

An Exemplary Evolution: Executive, Entrepreneur and Evangelist a case study on Mr. Chandrashekhar E. Potnis

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Education:

Born in 1960 in a lower middle class family of five Chandrashekhar E. Potnis (CEP) spent his childhood lived in a small 100 sq. ft. room in Pune, India. Crunched and constrained, his regular sleeping place was below father's bed. Poor in education right from nursery days he would habitually invite scolding and spanking from his father. Entire school life went like that. He never participated in any events and never even raised hand to answer the questions a teacher would ask the whole class. Though continually forced to study by parents and teachers he would seldom do that. Consequently, exam results would be 40% to 50% year-on-year.

He had no friends; he simply couldn't make any friends due to his shyness as an outcome of inferiority complex. Add to the inferiority complex, his father used to pass the taunts calling him stupid and idiot that made it worse. This caustic criticism was so frequent that he got brainwashed into thinking that he really was good for nothing. And so he started bunking school to have fun, which primarily consisted of roaming around and relishing on junk food at road side food joints. Pocket-money was out of question and he gradually started stealing from home, mostly from father's pocket. As if stealing from own house wasn't enough, he sunk to a new low one day, stole a friend's dad's wristwatch and sold to a watch store. Consequences were escalated to school and his mother had to strive hard to rescue him.

After somehow clearing the tenth standard he wanted to take up Arts stream because it had only a few lectures in the morning, no lab sessions in the afternoon like the Science stream. Needless to say, his father didn't let the plan materialize. He forced CEP to take up the Science stream and any resistance was out of question. The vagabond in him continued in the college with the only difference that he turned to watching movies in a bad company of likeminded classmates. CEP remembers having seen about a hundred movies that year. And another hundred and odd in the twelfth class! He got pass class with 44% score; missing the second class by a whisker. What that experience revealed to him was that, contrary to everybody's belief, he had some brains. It was the first ray of hope so to speak.

Surprisingly he had devised own strategy to study the syllabi as the exams approach. Take the subject of biology as an example, it had 44 chapters. There was no way that he could have studied 44 chapters in a short while. So he started with the syllabus and analysed the weight that each chapter had, i.e. how many marks are allocated to each chapter. Discarding away 26 chapters that didn't have enough weightage, he would study remaining 18 chapters to the best of ability. While doing that, he came to know that he was swift at memorizing the things quickly. He thus got 36 marks in Biology, 1 more than the minimum required for passing.

After having been forced to go for B. Sc. in Modern college he opted for Maths and Stats. Again, the criterion for choosing a subject was simple. The more descriptive a subject is, the more you need to study and write in the exam. So, B. Sc. in Statistics was an easy choice. When college started, he had a pleasant surprise that he was not just comfortable at Mathematics & Statistics, he was really good. Hard may it be to believe, but he never solved Mathematics & Statistics; he would just read it, like a story book. No practice was needed at all. When the year ended, he stood first in Statistics! In the final year it was Statistics alone, and most of the times his score was 100 or 99.

Though good at Mathematics & Statistics, the inferiority complex hadn't gone away. And to cover it or counter it, he used to engage in gutsy or "daring" acts. He would go on dais and occupy the seat of the guest in the auditorium in front of the crowd waiting for the dignitaries, or would seat without a shirt in the class. This would invite the expected trouble from teachers, but would also win the bet and earn some treats & pleasantries from the classmates. Today he realizes that he did it because he wanted to show off and to counter his inferiority complex.

At the final year of graduation, a friend's maternal uncle informed that IITs have an M. Sc. course too. So he along with some friends appeared for the test. He did clear it, but then interview was a big challenge due to poor English. Even a student of half his age would have a better diction than him. During the interview he obviously faltered at expression, but exemplary skills at Maths proved salvage. He was asked about a problem from integral calculus that he directly answered almost instantly without any paperwork. Suspicious about true understanding, couple of more problems were posed and he could solve them with a flash. Thank God, all the panellists gave a kind consideration to dexterity of Maths; he was admitted to Master of Science in Operations Research at IIT, Mumbai.

The ecstasy of getting into IIT was drawn flat when shortly he found every classmate there conversing in fluent English. As if with another burst of inferiority complex he recoiled and slowly became a loner. Whether it was the courses being taught in the classroom or extracurricular activities like sports and music, he simply could not communicate with anyone. It then resulted into a habitual absence in the classes and the solitude further aggravated the situation. This deep resentment triggered a dire need to improve English and he started reading English books. Every other word was a puzzle to me and initially a frequent reference to dictionary followed. Shortly he realized that it disturbs the train of thoughts and then decided just to read and read, without looking at dictionary. Very slowly the context started providing the meaning and things started easing out.

English reading then became a mission. He would read almost all through the night and would retire to bed in the morning when others would leave for the sessions. Those days, rather nights, he read anything and everything in English that came his way. Novels, non-fiction, newspapers and so on. With total bunking of the classes, the afternoons were free and boring. So he started going movies, but within a few months experienced a pinch as the money was a limited resource. An idea occurred when he read about 'Teachers' Bureau' that helps bring together a needy pair of a school-student and teacher for private tuitions. He enrolled and quickly got a few opportunities for Maths tuitions. Some students were from affluent class and offered even a pick up and drop with their cars. This coaching and cinemas went on well, but when the term end results were declared, he was declared to have a backlog in all the subjects. It was bound to happen; Once again his confidence took a big hit. To put it in his own words, "At this point, I should have resolved to bounce back to clear the backlog. However, I slipped into the path of least resistance and indulged in the same practice. No need of a prophet to forecast; at semester two also I flunked in most of the subjects again! Third semester was still worse. I was academically written off by other students and their puckered brows would further fuel my diffidence. Pressure of backlogs piled up on my head and I thought of committing suicide. I even seriously planned it to the detail, but had no courage to execute the plans".

The jolt to this situation came from within family, when mother was diagnosed with cancer. For the first time CEP felt that he should clear all backlog and complete the graduation for her, if not for himself! In the third year at the time, all the batch-mates had graduated and passed out by then and so facing their "stares" was not an issue. He blended in with the new batch, started attending classes with improved English, went through all the four semesters and finally managed to graduate. It took four and half years to finish the two year course, but he did it!

Employment:

Out from the IIT, B and not even started looking for a job when one friend from outstation came to Pune to appear for selection process at an IT company in Pune. CEP just accompanied him since he was new to Pune and didn't know his way around. When spotted waiting in the lounge, he was approached by someone in that company who had a cursory enquiry. When told about a PG from IIT, he was literally pulled inside, made appear for the aptitude test and he got through! The company realized that he wasn't good in programming. But they believed that with a little training he would pick it up and do well. So they gave the job, especially due to exceptionally good score in the aptitude test. He was directly assigned to an on-going project but couldn't do it. He was then sent to a new training session designed for some banking project. Having attended it for a few days he didn't like it. And so he resigned. His father was very upset and countered. But CEP was firm.

That was the first time he prevailed against father's wishes. A significant event!

Then he decided to work in a bank and chose United Western Bank – a private sector bank that was subsequently merged in IDBI Bank. He did well in their aptitude test and got selected as a probationary officer. First posting was in Vile Parle, a suburb of Mumbai. IT was a two-shift branch with an in-between recess of three-to-four hours. Thane, where he used to stay then, is quite far from Vile Parle so during the afternoon taking Maths tuitions was the best solution by far. So that's what he used to do.

While he begun to settle into this job nicely, his mother's condition was getting worse with every passing day. So he requested for a transfer that was accorded with a great difficulty. He also got married around that time so that mother could see him settled. Six months after that she passed away. Immediately a transfer to Delhi followed in Jan 1987. Reluctant to move out he thought of becoming a full time tutor in Maths, but couldn't muster up enough courage to leave the job, so shut down the tuition classes and left for Delhi.

He aspired to become a branch manager. That was out of question unless completion of eight years of service. And of course, you have to have connections to become a branch manager. You have to be in the good books of the right people, which in other words meant nepotism. So what he did then was to learn as much he could, by poking the nose everywhere and see if there was anything that anybody needed help with. If they did, he used to volunteer and accomplish that work. Writing the business letters was his often task because he had mastered the language with strenuous efforts. His habits of engaging in gutsy and daring things continued in the bank, too, except that now it was for constructive purposes. Those days the trade unions were pretty strong and officers and managers at branches had hardly any powers over subordinates for rewards or rebuke. Most officers and managers shied away from confrontation with the clerks and peons, but CEP would take them on, because he just couldn't tolerate nonsense. It was a lot of learning from these experiences; the most important of it was how to get people to do what you want them to do, especially when you don't have any power over them. In the absence of it, the only way to get them to do what you want them to do is by raising your own stature, by making them feel that you are somebody who takes interest in them, listens to them, helps them in times of their need, and takes care of them. By making them feel that they can learn something worthwhile from you, get inspired by you, which will bring a positive difference in their life.

Through all his extra work at the bank he understood that advances and foreign exchange are the two best departments in a bank. They are what you might call "cream" departments. Having acquired the reputation of the "doer", getting assignments in these two areas wasn't difficult. He learnt niceties about these departments and eventually worked in them as well. After four and half years in Delhi, he was transferred to Pune to work in the foreign exchange department. By then he had started seeing the larger part of life. HE gained an awareness of what he wanted and what he did not. He recalls, "I wanted to get more out of life, and I didn't want the life that I was living since it wasn't fulfilling enough. And so I started studying people who had done something significant in their lives. I started reading books written by successful people. In the office setup, I started trying to get into my boss' shoes. What is that he expects of me? This expectation management worked miracles."

He also learnt that no matter what you do, if you choose to respond rather than react, you will learn a lot from it. It's not the nature of work but your approach towards it that decides everything. After working in the bank for eight years, he felt he had to get out of it and get into IT which had started to boom by then. Another bold step he took by declaring to his wife that he was going to jump. That day, he also made an enterprising statement to her, "I will make so much money in my remaining life that it will be enough to feed a hundred families their entire lifetime. I will also start my own company one day and make it big. That's my dream and I will make it happen."

He started looking for a job in IT sector wherefrom earlier he had shirked away. He zeroed in on Kale Consultants Private Limited (KCPL) as potential employer and started calling them. Once, twice, and so on. Finally, he was called one day. They needed help with the foreign exchange module that they were developing then. They decided to give me the job. Pay-package took a hit in the transition, but he took it anyway. People labelled that move as crazy, but his wife stood by him and so also his father. However, there was one small hitch; an outstanding loan from the bank. When his mother-in-law learnt it, she promptly sold two of her bangles and cleared off that loan. She could understand what he wanted without even his telling her, the same way that a mother understands what children want without them having to say it. It is amazing what you can do if you have a strong desire to do it.

Thus he joined KCPL in December 1992. They used to do programming in C, which he decided to learn. He then borrowed a PC from a friend, installed Turbo C on it and started learning C. He used to do the assignments and colleagues would point out the mistakes. He would learn quickly, repair the code and resubmit. It was a tough and tedious task. He would go home like others in the evening, but would return after dinner and work through the night. While at IIT, it was reading the books; now he was staying up all night for working. A sense of urgency has emerged due to lot of time since wasted in studentship; He resolved to make up. Eventually when the FOREX module was ready, almost 25% of the code was contributed by him!

Executive:

What he learnt from the whole exercise is that recipe for success is quite simple, but not easy: Focus your mind on the job at hand and work hard. Anyway, the logical extension of this endeavour could have made him an industry expert or a project manager, but his eyes were set on high position in the mainstream; To reach the top rung. He therefore started studying project management, people management, leadership, sales, marketing, essentially all the areas that were wanting. These areas were new yet he had to pick them up in order to be successful. There was no choice really. On his own I volunteered for a new and higher role. One day, the CEO called me and said, "Alright, we are willing to give you a chance to head one of the regions. Where do you want to go?" CEP's response was prompt and powerful, "Where do you have the biggest problem? That's where I will go." The dialogue was over in a matter of less than 30 seconds and he was destined to re-visit Delhi.

Clientele in that region was a quite disgruntled lot and would escalate the issues too often which in turn would result into frequent visits of CEO to meet them for redressing the grievance. Starting with a systematic hard work for self and for juniors, gradually he won the confidence of customers and the frequency of escalations to CEO dropped dramatically. That was the change he brought in. During that stint, he learnt many things: to be prompt and responsive, to be professional and to have respect for one's own time as well as that of others. And the most important was to take complete responsibility of the assigned tasks. He really took total ownership of everything that he was responsible and never cribbed. As a natural consequence, when the head of banking division was moved abroad, CEP was chosen as his successor. Later on, a concurrent charge of healthcare division too was given. Rising from the functional consultant in banking to the position of vertical head within six years was a phenomenal growth.

However, one complex that haunted him was public speaking. When KCPL decided to go public and organized a presentation to investment bankers, among the rehearsal presentation by all departmental heads, CEP's was a flop show and that invited brick-bats from the seniors. He somehow managed the final presentation but then realized that unless the art of public speaking is mastered, it would be impossible to rise to a leadership position. To practice it, he started preparing small modules on various topics like time management, personality development, etc. and made several presentations to juniors. In spite of this progress he was not happy because he wanted to become CEO and that was never going to happen there. So he declared it upfront that he was leaving.

A head-hunter had approached with an opportunity in the Middle East for a CEO position. The owners of the group were all educated, their line of thinking was good and they had a clear vision of what they wanted to do. They invited CEP to Muscat for a short introductory tour at their expense and without any commitment. In that trip it was found that this company was part of a group worth more than three billion USD. Established in 1981 they were early entrants in the IT industry. After having done well for a decade they started deteriorating since 1993 and needed help turning it around. He accepted the challenge, decided to burn the bridges before leaving and so moved to Muscat along with wife and school going kids.

Restoring the credibility of this company in the market was the first task. He had to prove to the customers that company was still interested in the business and could take care of the deliverables. The decline had to be curbed before any thought of growth. And this had to be done in the face of odds like dissatisfied colleagues. Setting the things right on internal and external front, he mused over the biggest problem, for any CEO: Not getting the adequate business. He recalls, "Three things I did in the initial days were: Firstly, committing to doing the "right" things for the company even if it meant taking some tough and unpopular measures. Second thing was that I never cribbed. And the third thing that I did was I was thoroughly professional. I told each and every employee in unequivocal terms what I expected from him/her. I also reviewed their work regularly. I praised people when they did well, and I gave them a piece of my mind when

they didn't. When you do that – praise and rebuke the same person – people appreciate that you are fair and impartial.” It is very important for a leader that his subordinates see him as fair. Little by little, things started happening. That is exactly how it would happen: little by little. It would have been silly to expect monumental change to happen overnight. After a patient stage of restoration of customer confidence, he set a very aggressive revenue target for the second year that seemed impossible to his team. He didn't say it just once though; He repeated it many times. And it was repeated not only in every formal and informal session with employees, but was elaborately visualized. The power of visualization is one of the things that he had learnt.

With the progressive march of that company, next year he was made the GM of two other companies: one was a telecomm company and the other a consulting company. So he became a group General Manager. Later on, he was nominated on the board of two of their other companies, one based in Bangalore and the other one in Dubai. So, things were really going great. Eventually this company was featured in the “top ten companies to work for” list for two consecutive two years.

Entrepreneur:

As all this was happening, he still felt that he was only an employee, not an entrepreneur, which is what he wanted to be. And that was never going to happen in that organization in Muscat. On many occasions he thought deeply about ‘money’. Even while on cloud nine on monetary front, he could recognize the limitations of the money. It's always a moving target. It's an illusion. When a person gets a salary hike, he feels good for a day; just for a day. The very next day, the new salary loses its sheen. CEP thus realized an inner urge of starting own company that was making him restless. As an entrepreneur one can always set own policies, strategies and priorities. Blooming one's own outfit is an utter joy and a satisfying achievement. Over a period this dream got better, bigger and pressing. Finally he resigned so that return to India and a new start-up could be possible. There was another equally powerful cause of social service, too, behind this decision of return; that would come in the last section.

CEP's colleagues in that Muscat-based organization were shocked that he was leaving though. They asked, “What you are going to do after returning to India? Do you have a job with a better salary?” He replied, “No. If I want to do a job, I will do it with you because you guys are so nice and have treated me so kindly. I want to go back because I want to work on myself and I want to start my own company. And the main objective of starting my own company is to enjoy the process.” To that they said, “That's great, and in fact, we would like to invest in your company that you would bring up. As of now you need not leave us just like that. Let's form a company. For a year or two, you can look at both, and then you can shift there permanently.” That was a welcome gesture.

And so he resigned in 2006, after having spent seven and half years in Muscat.

Back home, Nitor Infotech Private Limited was founded and he divided his month between Pune and Muscat for a period of two years during 2006 to 2008, balancing the new mission and the old one. He was firm he won't run his company by working 12-18 hours a day. So he decided to get the right people, help them, empower them to grow the business. Although there are millions of companies, most of them are mediocre. The way they conceptualize their ideas and thoughts, the way they plan their activities, the way they execute their plans, is not up to the mark. They don't have adequate financial backing or enough conviction in their idea to get through the tough times, because no matter what business you start, the going almost always gets tough at some point in time. And when that happens, they go after the low hanging fruits. And once they do that, they can never, or very rarely, go back to working on their original idea. That's the way it is.

It was with this conviction that he started Nitor in Pune. The company was registered with a broad definition of what it was going to do. Then he took two steps: Identifying an office space of around 1,000 sq. ft. to begin with for the operations, and find a person who would head the company. The idea was to first identify the person and then figure out what to do. That way, the person would automatically have a sense of ownership of the idea and the company. After getting a suitable person on board, they both decided on a few broad parameters as far as our company philosophy and a high level direction was concerned. These points are: Product engineering as the approach, Business intelligence and portal collaboration as the area, US market as the focus and the Microsoft as the development platform. And then it happened very slowly though. A project worth USD 5000 was bagged from Malaysia. Although the US market was on radar, this contract materialized

somehow through one connection. After a few more calls, they got another project for USD 3000 from the US. These projects were executed well. The customers stayed on for a long time and gave a lot more business. These references were milked as much as possible. Then they got one more, and then some more. After two and half years of struggle, things really started happening and business started flowing. Nitor grew significantly in the following years and got the fastest growing award from Deloitte in India and Asia.

Evangelist:

CEP's desire to help others for inner satisfaction and its fructification went almost parallel to his Entrepreneurial mission.

All the while he would think about progressive path of his own and that of other people at large. Because of all the things that he realized, and with the force that he realized them, he started feeling this urge to help other people maximize their potential as well. And that's how taking motivational sessions for others started. Many such sessions went on; some one-to-one, while others one-to-many and in the course he began to ponder over human behaviour, and that too deeply. The reason for the urge was quite simple. Having gone through several phases – humble beginning, inferiority complex, delayed learning, regained composure, lots of self-study and realization of the goals – he started musing: How did this happen? How did I go from feeling that I have no capability to feeling that I have every capability in the world? He read a lot about human behaviour and psychology. As the topic of hypnotherapy surfaced repeatedly he studied it as a tool to tap into the sub conscious mind. He has done six courses and earned the tag of a “trained hypnotherapist”. This enriched his mentoring sessions.

One of the main antecedents for failure of many people, he asserts, is that thoughts and emotions are mixed and mingled many a times. It is seen that emotional imbalance causes a lot of problems in people. His experience prompted him that people who have emotional imbalance or any kind of emotional problems do not succeed in life. If you are not in control of your emotions, they hijack your brain and impair your decision making. It's inevitable. So he harps on the emotional intelligence. In fact, he strongly feels that it should be introduced in the academic curriculum. With his own success story unfurled in front of him he craved to figure out: If it can happen to me, can it happen to pretty much anybody? Answer to that question was a resounding yes. Everyone – without any exception – has limitless potential. But the problem is that you don't trust it, or don't trust it enough. You doubt yourself. You underestimate yourself. You think from a mentality of scarcity instead of thinking from a mentality of abundance. You don't believe that past is not equal to the future; just because you haven't been able to do it in the past, doesn't mean that you won't be able to do it in the future. So was boosted his mission of multifarious mentoring as life coach.

Starting 2007, CEP never spent more than five hours on any given day for office work, obviously barring a few exceptions. Rest of the time is devoted partly for self-development and partly for helping others. These days he engages workshops on various topics, conducts a lot of one-on-one counseling sessions, meet 3-4 people every single day. These people come from different statures, different age groups and different walks of life. It's a fascinating experience in itself. The main objective of all this is to create awareness about life and how to live it the “right” way. A couple of companies run by young guys do get the benefit of his advice, too. His contribution there is to help them scale their businesses using management and leadership experience. He is also a trustee of an organization called NavKshitij which cares for mentally challenged adults. To sum up in CEP's own words, “Now that I have accomplished a few goals in my life, it is my duty to help out as many people as I can to realize their own goals”.

Teaching Notes:

1. Synopsis

Born in a middle class family in early nineteen-sixties, as a student CEP used to indulge in all enjoyment and no studies despite his father's discipline. Gradually the vicious spiral – father's reprimand for study and son's retaliation by escaping into entertainment – went on converting CEP a hard rebel. With his inborn intelligence he somehow managed to acquire graduation. When his father pushed him into IIT, Mumbai, the cosmopolitan environment full of meritorious students and elite professors speaking fine English brought him a feeling of mediocrity and he sort of recoiled. Total failure of grasping the lectures & classroom discussions isolated him so much that he almost stopped attending any lectures. It prompted him to improve his English and he started reading voraciously throughout wee hours and then resting at daytime bunking the sessions. He thus took four years to complete the two-year program. His diction improved but inferiority complex started clutching him.

He got an IT job but struggled as a programmer. Within a short span he ran away to get a relatively easy job at a bank. In a cosy and comforting bank job, a deep but vague conjecture about own potential slowly started surfacing. After collecting all his courage over a few years he returned to IT sector. His passion for reading was growing and he focused on positive thinking, personality development, management and leadership. Having gained enough confidence, he started running an extra mile for the company. His pro-activeness, positive attitude and commitment then put him on a fast track. He quickly climbed up the rungs of project manager and business unit head. Soon, he was offered a CEO position to lead an IT company based out of Muscat and he grabbed it. Shifting with the family he burnt the bridges leaving no option to himself but to succeed. And he made it!

He now knew that his leadership style was more of mentoring than supervision. Curious about human mind and about life, his reading shifted to psychology and spirituality. While engrossed in the office during daytime, he was putting extra time going deeper in these subjects. Over a period, a few more companies were added to his portfolio and he eventually became director on multiple companies. His inner voice was, however, signaling two roles: an entrepreneur and an evangelist. In 2006 he returned to homeland and founded own IT company. In less-than-a-decade it has received 'Fast Technology 50' company award twice. These days CEP spends forenoon for business and afternoon for social cause, guiding people, writing books and conducting many workshops on life awareness for the entire societal cross-section.

2. Case Study Type

There are many dimensions across which rubric of case studies is done. This case study can be reckoned as descriptive (among exploratory/ descriptive/ explanatory), chronological (among linear/ comparative/ chronological/ theory-building), holistic (between holistic/ embedded) and intensive (among intensive/ comparative/ action-research).

3. Teaching Objectives

The case is narrated with the twin objectives:

- a. Explanation as to how it is possible to mend the things for an individual in spite of his/ her limitations and lost opportunities during the threefold span of childhood upbringing, educational phases and working life, and
- b. Inspiration by demonstrating a true story of a person who went through all the turmoil in childhood and adolescence and then rose to become a successful executive, entrepreneur and an evangelist

4. Teaching Plan

For the purpose of this case study, the students:

- a. Should be given the case study in advance
- b. May be asked to come up with their own thoughts
- c. Are to be put in small groups to discuss & consolidate their reflections
- d. Should make presentations of the findings by their groups
- e. Are to be asked to relate their own lives with the case on hand
- f. May also express what they have assimilated from the case
- g. Need to be asked to resolve about the internalization they wish to make

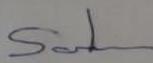
5. Assignment Questions:

- a. Express your own views about this case within one A4 page
- b. Enlist any three major points that are marked in the case
- c. Describe your 'take from the case' in just one sentence
- d. Debate on preparation needed for a 'Personal Turnaround' in a short-range
- e. Debate on preparation needed for a 'Personal Turnaround' in a long -range
- f. Come up with any similar case from your friends, relations, neighbours

6. Additional Reading Material:

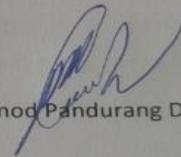
- a. George Washington Carver: In His Own Words
Author: Gary Kremer (Editor)
Publisher: University of Missouri (February 1, 1991)
- b. Out of My Life and Thought: An Autobiography by Albert Schweitzer,
Author: Albert Schweitzer
Publisher: Johns Hopkins University Press, 2009)
- c. Long Walk to Freedom: The Autobiography of Nelson Mandela
Author: Nelson Mandela
Publisher: Abacus, 2013
- d. Timeless Inspirator – Reliving Gandhi
conceptualized and edited by R A Mashelkar
Sakaal Press, 2010)
- e. Baba Amte - A Biography
Author: Anita Kainthla
Publisher: Viva books, 2006
- f. Stephen Hawking: A Biography
Author: Kristine Larsen
Publisher: Prometheus Books, 2007

A case study (viz. An Exemplary Evolution: Executive, Entrepreneur and Evangelist) depicting the life and career of Mr. Chandrashekhar E. Potnis (CEP) is designed by Prof. Pramod Pandurang Damle (PPD). PPD has drafted this case study, as reproduced below, based on the interview of and the documents supplied by CEP. CEP asserts that the facts and figures in the case are true. CEP grants permission to PPD to publish it for academic purposes without any commercial gain to either. PPD undertakes to utilize the case for the benefit of the students.



Chandrashekhar E. Potnis

Date: 26 Dec 2013



Pramod Pandurang Damle