

## Research Article

# Management from our Hindu Scriptures: A historical drive to our own India

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## I N F O

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## A B S T R A C T

The research entails us the drive of management through the historic perspective. Whatever we have learnt in the corpus of management is seen as the western bequeath but it has been originated since the Ganges has initiated in the Vedic age, since nectar and poison has churned from the great ocean churn and the list goes on. All the above references could be from different cultural excavation but the mother of all Indian Ancient History.

**Keywords:** Ganges, Western Management, Ancient History, Vedic Age, Nectar, Poison

## Introduction

According to Western Management classification of the journey of Management and evolution like:

Classical Theory

Scientific Management

Administrative Theory

Neoclassical Theory

Bureaucratic Theory

Modern Management System Approach

Contingency Approach

And a lot more.

To be very rational, every single concept which has ever evolved for the purpose of study has its traces from the Indian Scriptures. And to learn all the possible Management bifurcations, Shrimad Bhagavad Gita Stands like an Oak of wisdom.

Looking upon the contemporary aspects of management, we sapiens have started thinking that everything which is served us upon and beneath the pages of books is the contributions of Western or Foreign contributors.

It slowly came to me miraculously that everything I learned either as a part of my curriculum or for the purpose of knowledge is the sanguine excerpts of ENRICHED, WELLENOWED, and EMBELLISHED theories of Indian scripture.

From the preserved pages of Samudra Manthan to Kautilya's Artha shastra everything is bequeathed. As Sanskrit is the mother of all languages, similarly Indian history has nourished the Management in her Womb.

Concepts like

Leadership Management strategy

Liaison Marketing

Reward management

Performance measurement

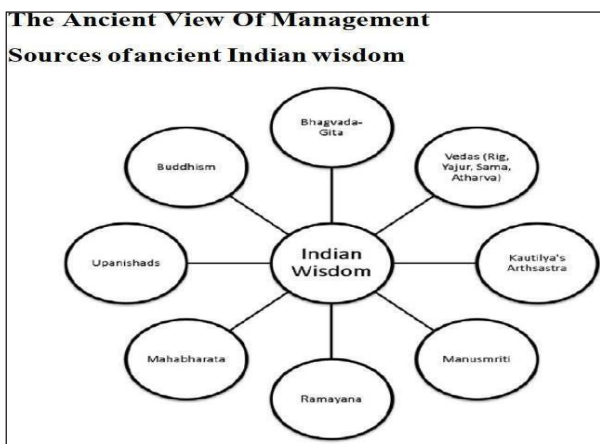


Figure 1

Motivational theory  
 Ethics Business policies  
 Brand Buildup  
 Profit sharing and Loss Leverage  
 Risk Aversion  
 Return on Investment Negotiation  
 Pay Parity Opportunity cost  
 Law of Diminishing Marginality  
 WIFM–What’s in It for Me?  
 Variants

Counselling and Consulting  
 Outsourcing Business  
 Laws  
 Tactics Equity Competition Economies of Scale  
 Break-even Point  
 Need Theory Mouse Trap Fallacy  
 Buy, Borrow, Steal Theory  
 Agency Conflicts Solution and its Framework Mind Management  
 Servility Theory Time Management Economics  
 Derivatives and its Management Fund Flow  
 USP–Unique Serial Proposition Types of Competition  
 Grievance Handling Theory of Resolution.  
 Emotional Intelligence Primal Leadership  
 Hierarchy  
 There is basic 5 Indian Philosophies  
 Vaishesika,  
 Nyaya,  
 SamkhyaYoga,  
 PurvaMimansa

TABLE I

Scripture	Description
The Veda	Primiveal Text in the ever History of Indian Literature. There are total 4 Vedas. RigVeda YajurVeda, SamVeda, AtharvaVeda.  The primary thought in the Veda is Union of Self with the Supreme Brahma. But These Vedas are the mother toother Scriptures and Learnings like Music, Medicine, Management Mystic
Upanishads	The Vedanta seeks to know the ultimate reality (Brahma) and the main cause behind everything. They are vividly distributed in almost 108 different kinds. Moreover, they laid foundation alemp has is on the Detachment from the Material Worldand Unite with the Supreme Brahma. Has also preached a lot of Management Lessons on the Ethics and the Morals to leads a better character.
BhagvadaGita	It is a poem that depicts lessons on spirituality and ethics through a dialogue between Lord Krishna and the greatest valorous warrior Arjuna who got in middle of life crisis at the edge of the The Greatest War of all the times and thus that has brought us the essence of living the life which beautifully divided into 18 chapters ebellishedly embedded by the Lord’s managerial and Wisdom preaching. India culture has bequeathed dues the most Practical book on Management, Warfare, Strategy, Life management, Motivation and the Immortality of the HumanSoul.

Ramayana	It depicts the duties of relationships, portraying every character ideally like The Ideal father, The Ideal Servant, The Ideal Devotee, The Ideal and Loyal Wife, The Ideal King and Kingdom and The Ideal Brother. Ramayan also
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**Vedanta or Uttara Mimansa**

The entities, The Vaisheshika school attempts to identify, invent theory and classify Dravya Guna Karma Samanya Vishesh Samanvaya Abhava

Nyaya is both philosophical and religious. Its ultimate concern is to bring an end to human suffering, which results from ignorance of reality. Liberation is brought about through right knowledge. Nyaya is thus concerned with the means of right knowledge

Nyay = Rule/Method.

Samkhya, (Sanskrit: "Enumeration" or "Number") also spelled Sankhya. The Samkhya school assumes the existence of two bodies, a temporal body and "subtle" matter that persists even after the bodily (biological) death.

Yoga: Its influence has been wide spread among many other schools of Indian thought. The practical aspects of Yoga play a more important part than does its intellectual content.

Among the six systems, Vedanta is based on Mimamsa, which is perhaps the oldest. It has also had a significant impact on the development of Hindu law.

The purpose of Mimamsa is to offer guidelines for interpreting the Vedas, which are the oldest texts in Hinduism, as well as a rationale for the philosophical significance of following Vedic rituals.

Now every single concept from the scriptures has an immense influence on the Importance of System or Organisation. Some Excerpts from Shiv Gita

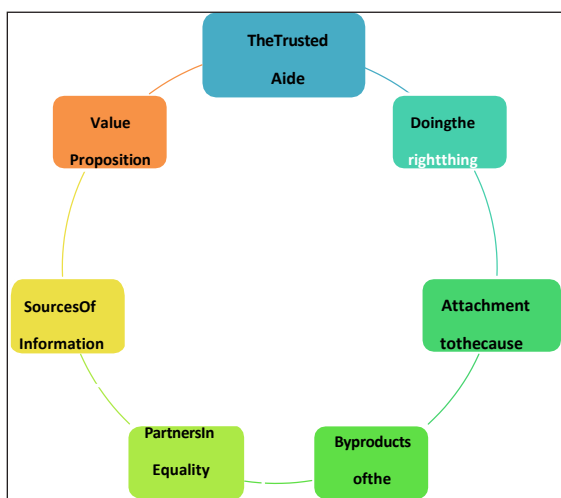


Figure 2

**The Trusted Aide**

Shiv has a lot of companions but Nandi is his best companion. But he didn't tell anyone that Nandi is better than everyone. This concept entails us "JOB ENRICHMENT" There is a management term called Individual is delegated more decision-making powers and responsibilities. A good leader should of his or her out of his team or followers, but rather, keep on delegating more responsibilities.

**Doing the Right Thing**

As Shiva punished the arrogance of his ardent devotee too. As it is said "The Certainty of punishment is necessary then the severity of punishment". There may be a few followers or employees who would openly acknowledge the cand and attitude of these employees becomes a place their utmost trust and respect in their leader.

**Attachment to the cause**

Through being unattached to material things, enjoyed being in his despite material paucity & shortages. He used his way to grow the surroundings in his manner from those deficits.

The concepts like

Organizational Citizenship

Resource Allocation

Judicious Distribution

**Optimum Utilization of resources**

**Feeling of contentment**

By products of Success

At times of Samudramanhan, everyone wanted Nectar, Only Shiva drank up the Poison to save the Universe. This gave him the "Supreme" as the title. So valour gives value.

**Value Proposition**

"A promise of value to be delivered and a belief from the customer that value will be experienced" might be the most basic description of a value proposition. A leader needs to be able to handle even the most basic tasks. He needs to be able to assess each and every resource or item at his disposal and make every effort to maximize its worth.

As it is believed that Shiva is the biggest boon era among every deity. You will be received whatever is been asked

**Partners in Equality**

Have reciprocal respect and trust with other business partners as well. They will comprehend that in order for the

business or the cause to succeed. They must all collaborate in order to achieve a single objective. Without any one of them, the goal would be unfulfilled.

Mere Ardhanarishwar. Balancing the two entities in two perfect halves still being the complete Shiva is the source of inspiration:

People claim a lack of ideas and figures to look up to in current times. Why it gets so tough for them to look up and learn from probably the most accessible and most ideal sources of inspiration.



Figure 3

What we got to learn from the Bhagavad Gita is beyond mere managerial principles.

It is been observed since the nectarial psalms of life has been guided by Lord Krishna to Arjuna on the battlefield.

Gitaji has laid numerous foundational concepts for managerial practice which gives us immense knowledge on How to manage people? Psyche or mindset of people Styles of leadership Know-how of any game/competition Art of negotiation Branding concepts and a lot more on Motivation Conflict Resolution Time Management Grievance Handling. Reward Management

In the Bhagavad Gita, Krishna defines three specific disciplines that are required for leadership

The discipline of learning

Also agree that effective leaders have to be effective learners. Leadership is not only

## The concept of Management by Objectives is consistent with the teachings.

We believe that Peter F Drucker's Principles are the Bible to Modern Management. Every top B school across nations teaches the principles and models of Peter Drucker.

An introduction to PF Drucker

Peter Ferdin and Drucker was an Austrian-American management consultant, author, whose writings contributed to the philosophical and practical foundations of the modern principal theory.

His principles

The core of management is people. Its role is to facilitate people's ability to work together and to make their own skills applicable and valuable. This is the organization's primary objective, which is why management is so important. Whether it's a large, small, or non-profit business, almost everyone in the workforce today works for a regulated organization. Management is vital to our capacity to sustain ourselves and make a positive contribution to society since it deals with the integration of individuals in a shared endeavor and is profoundly embedded in culture. The dedication and effort of the company we work for also has a significant impact on our capacity to do our tasks.

Managers in the United States, the United Kingdom, Brazil, Japan, and West Germany all do the same job. Their approaches are very different. Therefore, one of the main challenges facing managers in rising nations is figuring out and recognizing the components of tradition, history, and culture that may differ significantly. Thus, one of the primary challenges encountered by managers in rising nations is discovering and recognizing the aspects of one's own tradition, history, and culture that may be used as management building blocks. The primary reason for the economic disparity between India and Japan is the former's superiority in land cultivation and growth-promoting techniques. Japanese managers attempted to adapt management concepts that they had imported.

Every company needs to be committed to the same goals and values. A corporation is nothing more than a bunch of people without this type of commitment. The organization must have well-defined, succinct, and integrated goals. The goal of the organization needs to be clearly stated and comprehensive enough to provide a common understanding. Its underlying concepts need to be stated clearly, made public, and repeated frequently. The primary responsibility of management is to thoroughly evaluate, define, and live up to those principles, purposes, and goals, expands and evolves along with possibilities and demands. Every business is a teaching and learning organization. It needs to include training and development

at every level since it is a never-ending process. In addition, management needs to help the company and all of its stakeholders achieve its goals and ensure that all of the company's colleagues are aware of and supportive of these goals. Everyone must consider what they owe to others and ensure that others are aware of it. Everyone must consider what others can do for them in return and ensure that others understand what is expected of them.

#### “Bottomline”

The performance of management and enterprise, as well as the amount of production, are not sufficient indicators of an organization's market status, innovation, productivity, human development, quality, or financial outcomes—all of which are essential to the operation and survival of the business. In order to fulfill their missions, nonprofit organizations also require measures in a variety of areas. An organization need a variety of measurements to evaluate its performance and health, just as an individual requires a variety of measures to evaluate their health.

Performance must be integrated into the business and its management, assessed, or at the very least appraised, and constantly improved.

Ultimately, the most crucial thing to keep in mind about any business is that its outcomes are external. A business's goal is to have happy customers. A hospital's output is a patient who is healed. Ten years later, a pupil who has learnt something from school can be seen working. There

are only expenses inside a business.

The Importance of Team Spirit and Faith on Fellow members are depicted very well in the Indian Scriptures like Ramayana and Mahabharata. They are contemporarily traited as Non-Micromanagement.

Some of the Lessons learnt from Ramayan are  
Planning and Vision

The importance of making allies.

Making employees feel valued.

Humility.

Adaptability.

Delegating task and adapting the right people.

Building employees' confidence and trusting them.

Using the available resources efficiently.

### Some Other Concepts from the Ancient Scriptures are:

Understand the importance of required stress to be levied on the team to get the best workout come.

- By giving the employees Autonomy to decide.
- Keeping a holistic approach to growth.
- Recognize the employees and trust them that they are doing very good and thus measure the performance.
- Sharing the Information in a transparent manner (No Diplomacy required).



Figure 4

## The Take Away from Bhagvad Gita are

Managers can learn some straight forward yet important lessons from these Gita examples. Gaining a strong feeling of neutrality is a crucial prerequisite for carrying out one's profession very well. It could seem like a straightforward concept. However, it necessitates careful consideration of this concept and faith in its applicability. One can only develop new behavioral patterns consistent with this idea out of such a commitment. There will be a tremendous amount of effort wasted if the current prevailing paradigm, "I must enjoy the fruits of action-otherwise no work," is followed.

The alternative paradigm for raising the standard of management in organizations must embrace the guiding principle of karma yoga. If business people can learn these two crucial truths from the Gita.

## Performance Metrics and Assessment

### Performance Measurement and Evaluation

The mentality towards modern management is the main barrier for metrics and evaluation of performance. Modern management techniques handle this problem in the context of a dualistic world. It operates in two steps. The dual viewpoints are first formed in the first stage. All actions and results, for instance, are initially categorized using a duality framework; good versus bad, desirable versus unwanted, performer against non-performer, belongs to my camp versus opposite side, positive versus negative, and soon. These serve as the foundation for expectations that are limited to the advantages of this dualistic reality.

In the second stage, managers start to believe they will only experience positive outcomes. Modern management techniques include

"It is a bad thing to expect negative outcomes in this scheme of duality."

As a result, they don't learn how to anticipate bad things happening, how to comprehend why they happen, or how to deal with them.

This is obviously implausible. Without these, managers feel unnecessary stress at work, engage with their subordinates in non-managerial and perhaps bring these negative emotions unprofessional ways and even with them home, ruining their family life.

### Work And Efficiency

The notion of work and efficiency provided by the Bhagavad Gita to managers in contemporary organizations may be its most profound teaching. For a naive and casual reader of the Gita, the definition of work presents. It is crucial to notice the Gita's Chapter 2 and subsequent chapters expand on this fundamental concept in numerous verses,

necessitating a thorough comprehension of the text as a whole. To fully comprehend the concept, one must engage in intense reflection and seek the advice of a guru. Shri Krishna's concept of work includes the following four elements:

The doer is entitled to work

The doer has no control over the results or rewards of their labor

The doer is powerless over the underlying reasons of their actions

There is no option to take pleasure in idleness.

The Mahabharata, the Srimad bhagwat, Chanakya Neeti, etc. are in fact depiction and Good Governance is neither new for India nor their practice. Indian Scripture like: the Vedas, the Upanishada, the Valmiki Ramayana, Sri Ramcharitmanas, Gita, the Manu Smriti, Kautilya Arthashastra,

Reflection of Indian governance system: Lessons from Manusmriti:

## Leadership Based on Values

In any organisation, value-based management is heavily influenced by the mindset and actions of the senior management. The monarch served as the head of state throughout Manu's reign, hence Manusmriti discusses values-based leadership with particular reference to the king under the following criteria: Leadership Principles: The business philosophy informs the leader's values. The Manusmriti makes reference to these values often throughout its text. So, in accordance with Manusmriti, a king should have:

- Perseverance.
- Gentleness
- Patience
- Good company
- Nonviolent attitude
- Self-control
- Feeling of universal good
- Equal mindedness
- Modesty
- Non-covetousness
- Sense of justice
- Sharpness in intellect
- Energetic activity
- Liberality
- Punctuality
- Exertion

Let the king always act honorably and without betrayal (VII.104).

According to them, a ruler is someone who is a fair-minded punisher, who is truthful, who acts after giving matters careful thought, who is wise, and who is aware of the

relative worth of virtue, pleasure, and money. (VII.26).

A number of contemporary leadership researchers have also emphasized the significance of values for a listed the values a leader should possess. Therefore, according to Drucker (1955, p.BB),

“Leaders should lead not merely by knowledge, skill, and via insight, bravery, accountability, and honesty. In a similar vein, Crosby (1990, p. 9) asserts that “demonstrating ethical conduct in all situations” is the best reputation a leader can have.

According to Walters (1987, p. 41, 46, and 87), “a genuine leader puts his personal needs last, not first. A garland of humility is more treasured in leadership than any kind of crown. A competent leader should be prepared to take on even the most challenging tasks. He must believe that helping others is his duty

### Organizational Culture

“The commonly used and relatively stable beliefs, attitudes and values that exist within the organization” (Williams et.al,1989, p.11)

“A major reason why we have seen outbreaks of corporate wrongdoing recently as well as in the past is that business gives so little thought to developing a moral corporate culture within which individual can act ethically, not that people are less ethical than others.” Manusmriti offers instructions for creating an ethical culture within the government apparatus so that it can uphold the organisational tenet of promoting citizens’ welfare. These criteria can be used to study this:

Even stating that “even an undertaking easy in itself is sometimes hard to accomplish by a single man; how much harder is it for a king especially if has no assistant to govern a kingdom,” the Manusmriti acknowledges the significance of administrators (VII.55). Manusmriti emphasises the significance of administrators before defining the traits they should possess, all of which should be in keeping with the business ideology

- Wisdom
- Honesty
- Loyalty
- Skill
- Bravery
- Righteousness
- Gratitude
- Contentment.
- Perseverance
- Promotion of moral behavior

One way to increase worker efficiency is through the use of scientific management theory. This management philosophy evaluates work processes using scientific

techniques, as the name suggests. Three phases make up the scientific method: analysis, experimentation, and observation (Drucker, 1974).

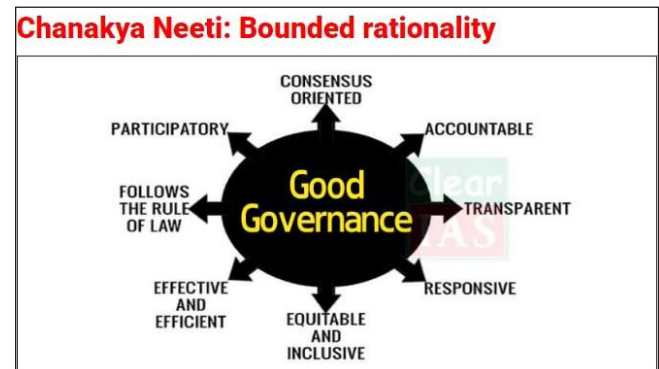


Figure 5

There are the lessons on

Consensus Oriented Accountable Transparent Responsive  
Equitable and Inclusive Effective and Efficient Follow the Rule of Laws Participatory.

Looking again at the other contemporary theory which is Red Ocean Strategy.

### Blue Ocean Strategy

These may look like the concept evolved by the Modern Foreign theory, but this has been seen in the war/battle of Mahabharat too.

The pre-stated terminologies are purely the marketing strategies defining the competition, marketing space, and the tactics used to win the largest market share and generate the utmost market capital by implementing any of the relevant strategies based on the nature and purpose of the product/service.

Describing more about both the strategies in my view

### Red Ocean Strategy

The industries with

Defined Boundaries

Defined Scope

Defined Purpose

Defined Nature of Operations

Speculated Competition and Competitors

Calculative Speculated Risks

Prescribed Strategies

Already existing market

Now here the firms try to outperform the other. Try to grab maximum scope and widens the market reach. One can witness the literal cut-throat competition, as they shed

with RED (here, the capital and profit margins)  
 Hence, such market which can be categorized into  
 Perfectly Competitive Market in the eyes of  
 Economics  
 Marketing  
 And Strategic Management

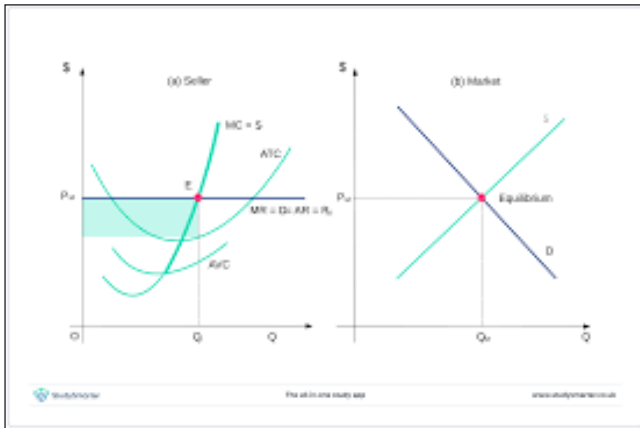


Figure 6

These firms use such strategies, which can be called Red Ocean Strategy.

In the War of Mahabharat , the opponents like :

Arjun v/s Karna

Arjun v/s Guru Dronacharya

Arjun v/s Bhishma

Bheem v/s Duryodhan

Krishna v/s Shakuni (The ultimate Strategic war)

As mentioned above, the fight strategies were;  
 Core in Archery.

Core in Mace attacks.

Core in Hand-to-Hand Combat

And Core Intellectual.

Thus the competition, area/scope of war and the consequences of attack/defense were pre-determined or already established.

Thus, the Red Ocean Strategy seems to be an edited 2.0 Version excerpt from the Indian Scriptures and Technique of Warfare.

### Blue Ocean Strategy

Now the Blue Ocean Strategy is a total shift of attention and a Wit's Play.

This strategy only exists at/in the MARKETER's MIND.

Here, the marketer thinks totally Out of the Box.

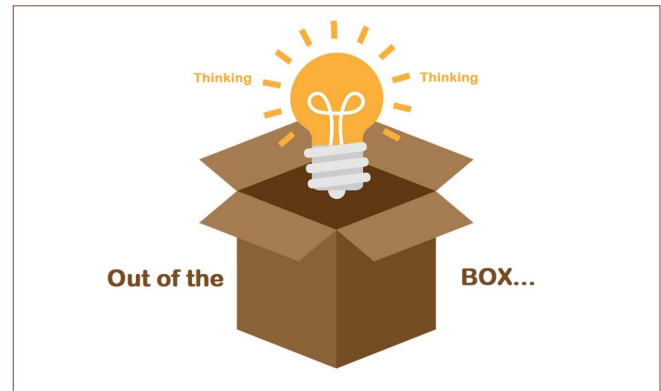


Figure 7

And thus, it states

Unexpected Conditions.

Hypothetical Strategies.

Suppositional Situations and Tactics.

Total circumstantial Notion to grab the maximum attention and win the market in the very NOVEL way till now.

Majorly Consequential Moves.

Exploring Untapped resources and leveraging them by outreaching the competitors before they could even apprehend in the mind.

In my view the Blue Ocean Strategy is for the OUT OF THE BLUE conditions.

Here, the ways are unconventional.

In my view, the strategy starts with creating it in the head and ends by winning it in the head and in the market simultaneously and by the speed of lightning before anyone would ever get the slightest hint.

As I can recollect my memories from the reading I had. These strategies are seen in the Ramayan, where Lord Hanuman flew to Lanka in Search of Mata Sita, and in return when he was caught by the people of Ravana. He burnt the Lanka to Ashes. As this incident happened, this would have ruined almost 80% of the resources of Ravana which may be considered as one of the reasons for his defeat apart from the Normative, Theological, Moral, or religious reasons.

As the situation was totally out of the blue and Hanuman did the best possible blow to the opponent. And this was truly suppositional in the minds of Hanuman. But the plight of Ravan was it was totally devastating and though was baffled to counterattack. And for that instance, Hanuman won the Battle of Wit, Tactics and Strategic Intent.



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