

#EVENT

## The Art of Management

One of India's leading management and leadership thinkers and speakers as well as one of the longest serving CEOs, Shiv Shivakumar delivered an inspirational talk on 'The Art of Management' for the women entrepreneurs of Pink City at a session of FICCI FLO Jaipur.



Shiv Shivakumar in conversation with Mudrika Dhoka.



Tusharika Singh, Freelance writer and city blogger.

efforts there is no guarantee that people from your team will rise to the challenges. It is important to give up on such people. As leaders one should not try to be popular but rather fair and right.

**Managing Your Business**

Managing your business is all about trends. Trends impact us at three levels - individual, family and society. If a trend impacts all 3, it is surely going to make it big. Consumer experience should be at the core of any business.

**Managing Your Time**

'Time is one element all of us have the same quantity of - some make the hour work for them and some waste the hour. Look at time as active time and dead time. Make as much use of dead time as possible so that you can give yourself the power of concentration in active time. For instance while sitting in the car or waiting at the airport, make your calls or catch up on your reading. Prepare and plan for the activities of the next day. Delegate work. Always ready to serve and help. Her moving on to another life is an irreparable loss, especially to me. We shall now miss definitive answers to our queries.'

**Hire to Retire** doesn't exist today

The company is no longer a continuing entity in the way we have known it to be. The average life of a company has dropped from about sixty years in the 1960s to about twenty years today or even less. The average employee tenure in a company is less than four years.

**Feedback is the breakfast of champions**

Seek and gather as much feedback as you can from people about yourself. The trick to constructively learn from feedback is to ask the person to cite examples that made them think like that. It is worth noting that 'The Art of Management' is Shiv Shivakumar's third book. In the book, through a series of highly insightful and in-depth interviews with twenty one top leaders across the spectrum, Shiv shares the three elements essential to the discipline of management and shows that how these elements are your own responsibility today, unlike in the past.



Dharmendra Kanwar

One of the most difficult things to do is write an obituary of a very dear friend, advisor, mentor; somebody who was more like an elder sister - always there to help and guide, and the go-to person for all queries related to Indian history, archaeology and sometimes even personal issues. My dearest friend, philosopher and guide Dr Chandramani Singh passed away on May 15, 2022, at Prakrit Bharti in Malviya Nagar, where she had been living for the past few years, surrounded by books and in an atmosphere that she loved.

Her passing away distressed many people who were close to her. Srivatsa Goswami was one of them - "It is said that Jaipur competes with Kashi in the tradition of scholarship and learning. It happens so because of the presence of scholars in both places. Jaipur has its own galaxy of the Vidvat Mandali. In our times, Dr Chandramani Singh was one of the brightest stars of the galaxy. She had a deep knowledge of history, culture and art not just confined to Jaipur, but our understanding of Jaipur specifically owes a lot to her. The height of her wisdom and scholarship was the measure of her depth of humility and compassion. Always ready to serve and help. Her moving on to another life is an irreparable loss, especially to me. We shall now miss definitive answers to our queries."

**Formidable Reputation**

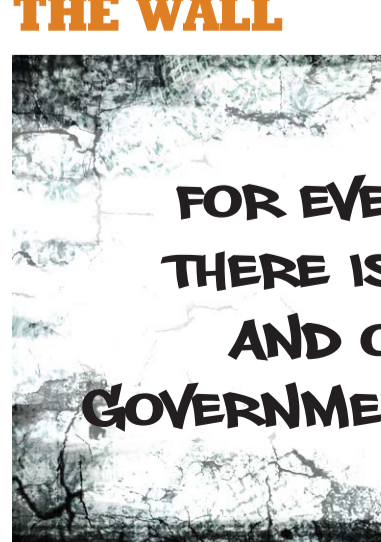
We have lost not just a very knowledgeable person but somebody who stood out for her immense knowledge, modesty, humility, kindness and simplicity. She was quite modest, as a matter-of-fact about her efforts there is no guarantee that people from your team will rise to the challenges. It is important to give up on such people. As leaders one should not try to be popular but rather fair and right.

**Hire to Retire** doesn't exist today

The company is no longer a continuing entity in the way we have known it to be. The average life of a company has dropped from about sixty years in the 1960s to about twenty years today or even less. The average employee tenure in a company is less than four years.

**Feedback is the breakfast of champions**

Seek and gather as much feedback as you can from people about yourself. The trick to constructively learn from feedback is to ask the person to cite examples that made them think like that. It is worth noting that 'The Art of Management' is Shiv Shivakumar's third book. In the book, through a series of highly insightful and in-depth interviews with twenty one top leaders across the spectrum, Shiv shares the three elements essential to the discipline of management and shows that how these elements are your own responsibility today, unlike in the past.



Dr C with Rajmata Gayatri Devi.

#OBITUARY

It was in 1973 that she shifted to Jaipur; it became her second home and also her place of work or karmbhoomi as she often said. How she moved to Jaipur is also an interesting story. Rajmata Gayatri Devi of Jaipur was keen to get some experts for the museum at City Palace and was looking for eligible candidates. She approached Dr Shivaram Murthy, the founder and Director-General of the National Museum, and requested him to suggest some names. Without any hesitation he recommended Dr Chandramani Singh and the rest is history.

## Dr Chandramani Singh

# Expert at all things old & new

formidable reputation - as art historian expert not many were even aware of her standing and achievements.

Eminent art historian Padma Bhusan Dr BN Goswami has very fond memories of his association with her, "Chandramaniji carried a name as beautiful as she was as a person. From the time long ago when I had the occasion to see her, as an examiner for her doctorate work, I had developed great respect for her and her abilities. The contact between us in the years that followed was in general a bit sporadic, but it was always warm and on her part, most generous. The work she did in her career with tireless energy and imagination will stand out always for its honesty and its innovativeness. But it is not only her work which will be missed - now that she is no longer with us - but also her humanity and her easy, cheerful laugh which rings in my ears as I write these few lines."

Padma Shri Dr Saryu Doshi also expressed some similar sentiments: "I remember Chandramani as an outgoing person with a cheerful temperament. A serious scholar, she was highly respected for her insightful contributions in the field of art history."

"I first met her, though very briefly,



On a trip to Sambhar for an INTACH survey

In 1960 when late Rajmata Gayatri Devi gave me a task that required getting information from the City Palace archives. She told me to meet Dr Chandramaniji for guidance. That was the beginning of our association and that first meeting led to many more though not on a regular basis. It was only in 1987 when I joined INTACH that I requested her to be a member of Jaipur Chapter's advisory committee, which further cemented our friendship that lasted all of 40+ years.

**Interesting Associations**

It was in 1973 that she shifted to Jaipur; it became her second home and also her place of work or karmbhoomi as she often said. How she moved to Jaipur is also an interesting story. Rajmata Gayatri Devi of Jaipur was keen to get some experts for the museum at City Palace and was looking for eligible candidates. She approached Dr Shivaram Murthy the founder and Director-General of the National Museum, and requested him to suggest some names. Without any hesitation he recommended Dr Chandramani Singh and the rest is history.

Though she had moved to Jaipur from her beloved Banaras she always took pride in the fact that she was a true-Banarasi at heart. She was born on April 5, 1940, near the Dashashwamedh

Ghat and spent her early years there; her initial schooling also happened there. Later she joined Banaras Hindu University and specialised in fine art and sculpture.

A little-known fact is that she got married at the young age of 18 but the marriage was short-lived as her husband passed away within one year. The 50's were not an easy time for girls who wanted to be independent - there was no concept of girls taking up careers and here she was at the young age of 19 at life's crossroads wondering what the future held in store for her. Working towards taking up a job wasn't something she even thought of, but life had something else in store for her as she was lucky to get the mentorship of her Principal Pt. Omkar Nath Thakur, who guided her and told her to focus on her studies.

She went on to complete her Masters Degree in Indian Art and Architecture and Senior Diploma in Sculpture from the BHU in 1962. She was awarded a Ph.D. at the same University in 1970 for a thesis titled 'A Study in Pahari Painting'. She also did courses in Medieval Art of India, Rajput Painting and European Decorative Art from the University of Michigan, Ann Arbor, U.S.A., in 1967-68. She worked in the Bharat Kala Bhavan, in Banaras as the Assistant Editor, Publications, Assistant Curator,



Dr C studying a painting.



In my office with Dr C and Dr Saryu Doshi.

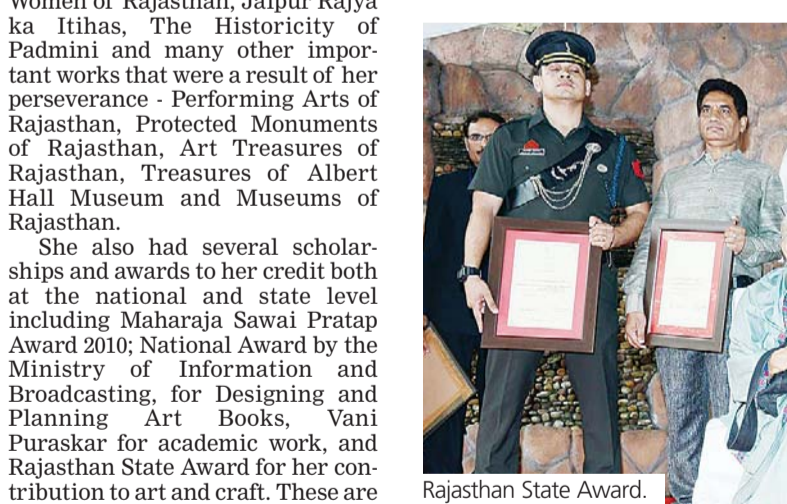
Lecturer in Musicology and from 1964 to 1973 under the stewardship of Padma Vibhushan Raj Krishna Das.

When she moved to Jaipur in 1973, her first ten years were devoted to the M.S. Man Singh II Museum, City Palace, where she held the post of a Registrar till 1983. In 1983 she moved to Jaigarh and worked there as the Director, Jaigarh Fort, till 1989 and was involved in the restoration of the fort which had fallen into decrepitude - she gave shape to the upcoming museum and was a very important member of the initial team.

**Exceptional Credits**

After almost twenty years with the Jaipur Royal Family, she joined the Jawahar Kala Kendra, as the Director of Documentation from 1990 to 2002. By now, she had emerged as a leading art historian with a formidable list of publications to her credit that included Centres of Pahari Painting, Japanese Prints: Traditions in Costumes, Textiles and Jewellery from the Maharaja Sawai Man Singh II Museum, Court Costumes of India, Historical Documents from the Kapaddwara, Maps and Plans from the Kapaddwara, Women of Rajasthan, Jaipur Rajyaka Itihaas. The Historicity of Padmini and many other important works that were a result of her perseverance - Performing Arts of Rajasthan, Protected Monuments of Rajasthan, Art Treasures of Rajasthan, Treasures of Albert Hall Museum and Museums of Rajasthan.

She also had several scholarships and awards to her credit both at the national and state level including Maharaja Sawai Pratap Award 2010; National Award by the Ministry of Information and Broadcasting, for Designing and Planning Art Books, Vani Puraskar for academic work, and Rajasthan State Award for her contribution to art and craft. These are



Rajasthan State Award.

World Dracula Day



Of all of the monsters known to man, which one could possibly be considered more iconic than Count Dracula? The quintessential vampire, Count Dracula has inspired tens of films and stories the world over, not to mention the virtual immortality of the character during as a beloved Halloween character. No, you don't have to wait for Halloween to actually celebrate this demonic character now that there is a day dedicated to him.



Govenddevji temple during an INTACH workshop with Shrivatsaji Goswami.

We have lost not just a very knowledgeable person but somebody who stood out for her immense knowledge, modesty, humility, kindness and simplicity. She was quite modest, as a matter-of-fact about her formidable reputation - as art historian expert not many were even aware of her standing and achievements.

put me in touch with some wonderful people who went on to become good friends. It was thanks to her that all the staff that we interacted with at Albert Hall Museum, almost on a daily basis, became like an extended family because of some projects that she was kind enough to involve me in.

Mrs Nivedita Mehru, ex-Addl.DG JKK was also an important member of our adda and we would sit in her office and have very interesting chat sessions some work-related and some quite trivial but great fun. She recalls, "Her presence was a delight and her conversations were very enriching. I remember her carefree laughter and her cheerful demeanour. She had such a childlike quality about her that was very appealing."

She happily shared her vast knowledge and I was one among the countless people who learned so much from her. She went out of her way to help deserving people and made sure that they were given their due credit. As members of a few advisory committees, we often travelled across Rajasthan together and the kind of respect that she got from people was unbelievable. Never demanding, never fussy, she was very accommodating and more than willing to adjust if the facilities weren't up to the mark.

She hardly ever spoke of her personal life and was always there for the children of her three younger brothers. She was instrumental in making sure that her nieces received the best education possible and two of them even moved to Jaipur to attend college here. One of them, Sujata, was here with her during her last months and took care of her who said, "She was there

for all of us and really took good care of us and guided us throughout our lives. There can never be anyone like her ever again."

In all these years, the only time I saw her disturbed and emotional was when she lost her youngest brother to whom she was very close. She had made up her mind to move back to Banaras but it was after this tragic loss that she decided to come back to Jaipur. She shifted to Prakrit Bharti; she had great regard and respect for Mr DR Mehta and was happily working on projects initiated by him. Over the last couple of years, she was focused totally on her writing and on the completion of her projects.

**Heartbreaking Farewell**

It was almost a year that she started feeling unwell and it was with great difficulty that she was persuaded to consult a doctor. She was worried that the doctor may suggest surgery, she said, "Humko surgery nahin karwani, hum nahin chahte ki agar kuchh sadbad ho gayi to hum bistar pakad len."

She had a premonition that surgery would incapacitate her and she wanted to avoid that at all costs. Sadly, that is exactly what did happen - she had to have surgery while she was in Chennai, and from there on her health deteriorated until she was totally bedridden, the last 3-4 months were really bad and it was heartbreaking to see her in that condition.

She left us on May 15 this year, and while the world lost an internationally acclaimed art historian, I lost an elder sister who was always there for me and hand-held me through many difficult situations - whenever I had doubts about taking up a project due to not knowing enough about the subject, she would say, "Aap to ye project le lijiye, apko koi pareeshani nahin hogi, hum apko bata denge..."

Saying farewell isn't something I ever imagined I would have to do, and so soon, Chandramaniji, I will miss your reassuring presence, your support, and your innocent laughter just as much as I will miss our coffee sessions while we discussed interesting, little-known stories of your celebrity friends. It's hard to accept the fact that none of this will happen now. Goodbye! I will miss you!

|| || ||  
writetoorbit@rashtradoot.com

#BIODIVERSITY

## Coral Treatment



Indo-Pacific bottlenose dolphins appear to line up to treat skin conditions by rubbing against corals, researchers report.

In the journal *Science*, researchers show that corals have medicinal properties, suggesting that the dolphins are using the marine invertebrates to medicate skin conditions.

Thirteen years ago, co-lead author Angela Ziltener, a wildlife biologist at the University of Zurich, first observed dolphins rubbing against coral in the Northern Red Sea, off the coast of Egypt. She and her team noticed that the dolphins were selective about which corals they rubbed against, and they wanted to understand why.

"I hadn't seen this coral rubbing behaviour described before, and it was clear that the dolphins knew exactly which coral they wanted to use," says Ziltener. "I thought, 'There must be a reason'."

Most dolphin research takes place from the surface of the water, but because Ziltener is a



diver, she was able to study the dolphins up close. It took some time to earn the trust of the pod, which she was able to do in part because these dolphins weren't phased by the large bubbles released by the diving tanks and habituated towards divers. "Some dolphins, like spinner dolphins in the Southern Egyptian Red Sea, are shyer regarding bubbles," she says.

Once the pod allowed her to visit them regularly, she and her colleagues were able to identify and sample the corals that the dolphins were rubbing on. Ziltener and her team found that by repeatedly rubbing against the corals, Indo-Pacific bottlenose dolphins were agitating the tiny polyps that make up the coral community, and these invertebrates were releasing mucus. In order to understand what properties the mucus contained, the team collected samples of the coral.

When lead author Gertrud Morlock, an analytical chemist and food scientist at Justus Liebig University Giessen in Germany, and her team used planar separations combined with on-surface assays and high-resolution mass spectrometry to analyse samples of the gorgonian coral *Rumphella aggregata*, the leather coral *Sarcophyton* sp., and the sponge *Ircinia* sp., they found 17 active metabolites with antibacterial, antioxidative, hormonal, and toxic activities.

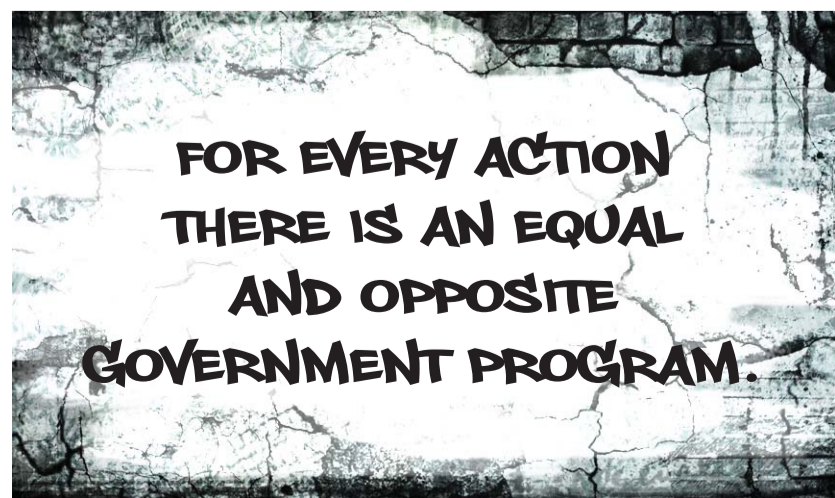
"Repeated rubbing allows the active metabolites to come into contact with the skin of the dolphins," says Morlock. "These metabolites could help them achieve skin homeostasis and be useful for prophylaxis or auxiliary treatment against microbial infections."

The reefs where these corals are found are important places for the local dolphin populations. They head there to rest and to have fun. "Many people don't realize that these coral reefs are bedrooms for the dolphins, and playgrounds as well," says Ziltener. In between naps, the dolphins often wake to perform the coral rubbing behaviour. "It's almost like they are showering, cleaning themselves before they go to sleep or get up for the day," she says.

Since she began researching dolphins in Egypt in 2009, Ziltener has noticed a disturbing trend. "The tourism industry makes a lot of money now out of dolphin swimming. People are dreaming of swimming with the dolphins, so they are figuring out which reefs they use and disturbing the dolphins if they don't follow the guidelines for how to approach them in a responsible way," she says.

She is so concerned that she has started an organization called Dolphin Watch Alliance, a conservation group that educates tour guides, tourists, and the public on how to give tourists experiences that are safe for dolphins, and has lobbied for the reefs to become protected areas. Ziltener and her team hope that as long as the reefs remain a safe place for the dolphins, they can continue to study coral rubbing and identify which selected corals and sponges are being used for specific body parts.

THE WALL



BABY BLUES



By Rick Kirkman & Jerry Scott



ZITS



By Jerry Scott & Jim Borgman