



# Insights on Management, Mentoring, Public Policy and Governance

**Dr. Goapraju Purna Sudhakar**<sup>1</sup>

<sup>1</sup> PhD (Business Administration), PMP, The ICAI University, Hyderabad, India

## Abstract

*This paper presents the managerial and high level legal insights from the Faculty Development Program (FDP) held at ICAI Law School, Hyderabad, India. The important teacher competencies, best practices of teaching, mentoring, important traits of students, learning aspects, best practices in listening are discussed. Online Dispute Resolution, Good Governance, Public Policy and Economics, and Tax Policy are also discussed in this paper. Typical qualities of a Mentor, Characteristics of Mentoring, and The Process of Mentoring are discussed. The paper concludes with The World-2030 goals and its relation to management.*

**Keywords:** Teaching, Listening, Learning, Mentoring, Good Governance, Public Policy, Economy, Tax, Online Dispute Resolution.

---

## 1. Introduction

During December 16-20, 2019, a Faculty Development Program (FDP) has been conducted at ICAI Law School, Hyderabad, India. Lot of deliberations, discussions, knowledge sharing took place on different frontier areas of management and law. This article describes the insights drawn from inputs given by different management experts in FDP on various contemporary topics on *management and research*, General Management, Leadership, Finance, Human Resource Management, Economics, Sociology, Civics, Public Policy and Governance, IPR (Intellectual Property Rights). Some of the applications of law in management are also highlighted.

Specific topics discussed in this FDP are Passion for Research, Mentoring, Best Practices in Listening, Building Trust in Students, Typical Traits of Students, Teacher Competencies, Best Practices of Teaching, Changing Teaching Paradigm, Learning, Leadership and Teamwork Essentials, Online Dispute Resolution, Good Governance, Public Policy, Economics, Tax Policy, and Other Legal Aspects related to Business.

## 2. Passion for Research

According to the experts, the passion for research comes from love on subject, love on students, and love on teaching. Some of the steps for effective and impactful research include: i) Start Understanding the subject, ii) Start questioning the subject, iii) start researching the subject. For example, one needs to read a lot while writing some research paper or thesis. The researchers are to read according to their inclination in specified/niche areas of management. One should be able to quantify majority of things in management research. There are many resources for management researchers across the world such as The World bank database, which consists of many cross country indices. Example specific research questions include: How to measure poverty level in a country, how to decide the poverty line for a country, how to measure corruption perception index, and how to define human development index, etc.

## 3. Mentoring

Based on the history, mentorship plays major role in society. For example, Socrates mentee was Plato, Aristotle mentee was Great Alexander, and Chanakya mentee was Chandra Gupta. Then, what is mentoring? Following are the *Characteristics of Mentoring*:

- Mentoring is different from teaching
- It is not tutor/student relationship

- It is not instructor/trainer relationship
- It is not about coaching
- Mentorship is only a professional relationship
- Mentor is a transformer.
- Mentor changes the mind set of mentee
- Mentor is a motivator /inspirator
- Mentor is a life enhancer
- Mentoring should be more professional in nature

Following are the *Qualities of a Typical Mentor*:

- Mentor should have credibility
- Mentor has truthfulness
- Has clarity
- Has personal values
- Has Peer Acceptance
- Has Integrity
- Has Honesty, Empathy
- He is Humble, Gentle, Genuine, Dependable
- Has Experience, and does Networking
- Has relationship with Industry/Profession
- He has capacity to reach out
- Networks with Government officials
- Does Situational help to mentees
- Puts corrective measures in Students
- Pays Attention to Students
- Listens Patiently
- He is non-judgemental
- Is Neutral in decisions
- Is Unbiased/non-emotional
- Should have good exposure by Reading, Observing and Discussions
- Should have exposure to Practical aspects and applications
- Should have reflection / give feedback to students

Following are the steps involved in *Mentoring Process*:

- i) Mentees are identified
- ii) Internalize the process in accordance with co-faculty members
- iii) Identify the objectives w.r.to. student's professional development
- iv) Conduct formal/informal meetings
- v) Identify the specific traits of the students
- vi) Set goals to students
- vii) Design Framework for Student's Professional Growth
- viii) Evaluate Performance by Measuring Key Performance Indicators
- ix) Reflect / Provide Feedback

#### ***Best Practices in Listening:***

Some of the best practices in listening include: maintain eye contact with the learners, listen actively, pay attention to speaker, have no interruptions in interaction with students, acknowledge the speaker, and try to summarize the interaction.

#### ***How to Build Trust in Students?:***

It is best practice to say "no" sometimes. It is better to learn how to say "no". Maintain privacy and confidentiality when dealing with sensitive issues. If information is leaked, mentees do not trust the mentors. Mentors should provide insights. Mentors should try to build trust in mentees by talking to them.

#### ***What are the Typical Traits of Students?:***

Some of the important traits of students include: Attitude, SWOC Analysis (Strengths, Weaknesses, Opportunities and Challenges), Capabilities, Personal Wisdom, Communication and Ownership.

**Dealing with Students:**

It is best practice to complement the accomplishments of students, be genuine in doing appreciations, show respect to them, provide relevant and genuine ideas, motivate and inspire the students, train and guide them, encourage transformation, and provide genuine feedback. The student should be given SMART goals. That is, student should be given S-specific, M-measurable, A-achievable, R-relevant, and T-timed goals.

**4. Best Practices of Teaching**

Teaching consists of knowledge of the concept, understand the concept, and application of the concept. Some of the best practices of teaching include:

- Illustrate examples and then explain the respective concept from the subject
- When explaining survey findings, it is best practice to explain What is research question? and What is the research methodology followed to come to the conclusion.
- It is best practice to start the day by reading historical event of the day
- Duties include taking attendance and asking students to attend classes

**Teacher Competencies:**

Some of the teacher competencies include communicate effectively, have good etiquette, empathetic, emotional quotient should be such that he or she should be able to get along with others. TRICK model presents the required teacher competencies as: teaching, research, institutional development, community development, and knowledge sharing. Basic skill required for a teacher is the Continuous Professional Development (CPD). Interpersonal behaviour of the teacher should be in line with getting along with people.

**5. Changing Teaching Paradigm**

Traditionally lecture method of teaching is proved as effective method of teaching. Traditionally teacher inculcates the values and morals in learners. However, there are paradigm changes in the role of teacher and role of learner. Teaching and learning are involved in education field. 21<sup>st</sup> century education is more than acquiring knowledge from single discipline. The current day teaching involves: Critical Thinking, Creative Problem Solving, Team Work, and Communication. The modern approach is teacher and student should work together. In 21<sup>st</sup> century, The TEACHER means:

**T**- Thought Provoking,  
**E**-Efficiency/Effective,  
**A**-Ability,  
**C**-Character,  
**H**-Honesty, Humanity and Humble,  
**E**-Ethics,  
**R**-Rational in Thinking and Evaluation

Now role of teacher is expanded to supporter, partner, helper and colleague of learner. He or she should be facilitator. He is like a social engineer; should provide conducive environment for divergent thinking; and encourage diversified thinking from students. Teacher develops the students' competencies. Teacher should find the gap between theory and practice. Student looks at the teacher as inspirator, motivator, and idealist. Teacher should make students: i) Interpret concepts and ideas, ii) Think and act as expert, iii) Produce original insights, and iv) Acquire valuable knowledge useful for society. Teaching is complex and requires considerable training and practice.

**5.1 Learning:**

The modern way of learning is enquiry based. The learning process has stages such as: *feeling, watching, thinking* and *doing*. Cooperative learning is proved as effective way of learning. The diversified tasks to be given for learning purpose of students include: Problem Solving, Create something, Research topics, Discussions, and Argumentation. Learning comes through information processing strategies. Curiosity is the main driver of learning. One can use mind maps as technique for learning. Identify the interested area of student and make them learn in that area. It is best practice to give freedom to students to explore new areas. Knowledge should be the intermediary between teacher and student. The modern way to look at student is: Student is the new constructor, discoverer, and transferor of knowledge. The purpose of faculty is to develop students' competencies and talents. The current approach is transactions between student and teacher are more personal rather than functional transactions. The modes of learning should be related to industry, real-life situations, society and applications.

## 6. Leadership and Teamwork Essentials

While leading teams and organizations, some of the leadership traits exhibited by professional leaders include: Intelligent and action oriented judgement, eagerness to accept responsibility, competence over the organizational tasks, understanding the followers and their needs, people skills, a need for achievement, capacity to motivate people, research competence, courage and issue resolution, perseverance, trustworthiness, decisiveness, self-confidence, assertiveness, adaptability and flexibility, emotional stability and creativity.

Further some of the attributes of a leader include: sincere enthusiasm, integrity, loyalty, charismatic, empowerment, decisiveness, managerial competence, and great communication skills.

With respect to Organizational Psychology, there are differences between team and group. A *Team* has purpose, has vision, is formal, has goals/objectives, and has clearly defined roles and responsibilities. A *group* has no clear vision, it is informal, has no specific objective, and has no clearly defined roles and responsibilities. A team undergoes stages such as *Forming, Storming, Norming, Performing* and *Adjourning*. The team members in any team should have problem solving, decision making, and interpersonal skills. High performance teams have characteristics such as small team size, complementary skills, common purpose, specific goals, common approach, and mutual accountability.

## 7. Online Dispute Resolution

Online Dispute Resolution (ODR) uses technology to resolve disputes. With respect to e-commerce, online dispute resolution involves negotiation, mediation, conciliation, and arbitration. This is because in reality, digital world merges with physical world. The *characteristics* of ODR include: Voluntary, Informal, Confidential, and Assisted. Different methods followed in ODR are e-mediation, e-conciliation, e-mini trial, and e-arbitration. The ODR process has steps such as: Filing the compliant with ODR provider, Appointment of Panel list, Inform Compliant, Receive Response from respondent, Filing supporting documents, Oral hearing, and Settlement if dispute resolved. ODR involves the knowledge tradition of legal certainty, access to justice, and low cost for resolution.

The history of ODR dates back to a published paper in *Law Review Journal* in 1996. The research and conceptual level work of ODR dates back to 1990. Majorly e-disputes are related to: Commercial transactions, Privacy concern, Social/Defamation issues, IPR related and Consumer based (such as Banks, Insurance, Business, and Family disputes). ODR advantages include enhances trust and efficiently resolve disputes. The disadvantage with ODR is lack of personal interaction may reduce the chances of settlement. Other problems in ODR are Language vs. Culture. It is recommended to have uniform standards rule, have awareness and training for ODR.

As on 2019, online disputes across the world are worth \$22 billion. For example, IBM and HP are using ODR for resolving consumer issues. ODR resolves e-disputes. It resolves disputes related to B2B, B2C, and C2C. Example ODR service providers in the world include: BBB Online, Modria, Cybersettle, ClickNSettle.com, SmartSettle, and LegalReferee. ODR has been implemented in countries such as The Netherlands, Singapore, USA, Australia, New Zealand, Canada and UK.

## 8. Good Governance

Majorly there are three organs of *Governance*: i) The Concept – of *governance*, ii) Principles of Governance, and iii) Practices of Governance. The components of good governance include Central Government, State Government, legislature, executive (civil servants), judiciary, administration, public corporations, private sector, media, civil society, people and international agencies. Other components in governance include tribunals, commissions, and statutory bodies.

For any state's good governance contributions of judiciary and executive team play major role. Good governance treats welfare of the people as important. The pillars of governance include: Accountability, Transparency, Predictability and Participation. Administrative law deals with control but not governance. Government has control over legislature, judiciary, administration and public. Government control is followed by known rules, regulations, and procedures.

Governance is a process. Governance comprises formulation of policy, relation between ruler and people, and level of exercise of power from governance. As per the components of governance: i) Legislature makes policies, ii) Executives implement policies, and iii) judiciary deals with disputes. Executives (civil servants) deal with citizen services; other than military services. Governor is the head of state executives. Judiciary is not a substitute for executive; it monitors/validates legislation and administration. Judiciary is using constitutional controls in order to control the government. History proved that political remedy is more effective than legal remedy.

The functions of a state (such as India) include: a) Theory of individualism, b) Theory of collectivism, iii) Theory of minimal or limited state, and iv) Theory of welfare state. Social welfare state means state as protector, state as entrepreneur, state as economic controller having regulatory power, state as provider of services, and state as

arbitrator.i.e. mediator for dispute resolution. For example, FSSAI – Food Safety and Standards Authority of India is a regulator in food industry in India.

Majority of governments in the world transformed from regime of secrecy to regime of transparency. Multi-party system provides collective wisdom. Collective wisdom is more effective than individual wisdom. It is best practice to have consensus among all stakeholders in governance process. Further policy making is influenced by several factors in any country.

## 9. Public Policy and Economics

Public policies comprise economic policy, tax policy, trade policy, fiscal policy, information technology policy, and foreign policy. Economy of a country includes cyclic development of manufacturing. An economy can be categorized as *neutral economy* which is neither growing nor slowing down, *progressive economy* indicating the growing economy; and *regressive economy* indicating the declining economy. Reserve Bank of India (RBI)'s monetary policy deals with money supply and demand regulations in India. Fiscal Policy deals with government's revenue and expenditure.

In any nation, tax policies impact economy, economy impacts manufacturing, manufacturing impacts development, developmental projects impact growth of a nation, growth realizes in terms of assets, and in turn increases the wealth of the nation. For example, way back in 1950s, China and India have same GDP size. However, by 2019, China economy became more effective by becoming 2<sup>nd</sup> largest economy in the world, with their economic policies, strategies, and plans. Also economics impacts the fluctuation in currency value. For any nation, sources of funds are natural resources, taxation, Borrowings from The World Bank, Asian Development Bank, IMF (International Monetary Fund), etc.

### 9.1 Tax Policy:

It deals with different strategies of government related to tax payments. *Tax Policy* is concerned with analysis of tax structure, strategic decisions, tax impositions, amendments to tax legislation, new tax laws, rules and litigations. Tax policy consists of tax structure and tax rates. It comprises law related to tax, rules, notifications, and orders related to tax. Different sources of income through tax for government include income tax, duty, tariffs, tolls, cess, fee, and fines.

Income tax was first introduced in India way back in 1860s. The current income tax act was enacted in 1961. Now, Indian Government is working towards the new income tax act. Indian Government also allowed 100% FDI in certain areas of retail. The process of tax has stages such as Analysis of Economic Policy, Analysis of Existing Policies, and Studying Tax Drivers. The major driving forces of tax preparation in India include economic liberalization and reforms, global trends, social objectives, international cooperation, public policy and interest.

A *good tax policy* should be efficient, and should show equity, simplicity, certainty, stability, transparency, good governance, economy of collection and acceptable tax burden. The *challenges of tax policy* are tax evasion, multiplicity of levy, multiplicity of rates, high compliances and administrative costs, fragmented markets, frequent changes in tax rates, tax collection models, availability of tax heavens, narrow/shrinking of tax base, and market slowdown.

## 10. Legal Aspects Impacting Current Day Businesses

Cyber Law, Intellectual Property Law, Corporate Law (previously Mercantile Law), etc. are impacting the current day business organizations. Some of the universities across the world have ADR (Alternate Dispute Resolution)/IPR (Intellectual Property Rights) centres as well.

## 11. Other Related Areas

Some of the best practices of teaching, research and knowledge sharing help in innovation, entrepreneurship and incubation. Valued added innovation and creation of entrepreneurs is the need of the hour across the country to reach the target of \$5 trillion Indian economy by 2024. Budding entrepreneurs should try to solve the problems of society. Current day industrialists should be aware of Corporate and Commercial Laws, Intellectual Property Rights, Patents, Copyrights, Environmental Law, Constitutional Law, Family Law, Company Law, and Work-Life balance. Economics, Monopoly, Competition, Consumer Rights, Consumer Courts should also be known to the current day entrepreneurs.

## 12. Conclusion

The world as a whole is moving towards 2030 with goals such as Eradicate poverty completely, Achieve food nutrition, Good health, Remove hunger, Gender equality, Quality education, Clean water and sanitation, Affordable clean energy, Sustainable cities and communities, Peace, justice and strong institution; Industry, innovation and infrastructure, Decent work and economic growth, Responsible consumption and production, Protect marine resources, and Partnerships across the world towards these goals. The world with these goals marches towards good governance, public policy, law, taxation, dispute resolution; with teachers having leadership, teamwork and mentoring skills; students as knowledge partners with learning, teamwork, and problem solving skills.

## Works Citation

Faculty Development Program (FDP) held at ICFAI Law School, IFHE, Hyderabad, December 16-20, 2019.

## About the Author:

**Dr.Goparaju Purna Sudhakar, PhD, PMP** has 24 years of experience with 12 years in IT industry and 12 years in academia/research. He is currently working as Faculty Member at The ICFAI University in Hyderabad, India. He worked in USA, UK, Ireland, Finland and India. He has M.Tech. Executive MBA, PMP. He received PhD in Business Administration from Aligarh Muslim University, India. He was consultant to companies such as IBM, Siemens, Interwoven, Wipro, Citicorp, Nokia, Salomon Smith Barney, SIAC, DSET Corporation, and IONA Technologies. He authored or edited 16 books and published over 100 papers/case studies. He is on editorial board of a Brazilian and a Romanian Journal. He received Best Teacher (Management) award in 2015 from MTC Global. He won gold medal in Manager's Olympiad-2016 conducted by UNICOM at DevOps Conference in Bangalore. He is on Program Committee of several national and international conferences. The reuse domain software product he managed, Scopus was identified as one among the top-100 IT innovations by NASSCOM (2007). He can be contacted at [purna24@hotmail.com](mailto:purna24@hotmail.com)