

Leadership: Amalgamation of Theories of West and Insights from Bhagwad Gita

Seema Bhakuni¹, Neeraj Kumar²

¹Associate Professor, Department of Management, Doon Institute of Management and Research (HNBGU)

²Professor, Department of Electrical Engineering, Doon Institute of Engineering and Technology (UTU)

ABSTRACT: There are many theories of leadership propounded by the great thinkers. The Bhagavad-Gita, also encapsulates profound wisdom on the aspect of leadership. This article shows the correlation between the Bhagwad Gita which shows the epitome of human behaviour and leadership qualities in today's organizations. There are several studies made on the topic of leadership based on various perspectives of different thinkers; however, only few studies have shown the integration between Bhagwad Gita and ideal leadership. As a result, this article will try to fill the blank spot between the ancient legacy of leadership and the traditional theories which the modern organizations follow. From general perspective, Bhagwad Gita shows the path of enlightenment to the modern-day leaders which not only helps to be developed spiritually but also helps a leader to take wise decisions. Bhagwad Gita teaches to develop such qualities in leaders which enable them to be a better and ideal guide to their followers.

KEYWORDS: Bhagwad Gita, leadership, correlation, amalgamation, insight.

INTRODUCTION

To unveil the correlation between modern theories of leadership and the theories of leadership which Bhagwad Gita propounds, we need to understand the theories given by the western thinkers. Leadership is related to taking good decisions and giving inspiration to others by making them believe that they can do better than what they think about themselves. A good leader gives right directions to his people so that they can work towards achieving the common goals.

'Bhagwad Gita', one of the main Upanishads is generally known as Gitopanishad where Lord Kṛiṣṇa played the role of a teacher and Arjuna his friend devotee, ultimately carrying the literal meaning "Song of the Supreme Lord". But the main role of Bhagwad Gita is that by in-depth study of it, a real seeker may end up in realizing the truth of every aspect of spirituality, leadership, psychology, and society, that's the main reason behind the belief that "The words of Bhagwad Gita are directly spoken by the Supreme Lord Kṛiṣṇa"

When Arjuna had to fight the battle with his kinsmen, he became possessed with the saddest emotions and gave up his weapons. He was facing the conflict within himself so he thought of leaving the battlefield and Krishna prophesized him to be a good leader and do his assigned duties. Bhagwad Gita is that dialogue between these two which offers the solutions to almost all problems of life if read as a practical solution and not as a religious literature.

Lord Kṛiṣṇa is seen in 'Bhagwad Gita', providing positive and practical motivation to his friend devotee Arjuna to perform the proper action at the proper time in the proper place. Lord Kṛiṣṇa tells Arjuna to perform the task of an ideal leader who is supporting his follower when he is facing such a dilemma where he had two options, either to go beyond his ethical and spiritual values or to run away from the battlefield. The battlefield of 'Kurukshetra' is often compared to real-life situations where a human being faces dilemmas like Arjuna and in lieu of right mentors or guides in modern scenarios, it ultimately ends up in confusion. There are a total of 18 chapters and 700 verses from which we can enrich ourselves and gain knowledge. Apart from this 'Bhagwad Gita' has the answers to all questions that arises from the core of mankind.

It is said that Bhagavad Gita is a religious text with meaningful life lessons which gave courage, enthusiasm and morale to Indian leaders so that they could lead the struggle of freedom with all their potential in a positive way. (Mahadevan, 2009).

According to Mahatma Gandhi, "When doubts haunt me, when disappointments stare me in the face, and I see not one ray of hope on the horizon, I turn to Bhagavad-Gita and find a verse to comfort me; and I immediately begin to smile in the midst of overwhelming sorrow. Those who meditate on the Gita will derive fresh joy and new meanings from it every day."

Pandit Jawaharlal Nehru, "The Bhagavad-Gita deals essentially with the spiritual foundation of human existence. It is a call of action to meet the obligations and duties of life; yet keeping in view the spiritual nature and grander purpose of the universe."

Leadership: Amalgamation of Theories of West and Insights from Bhagwad Gita

According to Lokmanya Tilak, "Bhagwad Gita is the most scintillating gem among all the scriptures and epics. It shows us the ways for self-realization and teaches us the greatness that mankind achieved throughout various generations. Reading and understanding Bhagwad Gita will provide ultimate enlightenment and the stimulus to work selflessly."

Purpose of the Study

This paper aims to review the literature related to various leadership theories given by the great thinkers and correlate them with the dictums of Bhagwad Gita establishing a positive relation between both.

Significance of the Study

This study comprehends what Bhagwad Gita explains about the different ways, a leader must act and suggest the path for the leaders to walk on to exercise good leadership. It also establishes that Bhagwad Gita laid the foundation around 5000 years ago for various leadership theories to be built on them.

LITERATURE REVIEW

According to (Jaiswal, Usha & RAO, KARANAM., 2019) When Arjun stepped onto the battlefield and saw that he would have to battle his relatives and friends he felt a deep sorrow within him. Witnessing Arjuns distress Krishna offered guidance. Encouraged him to fulfil his responsibilities. Through teachings Krishna shed light on the importance of fulfilling one's duty, in the current situation and dispelled Arjuns uncertainty.

(Jain, R., 2023), stated that effective public leadership heavily relies on leadership as its foundation cornerstone. Drawing wisdom from the Bhagavad Gita to redefine success and cultivate calmness and self-awareness while managing impulsive responses enables leaders to manoeuvre through challenges adeptly and motivate their teams toward comprehensive success.

The Bhagavad Gita is the helpful resource in comprehending and understanding managerial issues of specific nature like managing people and make them more productive. (Sharma and Talwar 2004)

The writers argue that various traits of a leader can be found in the numerous chapters of the Gita book. The Gita explores the challenges faced by present day leaders at work and their obligations to groups involved. Although the Bhagavad Gita touches upon aspects, like God and metaphysical matters it also offers valuable ethical advice and leadership abilities. (Kuknor, Sunaina & Rastogi, Shailesh & Singh, Satyendra., 2022).

In today's business landscape the wisdom of Gita transcends across five industries, touching on core principles and goals emerging skills establishing strong ties, within the business realm effective communication strategies and the importance for leaders to uphold purpose driven practices. (Hee, C. (2007).

The Bhagavad Gita is a spiritual text that offers insights for contemporary management practices beyond its apparent focus on personal struggles, in warfare scenarios. (Rarick, Charles A. and Nickerson, I., 2007)

The Gita is a representation of everyday problems and its practical solutions (Harvey, 2007), which also includes the problems of leadership.

It could be beneficial now to reflect on the wisdom that has shaped society's ability to coexist harmoniously with the natural world for centuries humbly. The teachings found in the Bhavad Gita offer a perspective, on leadership. (Simpson, 2019).

The reading of Bhagwad Gita with whole hearted attention might bring a rejuvenated idea related to leadership on the minds of the readers. (Simpson, A.V. and Pina e Cunha, M., 2021).

This research highlights how a spiritual perspective can be applied to leadership, in real world situations offering insights for managers to understand the significance of traditional stories and incorporate them to boost their leadership skills effectively. It also suggests that managers need to consider factors to develop their leadership qualities and elevate the performance of their organizations as a whole. (Rastogi, S.; Kuknor, S.; Singh, S.P., 2023).

RESEARCH METHODOLOGY

Documentary Research Approach

The study has used document analysis for the collection of information. Documentary research is the systematic review of pre-existing documents to access data, draw conclusions, and address research questions. Texts and other types of documentation, including books, reports, case studies, and scholarly journals, are analyzed through this technique. Documentary research, according to (Bowen, G.A. 2009), is related to analyzing written or recorded materials to comprehend historical, social, or contextual phenomena. It is helpful for such research where experimental or direct observation is not practical. To make conclusions about the research topic, the process usually entails gathering pertinent documents, analyzing and organizing them, and synthesizing the results.

This approach is considered beneficial as it eradicates the requirement to search for new primary data collection by allowing the examination of a variety of sources, such as academic journals, educational reports, and case studies. Documentary research is a practical option for investigating current theories and knowledge in research for it is time and money-efficient.

Leadership: Amalgamation of Theories of West and Insights from Bhagwad Gita

Data Collection

A wide range of scholarly and professional documents, including books, academic journals, instructional reports, and case studies, served as the study's data sources. Peer-reviewed articles from academic journals provide insights into current research findings and theoretical advancements in education. (Gall, M. D., Gall, J. P., & Borg, W. R. (2003))

Study gap and limitations

There is not much literature available related to this topic in the form of research articles. The literature available is related to either Bhagwad Gita or what it has stated about the leadership roles, there is no correlation shown between the accepted leadership qualities and the leadership path explained in Bhagwad Gita. Most of the relevant data had to be collected either from the websites or the Bhagwad Gita book itself.

What is leadership?

Leadership is the process that involves guiding and influencing people to achieve shared goals. Leadership is about motivating people, setting a positive example, and helping the team perform better.

Importance of Leadership

Leadership is very important in a firm as it leads to higher performance by the team members.

- It motivates the members and boosts their morale
- It helps responding positively to change.
- It facilitates organizational success.
- It creates responsible attitude and sense of accountability amongst the employees working in any organisation.

Theories of leadership

1. Traditional Theory

This theory takes into account, the different traits a person possess. According to it, the leaders are born with certain innate qualities. They cannot become leaders if they are not born with those qualities and they cannot attain them in later part of their life. In short, they cannot learn or acquire them.

Physical Qualities: These include good health, vitality, endurance, energy, enthusiasm, and assertiveness.

Intellectual Qualities: These qualities consist of intelligence, taking wise decisions at an instance, being a strategy maker, knowing thy self and a sense of high achievements in a person.

Moral Qualities: Being ethical in all practices, being just, unbiased, honest, fair, objective and true to the words are some of the moral qualities.

Social Qualities: The qualities of getting along with people, empathy, understanding emotions, having emotional intelligence and interpersonal relations are some of the qualities that fall into it.

2. Behavioral Theory

postulate that effective leadership is a learned behavior. Key leadership traits like initiating structure, setting goals, and fostering employee empowerment don't always come innately to people, but the best leaders can develop these skills with concerted effort.

Directive Leadership

This leadership style doesn't take the inputs from anyone. They are the policy and strategy makers who pass on each and every direction and expect the employees to work as per the directives without any minute deviation.

Supportive Leadership

Leaders, who do not do the actual work but remain with the employee whenever they deviate from the assigned work to support them, are supportive leaders. They stand by them throughout the task and otherwise. They are the ones who stand for their people even if a pity requirement arises. They trust the employees, respect them and create an environment where the employees learn by taking initiatives as he is aware that his leader will be there if he sticks somewhere in the task.

Participative Leadership

It is also known as Participative leadership because participation of the employees is taken in the decision-making process. The suggestions are taken from all the employees but it's not necessary that those suggestions will be implemented in the decision taken by the leader.

Achievement-Oriented Leadership

As the name suggest, achievement-oriented leadership is setting high targets for himself and the employees. The leader sets goals for the employees which are beyond the comfort zone of the employee yet they are achievable. This leader taps the maximum potential in the employee by setting higher targets or standards for them so that they could achieve their maximum caliber. In addition to that, they help the employees to achieve those targets by standing by them in achieving the targeted goals.

3. Contingency Theory

According to this theory which was propounded by Paul Hersey and Ken Blanchard, they believed that efficiency of leaders is dependent on the action or readiness of his followers. By readiness we mean if the followers are able and willing to achieve the

Leadership: Amalgamation of Theories of West and Insights from Bhagwad Gita

goal. It is a leadership style which depends on the situation. The leaders can acquire any form of leadership according to what the situation demands.

Leadership Styles

There are five different leadership styles based on the theories given by the theorists in the past. They are as follows:

- **Autocratic:** Managers who adopt the autocratic leadership style have the power to make decisions independently without seeking input from others in the team or the employees. They assert control and enforce their preferences without facing resistance from their subordinates.
- **Participative:** This leadership style is often referred to as leadership that emphasizes on the importance of input from team members and colleagues while ultimately placing the responsibility of making decisions on the participative leaders. Participative leadership boosts employee morale by involving them in the decision-making process and giving them a sense that their opinions are valuable.
- **Transactional:** Transactional leadership is based on the principles of disciplining employees for their performance outcomes rather than focusing solely on intrinsic motivation or personal development goals. Leaders who follow this approach, believe that employees are primarily motivated by the promise of rewards or the threat of punishment from their superiors. When employees receive recognition or incentives for their work, they tend to strive to achieve higher organizational goals and meet performance expectations set by their leaders. On the other hand, if they fail to meet these targets or fall short of expectations, transactional leaders might resort to giving them negative feedback or corrective measures to address any shortcomings in their performance. Furthermore, transactional leaders also emphasize meeting the security needs of their employees as a way to ensure a stable and conducive work environment for productivity and efficiency.
- **Transformational:** This model that relies on a team's encouragement to realize overall success. By raising a team's morale and self-confidence, the team can then align itself to a broader vision or mutual goal. Such type of leaders obtain extreme benefits by the use of idealized influence (role model, walk the walk, enthusiasm), inspirational motivation (clear vision, optimism, inclusion, productivity), intellectual stimulation (innovation creativity, challenge), individualized consideration (mentorship, empathy, strengths, skills). Leaders are encouraged to overcome any vulnerabilities when carrying out their responsibilities as leaders who lack mental fortitude may struggle to achieve their organizations goals and objectives effectively. A leader's mindset should be resolute in guiding resources (such as human resources), towards fulfilling its vision and mission. As Sri Ramakrishna once said that someone who is gentle and easily influenced like rice mixed with milk achieves very little. They are unable to accomplish feats. On the other hand, those who are strong and determined demonstrate courage and heroism, they are the achiever of all things, in life. (Muniapan. B and Rajantheran. M., 2008)
- **Laissez-Faire:** In the laissez faire leadership style, a leader doesn't closely oversee employees. He offers consistent work updates to those who have to manage the work on their own but this approach requires particularly highly skilled and well-trained employees who require minimal supervision.

Teachings of Bhagwad Gita which correlates with the traditional theories

From a management point of view, lord Krishna was a great decision maker and a leader par excellence. Apart from God, he was a true friend, philosopher, guide, motivator, problem solver and path shower to the mankind.

As Lord Krishna imparts his wisdom to the warrior Arjuna, he provides guidance that remains relevant for leaders across generations. Some of the crucial lessons we get from it are:

1. Duty as Responsibility:

The Gita lays stress on the significance of duty performed by an individual as a dire responsibility and that is the religion talked about, "Dharma." Dharma is doing one's duty not the performing of different rituals. Leaders must follow "Dharma" and do not think about the results because he can perform his task but the outcome rests on many external factors. True leadership lies in performing one's duty selflessly, regardless of the challenges. If the leader is dutiful and responsible, he could ingrain these traits in his employees also.

BG 2.38: Strive for your obligations diligently and with the inclination that this is your purpose; embracing both joy and sorrow well as success and failure equally along the way will lead you to a life free, from wrongdoing.

2. Leading by Example:

Your leader is you; my leader is me. Hence, to lead others, first I should develop my leadership competencies. Indeed, developing deep qualities of leadership is essential aspect of managing thyself. It is he/she who excel leadership properly, manager the self properly (Chandekar, S.B., 2012). Krishna emphasizes leading through personal example. A leader's actions and behavior set the tone for their followers. If the leader himself has the qualities like perseverance, consistency, honesty, humility and integrity, he gains respect and trust of his people who form his team. Krishna knew everything and was capable. He could have won the

Leadership: Amalgamation of Theories of West and Insights from Bhagwad Gita

Mahabharata on the first go but he wanted Arjuna to learn things to become the future example of a good leader. He wanted his people to learn by action. The present leader also must be competent yet be keen to create more leaders.

BG 3.20-21: King Janak and others achieved excellence by fulfilling their designated tasks and with dedication—a practice worth emulating for the betterment of society, as a whole. The actions of individuals often serve as a blueprint for the general populace to follow; their standards become universal aspirations embraced by all.

BG 3.26: The knowledgeable individuals shouldn't sow seeds of doubt in the minds of the informed who are focused solely on the results of their actions by persuading them to cease their efforts altogether; instead, they should lead by example and motivate the uninformed to carry out their responsibilities in a responsible manner as well.

Being able to manage oneself is crucial, for being a manager as it involves understanding the big picture and handling oneself well in various situations to excel in a managerial role. (Weerasingh, T.D., Weerawardane, S.D., Priyasad, K. P. M., 2020)

3. Detachment:

First the leader must be detached to results and attached to work, then the employees can be guided in the same way. The Gita suggests that one should do his duty with utmost sincerity but he should not attach with the outcome be it a success or failure. He should be bothered that the effort put by him on his work must be the best he could do and detach himself from the outcome because it is said that playing is internal while winning is external. With that 'no expectation' attitude, he can be more focused towards his work and least focused about the outcome of his work which would save him from future melancholy. Effective leaders frequently face urges that could potentially impede their advancement in various ways. By gaining insights into the origins of these impulses – which often arise from ingrained patterns in the human psyche – adept leaders acquire the ability to distance themselves from immediate emotional responses. This newfound ability allows them to concentrate on their objectives and aspirations, with clarity and determination while successfully navigating through challenges and uncertainties that may arise along the way. (Richa Jain, 2023)

“Karmanye vadhikaraste Ma Phaleshu Kadachana, Ma Karmaphalahetur bhurma Te Sangostvakarmani” One of the known verses (Slokas) from the Bhagavad Gita suggests the importance of detachment – letting go of expectations regarding the outcomes of our actions or the rewards that may follow and instead concentrating on the tasks, at hand. Mukherjee, S. (2017)

BG 2.47: You are allowed to carry out your assigned tasks; however, you do not have a claim to the rewards of your efforts. Do not see yourself as the reason for the outcomes of what you do or become attached, to doing nothing.

4. Steadfastness in the performance of duty

BG 2.48: Remain dedicated, to fulfilling your responsibilities and do not bound yourself to the outcomes related to success or failure like you advised Arjuna in the teachings of Yog for achieving inner peace and balance.

Leaders are encouraged to stay strong when confronted with difficulties according to Krishna's analogy of the mind being, like a wind that requires discipline and practice to be managed effectively. A calm leader can navigate through uncertainties and make wise choices even amidst turmoil.

Like a person sailing on a ship gets afraid every time there is a wave, would be unhappy and depressed. So, no job is there without its ups and downs. We must keep doing our work most sincerely instead of worrying about the external factors.

The Bhagavad Gita serves as a manual for improving one's skills and productivity to achieve success in reaching specific goals through dedication and commitment to duty while also addressing and overcoming personal weaknesses, for success attainment. (R. P. Das and S. M. Das., 2011).

5. Balance through Contemplation:

The Gita emphasizes the significance of aligning action with contemplation in such a manner that the outcome is peaceful. Taking action is crucial for advancement; however, taking time for self-reflection aids leaders in connecting with their intentions and making informed decisions. Contemplate and balance your actions to see if you have kept unrealistic goals for self and the surrounding people working under you. How the leader deals with the outcome of work, show the balance of their mind. If they have attained balance, they can bring that in the work and the people around them. For example, you have done something with 100% effort but the outcome is not as expected, then you need to sit in contemplation, balance the actions and move towards a better outcome in future.

The ideal leaders lead the employees under him and leads his own senses also to not let them astray. (Anupam Chakraborty, 2022)

6. Inclusion and Equality of all:

Krishna advocates for fostering a culture of inclusion and equality within leadership roles by highlighting the interconnectedness of all beings and the importance of treating everyone with respect irrespective of social status and hierarchical distinctions. The human beings are not body but soul and it merges in one God ultimately, so, a leader must think the employees as his 'self' standing before him and treat them the way, he wants to be treated.

BG 13.29: Those who perceive God as the Universal Soul existing within all things and beings do not lower themselves with their thoughts and ultimately attain the goal.

Leadership: Amalgamation of Theories of West and Insights from Bhagwad Gita

7. Wisdom of self-awareness:

The Gita emphasizes the importance for leaders to develop self-awareness and search for wisdom in order to align their decisions with their authentic selves and inspire their team to excel according to that. When he has wisdom, he would be aware of his inner self and potential, he would be aware of his mistakes and correct them before correcting others.

The principles of the Bhagavad Gita have the power to revolutionize how leaders lead and manage their teams effectively.

Embracing responsibilities and setting an example while also maintaining some distance can help leaders build a positive atmosphere that encourages development, adaptability and making ethical choices.

Like how Arjun gained clarity and bravery with Krishna's advice in the Mahabharata's epic tale; today's leaders can also seek wisdom from these ageless teachings to steer through the intricate realm of authority and leadership.

BG 7.2: Now I will share with you all the knowledge and wisdom that once understood leaves nothing to be discovered in this world.

BG 5.7: One who practices Karma yoga with a mind and disciplined senses and perceives the same spirit, within all living beings is not shackled by actions even while being actively involved in work.

CONCLUSION

The Bhagavad Gita embodies a stage for growth and guidance on attaining enlightenment. The principles of Karma persistently influence individuals accompanying the philosophy of "Karma Yoga" illustrating the universe's response, to every deed undertaken. An leader not just guides a team of workers but also exhibits mastery over his or her own senses. There are plenty of chances to take charge of your life and one must work towards being deserving of this special enlightenment; it is essential for everyone to recognize this fact too. Similarly, businesses should acknowledge their employee's needs. Help them grow through training opportunities. Furthermore, the government can contribute by prioritizing the improvement of resources through comprehensive training initiatives. To cultivate a positive atmosphere, individuals should acquire essential competencies to actively participate as integral components of the country's labor force. The Bhagavad Gita has been proven as a ray of knowledge for implementing just and strategic management practices by providing valuable perspectives and principles. These teachings can be employed in different leadership scenarios and decision-making processes to improve individuals' growth and enhance the progress of both organizations and society collectively. In essence the Bhagavad Gita presents itself as complete manual for management by offering essential viewpoints on leadership strategies, ethical considerations, goal achievement, within organizations while prioritizing the welfare of all involved parties. (Sharma, A. 2024)

By incorporating beliefs and ancient teachings into modern business strategies companies can make a positive difference and aim for success while focusing on the greater good. Drawing insights from timeless wisdom, like the Bhagavad Gita can help leaders tackle obstacles enhance their judgment skills and foster a balanced and enduring corporate culture. (Naragatti S, Nagesh N.V., 2023)

The author suggests that the leadership types as suggested by the great thinkers in the past are based on the fundamentals of Bhagwad Gita or correlating with what is said in the scripture almost 5000 years ago. The autocratic, democratic, transformational, transactional and laissez faire leadership, all are hidden in the verses of Gita. When Arjuna is directed by Krishna to do the things in the battleground which were good to him, he acted as an autocratic leader; when Krishna supports Arjuna by solving all his queries and questions patiently, he acts as a participative leader; Krishna tells Arjuna to fight the battle and lead his army instead of grieving over things which are not permanent, he tells him to be a good leader who can transform his people to show their full potential in the battlefield; when Krishna tells Arjuna to work on Karma and do not divulge into what fruits his action would bear because we are supposed to play our part and the fruit is something which we get as per our actions, he establishes the dictum of transactional leadership; when Krishna tells Arjuna in the end that He has told him everything related to his duties and responsibilities and now it is upon him to take a wise decision about the war, he is acting as a laissez faire leader. Thus, it can be stated that Bhagwad Gita established the same leadership styles in 18 chapters and 700 verses between 400 BCE and 200 CE.

PROPOSED AREA FOR FURTHER RESEARCH

Further research can be conducted on the various aspects of Bhagwad Gita where its preachings can be implemented not only on leadership or management lessons in the organisations but on various aspects of management in the society as a whole. The preachings can be correlated with the day-to-day problems faced in the organisation and the society. It can be found out by a thorough analysis of Bhagwad Gita that what feasible solutions we can get by referring to this scripture. Further research can also establish in a well-documented format that this literature is not a religious book only, it is a paramount solution to inner conflict and if the inner conflict is resolved, the outer conflict can be dealt with ease by the mankind.

REFERENCES

- 1) Bowen, G.A. (2009). Document Analysis as a Qualitative Research Method. *Qualitative Research Journal*, 9(2), 27-40. <https://doi.org/10.3316/QRJ0902027>

Leadership: Amalgamation of Theories of West and Insights from Bhagwad Gita

- 2) Chakraborty. A. (2022). Bhagabat Gita and Leadership: A Correlation between the Supremacy and Practicalism. *Asian Journal of Management*, 13(4), 289-2. doi: 10.52711/2321-5763.2022.00049
- 3) Chandekar, S. B. (2012). Principles of Management and the Bhagavad Gita. *Journal of Dharma*. 37(1), 43–60. Retrieved from <https://library.christuniversity.in/index.php/jd/article/view/143>
- 4) Gall, M. D., Gall, J. P., & Borg, W. R. (2003). Educational research: An introduction (7th ed.). Boston: Allyn & Bacon.
- 5) Harvey, A. (2007). Bhagavad Gita: Annoted and explained. In K. Burroughs Bhagavad Gita. *Woodstock, VT: Skylight Paths Publishing*.
- 6) Hee, C. (2007). A holistic approach to business management: Perspectives from the Bhagavad Gita. *Singapore Management Review*. 29(1), 73-84.
- 7) Jain, R. (2023). The Personal Leadership: Insights from the Bhagavad-Gita. *DME Journal of Management*. 4(2), 38–43. <https://doi.org/10.53361/dmejm.v4i02.04>
- 8) Jaiswal, Usha & RAO, KARANAM. (2019). Leadership Lessons from Bhagavad Gita. *Dev Sanskriti Interdisciplinary International Journal*. 3, 19-24. 10.36018/dsij.v3i0.32.
- 9) Kuknor, Sunaina & Rastogi, Shailesh & Singh, Satyendra. (2022). Me-Leader versus We-Leader: Bhagavad Gita Perspectives on Transformational Leadership. *Purushartha - A Journal of Management Ethics and Spirituality*. 14, 57-64. Doi:10.21844/16202114205
- 10) Mahadevan. B. (2009). Bhagwat Gita: Ideas for Modern Management. Towards a New Paradigm of Business Management – Alternative Perspectives from Ancient Indian Wisdom, Bangalore: IIM.
- 11) Mukherjee, S. (2017). Bhagavad Gita: The Key Source of Modern Management. *Asian J. Management*. 8(1), 68-72. doi: 10.5958/2321-5763.2017.00010.5
- 12) Muniapan, B. and Rajantheran, M. (2008). Transformational leadership from the Bhagavad-Gita and the significance for human capital development. The 4th National Human Resource Management Conference 2008. 115-132.
- 13) Naragatti S, Nagesh NV. (2023). Self and Organisation Management Principles in Bhagavad Gita. *Journal Adv Res Ayur Yoga Unani Sidd Homeo*. 10(1&2), 14-20. DOI: <https://doi.org/10.24321/23946547.202303>
- 14) Rarick, Charles A. and Nickerson, I. (2007). Expanding Managerial Consciousness: Leadership Advice from the Bhagavad Gita. *Journal of Behavioral Studies in Business*. 1-6
- 15) R. P. Das, S. M. Das., (2011), Human Dimensions of Organizational Restructuring- A Study. *Asian J. Management*. 2(4), 162-164.
- 16) Rastogi, S.; Kuknor, S.; Singh, S.P. (2023). Bhagavad Gita for Minimizing Dark Side of Leadership. *Purushartha: A journal of Management, Ethics and spirituality*. 16(1), 1-10.
- 17) Shankar B. Chandekar (2012). Principles of Management and the Bhagavad Gita. *Journal of Dharma (ISSN 0253-7222)*. 37(1), 43-60.
- 18) Sharma, A. (2024). The Bhagavad Gita: Timeless wisdom for effective leadership and Management. *Gap interdisciplinarity A Global Journal of Interdisciplinary Studies*. 7(1), 74-77
- 19) Sharma, A. and B. Talwar. (2003). Business excellence enshrined in Vedic (Hindu) philosophy. *Singapore Management Review*. 26(1), 1-19.
- 20) Simpson, A. V., (2019). Leadership lessons from the Bhagavad Gita. *Bloomsbury Publishing India Pvt. Ltd*. 9789361315732
- 21) Simpson, A.V. and Pina e Cunha, M. (2021). A Bhagavad Gita-inspired Linked Leadership Model. *J Leadership Studies*. 15, 43-48. <https://doi.org/10.1002/jls.21786>
- 22) Weerasingh, T.D., Weerawardane, S.D., Priyasad, K. P. M. (2020). Managing Thyself to be a Productive Manager: Insights from Bhagavad Gita. *Journal of Applied Management and Advanced Research*. 2(2), 77-81.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.