



**VICHAARA**  
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**VIVEKANANDA INSTITUTE OF MANAGEMENT STUDIES**  
**COIMBATORE, TAMILNADU, INDIA**



**VIVEKANANDA INSTITUTE OF MANAGEMENT STUDIES** promoted by a group of professionals and run by **Coimbatore Education Foundation**, is an emerging stand-alone B-School with an avowed goal of achieving human excellence by means of Academic and Allied programmes. The Institute is dedicated to the Nation on the 150th birth anniversary of Swami Vivekananda to transform the youth of India into a potent knowledge power. In the horizon of contemporary management education, one can visualize the emergence of great opportunities and formidable challenges. In the field of management education the real challenge is how to make the education relevant to the realities of business and industry environment. Such connectivity between theory and practice, the conceptual and empirical domains is established only through research, management cases, diagnostic studies and publications. An academic journal is a perfect medium to bring about such connectivity, besides dissemination of knowledge and information and amplify the experience.

*Vichaara in Sanskrit language means academic activities deeply engaged in systematic studies and researches on socio-political and economic topics. It also means reflective thinking and self enquiry.*

### **Objectives of Vichaara**

1. To be a vehicle of academic research, documentation and dissemination of management innovation and practice.
2. To maintain the quality of publication by means of achieving high Impact Factor and securing a coveted place in the Social Science Index Citation and online databases.

**VICHAARA** An International Journal of Management, ISSN print version (ISSN NO: -----) is a bi-annual double blind and peer-reviewed journal promoted by Vivekananda Institute of Management Studies. *Vichaara* is a medium for academicians to share the current developments and perspectives on research stratagem, business/ management diplomacy and paradigms of Business, Management and allied Social Sciences. The journal invites robust papers that contribute to the area of research in business management and related disciplines. Every issue of the journal carries the following features:

### **Business Research**

This section is designed to be quantitative, empirical in nature and can include the summary or findings of completed research or work in progress.

### **Contemporary Management Thoughts**

Articles based on current issues and contemporary trends in business and management will be included in this section.

### **Case Studies**

Business and management practices in diverse, institution – context specific cases will find place in this section.

### **Book Reviews**

Reviews on books pertaining to contemporary management thoughts, general and professional practices are incorporated in this segment.

### **Management Practices**

The best management practices are to be included under this section:

- The interviews of CEOs / Young Entrepreneurs,
- Success stories of High Performance Enterprises,
- Analogies, etc

### **Revisiting Native Wisdom**

To disseminate Indian Ethos and Values in management learning and business practices and evaluate the same as success ingredients in management.

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- The authors are advised to submit the original contribution only.
- A declaration has to be made by the authors that the contribution is not sent for any publication, in any form, for any purpose.
- The empirical based papers will have preference over others.
- There can be single author or multiple authors.
- All the manuscripts must be prepared in MS Word , the paper font must be Times New Roman, 12 point, 1.5 line spacing.
- The first page should contain title of the study, name(s) of the author(s), current designation, affiliation, telephone number and email address. Mailing address of the primary and secondary authors should be mentioned.
- Do not write authors' name elsewhere in the manuscript as the paper will be sent for double blind peer review.
- The second page should contain title and abstract of maximum 250 words followed by five (5) keywords.
- The full article should have a maximum of 3000 words excluding the title and abstract page.
- All tables, charts and graphs should be in black colour. Wherever necessary, the source should be indicated in bottom. The number of tables used is restricted to 3.
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- Please follow the latest edition of APA referencing style for every type of reference.
- **Sample Book Reference**  
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- **Sample Reference to Chapter in Book**  
Nancy W. Nix (2001) Supply Chain Management in the Global Environment, John T. Mentzer (Ed.), Supply Chain Management (pp.27-58). New Delhi, Sage Publications, Inc
- **Sample Journal Reference**  
Pandey & Raman, (2012). Financial Inclusion in Uttar Pradesh and Bihar. Journal of Social and Management Sciences, 41 (2), 147-164

## Guidelines for submission of Book reviews

Vichaara invites the submission of spontaneous book reviews on current management themes.

- The reviews can range from 1500-3000 words.
- The reviews can be written either by a single reviewer or by more than one.
- Reviews should give a brief introduction about the title of the book and author (s).
- Reviews should make a clear attempt to comprehend the issues or problems highlighted in the book.
- It should objectively evaluate conceptual foundation of the book with its strengths and weaknesses
- The usage of references should be avoided to the maximum. If used APA reference style is preferred.

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Manuscripts must be sent as an email attachment to [editorvichaara@gmail.com](mailto:editorvichaara@gmail.com) along with scanned copy of Declaration Form and Copyright Form

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### **Review Process**

All manuscripts are subject to double blind peer review. All the papers submitted for publication under *Vichaara* will be reviewed by a member of Editorial Board. Further the paper is subjected to double-blind peer review. Feedback will be given to authors as early as possible, as every effort is made to complete the review process within 60 days. The accepted manuscripts will be published in the forthcoming issue. The Editor reserves the right to accept papers as such or with minor changes/ or major revisions and also to reject papers. E-mail id for submission: [editorvichaara@gmail.com](mailto:editorvichaara@gmail.com)

- ✓ Acknowledgement of paper received via e-mail: 5 working days
- ✓ Intimation of paper status: 60 days

### **Important Dates**

<b>First Issue</b>	<b>Second Issue</b>
Month of Publication: September	Month of Publication: February
Last date for Submission: July 15 <sup>th</sup>	Last date for Submission: December 15 <sup>th</sup>

### **Publication Decisions**

The editor is responsible for deciding which of the papers submitted to the journal should be published. The editor may be guided by the policies of the journal's Editorial Board and constrained by such legal requirements as shall then be in force regarding defamation, copyright infringement and plagiarism. The editor may confer with other editors or reviewers in making this decision.

The editor at any time evaluates manuscripts for their intellectual content without regard to race, gender, religious belief, ethnic origin, citizenship, or political philosophy of the authors. The editor and any editorial staff must not disclose any information about a submitted manuscript to anyone other than the corresponding author, reviewers, potential reviewers, other editorial advisers, and the publisher, as appropriate. Plagiarism is considered to be undesirable and unethical. All types of plagiarism like verbatim copying; paraphrasing and self plagiarism should be avoided. The authors should ensure that their contribution is entirely original, and if the authors have used the work and/or words of others that should have been appropriately cited or quoted.

## **Editorial**

It is heartening to see that the first issue of the VICHARA AN INTERNATIONAL JOURNAL OF MANAGEMENT has been brought out successfully. An educational journal is a platform where knowledge gets amplified and disseminated; research results and innovations are documented and unique experiences are shared for enhancement of knowledge.

The design architecture of *Vichaara* is made in such a way that it becomes a comprehensive document to reflect the different dimensions of Management discipline. **Business Research** forms the core part wherein original, empirical based research papers are included. Four such studies find a place in the current issue: 1) “Impact of Person Environment Fit on Job Satisfaction” 2) “A Study of Financial Position of Selected Steel Industries Ltd in BSE” 3) “Impact of Advertisement on Jewel Purchase Decision: A Study in Coimbatore District” 4) “Feasibility of Online Marketing: A Study in Coimbatore District”.

Another Dimension is about **Contemporary Management Thought** which include a new concept namely “Servitude” and another is on FDI in Retail Sector. A concept based **Case Study** namely Transformation from CRM to CMR finds its application in yarn marketing. **Book Review** is an added feature. An exclusive section on **Management Practices** is included to throw insights into successful entrepreneurs as well as robust enterprises and the coordinates and ingredients of success phenomena. The section devoted to **Revisiting Native Wisdom** provides scope for rediscovering native management perception and practices prevailing since ancient times in India as well as in other old world countries.

We invite scholarly articles and research papers and write ups on robust cases and highlights of successful enterprises and business leaders

Suggestions and views from readers and scholars are solicited for the qualitative improvement of the journal

**Editor**

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# REVISITING NATIVE WISDOM

## MANAGEMENT WISDOM IN ANCIENT TIMES

**Dr. V. Kulandaiswamy, Secretary, VIMS, Coimbatore**

Modern civilization, the thought process, and the systems evolved out of it owe a lot to the ancient civilizations, which flourished in different parts of the world such as Egypt, Persia, Rome, India and China, around 3000 B.C. onwards. Each of the above civilizations has made significant contribution to the human progress. The mighty empires, great places of worship, sculptures and paintings and elaborate system of administration, irrigation, etc., could not have been created and administered without unified direction, coordinated effort and rules of Governance.

All these achievements are the manifestations of native wisdom. The ingenuity that guided the organization and administration of those grand edifices are essentially rooted in the native culture, literature and historical ethos of the respective region or race. Therefore, each great civilization of the world has contributed immensely to the collective wisdom of the humanity which are reflected in the classical literatures of the languages concerned. Precious little has been done, especially in India, to rediscover the relevance of the native wisdom in the modern context and cross fertilize the same with modern ideas.

Peter Sange, a leading Management Expert says so :

*“My personal belief is that it will be this traditional knowledge of China and India, largely lost today in the mad dash towards modernization, that will prove far more important than their economic muscle and burgeoning market”* (quoted in LAN LIU, Conversation on Leadership – Wisdom from Global Management Gurus, Wiley India Private Ltd., 2010, New Delhi p.252).

Two challenges are ahead of academic and management experts of the developing countries like India in this mission.

Firstly, we have to rediscover our valuable tradition hidden in our ancient scriptures. Peter Drucker made this point amply clear:

*“One of the basic challenges managers in a developing country face is to find and identify those parts of their own tradition, history and culture that can be used as management building blocks”* (quoted in LAN LIU, ibid, p.256).

Secondly, we have to integrate the traditional knowledge with modern concepts and environment. According to Howard Gardener, it requires a synthesising mind and an integrative approach.



“It is the ability to integrate ideas from different disciplines or spheres into a coherent whole and communicate the integration to others” (quoted in LAN LIU *ibid*, p.138).

Sanskrit and Tamil are the two classical languages of India, which are the storehouses of ancient thoughts and wisdom. The most original and monumental treatises were created in all fields of knowledge as existed in those times including statecraft, administration and management, etc. Due to stagnation in economic growth, decay of traditional system of education, lack of scientific research, super imposition of western education, there is complete exclusion of native thoughts and wisdom in the field of education and research in India. Management science is no exception. It will be highly rewarding, if our intellectuals and researchers tap the roots of India’s indigenous wisdom in these fields.

Scientific management is a body of knowledge, which incorporates the various elements of management. It is a by-product of industrial revolution, and the consequent emergence of large scale system of production and distribution. Nevertheless, management wisdom is not the exclusive possession of any one region or era. It is the aggregate of accumulated experiences of several centuries manifested in all the collective human endeavours, which find expression in the ancient literatures.

While we come across sporadic attempts to decode management thoughts found in the ancient Sanskrit literature such as *Bhagavad Gita*, *Artha Sasthra*, etc. and relate the same to the modern corporate context, no conspicuous attempt has been made to integrate the management, thoughts present in the ancient Tamil literary works, with the modern management concepts.

Tamil language has got a long and rich literary tradition. One particular class of literary work that exclusively deals with morals, individual and social ethics, state-craft and worldly wisdom is the ethical literature. Another unique quality of these literatures is the secular character. According to Ashok R. Garde, "*Several of the current attempts at developing an Indian ethos in management turn to our philosophical and religious texts, which may not give a correct perspective of management principles relevant to modern context. The basis for good management principles has to be secular and rational for universal acceptability*" (Ashok R. Garde, ***Chanakya on Management***, Jaico Publish House, 2007, Mumbai, p.3-4). The most outstanding among the Tamil ethical literatures is *Thirukkural* which belongs to the 2<sup>nd</sup> Century A.D. Following this tradition, a group of eighteen minor literary works, namely, *Pathinen Keel Kanakku Noolgal*, emerged in the post Sangam period, which by and large, espoused ethical conduct and prescribed moral codes. The prominent among them are *Naaladiar* and *Pazhamozhi Naanooru*.

With a view to rediscovering the native management wisdom, the contents of the relevant portions of *Thirukkural* and other Tamil ethical literatures were studied in the modern management perspective, and the precious thoughts relating to Management, Public Administration, Social Ethics have been culled out and presented in an organized manner in the framework of modern management. *Thirukkural* – the ethical treatise par excellence has been extensively used along with other well known ethical treatises like *Naaladiar* and *Pazhamozhi Naanooru*. The ideas drawn from other minor ethical literatures, not so ancient, have been used

as supplementary sources. Such ideas are by far, most original and are found in the poetic form in the native tradition. The norms of personal and socio-political behaviour enunciated thereat, represent higher order values which bear relevance to any social setting or human organization.

There are a few obvious limitations in such attempt.

Collating the administrative, social and ethical viewpoints of distant past with that of modern era is beset with some incongruities in terms of contexts and perceptions. The old word view of Post Sangam Tamil ethical literature is separated by a time span ranging approximately between on thousand five hundred years and five hundred years, from the present day world. The socio-economic and political environment would have been very much different from the complex, multi-dimensional social milieu of the twenty first century. Society and polity were much simpler and human relations were far less complex.

In spite of the deep divide from the temporal and contextual points of view, many of those ideas are refreshing, strikingly original and bears similarity with modern management concepts. The context and rules of the game might have changed a lot, but the core values remain constant. In as much as, they are relevant to the modern day organizations. Bringing these ideas into focus will add new dimension to the understanding of the Tamil ethical literature. Further, there is scope for reinforcement and reformulation of certain aspects of management thought based on the native tradition and values. These are precisely the reasons which motivated the authors to focus attention on the words of wisdom of the forefathers and examine their relevance to the management and administration in the current context.

In the chapters that will follow, ideas relating to management and administration found in Tamil ethical literatures have been presented in the functional and behavioural framework of modern management, to the extent possible. Such an attempt may look artificial, as those ideas were expounded in a larger social context and were not confined to a particular discipline. Nevertheless, the relevance of these ideas to the contemporary system cannot be ignored. Going beneath the surface of the text, there are ample lessons for the present generations. We would realize that the management wisdom is not entirely Post-Industrial Revolution phenomenon. Its roots are much deeper and wider and one can infer that Tamils also have made significant contribution in this respect. Therefore, the precious management and ethical framework of the past society and its relevance to the present society need to be examined.

In this process, the original texts in the classical poetic Tamil have been rendered into simple English, with the help of the Tamil commentaries published on those original texts. The translation is far from scholastic and may not be perfect from literary and linguistic view point. The purpose is to convey the essence and reflect the spirit behind it and the underlying management thoughts.

## Call for Papers

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