The world is fast changing and we are living under a heavy smoke of uncertainty about the intensity and magnitude of this change. Change is inevitable as it is an integral element of life but fast changes, sometimes creates lots of curious problems. We are facing unacceptable levels of violence, disruption of social fabric, new physical and mental health problems and ecological imbalances threatening the very existence of civil society. There is also a shift in Government role and now it is not at a Centre stage of activities as a 'Provider'. The Planning Commission which once used to be the main centralised planning organisation and responsible for the sustainable development of the country's economy is not the same now. The Government gradually is taking over the role of an enabled or 'facilitator' and planning, execution is left to individuals, cooperatives and to the powerful corporate bodies which work for profit only. The management and decision making at market place is governed by market forces. Market is therefore now dictating the development process. The modern management system and techniques, are becoming complex day by day and put lot of pressures on Managers.

Let us examine the definitions of Management given by different Management experts.

According to Mr. Lundy, "management is principally the task of planning, coordinating, motivating and controlling the efforts of others towards a specific objective". Mr. Lawrence Appley says "Management is accomplishment of results through the efforts of other people". Mr. William Scott says "Management is a social and technical process that utilise resources, influences human action and facilitates changes in order to accomplish an organisation's goal."

According to Encyclopedia of Social Sciences, management may be defined as, "the process by which the execution of a given purpose is put into operation and supervised. The combined output of various types and grades of human effort by which the process is effected is known as management. Again, the combination of these persons who together put forth this effort in any given enterprise is known as the management of the enterprise."

The American Management Association defines management as "getting things done through the efforts of other people."

If we see the above definitions given by various scholars, they talk of utilising resources to a minimum level and utilising men to a maximum level for achieving maximum profit. No body talks about individual growth, community advancement, family values and self-management for achieving the
envisioned development. To sum up, we may say that according to Management Experts, Management is an art of securing maximum profit, prosperity and happiness with minimum efforts. Major portion of this profit and prosperity will go to entrepreneurs.

Once India was leading in Trade and Commerce because of its excellent management system based on ancient wisdom. The American management system started in 1920s-30s exhibit distinctive characteristics and flavour, it is thoroughly contractual on a hire and fire basis. The American entrepreneurs who were senior army officers with lot of money used to say - "we have the brain and resources, we want only workers who should come with their hands only to work for them as per their requirement." The Japanese system invited workers "with their hands + head". They respected their work and also ideas. Their ideas and suggestions were given due consideration by the Management. The ancient Indian Management System consist of three Hs i.e Hands, Head and Heart. The Indian system of management respected their work, respected their ideas and respected their feelings. That is why India was successful and achieved tremendous success and glory. Let us see what Srimad Bhagavad Gita, the Book of Grace and is extensively read throughout the world has to say on Management.

Positive Action Without Attachment: Gita says each and every individual has to perform because he feels restless without work. Sitting idle is a burden, a greatest punishment, like solitary confinement. No one can ever remain inactive even for a moment for every one is helplessly driven to action by nature born qualities [3(5)]. Gita further says that actions are performed with mind, body, senses and intellect and there are five factors that go into execution of a work, i.e. ego, physical and mental faculties, in-built values and external forces. Action is superior to inaction. By desisting from action you cannot even maintain your body [3(8)]. We should, therefore, accept whatever work is entrusted to us and perform our action without any desire, attachment, ego and fear. If it is performed with attachment it affects the right action. One should work according to the best of his knowledge and capacity without any reward in mind. The work is in your hand and reward is given as per the law of nature. Your right is to work only, but never to the fruit thereof. Be not instrumental in making actions to bear fruit nor let your attachment be to inaction.

One should try to make work enjoyable. The right work gives us enormous happiness. Because happiness can't be purchased with money or material wealth that we receive as compensation for our work. No Government can produce happiness by legislation. No organization can distribute happiness as a bonus for our excellent work. The happiness has to come from within. Happiness is inside us and will not come from outside world. This is a western concept that material wealth or more money means more happiness. The example of Americans is before us with their enormous and unprecedented growth with the help of science and technology at the cost of environment, ecology and also at the cost of individual's health and peace of mind and harmony in the family, live under strange fear. A man with limited desires is the happiest man on the earth.

Another best teaching of the Gita is positive thinking. Always work with positive attitude. Always say 'I can do it'. Further, this 'yes' should be without any condition. 'No' means life full of struggle and fight against every one. Lord Rama asked Hanuman to go to Lanka to find out the whereabouts of Sita. He did not say no. He did not present any excuse that there was no bridge on the ocean which separated the main land and Lanka and how he would cross it. Again he never said no to Lord Rama when he asked him to go to Himalayas to bring 'SANJIVINI' for his brother who lost his consciousness in the war against RAVANA. So always do your work with positive thinking and with open mind. All actions should be performed by following the path of righteous and for the welfare of all and not with selfish motive.

If we are in trade and commerce, our profit should be reasonable. You might have seen two words i.e. SHUBH LABH written in most of the houses or business establishments. It is a centuries old practice and it means our profit should be reasonable and earned by permitted means and not by forbidden methods. This legacy which we have inherited from our history and tradition is unique and perhaps we may not find this in any other country. Our action should contain human values, growth of individuals and the development of society should be of paramount importance rather than only profit. Perform without seeing others' defects. See their positive contribution. It is our duty to give good advice to our
subordinates at work place, to our children at home without seeing their shortcomings. Further, it is not our duty to force them to do so.

[11 (47)]. Don't force others to perform action according to your wish. If we want to extract maximum from the workers, we should not put pressure on them on action of our choice Action should be performed with full concentration and without any fear. Whatever you are doing, do it completely. While eating, eat completely, while watching T.V., watch it completely. While at work, perform it completely with full concentration and to your best of knowledge and without any fear. The modern Manager has to attend variety of works and on different occasions under urgency and emergency. We should, therefore, perform by bringing together all our strength which has great potential. To act smoothly, efficiently and effectively it is better if a Manager maintains list of works to be attended and fixes his priorities and focuses on time management.

Attend only one job at a time and it is better if there is only one file on your table which needs your attention. Take one step at a time. Further, if you are not able to take any decision, keep it pending for some time and do it when you have consolidated your inner strength. It will, therefore, be your own correct decision and not a borrowed decision.

**Motivation:** F.W. Taylor says, "Man will not do an extra-ordinary day's work for an ordinary day's pay," Higher productivity or maximum output with monetary incentive is the western concept of management. The modern management system talk of maximum profit with maximum efforts of individuals and minimum efforts of resources. The individual efforts are purchased by giving material incentives. Monetary benefits are important to some extent but there are other things which are more important. For example good environment, surroundings, cordial relationship at work place, individual feelings, job satisfaction etc.

Mahatma Gandhi motivated the young and made them ‘Karamyogis' and brought them to Freedom Struggle without mind for reward. This type of motivation is needed today. Good action should follow naturally and in excellent manner because this is natural. We have a unique nature, patience and compassion. We have only to cultivate and edify these qualities. Motivation cannot come from outside; it has to come from within. As people in the organisation are very enthusiastic on Friday evening as compared to Monday or any other working day. This is because Saturday and Sunday are holidays. We will be spending more money on holidays but still we are happy. The basis of motivation is that our heart is at home. Lord Krishna motivated Arjuna not by teaching new strategies of war or new technologies. He only changed his attitude, vision and soul experience. He explained him new ways of expressing, a new understanding about self, inner strength and how to look inward. God says 'intelligent people will never grieve over a challenging situation, never sit down, cry and weep but will face the situation courageously'. Never run away from challenge. It may be one failure, it is not total failure. They face the situation with smile.' Krishna motivates Arjuna with a smiling face.

The modern Manager, therefore, has to change the individual's attitude, so that he performs to the maximum of his capacity. He is not the lazy and wants to perform because it is his way of life. He gets food for his family, respect in the society and happiness while working. We have to make him feel great and involve him at appropriate place. This will result in maximum outcome and happiness.

Another most important thing is that we have to enlist the support of all in the enterprise. No body should be excluded in the work sheet of the organization. All are not equals. This is the law of the Nature. Some may contribute more and some less but each and everyone has to be associated and credited for development work. Don't compare. If you compare two individuals you are inviting problems, because there is no comparison of two individuals. The achievement of the organization is the achievement of all. It is the victory of all; You have only to put the right person at right place at right time. Another method of motivating is invoking his pride; it may be religion, fame etc. So motivation is by changing attitude towards life and goals and not entirely through money or worldly comforts.

**Training:** Education and training to employees is a must for achieving the goals of the organisation without much obstacles. Further, changes are taking place at a great speed and today activities of organisations have become intricate exercises involving a large number of individuals and institutions. Further, the workers are from every walk of life transcending the barriers of faith, religion, language,
culture and custom. There are bound to be clashes between them. They, therefore, require continuous training and proper appraisal of different aspects of management so that they perform collectively in a congenial and integrated manner.

Values and Business ethics should be integral parts of training. A value is life style, a state of mind in which you can live and work with harmony, avoid disputes and promote integration. The values and business ethics bring high level of integrity, create moral and social awareness. Realise the social responsibilities to organisation and family. The worker should also be taught not to indulge in negative values such as anger, meanness, greed or lust. Recently, Harvard Business School has provided US$ 30 million for teaching business ethics/values to management students.

All India Council for Technical Education of the Government of India which is responsible for coordinating technical education in the country has recommended inclusion of business ethics in management studies syllabus. People are now talking of individual development and spirituality at work.

Maruti car manufacturing Company has introduced Art of Living courses for its workers. Indian Farmers Fertilizers Cooperative and National Cooperative Housing Federation of India are also conducting programmes on Self Management and Meditation for their staff thereby improving their life style. The Eicher a corporate entity is known for its motivated work force, and its HRD Manager says that "The individual is the focus in our Company, it has paid off richly".

Self-Management: No book on modern management talks of self management whereas self management is very important and is becoming more relevant and necessary when we are part of the mad race. Each and every function is performed by an individual. If the individual is in perfect state of mind, he will perform better and his actions will be in the best interest of the community. One who is master of his own thought, feeling, actions, has a balanced mind, strong inner strength and one who cares for others is said to be managing self property.

The world is full of noise because it consists of millions of noisy minds. Human mind is like a battle-field and always wondering. It is more fast than air and sound and more complex than modern computer. So try to give some rest to your mind as we give rest to our body. Try to bring a state of mindlessness at least for some moment during the day. Rest to your mind is like giving food to your mind. Use your mind when you need it otherwise keep it in a cool place. This will give lot of energy and strength to our activities and bring efficiency in our performance. This will make our mind stable.

Equanimity of mind: Gita says man should maintain his balance of mind in facing different pairs of opposites in life like honour and shame, pain and pleasure, gain and loss, joy and sorrow, success and failure [2(38)]. As discussed earlier we are living in fast changing world. In this change we face many upheavals and many challenges. So don't be over joyous on hearing a good news and don't be unhappy on knowing a bad news. Happiness and sorrow walk very closely with us. We therefore have to keep a balanced calm mind and don't allow the world to enter in you. On the other hand we should be in the world performing our assigned duties without losing our calm of mind. Don't find solutions from outside world, try to find solutions from within. You will see that your own decisions will be perfect, healthy, creative solutions and with inner knowledge.

Take appointment with yourself and go in for silence for few moments during the day and stop your inner noise. This will give you lot of strength and creative peace. Silence will bring you more closer to yourself. Silence is peace and smile. Today we have forgotten the art of smiling. You will hardly find people smiling particularly Managers. Today people are forming laughing clubs so as to make members laugh. This artificial laughing is not needed, but natural laughing is needed which should come from within. You are your best friend and you are your worst enemy. You are creator of your own problems. For example ego. This is your own creation. Ego is always interested in something difficult. Ego is against reality and also against Existence. We go on creating our own prisons out of our imagination, memory, desire, and jealousy. Try to get out of ego; you will be able to solve your numerous problems by yourself. Meditate daily and you will feel fragrance of your own. It is a magic and all good will follow.

Conflict Resolution: There are 40 million cases pending in various Courts in India. On an average disputes take 20 years to get sorted out. There are an estimated 2,80,000 under-trials who have been
waiting in jails longer than the maximum mandatory sentences for which they are being tried. Keeping in view the complexity of the problem, the Government of India is considering a proposal to create a parallel mechanism for legal conciliation to reduce the growing pressure on Indian Courts. The conflict gives frustration, anger, resentment, tragic consequences and waste of resources. These disputes eat away our precious time, energy, money and vitals of human body and disturb peace and prosperity of both the parties. These disputes can be reduced if we change our mindset and attitude towards life and strengthen our care for others.

Conflict weakens both the parties. If we attend with positive approach, conflict gives greater knowledge and understanding. We should address the basic root cause of disputes and see beyond profit/loss, friend/enemy, fame/defame. Welfare of the society should be given importance. We should use our energy for the good; not for ill and evil. Positive attitude and energy help effective conflict resolution. Though conflict is part of our life and conflict resolution is not taught in Home or School, we should learn the skill of conflict resolution as we are not meant for conflict. "Those who are responsible to meet Life's Conflict can truly lead the workers" (a Chinese proverb).

**Conclusion:** If we want to be satisfied and happy on the job or off the job and bring harmony in our family and in the civil society, remember three words i.e. *Moderation, Relaxation and Meditation.* Everything you do should be in *Moderation.* Your goal in life should be reasonable, your work should not be beyond your capacity. Your eating, drinking should be moderate. Your stress, anger, greed etc. should also be moderate so that it should not affect your health. Take time off for exercise to keep yourself healthy. Health is very important because only healthy people will be the Generals. You can not buy health and happiness with any amount of money.

The second important word is *Relaxation.* Try to work, eat, walk in a relaxed manner and not under any pressure. But this does not mean laziness. Be alert or conscious while doing anything in life but in a relaxed manner; not under any fear. The fear is your greatest enemy and root cause of many evils in life. The third important word is *Meditation.* Devote some time during the day for meditation. This will give the required food to your mind and you will feel refreshed. This will rejuvenate your mind and you will be able to perform more efficiently. You will start loving your- self. Your intelligence will start growing. You will start loving your every action and you will start loving the Existence which is very beautiful and precious.

**REFERENCES**