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Dharmonic Manager Meanings and Means

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o o n on v o o
- - o o o - -
v - - n

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A o o o n n o n on o
- - o o o - -
n n - - n

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Dharmic Manager: Meanings and Means

ABSTRACT

ny n n n y o o on o *D ar*

n o n o o oy w o o y on y w n o v n
no n y n on n n oy no n n o o
o n y — n — o o —
on— o o n n o o
w n o wo v o v n w n w o wo n o o n
n n v y o wo o n o o -

o n n n n o v y o n n n on ow
o on n w on on oo o A ov o own
n n no y no n o on n - ny n o
v o n w n on- n n n o n w
v ow on v w o n - on n n o

RECONCEPTUALIZING *DHARM*

o o n n n n o *B arat atna* n n n n
n on o v n o on o on n n
n o on n *A y n* o on n on o
o *arnas ra a D ar* - n on y o o v on
o y- v on n on o n
n n o on n o n n n o n n o o y n
o on oo o - n n vo on n *D ar*
o n o on ' o o n y n on ' o - o n
y v n o on on o n on
n *D ar* n on o on y o
o n y o y o on n o o -
o n o on n o n n wo o o o o o
n on y n n y w o o y w
no o y o y o o n now - - n y
o y w y o - n n wo *Id a o Just c S n*
A y S n vo o v o o on v o o
o ov n n n n o no on o oo -S n n vo o
on o o o w n n ov n n o
no on o n n n n on o n on o
v n - o S n n on n n y no n o
n on o o y- n on on o on o w
o n n y n ov o n n o wo y w-
S y n oo n o n o on n on
on nvo v n o n n *D ar c* wo o
o on o 'w o 'w "w 'w oo n o on
n v n no n n on o o y n v y -
o on o v n n o o o
n n o *D ar* y n v n S Y n v y
S n n - n n n n v o *D ar*
astra D ar Ku a D ar Yusa D ar n o o - v n
o on n ny o ov n on v w o *D ar* n ow n

n v o y o n o
 on y o ta n - D ar o yo
 v y n n o n o y on n y o n -
 D ar o w n n o n v - o y n n w o
 v n n n w o n n n - o o v w
 on n n o n o o n n n o n
 n n on v n ow o - n ny v w o o o
 v w o o o A o - n D ar o on '
 n n o o on ' n y y n y o w o n
 v w n S Y o n n -

CONSTRUCT SPECIFICATION OF *DHARM*

n on o arnas ra D ar y v v y o -
o o v y n no o n nn — y o o y—o
wo D ar n o wo n n o oo -

ny o n , - - v ta o
D ar a- n s' d n o n n o n o o o
n n n - y on o n n ta n ord r n o ord r n ss
on w y on o n n n- ow w o n no
n n n n n n o on ' o on n o n
w n ' n n o arnas ra D ar n - o y o
n o n n on ' n w n w n o
n n n - o n n n y w n o n o n o
o y n on o n y no n y -

A o o v vo v n n v y n o
o v y- on o n w yo n v ono y n n y y
vo v no oo w n on n n y w o on n v
n n o on on - n o y n n v o
n y o o n o n w o n n o y w
y o v n y v w y on w y o n v y w o y-
n vo on o n on on o y n nn
o yon ny v o on- n n y
w oo o wo D ar - wo D ar v o oo wo d r
n n o o o o n o n- n n o y n
n n yn n o D ar - - n o n
w y o n n n n v y n -

, - - no on y now o y v
on o D ar o D ar yon oo o on-
on D ar o on no o w y
on - on o D ar o n o o n o on o
o o w y y o o v on w n on n o -
' o on o D ar n w n n yn o -
on o D ar n n n w n wo o o ny -
D ar a o , - - n n o on o

now o ny n n - yn o *D ar*
 n , - - now o ny
 n *arta* on n -
 o n o on o *D ar* o o
 y n wo o v n - n o own n on
 on o w n w o - w o n o —
 y n n o o - v y n on o *ta* n on n
 n - - w n- n w o
 o An o *asud a v Kutu ba a* , on n *r at* o on ' n o
 o o n v no o on n ny n *Ad ar c-A* o n y
 w o on o *D ar* o -

WHO IS A DHARMIC MANAGER?

he estern Para e

n o y' n o ono y oo n o w y
 o w o on w o n n w o y o on o
 o o n - o o w on o o y o n n
 no on o oo n w v o 'n ow n
 y n y *or pro t swart a n art a* - n o n
 w n o n n n o o o o
 n n nv on n n n n v n n o n ov n ov
 n n n n -S n n on o o A S
 n n o n o ono w n y o
 on o o o o n o n o n y o on
 o on n y n n on on v n o n o
 v n o o w o o on o w y v n
 n n v y o o n n o
 o w n o n on S y n o on- o on on o

n won ny oo o o n v o
n n y n y- o ny o y o y o n o n y n

o on nvy n y n v n n o on on on n o v
 o n o n o on ' on w on n n
 on ' on w o n o y - o on o n n v y n
 o o on o n o oy n n o
 v on n n on o y n - nvy o yo n n y
 o n v n o A w n o o on o
 w -A on w o *D ar c* on o o n n o ow
 n n v o v n - o Sw v n n
 y on' on o o n wo vo o ov n
 on n n o Sw v n n - o ow
 n n on o n o o w n - o v o on on
 n o v o o n on on w on o o n
 on on w o o n - o n wo
 o o o v y n n v yon -

DERIVING THE MEANS OF BEING DHARMIC

v n v o n n n n n v n yo w on n y
 o o n o n n oo - n n o v v
 o n o y n on y n n o o - on
 n o yw o y n on wo o
 o n o n o y n n v -A oo n o o n
 n o o on n on -
 n on w y o o *D ar c* o *D yan* o n-
 wo o n- o o y n n o n
 o n ov o n n v o *D ar* o n - n o
 on on n n n o n — — n o n n o n w v —
 yn — o *D ar* - n on ow o n y o on o
 v o -

Avo d ng Attr but on Error

A n v on w n n oy o v
 -A n on n on o oy on o
 o w n o - ny n y o

oy on o - ow v n o o on o
 n - w yo - o wo o n
 n n on n - wo on o
 on on on n y n v n n on n y -
 on n y o n o y—o n —n v o o oy -
 o n no n on y wo o o o
 on y on n oy own n n - n
 n on y on n y n n o n oy on o o
 on- on on on— n v n — n n y
 n v o n n on n o o o v o o
 oy - o n n oy o n on v n y o v
 n n o ny o on n o on y on
 n o o oy n no o n on o n - y
 on n on n n oo n v o o ny o oy y-
 ny o y v o o ny oy wo w
 oy n on-S on n y n n o o
 n yon on o o ny n n v -
 o n n — n on — n o
 on o w n on o w o - v
 on on o -

Ensuring various Norms of Justice

A n n o o ow o n no o - no o
 n n v - o o n o n w n
 n n o oy n o o on o oo o o o -
 n o o —

n o o n n o o n
 n n n yo n - n n n n o
D ar a n -

Expand ng Leader Member Exchange

A o n o o yo n w n n n n oy
 n o o y n v o n o o o v
 on w n wo- o n n n o n oy now v
 o on n n own o oy o - n
 o o n oy — n n n — n o o
 o n o oy -A n o o n vo o n n
 o n oy w wo -A n o yo o yo
 n wo o n oy - n y on w n v o on o
 o y y n w o o oy -S n
 ov y n on o n o v n - o ov no on n
 o o n nno n oy w o v n now n y -A *D ar*
 n o o v n - - o n - o v wo
 o n o n on - oy v y o
 o n o vo y n o n n v n w n n n
 n n -

v n - - n n o n y y
 n n vo o o oy o o - n
 o o *xpand* n n n vo w n v n n
 n o oy - o n v n n y no
 n o o oy w n n n vo n - -

Provid ng Perceived Organizational Support POS

oy n o v n y v v o w n
 y o - n y o w w n y v n
 v on on y - o oy o n o
 o n no o v n o oy v n n o n
 ov w n wo n - - v n o
 oy on y o n on n n n n o o n

w o n on o n o o n -
 ,S no n -
 o n o n S n o v n o ' wo o v y
 n o n n w o on n o o oy ow-
 v n on n on n v o v o o o
 oy n o n on - , o - -
 n n on w n n o n o y o w n
 n - n o wo o n n *D ar* -
 v vo n on o o o
 wo n n n o o X n S n o v o y
 o on w n n o - o n o n
 w n n n n on o w - o n
 on *D ar c* on on o n n
 -

CONCLUSION

o y o o n n n o o y
 n o o A y- o n non n n
 on ow n w n w n n w o - ow v
 o on n o on n n o o on o n wo w
 o - y n o o n o on o o on n o
 no n o o - o n o oo w n
 n — n oo w no vo n n on— n n on-
 n n o oo yo o v n
 on o o o -

References

- n - - *Ma ab arata: An nqu ry n t u an cond t on-* n on n
 y -
 n - - *D ar α Hindu s and s ons n Ind a-* n n n o o n
 v -

o -A- on on - - on - - o - - - - - Y - -
 mn ·A n y v wo y o o n on - *Journa o*
App d syc o o sy 6 - - · o-o - - - -
 - - - -Ar stot c co ac an Et cs- n v y -
 - S n - - po nt o v wo t un v rs c d sw c and
 cont porary t cs- o n v y -
 o n - - o - - n - - o - - - - -A n y
 o n n n on n o n · n n w n y
 ow - *Journa o Manas nt* - -
 n - n n on - on S- Sow - - v o n on o -
Journa o App d syc o o sy I - -
 n - S n - n n - S - - o - - -
 v v o o · on on o v o n on o n
 oy n on- *Journa o App d syc o o sy* - -
 · o-o - - - -
 on - - -C d ood and soc ty- o on o ny-
 n - - - trat s c anas nt A sta o d r approac - n v y -
 n - -Cap ta s and Fr do - n v yo o -
 n - - So on yo n on o - n - -
 - o n - - *Corporat Et cs and Corporat Gov rnanc*
 - - -S n n - · o-o -
 n - - n - - on o o · v o n o
 n X o yo ov y ·A yn v
 o n v - *L ad rs p uart r y* 6 - -
 · o-o -
 -A- - o o n y' v · o n
 o n n - *Contr but ons to Ind an oc o o sy* - -
 n - - -

