

Chapter-5

Conclusion and Suggestions

Management is the foresight and the art developed through heredity, knowledge and experience, in order, to foresee the problems when they are just in the sprouting stage or otherwise, and to tackle them whether they belong to personal life, or career or business or Administration or industries or agriculture or social or religious or political spheres. Hence knowledge got from any source is a prerequisite for fore-seeing and tackling the problem.

Sankhya system of Management is entirely concerned with the third category viz. man who is created by nature (Prakriti) and endowed with subtle body (5 karamendriyas, 5 gyaanendriyas, mind, intellect and 5 subtle elements, tanmatras) and gross body. The men are also of 3 types- firstly, fully equipped by nature like Kapil etc., secondly, those who are incapable intellectually or deficient in mental capabilities, thirdly, an average healthy man equipped with cognitive and motor abilities. Sankhya School trains the nature- formed man through a particular type of institution known as Buddhi Sarga, where the man is harnessed thoroughly to be able to tackle successfully all the problems, existing between heaven and earth and spelled out in the very beginning as mentioned before in 3 categories of problems-related to oneself, caused by creatures, and brought by natural happenings and disasters.

5.1 Special Tips to Harness for Better Knowledge:

- i. 3 means of knowledge perception, inference and scriptural knowledge.
- ii. Knowledge of cause and effect relation - Satkaryawaad
The characteristics of a highly trained and experienced manager are:
 - a) Shuns ignorance through knowledge.
 - b) Shuns attachment through the awareness that blurs the discretion of mind.
 - c) Through special knowledge of Sankhya Philosophy, cuts asunder all doubts and uplifts himself above the sense of ego and false pride and identifies himself with the Basic Principles of Purusha (who is above all concerns) and Prakriti, who is concerned free of personal motives and busy for the welfare for all. When a trainee of the

Special School of Management, imbibes these characters, he is sure to be a Charismatic Leader or Manager.

Man is a highly systematic and well organised, individualized entity of physical elements, physico principles and spiritual substance. He is both as a child, grows as a young man/woman, gets old and ultimately disappears after death. While alive he is to depend for his needs and requirement on the world around him. He is to remove his hunger and thirst from the water and food getting them from the world he protects his body through cloth and shelter for which also he gets material from the world. He is an entity who is full of aspirations, feelings, thinking, desires, ambitions and imaginations. All these are only possible when he gets the basic needs from the world. He ranks the foremost living beings, amongst all the living creatures and things of the world It is so because he has a rational mind while the other beings and things are gradationally below him.

As far as the basic needs of the life are concerned he is equal to all beings but as far as the rational thinking is concerned, he is markedly different from others.

Man has got various desires, feelings, level of thinking, passions, ambitions and discovering aptitudes but all are not alike. Some of them are gifted and some of them are at ordinary level. This gradation division of human society by nature as served a lot of cause because all levels of people are needed for the various works of the society. Those who have got lower level of thinking discretions, their standard of living is low. They have to do a lot of labour to meet their daily needs, but those who are slightly better, their living standard is also better. They think themselves and about the world around. Those who have got better capacity, feeling, and imagination, and thinking they are poets and literary figure. Those who are rational, analytical, penetrating in thoughts they are philosopher and those who are more analytical and have deeper sense of studying this world and knowing the laws of nature and utilising them in their day to day life they are scientist. There are still more people who study their society, they are concerned for the people around them, interested in their welfare and they want an orderliness in the society, they are either reformers, social workers or political leaders. For changing trends in the society and in the world, they are ready to meet the challenges of the time. Such people are called either social, scientific and economical innovators, as per the needs of the worldly circumstances. In the beginning of the 19th century especially around 1st and 2nd world war, is considered as the age of scientific discoveries and expectations of trade and commerce.

Because of industrial developments there was a need of specialized man power to manage all these new requirements of life.

There were certain prudent and wise persons who foresaw such requirements to cope up the problem because of the new circumstances. Such need was felt by French scholar F.W. Taylor to educate the people in managerial capacities to cope up the new development. Even before the time of Taylor there had been many major works and projects which were accomplished by the prior people through the help of traditional knowledge available to them and with the ability of common sense. But Taylor's innovation lies with the contribution of well laid out managerial concepts that could help an entrepreneur or a manager to manage the situation faced by them in order to run the situation, firm or organisation smoothly. Subsequently he laid out certain rules and concepts to educate special cadre of people who could manage such affairs. This is the beginning of the formal study of management.

Sankhya is one of such ancient system of thought which if studied appropriately and understood essentially would contribute to the self and social discipline, and also, individual or organizational management to a great extent.

In the light of the above necessities, Sankhya study is taken up by the researcher. Sankhya in fact, is a very comprehensive system of thought which deals with all aspects of management right from very ancient times. It discusses the sensation of the problems; measures to solve them, the dynamics of manager, and all the principles necessary for management.

- i. All the prevalent principles of management are professed in Sankhya philosophy. But the characteristic feature of all these principles is exceptional. Our main objective will be to distinctively, elaborate that exceptional character.
- ii. Sankhya thought can peculiarly be pointed out that it speaks less implies more; preaches less complies more; assures less gives more. It has a variegated influence on all the aspects of Indian culture:- Philosophy, Religion, Culture, Customs, Festivals, Arts, Sciences, Medicine, Morality, Classification of society and ways and means suggested by experts related to the various fields and problems.

- iii. The principles of management are concerned they are not different but the character of these principles, are outstandingly different:- E.g. Sankhya introduces in its principles of management an extra- ordinary character who is known as an inspirational leader. Sankhya, particularly, defines his character. Our objective will be to highlight him and also to show his inevitability, in the area of management.
- iv. Sankhya says that Master Manager is not an ordinary person. He has a divine origin. The very origin, professed by Sankhya, is for the purpose of enhancing the morale of Master Manager. This is done by Sankhya by tracing the origin of Master Manager and his world to two, divine entities- Purusha, the principle of universal consciousness and Prakriti, the principle of universal action (constituted by sattva, rajas, tamas viz,. planning, execution and finalization also as luminousness, activity and passivity) . When Purusha and Prakriti unite under a purpose, all the characters of these two basic principles, would rush into the successive evolutes coming into existence as the dynamics of the Master Manager as well as the universe belonging to him. The consciousness of Purusha and activity of Prakriti pervade and permeate in all the evolutes thereof.
- v. These two principles unite for the purpose, so that the unfulfilled aspirations of the Master Manager (the man, whose history is said to be beginning less, because Sankhya believes this span of life, a particular session, a chance so that he may further his efforts towards accomplishment). As a result the evolution from Two Basic Principles takes place and the manager gets the necessary dynamics of his personality.
- vi. Sankhya, through the process of evolution, gives the successive development of the dynamics of Master Manager.
- vii. Sankhya mentions both the character of the project as well as the team required from leader to labourer- a total picture of the whole rank and file. The researcher objective will be to highlight the standard, scheme and utility of the project exceptionally different from the concepts of the modern management. The researcher's objective will be to highlight all these aspects and to spell out its distinct character of harm to none, welfare of all, and successful completion of the project.

- viii. Buddhi (intellect) is one of the foremost dynamics of Master Manager as all the oncoming dynamics are to be supervised or governed by this and the rays of buddhi will be shared to the successive evolutes in proportion to their respective position and capacity. In the language of management, Buddhi can be named as Manager of miniature organization, the living physical body, presided over by soul. It will be known as Master Manager, for he even governs, Buddhi (manager).
- ix. Ahankara ('I' sense, a person uses as self-referent and proceeds on for behaviour) is the second dynamic of Master Manager. In the language of management, it can be said as an executive manager.
- x. Manas (the volitional faculty of mind which projects imagination and demolishes it). In the language of management, it will be known as a Coordinating Manager between senior officials and subordinate staff.
- xi. Five Gyanaindriyas [sense organs of sound (shotra), touch (tvak), form (netra), taste (rasana) and smell (nasika)]. They in the language of management will be known as skilled staff.
- xii. Five Karamindriyas [motor organs of speech (vani), hands (pani), feet (pada), organ of secretion (payu), organ of procreation (upastha)]. They in the language of management will be known as unskilled staff.
- xiii. Five Tanmatras (subtle matter) as shabda (sound) of space (akash), sparsha (touch) of air (vayu), roopa (form) of fire (agni), rasa (taste) of water (jala), gandha (smell) of earth (prithivi). This portion of Sankhya gives a clue to the modern scientist to probe the subtle state of gross elements.
- xiv. In order to achieve all these goals, Sankhya, categorically, specifies a condition of keeping the ego at its right place and never to allow it to be the master of any category of staff otherwise the project is surely to be affected. The researcher's aim will be to clarify this concept of Sankhya and will further, elaborate, the process, procedure, and practice how to orientate so that all the rank and file of the staff is exceptional.
- xv. According to Sankhya no one is big or small. It is the merit or the demerit which makes one big or small. Sankhya points out the reason of all this to ego. When ego is controlled everything is controlled. The

researcher will concentrate on this part of the subject matter of Sankhya and will like to make it clear how an ordinary person, following the process prescribed by Sankhya, can be an exceptional or charismatic person to any level or grade he is placed.

- xvi. The last powers can be gained through the knowledge of his origin and subsequently through the identification with the basic and the most perfect principles (a) Essence of intelligence (Purusha) (b) power of action (Prakriti).
- xvii. The perfect knowledge is possible only through the study of theory part of Sankhyakarika and adherence to the path of practice, or so to say, the line of action. The line of action is given a great weight age in the Sankhyakarika.
- xviii. Sankhya grips the problem of management from the neck and not from the tail. The greatest malignant factor is the ego and the selfishness. Over ego makes one unpopular. Selfishness is the cancerous growth of an organisation or a society. These two factors being controlled, man becomes part and parcel of an organisation or a society or the world. Sankhya categorically highlights it and researcher's objective will be to highlight this concept of Sankhya.
- xix. Sankhya without hesitation and any reservation declares that the confinement of ego on the personality has narrowed down his capabilities, abilities and faculties. Though they are dear to a person, yet they are the decay of his personality. The more the ego, the less the appeal of the personality, the less the ego, the more the appeal of the person.
- xx. Sankhya declares finally when the major traces of ego are over and a person on the maturity of the knowledge of the Sankhya realizes and uplifted to the state of- neither I am nor anything mine, he, directly, draws his all directives and directions from the higher principles of knowledge and activity and thereafter becomes Charismatic viz., can do what he likes. He becomes an accomplished person like Kapil.
- xxi. This is the most exceptional contribution of Sankhya Management.

	Objectives	Conclusion
i.	The principles of management are concerned they are not different but the character of these principles, are outstandingly different.	Sankhya introduces in its principles of management an extra- ordinary character who is known as an inspirational leader. Sankhya, particularly, defines his character. Our objective will be to highlight him and also to show his inevitability, in the area of management.
ii.	Sankhya grips the problem of management from the neck and not from the tail. The greatest malignant factor is the ego and the selfishness.	Sankhya declares finally when the major traces of ego are over and a person on the maturity of the knowledge of the Sankhya realizes and uplifted to the state of- neither I am nor anything mine, he, directly, draws his all directives and directions from the higher principles of knowledge and activity and thereafter becomes Charismatic viz., can do what he likes. He becomes an accomplished person like Kapil.
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iv.	Sankhya mentions both the character of the project as well as the team required from leader to labourer- a total picture of the whole rank and	Buddhi, Ahankara, Manas, Five Gyanaindriyas, Five Karamindriyas, Five Tanmatras are introduced. This portion of Sankhya gives a clue to the modern scientist to probe the

	file.	subtle state of gross elements.
v.	According to Sankhya no one is big or small. It is the merit or the demerit which makes one big or small. Sankhya points out the reason of all this to ego.	When ego is controlled everything is controlled. The researcher will concentrate on this part of the subject matter of Sankhya and will like to make it clear how an ordinary person, following the process prescribed by Sankhya, can be an exceptional or charismatic person to any level or grade he is placed.
vi.	Sankhya's Purush and Prakriti, are, infact, the ideal epitome of management. Purusha is suddha, buddha, muktaa, viz; transcends all interests and Prakriti is for the welfare of one and all. Both these are the motto of the one whom, somehow, belongs to some managerial project. If, one imbibes these characteristics of Purusha and Prakriti, one becomes charismatic.	The Fundamental Principles: Purusha and Prakriti are too subtle to be perceived. But the miraculous world as well as, we as individuals harnessed with wondrous body, senses and mind are projected by them, are visible to everyone. The high-rank scientist like Einstein and Heizenberg are now convinced about this fact.

5.2 Suggestions:

5.2.1 For Inspirational Leader:

- i. Project is taken up with a missionary spirit and commitment.
- ii. The commitment for accuses the first and the foremost essential for a manager or a leader.
- iii. There is no commitment without unwavering resolve for the purpose.

- iv. It is the greed for something (power, pelf, passion, personal publicity, partiality for someone) which deviate a manager or a leader from resolve.
- v. When resolve is dislodged, commitment is shaken. No commitment, no completion of purpose.
- vi. Over estimate is harmful, because in this way, one being sure of success neglects certain measures, which are necessary for success.
- vii. Under estimate also deprives one of necessary measures essential for success.
- viii. If he is concerned too much for the results rather than the work, he wastes much of his energy in the worry of the results and hence is deprived of the full efforts necessary for work.
- ix. In addition, if he is uncertain about the success of the results, he is demoralized and in this way also his energies are wasted more on wasteful aspects, rather than on the project.
- x. And if he is impatient in completing the project, he, in hustle and bustle, will also commit blunders and will fail in his purpose.
- xi. He/ she should take Suggestions from executive leader and lower level of employees to improve the organisation culture.
- xii. He should maintain proper coordination and cooperation among various departments to achieve common goal.
- xiii. Various faculty programs, seminars and workshops should be organized time to time to develop the knowledge of faculty members and thus work environment can be improved.
- xiv. Periodic open house session can be arranged for lower level of employees on various issues.
- xv. To improve the communication skills, seminars and paper presentations can be done to motivate the employees in this direction.

- xvi. There should be a proper check on the implementation of the rules and policies set by the higher authorities to ensure the quality of organisation culture.
- xvii. To develop the cordial relation between management and staff, meetings at regular intervals should be conducted where problems, their solution and achievements etc. can be discussed.
- xviii. There should be excellent social relationship between higher and lower level of employees to develop this, it is highly essential to allow employees a reasonable amount of time for socialization (e.g. during lunch breaks or tea breaks etc). This will help them develop a sense of team work also.
- xix. Seniors should play the role of mentors for juniors.
- xx. Employee welfare schemes should be introduced for good organisation culture in the institute.
- xxi. Politics should be strictly avoided among the staff members for healthy environment and organisation culture in the institution.

5.2.2 For Executive Leader/Manager:

- i. To build better work environment a panel of experts should be deployed to provide expert suggestions and their opinions should be taken into consideration for betterment of organization as well as employees.
- ii. Transparency should be maintained at every level in the organization to provide good and healthy organisation culture.
- iii. There should have healthy relationship among seniors and juniors in staff and they should work as a team to attain objectives of the organisation.
- iv. The institutions should go for flexible working hours, childcare, telecommuting, job-sharing, emergency care facilities for children and elders and also support them for non-work commitments. It would help the organisation to pool the talented women professionals at every level. Institutes should realize that societal expectations and family responsibilities do come in the female professionals and their career.

- The institutions should encourage family-friendly practices. They should ensure for various work-life requirements which would help the women professionals to balance their work and family responsibilities.
- v. Salary is the best motivator for bringing out the best skills of employee. So, careful administration of salary is required. This will help to create the institute an attractive place to work.
 - vi. Salary increments and promotion should be based on suitability rather than favouritism. Also employee welfare and incentive schemes must be introduced to decrease attrition rate leading to healthy organisation culture.
 - vii. Interference of management should be minimized which can improve work environment of the organization.
 - viii. Disciplinary action should be taken in a way that the individual's sentiments, dignity and moral sanctity are not hurt.
 - ix. Motivation should be given to staff by top management which can enhance the work efficiency and leads to good organisation culture.
 - x. There should be Freedom of giving suggestions so that employees feel association with the organisation and this feeling can boost their morale.
 - xi. Opportunity for Inter departmental interactions should be conducted often which can maintain healthy relationship with other departments for a good organisation culture.
 - xii. Regular meeting with management on monthly basis should be organized to discuss the developments and progress of the institution along with problems and there solutions, which will develop pleasant working environment and organisation culture.
 - xiii. Seniors approach should be to set example by their performance and motivate juniors to perform task, this can show the way for good work environment and coordination among seniors and juniors.
 - xiv. There should be equal distribution of authority and responsibility to get the work done efficiently and build better organisation culture.

- xv. Work should be precisely defined and span of control should be defined accurately which leads to healthy work environment.
- xvi. Provide good exposure to employees and platform to excel their performance, this also can create positive work environment in organizations.
- xvii. Suggestions from staff members should be invited and good suggestions should be appreciated and implemented to motivate them to work more efficiently and build better work place.
- xviii. Activities to motivate employees should be organized time to time to build good quality of work environment in the private institution.
- xix. Authority should be decentralized for the smooth functioning of organisation because without authority responsibility cannot be accomplished.
- xx. Equal division of labour should be done to maintain satisfaction and harmony among employees which is the major component of healthy organization.
- xxi. Fair opportunity should be given to everyone to build career. This can create positive work environment in organization.
- xxii. Individual goal and organisational goal should be common for good organization.
- xxiii. To avoid politics in the organisation and to enhance their knowledge employees should be motivated regularly for research work and self development activities like higher studies, workshops, orientation programs, faculty development programmes etc. which will create healthy environment and good organisation culture.
- xxiv. Organization policies and promotion norms should be transparent and based upon performance without the influence of favouritism, which may create serious issues, dissatisfaction among employees, leads to increase attrition and negative organisation culture in the institution.

- xxv. Adequate checks of Quality improvement are required to establish to improve quality of organisation culture.
- xxvi. Higher authorities should be impartial and should have equal behaviour for all staff members.
- xxvii. Promotions should be given in time which can encourage employees for work efficiency.
- xxviii. Professional attitude should be adopted about work environment.
- xxix. Immediate disciplinary actions should be taken against defaulters to maintain excellent environment.
- xxx. Transparency should be there about following and constitution of rules for the organisation.
- xxxi. Strength of employees should be increased and more retention policy for lower level of employees should be introduced.
- xxxii. Personal counselling sessions should be organized time to time for discussion of various issues and reliving of stress for employees which can make healthy work environment and organisation culture.
- xxxiii. Record should be maintained for every faculty where their performance can be recorded and kept into consideration during the time of promotion as well as for providing incentives. This will keep a check on faculty's performance and will maintain a performance driven environment.
- xxxiv. The vision, mission, and outcomes should be clear and well defined to have better organization.
- xxxv. Systematic individual development decisions based on fact should be taken to improve the organization.
- xxxvi. Delegation of Decision making authority should be done carefully to get the things done correctly and within the stipulated time this can contribute a support to improve organization.

- xxxvii. Planning for innovation change should be done prior to implement them properly; this will build the place good for working. The information about Code of conduct, rule and regulations should be given prior to inculcate good and healthy organization.
- xxxviii. Suggestion of employees should be invited and executed at its earliest to make the work environment outstanding.
- xxxix. Strong linkage should be established between individual and organisation goal so that faculty can work in harmony for the betterment of work conditions of colleges as well as their own.
- xl. Rules and regulations should be given well in advance to in still better and healthy organisation culture.
- xli. Welfare programs should be started for more attachment of employees with organisation.
- xlii. Performance indicators and job objectives should be well defined. This will help in evaluating the performance of the staff.
- xliii. Appraisal provides accurate, timely evaluation of the capabilities of employees, with a forward look towards future needs. This system should be effectively implied to develop positive relationships.
- xliv. Workload should be equally divided according to the capability of employees and those failed to perform, instant action should be taken against them.
- xlv. Performance appraisal system should be taken up to remunerate the faculty according to his/her contribution.
- xlvi. Time duration to finish any assigned duty is strictly enforced to get the things done in time.
- xlvii. The organisation system should also have fresh recruitments on regular basis as per the availability of vacancies. Recruitment of the right candidate at right place can also improve the organisation culture.

- xlvi. The organisation should be endowed with latest technology and infrastructure to make the working environment vibrant. It will help to improve organisation culture and attract more capable employees to organization system.
- xlvii. 360 degree feedback system should be initiated for the employees on regular basis to improve the work environment and working efficiency of staff.
 - i. In some organizations seniors should take interest in developing their junior employees by supporting and motivating them.
 - ii. Faculty should share strong relationship with their seniors and co-colleagues and act as a team to uphold efficient working environment.
 - iii. Effective directing of faculty in the organisation leads to effectiveness, therefore top management should attach greater importance to motivation.
 - iiii. If faculties are invited to share in organisational problems, to work towards common solutions, and provided an opportunity to express them at the workplace, a greater degree of organisational balance occurs because of increased understanding.
 - lv. Inter departmental activities should be conducted on a regular basis which will develop cordial relation with the faculty of other departments.
 - lvi. Higher authorities' behaviour should be unbiased and same for all staff members.
 - lvii. Promotions should be given timely which will improve employees work efficiency.
 - lviii. A properly designed salary and compensation plan may fit institutions special needs and problems, and from it follows attractive returns for both the institute and it faculty.
 - lvi. Personal counselling sessions should be organised to deal with different kind of problems and helping the staff to feel stress free which is going to affect positively productivity of the institution as well as staff.

- lix. Team work where every member of the team should carry out his/her duties honestly should be formed to make the work place atheistically good to work with.
- lx. Appraisal is the key for success of any operation because it puts a sort of pressure on faculty for better performance. Faculties are conscious that they are being appraised in respect of certain factors and their future largely depends on such appraisals. Thus, it work as control device, but should always be administered carefully.
- lxi. Reward system should be designed to boost the morale of faculty to perform efficiently.
- lxii. Remuneration system should be improved to attract competent and qualified employees.
- lxiii. The system of performance appraisal should be taken periodically and should attempt at accurate measurement by eliminating human biases and prejudices.
- lxiv. Well defined job objectives with indicators can always guide to better organisation culture and satisfied staff members so it should often be performed in organisations.
- lxv. Employees should be trained properly, so that they can utilized their resources in a better and in convenient way. In this way, organization can earn so much of output with less use of input (resources).
- lxvi. Politics or political behaviour in institution is inevitable. But some strategic attempts can be made to use politics in more beneficial and constructive ways likewise restraint on senior faculty, effective communication, suitable strategies to cope with uncertainties, greater degree of transparency etc.
- lxvii. Record should be maintained for every employee where their performance can be recorded and kept into consideration during the time of promotion as well as for providing incentives. This will keep a check on faculty's performance and will maintain a performance driven environment.

- lxviii. The in house senior employees should be shown trust by top management and junior employees regarding their abilities by providing timely incentives and promotions as per their performances.

5.2.3 For Lower Level of Employees:

- i. Time duration for the completion of assigned duties should be strictly followed.
- ii. Proper feedback should be given to the higher authorities on regular basis to improve the work environment and working efficiency
- iii. Time system should be strictly followed by the employees to maintain decorum.
- iv. The employees should give sincere concern to their duties towards their institution rather than taking interest into external assignments.
- v. Employees should attend various seminars, workshops on routine basis so that they can enhance their productivity.
- vi. Team work where every member of the team should carry out his/her duties honestly should be formed to make the work place atheistically good to work with.
- vii. Planning for innovation change should be done prior to implement them properly; this will build the place good for working.
- viii. Junior employees should give due respect to their senior employees and develop trust for their seniors.
- ix. Lower level employees should share strong relationship with their seniors and co-employees and act as a team to uphold efficient working environment.
- x. Senior faculty influence junior faculty and gives an experience to attain common goal. So, they should set example by their performance and behaviour.

- xi. Equal distribution of authority and responsibility is must to get the work done efficiently and build better organisation culture.
- xii. Work and span of control should be clearly stated to clear work related ambiguities.
- xiii. Code of conduct should be given prior to inculcate good and healthy organization.
- xiv. Open discussion create a culture of transparency among employees and feeling of association is developed which may positively affect organisation.
- xv. The assigned responsibilities of employees should be finish in time to avoid any kind of delay.
- xvi. Employees should understand how reward processes operate and what is important in terms of behaviours and outcomes.

5.2.4 All of the above categories Together:

- i. There should be a system of feedback for the employees on regular basis to improve the work environment and working efficiency of faculty.
- ii. Reward system should be designed to boost the morale of employees to perform efficiently.
- iii. The system of performance appraisal should be taken periodically and should attempt at accurate measurement by eliminating human biases and prejudices.
- iv. Remuneration system should be improved as per industry standards to motivate staff to work more efficiently and dedicatedly to improve the work environment.
- v. Leadership supporting a quality culture should be implemented in organization. It inspires and motivates people to work together with a common vision and purpose.

- vi. Suggestions from all walks of the organisation are invited to get more inventive ideas to improve the work place.
- vii. Social staff gathering can show the way to strong relationship with each other which is very necessary for maintaining good work environment and organisation culture.
- viii. Well defined job objectives with indicators can always guide to better organisation culture and satisfied employees so it should often be performed in organisations.
- ix. In the month end a meeting should be held with the management to discuss the developments and progress of the organisations along with the future prospects for growth.
- x. Personal counselling sessions should be organised to deal with different kind of problems and helping the employees to feel stress free which is going to affect positively productivity of the organization as well as staff.
- xi. For bringing innovative changes in the organisation well planning should be done before. This will produce positive results.
- xii. The employees should be provided to grab better opportunities in form of consultancies and research work which make them exposed to external environment; this makes them learn about differences in internal and external environment and helps them to make changes to improve the work environment of their organisation.
- xiii. Employees recreational activities like sports, picnics, get-togethers, tours etc. should be organized to lighten up the work pressure and this extra time will build bonding as well as good relationship among staff members.
- xiv. Additional incentives and reward should be given to employees for producing additional work besides the assigned duties.
- xv. Equal division of labour should be done to maintain satisfaction and harmony among employees which is the major component of healthy organisation culture.

- xvi. Suggestions from lower level of employees should be invited and the excellent suggestions should be put into action to motivate them to work more efficiently and build better work environment.
- xvii. Leaders/ managers should set example for other employees of the institution. This is because newly-appointed employees closely watch the behaviour and actions of those, who are senior to them and attempt to copy. So managers should support and motivate and to do this effectively socialization becomes more important for transforming outsiders into acceptable insiders.
- xviii. Freedom of giving suggestions should be provided to the employees so that they feel themselves part of the organisation and this feeling can boost their drive for work efficiency and good organisation culture.
- xix. Panel of experts should be deployed to provide valuable opinions and suggestions and these opinions if found suitable can be executed for the betterment of organisation.
- xx. Organisations policies and promotion norms should be transparent and given on performance without getting affected from personal choices.
- xxi. Various seminars, Faculty development programs should be organized regularly to upgrade the faculty knowledge related with organisation culture and its value.
- xxii. Open discussion create a culture of transparency among faculty members and feeling of association is developed which may positively affect organization.

5.3 Contribution to Academic /Corporate World

The study contributes to the Indian style of management studies to the prevalent systems of study of management. Indian system of management highlights categorically the 3points:-

i. Ego-lessness

Even when you know everything because, ego offends others and also make one overestimated.

ii. Selflessness

Selflessness makes a man missionary in spirit, person with this attitude becomes more in competent and influential as well as magnetic. Selflessness also is useful for the success of the project. If you are selfish, you are likely to be corrupt and sabotage the project by stealing away the profits of the project.

iii. Attitude of welfare

The project should be such that it should not only be concerned for the organizers, but it in addition should keep in mind the interest of others. This attitude will keep the project away from the strikes and other such risks.

After having completed the study, the researcher realises that Indian philosophical systems have much to contribute to modern management studies. Hence the researcher would like to draw the attention of promising researchers in the field of management -research to dig the gold mine of thoughts of Indian philosophical tradition in order to enrich the field of modern management studies.

5.4 Areas for Future Research Work:

In researcher opinion following could be some hopeful areas for those who all are keen in doing empirical research:

- i. Researcher in the current study has taken into account the area of philosophy and management belonging to different categories but for better results, a study with a similar focus representing respondents from various departments, may be attempted to generate results with broader applicability.
- ii. The unique and universal managerial concepts in Sankhyakarika may be attempted to be analysed with quantitative methodological instruments to confirm the distinction between different categories of departments.
- iii. Some colleges, institutes, and universities may be taken into consideration for the future research purposes.
- iv. Each department representing managerial concepts could be studied independently for making the study more extensive.

v. Though the research conducted throws light only on departments like ego, selfishness, overestimation, underestimation, peer subordinate relationship, leadership style, team working etc. There is also future scope of conducting research considering the statistical variables like growth opportunities, financial growth and its impact on working as well as organisation culture of any institution.

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