Preface

Every organization, whether business or non-business, has a distinct pattern of bi-directional relationship with its environment. In order to balance the equilibrium among the constituents of organization's environment, the organizations need to ensure ethical considerations in all the functions and activities. But at the same time the variation in the ethical and legal standards across the societies and nations present a great challenge towards developing a universal framework of ethical and moral values for organizations. Due to extensive reliance on western experiences, the growth of subject discipline of management has been characterized by pure materialistic values and, thus, questioning its universal applicability. The values of the work-life, being promoted by the theories and concepts of modern management, lack significantly in terms of their ability to nurture 'Ethical -Moral' managerial values. In order to promote the balanced growth of the individuals, societies and nations, we need to change our present outlook of managing the organizations. The psycho-philosophical dimension of the management needs further to be strengthened to link managerial functions with the spiritual accomplishments.

The last two decades have witnessed a number of significant contributions in Indian management thoughts, that primarily focus on bringing the ethical and morale values at the root of all managerial analysis, decision-making and actions. There have been significant contributions to link India's psycho-spiritual heritage and ancient wisdom to modern management. There have been various significant contributions to analyse and redesign management theories in terms of the ancient Indian wisdom, especially the Vedanta and Bhagwadgita.
The concepts and theories of Human Resource Management, as in its present form, have evolved from the highly materialistic society of west. The fundamental assumption behind the development of this systematic body of knowledge is to utilize the human potential at its maximum level. But at the same time, the basic considerations for the inner human feelings seem to be lacking in so called modern approach to Management.

After more than a century of the emergence of the subject body of Management, it is now being realized that the scientific part of the theory must be balanced with a sound philosophy that will guide its' right application in the wider interest of the society and humanity. As some of the eminent Indian scholars have called this as 'left-brain dominance' and have advocated to balance it with 'right brain' thinking. The Indian philosophy can be one possible source for finding out the novel ideas and concepts. The Indian philosophy never advocates the managerial approach, which attempts to only exploit the human as a resource; rather it provides insights to develop the human mind to the level that triggers self-motivation and commitment. In order to generate the desired level of human response, we have to develop the conceptual frameworks and models that do not aim to exploit the human as a resource.

The present study attempts to explore the elements of human resource management in ancient Indian Vedic literature, especially the *Bramhasutra* and *Srimad Bhagwadgita*. The researcher has made efforts to comprehend the modern principles of HR in a systematic way and then an analysis has been made by comparing the HRM elements in the Indian vedic literature as mentioned above. The study is conceptual in nature but provides a sound foundation in terms of the intellectual justification for the concepts and principles, provided in this thesis on the basis of ancient Indian wisdom.