
BIBLIOGRAPHY

BEACON LIGHT OF INDIAN ETHOS

The researcher has drawn great inspiration from the role models which India has produced throughout its history. In fact, these leaders have become synonym with the best practices of management. Be it knowledge, work practices or scholarship. Virtually these leaders can be called path breakers in Indian culture who, set examples for the common masses by their way of thinking, doing and actions. These people are considered revered all over India and their ideologies, living and actions are set as the benchmark or standards which every individual is expected to achieve. A brief reference of some of these prominent personalities is given in this chapter.

Mariyada Purshotam Ram:



Ram is considered the personification of 'Maryada' or righteous way of living. He always followed the path of righteous how hard it may be. In his journey of path of righteous he had to face many difficulties which can easily shake the very belief of any weak individual. He had to leave his palace and go to forest for 14 years. When he came back he had to discard his wife to follow 'Raj dharma' (King's duty). No adversity could shake his sense of duty.

All his actions can be described as treatise of management. Be it the respect for gurus, truthfulness, administration, public dealings or fair play and justice.

Karam Yogi Krishna



The life of Krishna is example of a silent worker. He lead his life righteously and practically implemented the concept of Karam Yoga in his life. He did all his duties without any aspiration of result which is the true essence of Karam Yoga. He narrated “GITA” to Arjun in battlefield of Kurushetra, a sacred text of Hindus. The concepts described in detail by Lord Krishna are acceptable world wide and are adopted by leading business schools in their management curriculum.

Adi Guru Shankaracharya



Adi Guru Shankaracharya is considered to be the incarnation of Lord Shiv himself according to Indian belief. His life set an example about how a person can explore the knowledge within himself rather than seeking it from outside world. He was credited for the revival of vedic dharma again in India. His single minded devotion in spreading the edicts of Dharma can well be recognised as basics of management.

Gautam Buddha



Gautam Buddha is peace in flesh and blood. He taught peace, non-violence as the ways to achieve the ultimate goal of human life i.e. ‘Moksha’ or becoming one with omnipresent God. The very fact the buddhism has spread throughout the world shows the deep rooted impact which teachings of Buddha have left on people’s minds and can verily be accepted as sound

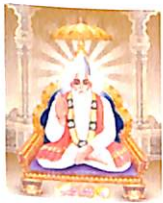
principles of modern management based on Indian Ethos of stress free work atmosphere resulting from a peaceful and tranquil mind.

Guru Nanak Dev



Guru Nanak Dev was a great religious Guru who spread the message of universal brotherhood based on committed principles of life. He taught that there is one almighty known by many names. He was true personification of peace and sainthood.

Saint Kabir



Saint Kabir taught the lessons of mutual co-existence when there was a wide difference of belief between of Hindus and Muslims of India. He condemned the ill practices of both the religions and believed there is only one God with many names given to him by his devotees. His dohas are quoted even today by various management gurus during their lectures and discourses to modern scholars of business management in India.

Chanakya



Chanakya was the guru or teacher of ChandraGupta Maurya, the first ruler of Maurya dynasty. He was personification of knowledge. Arthashastra, the book written by him on Economics and how to manage state affairs is considered as one of the finest book on the topic even today.

Vivekananda



Vivekananda was the representative of India in world's congress on religion in America. There he re-established India as spiritual leader of the world. He believed that any nation's progress is based on the quality of its youth population. He is considered as idol of every youth in India.

His world famous quote of "Youth awaken, arise and don't stop till you achieve your goal" is a beacon call to modern managers to become action oriented and create a dynamic sprit of management practices.

Arbindo



Arbindo spread Indian ideals all over the world and many westerners imbibed the Indian values and traditions and accepted him as his guru or teacher. He again proved that Indian ethos are universal and any body can very easily streamline himself/herself with Indian ethos.

Mahatama Gandhi



Life of Mahatama Gandhi is an open book of truth and non-violence. He believed that truth and non-violence are the two easiest ways to attain God. He used non-violence as a mighty weapon against the British and got India its independence. He is considered as father of the nation. His unique style of managing the masses through his simple habits is truly regarded as the essence of lasting management.

Dr. S. Radhakrishnan



A great scholar and a most respected teacher, he blended in himself the true concepts of Indian Ethos and adopted the same both in his official capacities as well as personal life having occupied the highest post of president of republic of India.



BIBLIOGRAPHY

Articles and Presentations

- Agarwal Gopal K. - Spiritual Quotient in Resurgent India, Organizer, Nov '2006.
- Agle B., & Caldwell, C., (1999). Understanding research on values in business: A level of analysis framework." *Business and Society*. 38(3), 326-387.
- Ashforth, B., & Vaidyanath, D. (2002). Wok organizations as secular religions. *Journal of Management Inquiry*, 11(4), 359-370.
- Bass, B., & Steidlmeier, P. (1999). Ethics, Character, and authentic transformational leadership behavior. *The leadership quarterly*, 10(2), 181-217.
- Cacioppe, R. [2000a]. Creating spirit at work: re-visioning organizational development and leadership – part I. *The Leadership & Organization Development Journal*. Vol. 21 pp. 48-54.
- Carey, M., (1992). Transcendental leadership and the fundamental option for self-transcendence. *The Leadership Quarterly*, 3(3), 217-236.
- Cash, K.C. and Gray, G.R., A framework for accommodating religion and spirituality in the workplace, *Academy of the Management Executive*, 14, 124 – 34, 2000.
- Cavanagh, G. F. (1999). Spirituality for managers: context an critique. *Journal of Organizational change management*, 12(3), 186.
- Chatterjee, S.R. (2005) Weaving the Threads of a Global Mindset in work Organizational: Managerial Roles and Responsibility. *Journal of Human Values*, Vol. 11, issue 1, 37-47.

- Dean, K.L., Fornaciari, C.J., & McGee, J.J.(2003). Research in spirituality, religion, and work: walking the line between relevance and legitimacy. *Journal of Organizational change Management*, 16(4), 378.
- Dehler, Gordon E. & Welsh, M. Ann, [1994]. Spirituality and Organizational Transformation, Implications for the New Management Paradigm. *Journal of Managerial Psychology*, Volume 9, Number 6, 17-26.
- Duchon, D. and Ashmos, D., Nurturing the spirit at work: impact on work unit performance, *Leadership Quarterly*, 16, 807 – 833, 2005.
- Fairholm, G.W. (1996) Spiritual Leadership: fulfilling whole- self needs at work. *Leadership & Organization Development journal*, 17(5),11.
- Garcia – Zamor, J. (2003). Workplace spirituality and organizational performance. *Public Administration Review*, 63, 355-363.
- Inayatullah, S., Eliminating future shock: the changing world of work and organization, *foresight*, 8, 5, 3 – 12, 2006.
- Isen, A. M., Daubman, K.A., & Nowicki, G.P. [1987]. Positive affect facilitates creative problem solving. *Journal of personality and social Psychology*, 52, 1122-1131.
- Judge, T.A., Thoresen, C.J., Bono, J.E., and Patton, G. K., The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127,376-407, 2001.
- Kaplan, R and Norton, D (1992). The Balanced Scorecard: Measures that Drive Performance *Harvard Business Review*. 71-79.
- Klenke, K. (2006c). Rivers in the life stream: Integrating leadership and spiritual development. Paper Presented at the 8th Annual conference of the International leadership Association. Chicago, IL: November 2005.
- Kolodinsky, R.W., Giacalone R.A and Jurkiewicz, C.L., Exploring personal, organizational, and interactive workplace spirituality outcomes, proceedings of the Academy of Management Meeting, 2004.

- Krishna Kumar, S. and Neck, C., The “what”, “why”: and “how” of spirituality in the work place, *Journal of Managerial Psychology*, 17, 153-164, 2002.
- Laabs, J.J. (1995). *Balancing Spirituality and work*. Personal journal.
- Leadership and Mahatma – Cultural Comparison* by Debashu Chakraborty and S. K. Chakraborty.
- Mitroff, I.I & Denton, E.A. (1999). A study of spirituality in the workplace, *Sloan Management Review*.
- Neal, J. (1997). Spirituality in Management education *Journal of Management Education*, 121-139.
- Neogi Saikat, Nair Sulekha – *The Lure of Spiritual Ventures*, *The Financial Express*, Jan’ 2009, Net Edition, Indian Express Group.
- Nur, Y.A., *Management – by – Virtues: A comparative study of spirituality in the workplace and its impact on selected organizational outcomes*, Ph. D. Thesis, Indiana University, 2003.
- Peters, T.J. and Waterman, R.H. Jr., [1982]. *In search of Excellence*. Harper Row, New York.
- Sager, F.K., The role of behavioral intentions in turnover of salespeople, *Journal of Business Research*, 29,179-189, 1994.
- Salzmann, J.C [1997]. *Thriving during Organizational Change. The role of Metaphors for change Optimism and Pessimism, and Attributional Style*. *Dissertation abstracts International: section B 58[5-B]*, 2734.
- Schlumph, H. (1999). Religion us. Spirituality. *Publishers Weekly*, 246(35),54-56.
- Trott, D., *Spiritual Well – Being of workers: An Exploratory Study of Spirituality in the workplace*, Ph. D. Thesis, Graduate School of the University of Texas, Austin, 1996.
- Tsui, A (2004) *Contributing to Global Management Knowledge: A case for High Quality Indigenous Research: Asia Pacific Journal of Management*. Vol. 21, pp.491.

UNESCO's role, vision and challenges for the UND of Education for Sustainable Development, connect, UNESCO international science, Technology and Environmental Education Newsletter, Volume XXXI, No 1-2, 2006

Vaill, P., Introduction to spirituality for business, *Jnl. of Management Enquiry*, 9,2, 115-116,2000.

Weiss, D. J., Dawis, R.V., England, G.W., and Lofquist, L.H., *Manual for the Minnesota satisfaction Questionnaire*, University of Minnesota Press, Minneapolis, MN. 1967.

Williams, L.J an. Anderson S.E., Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors, *Journal of Management*, 7, 601 – 617, 1992.

Books

Abdul' Kalam, A.P.J., 2002, *Ignited Minds*, Penguin Books, New Delhi

Atharva Veda, 3/30/3 , Arya Samaj, New Delhi, 2002

Bass, B., & Avolio, B. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage.

Bass. B.M., *Transformational leadership*, Erlbaum Hillsdale, New Jersey, 1998.

'Built to last' by James R Collins and Jerry I Porras.

Chatterjee, S & Nankervis, A (2007) *Management in Asia: Trends and Transitions*. Palgrave Macmillan, London.

Chatterjee, S (2005) *Personal Discussiopns with Mr. Narayan Murthy*. Perth, Astralia. September 20.

Concept of the Spiritual manager at Work-place

Coney, Stephen R., 2002 *Principal centred Leadership*, Simon & Schuster UK Ltd, London

Conger, J. (1998). Education for leaders: Current Practices, new directions. *Journal of management Systems*, 10(2), 81-90.

Creation of wealth by R M Lala.

Einstein, Albert, 2003, *Ideas and Opinions*, Rupa & Co., New Delhi.

Fairholm, G. (2001). *Mastering inner leadership*. Westport, CT: Quorum Books.

Fairholm, G., (1991). *Values Leadership: Toward a new Philosophy of leadership*. New York: Praeger.

Foray, J., & (2002). All for one: A Parable of Spirituality and organization. *Organization* 9(3), 497-509.

Fredrickson, B.L. [2001]. The role of positive emotions in positive psychology: the broaden- and -build theory of positive emotions. *American Psychologist*, 56, 218 – 226.

Freidmen, T.L., *The world is flat: a brief history of the twenty-first century*.

Ghoshal S (2005) *Bad Management Theories are Destroying Good management Paractice*. *Academy of Management Learning and Education*. Vol. \$, No. 1, 75-91

H. K. Sinangil and C. Viswesvaran Eds., Vol 2, *Organizational psychology*, 25-52, Sage. London, 2001.

Intelligence, and healthy workplace policy. In R.A. Giacalone & C.L. Jurkiewicz (Eds.), *Handbook of workplace spirituality and Organizational Performance* (pp.123-136).

Kamandaka, Neeti Sara, 14/3, Choukhamba Sansthan, Varanasi 2003

Kasulis, T (1995) *Sushi, Science and Spirituality: Modern Japanese Philosophy and its Views of Western Science*. *Philosophy East and west*. Vol 45, No.2, 227-248

Kautaliya's 'Arth Shastra'

'Leadership & Motivation' by Debangshu Chakraborty & Dr S K Chakraborty.

'Lecture notes' by Mather Terry from his book 'Creating Sales Velocity'.

Mahbubani, K. (2004). *Can Asians Think?* Times Book International, Singapore.

Mandela, N. (1995). *Long walk to freedom: The autobiography of Nelson Mandela*. Boston: Back Bay Books.

Maslow A.H, *Motivation and Personality*, 3rd edition ed. 1987: HarperCollins Publisher. 293.

Maslow, A. (1971). *The farther reaches of human nature*. New York: Penguin.

McKnight, R. (1984). *Spirituality in the workplace: empowerment and purpose*. In J.D. Adams (Ed.), *Transforming work: a collection of organizational transformation readings* (pp. ix, 278 p.). Alexandria, Va, (1009Duke St., Alexandria 22314): Miles River Press.

Munshi K.M., Diwakar R.R. – *Bhagwat Gita and Mordern Life*, Bhartiya Vidya Bhavan, 1969.

Pascale, R and Athos, A (1981). *The Art of Japanese management*. Simon & Schuster, New York.

Peters, T and Waterman, R (1982). *In search of Excellence*. Harper & Row, New York.

Positive psychology in business ethics and corporate responsibility (47-84).

Rig Veda, 10/191/3, Arya Samaj, New Delhi, 2002

Rig Veda, 10/53/6, Arya Samaj, New Delhi 2002

Ros, M., Schwartz, S. & Surkiss, S. (1999). *Basic individual values, work values, and the meaning of work*. *Applied psychology: An International Review*, 48, 49-71.

Rost, J. (1991). *Leadership 21st Century*. New York: Praeger.

Shath Path Brahmin 11/1/8/1-2, Choukhamba Sansthan Varanasi, 2002

Spohn, W. (1997). Spirituality and ethics: exploring the cionnections. *Theological Studies*, 58(1), 109-123.

Swami Vivekananda' by R Ramakrishnan.

The Journey of Man's Transformation and Godliness – Akhand Jyoti, May ' 2006.

Ved Vyas, Sabha Parva, 11/2, Mahabharata, Gita Press, Gorakhpur, 2002

Ved Vyas, Shanti Parva, Mahabharata, 58/21, Gita Press, Gorakhpur, 2002

Wilber, K. (1985). *No boundary: Eastern and western approaches to personal growth*. Boston, MA: Shambhala.

Yajur Veda, 34/1, Arya Samaj, New Delhi, 2002

Yajur Veda, 36/18, Arya Samaj, New Delhi, 2002

Newspapers/Periodicals

'Speaking Tree clippings – Times of India, January 2007.

'Speaking Tree' – Time of India dated 23-7-08.

'Spiritual Quotient – Economics Times-August September 2007.

Times of India Issue dated 4-7-07.

'Speaking Tree' Times of India dated 23-07-08.

'Leadership' - by National Defence College, Dehradun.

The Speaking Tree 'Times of India' dated 4-7-07.

'Spiritual Quotient' – Economics Times.

'Indian- truth Along Triumphs'

Speaking tree – times of India dated 23 – 7. By NDC – Dehradun.

Websites

Millennium Paradox – Internet, July 2003.

‘Spirituality in Board Room- www.lifepositie.com- 2-01-08.

‘Samanvaye.com’ dated 1-7-2005.

Views of Sr Sri Ravi Shankar www.rediff.com 23-2-06.

www.rediff.com - 22-01-07 by Cliffered Sawhney.

www.lifepositive.com – 11-08.

