

Chapter-2

Literature Review

2.1 Significance of Traditional Thoughts of Management

The management concept in the west developed as a result of evolutionary process based on the changing values systems of the people - the social, political, and economic environment as well as educational and cultural milieu. However, in India, historically we never evolved our own concepts, keeping the Indian scenario in view. We found it convenient to transfer management technology, trust as scientific technology. As a result of these, grafting process of management, we have created more confusion in management thinking.

However, suddenly due to success of the Japanese methods of management, even the western countries have started doubting their own concepts and are trying to emulate the Japanese lessons. This has further confused the Indian managers as well as the management experts, who all along were following as a gospel truth whatever the westerners had developed.

Our Research finding in Indian Management indicate that many of the Management practices suggested by Foreign specially the Western consultants when implemented in Indian Organizations, get rejected by the environment resulting in contradiction within the Indian context between stated policies and actual practices termed as "Dualism" in Indian Management. Many of these practices remain on paper without proper implementation. Therefore, it becomes imperative to evolve our own concepts of Management, which are in tune with Indian environment and value systems. Based on extensive research we have evolved such concepts and Management practices which are acceptable in Indian context.

2.2 Challenges of Indian Management

Management in India is an amalgam of practices borrowed from the West-and more recently from Japan-overlaid with age-old Indian values and norms that the still extant. This book is a seminal attempt to understand the nature of Indian Management and how it can be institutionalized. With an in-depth historical perspective and a thorough analysis of four types of Indian organizations-traditional family-owned private sector; public sector,

government departments and multinationals - the author highlight certain common styles, policies and practices that are in consonance with the Indian environment and also provides guidelines for management practices for Indian organizations. The contradiction within the Indian context between stated policies an actual practice has been explored and brought to the fore. Also in this book: "Evolution of management in India from ancient times to the present; "Evolution of management practices in the West and Japan; their strengths and weaknesses as also their relevance in the Indian context." Overview of Indian Management and the future direction it could take. Lucidly written and replete with detailed case studies based on data collected from over 50 organizations the book provides the path Indian Management needs to take in the context of the changing competitive environment. It will be invaluable for CEOs, managers, public policy administrators as also for consultants, teachers, researchers and students of management. The book is published by Response Books Sage Publications, New Delhi (2007).

2.3 International Studies on Indian Management as per Traditional Management Thoughts

Ben. L. Kedia and Rabi. S. Bhagat (1988) have jointly worked on "Cultural Constraints on Transfer of Technology across Nations" Implications for Research in International and Comparative Management. Cultural variations across nations and organizational culture-based differences between organizations that are involved in the transfer of various kinds of technologies are considered two major factors that influence the success of transfer. Relevant contributions from cross-cultural studies on management and organizations are integrated into the literature on organizational culture and diffusion of innovations, and a conceptual model is developed. Implications for research in international and comparative management are discussed.

Monir Tayeb (1994) worked on Organizations and National Culture: Methodology Considered. With the help of this paper some of the major problems and obstacles which are faced by researchers in the field of cross-cultural study of organizations and management, specifically the difficulties in the area of conceptualization, operationalization, data collection and interpretation. The focus of study is discussed. Some of the studies which have attempted to tackle or overcome the difficulties associated with these areas are reviewed.

Paul. R. Sparrow and Pawan. S. Budhwar (1997) worked on Competition and change: Mapping the Indian HRM recipe against world-wide patterns.

The research raises a series of propositions for international managers considering the transfer of HR practices from one country to another. Data from an empirical study based on a survey of HRM practices in 137 Indian organizations are combined with the original IBM/Towers Perrin world-wide HRM survey dataset to produce a nine factor empirical framework that is of value in comparing national HRM patterns. All 13 countries covered are pursuing distinctive “HRM recipes.” India emerges as a “cultural island.” The Indian recipe is therefore analyzed in the context of the management literature on cross national differences.

Suresh Gopalan & Joan. B. Rivera(1997) together worked on **Gaining a perspective on Indian value orientations: implications for expatriate managers.** India's emergence in the international business arena presents challenges to Western-trained expatriate managers assigned there. These expatriates are familiar with management theories and practices based on value orientations very different from those in India. Kluckhohn and Strodbeck's Value Orientations Framework is used to provide an overview of the different types of cultural values an expatriate manager will confront in Indian society. The impact of Indian values on various management practices, including team composition, leadership, motivation, and human resource management functions is also discussed. It is hoped that this examination of the dominant value orientations of Indian employees will facilitate the successful transfer of Western expatriates to India.

Chockalingam Viswesvaran, Satish P. Deshpande, Jacob Joseph (1998) have jointly worked on **Job Satisfaction as a Function of Top Management Support for Ethical Behavior: A Study of Indian Managers Based on organizational justice theories and cognitive dissonance theories,** the authors hypothesized that: (a) perceived top management support for ethical behaviors will be positively correlated with all facets of job satisfaction (supervision, pay, promotion, work, co-workers, and overall); and (b) the correlation will be highest with the facet of supervision. Empirical results (n = 77 middle level managers from two organizations in South India) supported only the second hypothesis. Implications for managing a global workforce are discussed.

Sanjeev Aggarwal, Thomas E. DeCarlo and Shyam B. Vyas(1999) have jointly worked on **Leadership Behavior and Organizational Commitment: A Comparative Study of American and Indian Salespersons.** Many studies have examined the impact of leadership behaviors on salespersons' organizational commitment. Unfortunately, little is known about how

leadership behaviors impact salespersons' organizational commitment in countries other than the United States. The lack of research is problematic given that many firms today operate globally. This study fills the gap and presents a framework for understanding the role of culture on relationships between leadership behaviors and organizational commitment.

Zeynep Aycan, Rabindra .N. Kanungo, Jai B.P. Sinha (1999) has worked together on Organizational Culture and Human Resource Management Practices: The Model of Culture Fit states that the socio cultural environment affects the internal work culture, which in turn influences human resource management practices. This model was tested by two independent cross-cultural studies comparing Indian and Canadian managers and employees. In assessing socio cultural environment and internal work culture, the “participant” technique was used in Study 1 (the respondents indicated their own beliefs and assumptions), and the “observant” technique was used in Study 2 (the respondents indicated beliefs and assumptions of the majority of individuals in society). In both studies, India scored higher than Canada on paternalism, power distance, and uncertainty avoidance, loyalty toward community, reactivity, and futuristic orientation. Indian employees reported having less enriched jobs than did Canadian employees. Mediated multiple regression analyses supported the Model of Culture Fit. Results suggest that the paternalism, self-reliance, and employee participation constructs merit further exploration, as does participant methodology.

Samir R. Chatterjee and Cecil A. L. Pearson (2000) have jointly worked on Indian Managers in Transition: Orientations, Work Goals, Values and Ethics. This study explores the nature and complexities of work related values of senior managers in India. This is of particular interest as the national economic reform agenda is reshaping the character of most large organizations. A field study examines the perceptions of work values, ethos to corporate social responsibility, and ethical orientation of senior managers.

Colin. M. Fisher, Raj Shirole, Ashutosh. P. Bhupatkar (2001) have jointly worked on **Ethical stances in Indian management culture** that concerns the stances that Indian and UK managers take towards ethical issues at work. This topic is part of the broader cross-cultural research agenda on managerial values makes a contribution to the subjects of business ethics and corporate citizenship. The responses of samples of Indian and UK managers to ethical issues were classified, using a research instrument called Redundancy, by eight ethical stances that are defined in a conceptual framework presented. The results are used to clarify issues that arise from the literature about

Indian and UK managers' values. The tentative findings are that Indian managers' ethical stances were similar to those of Western managers but that, compared with the UK respondents; they were more likely to experience ethical tension between their personal, espoused, stances and those they took at work. The preference for a pragmatic, ethical puzzle, approach to issues, that was reported by both Indian and UK samples, is seen as a problem in developing good corporate citizenship.

B Elango and Chinmay Pattnaik(2007) worked on building capabilities for international operations through networks: a study of Indian firms. In this study they seek to explain how firms from emerging markets build capabilities to operate in international markets through learning from parental networks. The building of these capabilities is of particular interest, as firms from emerging markets may not necessarily possess the monopolistic advantages commonly referred to in IB literature, which allow a firm to succeed in international markets. Using lagged cross-sectional regression models on a sample of 794 Indian firms, we found that firms draw on the international experience of their parental and foreign networks to build such capabilities. Findings also indicate that network scope is beneficial for increasing exposure to international markets only in the case of networks that are either small or medium sized. Additionally, we found that firms lacking market power in their home market benefit through foreign partnerships when internationalizing operations.

Supriti Mishra, Damodar Suar (2010) have jointly worked on "Does Corporate Social Responsibility Influence Firm Performance of Indian Companies?" This study examines whether corporate social responsibility (CSR) towards primary stakeholders influences the financial and the non-financial performance (NFP) of Indian firms. Perceptual data on CSR and NFP were collected from 150 senior-level Indian managers including CEOs through questionnaire survey. Hard data on financial performance (FP) of the companies were obtained from secondary sources. A questionnaire for assessing CSR was developed with respect to six stakeholder groups – employees, customers, investors, community, natural environment, and suppliers. A composite measure of CSR was obtained by aggregating the six dimensions. Findings indicate that stock-listed firms show responsible business practices and better FP than the non-stock-listed firms. Controlling confounding effects of stock-listing, ownership, and firm size, a favorable perception of managers towards CSR is found to be associated with increase in FP and NFP of firms. Such findings hold well when CSR is assessed for the six stakeholder groups in aggregate and for each stakeholder group in

segregate. Findings suggest that responsible business practices towards primary stakeholders can be profitable and beneficial to Indian firms.

Robert Ranger (2011) worked on *Consciousness in Ancient Indian Thought*: This study examines a new dimension for Modern Thought. The presentation will dwell on the concepts of consciousness and experience as formulated in ancient traditions and practiced by masters of Indian spiritualism. The concepts of various states of consciousness will be illustrated to help in modern clinical applications.

2.4 Researches from Upanishads and Vedas

Suhrit K. Dey (2012) worked on *Scientific Significance of the Philosophy of Vedanta* where he examines Vedas are the book of knowledge, more than 4000 years old. Vedanta is a philosophy which emerged from these books. Vedanta enunciates that there exists an ultimate operator who makes all changes, being detached from everything He changes. He is omnipotent, omnipresent and omniscient. He is pure consciousness. In every object, visible or invisible, he exists in a very subtle form and causes it to change although He remains unchanged. He is the Absolute Existence, Absolute Knowledge, and Absolute Bliss. The aim of our life is to experience His presence within us.

Kamlesh Kapur (2013) worked on *The Scientific Aspects of Vedic Dharma*. These papers overview Vedic Dharma and vast literature related to it. Vedic Dharma gives a total view of the individual in this vast cosmic reality -- its relation to the natural phenomena, root world, living organism, cosmic world and the intelligence/energy permeating through all these. It further analyzes the individual, his goal, his evolution through life and his self fulfillment. Since his consciousness is superior to all else in the material world, his responsibility towards the continuation, preservation and progress is also greater. His actions assume a new significance. Vedic Dharma analyzes the fundamentals of actions, the modes of action, the motivators of actions which ultimately end up shaping and reshaping social dialectics.

2.5 Researches from Sankhyakarika

K.P Bahadur (1978) explained the basic features of Sankhya philosophy, information about its founder. It also explains the concept and interaction between Purusha and the non-intelligent Prakriti (nature), gives rise to creation.

Subhash Sachdeva (1984) in his research work depicted many aspects of Sankhyakarika, which are relevant in management study.

S. K. Chakraborty (1988) has worked on “Guna Dynamics Can Enrich Transactional Analysis”. In his research work he compares the two theories and sketches the similarities and differences between them. He finds that Guna theory is more comprehensive in its scope than Transactional Analysis, and is, therefore, able to explain better, both the industry's impact on environment, and the aggravated negative tendencies in our society. Author proposes a synthesis of the two theories for more effective handling of human-relationships.

G. Srinivasan(1993) in his research book “Secret Of Sankhya: Acme Of Scientific Unification” identifies that the Sankhyakarika by Ishwara Krishn (Sankhya), containing axiomatic theorems of logic, confirmed this possibility. Sankhya logic split interactive events in space into a sequence of cyclic oscillatory actions when observable, else it was in ‘simultaneous, coherent or synchronised (apparently static)’ state.

Aditi Kejriwal and Venkat R. Krishnn (2004) have jointly written a great classical research paper “Impact of Vedic World View and Gunas on Transformational Leadership”. The study of this research paper is based on partial view of Vedic and partial view of Sankhya philosophy. The paper spells, through many people are trained in management yet a very few are to be transformational leader/managers (charismatic ones). Why it is so? It is yet to be known.

Peter Wilberg (2007) has written the research paper “Gunas-The Triadic Key to Yogic Psychology”. The paper is based on Sankhyan theory which shows a triadic language of three basic and innate Gunas or qualities called- sattva, rajas, tamas. These are understood like the humours of old not as just basic qualities of human nature but also as basic qualities of nature as such. In their different combinations they are understood as elemental constituents of matter making up the natural universe as a whole and giving shape to our individual human nature in particular.

Bijoy Misra (2009) worked on Kapila and the Samkhya Philosophy. In this article the Samkhya theory of cosmology has had the most profound influence on Indian culture and civilization. The date of Samkhya development is around the date of Gautama Buddha and possibly both Samkhya and Buddhistic cosmologies were developed as rational inquiries as opposed to mystical speculations of the Vedic literature. Very little is known about the life

and works of Kapila, who is recognized as the originator of the Samkhya line of thought. On closer examination, the material appears to be the product of a school of inquires rather than that of a single individual.

2.6 Researches from Bhagwadgita

Adarsh Sharma (1990) in her book “Personality in the Bhagavad Gita” revealed that the Bhagavad Gita in the light of its teachings propagates that fostering one another you will achieve the highest goal”. The mutual co-ordination is must for perpetual growth and progress of an individual, a family, an institution, a society, a country or the world as a whole. Neglect of this principle hurries one to doom.

The western scholar **Michael C. Dillbeck (1991)** has presented his research work in the book “The Bhagavad-Gita: A Case Study in Vedic Psychology”. Here the case study is expressed in the form of an interaction between Bhagwan Krishan and the warrior Arjun who is seeking wisdom. The Bhagavad-Gita points out that all forms of problems and sufferings are due to lack of full integration of life, which in turn is due to individual consciousness not being fully established in the field of pure consciousness.

Neerja Raman (2002) has worked on “The Practice and Philosophy of Decision Making-A Seven Step Spiritual Guide”. In this paper the author has conveyed the message that assimilation of the ancient wisdom of the Bhagavad Gita with practical lessons from today’s environment provides a novel and contemporary approach to the process of decision-making, consensus building, conflict resolution and self-empowerment. This approach will be to show how we can realize greater fulfilment in our everyday lives by embracing the timeless principles of self-discipline, pursuit of knowledge and non-attachment.

In other article written by **Laxmi Devi** in Economic Times, dated **14th November, 2005**, traits of some of the memorable names from Mahabharata in the context of management has been observed. Important lessons for the corporate warriors have been extracted in this article. The article advocates that be it Narayan Murthy or the Ambani brothers – the corporate Mahabharata is the study of the use and abuse of power. It is not that in itself power is good or bad. It is essentially a force, a weapon, which can be used to save and foster or to harm or exhort.

Dr. Udai Vir Singh, (2008), worked on how Bhagavad Gita tackles the issue from the grass roots level of human thinking. Once the basic thinking of man

is improved, it will automatically enhance the quality of his actions and their result.

Shankar B. Chandekar (2012) has worked on “Principles of Management and The Bhagavad Gita”. The study affirms that with the advent of globalization, liberalization and privatization, the world, indeed, has become a Monstrous Super Market. Business Managements are guided by the mechanistic view of life which encourages fierce competition and ‘survival of the fittest’. Managerial excellence is mostly centred round the final goal of creating “surplus” and fetching “maximum profit” for the owners who are at the top of the management.

Sita-Pati Das, Joshua J Wulf (2012) worked on “Leadership Lessons from Bhagavad Gita”. In this study the authors has viewed that Bhagavad Gita describes these fundamental universal principles – the underlying framework of the universe that reflects the purpose of the universal architect. Leaders who align their g-practices with these principles will be effective leaders. Leaders who align their goals and the goals of the organizations they steward with these principles will be authentic leaders – leaders who are empowered to create a better world.

Gayathri, N., Meenakshi, K. (June 2012) has jointly written Emotional intelligence through the Bhagavad-Gita. With this analytic sloka from the Bhagavad-Gita (Chapter II, Verse 15) sums up the entire concept of Emotional Intelligence (EI). It says: a person who is calm and remains unperturbed by either pain or pleasure is the one who attains immortality. The theory of EI which has been popularized by Goleman can be traced down to David Wechsler, who, as early as in 1940 said that intelligence does not denote just the cognitive abilities of a person but the non-cognitive abilities as well.

Biswajit Satpathy, BalaKrishnn Muniapan (2013) in the perspective of self knowledge from the Bhagavad-Gita and its significance to human capital development has been discussed a qualitative research methodology which involves study, understanding and interpretation of ancient or classical text. A review of literature in this field shows that several studies have been done in the area of human capital development from various perspectives; however very few have been done to integrate the Bhagavad-Gita and self knowledge. As a result, this paper not only fills the gap in the literature of human capital development, but also provides some significance and insights on human capital development from the ancient Indian philosophical perspective.

Mr. J.M. Mehta (2013) in a book “The Wisdom of the Gita” is an outcome of a deep study of the Gita over a long period and broadly covers the main teachings enshrined in the scripture. The Gita is not merely a holy book meant for reverence and ritual worship, but it is a fountain spring of true knowledge and wisdom, which can be considered as a manual for righteous living. The book acquaints the readers with the fundamentals of life, which include the human body and the soul, pleasure and pain, God and nature, good and evil, the different qualities inherent in human beings, yoga, meditation, desires and other similar aspects.

M.P.Bhattathiry (2013) in a study the role of Super Management Guru Bhagawan Sri Krishn has been discussed who enlightens us on all managerial techniques leading to a harmonious and blissful state of affairs as against conflicts, tensions, lowest efficiency and least productivity, absence of motivation and lack of work culture etc common to most of the Indian enterprises today.

N. Chinna Natesan, Michael J. Keeff and John R. Darling (2014) have given the valuable insights into the lessons that can be learned from the Bhagavad Gita. The Gita's essence of Yoga, Dharma, Dhyana, Samabhava, Nishkama Karma, and Tat-Twam-Asi provides the keys for influencing contemporary management thought and global business practices. Yoga is the gaining of mastery over the body and mind through self-discipline. Dharma focuses on finding a higher calling or mission in life and a calling to fulfil one's purpose or duty.

In a book written by **Sitansu S. Chakravarti (2014)** (The Central Philosophy of the Mahabharata) based on preaching and philosophy of Mahabharata, a broad framework of the course of action to be taken by today's manager has been provided. The Mahabharata emphasizes that only physical strength or courage do not lead to victory, the victorious must take to truth, non – violence and an abundance of enthusiasm. It brings the message to the corporate managers that war is not only won with numerical strength of soldiers, but also with the soldiers, who are attached, satisfied, committed, disciplined and pure in dharma.

In a research “Spiritual Practices in Everyday Managerial Living” conducted by **Abhinav Arya, Vartika Jain and Satyajit Majumdar (2014)** in their research have studied the spiritual practices as cited in Bhagvad Gita and explored its effect at spiritual level on managers. It was observed that Bhagvad Gita continues to guide the humanity about detached action.

M.P. Bhattathiri (2014) wrote Bhagavad Gita: A Motivational Management Book is one of the greatest contributions of India to the world is Holy Gita which is considered to be one of the first revelations from God. The spiritual philosophy and management lessons in this holy book were brought in to light of the world by many great Indian saints' effort and they call the Bhagavad-Gita the essence of Vedic Literature and a complete guide to practical life. It provides "all that is needed to raise the consciousness of man to the highest possible level." Maharishi reveals the deep, universal truths of life that speak to the needs and aspirations of everyone.

2.7 Researches from Indian Ethos and some other Researches:

"Multinational Human Resource Management" by **Koji Taira** published on **August 1988**. The study reports on the HRM practices of 3asian subsidiaries of a U.S. based multinational enterprise .This paper evaluates the conditions of subsidiary management regarding the quality of general manager, management, structure and employee welfare etc.

Subhash Sharma (1994) in his book "Management in Arthashastra" examines the fact that the study of Arthashastra can be considered as a foundation book for managers, the author highlights some of the key management ideas, whose origin can be traced to ARTHASHASTRA-such as assumptions about models of man, theories of motivation and leadership ,training and development, decision making, information systems, and strategic management.

"Human Resource Management Under Institutional Constraints - The Case of Germany" by **Miachel Muller** published in **1999**. This case is based on 16case studies of books and chemical firms operating in Germany that comply with the requirements of the German labour market, institute of collective bargaining, co-determination, and initial vocational training and operate under strong institutional constraints.

S.K. Chakarborty's (2002) work on "Ahimsa (nonviolence) in the Indian Ethos" is an ethos based research work. The writer explains that in a world fraught with violence in its macabre form is essential to have a broad and clear understanding of the principle of nonviolence (ahimsa), its various nuances, its potential and limitations. Covering a span of wisdom literature on the Indian ethos from the time of Upanishads to the works of modern sees like Gandhi, Tagore and Aurobindo the author presents the notions of non-

violence and violence along a finely graduated scale instead on going into sharp polarities.

Subhash Sharma's (2002) highly standard work presents the concept of character competence as a basis for creating ethical organizations. While corporate pay a lot of attention to co competence, they hardly pay much to character competence. Drawing upon various paradigms of ethics, this paper suggests a holistic framework of business ethics rooted in ethical imperatives for individuals, organizations and markets.

Ignited Minds: Unleashing the Power within India by **A.P.J. Kalam in 2002** Kalam wants to highlights in his book that the means and knowledge available are powerful enough. He emphasises that religions and scientific knowledge together can uplift Indian youth. He also tells how people in our country can bring a lot of change, being inspired through such knowledge. In this way they are not only ignited for own but for the society.

“Research in Personnel and Human Resource Management” by **Joseph Martocehio, Hui Liao, Aparna Joshi in February 2002.** The paper shows the research in personnel and human resource management is designed to promote theory and research on important substantive and methodological topics in the field of human resource management.

“Healthy Workplace Programs at Ridean Construction” by **Gordon Di Giacomo** through Canadian Labour and Business Centre in **March 2002.** The study shows an issue of workplace health and wellness suggests that an ongoing priority should be given to the culture. We believe that the approaches which promote workplace health and wellness are in the best interest of both employers and workers.

Chandni Prasad Chapagain (2004) presents paper on “Human Resource Capacity Building through Appreciative Inquiry Approach in Achieving Developmental goals” postulates that a person internalizes it appreciatively /positively or follows thoroughly by valuing it, knowing it and acting on it, so that one can contribute more in human resource capacities as well as to attain developmental goals.

Anna vajhula, J.C Bose (2006) jointly worked on “Labour Relations in a Liberalized Industry: A Study of Indian Automobiles Workers” the study discusses the experiences of labour relation in terms of:

- a) nature of labour contracts
- b) skills and training
- c) Wages and working conditions

d) Working organisation and worker participation etc.

Mohsin Sheikh (2007) worked on “A Study on the Strategic Role of HR In IT Industry with Special Reference to Select IT/ITES Organising in Pune City. The study deals with the dynamic and competitive business environment resulting from globalization, has led a new focus on how human resource should be organised and managed.

Andreas Birnik (2006-07) has worked on “Cross Border Integration in the Multinational Corporation: The Subsidiary Management Perspective”. This study reveals that how subsidiary managers interpret and respond to cross border integration efforts originating from the corporate headquarters.

“The Effects of Human Resource Management Practices on Productivity” by **Casey Ichniowski, Kathryn Shaw, and Giovanna Prennushi** published in **June 2007**. In this paper the author says that firms are adopting of new work practices as problem solving terms, enhanced communication, greater reliance on incentive pay etc. and addresses the question; Do these HRM practices improve workers’ productivity?

“Transformational Leader: Their Socialization, Self concept and Shaping Experiences” by **Punam Sehgal** IIM Lucknow and Anil Pathak MDI Gurgaon published in **2007**. This study focuses on significant life experiences of managers who have successfully transformed organisations. The leaders shared their personal life experiences offer valuable insights, childhood experiences if they want to become a good leader and to accomplish professional growth.

Tanvir Kayani (2008) has worked on “Challenges of Human Resource Development to Pace with Globalisation” this study postulates the diversion which can be manipulated to upgrade the human resource development. This may also help in planning the resources to be tapped and utilized in optimum level.

Yogesh Mishra (2008-2009) examined the Great Epic RCM is enriched with all the aspects of ethics, Indian values and HRM in beautiful manner and also with complete strongest and highest quality, but the exposure of the same is not existed, so here the writers’ focus has been pointed out with explanation by giving examples of the same so that the real thought of the Epic can be impressed on the mind of the people.

“Macro enterprises inc -Society for Human Resource Management” by **Julia Storbey Walker, Diame Chapman, and James Barlet 3** published in **2008**. This case brings us to the real world of HR consulting. Three different HR consulting challenges are:

- a) Becoming a strategic HR partner.
- b) Developing collaborations with external training providers.
- c) Integrating evaluation into standard operating procedures.

Chin John (2009) “An Examination, Planning, Control and the Management Process to Better Performance and Profitability” the study states that with the help of planning, controlling, and following throughout the management process, we can efficiently utilize resources maximises output minimises input we can.

“The Role of Human Resource Management in Corporate Social Responsibility (CSR)” by **Coro strand berg** published in **May 2009**. In this article the author represents the fact that human resource professionals have a key role to play to help company achieves CSR objectives.CSR can be applied to the HR tool kit resulting in a roadmap or pathway for human resource practitioners to follow who wish to contribute to the achievers of their organisation.

Deepika Faugoo has worked on “Globalisation and its Influence on Strategic Human Resource Management” published on **4th June, 2009**. This paper reports that how the phenomenon of globalisation has influenced organisation, operating in a global context to visit the way to manage the human resources and also understand the relation between human resource capability and organisation performance.

C. PandurangaBhatta (2009) in his research study “Holistic Personality Development through Education: Ancient Indian Cultural Experiences” postulates that a universally applicable education of a very high standard, calculated to prepare the students for a useful life in enjoying all the aspects of life. Insights from ancient Indian educational system are of great help in facilitating the production of a creative, ethical and learning mind.

Samir Ranjan Chatterjee, (2009) in his paper “Managerial ethos of the Indian tradition: relevance of a wisdom mode” attempts to critically review remarkably deep religious and secular traditions of India and integrate them in a conceptual model. This paper is pointing towards the need for a holistic

frame in overcoming fragmented viewpoints of contemporary management by strengthening the reflective domains of the managerial world.

“Research paper on Human Resource (HR) and Information Technology” (IT) by **Narendra Aggarwal** published in **December 2010** By building management capabilities in both HR and IT, knowledge intensive services can transform their business processes so that in turn enable them to provide services to the customers more efficiently.

Arif Hartono (2010) have worked on “An Investigation into Strategic Human Resource Management in Indonesia: A Grounded Research Approach” the study signifies of two reasons:

- a) Link *between* strategy and human resource management in Indonesia appears to have little interest for researcher.
- b) Greater understanding of this relationship will enable more strategic formulation and implementation.

G. Surya Prakash Rao (2010) reveals the fact in his research paper that Global leaders, managers and professionals always need new concepts, acceptable creative models and reliable instruments for self-development, organizational empowerment and national prosperity.

Hasmukh Adhia, H R Nagendra and B Mahadevan(2010) have jointly worked on research paper “Impact of Adoption of Yoga Way of Life: The Reduction of Job Burnout of Managers” reveals the fact that the yoga way of life is an integrated approach to the changing physical, mental, and emotional personality of an individual. It is aimed at making managers more evolved individuals with better understanding of their job situation in the overall context of life.

S.K Pandey and O.P. Wali (2010) have jointly presents a beautiful amalgamation of both theory x and theory y and has enough empirical evidence to support it. It is easily deduced that most of the successful firms share some common characteristics, which are untouched by geographical boundaries of nation. This study draws from ethics related literature from ancient Indian scriptures to demonstrate the points of convergence and divergence between theory z and the Indian management approach.

Sonali Bhattacharya (2010) has worked on “Relationship between Three Indices of Happiness: Material, Mental, and Spiritual”. The article has been in an effort to combine the factors and in-cooperating age, old values and virtues required for reaching higher realm of lasting peace, tranquillity and

happiness for one and all. The study shows that mental happiness has significant positive correlation with materialistic and spiritual happiness, perhaps for being the intermediary step, but materialistic has no significant correlation with spiritual happiness.

“The Relationship Between Human Resource Practices and Employee Selection in Public Organisation: An Exploratory Study Conducted in United Arab Emirates” by **Waleed Alnaabi in 2011**. The purpose of this study was to identify human resource practices and other factors likewise job satisfaction, leadership practices affect employee relation in **UAE** and emphasis on public organisation in comparative study of **Sharjah** and **Dubai**.

“Human Resource Management and Firm Innovativeness in a European Context” by **Henrik Florer and Jonas Rundquist** published in **July 2011**. By innovativeness author refers the capability of a firm to create and implement new and improved products. A key component in the success of most of the companies today is their ability to innovate and sustain innovativeness.

“Impact on Human Relation Management Practices on Operational Performance in Manufacturing Companies” by **Wang Dan**, published in **Jan 2011**. This paper takes an empirical research into the correlation between human resource practices and performance in manufacturing company in the world providing the universalistic perspective for practitioner and academia as well.

“Investigating the Role of Human Resource Management Practices for the Performance of SME: A Conceptual Framework” by **Nazlina Zakaira in January 2011**. Article state that HRM practices play an important role in improving productivity performance and survival of the organisation by adopting the practices of human resource it will enable the organisation to retain and motivate employees to support the mission objective and organisation towards the enhancement of organisation performance.

“Comparing the UBEM Vedic Matrix and the TQM Elements Deployment Model Using Principal Component Analysis” published in Emerald/TQM journal in **February 2011**. UBEM-Universal Business Excellence Model Vedic Matrix.TQM elements develop model will facilitate multidimensional business growth. UBEM integrates the Vedic philosophy with synthesis of UBEM and emphasises that the ultimate goal of business is well being.

Robin Sharma has worked on the book “The Monk Who Sold His Ferrari” in **2012**. In his book he presents the seven pillars of true personal growth,

success and accomplishment with the virtue, wisdom and practices and exercise relevant to each.

Shreedharan (2012 bulletin) affirms that the various yoga's which are ways of life is also emphasised for consciousness for the employer employee relationship, organisations development etc.

Isha Gamlathm (2012) has worked on "Identity of Subhashism in Indian Business & Indian Management: Prof. Subhash Sharma as Iconic Role Model". This paper traces the character of "Subhashism" in the light of Prof. Subhash Sharma's contribution in the form of an iconic role model to Indian Management.

Rachel Day and Tammy D. Allen (2012) "The relationship between career motivation and self-efficacy with protégé career success" in their research explore the underlying processes involved in successful mentorships has been lacking. This research is unique in that it was the first to reveal linkages between mentoring, career self-efficacy, career motivation and protégé career success. Career motivation mediated the relationship between career mentoring and performance effectiveness.

"The Importance of Managing Employee Performance before Problems Arise" by **Seldon V Clarkson and Jakes** published on **19th July, 2012**. Author focuses attention on the issue of performance management .These recent development highlights the increasing importance of having proper performance management in place.

"Poor Human Resource Management Practices in Indian Public Sectors Could Lead to a Serious Setback" by Former general Manager, RBI published on **30th July, 2012**. The article depicts the fact that the absence of talent in the government and public sector is the product of a deliberate neglect of human resources issues dodging real issues could us back to pre- reform days.

"Managing Human Resources by Exploitation and Exploring Peoples Potential" by **Mikael Holmquist and Andre Spicer** published on **8th Feb, 2013**. The study of this research paper shows a rich and fascinating picture of individuals whose working lives are made up of a continued tension between the quest to be explorative and exploitative.

Elizabeth A. Mannix and Margret Ann Neale have jointly worked on "Looking Back Moving Forward: A Review of Group and Team Based Research" published on **8th Jan, 2013**. The study reveals that the author is to

provide a review of a particular area while maintaining the culture of series but suggesting new directions of group and team based research. The authors responded within area of dynamics, within groups, leadership conflicts, power ethics, and time pressure etc.

Dr. Shivendra Kumar Pandey and Dr. Sanjay Kumar Srivastava (2013) have jointly worked on “Indian Wisdom for Contemporary Management Practitioners”. In this research paper the authors has uncovered some of the ancient wisdom and studied its applicability in the modern management practices. In this study various ancient Indian texts are being studied. Some of the relevant Shalokas’ have been found which can guide decision making of common people as well as of managers. It has its findings on the various areas of management, such as, General Management, Group Dynamics, Leadership, Motivation, Marketing, Human Resource Management, Values and Ethics, etc. The article stressed on the fact that enough material is present in our ancient Indian texts to guide our managers in ethical decision making.

In a study “Ethics in Management” conducted by **Swami Tattwajananda (2013)** the concepts of Dharma and Karma has been explored. He has described its practical application by taking the support of preaching in Mahabharata and Gita. It has been explained that, karma (action) leaves samskara – impression on mind and secondly brings in material results – Karamphala. These two (samskara and karamphala) combined seeks a person just as a calf find out his mother out of thousand cows, so says Mahabharata. Hence, past karma and self – efforts are considered two wheels of this chariot called body whose horses are the senses, reins the mind, charioteer the buddhi and owner the atman. The article ends its value laden thoughts on the note that Indian Ethic of dharma, karma and gunas is much more comprehensive and includes Right, Good and Ought.

In a research “ Indian Wisdom for Contemporary Management Practitioners” conducted by **Dr. Shivendra Kumar Pandey and Dr. Sanjay Kumar Srivastava (2013)** have uncovered some of the ancient wisdom and studied its applicability in the modern management practices. In this study various ancient Indian texts are being studied. Some of the relevant shlokas have been found which can guide decision making of common people as well as of managers. It has its findings on the various areas of management, such as, General Management, Group Dynamics, Leadership, Motivation, Marketing, Human Resource Management, Values and Ethics, etc. The article stressed on the fact that enough material is present in our ancient Indian texts to guide our managers in ethical decision making.

In a book “Vedic Management” written by **Dr. S.Kannan (2014)** has presented an integrated and unified theory of Vedic Management, which is essentially a holistic art of management with individual, social, cosmic and spiritual dimensions. It has clearly identified, focused, analyzed, classified and consolidated the management principles enshrined in the Vedas. It has established that Vedas are veritable mines of managerial wisdom with great contemporary relevance and significance. It has presented a vibrant and versatile model of managerial excellence aimed at achieving individual and organizational excellence.

G.R.Krishn (2014) has studied the four pillars on which Indian spirituality rests. For this purpose various concepts and their applicability in modern management of Vedas have been explored: these are – Ashrama dharma; Purushathas or the goals of life; Yoga– the paths of life and Karma.

Balvir Talwar (2014) based on Vedic philosophy, a Universal Business Excellence Model (UBEM) has been developed which integrates common features of Business Excellence Models (BEM) with universal laws of nature with an objective to facilitate multi – dimensional growth. The UBEM identifies the ‘values and process flow’ and measurement of ‘multiple bottom – lines’ as the key to success.

Lallan Prasad Vyas (2014) have worked on Ramayan: A Great Ancient Indian Ideal which indicates that Ramayan is truly the heart and soul of the age old culture of India. Besides it has been acknowledged as an important world classic, and has been translated into many languages of the world. The total human idealism supported by great philosophy and culture of India translated into practice is the personality of Ram. In this presentation, the great ideals of Ramyana that have guided persons, the societies, and the governments to right conduct will be expounded. How this great work has influenced great men of our times will be elaborated. Its journey through the world will also be briefly outlined.

2.8 Key Observations and Research Gap

Right from the beginning of research works on management studies a particular need for quest for the measures is being felt all along for the makeup of an effective and transformational leader or managers. Penetratingly, going through all the researches two things have been revealed to the researcher: The one who entering the field must do one’s best to be a master of techniques of the management.

He should be physically, mentally and spiritually fit knowing the guidelines from traditional, philosophical and spiritual literature and lessons from the specialized people in the area. As without the fitness of these sectors of personality, he will not be able to execute effectively what he knows.

The survey of study reveals that the concern for transformational leadership now has come to such juncture where it is groping for such essentials which make a leader transformational. This subject matter so far is a desideratum. In the management studies, it is well known fact that if a leader or manager is dynamic, impressive, knows the psychology of people as well knows all the stages in aspect of his projects, understand the capabilities and their style of performance of all the rank and file of his staff, assistance from higher level to lower level than only he can show the wondrous results.

The studies done during the period of more than a century viz., (133 years) have highlighted that in the field of management the role of leader or manager is very important.

The research paper entitled: Impact of Vedic World View and Gunas on Transformational Leadership prepared jointly by Aditi kejriwal and Venkat. R. Krishnn have directed the attention of would be researchers towards the achievement of the measure essential for transformational leader. The research paper written jointly by two research scholars' is excellent as far as presentation is concerned, but the theme being too deep to be justified in the size of a research paper. The random references to some aspects of Vedic Philosophy and some are Sankhya Philosophy (with a bird eye view) are successfully utilized to prove the desideratum- Transformational Leadership. The paper is further made possible with the substantiation of a few eastern and western scholars and is also supported by some case studies.

But in spite of all this, the paper is capable only up to inspirational level. The transformational level is still a far cry .The researches themselves have accepted in the paper that the true nature of a charismatic leadership is still in triggering. Any way a research paper serves its purpose if it inspires a deeper and systematic study with the holistic view of some transformational, spiritual and philosophical system. Shreedharan (MD of DMRC) introduce the truth of the spiritual lesson from Bhagwadgita to his organisation. He proved its effectiveness by completing the project smoothly without any hindrance and hurdle. When some senior officials of the management was asked how the exercise in spirituality has produced tangible results than the feedback given by him was quite positive. He said that the workforce has benefitted from the yoga's session and lectures from Gita. There is a positive energy, team spirit,

and no instances of financial bungling, miss deadlines and motivated workshops.

The spirituality, in fact, plays a great role in the transformation of a person to such a level that he feels concerned for the whole world. Spirit are consciousness is the essential element of an individual as well as of the whole world. In the Upanishads, it has been said the spirit are the consciousness - Existence Consciousness Infinity (satyamgyanamanantambhramah) is manifest as a whole world .Who knows this fact as preached by Upanishads , Bhagwadgita and other religious works becomes an exalted and impressive personality. The Vedas say as “WITH WHOM ONE IS ASSOCIATED AND AS ONE THINKS SO ONE BECOMES” (YATHA YATHO UPASTE TAD BHAVATI).He who knows the ultimate reality of the world transcends everyone, becomes a super and Charismatic person (bhramhvidapnotiparam).Here the persons who had been initiated into this knowledge have become so great. For.eg. Ram, Krishn, Yajnavalkya, Janak, Buddha, Christ, Mohammed, Kabir, Surdas, Gurunanak, Ram Krishn Paramhans, Sai Baba and so on.

Even some dignitaries like A.P.J Kalam and Robin Sharma have also tried in their respective books entitled “Ignited Minds” and ”The Monk Who Sold His Ferrari” have also appealed that our idols should not be Salman Khan but should be some visionaries and philosophers. Our motive of life should not be the enjoyment of worldly pleasure (Ferrari etc.) but it should be to understand the mysteries and realities of the life and world to guide and harness ourselves for the upliftment of life, and social welfare. The researcher is amply influence by the ideas she got from the survey of works done so far on management and especially the paper written by Aditi Kejriwal and Venkat. R. Krishn and a lesson of spirituality by Shreedharan to DMRC and philosophical and spiritual inspiration introduced by the books of A.P.J Kalam ”Ignited minds” and Robin Sharma ”The monk who sold his Ferrari” have aspired her to take up some topic of research leading to PhD degree from the area of ancient Indian Traditional Philosophies, which may on the one hand equip her and her compatriot’s in the area, and on the other hand serve a leader or manager to be effective, charismatic, and transformational. The inspirational power to achieve such goals is imbued in the Indian philosophical traditional books composed by seers and visionaries.

These days Indian management is gaining popularity in the whole world. But researches in Indian management have been largely confined to Jain scriptures, Gandhian thoughts, Vivekananda views, Mahabharat, Bhagavad Gita etc. Sankhya system is a unique system of thought in Indian tradition. It

has influenced almost all the aspects of Indian life right from ancient times. No study till now has been conducted on the whole Sankhya system or Sankhyakarika depicting managerial concepts in Sankhyakarika. Sankhya, in fact, deals with the concept of leader, executive and other rank and file of the project as well as the planning of the project. But the style and depth of Sankhya, in this regard, is altogether exceptional and unique. Here the studies done so far, leave a great gap when we come across the concepts of these very topics in the Sankhya system. The concepts of Sankhya on the above topics are so exceptional and unique that they are not found propagated elsewhere. Hence the researcher still feels a gap and a need to highlight the secrets of the concepts related to the area before the world of the managements. Without that the managements study will definitely be deprived of a unique legacy of thought preserved in our ancient heritage. Therefore, there is gap or need for more deep and holistic study in this area to assess the uniqueness and universal character of the managerial concepts of Sankhya system or Sankhyakarika.

The realisation of this gap has encouraged the researcher to formulate such a topic which may bring out the central cause of all troubles, which torpedo the efficiency as well as the morale of management. This is possible only when the comprehensive study of the whole system is taken up.

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