Preface

Management has now become an integral part of human life. Now the concept of management has changed. There are two aspects of management, first managing the organization, and or people around and the second to manage one self. This research work focuses on the idea that if one manages his ‘within’ or his mind and emotions properly he can manage the world ‘outside’ e.g. the people around and the system (of which he is the part) more effectively and efficiently. Thus self-management directly influences the managerial performance and organizational success.

Managerial performance has two components values and skills. As values are base of all kinds of skills this research describes the importance of human values in prosperity of company as well as society through Indian wisdom of value driven management. Every effort must be made by the top management in the organization to inculcate values among individuals working with the organization, as human values not only helps in self development, managing interpersonal interactions, and achieving excellent performance but also in shaping the internal and external domains of business and enhancing the reputation and goodwill of the organization.

Ethics and values must be an integral part of management and work culture. Business ethics is a growing and developing discipline all over the world. The assumption that business and ethics are adversaries and their co-existence is impossible, no longer holds true in today’s globally competitive corporate landscape. If the values and ethics are observed in individual life, the same will be naturally observed in business life too. Every society has its own culture, values and ethical norms, and business organizations as a member of society cannot escape from values, and ethics and it must define its business goals and clarify its responsibility towards the society at large to gain the status. This research work is divided in to eight chapters.

Chapter I – Introduction

This study begins with definition and an investigation into the relationship between religion, values, morals, ethics, business ethics, and
corporate social responsibility. The study describes in detail the various forms in which corporations are putting business ethics into the action and the way corporations meet their social responsibilities.

Chapter II — Research Methodology

In this chapter a review of the work of various author and books on the related topic, is done by the researcher. This chapter states the methodology used by the researcher. In order to study the research problem objectives and three hypotheses are, set which provide a clear picture of the research. The chapter discusses Research Design: Types of Research, Sampling Design, Data Collection, Processing and Analysis of Data, Limitations and Significance of Study.

Chapter III. Indian Ethos in Management: A Comparative Study with Western Theories and Concepts

In this research ethical theories and concepts have been discussed in the three different contexts individual, corporate and systemic. This chapter discusses ethical issues in three different parts. Management of Self and Karma-Yoga Philosophy, Management of Men through Leadership and Motivation. Few guidelines are suggested for self-management according to different yogic philosophies given in Bhagvad Gita by lord Krishna. Indian philosophies and strategies on motivation and leadership are discussed in comparison to western theories.

Chapter IV. Individual in the Organization

This chapter discusses the individual behavior and ethical issues in the organization. Indian sankhya philosophy and guna theory is compared with western theory of transactional analysis to describe individual behavior. This chapter also describes selfishness as a major cause of all kind of dilemmas in the organizational and individual life. An effort is made to identify the common ethical issues and ethical dilemmas faced by managers and to identify the areas and environment where most ethical problems arise. Individual decision-making process is also explained. Whistle blowing is suggested as a remedy to
prevent and control them. Indian philosophy suggests mind stilling breathing and identity exercises in order make decisions.

Chapter 5. A Study on Value Based Management System of a Few Select Organizations

This chapter is based on the study of Companies, who have implemented formal value based management system. Five main elements used by successful companies in order to bring desired cultural transformation while implementing value based management, are discussed. Karma yoga theory as an important part of Indian value oriented holistic management is complimentary to TQM is discussed. Organizations in India are increasingly adopting the TQM processes as it facilitates and enhances organizational effectiveness. Key elements of TQM processes in Indian organizations under 4 broad factors are discussed.

Chapter 6. Social Marketing and Social Responsiveness of a Few Select Organizations a Synoptic View

The social responsibility of business involves ethics, which is reflected in the philosophy, objectives, policies and practices of organization. Corporate social responsibility is multi dimensional. CSR is visible in form of social marketing, green marketing, community development activities, good governance, and it also includes employment and or training and development to employees etc. This chapter discusses selective activities of some socially responsible companies. In this chapter a thorough study of 10 socially responsive companies has been conducted by the researcher, which is mainly focused on social marketing and community development activities of these companies.

Chapter 7. Managing Ethical Performance through Corporate Governance

The role of regulatory bodies in India CII, DoC and SEBI in improving the governance and their guidelines has been discussed in this chapter. Central problem in corporate governance in India, as the conflict between the dominant shareholders and minority shareholders, is discussed. In order to evaluate social responsiveness of the company social auditing (ethical auditing) and
social reporting are elaborated in detail as powerful techniques in bringing more transparent corporate governance.

Chapter 8. Conclusions and Suggestions

The results suggest that the hypotheses proposed had a significant fit with the data. The research focuses two major ideas that an integrated human personality of self-developed manager and worker can assure best and competent management of any enterprise and Business does have ethics and responsibilities towards the society. As good citizen corporations have civic duties and responsibilities and they must discharge these voluntarily. This research offers a few suggestions for more holistic developments to corporations, in this regard.

Efforts must be made by the top management in the organization to inculcate values among individuals working with the organization, as human values not only helps in self-development, managing interpersonal interactions, and achieving excellent performance but also in shaping the internal and external domains of business and enhancing the reputation and goodwill of the organization.

Major role of management is to harmonize the interest of organization and individual and that is made possible only with the development of values among individuals in the organization. The ideal of all Indian ethos is ‘Amano Mokshartham Jagat Hitay Cha’ (for gaining perfection in individual life as well as for the welfare of the world). Under holistic approach, management works for the development of individuals, and it does not exploit shareholders, employees, customers, society and Nature.