

INDIAN MANAGEMENT THOUGHTS

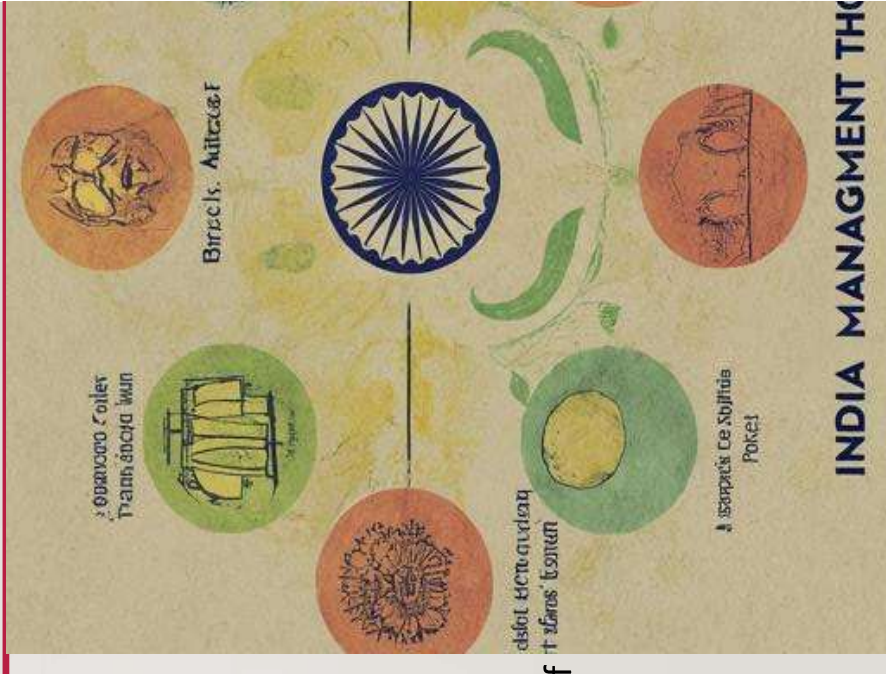
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INTRODUCTION

- management is a universal concept. The evolution of management dates back to the time when civilization was developed. Many well accepted principles of management of today can be found in historical records of various civilizations, may it be the one of the oldest civilizations, the Sumerian Civilization (around 5000 B.C.). In Sumerian civilization, the temple priests used to collect taxes and manage estate. The ancient Egyptian civilization (5000 to 525 B.C.) also reported to have used many sophisticated techniques of planning, organizing and controlling in the construction of pyramids and buildings. The ancient Indian civilization is also reported to have knowledge of management principles. The extracts of cities of Harappa and Mohen-jodaro, show the evidence of presence of management skill in the ancient India.

The holy Vedas, the Ramayana and the Gita are the main Indian epics which highlight the practice of managerial principles.



DEVELOPMENT OF MANAGEMENT THOUGHTS

- Development of management thoughts in India has been categorized into two main parts: Ancient India and Modern India.

3. Management thoughts in Ancient India

- Management thoughts in ancient India can be traced in the Vedas, Hindu Epics, religious books, books of Buddhists and Jains, etc. Indian management thoughts can be studied in the context of three major historical aspects: the holy Ramayana, Bhagvad Gita and the earliest writer on management in India, Chanakya.



EPICS AND MANAGEMENT

Ramayana and Management:

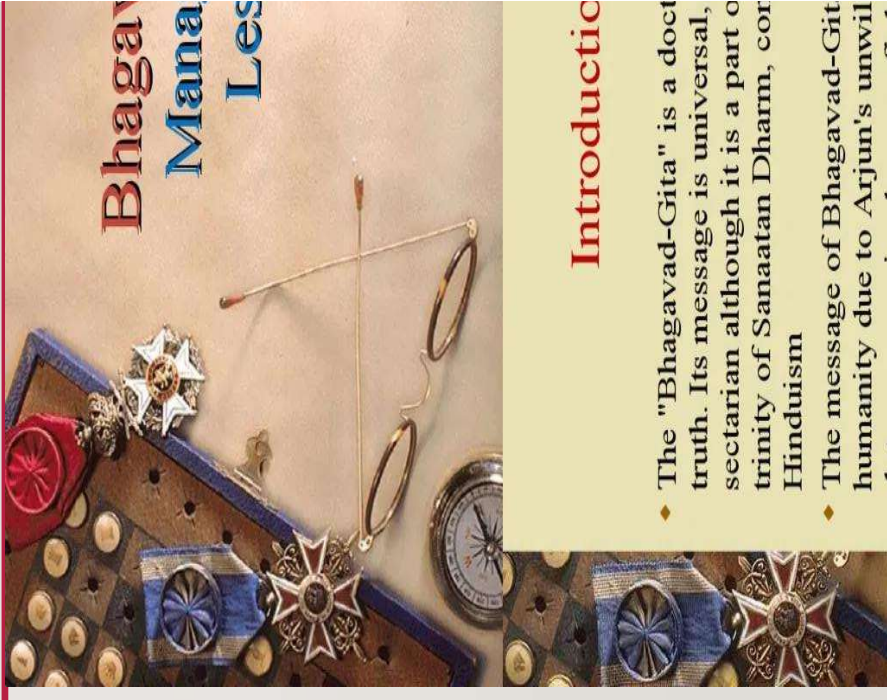
- The morals and lessons from the epic Ramayana can be applied to the management. In Ramayana, when Lord Rama along with his wife Sita and brother Lakshmana were sent to forests unfortunately Ravana kidnapped Sita. Ravana was a very strong and powerful king. The main challenge for Lord Rama was to defeat Ravana and rescue his wife Sita from Lanka. Lord Rama was a good leader with various traits like confidence, visionary, positive attitude, good organizer, ambitious, patience, elegance and empathy. Now, we can compare the personality traits of Lord Rama and events from the great Ramayana with modern concepts and principles of management.
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BHAGVAT GITA AND MANAGEMENT THOUGHTS IN INDIA

- **Bhagvad Gita and Management**

- In the war field of Kurukshetra, king Arjuna got mentally disturbed after realizing that he had to fight with his relatives. To motivate him, Lord Krishna did his counseling and preached the holy Bhagvad Gita. Bhagvad Gita teaches us all the management tactics and strategies to solve any critical situation and achieve mental peace. It can also be used as a powerful means for transformation of one's life. Following are the management guidelines or principles or excerpts from Bhagvad Gita



Introductory

- The "Bhagavad-Gita" is a doctrinal truth. Its message is universal, non-sectarian although it is a part of the trinity of Sanaatan Dharma, comprising Hinduism
- The message of Bhagavad-Gita is a humanitarian due to Arjun's unwillingness to fight.

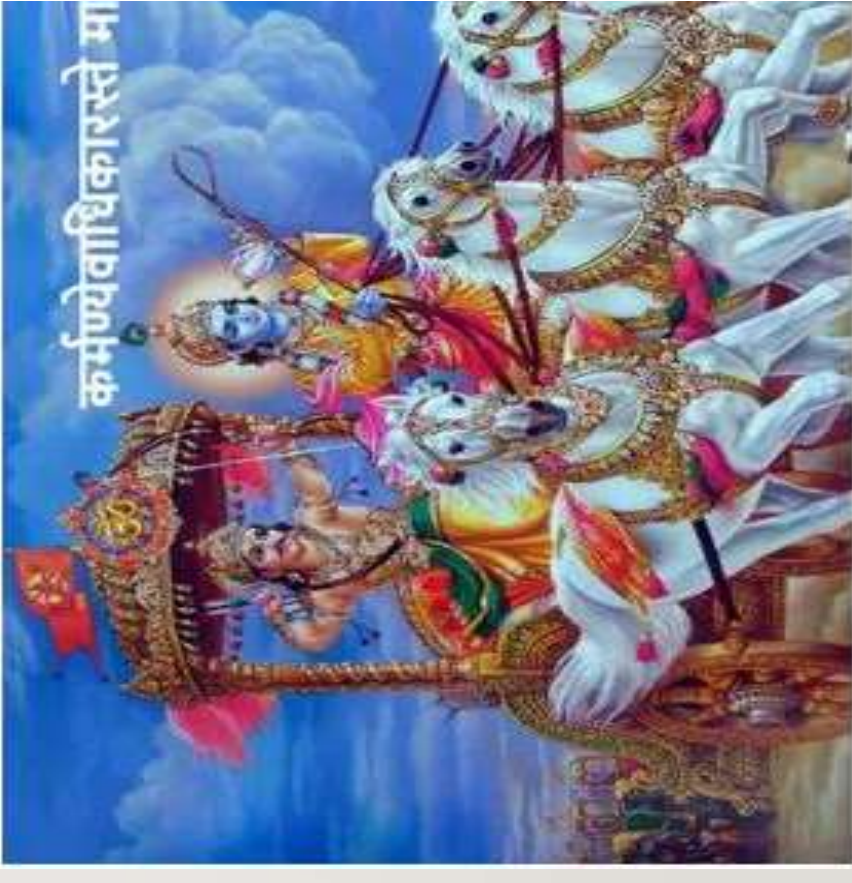
MANAGEMENT GUIDELINES OR PRINCIPLES OR EXCERPTS FROM BHAGVAD GITA:

- **Efficiency and Effectiveness:** Management is a process of organizing and coordinating people and getting them ready to do work for a common goal i.e. the maximum social benefit. Now the question arises, how managers can be effective and efficient in their jobs. The answer lies in Bhagavad Gita, which repeatedly states that you must try to manage yourself' because unless a manager reaches a level of excellence and effectiveness, he will not be able to manage the things. Once an individual improves his/her thinking, it will automatically enhance the quality of his/her actions and the ultimate results.
- **Utilization of available resources:** the essence of management is to choose and utilize the available resources wisely and optimally. Before the Mahabharata war began, Duryodhana selected Lord Krishna's army while Arjuna chose Lord Krishna's wisdom. This also reflects the nature of effective manager, where Duryodhana selected numbers while Arjuna selected wisdom



MANAGEMENT PRINCIPLES

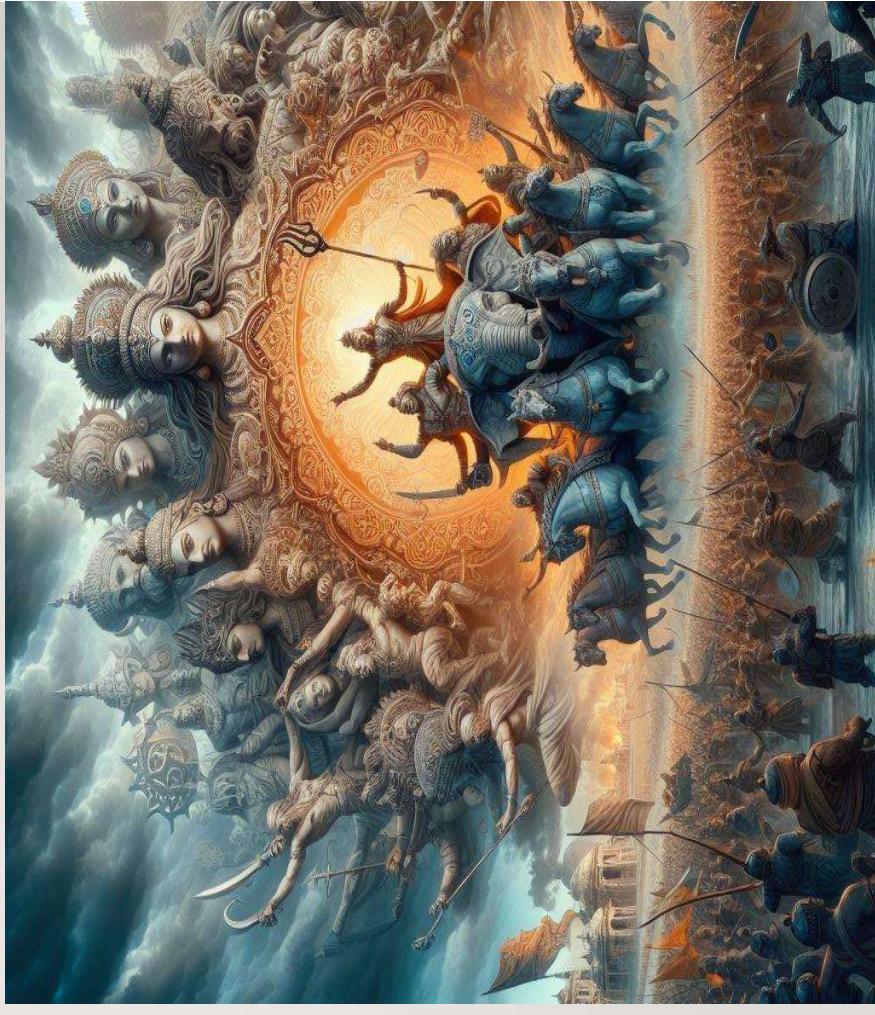
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- **Work Commitment:** Bhagvad Gita advises us to work with commitment without expecting the fruits or results of the actions performed during the course of our duty. If our main concern is to calculate the date of promotion or commissions before putting our sincere efforts, it will lead to unrest in our mind and more materialistic. The best way for effective performance management is the developing the state of mind for 'nishkama karma.'



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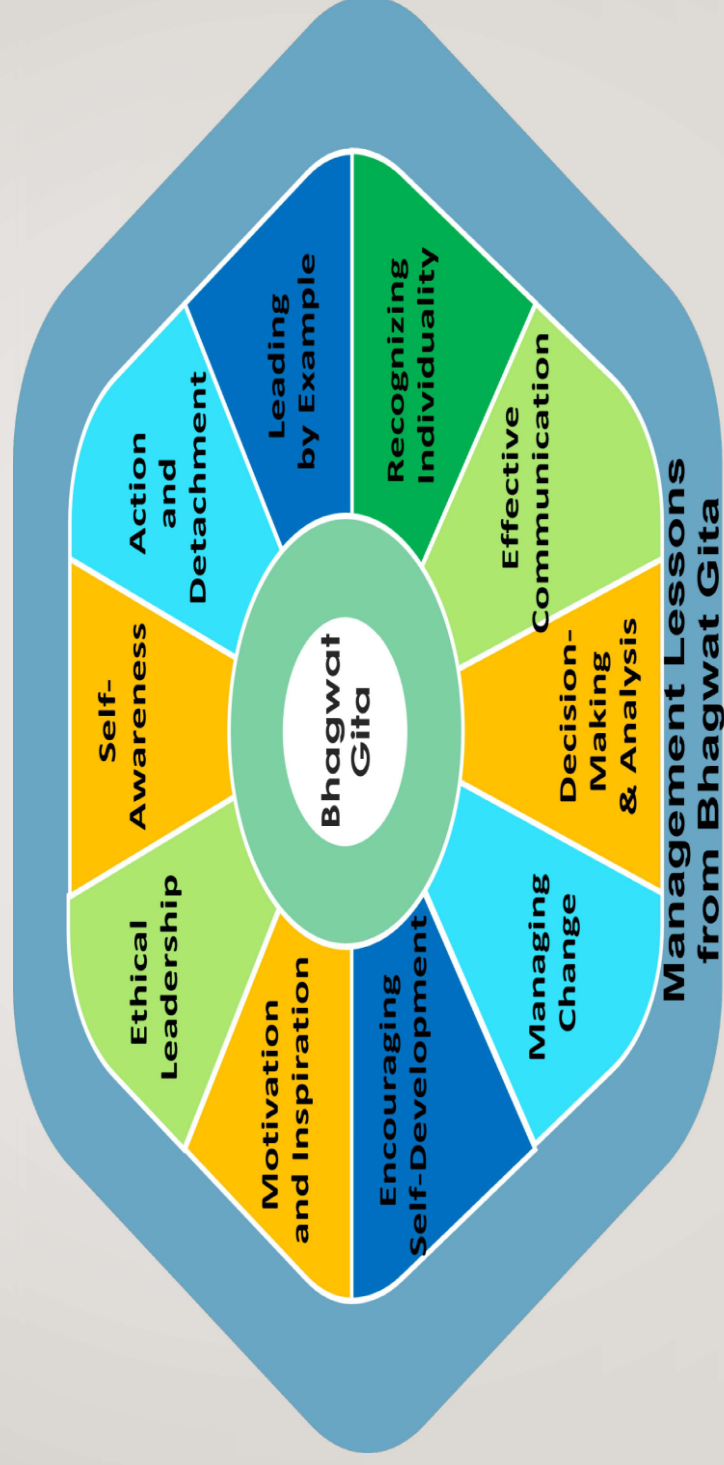
- **Goal Orientation:** as inspired by Lord Krishna's lessons, Arjuna got ready to fight the battle. He changed his apathetic mind to the state of virtuous mind. Lord Krishna also reminded him for the goal for which he is fighting. He has to fight not for his own desire or greed or benefit but for the good of many, with the faith of victory of good or ethics over the evil or unethical actions and truth over untruth. Hence, a manager should also focus on his goals where organizational goals are supreme to his personal goals.



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- **Accountability:** Bhagavad Gita states that every work, job or action comes with certain results and accountability. Good actions bring good results while bad actions results in evil.
 - The modern management concepts of vision, motivation
 - The modern management concepts of vision, motivation, leadership, excellence, goal orientation decision making and planning, are all discussed in the Bhagavad Gita. The one major difference is where modern management tackles the problems of men, money, materials and other resources. Bhagavad Gita studies the issues from human thinking point of view. The functions of a manager can be summed up as follows which result from the lessons of Bhagavad Gita:



MANAGEMENT LESSONS FROM BHAGWAT GITA



PROCESS OF MANAGEMENT

- Form vision and mission.
- Plan the policies and strategies to achieve the vision and the mission.
- Develop the art of leadership.
- Establish institutional excellence.
- Lead to innovation.
- Develop human resources.
- Build teams and teamwork.
- Delegation, motivation, and communication.
- Review the performance and take corrective actions when necessary.



CHANAKYA 'S CONCEPT OF MANAGEMENT

- **Chanakya's Principles of Management**
- Chanakya is known as the world's first economist, strategist and management guru. His management thoughts and ideas guided rulers and kings for centuries. His book Kautilya's Arthashastra and his 6000 sutras presents some of the key principles, guidelines and strategies for sound management and governance, which are relevant even in today's scenario and would be in future also. The construct for governance from his book also called 'saptangas' reveals the seven pillars of a successful kingdom. These seven pillars are applicable to present times also. With the help of these pillars, an organization can work efficiently and effectively.
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Management Concepts in Chanakya Neeti

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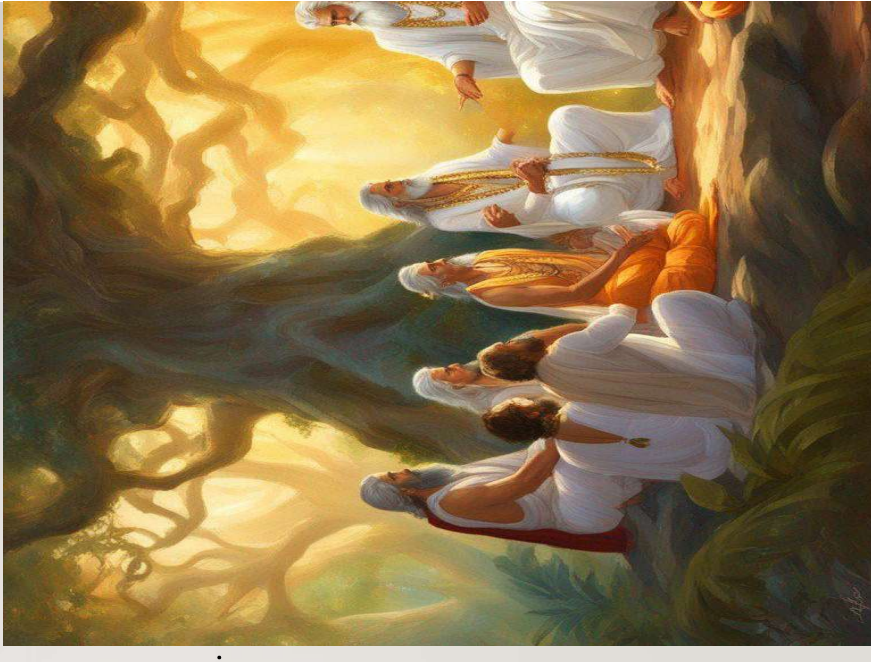


SEVEN IMPORTANT ELEMENTS FOR DEVELOPMENT AND GROWTH OF BUSINESS

- **Seven Pillars for Business Success**
- The seven pillars for business success are as follows:
- **SWAMI – SWAMI** means The King (The Leader). The leader is the visionary and the captain, the man who sets the vision and the direction. In present corporate world he is known as the Director, CEO, etc.
- **AMATYA – AMATYA** means The Minister (The Manager). The manager is the person who is the second-in-command. His job is to take the ship in the right direction to achieve the vision as set out by the leader.
- **JANAPADA – JANAPADA** means The Country (Market). Businesses exist to serve markets. Markets represent the area of operations. It is the market to whom one sells his product or service and from where revenue is generated.
- **DURGA – DURGA** means The Fortified City (Infrastructure). Infrastructure is the center of any organization. With the help of the infrastructure, central administrative work is done. Present times, it is both physical as well as digital.



- **KOSHA** – KOSHA means The Treasury (Finance). Finance is the lifeblood of any organization. Every organization must have a strong and well-managed treasury or finance department.
- **DANDA** – DANDA means The Army (Team). The Army comprises the team members. The team includes persons from lower section to upper level like executive, managers, the salesmen, the accountant, foremen, workers, even the driver and the peon.
- **MITRA** – MITRA means The Ally (Mentor). The Ally is the friend, philosopher and the guide, who guides and gives solution to problems. He works as the mentor.
- As per the thoughts of great thinkers, 'The Arthashastra' is a book about the management of the 'human mind'. Human beings require self control, discipline and management to empty their minds which are filled with evils of ego, jealousy and hatred.



- **Key Concepts of Indian Ethos in Management:**

- 1. Dharma (Righteousness):** In Indian ethos, dharma refers to doing the right thing, morally and ethically, in all aspects of life, including business. It involves fulfilling one's duties with honesty, fairness, and responsibility.
- 2. Karma (Action):** The concept of karma emphasizes that one's actions, whether good or bad, will have consequences. In management, this means focusing on ethical practices and the long-term impact of decisions, rather than just short-term gains.
- 3. Nishkama Karma (Selfless Action):** This principle is derived from the Bhagavad Gita, which advocates performing one's duty without attachment to the results. In management, it encourages leaders to focus on the process and the well-being of all stakeholders rather than just personal or organizational gain.

RIGHTEOUSNESS

The pairing is paralleled with the combining of kaya (body) and dharma (feelings or sensations which arise within the body) experienced through the mind), in major sutras such as the Mahasatipatthana sutra.

Dharma is also used to refer to the teachings of the Buddha, especially the discourses on the fundamental principles (the Four Noble Truths and the Noble Eightfold Path), as well as to the parables and to the poems.

Yogah Karmasu Kaushalam (Excellence in Action): This concept, also from the Bhagavad Gita, emphasizes that true success comes from doing one's work with dedication, skill, and mindfulness. It encourages managers to pursue excellence in their tasks and responsibilities.

Swadharna (One's Own Duty): Swadharna refers to understanding and fulfilling one's unique responsibilities and roles in life and work. In management, it means recognizing the importance of individual roles and responsibilities within the organization and aligning them with the larger goals of the organization.

Vasudhaiva Kutumbakam (The World is One Family): This ancient Indian principle promotes the idea of universal brotherhood and the interconnectedness of all human beings. In management, it encourages a global outlook, empathy, and concern for all stakeholders, including employees, customers, suppliers, and the environment.



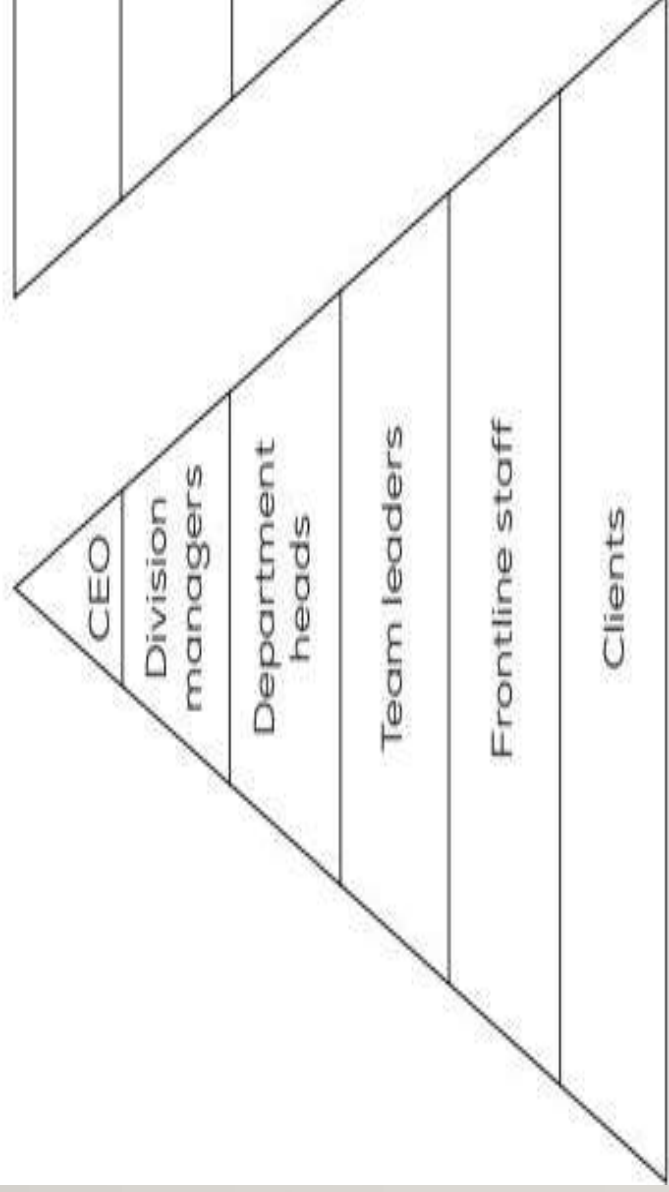
Satyam (Truth): In Indian ethos, truthfulness is a fundamental value. In management, it translates to transparency, honesty, and integrity in all business dealings.

Ahimsa (Non-Violence): Ahimsa, or non-violence, emphasizes compassion and respect for all living beings. In management, it advocates for ethical business practices that avoid harm to people, society, and the environment.

Servant Leadership: The concept of leadership in Indian ethos often aligns with the idea of serving others. Leaders are seen as custodians who serve their teams, organizations, and society at large, rather than seeking power or personal gain.



Traditional leadership model



Servant leadership model

