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# MANAGEMENT LESSONS FROM THIRUKKURAL

Naachimuthu K P<sup>1\*</sup> and Kalaiselvan K<sup>2\*</sup>

\*Corresponding Author: **Naachimuthu K P and Kalaiselvan K,**  
✉ [kpnaachimuthu@gmail.com](mailto:kpnaachimuthu@gmail.com) and [kalaiselvan85@gmail.com](mailto:kalaiselvan85@gmail.com)

Our ancient scriptures and literatures are the knowledge warehouses, encompassing wisdom in capsule for all walks of life. Thirukkural is one of the ancient scriptures in Tamil. It is universally acclaimed as a great piece of literature, both by the West as well as the East. The scope of the Thirukkural is broad / holistic in its approach to the realms of life, and its observations engender contemplation for humanity. A humble attempt is made to derive lessons on management from this two thousand year-old text of wisdom of the Saint Thiruvalluvar. Dr. Albert Schweitzer proclaimed, "There hardly exists in the literature of the world, a collection of maxims in which we find so much of lofty wisdom". The current paper will discuss on various important elements found in Kural (couplet) with reference to general management / administration; modern theories of management and how they are applicable at any point of time.

**Keywords:** Kural, Verse, Couplet

## INTRODUCTION

Life is not in one's ability to explain complex things, but in one's ability to understand and appreciate simple things. Thirukkural is an ideal example for this. It puts forth life's greatest lessons in the shortest form (couplets). It is fascinating to know that it contains luminous insights to various walks of life. The total scripture consists of 133 chapters each containing ten couplets, aggregating to 1330 couplets. It is divided into four sections: the Preface, Virtue, Wealth, and Love. Richness of this scripture has to reach every one, which several great scholars have attempted to. In trying to carry forward their lineage, we have made a

humble attempt to bring out lessons / insights to management functions through various verses from Thirukkural. The English version of Thirukkural given by Rev. Dr. G U Pope, Rev W H Drew, Rev. John Lazarus and Mr. F W Ellis is used in this paper.

## WHAT IS MANAGEMENT

The term 'Management' is not only related to the business organizations, but also in day-to-day life. Whether it is work or life, there are multiple stakeholders to be satisfied. Understanding and applying the basic principles of management ensures efficient and effective functioning of

<sup>1</sup> PSG Institute of Management, PSG College of Technology, Coimbatore, India.

<sup>2</sup> Lanco Infratech Limited (EPC Division), Wardha, Maharashtra, India.

organization (principally, the family). Management thus is referred to as the “the art of getting things done through others”.

*People, troops, wealth, forts, council, friends  
Who owns these six is lion of kings*

**– Verse 38**

An organization / institution can be called powerful, when it possesses employees / teams (people), finance (wealth), competitive advantage (forts), advisors / board of members (councils) and alliances / suppliers (friends). Management is all about managing all these forces / elements.

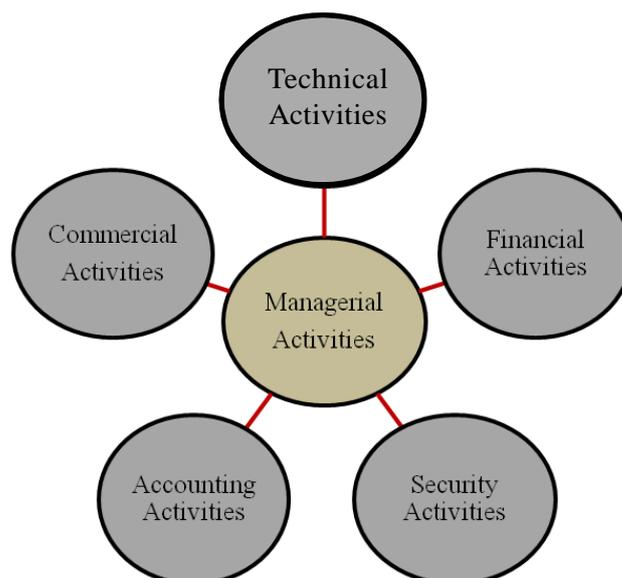
Henry Fayol (the Father of Modern Management) identified six activities as the essential part of a Manager’s work in all industrial organizations:

1. Technical - Production, Manufacture, Adaptation.

2. Commercial - Buying and Selling - Exchange (Banking, Insurance, Warehousing, Advertising).
3. Financial - Search for an optimum use of capital.
4. Security - of property and personnel.
5. Accounting - Stocktaking, balance sheets, costs, statistics.
6. Managerial - Planning, Organization, Command, Co-ordination and Control.

Managerial functions are believed to be the foremost function of a manager since it involves human beings, and is pervasive in all the other five activities to be a successful organization. Managing human resources is always a challenge because of individual differences, and the same individual acts and reacts differently in different situations. Employees are the assets of any organization.

**Figure 1: Henry Fayol - Six Pillars of Managerial Activities**



Managers or practitioners based on their practical exposure to the business organizations have come out with the various theories of management and / or functions of management.

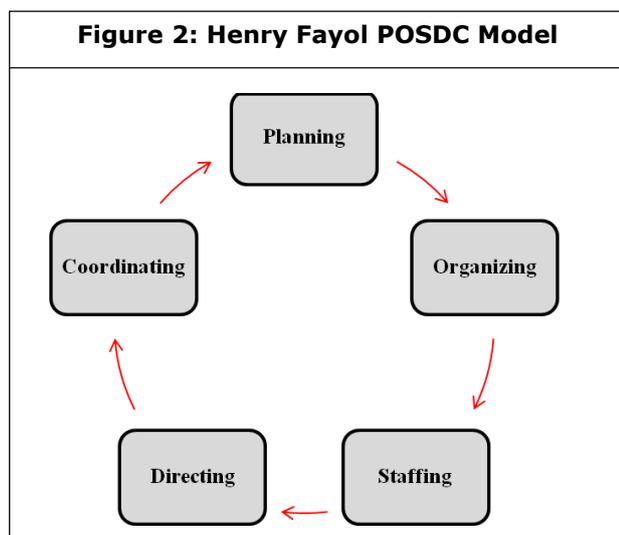
*An army which is complete and conquers  
fearlessly  
Is foremost among all a king's possessions*

– Verse 761

## HENRY FAYOL FIVE STAGE OF MANAGERIAL PROCESS - POSDC

The Five Functions of Management that focused on the key relationships between personnel and its management are

1. **Planning:** Determine objectives in advance and the methods to achieve them.
2. **Organizing:** Establish a structure of authority for all work.
3. **Staffing:** Recruit, hire and train workers; maintain favorable working conditions.
4. **Directing:** Make decisions, issue orders and directives.
5. **Coordinating:** Inter relate all sectors (cross functions) of the organization.



The above functions are interdependent and interrelated and are required for organizational efficiency and excellence.

## PLANNING

Planning is a basic requirement and important input of a Management Process. Planning is a process of deciding in advance what is to be done, how, when and by whom it is to be done. As per Fayol planning is “The plan of action is, at one and the same time, the result envisaged, line of action to be followed the stages to go through, and methods to use”.

*Expenditure, return, and profit of the deed  
In time to come; weigh these- than to the  
act proceed*

– Verse 461

Reframed as a Sentence: Let a man reflect on what will be lost, what will be acquired and (from these) what will be his ultimate gain, and (then, let him) act.

The planning is the first and foremost activity of any organization; be it starting a project or introducing a new product in the market to even organizing a meeting. It is pervasive in all the stages of the lifecycle of an organization starting from the infancy till the maturity. In order to actually put down the things in paper with flow chart or designing schedules, programs, budgets, forecasting is essential. It helps in understanding the future state of affairs which will really help in planning the activities now so as to achieve the vision / mission of the organization.

*To strike out without a well-pondered plan  
Is one way to cultivate an enemies' strength*

– Verse 465

Reframed as a Sentence: One way to promote the prosperity of an enemy, is (for a king) to set

out (to war) without having thoroughly weighed his ability (to cope with its chances).

The organizations work with data, facts and figures; not merely on assumptions. It is necessary for an organization to carry out detailed analysis (SWOT Analysis) of product, market, competitors, customers and demand and supply of human resources, to plan for its long term sustainment and also not to give out a leeway for its competitors to catch it like a fire. When important strategic decisions are made, usually, the leader / manager deliberates and thinks aloud with its stake holders to obtain suggestions; proceeding by self reflection will in fact make the difficult tasks simpler than expected.

*Money and means, time, place and deed*

*Decide these five and then proceed.*

**– Verse 675**

Reframed as a Sentence: Before acting resolve all doubts through consideration of these five: Cost, means, time, place and the action itself.

Once the planning is done, execute it without looking back, otherwise, we will loose on the opportunity. We were reminded of the words of Kabirdas which is “Kabeer, that which you have to do tomorrow - do it today instead; and that which you have to do now - do it immediately! Later on, you will not be able to do anything, when death hangs over your head.”

*Embark upon an action after careful thought.*

*It is folly to say,*

*Let us begin the task now and think about it*

*later*

**- Verse 467**

Reframed as a Sentence: Consider, and then undertake a matter; after having undertaken it, to say “We will consider,” is folly.

## CHARACTERISTICS OF PLANNING

The following are the characteristics of Planning:

- It is based on objectives and policies.
- It is a mental activity.
- It pervades all Managerial activities.
- It is a primary function of Management.
- Planning is to be flexible and variable.
- Once plan is prepared, it should be communicated to all those concerned.
- Planning has close relationship with time.
- It concerns future activity.
- It is based on facts.
- It is directed toward efficiency.
- It has a dynamic aspect.
- It is decision making process.

*Those who dread (apprehension / anxiety) derision (scornful ridicule / mockery) and disgrace (loss of reputation as the result of a dishonorable action)*

*Will not commence a task that is unclear*

**- Verse 464**

Reframed as a Sentence: Those who fear reproach will not commence anything which has not been (thoroughly considered) and made clear to them.

### Formulation of Objectives, Policies, Programs, Schedules, Procedures and Budgets

Objectives are the targets to be accomplished using what by when statements and more specific. Policies are the guidelines. Policies are the guidelines or frame work to achieve the targeted objectives. A programme is a specific plan devised to meet a particular situation. Schedules are the amount of work to be done, and fixing the time for

starting and finishing each operation. Procedures are the guides to action rather than thinking. A budget is a statement of expected results expressed in numerical terms. The below verse says that think deeply before taking an action. Before starting the task let us think about how to do, when to do and how to do. It is not recommendable to start the process and say, we will consider about the procedure later once we start the project.

*To do that which ought not to be done will  
bring ruin,*

*And not to do that which ought to be done  
will also bring ruin*

– Verse 466

Reframed as a Sentence: He will perish who does not know what is not fit to do; and he also will perish who does not do what it is fit to do.

## ORGANIZING

It includes identification and grouping of activities, definition and delegation of responsibility and authority, and establishment of authority-responsibility relationships.

*Load too many of them and even peacock  
features*

*Would break the cart's axle*

– Verse 475

Reframed as a Sentence: The axle tree of a bandy, loaded only with peacocks' feathers will break, if it be greatly overloaded.

Sound organizing facilitates administration, provides for optimum use of technological improvements, and stimulates independent creative thinking. Even, very difficult and complicated tasks can be accomplished without any hassles, if there is a proper division of work

and is allotted to the right people at the right time. Delegation of tasks to sub-ordinates will improve the effectiveness and efficiency of a manager. Rather than loading everything on oneself and not able to accomplish the tasks at the right time, delegate those tasks which can be handled by other people and concentrate on those tasks which is the core competence for what your position is entrusted for.

*Is there any task too difficult for the man who  
acts  
At the right time and employs the proper  
means?*

– Verse 483

Reframed as a Sentence: The leaders who are proactive and delegate the right work to the right people at right time will win.

This will help in time management and also in delivering the expected results on time. It is not enough if you are allotted the tasks and be with it, one must see that it is executed. Managers become more fulfilled and productive themselves as they learn to count on their staffs and are freed up to attend to more strategic issues.

*Though they may devise the perfect path,  
Those without executive abilities never finish  
their work*

– Verse 640

Reframed as a Sentence: Those ministers who are destitute of (executive) ability will fail to carry out their projects, although they may have contrived aright.

## STAFFING

It involves manning the organizational structure through proper and *effective selection (recruitment), appraisal (Counseling) and development of personnel (Training)* to fill the role designed into the structure.

*One may aim to acquire the whole world and succeed,*

*If actions are aimed at the right time and place*

**– Verse 484**

Reframed as a Sentence: The king can win the battle only if his actions are focused towards the right point with right troop and with materials.

*Recruitment* is defined as discovering of potential applicants for actual or anticipated organizational vacancies, and selection is actual intake of right people for a right job.

*After ascertaining what work befits a man,*

*Assign him to a fitting task*

**– Verse 518**

Reframed as a Sentence: Having considered what work a man is fit for, let (the king) employ him in that work.

The employees are the assets of the organization. Hence, they have to choose right employees for the right place at the right time for the right position. Different organizations may apply different strategy for the selection of employees based on their requirements. Their aim is to choose the best of the lot for the organization. 'Best of the lot' explanation may differ for different organizations.

*Employ those men who discern the good and the bad effects*

*In every undertaking and choose the good*

**– Verse 511**

Reframed as a Sentence: He should be employed (by a king), whose nature leads him to choose the good, after having weighed both the evil and the good in any undertaking.

To illustrate with an example, it is said that Google always employs only people who are from

elite institutions and are highly intelligent. Google's recruitment web pages abound with mantras like "Google seeks to hire only the best." "Google has had to relax its hiring policies a bit over the years with its dramatic increase in number of employees; headhunters who have worked with Google make it clear that you have little chance of being hired without a doctorate or at least a master's degree from a top school." Whereas certain other organizations recruit employees who are graduates from normal educational institutions because they believe that those individuals possess willingness for learning and will be easier for them to mould according to their requirements rather than selecting the individuals who enter with certain notion of "I know all".

*Lacking investigation, lend your trust to no one. Having investigated*

*Entrust a man with matters for which he has proven trustworthy*

**– Verse 509**

Reframed as a Sentence: Let (a king) choose no one without previous consideration; after he has made his choice, let him unhesitatingly select for each such duties as are appropriate.

The employees must be chosen based on the ability and efficiency rather than on the personal relationships. Organizations should maintain equity and should not be partial with the prospective candidates.

*Though tested fully under simulated conditions,*

*Many men function differently under working conditions*

**- Verse 514**

Reframed as a Sentence: Even when (a king) has tried them in every possible way, there are many men who change, from the nature of the works (in which they may be employed).

*Performance Appraisal* is the process of evaluating and generating information about employees' effectiveness and efficacy at work. It is an ongoing and continuous process and secures information for making correct decisions on employees. It is also used for recognizing the accomplishments of the employees, guiding progress and improving performance.

*Let the king scrutinize his staff's conduct daily.*

*If they do not go astray (away from the correct course), the world will not go astray*

**– Verse 520**

Reframed as a Sentence: Let a king daily examine the conduct of his servants; if they do not act crookedly, the world will not act crookedly.

The organizations have a system of appraising the employees quarterly / half yearly / annually. Different organizations practice different systems based on their requirements and the necessity. Equity should be maintained in carrying out the appraisal of an employee. It provides a basis for promotions, salary, revision, training need analysis and other purposes related to employee's growth and development.

*Justice may be called good when it acts impartially*

*Toward enemies, strangers and friends*

**– Verse 111**

Reframed as a Sentence: That equity which consists in acting with equal regard to each of (the three) divisions of men [enemies, strangers and friends] is a pre-eminent virtue.

*Counseling* is a relationship and/or a planned systematic intervention in the life of an individual(s), characterized by trust and openness, where the individual is helped to work through his/her interpersonal or intrapersonal problems and crises. It also aims at helping the individual to help himself / herself to mobilize the available resources and become capable of choosing the goals and direction for their development.

*Like staff in hand of him in slippery ground who strays*

*Are words from mouth of those who walk in righteous ways*

**– Verse 415**

Reframed as a Sentence: The words of the good are like a staff in a slippery place.

Listening to others is an important aspect of counseling. The below verses from Thirukkural explains that comfort words from the respectful people will boost the confidence of the people who are in adverse condition. The most important skill of a Manager is listening to the views / opinions of his / her sub-ordinates.

*The way to accomplish any task is to ascertain the inmost thoughts of an expert in that task*

**– Verse 677**

Reframed as a Sentence: Let none be despised for (their) size; (for) the world has those who resemble the linch-pin of the big rolling car.

*Training* is the systematic acquisition of skills, roles, concepts, knowledge or attitudes that result in improved performance in the work environment. It is a short term process utilizing a systematic and organized procedure by which non-managerial personnel can learn technical

knowledge and skills for a definite purpose. Training also is a process of learning a sequence of programmed behaviour. It is application of knowledge.

*So learn that you may full and faultless learning  
gain,  
Then in obedience meet to lessons learnt  
remain*

**– Verse 391**

Reframed as a Sentence: Let a man learn thoroughly whatever he may learn, and let his conduct be worthy of his learning.

Training is imparted by someone while Learning is imbibed by oneself. Learning is a continuous process which will start from the day the human being is born and will continue till the death.

*The deeper a sand-well is dug the freer is its  
flow of water.  
Even so, the deeper a man's learning the  
greater is his wisdom*

**– Verse 396**

Reframed as a Sentence: Water will flow from a well in the sand in proportion to the depth to which it is dug, and knowledge / wisdom will flow from a man in proportion to his learning.

Organizations provide training to the individuals to fill in the gap between what is required and what one has. Learning new things will enhance the productivity and efficiency of the individuals. There might be resistance to accept new things / new ways of doing things / activities. But then the experience will teach you that you have taken a right step.

*The learned make each land their own,  
in every city find a home;  
Who, till they die; learn nought, along what  
weary ways they roam!*

**– Verse 397**

How is it that anyone can remain without learning, even to his death, when (to the learned man) every country is his own (country), and every town his own (town)?

A man who neglects learning will not be able to sustain in this competitive world. Humbleness is very important quality of a learned man which will keep the drive for learning alive.

*Like unproductive barren land is the man who  
has neglected learning.*

*All that can be said about him is that he exists*

**– Verse 406**

Reframed as a Sentence: The unlearned are like worthless barren land: all that can be said of them is, that they exist.

The man who even knows everything but sits in a class with an open mind that “I don’t know anything, I am here to learn” will learn and get new ideas than an individual who thinks “I know everything”.

*Even though he has no learning, if a man but  
listens to the learned*

*That will be his staff of strength in adversity*

**- Verse 414**

Reframed as a Sentence: Although a man be without learning, let him listen (to the teaching of the learned); that will be to him a staff in adversity.

## **DIRECTING**

It relates to all levels of management that includes *leadership, communication, Decision Making, guiding, supervising, motivation,*.

*An army, people, wealth, a minister, friends,  
fort: six things-*

*Who owns them all, a lion lives amid the kings*

**– Verse 381**

Reframed as a Sentence: He who possesses these six things, an army, a people, wealth, ministers, friends and a fortress, is a lion among kings.

Leadership is the ability to inspire or influence people to make a total, willing and voluntary commitment to accomplish organizational goals. The qualities of a leader are:

- Intelligence
- Broad interest and a sound educational and / or technical background
- Initiative and creative ability
- Verbal facility and the ability to communicate with the sub-ordinates
- Sound judgment
- Ability to guide and teach
- Enthusiasm
- Physical energy and stamina
- Mental and emotional maturity
- Ability to take quick decisions
- Sense of responsibility
- Ability to deal with people

*Easy to every man the speech that shows the way;*

*Hard thing to shape one's life by words they say!*

**– Verse 674**

Reframed as a Sentence: To say (how an act is to be performed) is (indeed) easy for any one; but far difficult it is to do according to what has been said.

An extra ordinary leader must possess courage, utilize the available resources efficiently

and effectively, provide knowledge and should possess zeal / passion for excellence. He / she should have excellent interpersonal skills and should be accessible.

*Courage, a liberal hand, wisdom, and energy: these four*

Are qualities a king adorns for evermore

**– Verse 382**

Reframed as a Sentence: Never to fail in these four things, fearlessness, liberality, wisdom, and energy, is the kingly character.

The organization will prosper where the CEO is accessible to all the people and is a people person. To illustrate with an example, the SBI chairman Mr. O P Bhatt brought in a large transformation in the organization by changing the attitude of the employees towards SBI. In his address to the audience of the conference, he mentioned that while he was visiting one of the branches of SBI, he went to an office, shook hands with him and generally found out how he is doing, is everything okay, etc. This small interaction with the employees created a huge change. He was able to understand the crux of the problem and it helped him to take corrective actions. Leader must be an example to others through his actions. He / she must be the change oneself to see the change in others.

*Where king is easy of access, where no harsh word repels,*

*That land's high praises every subject swells*

**– Verse 386**

Reframed as a Sentence: The whole world will exalt the country of the king who is easy of access, and who is free from harsh language.

*Listening to people's problems is a very important characteristic of a leader.*

*Hard of access, nought searching out, with partial hand*

*The king who rules, shall sink and perish from the land*

**– Verse 548**

Reframed as a Sentence: The king who gives not facile audience (to those who approach him), and who does not examine and pass judgment (on their complaints), will perish in disgrace.

When HCL went on for a planned change in 2005 moving from HCL hardware to HCL technologies, the first and foremost activity carried out by Vineet, President, HCL Technologies was listening to thousands and thousands of employees in the organization about their problems, opinions and concerns. He mentioned in an interview that "Employees had more answers to the problems than I. Most CEOs have talking skills and not enough listening skills. I am used to listening... As you and I know, the rest is history. It won Autodesk- \$50m multiyear contract against IBM, HP and Wipro and there is an increase in stock price. This is the power of listening to others views.

*Communication is a process of conveying information from one person to another person in such a way that the receiver understands it.*

*Like scentless flower in blooming garland bound*

*Are men who can't their lore acquired to other's ears expound*

**– Verse 650**

Reframed as a Sentence: Those who are unable to set forth their acquirements (before others) are like flowers blossoming in a cluster and yet without fragrance.

Some of the important aspects of communication are clarity in speech, precision, simple, etc. It is also necessary to do audience analysis before communicating, as it is utmost necessary to change the style of delivery according to the understanding of audience.

*A tongue that rightly speaks the right is greatest gain,*

*It stands alone midst goodly things that men obtain*

**– Verse 641**

Reframed as a Sentence: The possession of that goodness which is called the goodness of speech is (even to others) better than any other goodness.

Hence, the communication needs to be carefully planned. Communication skills are very essential for influencing the people and are also necessary for sharing knowledge. It is very essential to dialogue your conversation by using words carefully and words that communicates the message clearly which reaches the other person the way you intended to be.

*This speech that spell-bound holds the listening ear,*

*While those who have not heard desire to hear*

**– Verse 643**

Reframed as a Sentence: The (minister's) speech is that which seeks (to express) elements as bind his friends (to himself) and is so delivered as to make even his enemies desire (his friendship).

*Speak words adapted well to various hearers' state;*

*No higher virtue lives, no gain more surely great*

**- Verse 644**

Reframed as a Sentence: Understand the qualities (of your hearers) and (then) make your speech; for superior to it, there is neither virtue nor wealth.

There are two types of communication; verbal and non-verbal communication. Non-verbal communication like body language (Eye contact, Facial expressions, Gestures, Posture and body orientation, Proximity, Paralinguistics (e.g. tone, pitch, rhythm, humor, etc.) are more powerful than the words.

*Since gain and loss in life on speech depend,  
From careless slip in speech thyself defend*

**– Verse 642**

Reframed as a Sentence: Since (both) wealth and evil result from (their) speech, ministers should most carefully guard themselves against faultiness therein.

The leaders must exercise extreme care during the communication with their subordinates. It is very essential to make the other person understand that you are listening to them by nodding your head or maintain eye- contact while the other person is speaking.

*Who reads what's shown by signs, though  
words unspoken be,  
In form may seem as other men, in function  
nobler far is he*

**– Verse 704**

Reframed as a Sentence: Those who understand one's thoughts without being informed (thereof) and those who do not, may (indeed) resemble one another bodily; still are they different (mentally).

*Motivation* is a complex set of forces that activates and directs the behavior of a person towards achieving a goal. Motivations starts from

the self motivation cannot happen from outside forces. It has to come from within. If any individual is determined and committed to whatever tasks they are assigned to and if he or she has seen the first success, then the motivation popes up automatically. Swami Vivekananda proposes that “*Try, Try, Try and Try again and Stop Not Till you Reach The Goal*”. Perseverance is a great motivator for the individuals who does a job / activity which he or she loves to do and will never feel the difficulty of the tasks.

*Who know what can be wrought, with knowledge  
of the means, on this,  
Their mind firm set, go forth, nought goes with  
them amiss*

**– Verse 472**

Reframed as a Sentence: There is nothing which may not be accomplished by those who, before they attack (an enemy), make themselves acquainted with their own ability, and with whatever else is (needful) to be known, and apply themselves wholly to their object.

*Decision making* is a process of identifying and selecting a course of action to solve a specific problem. A leader must be able to take decisions quickly and whenever is required to. A.Simon, Nobel Laureate, breaks the decision making process into three activities. They are intelligence activity, design activity and choice activity.

*It's ruin if men do an unbecoming thing; Fit things  
to leave undone will equal  
ruin bring*

**– Verse 466**

Reframed as a Sentence: He will be perish who does not what is not fit to do ; and he also will perish who does not do what it is fit to do.

*What men call 'power in action' know for 'power  
of mind'*

*Extreme to man all other aids you find*

**– Verse 671**

Reframed as a Sentence: Firmness in action is (simply) one's firmness of mind; all other (abilities) are not of this nature.

## **CONTROLLING**

It includes laying down performance standards, measurement of performance against standard, checking for any deviation, and taking corrective actions.

*Freedom from faults is wealth; watch heedfully  
'Gainst these, for fault is fatal enemy*

**– Verse 434**

Reframed as a Sentence: Guard against faults as a matter (of great consequence; for) faults are a deadly enemy.

It is the measurement and correction of performance in order to make sure that enterprise objectives and the plans devised to attain them are accomplished (Harold Koontz).

*No envious men to large and full felicity attain;  
No men from envy free have failed a sure  
increase to gain*

**– Verse 170**

Reframed as a Sentence: Never have the envious become great; never have those who are free from envy been without greatness.

As soon as an error or a deviation is identified during the project, it is essential to take corrective actions to avoid major pitfalls or major failures. A famous quote which says "A Stitch in Time Saves Nine" is very appropriate here.

*The crocodile prevails in its own flow of water  
wide,*

*If this it leaves, 'tis slain by anything beside*

**– Verse 495**

Reframed as a Sentence: In deep water, a crocodile will conquer (all other animals); but if it leave the water, other animals will conquer it.

Reinforcement can be defined as anything that increases the probability of increasing an appropriate behavior or decreasing inappropriate behavior.

*Of noble race, of faultless worth, of generous  
pride*

*That shrinks from shame or stain; in him may  
king confide*

**– Verse 502**

Reframed as a Sentence: (The king's) choice should (fall) on him, who is of good family, who is free from faults, and who has the modesty which fears the wounds (of sin).

Identify the strengths of the employees and encourage them to pursue those and utilize those in the workplace to enhance their strengths.

*Weigh well the good of each, his failings  
closely scan,*

*As these or those prevail, so estimate the man*

**– Verse 504**

Reframed as a Sentence: Let (a king) consider (a man's) good qualities, as well as his faults, and then judge (of his character) by that which prevails.

In that way, by providing positive reinforcement, the employees will become highly enthusiastic and will put in their maximum efforts to reach the expected goals / objectives.

*Trust where you have not tried, doubt of a friend to feel,  
Once trusted, wounds inflict that nought can heal*

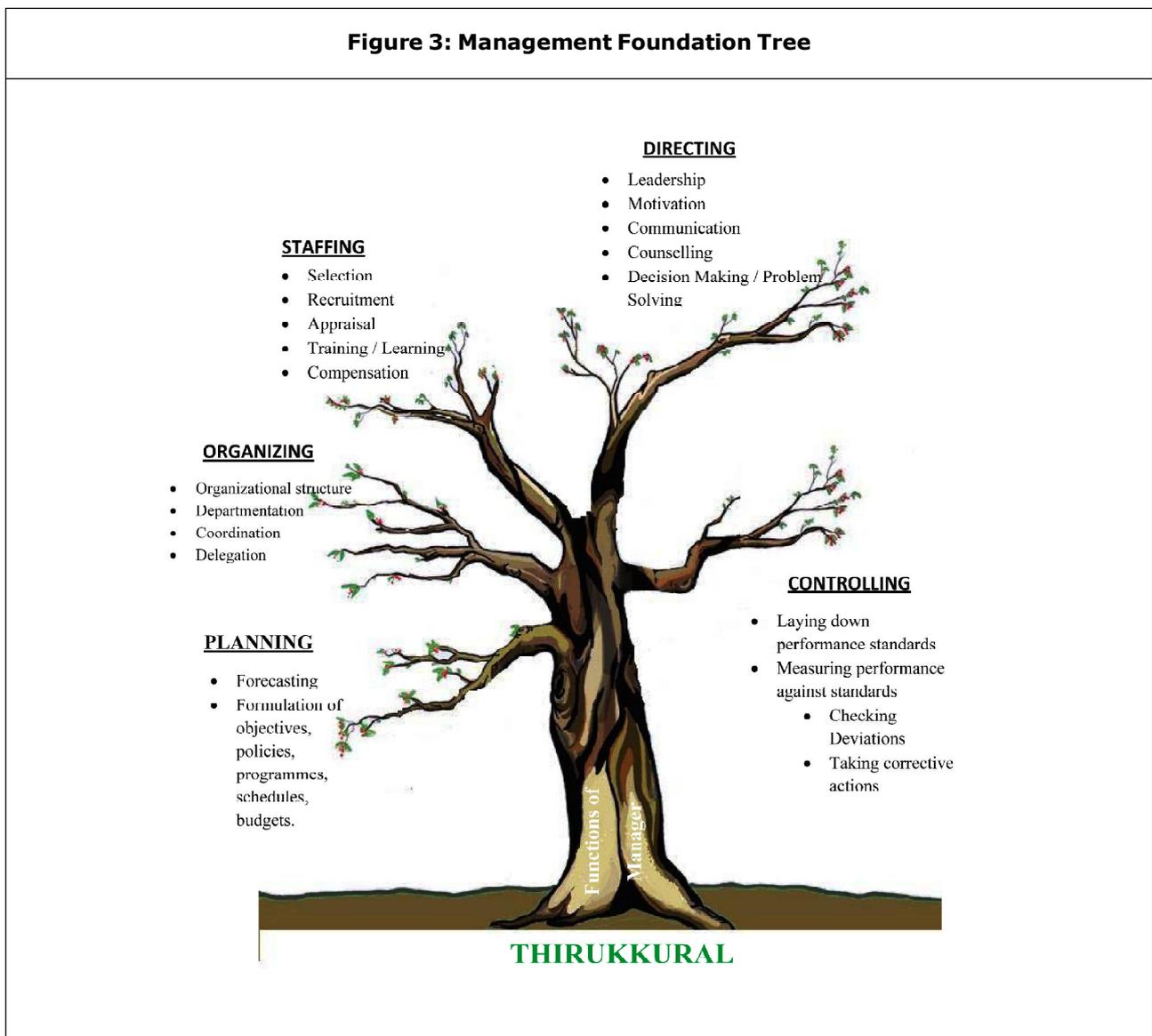
– Verse 510

Reframed as a Sentence: To make choice of one who has not been examined, and to entertain doubts respecting one who has been chosen, will produce irremediable sorrow.

## CONCLUSION

Human Resource strategies make a greater contribution to the performance of any firm. Frederic W. Taylor was the first person in recorded history who deemed work deserving of systematic observation and study. Elton Mayo, working primarily at Harvard, developed Human Relations, that is, the study of relationship between people working together though in human relation, work itself, that is, the task to be done, received almost no attention. But long

**Figure 3: Management Foundation Tree**



before these scholars like sage Thiruvalluvar was able to identify the importance of Management and he went on to impress us with well stated saying amenable for various interpretations. Repeated reading of Thirukkural in conjunction with modern management will help us in understanding the aesthetic aspects, and literary dimensions of the four management functions, planning, organizing, leading and controlling. It will make us more effective apart from remaining more efficient.

*A, as its first letters, every speech maintains;  
The "Primal Deity" is First through all the world's  
domains.*

– Verse 1

Reframed as a Sentence: As all letters have the letter A for their first , so the world has the eternal God for its first.

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**Hyderabad, INDIA. Ph: +91-09441351700, 09059645577**

**E-mail: editorijmrbs@gmail.com or editor@ijmrbs.com**

**Website: www.ijmrbs.com**

