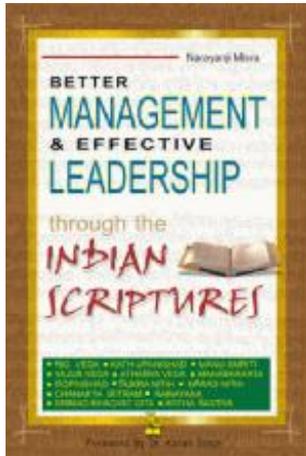




## Better Management & Effective Leadership



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### Better Management & Effective Leadership through the Indian Scriptures

Management as a subject and various theories associated with it are largely considered as brainchild of the West. The moment this topic is raised, the names of western thinkers, such as F.W. Taylor, Robert Owen and Peter F. Drucker, come to our mind. However, the fact is that all the management theories and hypotheses propounded so far, draw heavily from the Indian scriptures. Indian sages and gurus, like Sukra, Kautilya and Vedavyas laid the foundation to better management through their literary works as early as in the pre-Christian era.

This book, Better Management and Effective Leadership through the Indian Scriptures, aims at discovering the treasure hidden in the Indian texts, making the management scholars all over the world feel proud of our literary heritage and appreciate the farsightedness of the Indian thinkers. It is an endeavour to reveal that, be it in any sphere of academics, Indian scholars were in no way secondary to their western counterparts; they were rather the precursors.

#### ABOUT THE AUTHOR

Narayanji Misra was born on December 25, 1929. He carried out his schooling at Fatehpur in Uttar Pradesh. Having done his Post Graduation in Economics & Sociology from Christ Church College and DAV College, Kanpur, respectively, he headed the Personnel Department of Rajasthan State Electricity Board (RSEB). Later he headed Industrial Relation Department of Uttar Pradesh State Electricity Board (UPSEB). He was the visiting faculty of Officers Training Academy of RSEB and UPSEB. A renowned Management Consultant, Shri Misra trained middle and high-level staff of various companies in the field of management. Apart from this book, he has authored several other books:

- \* Management Obligations Under Industrial Law
- \* Guvatta Vyavastha (Quality Management)
- \* Management Concepts
- \* Departmental Enquiry - A Monograph
- \* Rajasthan Shops & Commercial Establishments Act, 1959 - Commentary

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## AN EXCERPT FROM THE BOOK

### Training

Training of the personnel at all levels is gaining high importance in the modern management practice. However, this is only a revival of the idea, which had gone into oblivion. In ancient India, training was valued very high. Kautilya attached great emphasis to training, the obvious reason being that he was basically a teacher. He could visualise that the formal education provides information in the shape of knowledge, which when put to practice and tests transforms into experience.

### Need for Training

Dealing with the need for training Kautilya has said:

Avidya vinayah? purus vyanan hetuh?

Avinito hi vyanan dosanna pasyati

-Artha Sastra (8-3-1, 2)

Absence of training in the learning of doctrines is the cause of man's vices. An untrained person devoid of learning is not able to visualise faults in the vices.

Learning of doctrines means not only collection of information but also sound and practical knowledge about them. The complete knowledge of doctrines comes through the process of training. A person, who does not acquire training of the doctrines, is not able to identify the vices, which keep on multiplying.

One can collect information from books, but the knowledge latent in a learned mind can be gained only by training.

An educated person remains only a raw material; he gets transformed into a resource only after acquiring knowledge about the secrets and niceties of the profession through the process of rigorous and continuous training. Training makes a man a thorough professional, but it should be a continuous process so that one is always updated about the latest and the emerging trends.

### Source of Training

Emphasising the need of training, it has been said:

Nityasca vidya vrdhha sanyogo vinaya

Vridhhartham tanmulatv dvinayasya

-Artha Sastra (1-5-11)

One should have constant association with elders in learning for the sake of their own training, since training has its deep roots in association with elders.

Training is largely based on learning. Elders have been recognised as the main source of training. They, in their own time had acquired knowledge, which had been tested to become experience. On the basis of such knowledge and experience, they are able to guide the younger generation so that they may become wiser. It is, therefore, necessary that those interested in acquiring training, so as to face and resolve various situations, should go to elders, who are competent enough to impart learning and training. It is from them that knowledge percolates and the persons in their association get trained.

### Efficacy of Training

Commenting upon the efficacy of training, it has been said:

Srutaddhi prajnopajayate prajanya yogo

Yogadatmavatteti vidyanam? samarthyam

-Artha Sastra (1-5-16)

Continuous study awakens the intellect. From trained intellect, comes the practical application and from that comes self-possession of capabilities.

T. S. Eliot has said:

Where is life we have lost in living;

Where is wisdom we have lost in knowledge?

Where is the knowledge we have lost in information?

### Process of Training

Simple reading or continuous study provides only information. The information thus collected has got to be converted into knowledge. The knowledge has then to be transformed into wisdom, as depicted in the given figure.

The knowledge brought into practice as a result of training gets transformed into wisdom, which we call 'trained intellect'. This trained intellect, on further training can be put to more practical application and makes oneself more capable. Such capability makes one competent enough to face the problems of life and self-confident. The process can be seen in the given figure.



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A knowledgeable person, on receiving training, acquires higher or trained intellect - the art of applying knowledge. Such a person develops self-confidence and becomes capable of taking his own decisions. This is the stage when the person visualises the truth - the real understanding.

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