

Concepts and Practices of Management in Context with Indian Knowledge System

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Abstract

Management concepts are studied to manage the business activities. In today's scenario the business activities and operations have become so complex that seems so difficult to manage. The manager feels puzzled and goes under depression. At such time the approach from vedic management is very helpful. Generally the young managers are not aware about the concepts given in Vedas. Vedic management means management through the power supported by natural law. The study of Indian knowledge system covers the different concepts of modern management like vision, leadership, motivation, work excellence, decision making etc. The study of bhagwadgeeta makes a manager conceptually perfect about Karma theory. Vidur neeti, Chankya's arthaneeti, are other scriptures and granthas which teach us life management, self management. Here we can say that if the manager tries to apply these concepts on his own the dissatisfaction will be automatically removed from his life. Also he will be able to increase his own efficiency and help other employees in the group for the same. This research paper mainly focus on studying the concepts in the indian knowledge system, relate them with the management and attain the stage of satisfaction in life.

Key words- Vedas, Bhagwad Geeta, Arthaneeti, Vidurneeti, IKS

Introduction

The complex business operations were previously limited upto metropolitan cities, but now a days they are almost in all tier cities also. The rapid growth of industries has taken charge of the economies of all states in India. The heavy target of GDP growth is pushing us towards more and more production and establishing a highly efficient service network. The production and service industry is spreading their span in Madhya Pradesh also. We have a fast growing economy here. The calculation of GDP is now thought on not only national but on state and district level also. In M.P. we have Indore, Pithampur, Mandideep, Ujjaini as the fast growing industrial hubs. Indore has been emerging as an ideal destination for all industries along with the giant IT sector. In this scenario the demand for executives and managers is also increasing. The managers are heavily uploaded with the work pressure and they have to face new challenges every day. These complex working strategies affect their work life balancing and leads towards dissatisfaction related health issues. The health issues are of two types mainly physical and mental. A manager must be strong enough in both the aspects to face the challenges and perform best.

During the career the managers face a situation where they feel that the theories and practices they studied while doing graduation and post graduation are not able to give solutions. Here is the need to study the management concepts and practices in context with the Indian knowledge system. The students are generally observed not giving importance to the

theoretical subjects like “ Understanding India, Indian Ethos in Business Managements”. They only study it with the objective of passing the examination. The role of teacher is very important that he should study these subjects with interest and try to interpret the relation of management concepts with the IKS to the students. The managers are required to understand the Indian knowledge system which certainly helps him to take the right decisions and become mentally strong also. This is also important to understand the ultimate goal of human life.

Review of Literature-

Kaushal (2017) studied that ancient Indians had developed their own management systems and successfully carried their business affairs.

Yadav (2025) stated in his study that by integrating these timeless principles of management into contemporary business practices, organization can foster inclusive sustainable and purposeful culture.

Kumar (2025) found that foundations of Vedic management philosophy principles are deeply rooted in ancient civilization. The Vedic tradition in India provides a profound and holistic framework of management.

Kumar Ankit (2025) stated that the ancient texts from Indian subcontinent offer a profound wisdom that transcends time and can be applied to management system.

Objectives of the study

1 To make the managers aware about the concepts and practices of management as they are defined in India Knowledge System

2 To study the interpretation of selected terms from selected scriptures like Vidur neeti, Chanakya Arthashastra, and Bhagwadgita and relate it with management.

Research Methodology

This study is based on secondary data. References from different research papers and scriptures are taken.

This is a conceptual study.

The limitation of the study is that it is limited up to selected concepts from selected scriptures like Vidur neeti, Chanakya Arthashastra, and Bhagwadgita.

Analysis

Acharya Vidur is one of the mythological characters in ancient India. He is also called the very first management guru of this world. He was the prime minister of Kuru dynasty of Hastinapur. The Vidur neeti is a treatise on understanding how to manage the enterprise through flawless communication, ethical approach and customer satisfaction. Vidur neeti also talks about management of various resources of an organization.

Chanakya neeti is a sequel of Vidur neeti was given by Acharya Vishnugupta (Chanakya) The Arthashastra (4th century B.C.) is a treatise on political economy. Artha means wealth. The foundation of management in organization are revealed from Arthashastra which can provide a remarkable insight to the managers. He propounded that self management is very important. A manager has to conquer the enemies within they are anger, greed, pride, envy, ego etc. then he will be able to conquer all the challenges in business management. The prospects of analysis of Arthashastra in other areas of organizational management like Financial management, Human resource management, and strategic management can be considered for research in modern scenario. One of the keys to successful management is the

ability to understand and apply management principles to the situation. The past and present models must be studied by managers. In Arthashastra Chanakya gave following five sutras-

- 1 **Sukhasya Mulam Dharmah**- The basis of happiness is dharma that means ethics.
- 2 **Dharmasya Mulam Artha**- The basis of ethics is resources
- 3 **Arthasya Mulam Rajyam**- The basis of resources is Kingdom (ie Business enterprise in modern scenario)
- 4 **Rajyamulam Indriyajayah**- The basis of enterprise is self control (self management)
- 5 **Indriyajayasya Mulam Vinayah**- Self control or conquering organs can be attained by continuous practice.

Why we do the business ? the answer is to earn wealth. The wealth and profits make all the interested parties in the business happy.

Manager as a Leader – Vedantic Perspective

A manager has to play so many roles in the organization. The most significant and popular out of them is Leadership Role. According to Indian ethos a leader's important qualities are his skill maturity and world view. Also proper communication with the subordinates is also important to manage the enterprise. As per the indian vedantic view a leader is supposed to emphasise that by achieving material progress they would also be benefitted spiritually. If one performs his duties (kartavya) well he will be benefitted in both the worlds. In this connection a leader has to play the role of a change agent as well as motivator for the employees in the organization.

Nishkam Karmayoga in Geeta

The work performed by anyone without expecting the return in exchange is the main concept of Nishkam Karmayoga. Bhagwan Shrikrishna said in Bhagwadgeeta that do your work consistently, without any expectation , I will take care of result. Our every action should be dedicated to the god. There in geeta Shrikrishna says -

“Karmanye vadhika raste ma faleshu kadachan”. When the efforts are made consistently without expectation it automatically lead to success. In case when we work selflessly the mind and heart become fearless and ultimately God give us reward. Now a days the managers are required to think about this concept . one side we can also interpret that we should not have more and more greed while we work , because it will make us frightened about the result of our action. We will lose the peace of mind and cannot enjoy what we have in present . So to learn satisfaction and get happiness work always without expectation and be satisfied with the present.

Leadership in context with Geeta

Management is getting the things done by the people in an organization, and Leadership is making them willingly do what generally they avoid despite it is in the interest of the organization. The western management philosophy gives three major approaches of leadership-

- 1 Trait approach
- 2 Behavioral approach
- 3 Contingency Approach.

In Geeta we found four qualities required in a effective leader-

- 1 Appropriate conduct
- 2 Emotional maturity
- 3 Self management
- 4 Macro view or vision

In the first quality leader must know that subordinates are always following his actions so his behavior should be proper. This is given in the third adhyaya of Geeta. In the second adhyaya the emotional maturity is described as the consistent efforts and work experience are taking us towards development. Also it is suggested to avoid the fear of result which prevents us from action. The discussion between Krishna and Arjun interprets the self-management. But before that we must accept ourselves and the outer world as it is. Here “ Aham brahmasmi” and “ Tat- twamasi” are the concepts ver significant as they say that every soul is devine. Leader is supposed to bring that divinity out for the interest of the organization. Practicing karmayog by his own is very helpful in self management. The manager should avoid the selfishness. He should consider that he is a part of the whole universe and the universe is the manifestation of ISHWAR in different forms and figures. The sense of oneness with others will create a service oriented mind and develop a macro vision in us and this can bring wonderful results. Thus macro vision helps a leader to always perform his duties for the interest and well being of the organization, society and nation.

Conclusion

The conclusion of this research paper is that the roots of management principles are deeply found in the Indian Knowledge System. If the managers study regularly our Vedas, Vidurmeeti, Chanakyaneeeti, Arthashastra and Bhagwad Geeta, they will be familiar with so many universal truths. The study of these concepts and practices will help the young as well as experienced managers to clear their doubts and work fearlessly to achieve the zenith of success.

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