# From Chanakya to AI: India needs its own management model




If you interpret the term 'management' broadly, that is, to include not only the day-to-day running of companies, but also the bigger picture of governance, leadership, strategy, geo-economics, and even civilisational survival, the clear answer is that there indeed is a unique Indian style of management.

Whether it has been uniquely successful in the past is an open question, and given the ravages of invasion, one may be tempted to say it hasn't been; similarly, whether, or how, it is appropriate for today's and tomorrow's needs is another good question. But it is useful to identify what may in fact be the factors underlying such a style of management, and there are likely three reasons: civilisational, cultural and practical.

Civilisational - The first is perhaps the idea of Indian exceptionalism: that is to say that India exemplifies a singular civilisational thread that goes back to the ancient four-fold Hindu idea of purusharthas: dharma, artha, kama, and moksha. It is a holistic approach, perhaps most evident in the Bhagavad Gita, with its emphasis on ethical leadership and nishkama karma.

It is certainly influenced by the topography and geography of the land, Jambudvipa, which has natural boundaries marking its extremities: India, the land between the mountains and the sea.

The climate and the rivers and the vegetation reflect a reality of natural abundance: what Rajiv Malhotra referred to when he spoke of the 'religions of the forest' versus 'the religions of the desert'. India, in general, had a tropical cornucopia of food, and perhaps that was reflected early in a certain tolerance not only for other humans, but also for all life. It is notable that among all the lands that were populated early, India was the one that retained its megafauna the best. All other human settlements saw the rapid extinction of large animals. Sustainability, a key mantra these days, was built into the Indian outlook all along. This same generosity was seen in trade patterns in the Indian Ocean as well: from 5,000 years ago, Indian sailors executed cross-oceanic voyages, eastwards during the southwest monsoon and vice versa during the northeast monsoon. The trade benefited everybody, as valuable goods were exchanged, in an illustration of the theory of comparative advantage. The infrastructure for trade was brilliantly executed: not only the building of ocean-going ships that plied the Spice Route, and the ability to defend them from pirates, but also the subtler aspects: the 'multi-protocol switch' that allowed trading guilds along the peninsular coasts to facilitate trade between, say, Romans and Chinese, who had different languages and currencies. Indian traders smoothed the transactions.

Furthermore, the venture capital and banking services for the trading guilds were provided by Hindu temples.

Pax Indica was benign; for instance, 1,001 years ago Rajendra Chola dispatched a large fleet to open up the Straits of Malacca for trade when the Srivijaya Empire interfered with it. The contrast with the current stand-off in the Straits of Hormuz is salutary. Yes, it is necessary to ensure freedom of navigation, and the commons, with deadly force if need be. There was a very real notion of the 'common good'. For instance, perhaps the greatest intellectual contribution of India was innovation and the creation of Intellectual Property, and then making it freely available to all: not hoarding it for individual benefit. The model was that scholars and intellectuals were frugal, that the State (king or temple) provided for their basic needs, and in return, they produced masterworks over which they, unlike patenting in the Western sense, did not claim any rights. Thus, you have intellectual giants such as Brahmagupta with his invention of zero, Panini with his context-free grammar, Madhava with his infinite series for trigonometric functions, and much later Ramanujan, who wrote down his extraordinary theorems for all, and JC Bose, whose seminal wireless communication discoveries he refused to patent, on principle. In fact, one could argue that the entire idea of 'open-source' is an Indian invention.

The natural resources of the Indian subcontinent, along with the industriousness of its residents, allowed for the creation of tremendous wealth; but in the 'Guns vs Butter' dichotomy in economics, India neglected to build the guns, which meant that often invaders with guns were able to capture the butter. Management theory suggests that there are only three sustainable business strategies for long-term viability: 1) customer intimacy, 2) cost leadership, and 3) innovation. India historically chose innovation, and its native genius may result in the flowering of an intellectual revolution as the effects of impoverishment by conquest begin to recede.

Cultural - It is interesting to note that Indians are different from both Occidentals (e.g. the Anglosphere) and Orientals (e.g. East Asians) culturally. The stereotypes (with good reason) are that Occidentals are highly individualistic and that Orientals are highly group-oriented. Indians fall somewhere in between, being fairly individualistic and gregarious, yet only moderately group-oriented. This has implications for governance. A highly individualistic society needs powerful laws that control individuals, including their tendencies for mischief. Thus, for example, the US is a highly regulated society, and its police are quite capable of unleashing deadly force. A highly group-oriented society like Japan has norms that mean children clean up after themselves in schools, and that discipline carries over into adulthood as well. Indians are neither; the net result is that there is a distinction between public spaces and private spaces. While people may keep their homes spotlessly clean, they have no problem littering anywhere or throwing rubbish just over their walls onto the public street. They also have no problem breaking traffic rules. 'The tragedy of the commons' is rife.

There is also the cultural memory of shortages and deprivation. Since people have grown up in a shortage economy, there is a tendency to hoard, cut corners, pay bribes, and find any way of getting a slight advantage over others. Thus, the unnecessary pushiness on roads, the inability to queue up anywhere, and especially the unwillingness to let people exit a lift before entering. This applies to groups as well, as is seen in the 'race to the bottom' in the case of the backward, the most backward, and the extremely backward designations intended for government largesse. There is also the unfortunate feeling that a contract is just a mere annoyance, not something that is to be followed to the letter. Punctuality is a small indicator of this: Indians, on average, feel justified in being late and casually making excuses. In contrast, both Anglosphere people and many East Asians (especially the Japanese) are punctual, and they can be trusted to deliver absolutely whatever they promise, whenever they promise. Interestingly, the Chinese, like Indians, do not have integrity in terms of keeping promises, which is a problem in doing business with both. In India, there is also extreme reluctance to deliver bad news until the very last minute, for instance the day before something is due to be delivered. This can be very difficult for partners to deal with.

Perhaps all this makes India a low-trust society. As a result of all this, doing business in India takes twice as long, and managers need to have contingency plans and conduct intrusive ongoing audits to ensure that things are on time. But there are inspiring counter-examples of community action and high trust. One is the re-greening of the Aravallis with the support of the Tarun Bharat Sangh and Rajendra Singh: a few villages built simple check dams based on traditional knowledge, bringing back an extinct river. Practical - In addition to the refined heights of the civilisational perspective, India also excelled in the theories of tactical management.


## PHYSICAL POSSESSION NOTICE

ICICI Bank | Branch Office: ICICI Bank Ltd. Office Number 201-B, 2nd Floor, Road No. 1 Plot No. B3, WIFI IT Park, Wagle Industrial Estate, Thane (West)- 400604.

The Authorised ICICI Bank Officer under the Securitisation, Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 and in exercise of the powers conferred under section 13(12) read with Rule 3 of the Security Interest (Enforcement) Rules 2002, issued Demand Notices to the borrower(s) mentioned below, to repay the amount mentioned in the Notice within 60 days from the date of receipt of the said Notice.
Having failed to repay the amount, the Notice is issued to the borrower and the public in general that the undersigned has taken possession of the property described below, by exercising powers conferred on him/her under Section 13(4) of the said Act read with Rule 8 of the said rules on the below-mentioned dates. The borrower in particular and the public in general are hereby cautioned not to deal with the property. Any dealings with the property will be subject to charges of ICICI Bank Limited.

| Sr. No. | Name of the Borrower(s)/ Loan Account Number | Description of Property/ Date of Physical Possession | Date of Demand Notice/ Amount in Demand Notice (Rs) | Name of Branch |
|---|---|---|---|---|
| 1. | Mehraram/ Lalita Mehraram/ LBABD00006734131/ TBABD00006733525 | Flat No. 705, 7th Flr, Block No. A, Bhagwat Elegance, Aslali Highway, Narol, Kubernagar, Ahmedabad, Old G Ward, R Sur No. 454, T.P. No. 80, Final Plot No. 17/2, Dist/ Sub-dist: Ahmedabad 11 (Aslali), Taluka: Vatva, Ahmedabad- 382405/ 26 Aug 2026 | December 29, 2025 Rs. 20,79,213.56/- | Ahmedabad |

The above-mentioned borrowers(s)/guarantors(s) is/are hereby issued a 30 day Notice to repay the amount, else the mortgaged properties will be sold after 30 days from the date of publishing this Notice, as per the provisions under Rules 8 and 9 of Security Interest (Enforcement) Rules 2002.
Date: August 29, 2026
Place: Ahmedabad
Sincerely Authorised Officer,
For ICICI Bank Ltd.



## WESTERN RAILWAY EXTENDS TRIPS OF SPECIAL TRAINS

| TRAIN NOS. | ORIGINATING & DESTINATION STATIONS | DAY OF RUN | EXTENDED UPTO |
|---|---|---|---|
| 09185 | Mumbai Central - Kanpur Anwarganj | Sunday | 29.11.2026 |
| 09186 | Kanpur Anwarganj - Mumbai Central | Monday | 30.11.2026 |
| 09189 | Mumbai Central - Katihar | Saturday | 14.11.2026 |
| 09190 | Katihar - Mumbai Central | Tuesday | 17.11.2026 |

- Train Nos. 09189/09190 will run via Manak Nagar - Aishbagh - Malhour, halting at Aishbagh instead of Lucknow Jn. in both directions.
- Train No. 09189 will remain cancelled on 19.09.2026, 26.09.2026, 03.10.2026 & 10.10.2026.
- Train No. 09190 will remain cancelled on 22.09.2026, 29.09.2026, 06.10.2026 & 13.10.2026.

For detailed information regarding stoppages, timings of halts and composition, passengers may please visit www.enquiry.indianrail.gov.in

- The booking for extended trips of Train Nos. **09185 and 09189** opens from **30.08.2026** at all PRS counters and on IRCTC website.
- The above trains will run as Special Trains on Special Fare.

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Truhome FINANCE

## TRUHOME FINANCE LIMITED (Formerly Shriram Housing Finance Ltd.)

**Head Office:** Level -3, Wockhardt Towers, East Wing C-2, G Block, Bandra Kurla Complex, Bandra (East), Mumbai 400 051; **Tel:** 1800 102 4345 ; **Website:** http://www. truhomefinance.in
**Reg.Off.:** Srinivasa Tower, 1st Floor, Door No.5, Old No.11, 2nd Lane, Cenatoph Road, Alwarpet, Teynampet, Chennai-600018

**APPENDIX-IV-A [SEE PROVISION TO RULE 8(6)] SALE NOTICE FOR SALE OF IMMOVABLE PROPERTIES**

**E-Auction Sale Notice for Sale of Immovable Assets under the Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 read with provision to Rule 8(6)] of the Security Interest (Enforcement) Rules, 2002.**
Notice is hereby given to the public in general and in particular to the Borrower/s and Guarantor/s that the below described immovable properties mortgaged/ charged to Truhome Finance Limited (formerly Shriram Housing Finance Limited), the Possession of which have been taken by the Authorized Officer of Truhome Finance Limited, will be sold on "As is where is", "As is what is" and "Whatever there is" basis for recovery of the balance due to Truhome Finance Limited from the Borrowers And Guarantors, as mentioned in the table.
Details of Borrowers and Guarantors, amount due, Short Description of the immovable property, reserve price and earnest money deposit and date of Inspection are also given as:

| Name of Borrowers/ Co-Borrowers/ Guarantors/Mortgagers | Amount of Recovery and date of Demand Notice | Reserve Price (Rs.) & Bid Increment | Date & Time of Auction | Contact Person Details – (AO and Disposal team) |
|---|---|---|---|---|
| **1) Jitendra Bhikhubhai Nena 2) Gohel Kajal Mohanbhai 3) Rahul Bhikhubhai Nena 4) Dhaval Mukeshbhai Vadgama Present, Permanent Address:- B-304 Sthapatya Green city, new 80 feet road, Rajkot gondal NH. Khodiyar Hotel, Kangasiyali, Rajkot 360022. Business Address:- Rudra Tradiing & Investment. 314 Ashopalav Tringle Opp. Satyam Hills, Nr. Matuki Restaurant, Khodal Chowk, Rajkot 360004. Property Address:- Shubh Industrial zone 8, Dwarkesh Complex 1, GF Shop no.10, 11, 12, Nr. Mahadev way bridge, Falcon road, At-Pipaliya,Tal-Gondal, Rajkot 360311. Business Address:- Rahul Bhikhubhai Nena Shiv Furniture, Shop No. 4, Nr. Gokul Hotel, Sapar Main Road, Rajkot 360024. Present, Permanent Address:- Dhaval Mukeshbhai Vadgama Karma 2 Apartment flat no. 101, Nr. Karmeshvar Temple, At- Shapar, Rajkot 360024 Loan Account No. TLPHRAJT0000475** Date of Possession & Type 21/07/2026 and Symbolic Possession Encumbranches known Not Known | Rs. 4912537/-(Rs. Forty nine lakh twelve thousand five hundred thirty seven only) as on dated. 07/04/2026 under reference of Loan Account No. TLPHRAJT0000475. 13(2)Notice Date.11/04/2026 | Rs. 46,25,210/- /-(Rupees Forty six lakh twenty five thousand two hundred ten only) **Bid Increment:** Rs. 10,000/- and in such multiples **Earnest Money Deposit (EMD)(Rs.)** Rs.4,62,521/- (Rupees Four lakh sixty two thousand five hundred twenty one only) **Last date for submission of EMD : 29 Sept 2026, Time 10.00 a.m. to 05.00 p.m.** | **30th-Sep.-2026 & Auction Time: 11 AM to 1 PM.** | **Mehul Parmar 8490964364 Debjyoti Roy 9874702021 Property inspection Date.29.09.2026, Time.11 AM to 1 PM** |

**Description of Property**

**Comm. Shop no. 10 carpet area 23-63 sq. mt., shop no. 11 carpet area 23-63 sq. mt. & shop no. 12 carpet area 23-63 sq. mt., of Dwarkesh Complex -1 constructed on of sub plot no.1/I land 501-15 Page | 5 sq.mt. of plot no. 1 area known as "shubh 8 Industrial zone" of Pipaliya RS No. 55/1p/10 Tal Gondal,Dist.-Rajkot boudnaries of the said property are as under. Plot No.10, North – shop No.9 South – Shop no.11 East – Margin Space West – Entrance Plot No.11 North – shop No.10 South – Shop no.12 East – Margin Space West – Entrance Plot No.12 North – shop No.11 South – Margin Space East – Margin Space West – Entrance**

| Name of Borrowers/ Co-Borrowers/ Guarantors/Mortgagers | Amount of Recovery and date of Demand Notice | Reserve Price (Rs.) & Bid Increment | Date & Time of Auction | Contact Person Details – (AO and Disposal team) |
|---|---|---|---|---|
| **1) Makwana Kiranben Rohitkumar 2) Makwana Rohitkumar Girdharlal Present, Permanent Address:- Momai Krupa, Nr. Police Line, B/h. Govt. Hospital, At-Chorvad, Tal-Maliya hatina, Dist.Junagadh 362250. Business Address:- Momai Krupa Public Suvidha Kendra Bh. Govt. Hospital, Nr. Arjun School, At-Chorvad, Tal-Maliya hatina, Dist.Junagadh 362250. Property Address:- Plot no.27, madhav, B/h. Govt. Hospital, off. Jalaram temple road, At-Chorvad, Tal-Maliya hatina, Dist.Junagadh 362250. Loan Account No. SHLHVRVL0000209** Date of Possession & Type 21/07/2026 and Symbolic Possession Encumbranches known Not Known | Rs. 3014264/-(Rs. Thirty lakh fourteen thousand two hundred sixty four only) as on dated. 07/04/2026 under reference of Loan Account No. SHLHVRVL0000209 13(2)Notice Date.11/04/2026 | Rs. 30,50,454/- /-(Rupees Thirty lakh fifth fhousand fourn hundred fifty four only) **Bid Increment:** Rs. 10,000/- and in such multiples **Earnest Money Deposit (EMD)(Rs.)** Rs.3,05,045/- (Rupees Three lakh five thousand forty five only) **Last date for submission of EMD : 29 Sept 2026, Time 10.00 a.m. to 05.00 p.m.** | **30th-Sep.-2026 & Auction Time: 11 AM to 1 PM.** | **Mehul Parmar 8490964364 Debjyoti Roy 9874702021 Property inspection Date.29.09.2026, Time.11 AM to 1 PM** |

**Description of Property**

**A residential House constructed at Gamtal Area, Situated at Bh. CHC Hospital off. Jalaram Temple Road, sanand nol 422/2011, village form no. 2 entry no. 3474, plot no.27 p west side, measuring land area sq.mtr. 185-8067, City- Chorvad – 362250 Tal – Maliya Hatina, Dist.- Junagadh. Boundaries of the said property. East – property of Kanakray ladhabhai Ghervada and common wall on this side, West - plot no. 6 property of Babubhai pandit and separate wall on this side. North – Road and septate wall on this side. South – Plot no. 26 property of Abdul karim aba Separate wall on this side.**

1) **For detailed terms and conditions of the sale, please refer the website of Truhome Finance Limited (Formerly Shriram Housing Finance Limited) website.**
2) **The intending bidders have to submit their EMD amount to be deposited by way of RTGS/NEFT to the account details mentioned herein below: BANK NAME: AXIS BANK LIMITED BRANCH: BANDRA KURLA COMPLEX, MUMBAI BANK ACCOUNT NO. Current Account No. 911020045677633 IFSC CODE: UTIB0000230.**
3) **The mortgagors/borrowers are given a last chance to pay the total dues with further interest before auction, failing which secured assets will be sold as per above schedule.**
4) **The mortgagors/borrowers are requested to collect your all remaining movable items within period of 7 days without damages of the property. If you fail to take movable assets, then it would be deemed that you have no claim and no interest in taking back such items. In case you still prefer to ignore this notice, we shall be constrained to treat them as unclaimed and waste materials and shall not be liable for any loss or damage whatsoever to such articles and also may sell all movable Items and adjust the amount against outstanding dues of your loan account. It will be also deemed that you have no claim and interest in taking back such items and also have no objection, if such items are disposed-off or sold by us as items are having negligible substantial value. Also note that by not taking the items within specified time, you will also relinquish any right or claim over such items in future.**
5) **NB: Please note that the secured creditor is going to issue the sale notice to all the Borrowers/ Guarantors/ Mortgagors by speed/ registered post. In case the same is not received by any of the parties, then this publication of sale notice may be treated as a substituted mode of service.**

Place : Junagadh,Rajkot
Date: 29-08-2026
Sd/- Authorised Officer- Truhome Finance Limited
(Formerly Shriram Housing Finance Limited)


# A thousand miles from home: Navy chief visits India's oldest maritime friendship



Mauritius covers barely 2,000 sq km of land. By contrast, its Exclusive Economic Zone spans roughly 2.3 million sq km, the twentieth-largest maritime zone on earth. That single mismatch, a nation the size of a large Indian district guarding an ocean territory the size of a subcontinent, is why India's navy has kept faith with this island for seven decades, through every government New Delhi has produced.

Admiral Swaminathan's visit, running from 10 to 13 August, marks his first to Mauritius as Chief of the Naval Staff. He arrives with an unusual biography for the role: an MA in Defence Studies from King's College London and an MPhil and PhD in Strategic Studies from Mumbai University. It is, in other words, a visit by an officer who has studied the Indian Ocean as closely as he now commands within it.

Numbers with a long memory - The relationship long predates the admiral's career. India and Mauritius established diplomatic ties in 1948, a year after Indian independence and two decades before Mauritius won its own. Today, close to 70 per cent of the island's 1.3 million residents, some 894,500 people, trace their ancestry to the Indian subcontinent.

The connection has an older marker still. Mohandas Karamchand Gandhi broke his journey from South Africa to India in Mauritius in 1901, leaving behind three pieces of counsel: pursue education, seek political empowerment and stay connected to India. Mauritius marks that visit in its own calendar. Its National Day, 12 March, coincides with the anniversary of the Dandi Salt March. Twice, Port Louis has served as the stage for India's Indian Ocean strategy. In 2015, Prime Minister Narendra Modi used the city to unveil SAGAR, Security and Growth for All in the Region. A decade later, in March 2025, he returned to expand it into MAHASAGAR, Mutual and Holistic Advancement for Security and Growth Across Regions. That same visit elevated the bilateral relationship to an Enhanced Strategic Partnership. The Ministry of External Affairs now places Mauritius at the intersection of two frameworks: India's older Neighbourhood First Policy, rooted in South Asia and the immediate Indian Ocean, and the newer MAHASAGAR vision, which extends outward into a Global South-facing architecture of trade and security cooperation. Mauritius, in effect, sits at the hinge, close enough to count as neighbourhood, significant enough to count as strategy.

That strategic weight was reinforced in September 2025, when the Mauritian prime minister, Dr Navinchandra Ramgoolam, made a state visit to India. The two sides announced a Special Economic Package worth approximately $680 million, covering healthcare, infrastructure and maritime security. Bilateral trade currently stands at about $851 million. Hardware, training, charts. India's naval assistance to Mauritius is not confined to statements; it takes physical form on the water. The patrol vessel Guardian arrived in 1993 for EEZ surveillance, followed by the survey vessel Pathfinder in 2013. The most significant handover came in March 2015: MCGS Barracuda, the first warship any Indian yard had ever built to order for a foreign country. Constructed at Garden Reach Shipbuilders and Engineers in Kolkata for $58.5 million, $10 million of which was an outright Indian grant, Barracuda set the template for what followed: MCGS Victory in 2016 and MCGS Valiant in 2017, both built at Goa Shipyard Limited, alongside ten fast interceptor boats delivered between 2016 and 2018. In the air, four Dornier maritime patrol aircraft, four Chetak helicopters and three Advanced Light Helicopters now give Mauritius a search-and-rescue and disaster-response capability that matches the scale of its ocean territory. Indian naval dockyards in Mumbai and Visakhapatnam, along with private Indian yards, have carried out the refits that keep this fleet operational.

More than 1,000 personnel of the Mauritius National Coast Guard have trained with the Indian Navy, a number growing quickly, with vacancy requests rising from 50 in 2021-22 to 195 this training year. In 2025-26, the Naval Special Warfare Tactical Training Centre in Goa admitted a foreign partner nation for the first time in its history, running customised courses for Mauritian personnel. In October 2025, Cadet Juggamah Prisita became the first woman officer from the Mauritius National Coast Guard to train abroad, completing her course at the Indian Naval Academy in Ezhimala. Hydrography may be the least visible strand of this relationship, but it is among the most enduring. A memorandum of understanding first signed in 2005 and renewed in October 2025 has sent Indian survey ships to Mauritian waters 18 times, producing 47 surveys.

Printed and Published by MAYUR C. BHATT on behalf of KALYANI PUBLIATION PVT. LTD. and Printed at : Dharti Printers C-3, Shankar Chember, Nr. Fadia Chamber, Asharam Road, Ahmedabad-Published From KALYANI PUBLIATION PVT. LTD. 201,202,208 Nandan complex, opp mithakhali rly crossing, mithakhali, ahmedabad.
Editior : Mayur C. Bhatt