

Original Article

# Leadership and Management in Ancient Texts

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**Abstract:** Ancient Indian Scripture, encompassing texts such as the Ramayana, Shrimad Bhagavad Geeta, Panchatantra, Mahabharata, Upanishads, and Vedas, provides timeless insights that surpass religious boundaries and offer valuable understanding for modern management and leadership styles. This study aims to provide an overview of the insights into management and leadership used in contemporary business, such as one-man leadership hierarchy, delegation of responsibility, teamwork, time management, etc. Panchatantra, one of the important Indian Scriptures, provides management and leadership styles that are used in modern times. Many researchers have highlighted the significance of valuable ethics from the Indian Scriptures in leadership development programs. Organisations might create training programs that incorporate the study's ideas and teaching to develop morally and practically sound leaders. By combining traditional knowledge with leadership development, businesses may produce well-rounded leaders who can motivate their workforce and ethically handle difficult situations.

**Keywords:** Management, Leadership, Team Work, Association, Ethical leadership, Modern Management, Ancient Texts, Strategic Thinking, Work Ethics, Karma, Dharma, Decision Making.

## I. INTRODUCTION

Even the most unlikely areas can contain knowledge in management and leadership. One such source is the ancient wisdom found in India's sacred books. For millennia, Indian texts have been used as a source of guidance by people seeking a deep understanding of various life topics, such as the fundamentals and methods of efficient administration and leadership. Great ancient Indian spirituality and philosophy are known to have cultivated a way of life rooted in moral and holistic values. These perennial wisdoms are quoted from the Vedas, Upanishads, Bhagavad Gita, Ramayana, and Mahabharata, to name a few. They offer invaluable wisdom that is just as relevant in today's management and leadership world. For lack of commentary, super passes, language barrier, prejudiced conceptions, and no room in academia professionally to reject information antithetical to ancient management methods, it is difficult for science to establish ancient management methods. The Indian scriptures have several principles of management and leadership that are relevant even today in an environment where the corporate world changes very quickly. Underpinning both is a clear focus on what it means to be an effective leader – the self-awareness, mindfulness, empathy, and moral behaviour we sometimes overlook. Writings like the Bhagavad Gita on achievement with focus on do or die, sculpture of an executive/God (Lord Rama) as written in Ramayana, and His aspirational qualities can give invaluable lessons on governance, teamwork, conflict handling, or leadership styles. The purpose of this article is to explore the leadership capabilities and HRM concepts that are available in literature from ancient times, which the management of today could take advice from. Through this research, we may also examine the rich legacy of ancient Indian management theories, emphasize the significance of Arthasasthra, and gain a better grasp of India's contributions to international management debates. Additionally, this research will clarify ancient texts and their relevance in contemporary society.

## II. MANAGEMENT THOUGHTS IN ANCIENT TEXTS

The Vedas, Hindu Epics, religious texts, Buddhist and Jain writings, and other works of ancient Indian literature all contain references to management ideas. Indian administration ideas can be examined within the framework of three main ancient texts: the Bhagavad Gita, the holy Ramayana, and Chanakya, India's first management writer.

### A) Management and Ramayana

Management can benefit from the ideals and lessons learned in the epic Ramayana.

Sadly, Ravana abducted Sita once Lord Rama, his spouse Sita, and comrade Lakshmana were banished to the wilderness in the Ramayana. Ravana was an extremely strong and influential monarch. Lord Rama's primary task was to vanquish Ravana and save his bride Sita from Lanka. Many qualities, including self-assurance, vision, optimism, organisational skills, ambition,



patience, grace, and empathy, made Lord Rama an excellent leader. We may now contrast the character attributes of Lord Rama and the procedures of the epic Ramayana with contemporary management ideas and concepts.

Some events and traits of Lord Rama and Shri Hanuman are used in today's management times, as follows:

**Table 1: Leadership and Management Principles Illustrated through the Ramayana: Traits and Events of Lord Rama and Shri Hanuman**

<b>Ramayana Traits and Events of Lord Rama and Shri Hanuman</b>	<b>Organization Principles and Concepts</b>
Lord Rama's courage and resolve to take on any danger to uphold his ancestor King Dasharatha's commitment.	Leadership
His goal was to free Sita and vanquish Ravana and his militia.	Clear Vision
Lord Rama devised a well-planned and strategic approach to rescue Sita. Several actions were taken, such as dispatching search parties with Shri Hanuman, constructing a bridge abroad, and directly challenging Ravana to a battle.	Planning to achieve the Goal
To save Sita, Lord Rama gave his soldiers instructions to construct a bridge to Lanka. It reduced the Vanara army's risk of death and made it simpler to link with Lanka and vanquish Ravana.	Management control, communication, motivation, and risk management, along with decision-making
Following his arrival in Lanka, Shri Hanuman conducted a thorough investigation of the country to determine its advantages and disadvantages as well as the risks and chances presented by the Lankan militia.	SWOT Investigation

### **B) Management and Bhagavat Geeta**

The Bhagavad Gita is among India's most important contributions to the history of humanity. To keep Arjuna motivated, Lord Krishna preached the Bhagavad Gita to him on the battlefield of Kurukshetra, where many men were waiting. Arjuna became mentally disturbed at seeing his kinfolk, with whom he must fight. It offers all the management strategies needed to help people regain mental equilibrium and get through any crisis, such as stress, depression, or mental difficulties. One may perceive the Bhagavad Gita as a potent transformative force. The 700 verses (Shlokas) in the 18 chapters of the Bhagavad Gita address humankind's spiritual, mental, emotional, intellectual, and health issues.

18 chapters of the Bhagavat Geeta play an important role in today's management and leadership, which are as follows:

Chapter 1: The only thing wrong with life is negative thinking.

Chapter 2: The best way to solve our entire situation is to adopt an optimistic outlook.

Chapter 3: The only path to success and advancement is selflessness.

Chapter 4: Any action can be considered a prayerful deed.

Chapter 5: Give up the ego of uniqueness and the joy of endless possibilities.

Chapter 6: Every day, engage in meditation and cultivate a higher state of consciousness.

Chapter 7: Live the life you wish to learn.

Chapter 8: Never abandon yourself.

Chapter 9: Be grateful for the blessings.

Chapter 10: Observe and sense the heavenly forces everywhere.

Chapter 11: Be sufficiently obedient to perceive reality as it is.

Chapter 12: Take in the ultimate divine with your heart and mind.

Chapter 13: Separate from the realm of earthly possessions and connect with the divine.

Chapter 14: Adopt a lifestyle that aligns with your goals.

Chapter 15: Give the highest heavenly preference.

Chapter 16: According to karma, "doing good is an acknowledgment in itself."

Chapter 17: Power is demonstrated when one chooses the correct path over the easy one.

Chapter 18: Let's release ourselves and go toward divine unity.

### **C) Bhagavat Geeta's interaction with management**

**Table 2: Management Concepts Illustrated through the Bhagavad Gita**

<b>Bhagavat Geeta</b>	<b>Management</b>
Gyan	Acquaintance
Karma	Accomplishment
Warrior	Act as an executive
Sarathi	Act as a Manager
Bhakti	Commitment

#### ***D) Chanakya's principle of administration:***

Chanakya is regarded as the first economic expert, strategist, and organisational genius in history. For centuries, kings and rulers were influenced by his management theories and concepts. Some of the fundamental ideas, rules, and tactics for good management and government are presented in his manuscript, Kautilya's Arthashastra and his 6000 sutras. These are still applicable in the modern world and will continue to be so in the future. The seven foundations of a prosperous kingdom are revealed by his book's governing design, also known as "saptangas." Even today, these seven pillars still hold. These pillars enable an organisation to function effectively and efficiently.

There are Seven Supports of Business Accomplishment, which are as follows:

- **SWAMI:** The word SWAMI signifies "The King" or "The Leader." The captain, the individual who establishes the direction and the vision, is the leader. In today's business sector, he goes by titles like director, CEO, etc.
- **AMATYA:** The Minister (The Director) is referred to as AMATYA. The manager serves in the second-in-command position. It is his responsibility to steer the ship in the proper direction so that the leader's vision can be realised.
- **JANAPADA:** In the market, JANAPADA means The Country. Markets are the reason businesses exist. Markets are a representation of the operational area. It is the market from which money is made and to which one sells his goods or services.
- **DURGA:** The Fortified City (Infrastructure) is what DURGA stands for. Any organisation's core is its infrastructure. The infrastructure facilitates the completion of central administrative tasks. These days, it is both digital and tangible.
- **KOSHA:** KOSHA is an acronym for The Treasury (Finance). Any organisation's lifeblood is its finances. Every company needs a robust and effectively run finance or treasury department.
- **DANDA:** Army (Team) is what DANDA stands for. The team members are members of the Army. People from lower to higher levels are on the team, including managers, executives, salespeople, accountants, foremen, employees, and even drivers and peons. **MITRA:** This stands for The Ally (Mentor). A friend, philosopher, and counsellor, the ally offers guidance and solutions to issues. He serves as the mentor.

### **III. PROGRESS OF ADMINISTRATION IN THE MODERN REPUBLIC OF INDIA**

Since the beginning of India's educational development, management education has changed. After Muslim monarchs arrived in India during the Middle Ages, the country's educational system was established. International traders brought their cultures to India, which affected the educational system as well. In the eleventh century, elementary and secondary schools were founded by the Muslim kings. Universities were founded in Delhi, Lucknow, and Allahabad over time. There were too many established madrasahs. It cleared the path for India's educational system to advance, a development that continued until 1848. A new educational system was established with the advent of British rule in India, and it served as the foundation for education in both independent India and modern times.

India needed to integrate and transfer resources globally after gaining independence to expand its capital and markets. The Indian educational system was likewise impacted by this integration and trade. Sydenham College, Mumbai's first college-level occupational institute, was established in 1913. Since then, India has seen a massive rise in the number of supervision establishments being established. The Western management education system serves as the primary foundation for administration instruction in India. In India, administrative edification is changing as a result of economic globalisation. Since the early 20th century, management education has been crucial in raising an organisation's level of proficiency and effectiveness. Management theory has evolved along with the expansion of management education. Over the past thirty years, Indian organisational settings have mostly embraced Western management techniques. Japanese management concepts, Fayol's fourteen ideologies of administration, business process reengineering (BPR), organisation by exceptions, Taylor's scientific management, and management by objective (MBO) were among the ideas covered. To build the necessary skills for a modern manager, Indian campuses and foundations have formulated and constructed management programs founded on Western educational representations.

#### ***A) Leadership Thoughts in Ancient Texts***

To handle the challenges of their positions in the fast-paced world of contemporary business, leaders are often looking for fresh ideas and direction. However, the most timeless lessons can occasionally be found in the age-old knowledge that has withstood the test of time rather than in the newest management theories. Among the world's oldest societies is India, and its rich intellectual, spiritual, and cultural legacy provides a wealth of leadership lessons. These are some important takeaways from traditional Indian knowledge that can enlighten and change the way leaders lead today.

##### **a. The Thought of Dharma: Leading with Purpose and Ethics**

The concept of Dharma or righteous duty is brought into the practice from the first Indian epic, known as the Mahabharata. Dharma makes a strong case for the value of doing right and acting intentionally while leading. Leaders make fair decisions that are in the best interest of all stakeholders in order to remind leaders to act according to their own

moral values, to serve a purpose more significant than profit or self-interest, and as a safeguard against being seduced by organisational politics, so that they do not fall prey or become subservient to them.

#### **b. The Bhagavad Geeta: The Art of Decisive Decision**

The Bhagavad Gita, the 700-verse Hindu scripture, part of the Indian epic Mahabharata, presents deep insights into both doing and deciding. It instructs that true leadership is about playing a strong hand calmly, objectively, and free of ego or self-interest. The Gita promotes a sense of detachment in that, instead of focusing on outcomes, the leader is asked to concentrate on their duties and work.

#### **c. The Ideal of Karma: Accountability**

An important concept in Indian philosophy is the notion that every action has a consequence. It engenders a responsibility for leaders' decisions and actions. As a reminder that what they do matters and the truth about who they really are and how much they impact their group, company, or community, karma is trying to teach them.

#### **d. The Role of Guru: Lifelong learning and mentoring**

The guru or teacher as a guide and authority figure is reverentially recognized in ancient Indian thought. This collaboration underscores the importance of mentorship and lifelong learning in successful leadership. Modern executives could take a cue from this lesson, seeking out mentors who can assist them, remaining open to new ideas, and promoting a culture of knowledge sharing and continuous learning within their organizations.

For contemporary leaders, these age-old Indian precepts provide timeless wisdom. Today's leaders can develop a more moral, considerate, and successful style of leadership that not only accomplishes business objectives but also advances society by incorporating these teachings into their leadership style. In a world that is becoming more and more concerned with sustainability, social responsibility, and authenticity, India's ancient wisdom offers leaders a useful compass for navigating the opportunities and difficulties of the twenty-first century.

### **B) Leadership Lessons from Ancient Texts**

#### **a. Leadership Lesson from Mahabharata:**

As one of the oldest epics, the Mahabharata is a treasure trove of wisdom and life lessons. It is, for the most part, an action-filled narrative about the great battle between two branches of a royal dynasty, the Pandavas and Kauravas. But it teaches us important lessons on governance, morality, and leadership. This article will examine the Mahabharata to identify five key corporate leadership lessons that are still applicable in today's fast-paced, active working atmosphere.

- Vision and Strategy Work: Lord Krishna advises Arjuna, one of the Pandava princes, in the Mahabharata. Do note, Arjuna is uncertain what his duty is and whether it would be moral to fight the war before the Kurukshetra campaign begins. Here, Krishna is showing us the importance of having a clear vision and a solid strategy. At work, executives need to have a strategy and an inspiring vision for their companies. Strategic planning is the action plan that details all the steps needed to reach a well-defined goal, while a vision is an end state that gives purpose and direction. Without these, businesses can easily get lost in the middle.
- Moral Leadership and Integrity: The importance of right moral leadership and undeterred integrity is depicted through the character of Yudhishtira, the first Pandava. Yudhishtira chose disclosure and honesty in the face of temptations and torture. Because he was so committed to dharma, or duty and morals, his followers respected him enormously and were loyal to him. For trust with customers, clients, and employees in business also demands moral leadership trust is based upon integrity! Leaders who highly regard ethics and make/moral choices can offer a firm foundation for the enduring success of organizations; CASCADE: Kendall and Trembath (1991) stated that ethical leaders have been needed for ages, but did not name a variable, Kimura (1957), Scantlebury, and Baker.
- Mentoring and Growth: A powerful example of mentoring and the importance of learning is in the relationship between Arjuna and Krishna. On the chariot journey, with Krishna beside him, advising on battle, he also received priceless teachings and wisdom. Leaders in contemporary companies should take on the role of mentors and make investments in their team members' growth. Leaders can enable their staff members to further their professional and personal development by cultivating a culture of mentorship and ongoing learning.

#### **b. Leadership Lesson from Shri Bhagavad Geeta:**

One of the most discussed and revered texts in Hinduism is the Bhagwat Geeta. It is, in my opinion, far more than any religion. This book must be read by all leaders, regardless of caste, creed, or religion, if not as a sacred text.

- Action Orientation: Karmyoga (Action) was communicated by the Gita. Action must be supported by leadership. Any obstacles to the activities must be avoided. The most frequent obstacle to acting in a leadership role is discrimination based on preferences. We avoid things that make us feel unpleasant or that our minds don't like, and we do what we want, think is right, or desire. When starting a project, a leader must conduct basic pre-work and due

diligence, but once the project is underway, it must continue until it is completed. The majority of leaders begin the assignment with great enthusiasm, but as time passes, all desire is lost, and the outcome is still subpar. The project itself wasn't awful; rather, the suboptimal results were caused by passivity during the endeavour.

- Honest and straightforward: A leader needs to be trustworthy, honest, and direct. These qualities were demonstrated by Arjuna in the Mahabharata when he selected Krishna to be his charioteer in one of the bloodiest battles. One of the most crucial aspects of war was character intelligence. Because he was in charge of the warrior's course, a poor choice may either save or destroy lives. Every leader needs to have faith in their team. Since they help him reach greater heights, he must put all of his trust in them.
- Everyone is mortal: Gita makes it abundantly evident that everyone is mortal and that death is near. This is something that every leader needs to internalise. Here, "death" means "disposability." Nothing in life is permanent, and every task is optional. Leaders shouldn't become overly tied to their roles. Our working methods become courageous when such a sentiment becomes deeply rooted. Then, leaders can show off their creativity.

### c. Leadership Lessons from Ramayana:

I think being a leader is a complicated role, and much more than just a title or a label. It ultimately boils down to impact, influencing people, and the ability to inspire. The Ramayana, the timeless Indian epic, is a treasure trove of wisdom for managers in the ever-expanding field of management literature. For my last column, let's take a hike and see if we can be taught some critical leadership lessons that bridge the ancient with the contemporary in lessons of leadership.

- Clear-sightedness is not a Moral Sin. One of the core moral lessons of the Ramayana is clear vision. The power of a resolved aim is highlighted by the unflinching determination of Lord Rama in order to rescue Sita. His long journey had been meticulously arranged. Example: Hanuman encapsulated Rama's mission when he asked for his help to cross the seas and go to Lanka. Stimulated by Rama's unwavering look, Hanuman cleared the ocean.
- 2) Instilling Confidence and Trust: The team of good leaders rallies to believe in them. Rama's trust in Hanuman is also a great example of how allowing team members to work autonomously pays off, as we saw with Laxman and Rama:
- Team Work: When you think about planning for success early on, your goal as a leader should be to know the outcome. Trust is the cornerstone of leadership. A clear example of Rama's trust in his team is Hanuman himself: it was due to the fact that Rama unquestionably trusted Hanuman's ability, therefore not even doubting that he would succeed, that Hanuman had the courage to take up a daring assignment with a little probability of success and set it right.
- Employee Engagement and Valuation: The inclusion of Ravana's younger brother Vibhishana into Rama's family is a good example of how employees need to feel valuable. In order to generate a solid commitment and cohesion, great leaders create an environment in which the team members' opinions are considered. Illustration: Prior to accepting Vibhishana, Rama approached his council of wise men and listened carefully to their opinions.

## IV. LITERATURE REVIEW

N. Chinna Natesan (2009) Hindu philosophy and teachings are recapitulated in the Gita. It is a conceptual framework that facilitates a better understanding of systems to solve management and leadership issues and business processes. The main objective of this paper is the analysis of these components in the Gita.

Pandey and Wali (2010) analyze the lessons to be drawn from Indian epics interlinked with modern principles of administration, with special reference to Theory Z, highlighting the need for the application of moral and religious values in management practices. They argue that insights into making decisions, taking charge, and pulling together are available in the oldest Indian knowledge found in epics like Ramayana and Mahabharata. The authors show the enactment of traditional Indian values in contemporary management by contrasting the classics and Theory Z, which emphasize employee involvement, commitment, and long service.

The concept of sustainable management integrates modern mgmt... Indo-Spanish research Alfonso Vargas-Sánchez October 2018 pp65convertint.indd museums, World Heritage sites and formulation of policies, plans for tourism activities in the Macha- active public participation to implement a TP-management system for Searle Chamba division may add spruce ferns to species in Fig. 6 (after Bhattacharjee 2011) with traditional Indian knowledge and values" (Lad & GeorgePwee Nourish Publishing Singapore The fourth line from the end ended up gibbled. According to the author, many ancient texts in India, such as the Vedas and the Upanishads, provide valuable insights into responsibilities for communities, sustainability, and ways of managing administration comprehensively. Bhattacharjee argues that the business sector can enable a more inclusive and sustainable management culture by embracing concepts such as seva (service), karma (action), and dharma (duty). The article emphasises how traditional Indian knowledge can serve as a basis for an additional sustainable and equitable occupational classic that takes into account the benefits of all gatherings.

Mahadevan (2012). explores the epic of ancient India to glean significant instructions nearby leadership. For leaders, Mahadevan highlights the significance of self-fulfilment and self-conversion. According to the teachings of the Bhagavad Gita, effective influence has a clear image and the volume to encourage and inspire people to pursue mutual purposes. The book emphasises how significant it is for leaders to connect effectively to express their expectations and thoughts. By bringing teachings from the Bhagavad Gita's timeless wisdom to current leadership issues, Mahadevan's work acts as a useful manual for leaders.

Shankar B. Chandekar (2012). The goal of this essay is to introduce the Bhagavad Gita's Holistic Vision of Management, which is more thorough than the System View or Holistic View of Management that are offered by contemporary management practice and theories. By giving a clear perspective of truth, the Gita focuses on "managing oneself and managing the Human Response." An effort has been made to highlight the Gita's most notable contribution to contemporary management science.

Anoop Mohan (2015). The sacred Bhagavad Gita contains methods to enhance the knowledge, skills, and education of the average person; hence, the author has attempted to infer management functions from its verses in this work. Using Indian scriptures as inspiration, Sahay, M., and Kumar, K. (2015) investigate the possibility of reviving commercial boards. According to the authors, board effectiveness and governance procedures can be revitalised with the aid of the principles outlined in these ancient works. The writers identify ideas like dharma (responsibility), self-sacrifice, moral behaviour, and policymaking as essential foundations of successful commercial board governance by analysing the pieces of knowledge in texts like the Bhagavad Gita. They struggle that joining these philosophies into business board events can help to create a feeling of direction, match board decisions with the welfare of society, and inspire moral policymaking. The article examines the perennial wisdom of Indian classics and focuses on how these concepts can serve to enhance better outcomes and impact of business boards in modern-day companies.

Pathak, Singh, and Anshul (2016) focus on deriving management lessons from Ramayana, an ancient Indian epic. Using Lord Rama as an example, they discuss the importance of leadership qualities such as vision, courage, and clarity in communication. Drawing upon stories from the epic, it also examines the importance of teamwork, finding solutions to disagreements, and making ethical decisions in life. The authors stress the eternal wisdom of ancient Indian knowledge to enlighten an effective administration and relate contemporary management philosophies with lessons from the Ramayana.

The relevance of classical Indian management doctrines for modern Indian companies is analysed by Holtbrügge and Garg (2016). The authors emphasize the rich cultural heritage of India and its potential impact on management practices. They investigate the relevance of foundational concepts such as moksha (freedom), karma (activity), and dharma (duty) to organisational performance and decision-making. The authors combine modern management theories and direct Indian wisdom to describe how Indian companies can enhance their competitive edge in today's global economy by balancing traditional value consistencies with the integration of these values in organizational culture.

The Indian epic Ramayana provides the source for a multileadership approach to diversity (Ramachandran, 2016). The book examines the various theories of leadership of the characters in the Ramayana, from Ravana's evil leadership to Rama as an ideal moral leader and Hanuman as a servant leader. Ramachandran focuses on the importance of ethical conduct, perception, and planned policy-making as deeply involved in the actual administration through studying seven models/prototypes of leadership. The models of leadership culled from the Ramayana for contemporary modern leaders can help them inspire their co-workers, manage complex organising matters, and build an ethical work culture based on values.

The significance of ancient Indian literature, particularly the Ramayana, the Bhagavad Gita, and Sharma, J. K. (2017), who concludes that in teaching profound business management wisdom, Thirukkural is studied, which is yet another ancient literature hailing from India. According to the author, these classics demonstrate how business is organised. The key message in these texts is that they offer valuable information on a wide range of themes from business organisation (for example, decision making and ethics) through to leadership and human resource management.

Nayak (2018): Effective leadership qualities drawn from the teachings of the Bhagavad Gita are investigated. One common and familiar source of information on leadership as a character trait is the Hindu Scripture, the Bhagavad Gita. A really important point that the author makes is that a good leader should be self-aware and self-mastery. The Gita says that an intelligent leader should also possess sense, cleverness, goal simplicity, and total decision capabilities. In addition, the Bhagavad Gita emphasizes that one should indulge in transformational leadership for individuals' psychological growth and to incite followers by positive influence. Nayak's study offers an efficient lookout at the leadership principles based on the Bhagavad Gita teachings.

Dhiman & Dhiman explored the relationship in 2019. They highlight a few of Gītā's exquisite pearls on various aspects of leadership rifled with themes like self-alertness, self-discipline, and moral mnemonics. According to the authors, Gītā serves as a change agent in the organisation by providing profound learning on what it takes to be a successful leader. By integrating concepts such as svadharma (personal duty) and karma yoga (the way of virtuous action), leaders can motivate their followers, foster personal and organisational development, and achieve sustainable success.

Pandey, J. K., and Pandey, R.K. 'The Determination of Modern Supervision and Organisation Problems on the basis of Management And Administrative Principles from Indian Manuscripts' (2019) In their 2019 study Pandey, J. K., and Pandey, R.K. explore how management and administrative principles found in the traditional Indian literature can be used to derive contemporary management supervision and organisation issues (Possibly not area pattern et al 1997). According to the authors, ancient Indian thought is not only relevant but applicable in contemporary organisational contexts. "Derived from Vedas, Upanishads, and Arthashastra, etc., the ideas of India's original texts are the pursuit of societal welfare, ethical leadership, and all-round management," they said. They argue that a practical implementation of these philosophies to managerial decision-making will help a policymaker, foster warm and occupied relations, and ensure the organisation long-term survival.

Rajpurohit (2020): Unpacks leadership learnings from the epic Mahabharata. The epics are the Hindu soaps and ancient manuals for building character, in this case, leadership. We would learn a great deal about true leadership by studying the characters and situations in these stories of another time, another place: the Mahabharata. Two: There's a great object lesson here in the importance of moral values, trust, and accountability in wise counsel. Rajpurohit also emphasizes strategic thinking and the role of subjectivity in leadership by referring to Arjuna and Bhishma. The study on The Mahabharata enhances our understanding of leadership and how the lessons still apply to current leadership settings.

#### **A) The Objective of this Study**

- To evaluate management and leadership lessons from ancient texts.
- To offer perspectives from Indian philosophy regarding the ethical aspects of management and leadership.

### **V. RESEARCH METHODOLOGY AND MATERIALS**

#### **A) Research Design:**

This study employs a qualitative and quantitative review methodology to investigate management and leadership ideas found in ancient Indian texts. A thorough literature examination of primary and secondary materials, including historical writings, contemporary interpretations, and pertinent scholarly works, is part of the study. This survey offers a succinct summary of the management and leadership principles and insights found throughout the diverse body of Indian texts. The gap in contemporary leadership models and the requirements that accompany them are filled by ancient writings.

#### **B) Inclusion and Exclusion Norms:**

Inclusion Norms:

- Research and writing that immediately translates or applies the lessons learned from ancient books to contemporary management and leadership ideas.
- Books or research articles that address Indian texts concerning ethics, leadership, conflict resolution, and decision-making that have been published in peer-reviewed journals.
- Scholarly interpretations of the ancient texts, both ancient and modern, that emphasise their applicability to management and leadership techniques.

Exclusive Norms:

- Analysis of Indian texts that do not make use of leadership frameworks or management theories.
- Publications that are not subjected to peer review or opinion pieces that lack strong academic support.

#### **C) Data Interpretations:**

This research is empirical. This research study depends on both sources for data collection on primary and secondary causes. Primary Data is composed of an online investigation where 109 people were asked about their thoughts on the leadership and management lessons found in Indian scriptures. The frequency distribution was used to investigate the statistics, and pie graphs were used to present the consequences. Secondary Data is collected from online sites, ancient books, newspapers, journals, government reports, etc.

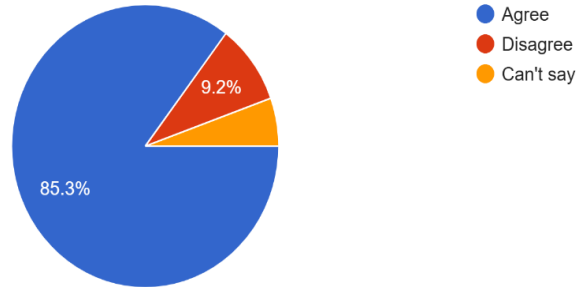
The sample for this study was collected from online Google forms from different-aged persons (above 18) from different demographic locations of India, and online sites.

**Table 1: The Arthashastra and Artha Sutras offer valuable insights into leadership qualities**

Particulars	Agree	Disagree	Can't say	Total
Respondents	93	10	6	109
Percentage (%)	85.3%	9.2%	5.5%	100

Arthashastra and Artha Sutras offers valuable insights into leadership qualities

109 responses

**Figure 1. Perceptions on the Leadership Insights Offered by the Arthashastra and Artha Sutras**

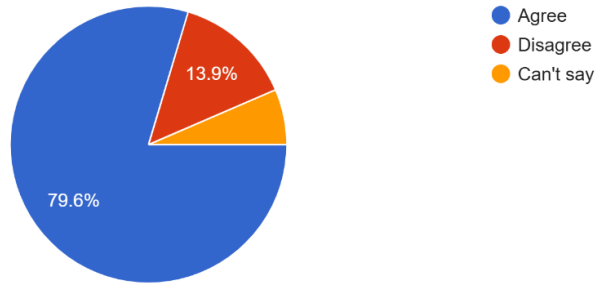
According to Table 1, we can say that most people believe in ancient texts for management and leadership qualities in today's time. Strategies and values of the Artha Shastra and Artha Sutras are followed by the organisation.

**Table 2: The Mahabharat offers moral values and rules for leadership and management styles**

Particulars	Agree	Disagree	Can't say	Total
Respondents	86	15	7	108
Percentage (%)	79.6	13.9	6.5	100

Mhabharat offer moral values and rules for leadership and management styles

108 responses

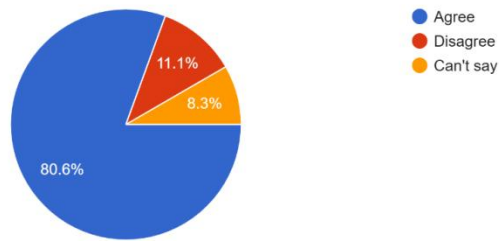
**Figure 2. Mhabharat Offer Moral Values and Rules for Leadership and Management Styles**

According to Table 2, it can be said that people at a moderate level believe in the Mahabharat's values and principles regarding management and leadership qualities. But important qualities such as vision and strategy, effective communication, teamwork, ethical leadership, adaptability, etc., are used in today's time. The teamwork qualities of the Mahabharat are used in Today's time as a Democratic leadership given by Kurt Lewin.

**Table 3: Bhagavad Gita's moral values and valuable insights play an important role in modern business management and leadership style**

Particulars	Agree	Disagree	Can't say	Total
Respondents	87	12	9	108
Percentage	80.6%	11.1%	8.3%	100

Bhagavad Gita's moral values and valueable insights play important role in modern business management and leadership style  
108 responses



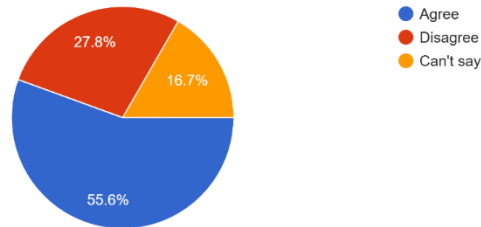
**Figure 3. Perceptions on the Role of Bhagavad Gita's Moral Values in Modern Business Management and Leadership**

A blend of Vedic and non-Vedic traditions, the Bhagavad Gita reconciles renunciation and activity by claiming that they are interwoven; in the pursuit of dharma, one should not regard oneself as the agent of action but rather give credit to God for all activities. According to the above table, it can be said that the Bhagavad Gita teaches a lot of lessons about leadership and management for modern business. Maslow has also given a hierarchy theory regarding motivation for modern business.

**Table 4: In Today's Time, Ramayana Inspires and Motivates Employees**

Particulars	Agree	Disagree	Can't say	Total
Respondents	60	30	18	108
Percentage (%)	55.6%	27.8 %	16.7%	100

In today time, Ramayana inspires and motivate employees  
108 responses



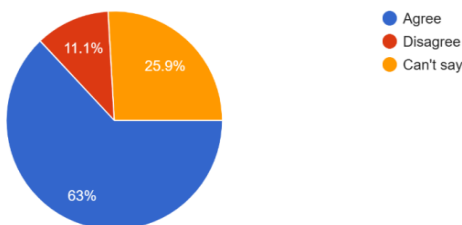
**Figure 4. Employees' Opinions on the Relevance of the Ramayana as a Source of Inspiration in the Modern Workplace**

According to the above table, it can be said that few people believe in Ramayana's leadership and management principles. But there are a few lessons from the Ramayana that are used in modern business. Ramayana's features, such as planning, effective communication, developing alliances following ethics, etc. Planning is the first process in today's modern business.

**Table 5: Panchatantra offers lessons on teamwork and decision-making for leadership styles**

Particulars	Agree	Disagree	Can't say	Total
Respondents	68	12	28	108
Percentage (%)	63%	11.1%	25.9%	100

Pnchatantra offers lessons on teamwork and decision making for leadership style  
108 responses



**Figure 5. Pnchatantra Offers Lessons on Teamwork and decision for leadership Style**

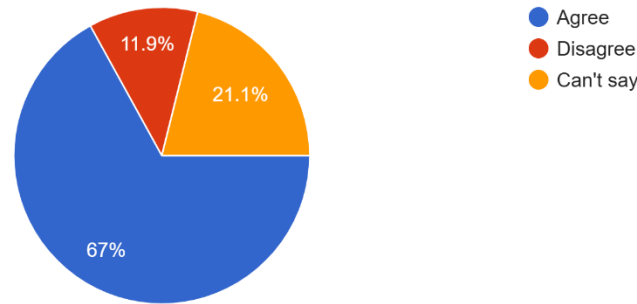
On behalf of the above data, it can be said that most people don't know about Panchatantra. Fewer people give responses regarding this. However, this provides lessons for individuals and managers in a very lucid form, which can be easily understood and applied for societal and organisational growth. There are too many lessons from Panchatantra that are used in modern management, but taking legal advice before firing employees is mostly used in modern times.

**Table 6: Upanishads provide perception and insights for holistic approaches to management**

Particulars	Agree	Disagree	Can't say	Total
Respondents	73	13	23	109
Percentage(%)	67 %	11.9%	21.1%	100

Upanishads provides perception and insights for holistic approaches for management

109 responses



**Figure 6. Upanishads Provides Perception and insights for Holistic Approaches for Management**

The Upanishads are a famous ancient text for business. Unfortunately, fewer people have responded to this text. This text provides many lessons for modern business, such as business ethics, holistic management, transformational leadership, compassion, empathy, lifelong learning, and sustainability, etc., mostly lessons given by Upanishads used in modern management and leadership. Mostly, researchers also give their theories regarding these ancient lessons.

## VI. LIMITATIONS OF THE STUDY

### A) Interpretational Subjectivity:

Despite being full of wisdom, the ancient texts' teachings can be understood in a variety of ways. Because the material is philosophical and spiritual, the reader's cultural, personal, and academic background may influence how they interpret its management concepts. The conclusions reached in this study may not be as universal as they may be due to this subjectivity.

### B) Circumstantial Differences:

The management ideas included in the old writings were first developed in a different historical and sociocultural setting. Due to variations in societal institutions and technological improvements, it may be difficult to immediately apply these ideas to contemporary management practices, especially in an international business context. The subtleties of these alterations might not be adequately captured by this study.

### C) Lack of Observed Validation:

With little actual data to back up the real-world implementation of these management concepts in modern corporate settings, this study is mostly a conceptual analysis grounded in ancient texts. Despite the theoretical links, the study's capacity to illustrate the efficacy of the suggested management principles may be constrained by the absence of empirical data or real-world case studies.

## VII. CONCLUSION

Indian scriptures teach us about the importance of virtuous qualities, moral decision-making, and purpose-inspired governance. If the Bhagavad Gita teaches us to lead with clarity and truth, Ramayana shows how moral integrity is important in taking up leadership roles. By doing so, they can create an overall strategy which combines self-awareness, mindfulness, empathy, and moral conduct in these texts. They can learn to inspire and motivate their teams, handle challenging situations more elegantly, and create a collaborative and respectful work environment. Moreover, organisations find lasting value in the age-old wisdom offered by the manuscripts when they attempt to tackle current occupational challenges. Returning to these classic texts, today's leaders can discover useful perspectives that are often overlooked in contemporary management, as well as a more enlightened understanding of how healthy principles inform good business practice. The philosophies of teamwork,

partnership, and cooperation found within the ancient text fit very much with today's organisational requirements, for they illustrate how pooling resources together creates a greater combined effort in the task at hand.

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