणून घेतली आणि... त्याने बोर्ड मधून No

आणि Penalty शब्द खोडले. आता बोर्ड झाला,

PARKING ZONE, Rs 250/

आता लोकांनी गाड्या उभ्या करणे थांबवले..

\*\*\*\*\*

जोशी आजोबा: डॉक्टर, एका पायावर उभं राहून वाकलं की तोल जातो.

डॉक्टर: काका, या वयात असले स्टंट करू नका.

जोशी आजोबा: आता चड्डी पण घालू नको की काय?

\*\*\*\*\*

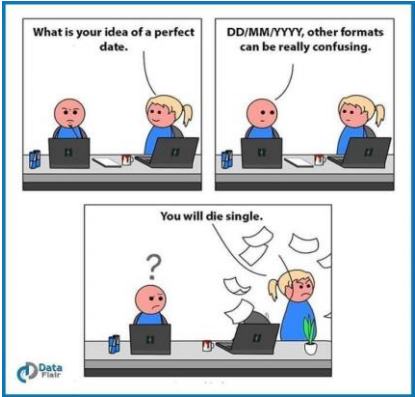
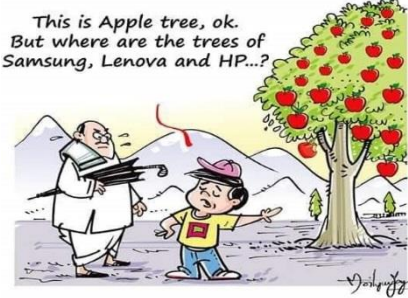
**Great line by Michael Bay**

**"Change can not be given to you every time,  
you must bring the change"**

**Who is Michael Bay?**

**He is a bus conductor.**

**Now read it again.**



Source - social media



\*\*\*\*\*

*Hope you enjoyed reading this*

*New-year issue of BEF Mgmt Digest !*

*Please, send comments for  
improvements to*

[vishwasdatye@gmail.com](mailto:vishwasdatye@gmail.com)

*Or*

*+91 9850035362*



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