



**LEADERSHIP EFFICACY CRISIS IN IT SECTOR: A
RAMAYANA PERSPECTIVE**

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ABSTRACT

This paper moves on this untrodden path and tries to produce a unique theory on crisis management relating Ramcharitmanas with several shades of a leader and its traits in crisis. This is an attempt to enlighten readers on this aspect.

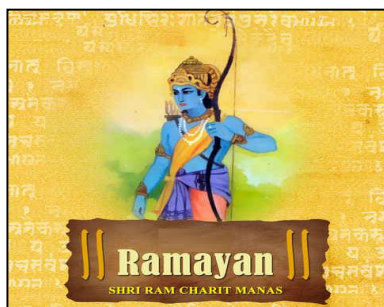
The paper aims to act as an invaluable source towards giving a perspective from the view point of Ramcharitmanas for a leader/ manager in crisis. It brings to the fore that the legendary mythological book is not only a religious text but has all the virtues of being a help guide for managers of today and its teachings hold relevance and are even applicable in today's times.

The paper revolves around the discussion that Lord Ram had with Vibhishan when the latter had asked him how would he fight with a more resource full and powerful enemy in Ravan and its then that the lessons given to him by Lord Ram as to how to manage a crisis situation with limited resources that form the core of this paper.

KEYWORDS : Leadership, Efficacy, Crisis, Ramayana, virtues.

NEED

The objective of the study of Ramcharitmanas on virtue of a manager in crisis is to make the society of today aware about our rich religious and cultural heritage and how our scriptures hold significance and relevance even today and if applied how their teachings can be useful not only in our personal lives or fulfillment of religious obligations but how effective they can be in our professional endeavors as well more so when we encounter a situation of crisis. The paper will also clear the myth that these holy books are mere legends carrying religious importance as it will highlight the practical teachings and how implementing them can help us clear our minds of clutter and indecision, provide clarity and aid us in right decision making. In this ever increasing times of competition and juggle to create a work life balance and manage crisis, this paper can go a long way in being a navigator for the manager in crisis.



OBJECTIVES

1. To study the relevance of teachings of Ramayana in present day context
2. To study the role that Ramayana can play in averting and managing crisis for a modern day leader/manager.
3. To present a guide for present day leaders/managers for course of action in times of crisis.
4. To act as a platform for further research in the area

METHODOLOGY

Secondary data has been used for the purpose of analysis of this descriptive research. Ram charit manas has been referred to and couplets have been picked up from it and analysed to draw inferences as to how modern day managers can learn from the acts of Lord Ram and act and react in times of crisis.

REVIEW OF LITERATURE

An ocean of knowledge traversing time exists in our scriptures and more often attempts have been made to get an insight of thought and action from them. "Management has certainly drawn a lot through interdisciplinary researches from the various fields of social and natural sciences, but ethics still remains low in the priority list. The result is apparent. In spite of many organizations coming up with innovative business models and creating best practices, we have corporate scams, bankruptcy, etc still haunting the business world. The fundamental reason for the failure of these organizations has been failure in creating sustainable business practices because they lack morality or fail to make any ethical considerations while making any business transaction. Most of the decisions are based on "profit" alone. [1] "Whenever an institution malfunctions as consistently as boards of directors have in nearly every major fiasco of the last forty or fifty years, it is futile to blame men. It is the institution that malfunctions." [2] "Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma – which is living with the results of other people's thinking. Don't let the noise of other's opinions drown out your own inner voice, and most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary." [3] The "inner voice" which Steve Jobs talks about is the Atman or Self and the "heart or intuition" symbolizes the Brahman (Universal Self or God consciousness). When you follow your heart and intuition and listen to your inner voice, you actually link your "Atman" with the "Brahman" and hence can unleash the infinite power to succeed. No doubt, Steve Jobs above quote is in tune with the Advaita philosophy of "Aham Brahmasmi" which means "I am the Brahman or God." [4] To really make MBO instrumental in any organization, it is important that managers understand their "Karma" in its entirety. The concept of Karma comes from the "KarmaYoga" of Bhagavad Gita in which Lord Krishna says to Arjuna: "Karmanye Vadhikaraste Ma Phaleshu Kadachana Ma Karma Phala Hetur Bhurma tey Sangostva Akarmani" [5] "The world is water and the mind milk. If you pour milk into water they become one; you cannot find the pure milk any more. But turn the milk into curd and churn it into butter. Then, when that butter is placed in water, it will float. So, practice spiritual discipline in solitude and obtain the butter of knowledge and love. Even if you keep that butter in the water of the world the two will not mix. The butter will float." [6] To really understand self, managers need to cultivate their thoughts. They need to constantly seek knowledge to make more informed decisions. All this happens through Knowledge creation (Jnana Sriṣṭi) and Knowledge acquisition (Jnana Prāpti). [7] "Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall." [8] In the light of these discussions it clearly comes out that the path of spirituality and teachings that we can not only learn and imbibe have become of far greater significance than ever before.

INTRODUCTION

*"Jab Jab Hoi Dharm ki Hani
Badhe Asur Adham Abhimani
Karahin Aniti Jai Nahi Barani
Sidhi Bipra Dhenu Sur Dharani
Tab Tab Prabhu Dharai Bibidh Sarira
Harin Krapanidhi Sajjan Pira" [9]*

The study of leadership crisis in the light of Ramcharitmanas is increasingly important because in today's arena, crisis is less predictable, longer lasting, and infinitely more costly. From the corporate boardroom to the sales battlefield, leaders around the globe are battling with crisis. This paper is for leaders across domains, across companies and countries as to what they should do to navigate through this crisis, how to manage and overcome it. The paper tries to make the leaders introspect and realign themselves internally in a better manner to face the challenges and hardships of what lies in the external environment. Crisis is a

universal reality and when one ceases to exist they are replaced by another and at times bigger and mightier. Crisis can be a result of a single phenomenon or as a result of multiple overlapping actions of various forces at the same time. Irrespective of the type of crisis, there are certain virtues which if possessed and applied by a leader/ manager shall not only hold them in good stead but will help them navigate safely through the crisis and also instill a sense of security and goodwill amongst their subordinates and followers which will lead to better coordination and efficiency, ensuring better results and achievement of goals.

Another way of preparing for and managing crisis is to recognize, prioritize, and create awareness for needed change. The practice of alignment of self goals with the vision of the organization and at times even sacrificing personal aims to achieve organizational excellence should be adopted. Lack of preparedness and inability to act swiftly to avert a crisis or give proactive response, rather than living in a state of denial and biases or serving vested interests should be avoided at all times.

Institutions today require structured mechanisms, standard operating procedures, real time data analysis, and continuous monitoring to preempt a situation and take precautionary steps to avert a crisis. Building strong dedicated teams is the need of the hour.

Dwelling deeply into Ramcharitmanas we see that there are specific virtues displayed by Lord Ram at all times which a manager must try and inculcate. Lord Ram showed tremendous character as he is often referred to as "Maryada Purushottam" clearly meaning a man of immense integrity and character and this trait he displayed at all times, even in crisis. He came across as somebody who would like to avert a situation as he had sent Angad to form truce with Ravan so that they can avoid the fight and settle the dispute amicably. It clearly indicates that discretion is at times the better part of valor. He organized a force to take on the demon king which shows he was a meticulous planner and organizer and knew how to motivate and get the best out of his team. Any present day manager must have these qualities as it can help to preempt. Be proactive, manage and safely overcome a situation. Reading the scripture it clearly comes to the fore that though at all times Lord Ram lead from the front which any leader should as it keeps the morale of the team high but he also as and when required took suggestions and advice from his various aides and believed in consultative decision making and was also carefully developing a second line of command. Any modern day leader must try and understand that these traits are imperative to manage crisis, today we see lot of board meetings and formation of committees but lack of able leadership. In times of crisis the rank and file of the organisation looks forward for inspiration and action from their leader and not mere policies and framework of action. In the recent past we have seen several large industrial houses and even political parties suffer immensely because they have not groomed a second line of command as did by Lord Ram when he had his brother Laxman, Hanuman Ji, Sugriv. Angad Jamwant to name a few, what's also interesting to note is that only Laxman is related to the lord as he is his brother and the rest are groomed and developed by him. Most corporate today either doesn't groom the second line or on most occasions they don't look beyond the family. An important lesson to be learnt is that not only second line should be groomed but the horizons have to be expanded and professionals from outside should also be brought into contention and utilized as per their proficiency and ability. The use of Nul and Neel and making the Ram setu is a prime example of the same, the ever known concepts of commerce of division of Labour and specialization can be seen in execution even during the period of Lord Ram. Managers of today are expected to at least possess some qualities like poise, courage, vision, calm demeanor, commitment, and ability to adapt and lead. The leader should at all times carry and maintain an image that is acceptable and respected by his subordinates. He must walk the talk and show utmost integrity at all times. Leaders should be aware of the fact that there are numerous eyeballs hitched on him/her on all occasions and at no point can he slacken and let loose his guard. Leader has to become a role model for all to follow and aspire to become.

Ramcharitmanas has been divided into seven kands

Bal kand the first chapter talks about the formative years of Lord Ram and how he was educated and the instilling of virtues from childhood in him.

Ayodhya kand the second chapter talks about the Lord dashrath and his promise to his wife Kakeiyi and how he goes through the grief caused because of the exile of Ram

Aranya kand the third chapter describes Lord Ram's life in exile in the forest also describes the abduction of his wife Sita by the Demon king Ravan.

Khiskindha kand commences with Lord Ram in search of his wife Sita and how he meets Hanuman Ji and Sugriv and how they join hands in search of Sita and how the vanar army joins in the process

Sunder kand describes the journey of Hanuman Ji to Lanka to search for Sita Ji who is imprisoned there and even try and convince Ravan of his wrong doings and to make him make good his deeds.

Lanka kand talks about the war between Ram and Ravan, the defeat of Ravan, Lord Ram's return to Ayodhya his coronation there.

Uttar kand is the last chapter in Ramcharitmanas and it talks about the life of Lord Ram after his coronation and how he lived his life there after.

In the entire scripture right from the time when Lord Ram went to study at Swami Vishwamitra's ashram till the end we can see several instances where he has displayed exemplary leadership qualities in times of distress and crisis which should be adopted by leaders/managers of today. A king's son living as a commoner gelling with all students from diverse backgrounds is akin to what today we call and study as cross cultural management, facing hardships and adversities, defending his guru and his principles, fighting the wrongdoers, to obediently respect his parents wishes to go into exile, to abide by highest principles of morality, to love and live happily with his wife even in exile, to befriend good people like Hanuman Ji and Sugriv, to break peace before war with Ravan, to engage in a dialogue, to fight and defend the correct, to stand with truth always, if a manager/ leader today follows these virtues learns these skills hones and sharpens them hardly there would be a situation that he/she shall not be able to tackle and overcome. The Ramcharitmanas is full of anecdotes, and instances wherein Lord Ram has demonstrated these skills and has averted or successfully managed and negotiated dangers and crisis. He hasn't at all comprised with any principle, hasn't deviated from the path, always kept the welfare of all associated with him in high priority and yet won over all the obstacles.

Out of the many virtues displayed by Lord Ram, some are enlisted and discussed for managers of today to learn and follow.

1) Show Valour

*" Puni raghnath chale ban aage munivar brind bugul sang lage
Aasthi samuhadekh raghurai, puchi muninha lagi aati daya
Nischichar nikara sakal muni khaye, suni raghubar nayan jale chaye*

On one occasion Ram along with several hermits was in a forest where he saw several dead bodies, on enquiry from the hermits he found out that these pious souls were killed by demonic forces. He was very sad and had earful eyes but then only he pronounced that

*Nishichar hin karaun mahi bhuj umai pan kinh
Sakal muninh ke ashramjai jai such dinh" [10]*

He vowed that he will not tolerate any such act and will kill all the demons and will personally visit the ashram of all the hermits and discuss this menace and will try to solve their problems. Lord Ram was very well aware of the dangers that lie in front of him the consequences that he could face but never for a moment was he scared or was shy to take the responsibility of finding a solution to the problem even if it meant that he had to face several eminent dangers and hardships. The lesson that can be learnt by any leader whether he commands a small firm or a large company is that he should take the problem head on and especially if his subordinates, followers or people who look upto him are threatened in any which way he should come to the fore and take centre stage and try to demonstrate courage in handling the situation, lead from the front and tackle the problem rather than finding escape routes or short cut solutions.

Demonstrating courage is an act which is imperative if the leader wants to enthuse his people, command respect, mobilize his resources and look to hedge the losses in future.

2) Display dedication

*“Harshi chale kumhaj rishi pahin
Sadar kushal puchi muni gyani, aasan bar baithare aani
Tab raghubeer kaha muni pahi, tumh san prabhu durav kachunahi
Aab so mantra dehu prabhu mohi, jehi prakar marahu munidrohi” [11]*

When lord Ram had committed to the hermits that he shall kill the demons and free their ashram and surrounding areas of any devil, he along with the hermits went to meet the respected Guru “Muni Agastya “ in his ashram. On meeting the rishi Lord Ram reaffirmed his commitment of killing the demons and requested the rishi for his blessings and guidance, what can be learnt by practicing managers of today is that they are required to show commitment to the task that they have vowed to undertake. This message should be loud and clear and reiterated at all the right forums as it instills a sense of confidence and purpose in the entire team.

3) Take a stand

*“Sachiv bole khar dushan, yah kou nrup balak nar bhushan
Dehu turut nij nari durai, jiat bhawan jau dau bhai*

*Dehu turut nij nari durai, jiat bhawan jau dau bhai
Mor kaha tumh tahi suanu, tasu bachan suni atur avahu*

*Dutan kaha ram san jai, sunat ram bole muskai
Jadhpi manuj danuj kul ghalak, muni palak khal salak balak” [12]*

Rishi Agastya had advised Lord Ram to go and live in a place called panchvati close to the modern day city of Nasik. He had told Lord ram that this was a place deep inside the forest surrounded by the demons and would be the right place for him to start his crusade against all kinds of tyrants and devilish forces. On the advice of the hermit lord Ram along with his wife Sita and brother laxman went to live at the place from where they could start there cleansing activity. One day in the forest demon king Ravan’s sister saw Ram and engulfed by passion she proposed to marry him. Ram being a man of high moral character refused the proposal instead suggested that she could approach his younger brother Laxman. After also being refused by Laxman she became so angry that she threatened to harm Sita which infuriated Laxman so much that he struck off her nose and ears. She then went to her brothers’ khar and Dushan who got angry as to how any one can challenge their supremacy. They came to Ram and suggested that he should hand over his wife to them and return back from here, but Ram was crystal clear in his point of view, he bluntly told them that he ain’t going anywhere and moreover he is at this place only because he is on a mission the kill all the demonic forces and free the land from their evil doings. What Ram said to them shows clarity of view point on his part and how clear headed he is about his vision, mission and objectives, similarly a leader today should clearly spell out his priorities, take a stand and then stick to his stand. He must not be perturbed by the dangers and if he has logically with the help of data analyzed his decision then he should stick to it. It gives a sense of purpose, direction and stability to the decision making giving ample clarity to the followers on the path of action to be adopted.

4) Team building

*“ Pumpa sarahi jau raghurai, than hoi Sugriv mitai
Age chale bahuri raghuraya, risyamuk parbat niaraya
Tah rah sachiv sahit sugriva, avatdekhi atul bal seeva
Dekh pavansut pati anukula, harday harsh biti sab sula
Nath saila par kapipati rahai, so Sugriv das tab aahi
Tehi san nath maitrayi keje, din jani tehi abhay karije
So sita ki khoj karahi, jaha taha market koti patahai
Kah sugriva sunanahu raghubira, tajahu soch man anahu dhira
Sab prakar karahun sevkai, Jehi bidhi milahi janaki aai*

Sakha soch tyagahu bal more, sab bidhi ghatab kaj mai tore” [13]

In search of sita in the forest Ram met Shabri a devotee of ram and the way Ram showered his warmth and blessings on her though even she was an untouchable clearly illustrates the he made no distinction between people from diverse backgrounds and to him only integrity, commitment and loyalty mattered. Leaders today should take note of this fact and try and bring the same outlook and perspective in their dealing with people and handling of situations. Shabri told Ram to make friends with Sugriv who lives at Pampa sarovar as he could be the one who could help him in his fight with Ravan. Ram then met Hanuman Ji first who took him to Sugriv where hanuman ji narrated the entire sequence of events to Sugriv. Ram and Sugriv entered into an accord of mutually helping each other as Sugriv was also looking to seek help in his fight with Bali. The heart comes before the head, first you have to reach out to people, establish a bond of mutual trust and confidence develop brotherhood and then leverage that relationship into the professional environment. Building a team is imperative for a leader to avert and tackle crisis as a team brings a lot of synergy.

“Sunu kapi jiya manasi Jani uuna, tem am priya laxman te duna” [14]

Lord Ram knew the value of relationships and once even told Hanuman Ji that he is twice as dear to him then laxman. Interpersonal relationships form the bedrock of all teams. Any good capable and successful leader shall strive his utmost best to create this kind of bond to bring about a sense of belonging and connection within the team.

A leader has to build a team at both levels the internal and the external. The internal team members are the cornerstone of the organizational strength and the leader at all times should focus that at every given opportunity he leaves no stone unturned to praise his team, give them responsibility and align them with the core values of the organisation, yet at the same time give them freedom to innovate and bring in a fresh perspective and charter a path of their own.

External team building

*“Iha devrishi garud pathayo, ram sameep sapadi so ayo
Deanh prabhuhi payade dekha, upja ura ati chobh bishesha
Surpati nij rath turat pathava, harash sahit matli le aava” [15]*

As important it is to look within equally important is to look for help from outside and also render support to those who have shown concern and helped in bad times. A leader must naturally take care of his people and his organisation, but should also in times of need stand beside his well wishers from the outside world. When rishi Narad had seen Lord Ram being wounded by Meghnad, he immediately sent garun by the lord’s side and similarly when Indra saw that Lord Ram was on foot he immediately sent his own chariot which maitli gladly brought.

5) Vision and Values

*“ Ripu ke samachar sab paye, Ram sachiv sab nikat bulaye
Jatha jog senapati kinhe, juthap sakal bole tab linhe
Prabhu pratap kahi sab samjhaye, suni kapi singhnad kari dhaye” [16]*

A leader must at all times share his plans and vision with the support staff. He must bring about an alignment in the thought and actions of all with him bring them onto the same page and focus the energy of all towards a common goal. This helps in building a sense of purpose and direction within the team and everyone is clear about their tasks and roles. During times of crisis it can help in reducing the fear of uncertainty and provide security and stability. Lord ram after assessing the strength of his enemies devised his vision and plan as to how to proceed and then he shared the same with all those associated with him.

6) Value of Information

“Sakal maram raghunayak jaana, liye boli angad hanuman

Samachar sab kahi samjhaye, sunat kopi kapi kunjara dhaye”

*“Bandhu bachan suni chala vibhishan, aayu jahan trilok bibhushan
Nath bhudharakar sarira, kumbhakaran avat randhira”*

*“Meghnad makh karai apavan, khal mayavi dekh sanatan
Iha vibhishan mantra bichara sunahu nath bal atul udara
Sunni raghupati atisay such mana, bole angadadi kapi nana”*

*“Iha vibhishan sab sudhi pai, sapadijai raghupati sunai
Nath karai ravana ek jaga, sidh bhaye nahi marihi, abhaga
Prat hot prabhu subhat pathaye, hanumadadi angad sab dhaye” [17]*

It is imperative for a leader to be updated at all times with the latest information and data and what's happening in the surrounding environment so that right decisions can be taken at the right time and either an upcoming critical situation can be avoided or it can be handled in a better manner. Lord Ram in his situation was getting regular updates and feedback. When akampan, atikaya and kumbhakaran came into the war, Angad hanuman Ji and Vibhishan informed lord Ram about it. When Ravan and Meghnad were performing the sacrifice yagya ram came to know about the same through vibhishan and take timely action. A leader must on regular intervals assess the organizational goals and the route plan so that it remains effective at all times and can be altered, amended and molded as and when required.

7) Mitigate dangers

*“Anip ankapan aru atikaya, bichlat sen kinh inh maya
Bhau nimish mah ati andhiara brishti hoi rudhiropal chara”*

*“Dekhi nibid tam dashun dishi kapidal bhau khabar
Ekhi ek na dekhai jahan tahan karun pukar”
“Kapi akulaye maya dekhe, sab kar maran bana ehi lekhe”*

*“Sakal maram raghunayak jana, liye bole angad hanumana
Samachar sab kahi samujhay, sunat kopi kapikunjer dhaye”*

*“Puni kripal hanshi chap chadava, pavak sayak sapdi chalava
Bhayu prakash katahu tam nahi, gyan uday jimi sansay nahi”*

*“Kautik dekhi ram muskane, bhaye sabhit sakal kapi jane
Ek ban kati sab maya, jimi dinkar har timir nikaya” [18]*

A leader has to be quick in decision making, he must take prompt actions but he must also ensure that those actions are based on logic and proper data analysis as displayed by lord Ram at all times. Even before the threat looms large and impacts the team the leader should come forward and through his skill and courage try and mitigate the threat. He must at all times maintain his composure and calmness and try and instill a sense of safety. At times there would be a situation wherein the information may be less, but based on whatever information is available a leader must take action, he should not procrastinate and should be prompt in decision making and avert and looming crisis. It may also happen at times that there is a clutter of information and in such a case a manager/ leader may be overfed with data. In such a case a leader must use his own wisdom filter the information and then take action but at no stage should he shy away from taking the desired decision.

8) Take centre stage

*“Kumbhakaran kapi phauj bigari, suni dhai rajnichardhari
Dhayu param krudh daskhandhar, sanmukh chale huhu kar Bandar
Bhage bhalu balimukh jutha, barak biloki jimi mesh barutha
Chale bhagi kapi bhalu bhavani, bikal pukarat arat bani
Kripa baridhar ram khararai, pahi pahi pranarati hari”*

*“Pahi pahi raghubir gosai, yah khal khai kal ki nai
Dekhi ram bikal katkai ripu aneek nana bidhi aai”*

*“Sakrun bachan sunat bhagvana, chale sudhari sarasan bana
Ram sen nij pache ghali, chale sakop maha balshali”*

*“Sunu sugriva vibhishan anuj sabharehu sain
Mai dekhau khal bal dalhi bole rajeevnain”*

*“Bahuri ram sab tan chitai bole bachan gambhir
Dwandyudh dekhau sakal shramit bhaye ati bir
Ram kripa dal bal bada, jimi trna pai lag ati dara” [19]*

Ravan had a strong army and ability, none of the majors commanders of Ram be it Angad, Hanuman Ji Sugriv, Jamwant etc was not able to stand to Ravan's forces and were constantly facing defeat in the battle. The morale of Ram's forces were going down and a crisis was looming large people were losing faith as to whether they would be able to defeat the demon forces, this was the time when Lord Ram came to the front and took the reigns of the battle in his own hands. He reassured his people that he is very much there and would lead them in this fight and would stay alongside them at all times, he too command and controlled the situation. As a result of this his soldiers also fought with renewed vigor in the battle and ram after a fierce war was able to defeat Kumbhakaran and Ravan. Ram was totally involved in the battle and this is what is expected out of a good leader. The team wants that in a time of crisis the leader should step up and lead from the front. He should assure his people that he would take care of the situation, he should be physically seen around people so they can feel confident with him around and confidence is known to do wonders to people and their style of functioning. Ground zero is where the good leader should be in times of crisis managing and leading from the front, pushing his people to give their best lead by example, walk the talk and manage the situation.

9) Participative decision making and clear communication

*“Iha pratah jage raghurai, pucha mat sab sachiv bolai
Kahau begi ka kari upai, jamvant kaha pad sir nai
Ripu ke samachar sab paye, ram sachiv sab nikat bolye
Lanka bake chari duara, kehi bidhi lagia karahu bichara
Tab kapis riches vibhishan, sumri hraday dinkar kul bhushan
Kari bichar tinh mantra drhave, chari aani kapi katku banava
Jatha jog senapati kinhe, juthap sakal bole tab linhe
Prabhu pratap kahi sab samjhaye, suni kapi singhnad kari dhaye
Harshit ram charan sir navahi, gahi giri sikahr bir sab dhavahi” [20]*

A good plan is the blue print for all future activities, well begun is half done. A leader must at all time plan well in advance and all such plans that he makes should be in consultation with his management team and trusted managers. We can learn from lord Ram that when he had received all the information about his opponent he had summoned Jamvant and Sugriv for consultation and devise a plan for future action. After brain storming it was decided that the entire army/ team would be divided into four parts each part led by an able commander and the selection of the commander would be based on his ability and efficiency. Each commander was made aware of his team's roles and the instructions and directions of Ram were clearly

amplified to them. We clearly see the principles of modern day management taking shape as concepts such as division of labour, specialization, planning organizing, direction, and unity of command. It is difficult for a leader to always preempt crisis but if he and his team are well prepared they can handle any contingency. Leadership as much as it is about leading from the front is also about participative management and seen in Lord Ram's case, he invited all his major commanders for devising a suitable plan and strategy, he respected the views of everyone specially those who had experience and expertise in handling critical situations. His interaction with his commanders also brings to light that effective communication is the key to good leadership and more so in contemporary world the reach coverage and impact of communication is such that it has become the life blood of the organisation. A leader needs to effectively and clearly communicate with his team and clarify and doubts about course of action. He should aim at bringing resolve in his team should be empathetic and not his style and content of communication should not cause fear rather should instill hope and confidence.

CONCLUSION

Ramcharit manas over hundred of years has been a source of information and knowledge to the people of this country specially those following the hindu faith. It has being looked at with reverence by one and all as a religious text. In this paper an attempt was made to take out some lessons from the pool of immense knowledge and bring to the fore its relevance in modern day crisis management for leaders of today. Living in today's time times of disruptive technology wherein redundancy rates are high and any unique proposition can in no time become obsolete resulting in crisis for the organization and its leaders an attempt was made to highlight what can be learnt from the revered scripture and applied in today's times. We learn that resolve is bigger than resource, and if the will to achieve is there nothing is impossible.

Lord Ram in his message to vibhishan had enlisted the traits that every leader must possess, he had said

*“Sauraj dheeraj tehi rath chaka
Satya seel dradh dhawaja pataka
Bal vivek dam aprhit ghore
Chama kripa samata rajju jore
Ees bhavan sarathi sujana
Birati charma santosh kripana
Dan parshu budhi shakti prachanda
Bar bigyan kathin ko danda
Amal achal man trone samana
Sam jam niyam silimukh nana
Kavach avedh vipra guru pooja
Ahi sam vijay upay na duja
Sakaha dharmmay rath jaken
Jitan kahan na katun ripu taken” [21]*

Good conduct, tolerance strength, discretion courage faith in God, contentment, wisdom, truthful, unbiased, charity, reasoning, calmness, self restraint, discipline, respect for elderly and learned are the virtues that every leader/manger must possess. Lord Ram says if the leader possesses and demonstrates these virtues they crisis can be averted, managed and mitigated and successfully encountered to lead the team unto unhindered path of success.

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