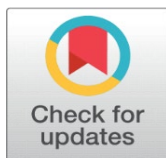
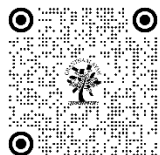


ROUTES OF MANAGERIAL APPROACH IN SANSKRIT LITERATURE – WITH SPECIAL REFERENCE TO BHAGAVAD GITA

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ABSTRACT

Indian knowledge system has a prominence place in the modern management. Whatever we are acquiring in today's corporate world, all are grounded on Indian Ethos. This article is erected on the study of Sanskrit literature "Shri Bhagavad Gita" and its distinguished place in modern era of management. Modern visionary perspective, meditation /Samatvam yogah uchyate), duty /Nishkaam karma /kartavya and knowledge gyaan, assistance the manager to explore the numerous opportunities accessible in the present time of life and work as a global leader.

Keywords: Managerial Skills, Nishkaam Karm, Kartavya, Samatvam Yogah Uchyate, Gyaan and Messages of Bhagavad Gita

1. INTRODUCTION

The foundation of management is laid down as a formal discipline which can be outlined during the last two centuries. After Industrial Revolution an extreme change can be noticed in the field of management. Different academics have given important theories of management. During (1841-1925) Henri Fayol and (1866-1936) Alexander Church have given a new dimension to the management and related several theories with their inter-relation with each other.

Peter Drucker (1909–2005) used the methods of studying managerial practical application in the real world and philosophical aspects of the modern business strategies. Henri Fayol's analysis on the managerial approaches as a series of functions (14th principles of management) which was performed by the managers and it serves as a guideline to the upcomers. F.W. Taylor's theoretical managerial practices which was similar as mentioned in the holy book Bhagvad Gita, gave a new shape in the field of management, leading on to application of scientific management which is now ruling the commercial basis of the world.

Management competence is basic prerequisite of the managers. Henry Fayol's, "father of management" has listed out certain qualities and skills which are the core of ancient management approach such as Physical and mental health, moral of employee, academic & professional education, information, knowledge and duty. Only the way of working culture,

time-period, dedication to attempt goal, sincerity and punctuality have changed the glimpse of modern management can be seen thoroughly in the epic era.

Following of Bhagavad Gita is universal and wherever the appreciation of conventional knowledge is accepted as scientific gospel, Gita becomes the text. which denotes that it is adapted universally and over the bounding line of the caste, creed and race, and is a rich source of knowledge, wisdom and to follow the line of duty for the global community. The Bhagavad Gita is an epic of conversation between two characters one of them believed to be eight avatar of lord Vishnu called as Lord Krishna the divine power and the second character named Arjun who is the follower of Shri Krishna and doesn't know about the reality of Shri Krishna actually as the incarnation of Lord Vishnu. During the battle of Kurukshetra when Arjun lost heart in front of the family and relatives then Sri Krishna played a role of managing trainer/ developer made known to the actual facts of human life and its motives by means of karma, yoga, knowledge and meditation. How an individual/manager can practice these abilities in daily /managerial life to overcome from difficulties and learn from them all are mentioned in this holy book. Hence, The Bhagavad Gita provides a holistic approach of managerial skills, which is used for the development of the globe.

2. OBJECTIVES

This study is conducted with the objective of discerning managerial percepts and insights enshrined in Gita with particular focus on the following-

- To study the similarities and contacts between Bhagavad Gita and Managerial approach.
- To know the duty (kartavya) of an individual as professionals.
- To gain the knowledge (Gyaan) for overall enlargement for the association.

3. RESEARCH METHODOLOGY-

The method to collect data for the article is descriptive research. This study is stated by secondary sources; information was congregated by going through various journals, books and Bhagavad Gita.

4. REVIEW OF LITERATURE

Chhabra T.N (2023) state the philosophy of the managerial approach in relation with the Bhagvad Gita to explain the significance of knowledge (Gyaan) & duty (Kartavya). These two are the most important determinants to identify the role of manager at present.

Dr. Gupta C.B (2022) has underlain the basic principles of management in the lieu of Bhagavad Gita. In chapter 3 Indian Ethos for management author coded different verse of the Gita to enlighten the various managerial skills of modern era is relation with the Indian knowledge system.

Anoop Mohan (2015) has explained many managerial approaches from various “chhand” (verses) of Bhagavad Gita as it holds the capacity to enhance knowledge, expertise and education of an individuals.

Shankar B. Chandekar (2012) paperwork introducing the Holy Vision of Management established in Bhagavad Gita which is more comprehensive than the System View of the modern management theories and practice. Gita lays emphasis on managing “ourselves” and “human response development” by conveying direct vision of Truthfulness. Many efforts had been made to highlight the importance of this most remarkable contribution of the Gita to the Modern Managerial approaches.

Sri N Chinna Natesan's (2009) research article emphasis on an analytic approach of the key aspects found in the Gita. The Gita is a brief compendium of teaching learning methods in managerial life. It is a philosophical base regarding an extensive understanding of better solutions for which managerial approaches happen to emerge.

Management Lessons from Shrimad Bhagvad Gita

1. Commitment towards the work –

कर्मण्येवाधिकारस्ते	मा	फलेषु	कदाचन।
मा कर्मफलहेतुर्भूर्मा ते सङ्गोऽस्त्वकर्मणि ॥2.47॥			
Source – (bhagavadgita.org.in,)			

“You have a right to action, but only to action, not its results; so, you never thing yourself as the cause of result and think of any attachment with the inactivity (bhagavadgita.org.in, 2018).

Four major instructions are given by the above verse regarding the science of work:

- 1) complete your duties without being concerned for the results.
- 2) The results of your actions are not for you to be happy.
- 3) Even if you work, never be proudful you are just a source to do the task.
- 4) Never give up or stop doing the action in any circumstances because there is always time to change the decision with your discipline and sincerity.

In the Bhagavad Gita, lord Krishna briefed Arjun about the karma and its importance in an individual's life. The understanding of karma is linked with performance or right to performance which is all about carrying out of work with dedication and commitment. Attempt your work with full of enthusiasm and passion and leave out the result of the work to the God. He will pay you according to your efforts and dedication, rest is dependent on our past karmas (destiny) the willingness of God, the help of others, the cumulation of karmas of people attached, the situation in which we are involved and obviously the place (a matter of luck) etc.

For discharging management activities, the verse (2.47) advised that managers should focus on work, and not on its results as result of work is the fruit. if we give our best to accomplish the work, then for sure, the result will be the best possible, whatever it would be.

With visionary perspective a manager should be motivated to work hard and always see the broader slant of the situation they are managing. hence, they should be fully committed to their duties.

2- Expanding knowledge base-

श्रेयो	हि	ज्ञानमभ्यासाज्ज्ञानाद्ध्यानं	विशिष्यते	
ध्यानात्कर्मफलत्यागस्त्यागाच्छान्तिरनन्तरम् ॥ 12.12॥				

“Before practicing it is necessary to have the Information about work;
Contemplation is better than knowledge;
than meditation better is the of the outcome of action; and then peruses harmony”

The mind and comprehension are the central point of the Bhagavad Gita. Appreciating the significance and realization of obtaining internal peace are mentioned throughout the holy book.

Meditation is another way to choose the inner peace of mind which helps in doing things at right time and in a right way. Meditation is a method of engaging in complete attentiveness focusing on creating knowledge.

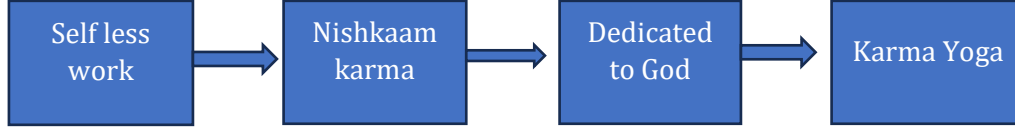
The managerial approach in modern era is also based on the emphasis on accumulating awareness for the future course of action. So, for an organization to gain name and fame it is necessary to follow some traditional managerial functions along with technical aspects i.e. preparation, shaping, recruitment, guiding & regulatory.

Thinking and researching (meditation) with the deep sense of comprehension enhance the ability to take appropriate decisions to finalize goal of the firm, motivate the work force to take initiative to achieve desired goals with the help of effective work efficiency.it also helps to reduce the stress level of management and able to maintain smooth relation between department

3- Selfless work -

मा कर्मफलहेतुर्भूर्मा ते सङ्गोऽस्त्वकर्मणि॥2.47॥
Gita talks about “Nishkama karma”

Gita speaks about duty to act but not right to claims fruits (result) from it. This is the spirit of Nishkama karma. It helps in inner decontamination and realization of self. This is the most important managing key of diversified work force, training, development and work performance should be done in the absence of own interest and benefit. Work must be performed without self-interest. Evolving an attitude of Nishkama karma towards work implies subordinating the individual interests for the betterment of all.



Source- management principles

4- Gita goes against extrinsic controls –

सदृशं चेष्टते स्वस्याः प्रकृतेर्ज्ञानवानपि ।
 प्रकृतिं यान्ति भूतानि निग्रहः किं करिष्यति ॥3.33॥
“Even the person full of knowledge acts as per his own nature; All the living organisms take the path of their own nature then what shall death avail? (Bhagavadgita.org.in, 2018).

This verse has a prominence place in handling skilled workers who are the core of growth, without whom organizations cannot compete in the modern era.

In this Shloka Lord Krishna tells Arjuna of how even the wisest of the people work according to their nature. So, we should not think of what is going to happen instead we should work according to our capabilities. For those who are unable to compete in this modern era are because they follow the path of their own which is mostly not the right path.

5-Transformational Leadership-

Bhagavad Gita offers profound insights on leadership through the conversation between Shri Krishna and his apprentice Arjun

नैव तस्य कृतेनार्थो नाकृतेनेह कश्चन ।
 न चास्य सर्वभूतेषु कश्चिदर्थव्यपाश्रयः ॥3.18॥
*“In performing or retracting their activities liberated souls have nothing to lose or gain. They don’t need to relies on others for accomplish their interest”
 (Bhagavadgita.org.in, 2018).*

It denotes that a person who has nothing to gain personally is only a leader because they never want any kind of problems created in the group because of them. This pertains to the varying leadership models in terms of positive action or absence of that. Lord Krishna gives an accords place of prominence to stewardship and transformed Arjun through his discourse as mentioned in Bhagavad Gita.

Bhagavad Gita mentioned multiple style of leadership, equanimity, inspiration, motivational theories, excellence in work, attaining goal, decision making, planning maximum utilization of resource. They must have the potentials to inspire followers to attain their potential and lead the organization to triumph.

6- Work culture-

Work culture encompasses to shared value, customs, standards and performance that outline how personnel associate and work within an organization. A positive work place culture is about behavior & laborious endeavor in competition of assigned or chosen responsibilities.

Lord Krishna details the two types of work cultures-

- 1- 'Daivi Sampat' also called divine work culture
- 2- 'Asuri Sampat' also called demonic work culture

'Daivi Sampat' or divine work culture incorporates purity, self-control, courage, straightforwardness, self-esteem, calmness, absence of fault-finding, presence of generosity, kindness, humility, absence of jealousy and pride and also sacrifice.

'Asuri Sampat' or demonic work culture incorporates individual wishes, egoism, inappropriate performance, delusion, tasks which are not concerned towards service.

Thus 'Daivi Sampat' work culture is indeed the best possibility to be a remarkable enterprise by maximum utilization of available resources within the workplace.

7- Personalities (Human guna or Bhava)-

त्रिभिर्गुणमयैर्भावैरेभिः सर्वमिदं जगत् ।

मोहितं नाभिजानाति मामेभ्यः परमव्ययम् । 7.13 ।।

"Due to these three kinds of potentials (sattva, rajas and tamas) people are not recognizing Me the supreme beyond them." (Bhagavadgita.org.in, 2018).

The Gita also describes the characteristics of a complete personality by explaining the characteristics of Sthithaprajna. These are:

- *The one who is left with no cravings and having gone deeply into the real self, found complete satisfaction in ourselves, becomes determined to achieve their goal. (2:55).*
- *One whose mind calmed is away of all sins, unmoved amidst pleasures, fear, and anger—the one who is faithful in this is called Sthithaprajna (2:56).*
- *The one who neither rejoices nor recoils is only who is attached to nothing earthly —such a person achieves the real true knowledge (2:57).*
- *Not being attached to earthly objects, like its limbs are withdrawn by tortoise such person attains the and real true understanding (2:58).*

Multitasking personality is the key of success for each and every organizational managerial practice. Manager with deep knowledge of area & working environment, expertise is not only in demand of time but also their devotion towards work, motivation to subordinates, works supervision techniques, optimum utilization of resources, pervasiveness also play an important role in shape out a personality.

8- Responsibility and Accountability-

योगस्थः(karma)

कुरु

कर्माणि

सङ्गं

त्यक्त्वा

धनञ्जय

|

॥2.48॥

"Either Victory or Defeat don't think of the result just continue doing your work."

Gita talks about the accountability and responsibility of work done by one & others with efficient and effective manner. It is possible when the work is attempted with full enthusiasm and workers are motivated as their own work. For this,

in managerial hierarchy supervisor have to be friendly with their subordinates, try to provide them a favorable work place and working conditions and focused on harmony in working–stability, unity of command, cooperation in each and every point wherever it is necessary.

In the realm of professional ethics, accountability is impressed with the responsibility that individuals have towards their actions, decisions and results obtained, especially in a professional context. It means being responsible to someone for instance the co-workers or clients, superiors or society, for the efficiency and ethics of one's activity. Accountability allows individuals to follow through their promises, be it meeting expectations or specific standards /regulations that have been set.

9- Detachment and equanimity are the spirit of the decision making –

Bhagavad Gita imparts about,

“योगः कर्मसु कौशलम्”

“Yogah Karmasu Kaushlam”.

This philosophy emphasizes that decisions taken with detachment and composed mind will lead to excellence in work. This theory teaches us that the decisions should be taken without being influenced by one's ego and emotions. Vivek or Buddhi is eminence in decision making.

“समत्वं योग उच्यते” 2 ॥48॥

“Samatvam yogah uchyate”

If mental calmness allows us to admit all the conditions either favorable or unfavorable with peacefulness then it is the strength of yoga.

In the Bhagavad Gita there are some other management concepts that are very beneficial for an individual and the present youth to become a global leader for operative administration. These managerial approaches are-

- Approach to realize the vision
- Delegation of work from superior to subordinates.
- Work force management
- Co-operation and collaboration among the group members
- Motivating oneself and self-transcendence
- Positive approach for one's responsibilities and duties.

5. CONCLUSION

Briefly, Bhagvad Gita transfers the ideal philosophy of –Theory of *“karmanyev Adhikaraste, Ma Phaleshu Kadachan* means “right to work without the expectation of the result” will motivate you to give more efforts to attain your goal without the fear of losing and gaining and ultimately best work will be rewarded.

Nishkama Karma denotes not to be connected to the result of work, just continue with progression, devotion and commitment towards the work which will surely pay us.

Gyaan (knowledge) which can be understanding anything, anyone or a situation, is the ultimately weapons to win the race/ fight.

Bhagavad Gita is a special motivation for the Managers of the modern era. Since Gita puts a special emphasis on knowledge so, it pressurizes the individual to make use of knowledge for whatever they are doing. (Gita IV-37, 38).

Kartavya states completing the tasks with full concentration and dedication within a given period of time. These tasks must be fulfilled with all our commitment and without thinking of the result.

By doing your assigned Karma, you will notice success is following you. This is termed as the yoga of dedication and commitment. If this continues on daily basis that too with full devotion It is said that you are working yoga of devotion. Last is work culture - Daivi Sampat and Asuri Sampat work culture base to the human actions.

Common features of Bhagavad Gita and management are listed as-

Gyaan is known as knowledge, Karma (karmyog) is stand for Duty, responsibility and accountability, Bhakti is for Dedication towards work or duty, Yukti is for intellect of subordinates, Mukti is for Freedom for employee from work or in the sense of free from work, leave, holiday and the last is Sarthi as a Manager. Hence, we can surely say that the routes of managerial approaches are implicit in the Indian culture since the time of ancient period.

CONFLICT OF INTERESTS

None

ACKNOWLEDGEMENTS

None

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