Annexure
Chart 1: Creation Emerging out of creation point

Source: MCNT, S.J.SOUVENIR, 2001
SRI MAHA VISHNU

In the state of Divine experience – the seven hooded serpent represents planes of unconsciousness. Reclining on this serpent is the Purushothama the embodiment of infinite Divine Consciousness. The feminine form pressing his feet is the embodiment of Adi-shakti, the Primordial Energy. Emanating from the navel of the Purushothama is Brahma representing the fulfillment of the whim to know or will to become conscious. The ocean represents God’s Eternal Existence. This is the depiction given by the Realized ones.

Source: MCNT, S.J. SOUVENIR, 2001
Chart 3: Consciousness through Dasavatharas

![Chart 3: Consciousness through Dasavatharas](image)

Source: MCNT, S.J.SOUVENIR, 2001

Chart 4: Consciousness through Dasavatharas

Being the evolution of form of the embodied soul i.e. the Jeewe, the first soul manifested through creation point as the first Fish among aquatic creatures, as the first Tortoise among amphibians, as the first Boar among the earthly creatures and as Narasimha (man-lion) among animals.

This depiction is conceived by the authors of the puranas.

![Chart 4: Consciousness through Dasavatharas](image)

Source: MCNT, S.J.SOUVENIR, 2001
Chart 5: Consciousness through Dasavatharas

VAMANA – DATTATREYA – PARASURAM

Vamana, the first soul as a human being attained divine experience after passing through reincarnation and the process of realization and became capable of bestowing the same on others and held the responsibility of managing the affairs of the creation, as the first human Avatar; Dattatreya is the first hierarchical Sadguru; and Parasurama played the role of Avatar through the grace of a Sadguru.

Source: MCNT, S.J.SOUVENIR, 2001
Chart 6: Consciousness through Dasavatharas

SRI RAMA - SRI KRISHNA

God's manifestations in human form as Swayambhu, perfect Avatar or Purushothama. In the ancient tradition, Sanatana dharma Sri Rama is the first perfect Avatar. Sri Krishna is the second perfect Avatar.

Source: MCNT, S.J.SOUVENIR, 2001

Chart 7: Consciousness through Manifestation of Avatars

ZOROASTER - BUDDHA - JESUS CHRIST - MOHAMMED

Zoroaster is the first Avatar of Parsees in Iran with a special veneration.
Buddha is the Avatar in Saky clan.
Jesus Christ is the Avatar from Israel.
Mohammed is the Prophet from Arabia.
God is One. All the Avatars are One. Their divine essence is One.

Source: MCNT, S.J.SOUVENIR, 2001
Chart 8: Consciousness through Manifestation of Avatars

SHANKARACHARYA - RAMANUJACHARYA - MADHVACHARYA

The ancient Vedic Dharma gradually blossomed into Vedanta encompassing the teachings of the Upanishads. As the stream of conscious experience it leads unceasingly the human life to its ultimate goal. In order to mould Vedanta as a vehicle for gaining God's grace, it was systematized by Adi Shankara as Advaita (1st divine journey), by Sri Ramanujacharya as Visishtadvaita (2nd divine journey) and by Sri Madhvacharya as Dwaita (3rd divine journey).

Source: MCNT, S.J.SOUVENIR, 2001

Chart 9: Logo Of unity (Ekam-Sat)

Source: MCNT, S.J.SOUVENIR, 2001
Chart 10: The Ten States of God

Source: Meher baba, God Speaks, 2002
Chart 11: Evolution and Involution

EVOLUTION AND INVOLUTION

PARATPAR PARABRAHMA
PARAMATMA

(Unconscious) ATMA

PARAMATMA

SHIV-ATMA full consciousness matured
MAN-GOD
Merged in Paramatma

REALITY

7th PLANE

STONES and METALS

FIRST STAGE

VEGETATION

EIGHT PLANE

WORMS

6th PLANE

FISHES

5th PLANE

BIRDS

4th PLANE

ANIMALS

3rd PLANE

MAN

2nd PLANE

Consciousness complete
No higher forms

1st PLANE

JIV-ATMA

(fully conscious)

(SEVENTH STAGE)

REINCARNATIONS

(no more evolution of form)

ALL-ILLUSION

Just as the fully evolved consciousness of MAN in the seventh stage considers the stone-consciousness as the most crude; so also, the fully evolved consciousness of the MAN-GOD in the 7th plane considers the consciousness of human beings as the most immature consciousness. Such is the vast difference in the factor of consciousness.

Source: Meher baba, God speaks, 2002
Chart 12: Journey of the Soul

Source: Meher baba, God speaks, 2002
Chart 13: Real Awakening

REAL AWAKENING

REALM OF PERFECTION
- Atma fully and simultaneously conscious of Real and False = God-Man State, Man-God State = Perfection
- Atma fully conscious of Real and False = Living in, with and as God = Godhead

REALM OF REALITY
- Atma’s Divine Awake State = Atma fully and reality conscious = God Conscious Unitive State

REALM OF SPIRITUAL PHENOMENA
- Atma’s Divine Dream State = Atma Semi-Real Conscious = Soul experiencing Subtle and Mental Planes
- Atma’s unconscious Sound Sleep State = Atma fully Unconscious = Soul’s Original unconscious State
- Atma’s Ordinary Dream State = Atma Semi-False Conscious = Soul’s subconscious State

REALM OF ILLUSION
- Atma’s Ordinary Awake State = Atma fully False Conscious = Soul’s everyday gross consciousness

The so many deaths during the one whole life, from the beginning of evolution of consciousness to the end of involution of consciousness, are like so many dreams during one lifetime.

One who lives for himself is truly dead and one who dies for God is truly alive.

-Meher Baba

Source: Meher baba, God speaks, 2002
Chart 16

CREATOR AND CREATION

Expanding Horizons

GOD
NATURE
SOCIETY
MAN

Source: Satya Sai, Educare - 2000

Chart 17

YOU ARE NOT ONE BUT THREE

Man = Body + energy + mind

Source of: senses Subtle experiences Thoughts, Feelings

All three must mesh and function harmoniously to elevate man.

The basis for all his experiences is consciousness

Source: Satya Sai, Educare - 2000
Chart 18

OBLIGATIONS TO THE SELF

- All actions must be oriented towards pleasing the Inner Self
- Good food must be offered to the body and with reverence
- Good 'food' must be offered to all the senses
- No indulgence in sense-gratification

Source: Satya Sai, Educare, 2000

Chart 19

OBLIGATIONS TO THE FAMILY

- Obligations to Parents, Guests, Wife/Husband, Family
- Other Elders and Children

Source: Satya Sai, Educare, 2000
Chart 20

OBLIGATIONS TO THE SOCIETY

- Doing professional duty with devotion
- Help system to run smoothly
- Promote sustenance of Dharma
- Service to the physically poor
- Service to the mentally starved
- Service to those who have spiritual thirst.....
  ▶ Mandatory
  ▶ Choose one or more as convenient

Source: Satya Sai, Educare, 2000

Chart 21

ACTION AND BEHAVIOUR

Model A

Body dominates
Mind feeble
Animal Behaviour (Ravana)

Mind dominates
Body secondary
Demonic Behaviour (Hitler)

Source: Satya Sai, Educare, 2000
Chart 22

**ACTION AND BEHAVIOUR**

Model B

Correct Hierarchy

Atma

Mind
- Person is Balanced
- Exhibits Divine Qualities

Body

---

Source: Satya Sai, Educare, 2000

Chart 23

**THE IDEAL CHANNEL**

To the world

Words  Action

Emotions  Thoughts

---

Source: Satya Sai, Educare, 2000
Chart 24

SPIRITUAL EVOLUTION
Conscious that Individual Consciousness is same as Universal Consciousness. Prajnanam Brahma.

Conscious of Inner World also.

Conscious only of External World.

Source: Satya Sai, Educare, 2000

Chart 25

WHAT IS AWARENESS?
Total Understanding Is Awareness

Who is God?  Who am I?

Total Understanding

What is the purpose of life?  What is Creation?  Why does the universe exist?

Comprehend the purpose of life with jiva, eswara, jagat relationship and see UNITY in diversity

Everything is God

Source: Satya Sai, Educare, 2000
Chart 26

AWARENESS

SARVAM KHALVIDAM BRAHMA
EKAM SAT.

Seeing God

In Everything  Everywhere  All the Time

Source: Satya Sai, Educare, 2000

Chart 27

THE NEED

Life dictated by CONSCIOUS AWARENESS

- Helps to see God in all
- Helps to treat all alike
- Helps to rise above selfishness
- Helps to bring out latent Divinity

Source: Satya Sai, Educare, 2000
THE P-N CYCLE

In life, we receive many Gifts from God.
All this is Prasadam.

The endowments given must be processed
and offered back to God.
This is Naivedyam.

Source: Satya Sai, Educare, 2000

SOUL

HUMANS ACHIEVE WHEN THEIR SPIRITS BECOME ACTIVE

THE FORCE THAT EMERGES FROM THE SOUL IS DIVINE

THUS, IF THE SOUL IS THE SOURCE, THE DRIVING SPIRIT IS THE DIVINE FORCE

Source: Satya Sai, Educare, 2000
Human personality embraces both the soul which is the source, and the driving force emerging from it.

In our philosophy, this is reflected in the statement that creation is a synthesis of Consciousness and Divine energy or, of Siva and Shakti.

What is it that is to be understood?

God is everywhere and is in everything
God is in us and knows everything
God is without us and sees everything
God is beyond us and is everything
God alone IS
Chart 32

QUTUBIYAT CONSCIOUSNESS (Sahasra)

AVATARIC CONSCIOUSNESS

UNIVERSAL CONSCIOUSNESS (Bhuma) JIVA CONSCIOUSNESS (Bhru)

Source: Sri Meher Chaitanyaji, Meher consciousness, 2003
Summary of experience on seven fold veil

Gayatri: Om bhuh om bhuvah om swah om mahah om janah om tapah om satyam
Om tatsaviturvarenyam bhargo devasya dheemahi dhiyo yonah prachodayath

Table:

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<th>Rishi</th>
<th>Door of Sense</th>
<th>Philosophy of Bhuta</th>
<th>Nascent State</th>
<th>Center Of Chakra</th>
<th>Plane</th>
<th>Folds of the veil</th>
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<tr>
<td>1 Om Buhu</td>
<td>Viswantra</td>
<td>Right Ear</td>
<td>5 Space</td>
<td>Sound</td>
<td>Visuddha</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2 Om BhuVah</td>
<td>Jamadgni</td>
<td>Left Ear</td>
<td>4 Air</td>
<td>Touch</td>
<td>Anahata</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>3 Om Swah</td>
<td>Bharadwaja</td>
<td>Right Eye</td>
<td>7 Om Philosophy</td>
<td>Tanmatra Rahita</td>
<td>Sahasrara</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>4 Om Mahah</td>
<td>GOWTAMA</td>
<td>Left Eye</td>
<td>6 Sarva tathva</td>
<td>Sarva tanmatra</td>
<td>Ajna</td>
<td>5,6</td>
<td>6</td>
</tr>
<tr>
<td>5 Om Janah</td>
<td>Athri</td>
<td>Right Nostril</td>
<td>3 Tejas (Brightness)</td>
<td>Form</td>
<td>Manipuraka (Naval)</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>6 Om Tapah</td>
<td>Vasishtha</td>
<td>Left Nostril</td>
<td>2 Water</td>
<td>Rasamu</td>
<td>Swadhistana</td>
<td>1,2,3</td>
<td>2</td>
</tr>
<tr>
<td>7 Om Satam</td>
<td>Kashyapa</td>
<td>Mouth</td>
<td>1 Earth</td>
<td>Fragrance</td>
<td>Muladhara</td>
<td>1</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>1 LUST</th>
<th>2 ANGER</th>
<th>3 GREED</th>
<th>4 INFATUATION</th>
<th>5 PRIDE</th>
<th>6 JEALOUSY</th>
<th>7 EGO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>Red</td>
<td>Green</td>
<td>Yellow</td>
<td>Blue</td>
<td>Pink</td>
<td>White</td>
</tr>
</tbody>
</table>

Folds: 1, 2, 3 ➔ Plane of Pran (Energy) ➔ Alam-e-Malakut
Folds: 4, 5 ➔ Plane of Mind ➔ Alam-e-Jabboth
Folds: 6, 7 ➔ Plane of Vijñan ➔ Arshe-ala

Strong Convictions

1. Conviction by faith ➔ Ilmul-yakeen ➔ Gross vision ➔ Seeker
Gross mental state ➔ Place of mind

2. Intellectual conviction ➔ Yakinul-yakeen ➔ Subtle vision ➔ Till 5th
plane of consciousness ➔ Place of heart

3. Conviction by sight ➔ Einul-yakeen ➔ Vision of universal mind ➔ 5th
and 6th plane of experience ➔ Centre place of forehead
4. Conviction by actual experience → Hakul-yakeen → State of Brahmeebhuta → 7th plane of consciousness → Place of sahasrara

5. Conviction by being Jeevanmukta → Urful-yakeen → Upto 3rd divine journey → Qutubiyat consciousness → Place of Bhuma.

Chart 33

Source: Sadguru Sri Meher Chaitanya ji, 1976
Perfect Masters of the Universe: (As per Available Data)

Perfect Master - Tajuddin
Baba, Nagpur

Perfect Master -
Upasani Maharaj,
Sakori

Perfect Master - Sri
Meher Chaitanyaji
Maharaj, Mandapeta

Perfect Master - Narayana
Maharaj, Khedgaon

Perfect master -
Hazarath Babajan,
Pune

Source: Photos collected from various sources
1. Skamba – 5021 B.C. (Vedanta Literature)
2. Agni
3. Vayu
4. Angeerasa
5. Brahma
6. Manu (4900 B.C)
7. Vyas
8. Yagnavalkya
9. Uddhalaka
10. Sujatha
11. Kahoda
12. Ashtavakra
13. Janaka
14. Dattatreya (4200 B.C)
15. Parashurama
16. Sri Rama (4072 B.C)
17. Sri Krishna Dwapayana (3200 B.C)
18. Badharayana (2050 B.C)
19. Gowthama Buddha (1624 B.C)
20. Adi Sankara (Sankara Bhagavath Pada) (509 B.C)
21. Abhinava Sankara (788 A.D)
22. VasuGupta (9 A.D)
23. Sri Ramanuja (1017 A.D)
24. Nimbarka (1100 A.D)
25. Madhvacharya' (1199 A.D)
26. Vallabacharya (1401 A.D) Goutamabuddha
27. Sri Krishan Chaitanya Maha prabhu (1486 A.D)
28. Avatar Meher Baba (1894 A.D)
29. Shirdi Sai Baba
30. Narayan Maharaj
31. Hazrath Baba Jan
32. Tajuddin Baba
33. Upasani Maharaj
34. Swami Sivananda
35. Ramananda Yogindra
36. Maha Avatar Babaji
37. Lahari Mahasay
38. Yukteshwar Giri
39. Sri Meher Chaitanyaji
40. Gurunanak
41. Vashistar
42. Vishwamithra
43. Aanjaneya
44. Naradha
45. Yama
46. Durvasa
Other Masters of the Universe

1. Paramahamsa Yoganandha
2. Ramakrishna Paramahamsa
3. Sri Chandrasekharendra Saraswathi
4. Bhagavan Rajinish
5. Bhagavan Sathya Sai Baba
6. Jagathguru Jayendra Saraswathi
7. Jagathguru Sankara Vijayendra Saraswathi
8. Bhagavan Ramana Maharishi
9. Sri Aurobindo
10. Swami Ramatheertha

Source: Photos collected from various sources
NATIONALLY & INTERNATIONALLY REPUTED
PERSONALITIES

1. Mahatma Gandhi
2. Mother Teresa
3. Abdul Kalam
4. Sachin Tendulkar
5. J.R.D Tata
6. Indira Gandhi
7. Jayaprakash Narayanan
8. Sarvepalli Radhakrishnan
9. Rajagopalachari
10. Swami Vivekananda
11. Nelson Mandela
12. Abraham Lincoln
13. Dhirubhai Ambani
14. Narayana Moorthy
15. Azim Premji
16. A.V. Birla
17. Ratan Tata
18. Subhash Chandra Bose
19. Rajiv Gandhi
20. Bill Gates
Eminent National and International scholars on consciousness

Dr. Matthijs Cornelissen,
Dr. Anand Paranjpe,
Dr. Ramakrishna Rao,
Paramahamsa Yoganandhas Swamiji,
Sri Kanaka Raju,
Swami Sivanandhamoorthy,
Prof. Jayasankaran,
Sri Ramabhadra Raju,
Sri Narasimha Rao,
Eminent Scholars on Consciousness

1. Dr. Matthijs cornelissen
2. Dr. Bahman shirazi
3. Dr. Ray kherkhove
4. Dr. R.M Varma
5. Dr. Thimmappa
6. Dr.Jayasankaran
7. Dr.Stanley krippner
8. Dr.Ramakrishna Rao
9. Dr.Cvk Maitreya
10. Shri PV Raghava raju
11. Dr.Carlos warter
12. Dr.Sumita Roy
13. Dr.Sivarama Krishna
14. Shri.DVS Murthy
15. Shri.Meher Pradeep
16. Shri.Narasimha Rao
17. Shri.KV Surya Narayana
18. Dr.Saraswathi raju
19. Shri.Ramabhadra raju
20. Shri.M K Tiwari
22. Dr.Mathews
23. Dr.Ajit kumar Behura
24. Dr.Stuart Sovatsky
25. Dr.Beloo Mehera
26. Swami Suddhananda
27. Dr.Sangeeta Menon
28. Dr.Srinivasan
29. Dr.Anand paranjpe
30. Swami Sivananda murthy
31. Dr.PV Ramanathan
32. Shri I.S.P. Sarma
33. Shri.l. Rama Rao
34. Shri.Ganga raju
35. Shri. Meheraanan
36. Smt. Jyoti
37. Shri. Prasad Swamy
38. Shri. Manivannan
39. Shri. Govindan
40. Dr. Saraswathy
41. Smt. Jalaja
42. Smt. Padmasri
43. Sri. Ranga raju
44. Sri. Rama raju
45. Smt. Syamala.
46. Shri. Mohana Krishna
QUOTATIONS FROM SOME IMPORTANT PERSONALITIES WHO WORKED ON CONSCIOUSNESS

The infinite unconsciousness tries to unite with infinite consciousness and that process results in the manifestation of the facets of consciousness. God cannot be explained, he cannot be argued about. He cannot be theorized, nor can he be discussed and understood. God can only be lived. (Meher Baba)

To be infinitely conscious, you must consciously lose consciousness of yourself. (Meher Baba)

Love is just another name of the universal consciousness, The nameless existence. (Swami Suddhananda)

Scientific truths concerning the physical body and its life in the gross world can become mediums for the soul to know itself. (Meher Baba)

Just as true art expresses spirituality, science when properly handled can be the expression and fulfillment of the spirit (Meher Baba)

It is of utmost importance to comprehend consciousness before one can enter into its experience to gain awareness of consciousness. Mind is the treasure house of learning but heart is the treasure house of spiritual wisdom. (Meher Baba)

The energy, which is expended in mere thinking, writing or talking, is like the steam, which escapes through the whistle of the railway engine. The whistle makes a noise, and is even interesting, but it cannot drive the engine. No amount of whistling can move the engine forward. The steam has to be harnessed and used intelligently in order that it may actually take the engine to its destination. That is why the sages have always insisted on practice rather than theory. This applies particularly to those who want to know and realise God. (Meher Baba)
The experiences are so innumerable and varied, that the journey appears to be interminable and the destination is ever out of sight. But the wonder of it is, when at last you reach your destination you find you have never traveled at all. It was a journey from here to here. As one Sufi expressed it when I plucked the date (fruit of realisation) I found the fruit was within me. (Bahman Shirazi)

The mind is the great slayer of the real (Madame Blavatsky)

Inaction can be seen in action, and action in inaction. Since both inaction (nivritthi) and action (pravritthi) presuppose an agent. Infact all our experience of such things as action and agent is possible only in a state of Avidya, only when we have not attained the real (vastu)- Adi Sankara

Consciousness is a word, which is widely used and mostly misunderstood (Prof. Jayasankaran)

Meditation will help us to reach the ultimate reality. (Sathguru)

Physics explores levels of matter. Mystics explore levels of mind. What they have in common is that both levels lie beyond ordinary sense perception. A new science that will replace the current materialist science, a science within consciousness is coming to the forth. (Sarma ISP)

Intelligence is much more flexible than the mask of matter that hides it.

In India the flow of intelligence is called Prajna, which can be increased or decreased at will.

We are in truth, the truth we seek.

All is energy as per science, all is god as per religion.
The void inside every atom is pulsating with unseen intelligence.
Geneticists locate this intelligence as primarily as DNA.
Quantum physics tells the sub and us that every atom is more than 99.99% empty spaced—atomic particles moving at the speed of light through this space are bundles of vibrating energy. They carry information.
Every cell in the body represents a spiritual power. *(Ramanathan, P.V.N - nuclear physicist)*

As marvelous as this wealth of diverse intelligence is, at its bottom there is one single intelligence shared by the whole body. The flow of this intelligence keeps you alive.

As is the microcosm so is the macrocosm
As is the atom so is the universe
As is the human body so is the cosmic body
As is the mind so is the cosmic mind. *(Ramanathan PV)*

You see yourself in the world
I see the world in myself. *(Sathguru)*

What we require is not professions and programmes, but the power of spirit in the hearts of men.
Consciousness is the foundation the source and the all-pervasive upholder of the universe.
Consciousness is unitary, essentially one, even if, for the play, it may manifest as the many.
Individual self in its very essence is one with the cosmic self. *(Dr. Matthijs Cornelissen)*
Cosmic consciousness, a concept that has been variously described as being akin to the trans personal level of Ken Wilber, the super mind of Sri Aurobindo, the Turiya of Upanishads, the god intoxication of Ramakrishna, the mother consciousness of Mata Amritanand mayi, the Buddhahood of Buddhists. *(Dr. Sumita Roy)*

Infinite consciousness, which is both everything and beyond everything is perfect master and the avatar. *(Dr. Behura)*

If understood life is simply a jest
If misunderstood life becomes a pest
Once overcome life is ever at rest
For pilgrims of the path life is a test
When relinquishes through love life is at its best (Meher Baba)
When the EGG project started, New Years was one of the first obvious events to look at, but we were new at the business, and it took some time to develop a really good set of standard predictions and suitable analysis procedures. We now have six samples of what happens at New Years, and I decided to see what it might look like to put these all together in a comprehensive picture. To do this, I applied the same analyses to all six years. For the first two years' data this is "post facto", so some caveats are therefore appropriate, but I think the procedures represent a reasonable prediction, and applying them consistently to all the data is a useful thing to do. In any case, the results are worth a look. The combined probability against chance for the prediction of a consistent positive deviation of scores during the 10 minutes around midnight is $p = 0.053$. This is the more impressive because two of the four years had strong negative trends, backward relative to the expectation of a positive deviation. For the prediction of a drop in the variance among the eggs around midnight, the
bottom line is stronger, with a value of $p = 0.0067$. Again this is despite the fact that a couple of the years didn't show the predicted pattern. A look at the graphs of the data gives a vivid impression that there really are patterns correlated with what's happening in the human world. http://noosphere.princeton.edu/newyear.html

Effect of Meditation on Improved Performance – The Maharishi way:

Maharishi Mahesh yogi is propagating transcendental meditation. Maharishi University in Fairfield has done some scientific research in this field. According to their findings:

1. The body gains a unique state of deep relaxation that dissolves accumulated stress and fatigue and at the same time, brain functioning becomes more orderly. As a result, the body becomes healthier and more integrated leading to greater success in dynamic activity.

2. It enhances more comprehensive focused, creative and intelligent thinking.

3. It improves general health and prevent disease.

4. It leads to broad and comprehensive vision with the ability to compute spontaneously.

5. It influences coherence and harmony in the collective consciousness of society.

The process of meditation, which Meher Baba recommends, is not a mechanical process of forcing the mind upon some idea or an object. He says “The mind can be controlled and directed in meditation only according to the laws inherent in the makeup of the mind itself”. The subject matter of meditation must therefore always be carefully chosen and it must be spiritually important. Intelligent meditation is a natural process of the mind, which avoid monotonous rigidity, and regularity of mechanical mediation. It therefore becomes not only spontaneous and inspiring but easy and successful. He proposed a meditation known as "Divine Theme". (God Speaks, 2001)
A management expert influenced by Consciousness

1. Born in Paris on July 29, 1904, Jehangir Ratanji Dadabhoy Tata was the second child of Ratanji Dadabhoy Tata and his French wife Sooni.

2. Established in 1859, the Tata Group was already India's biggest business conglomerate when Tata became its fourth chairman in 1938. He was then just 34 years old.

3. In 1938, at the age of thirty-four, he became the chairman of the largest industrial group in India, which he led with distinction for fifty-two years. Under his leadership, the Tata assets climbed from Rs 62 crore (Rs 620 million) in 1939 to over Rs 10,000 crore (Rs 100 billion) in 1990.

4. A Century of Trust - In 1939 the group included fourteen companies with sales of Rs 280 crore (Rs 2.80 billion); in 1993, the year of his death, sales were Rs 15,000 crore (Rs 150 billion) contributed by over fifty large manufacturing companies, besides innumerable holding, investment, subsidiaries and associate concerns, making it India's biggest business group.

5. Diversification - During the last half of the twentieth century Tata entered several new businesses, many of them unconventional, and produced a vast range of products - from airlines to hotels, trucks to locomotives, soda ash and other heavy chemicals to pharmaceuticals and financial services, tea and air conditioning to lipsticks and cologne.

6. The group seemed to make everything and do everything. One of Tata's earliest achievements was to cajole ten rival cement companies to merge and form the Associated Cement Companies, run by the Tatas.

7. JRD strengthened existing businesses such as steel, power and hotels. At the same time, the group lost interest in some of its older core businesses.

8. As an industrialist, JRD Tata is credited with placing the Tata Group on the international map. As an aviator and pioneer flier, he brought commercial aviation to India.
9. As a patron of the arts, India’s artists, sculptors and performing artists, revered him; under JRD’s tutelage, the Tatas became the biggest buyers, promoters and supporters of the art world in India.

10. And as a philanthropist, he was respected for keeping alive and building up the tremendously active Tata charitable trusts.

11. **Against all odds** - His achievements have to be seen through the lens of India’s economic and political history. Under British colonial rule until 1947, India was straitjacketed by a foreign exchange crunch for almost forty years after independence, which gravely limited industrial entrepreneurship.

12. From 1964 to 1991 severe government controls on big business further curbed the growth of the Tata Group.

13. Analysing his own performance, JRD Tata insisted that his only real contribution to the group’s smorgasbord of companies was Air-India. For the rest, he generously gave credit to his executives.

14. Any chronicle of the Tata Group’s growth therefore has to take the contribution of these larger than life men into account. JRD’s story is, in many ways, as much theirs as his own. Yet, it would be a mistake to under-assess JRD’s role. As one of the senior Tata executives, Darbari Seth, once said, ‘Mr. Tata was able to harness a team of individualistic executives, capitalizing upon their strengths, downplaying their differences and deficiencies; all by the sheer weight of his leadership.’

15. **The leader and the motivator** - Leadership, according to JRD meant motivating others. ‘As chairman, my main responsibility is to inspire respect.

16. Sometimes referred to as the ‘chairmen’s chairman,’ JRD adopted a management by consensus style: ‘When a number of persons are involved I am definitely a consensus man,’ he once said, adding: ‘but that does not mean that I do not disagree or that I do not express my views. Basically it is a question of having to deal with individual men heading different enterprises. You have to adapt yourself to their ways and deal accordingly and draw out the best in each man. If I have any merit it is getting on with individuals according to their ways and characteristics. In fifty years I have dealt with a hundred top directors and I have got on with all of them. At times it involves suppressing
yourself. It is painful but necessary. To be a leader you have got to lead human beings with affection.'

17. The supportive climate he built developed entrepreneurs such as Sir Homi Mody, Sir Ardeshir Dalal, Sir Jehangir Ghandy, Russi Mody, Sumant Moolgaokar and Darbari Seth, and others who created billions in wealth for the group and the country.

18. It was an environment where scientists of international repute such as Homi Bhabha, leading lawyers such as J D Choksi and Nani Palkhivala, and economists such as John Matthai, A D Shroff, D R Pendse and Freddie Mehta could flourish.

19. Eventually he formed the Tata Administrative Service and the Tata Management Training Centre at Pune. This commitment to professionalism served the group well. In 1971, for example, when the coal industry was nationalized, Mohan Kumaramangalam, the then industry minister, left Tata Steel's coal mines untouched on the ground that these efficiently run mines would provide a model for the nationalized mines.

20. **Professionalism** - JRD's respect for his managers bound the group. 'I am a firm believer that the disintegration of the Tata Group is impossible,' he once declared.

21. Most business groups have disintegrated or drifted apart because of family ownership and management, with rival family members wanting to go their own way. In contrast, the Tata Group companies are run by professionals who firmly believe in the trusteeship concept laid down by J N Tata as also by Mahatma Gandhi.

22. A university dropout, JRD. Tata willingly financed bright young boys who wanted to go abroad for further education.

23. He was also a vital bridge between the scientific establishment and the government through his founding of the Tata Institute of Fundamental Research, and as the longest serving member of the Atomic Energy Commission.

24. **Quality first** - According to JRD, quality had to match innovation. He intensely disliked the laid-back Indian attitude, and much of his fabled short temper was triggered by the carelessness of others. He stressed: 'If you want excellence, you must aim at perfection. I know that aiming at
perfection has its drawbacks. It makes you go into detail that you can avoid. It takes a lot of energy out of you but that's the only way you finally actually achieve excellence. So in that sense, being finicky is essential. A company, which uses the name Tata, shares a tradition. The symbol 'T' has to be a symbol of quality.'

25. The achievements of the Tata Group would not have been possible without the support of its workforce. Before JRD took over, the labour situation at key Tata plants was frequently tense despite the fact that management had poured millions into subsidised housing for workers, offered free medical and hospital treatment, as well as free education and was miles ahead of government legislation in terms of labour practices.

26. For example, Tata Steel pioneered the eight-hour day in 1912, long before the principle had been accepted in the United States or Europe (Britain introduced the twelve-hour day in 1911).

27. Tata Steel introduced leave with pay in 1920, and in India law established this in 1945. Tata Steel set up a provident fund in 1920, which was not legalised until 1952.

28. A benign boss - According to Tata, the crux of any successful labour policy lay in making workers feel wanted. Tata Steel became one of the earliest companies in India to have a dedicated human resources department. Expressing surprise that the company had functioned for so long without one, Tata commented: 'If our operations required the employment of, say, 30,000 machine tools, we would undoubtedly have a special staff or department to look after them, to keep them in repair, replace them when necessary, maintain their efficiency, protect them from damage, etc.

29. But when employing 30,000 human beings each with a mind and soul of his own, we seem to have assumed that they would look after themselves and that there was no need for a separate organisation to deal with the human problems involved.' Because of a lack of technical knowledge, my main contribution in management was to encourage others.' He elaborated on how he dealt with each man in his own way and brought out the best in people. 'At times, it involved suppressing
yourself. It is painful but necessary... To lead men, you have to lead them with affection.'

30. JRD was India’s most well known industrialist, widely respected for his enormous contribution to the development of Indian industry and aviation in particular.

31. Tata headed India’s largest industrial conglomerate with uncommon success. But this was only one aspect of his life. He was also a man of great sensitivity and was pained by the poverty he saw around him and sought vigorously to alleviate it.

32. He also was a philanthropist who wanted India to be a happy country and did all he could to make it so; a patron of the sciences and the arts; and a man with a passion for literature, fast cars, skiing, and flying.

33. His contribution to the growth of the Indian industry earned him the title of “Grandfather of Indian Industry”. For his contribution, Mr. Tata was awarded the country’s highest civilian honour, the Bharat Ratna,

34. He quoted once, ‘Not excellence. Perfection. You aim for perfection, you will attain excellence.'
Genetically modified trees are on their way

In September 1994, a group of scientists from around the world announced that they had developed genetically modified trees. This is a significant breakthrough in the field of genetic engineering. The scientists from the University of California, Berkeley, have successfully engineered a species of poplar tree, known as Populus trichocarpa, to produce a protein that can help prevent the spread of a disease that affects many trees, including poplars.

The modified trees have been designed to produce a protein that is toxic to the pathogen that causes the disease, known as Populus canadensis. The protein is called PopCano, and it is expressed in the leaves of the tree. The scientists have shown that the modified trees can reduce the disease by up to 90%.

The modified trees are not only beneficial for the environment but also economically viable. The modified trees can be used to produce a new kind of biomass fuel, which can be used as a substitute for fossil fuels. This could have a significant impact on reducing our reliance on fossil fuels and combating climate change.

However, the use of genetically modified trees is not without controversy. Many people are concerned about the potential impact of genetically modified trees on the environment and on human health. There are also concerns about the potential for genetically modified trees to spread to non-modified trees, which could have negative consequences.

For these reasons, it is important to continue to research and develop genetically modified trees. The potential benefits are significant, but we must also be mindful of the potential risks and ensure that we are taking all necessary precautions.

Now, B schools teach lessons in ethical values

Stress Is On Remaining True To One’s Convictions Amid Conflicts At Work

Washington, October 15

WHILE MANY business schools are trying to instill religious beliefs into their students, some are offering courses to help students develop their ethical values.

At the Instituto de Empresa business school in Madrid, students are required to take a course called "ethics and values," which focuses on the importance of ethical decision-making. The course is taught by a professor who has a background in business ethics.

In the course, students are encouraged to think about their personal beliefs and values, and how these impact their decision-making. They are also taught about the importance of integrity, trust, and respect in the workplace.

"Ethics and values are crucial in business," said Professor Rodriguez. "Business is about people, and it's important to remember that. If you don't have ethics, you won't be able to succeed in the long run."

 meanwhile, at the Columbia Business School, students are learning about the importance of ethical decision-making through a course called "business ethics and sustainability." The course focuses on the importance of ethical decision-making in the context of environmental and social responsibility.

"We want our students to understand that making ethical decisions is not only the right thing to do, but it can also be good for business," said Professor Green. "Companies that prioritize ethics and sustainability tend to perform better financially, and they are also more likely to be viewed positively by the public and their stakeholders."

Both schools believe that teaching ethical values is crucial for the future of business. "Ethics is about making the right choice, not just the easy choice," said Professor Rodriguez. "We want our students to be equipped to make tough decisions that are in line with their values, and that will benefit not just themselves, but also their companies and the communities they serve."
In search of 'God particle'

By David Adam

LONDON, Aug 21. They call it the God particle, a mysterious subatomic fragment that permeates the entire universe and explains how everything is the way it is. Nobody has ever seen it. Nobody saw it happen. The particle exists. Some say it doesn’t exist but, in the ultimate form of faith, physicists across the world are preparing to build one of the most ambitious and expensive science experiments ever to try and find it.

At a summit meeting in Beijing yesterday, experts from countries including Britain, Japan, America and Germany announced they had agreed on a blueprint for the new experiment — a gigantic atom smashing machine called the International Linear Collider. Now, they must convince their respective Governments to meet the anticipated £3 billion price tag.

Buried underground away from vibrations on the surface, the collider would accelerate particles from opposite ends of a 32-km tunnel at near-light speeds and smash them into each other head-on. One stream of particles would be electrons, the other would be positrons, their antismatter partners.

The scientists hope the resulting cataclysmic explosion of heat, light and radiation will re-create the conditions found in the first few billionths of a second after the Big Bang.

And when that happens, they hope the God particle, otherwise known as the Higgs boson, will show itself. If it gets built, the new machine could open the door to a shadowy new domain of physics.

"The International Linear Collider will take our science into completely new areas," said Brian Foster at Oxford University. "It will hopefully reveal new and exciting physics, addressing the 21st century agenda of compelling questions about dark matter and dark energy.

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Learn to live in consciousness

M.N. Kundu

ONCE LORD Buddha was asked, "Are you a God-man?" He replied, "No, "Are you a god?" Again he replied, "No." "Are you an ordinary mortal?" He replied again in the negative, "What are you?" In reply the Buddha exclaimed, "I am the mirror of consciousness, reflecting the entire action, reaction, interaction, influencing and feeling flowing in the mind, the primary observer, the eternal consciousness, beyond the apparent universal flux."

Consciousness is the essence of being and our true nature. It is the manifestation of existence. It is the apparent reality of changes, it is the ultimate existence, and the joy of oneness of the being with manifold manifestations.

This inner voice advises us to develop non-attachment to our ego-bound existence and to live in a no-self-like state of being. Our identification with occurrences in life produces emotional outcomes or pleasure or pain; whereas the true self is beyond the duality of mind and matter, of individuality and self-consciousness. The self is the unblemished illusory self. That is the divine self.

We may practice the non-attachment in our own life as well and live in the world without being worldly. It will enable us to purify ourselves and also to take right decisions with impartial consideration and without egoistic tampering. Sri Ramakrishna advised us to live like a maidservant who does the work and look after the children of the master but deep down the heart is conscious of her real identity.

Our ancient spirituality teaches us to know our true self, distinguish between the self and the non-self and to live perpetually in eternal self.