



WISDOM OF BHAGAVAD GITA IN REDESIGNING AN ETHICAL MANAGEMENT APPROACH FOR THE 21ST CENTURY

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ABSTRACT

In the dynamic landscape of the 21st century, ethical management has become an indispensable aspect of organisational success and societal well-being. This paper explores the timeless wisdom embedded in the Bhagavad Gita, an ancient Indian scripture, and its potential applicability in redesigning an ethical management approaches for contemporary business world. The Bhagavad Gita, a philosophical and spiritual dialogue between Lord Krishna and Arjuna, offers profound insights into the principles of righteous leadership, decision-making, and ethical conduct. The paper integrates key teachings from the Bhagavad Gita with modern management theories to provide a holistic framework for ethical leadership and organisational governance. Through a comparative analysis of the Bhagavad Gita and modern ethical management framework, this paper aims to contribute to the discussion on ethical leadership in the 21st century. By highlighting the teaching of the Bhagavad Gita, it seeks to offer practical insights for leaders aspiring to create sustainable, ethical, and socially responsible organisations in the evolving global business landscape. This paper aims to bridge the gap between ancient wisdom and modern management practices, fostering a harmonious and ethical approach to organisational leadership in the contemporary era.

KEYWORDS: Bhagavad Gita, Ethical Management Approach, 21st Century.

1. INTRODUCTION

Ethos are a set of Indian culture and practices that contribute to an efficient system of management and leadership roles to influence positive human behaviour derived from the study of Ramayana, Mahabharata, *Bhagavad Gita* and the autobiography of ancestors (Kirado, 2017). An era marked by unprecedented challenges and dynamic shifts in the corporate landscape, the timeless wisdom of the *Bhagavad Gita* emerges as a guide to redesign the ethical management approaches for the 21st century. During the ancient Indian philosophy, the *Bhagavad Gita* offers profound insights that transcend cultural boundaries, providing a reservoir of principles relevant to the complexities faced by contemporary leaders. As organisations seek ethical frameworks that promote purpose-driven leadership, inclusive practices, and sustainable decision-making, the Gita's teachings on dharma, detached action, inclusive vision, stress management, and holistic perspectives serve as a source of inspiration. This exploration delves into the specific verses and chapters of the *Bhagavad Gita* that illuminate its applicability in reshaping ethical management paradigms, fostering a leadership ethos that resonates with the challenges and aspirations of the modern world.

2. STATEMENT OF THE PROBLEM

In the contemporary business landscape of the 21st century, organisations face a myriad of ethical challenges and complexities that demand a revaluation of existing management approaches. Ethical dilemmas, stakeholder conflicts, environmental sustainability concerns, diversity and inclusion issues, and the evolving demands of a globalized and technologically advanced world pose formidable obstacles to

the cultivation of responsible and sustainable business practices. Amidst these challenges, there is a critical need for a comprehensive ethical management framework that not only addresses the multifaceted nature of modern ethical concerns but also provides a timeless and adaptable foundation. This study aims to explore the potential of the *Bhagavad Gita*, an ancient Hindu scripture renowned for its wisdom, in reshaping and redesigning an ethical management approach that resonates with the values and demands of the 21st century. By examining the relevance of the *Bhagavad Gita*'s teachings in addressing contemporary ethical management challenges, this research seeks to contribute to the development of a holistic and purpose-driven ethical management paradigm for organisations in the modern era.

3. REVISITING THE BHAGAVAD GITA: LITERATURE ON ETHICS AND MODERN MANAGEMENT

Muniapan, Balakrishna and Rajantheran (2008) studied the significance of transformational leadership through *Bhagavad Gita* which provides the essence of Indian Vedic philosophy to explore the concept of transformational leadership for human capital development. The study was qualitative in nature. The methodology for the study was hermeneutics which involves understanding and interpretation of ancient classical text. According to the study, Gita provides an inside-out approach towards self-leadership. Moreover, Gita preached that organisational leaders are advised to firstly conquer their enemies such as desires, anger, greed, arrogance, envy, pride, ego and infatuation as it is often said that a leader who is able to conquer the enemies within will be able to



conquer his self and also others. Further, the prospects of analysis of *Bhagavad Gita* can be useful in other areas of organisational leadership such as strategic management, organisational behaviour, human resource management and employment relations. Satpathy and Muniapan (2008) provide some perspective of self knowledge from the verses *Bhagavad Gita* in human capital development. The study was qualitative in nature which involves review and analysis of literature on human capital development and also the interpretation of selected verses of *Bhagavad Gita* in the context of self knowledge and self-evaluation. The methodology is hermeneutics. The research concluded that some selected verses: 4.39, 5.15, 6.5-6, 9.34, 12.8, 16.1-3, 17.14-15, 18.53-56 provide the basis for self knowledge from the *Bhagavad Gita* in the context of human capital development that would impart some moral efficiency to the managers. Muniapam (2015) explore and incorporate the ethical values and principles found in the *Bhagavad Gita* for business leaders in the Indian context. The study is based on qualitative research methodology known as Hermeneutics. The study concluded that in terms of business ethics, the teachings from *Bhagavad Gita* doesn't conflict with other philosophical scriptures. *Bhagavad Gita* is rich with several lessons of business ethics and leadership which will help every Indian business leader to build a vision of success if they apply the principles of ethics taught in the *Bhagavad Gita*. Sharma (2015) present an insight into the real philosophy of Upanishad, Vedas and the *Bhagavad Gita* and its applicability in human life in regard to the management of work and life. The study is based on analytical review of other related studies. The study investigated the influence of Indian Ethos on human life. To create conducive work environment and free rain socio work environment which is free from pressure uncertainty to promote each and every employee to ascend up from physical and emotional boundaries in order to attain self-actualization, the management must follow the path of ethos from Upanishad, Vedas and the *Bhagavad Gita* in terms of Leadership, Industrial Relations, Job satisfaction, Motivation, Work, Financial management, Business environment, Manager ethics. Nanda (2016) focuses how the modern management concepts like mission, vision, leadership, motivation, excellence in work, achieving goals, work communication, decision making and planning are being discussed the *Bhagavad Gita*. According to the study, the contribution of *Bhagavad Gita* is not spiritual knowledge but the art of self-determination, personality, behaviour, time management, stress management and many other aspects of management which can be used as a guide to increase management effectiveness. Further, the *Bhagavad Gita* suggested an HRM approach that basically focuses on exploring the inner-self. The study concluded that if managers can develop a sense of confidence as indicated in *Gita*, the quality of leadership and management will be improved. Anila & Krishnaveni (2017) study how *Bhagavad Gita* enlightens people on all managerial techniques leading them to be effective in their jobs. The study was secondary in nature. The study concluded that the Western management philosophy is based on materialism which only aims for profit irrespective of the quality of the means adopted to achieve that goal. The western management concepts of vision, leadership, motivation, excellence in work, goal achievement, meaningful work, decision making and planning, are all discussed in the *Bhagavad Gita* in regard to how to tackle the issues from the

grass roots level of human thinking. Mukherjee (2017) aims to highlight the role of *Bhagavad Gita* in developing the personality to suit the present generation for peace and happiness. The study provide some perspectives of self-knowledge from the *Bhagavad Gita* in the context of human capital development that would impart moral efficiency to the managers. The study was qualitative in nature that includes a review and investigation of the writing on human capital advancement. The approach of interpretation is hermeneutics where the verses of *Bhagavad Gita* has been selected in regard to self-information. The study concluded that *Bhagavad Gita* enlightens us with several lessons on self-knowledge, self-observation, self-examination and self-evaluation which are called Divine Qualities as enlisted by Lord Krishna in the *Bhagavad Gita* (chapter 16 verses 1, 2 and 3). Moreover, the western model of efficiency, dynamism and striving for excellence should be followed along with the Indian holistic approach, thus, enhancing the management skills towards Indian-centric and not American-centric. Mukherjee (2017) showcases how 'Gita' influences the life of modern human society especially 'Y' and 'Z' generation. The study also tries to analyse and highlight, how *Bhagavad Gita* supports and develops certain management vision and thoughts, which has created a benchmark in the modern world as a key source for success to any organisation or an individual. *Bhagavad Gita* transfers the ideal philosophy 'Karma Yoga', a base for human action or karma. The 'Karma Yoga' says it is the responsibility of all human beings on the earth to realize and strive for the ultimate excellence in their own profession to meet socially desired targeted goals. It is also the responsibility of the organisations to understand the need of the employees in this competitive world. Organisations need to focus on the up-gradation of their employees through effective training and development. Government needs to put attention on the allocation of the reasonable amount for the human resource development by promoting quality education to all the fellow citizens of the nation. Hence, it will enhance the competitive advantage of the individual and would create a source of resourceful human capital within the country. Saini (2017) aims to highlight *Bhagavad Gita's* model for human resource management in industries. *Bhagavad Gita* is a book of practical wisdom which does not only preach how to attain Moksha but it is a shastra which teaches how to live a good, successful and happy life. According to the study, Management gurus can use *Gita's* technique of human resource management in their organisations. They can motivate their staff to do work with perfection. *Gita* gives equal importance to every individual whether he or she is of any *svabhav* or *varna*. In industrial terminology, we can say the employee or worker of any rank is equally important for the progress of an organisation or industry to rise up to the higher level. *Gita* indicates three motivational techniques: external motivation, internal motivation and motivation of soul or self. In fact, *Gita* spells out a code of conduct both for worker and the owners, thereby, its techniques can prove useful in managing human resources in organisation. Dhingra, Subodh and Jain (2018) studied the *Bhagavad Gita* to relate it with modern management practices and find solutions from the epic for day-to-day problems faced by managers. The study suggest the adoption of the teachings of *Bhagavad Gita* for real enlightenment and better management practices. It was qualitative and review analysis of the *Bhagavad Gita* and other



research study. There will be continuous improvement in the way work is carried out due to the practice of Dharma and Karma Yoga. The organisation will move towards perfection in all its operations. It will eliminate all job-related stress. The teachings of Lord Krishna 2.47, 3.14-16 and 7.22 in the *Bhagavad Gita* leads to expression in devotion, surrender and equipoise. Detached involvement in work is the key to mental equanimity or the state of nirdwanda. This leads to fulfilment of organisational supremacy and not just the personal success and achievement. Shringi and Joshi (2018) attempt to present the management functions including Planning, Organizing, Staffing, Decision making, Motivation, Leadership, Budgeting and Controlling described in Gita. It was descriptive study and analysis of related articles on *Bhagavad Gita* and management. Gita presents a holistic approach towards management functions and considered as an inspiration in comparison of motivation. The principles and functions mentioned in Gita are important for providing the essence of excellence i.e. Efficiency (Dakshatva), Competition (Kaushala) and Faultless Efficiency (Apramadatava). Weerawardana, Priyasad and Weerasinghe (2018) critiques the insights manifested in *Bhagavad Gita* to be applied in modern organisations to effectively manage people at work. A narrative review of relevant articles known to the authors on *Bhagavad Gita* was conducted. Among the lessons of the *Bhagavad Gita*, it is found that empowering employees through 'Bakthi', 'Yukthi' and 'Mukthi' lays the foundation stone of effective Human Resource Management (HRM). Further, in the study, it is recommended in Gita to nurture a divine work culture (Daivi Sampat) which involves fearlessness, self-control, tolerance of scarification and assertiveness which could be beneficial for both the individual employees and organisations. As per the Gita, treating employees as lives not as employees, empowering them through 'Bakthi', 'Yukthi' and 'Mukthi' and nurturing a divine work culture were found as basics for managing lives at work. Hence, this study concluded that Gita is to be followed in managing lives at work for modern practising managers and professionals in the field of HRM. Pillai, Agarwal and Pillai (2019) studied the management principles from the *Bhagavad Gita* with its effect and implication in the present scenario of corporate world and society. The study is qualitative in nature based on other related study and the researcher has taken few principles of management such as leadership, discipline, motivation, authority and responsibility to have a thorough understanding of the study. Some modern management theories can be derived from the principles of *Bhagavad Gita* such as: 2.37 for motivation, 2.47 for authority and responsibility, 3.20-21 for leadership, 6.19 for discipline. *Bhagavad Gita* emphasize in attaining the goal by doing the work without expecting much from its results. Thus, the *Bhagavad Gita* is of universal significance for the modern management practices. Srilalitha & Supriya (2019) study primarily aims to introduce the underlying dimensions of workplace spirituality in Hinduism taking excerpts from the *Bhagavad Gita*. The study is a conceptual paper that adopted a qualitative research to conduct a comprehensive review of literature from the last 20 years that are fundamental understanding of the evolution of workplace spirituality thus tracing the roots in *Bhagavad Gita*. The study concluded that the thoughts of *Bhagavad Gita* are applicable to each dimensions of workplace spirituality which defines a new perspective and delineated its dimensions as a persistent

positive state of work environment that promotes spiritual awakening and enhances business ethics, ethical behaviours of people at different stages, maximizes the triple bottom line, finally resulting in peace. Ganguly & Gope (2020) acquire a bird's eye view on the delinquent of employee stress management in the modern corporate world. To ascertain elucidations to the trouble of employee's mental stress from the *Bhagavat Gita*. The study uses both primary as well as secondary data on employee stress in recent years. The study implies quantitative research. The primary data has been collected through survey questionnaire through online method comprises of 25 respondents on the primary data aspect of things. The study concluded that the Holy book still has applicability in the modern day corporate stress management. The basic supports of the *Bhagavad Gita*, self-restraint and ethical conscience are significant even today and highly upholds the success rate of an average corporate worker. The *Bhagavad Gita* holds relevance in the modern age and one can definitely look up to it in order to contest mental stress and other ethical dilemmas. Juneja (2020) studied the subject matter of *Bhagavad Gita* and its relationship with management principles. An analytical study was conducted which describes the theory and practice of conflict management. The philosophy of *Bhagavad Gita* should not to be viewed from the spiritual perspectives but also as a guide in developing managerial effectiveness as management is an essential part in the context of Optimum utilization of available resources, work commitment and culture, manager's mental health. The essence of *Bhagavad Gita* is the Karma Yoga which is based on human actions. Sagar and Sugandhi (2020) find out the impact of work life balancing practices in *Bhagavad Gita* as a good strategy for employees work life integration with reference to IT Sectors. A survey was conducted among different managerial levels of top 10 IT companies in Kerala with a samples of 50 employees through questionnaire. Moreover, secondary data was collected and compiled from published articles and other related theories. The study concluded that based on the insights from the Gita, managers can undertake two important lessons from the *Bhagavad Gita* such as: developing a good sense of neutrality for discharging one's work very effectively; embracing the principle of Karma Yoga as described in Chapter 5 of *Bhagavad Gita* for improving the quality of management in organisations. Thirupathi and Anbugetha (2020) studied the 18 chapters of *Bhagavad Gita* to identify the management concepts contained in the Gita. The study is secondary in nature where a proper scanning is done to have more clarity of other research papers. The study highlighted the *Bhagavad Gita* from Management Perspectives of 18 chapters where it is inferred by thorough analysis of the *Bhagavad Gita* that management has been a part of life for centuries and the *Bhagavad Gita* have given evidence for this before the management thinkers came to be. Weerasinghe, Weerawardane and Priyasad (2020) identify and discuss the insights for self management revealed in *Bhagavad Gita*. The study attempt to compare and contrast the insights in *Bhagavad Gita* with the western views & practices, and present a balanced perspective of managing thyself. The study is qualitative content analysis, but descriptive in nature. In *Bhagavad Gita*, as Lord Krishna preached about controlling the mind, determination, sense of gratification, free from false ego and pride, maintaining internal consistency, mental peace and emotional intelligence are illustrated as essential elements of



self-management. An individual is the one who perceive the holistic view of things, thus, managing thyself properly in every situation in order to be a productive manager. Harshavardhana and Srinivas (2021) studied how *Bhagavad Gita* emphasise core leadership skills in an individual and is influenced by Value-systems. The study undertook an exploratory journey of all the 700 verses with special reference to Chapter 13, attempting to identify the leadership skills and value systems that Lord Krsna preached his disciple Arjuna. The *Bhagavad Gita* teaches that good leadership requires inner balance and path to self realisation. Moreover, it brings confidence, removes ignorance, delusion and self doubt. The teaching of *Bhagavad Gita* allows one to exercise control over his senses and renounce the attachment to the results of his action. Lavanya (2021) studied the link between Henry Fayol's principles and *Bhagavad Gita*. The study was conducted to gain insight on management perspective of *Bhagavad Gita*. It was qualitative study and the methodology is hermeneutics. The study suggested that managers can take inspiration from the spiritual texts than relying on the western concepts. The questions raised by Arjuna and answered by Lord Krishna in the *Bhagavad Gita* can be translated to work place context and applied in the management practices. Maharana (2021) draw insights into the extracted lessons that are indispensable for the entrepreneurs and managers in the modern world. The paper deals with a descriptive review and critical analysis of the holy inscription of *Bhagavad Gita* in entrepreneurial and managerial development. The study concluded that *Bhagavad Gita*'s inherent desirability applies to all fields as explained in verse 2.48 and 3.18 for risk-taking and management decision making, 9.15 and 3.20-21 for leadership, 17.15 for communication, 18.35 for re-silience and flexibility, 13.9 for creativity, 10.30, 10.33 and 11.32 for time-management, 2.50, 3.36-37, 3.39-40 for ethics, 6.6, 6.33-35 for focus and self-control. Sain (2021) drive insights and analyse whether *Bhagavad Gita* is eligible to become a part of the modern management. The methodology for the study is hermeneutics. The *Bhagavad Gita* highlighted all the dimensions of modern management such as stress management, self management, resource management, vision, leadership, motivation, excellence in work, efficiency, effectiveness, achieving goals, work orientation, nature of an individual, decision making, planning, etc. Some verses 1.29-30, 2.2, 2.14, 2.47, 2.62-63, 3.13, 5.26, 6.34-35, 16.1-3, 18.28 are considered to be part of modern management. Chugh and Singh (2022) measure the effectiveness of organisational corporate culture and its description in *Bhagavad Gita* and know whether the practical message of *Bhagavad Gita* has strong linkage to core management practices. A review and interpretation of selected verses of *Bhagavad Gita* in the context of self-knowledge was studied. The methodology is hermeneutics. According to the study, Krishna elaborates in *Gita* on the two kinds of work culture i.e. Daivisampat and Asurisampat. *Bhagavad Gita* doesn't support the Asuri work culture which means improper performance, personal desires, delusion, egoism rather it inspires the mental inclination and supports Daivi work culture. Gupta & Soni (2022) focus on the importance of the philosophy of Ramayana and Shrimad *Bhagavad Gita* in solving current business problems and their relevance in current business environment. This conceptual study is based on secondary sources of data like journals, articles, books, websites etc. The Ramayana and *Bhagavad*

Gita, instructs managers to establish a spiritual work atmosphere and imparts the spiritual lesson to individuals which will improve the organisation's strength, loyalty and environment among the workforce. The thoughts and lessons of dedication, self-improvement, leadership, and corporate social responsibility and management ideals are found in the *Bhagavad Gita* and the Ramayana that assists the managers in using their managerial abilities and carrying out their duties effectively. Sharma (2022) study the relationship between *Bhagavad Gita* and Business Ethics and explore the ethical principles found in the *Bhagavad Gita* to fill the literature gap in the wisdom literature in the business organisations. The study is based on ancient wisdom which are given in literatures in the context of business. The study concluded that in the current scenario, earning profit is not enough, business organisation have to earn goodwill through ethical practices to sustain in the long term. *Gita* advocates the business ethics based on eternal values and moral principles that governs the code of conduct of business houses and hence, good ethical practices are the key to the survival of a business organisation. Srivastava, Pandey, Yadav & Gupta (2022) identify the impact of Ramayana and *Bhagavad Gita* on the various attributes of managerial skills and effectiveness. The study is descriptive in nature. This paper concluded that the various managerial skills and management lessons learned from *Bhagavad Gita* and Ramayana enhance managerial effectiveness in an organisation. It is found that the various aspects of management practices like human values, trust, information, technology, leadership, motivation, and moral values are discussed in Ramayana and *Bhagavad Gita* which must be applied in the modern management. Dhamija, Pandoi and Singh (2023) understand the idea of ardent devotees of the Hindu Dharma who follow the *Bhagavad Gita* and how the same is relevant in today's competitive corporate environment. This paper establishes the rationality of teaching of various tenets of *Bhagavad Gita* while striving for excellence by corporate leaders and gain competitive edge to carve a niche for the corporate to ensure sustainable development. The paper presented various perspectives as found in the *Bhagavad Gita* and the interpretations of the verses 2.21, 2.38, 3.9, 3.19, 3.29, 4.18, 7.18, 9.1 which could be applied in the corporate setting. More such work related to different domains of management, for example, strategic management, financial management and human resource management can be inspired from *Bhagavad Gita* as well as other holy texts of the world.

4. OBJECTIVE OF THE STUDY

The objective of the study is to explore the wisdom of the *Bhagavad Gita* in redesigning an ethical management approach for the 21st century and derive the practical insights and principles from this ancient scripture that are relevant and applicable to the dynamic challenges faced by contemporary organisations.

5. METHODOLOGY

The methodology for exploring the wisdom of the *Bhagavad Gita* in redesigning an ethical management approach involves a comprehensive and systematic process of integrating a review of previous research into the existing knowledge, thus, offering new perspectives and applications for modern management in the 21st century.



6. BHAGAVAD GITA AND ETHICAL MANAGEMENT APPROACH IN THE 21ST CENTURY

The *Bhagavad Gita* comprises 18 chapters and 700 Sanskrit verses, that offers spiritual wisdom imparted by Lord Krishna to Arjuna. This sacred text serves as a timeless source of guidance and inspiration for millions of people across the globe. As a universal scripture, it presents valuable insights into overcoming life's challenges, making wise decisions, developing inner strength, and leading a meaningful life while shaping a better future. The timeless teachings of the Gita, when applied to contemporary leadership, can foster a holistic, values-driven approach that can promote sustainability and redesign ethical management practices in the organisation for the 21st-century business, the imperative for ethical management has never been more pronounced. As organisations grapple with intricate ethical dilemmas, stakeholder conflicts, environmental concerns, and the demands of a diverse and globally interconnected workforce, the need to redefine and redesign ethical management approaches becomes paramount. This exploration delves into the profound wisdom encapsulated in the *Bhagavad Gita*, an ancient Hindu scripture, as a source of guidance and inspiration in reshaping ethical management practices for the challenges and opportunities of the modern era.

I. Leadership

• Teaching of Dharma (Duty)

"shreyan swa-dharmo vigunah para-dharmat sv-anushtitat swa-dharme nidhanam shreyah para-dharmo bhayavahah"
(3.35 *Bhagavad Gita*)

This means that – it is far better to perform one's natural prescribed duty, even though tinged with faults, than to perform another's prescribed duty. In fact it is preferable to die in the discharge of one's duty, than to follow the path of another's which is fraught with danger.

– (Swami Mukundananda)

The *Bhagavad Gita* emphasizes the concept of dharma, one's duty or righteous path. Leaders are encouraged to lead by example, fulfilling their duties with dedication and integrity.

• Detached Leadership

"Karmanye Vadhikaraste Ma Phaleshu Kadachana Ma Karma Phala Hetur Bhurma tey Sangostva Akarmani"
(2.47, *Bhagavad Gita*)

This means that – You have the right to work only but never to its fruits. Let not the fruits of action be your motive nor let your attachment be to inaction.

– (Swami Vivekananda)

Leaders are advised to act with detachment from personal desires and ego, focusing on their duties and the welfare of the team or organisation.

II. Communication

• Clarity and Consistency

"anudvega-karamvakamsatyampriya-hitam cha yat svadhyayabhyasanamchaiva van-mayam tapa uchyat"
(17.15, *Bhagavad Gita*)

This means - Words that do not cause distress, are truthful, inoffensive, and beneficial, as well as regular recitation of the

Vedic scriptures—these are declared as austerity of speech (Maharana, 2021).

The Gita stresses the importance of clear communication. Leaders should communicate with clarity, consistency, and transparency, fostering trust within the team (Maharana, 2021).

III. Work Culture

Bhagavad Gita talks about two types of work cultures 'Daivi Sampat' and 'Asuri Sampat'. 'Daivi' Work Culture involves less fear, purity, divinity, calmness, holistic environment, absence of fault, lack of greed and lust, ethical, modesty and full of cosmic energy and pride. Whereas in 'Asuri' Work Culture contains ego, jealous, misbelief, personal wants, lack of proper performance and lack of job oriented service. 'Daivi Sampat' work culture is the best option to become a world class enterprise by tapping the potential within the workplace (Sarabu, 2022)

IV. Motivation

The *Bhagavad Gita* contains profound teachings on motivation that can be applied effectively in management roles (Sharma, 2023)

"uddhared atmanatmanam natmanam avasadayet atmaiva hyatmano bandhur atmaiva ripur atmanah"
(6.5, *Bhagavad Gita*)

This means - A person must elevate himself by his own mind; the mind is the friend of the conditioned soul, and his enemy as well (Sharma, 2023).

V. Discipline

"yatha dipo nivata-stho nengate sopama smrita yogino yata-chittasya yunjato yogam atmanah"
(6.19, *Bhagavad Gita*)

This means - Just as a lamp in a windless place does not flicker, so the disciplined mind of a yogi remains steady in meditation on the Supreme.

– (Swami Mukundananda)

Discipline refers to obedience to rules and regulations of the organisation which is necessary for systematic working if the organisation (Pillai, Agarwal and Pillai, 2019).

VI. Management Decision Making

The three gunas in the *Bhagavad Gita* from the Purusha (consciousness of a person) and Prakriti (brahman) are based on the decision making process in the management (Bhattacharjee, 2012).

"sattva sanjayate jnanam rajasolobha eva ca pramada-mohau tamaso bhavato jnanam eva ca"
(14.7 *Bhagavad Gita*)

This means - a balance within the three gunas – Sattwa (which comes from knowledge, wisdom, ethical and moral conduct), Rajas (leads to passion, action and perseverance) and Tamas (refers to inactivity, ignorance and recklessness) are the most important elements for the organisation's stakeholders. An imbalance within these three gunas leads to failure in decision making process at the various level of an organisation (Bhattacharjee, 2012).



7. CONCLUSION

The *Bhagavad Gita* is a conversation between Lord Krishna and the warrior Arjuna on the battlefield of Kurukshetra. It addresses the moral and philosophical dilemmas faced by individuals and emphasizes the importance of dharma (righteous duty). The Gita concludes with Arjuna gaining clarity and resolve, ready to fulfil his duty as a warrior.

The *Bhagavad Gita* emerges as a timeless source of wisdom, offering practical insights for redesigning ethical management approaches in the 21st century. By integrating its teachings on duty, detached action, responsibility, inclusivity, and resilience, organisations can foster a culture of ethical leadership that not only navigates contemporary challenges but also contributes to sustainable and purpose-driven business practices. The *Bhagavad Gita* stands as a guiding light, providing a profound and adaptable ethical framework for the dynamic landscape of modern management.

The ancient scripture, attributed to the sage Vyasa, serves as a timeless guide, offering a holistic framework that transcends cultural and temporal boundaries. The synthesized wisdom from the *Bhagavad Gita* provides valuable contributions to the discourse on ethical management and offers actionable strategies for organisational leaders navigating the complexities of the modern business landscape.

In essence, the *Bhagavad Gita* stands as a timeless guide for ethical management, offering principles that resonate with the challenges and aspirations of the contemporary business world. The *Bhagavad Gita* as an ample source of inspiration, encourages leaders to embark on a journey towards ethical excellence in the dynamic landscape of modern management. A holistic approach that crosses the cultural and temporal boundaries can be developed by combining the ideas of ancient philosophy with contemporary management concepts, thus, providing a way to lead ethically and sustainably in the changing 21st-century environment.

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