

ARAVALI GROUP OF COLLEGES,  
UDAIPUR : 21 JANUARY 2019  
&  
SCHOOL OF MANAGEMENT,  
MOHANLAL SUKHADIA UNIVERSITY,  
UDAIPUR : 22 JANUARY 2019

Presentations

by

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**LEADERSHIP, GOVERNANCE & MANAGEMENT :**  
**A *BHARTIYA* PERSPECTIVE**

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- Opening article of the Constitution of India : ‘**India**, that is **Bharat**, shall be a Union of States - - -’. Why these two names ?
- Why have I used the term ‘**Bhartiya**’, not ‘**Indian**’ ?

### ETYMOLOGY : “INDIA”

- Old Persian references (*Sindhu, Indu, Hindos-tan*) : 300 – 600 BCE
- Greek references (*Indos, Indike, Inde*) : 425 – 484 BCE
- Chinese references (*Tianzhu*), Japanese (*Tenjiku*), Korea

### ETYMOLOGY : “BHARAT”

#### The Three Bharata’s of the Puranas

- ✓ 1. Bharat, son of Rishabh, in line of Priyavrata Manu (**After whom this country is called Bharat**)
2. Bharat, son of Dashrath (Suryanvanshi king)
3. Bharat, son of Dushyanat (Chandravanshi Kuru king)

#### When Did Our Manu Live ? (My Calculations)

Sat Yug	: 1,728,000 yrs
Treta Yug	: 1,296,000 yrs
Dvapara Yug	: 864,000 yrs
Ongoing Kali Yug	: 3,102 BCE 2,019 CE
<b>TOTAL</b>	<b><u>3,893,121 yrs ago</u></b>
	<b><u>???</u></b>

# GENEALOGY : KING BHARATA

## Swayambhuva Manu

(The First Man / Manav / Manush of the 7<sup>th</sup> Manvantara)

“Bhaa” means Light. in Sanskrit. “Rat” is the past participle of “Rati” which means Immense Love And Passion. The ones born here have immense love and passion for enlightenment, hence the land of the Bhaa-ratas is called Bhaarata Varsha. Vishnu Purana : वर्षं तद् भारतं नाम भारती यत्र सन्ततिः

SOURCE : VISHNU PURANA  
(1st millennium BCE - early 2<sup>nd</sup> millennium CE ?)  
(<https://Hinduism.stackexchange.com>)

MANUSMRITI (1250 BCE – 300 CE ?)  
mentions *Aryavarta* : the land between the Himalaya & Vindhya Ranges, from the Bay of Bengal to the Arabian Sea (Wikipedia)

9 Sons

King Nabhi got *Hima* - the land South of the Himalayas. Also called *Nabhi-Varsha*

(Nabhi's Wife : Meru)

King Rishabha

100 Sons

Eldest was BHARATA, who became King

# ANTIQUITY OF OUR CULTURE

242 YEARS OF USA

742 YEARS OF FOREIGN RULE : INDIA

BHARAT

10,000 YRS OLD

8,000 YRS OLD

LET US NOT MISTAKE THE PIMPLES & BOILS FOR THE ENTIRE BODY  
WHAT DOES OUR EDUCATION TEACH US ABOUT THE TRUE BHARAT ?

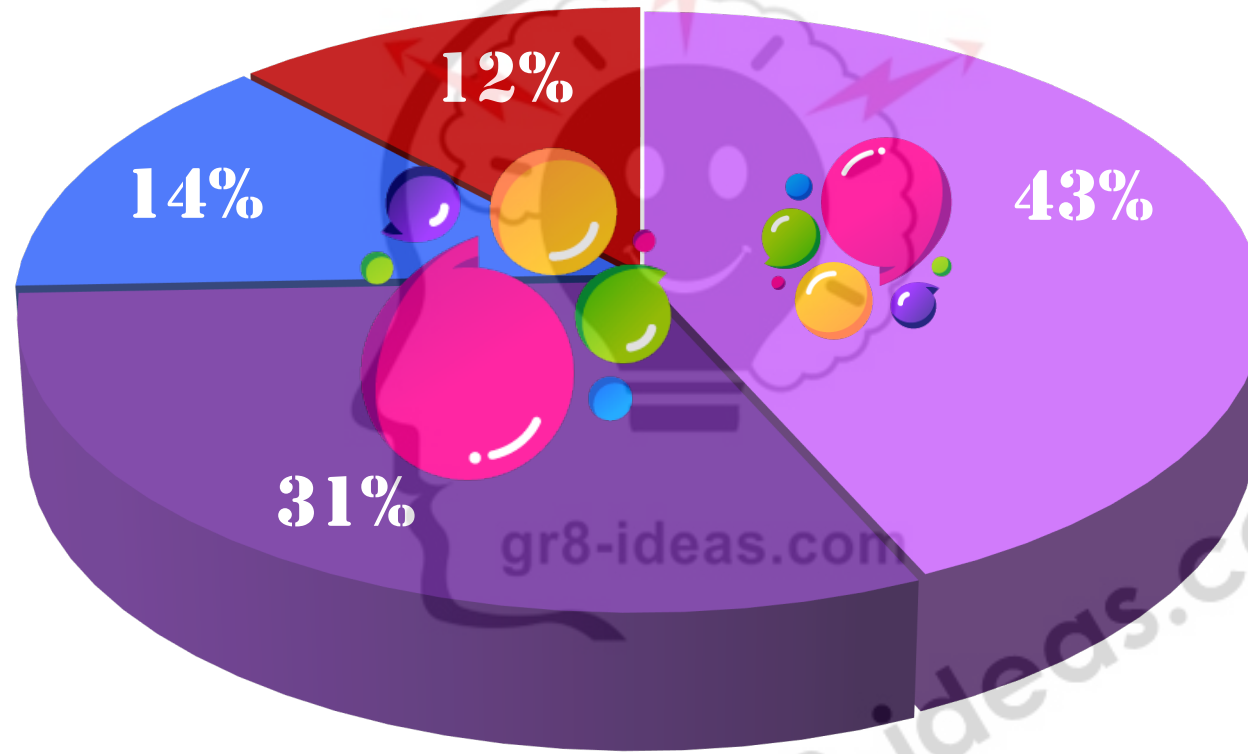
BHARAT

5,000 YRS OLD

BHARAT

3,000 YRS OLD

# DURATION OF FOREIGN RULE



■ DELHI SULTANATE (1205 - 1526)	- 321 YRS
■ MUGHAL EMPIRE (1526 - 1757)	- 231 YRS
■ EAST INDIA COMPANY (1757 - 1858)	- 101 YRS
■ BRITISH EMPIRE (1858 - 1947)	- 89 YRS
	<b>742 YRS</b>

# CAVEATS : FOREIGN RULE

- At no point in time was the entire Indian landmass under foreign domination.
- Even during foreign rule there were periods of Indian resurgence eg: Marathas (Shivaji), Ahoms (Lachit Borphukan), Sikhs (Ranjit Singh), etc
- In spite of brutal suppression, the traditional Bhartiya culture always surged back & continues to be the ONLY ancient civilisation still largely intact.
- Besides these MAJOR foreign influences, india has also experienced MINOR influences from the French, Dutch, Portuguese, Chinese, Persian, Central Asian, Far Eastern & South East Asian cultures: some profound, others not so.
- These influences were varyingly suppressive (negative) & enriching (positive).



# **LEADERSHIP, GOVERNANCE & MANAGEMENT**

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# WHAT IS THIS GUY'S COMPETENCE TO TALK ON THIS SUBJECT ?



## Leaders Motto

"The safety, honour and welfare of your **country** comes first, always and every time.

The honour, welfare and comfort of the people you lead comes next.

Your own ease, comfort and safety comes last, always and every time."



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# QUICK REFRESHER : CONTEMPORARY (WESTERN-ORIENTED) KNOWLEDGE

- **LEADERSHIP**
- **GOVERNANCE**
- **MANAGEMENT**

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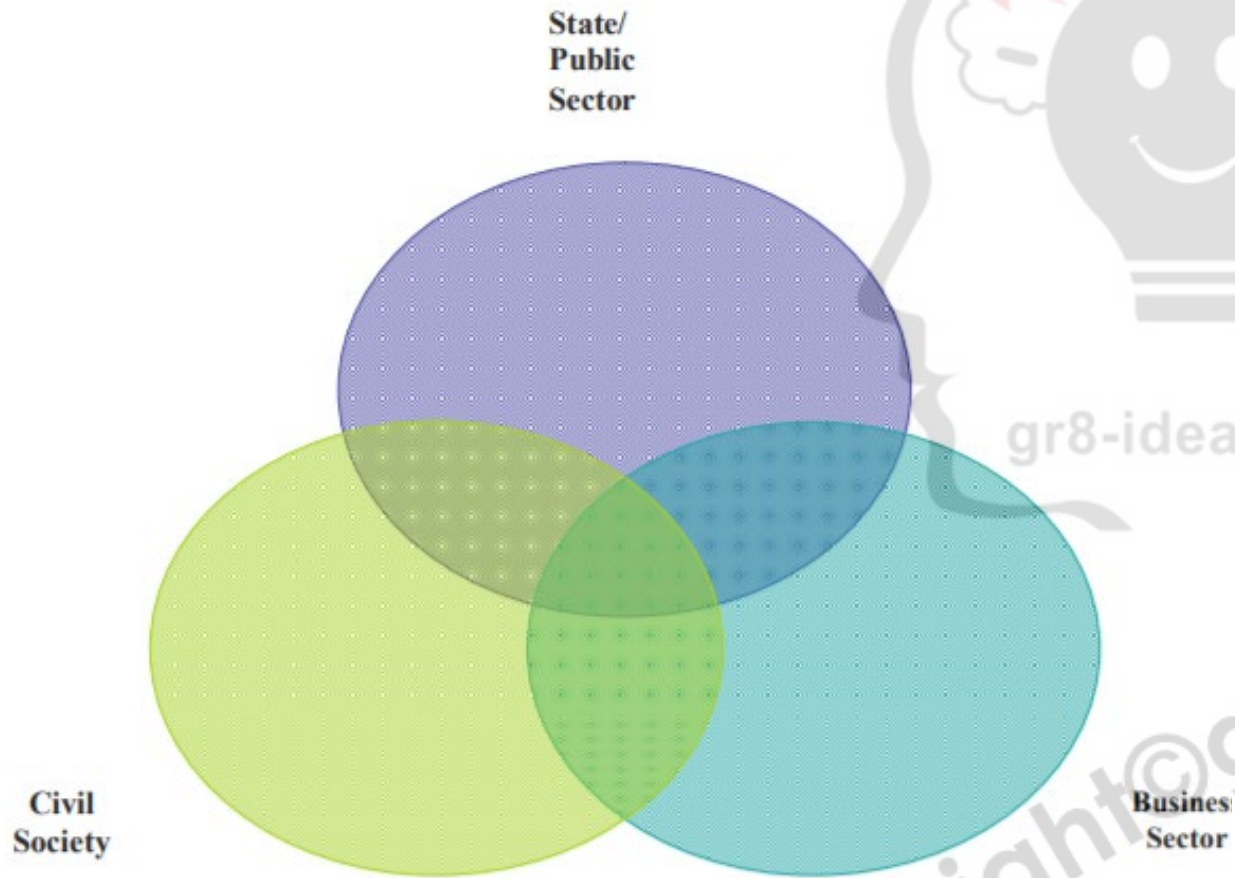
# **LEADERSHIP**

## **THE MAIN THEORIES**

- 
- **Great Man Theory**
  - **Trait Theory**
  - **Behavioral Theories**
  - **Role Theory**
  - **The Managerial Grid**
  - **Participative Leadership**
  - **Lewin's leadership styles**
  - **Likert's leadership styles**
  - **Situational Leadership**
  - **Hersey and Blanchard's Situational Leadership**
  - **Vroom and Yetton's Normative Model**
  - **House's Path-Goal Theory of Leadership**
  - **Contingency Theories**
  - **Fiedler's Least Preferred Co-worker (LPC) Theory**
  - **Cognitive Resource Theory**
  - **Strategic Contingencies Theory**
  - **Transactional Leadership**
  - **Leader-Member Exchange (LMX) Theory**
  - **Transformational Leadership**
  - **Bass' Transformational Leadership Theory**
  - **Burns' Transformational Leadership Theory**
  - **Kouzes and Posner's Leadership Participation Inventory**

# GOVERNANCE

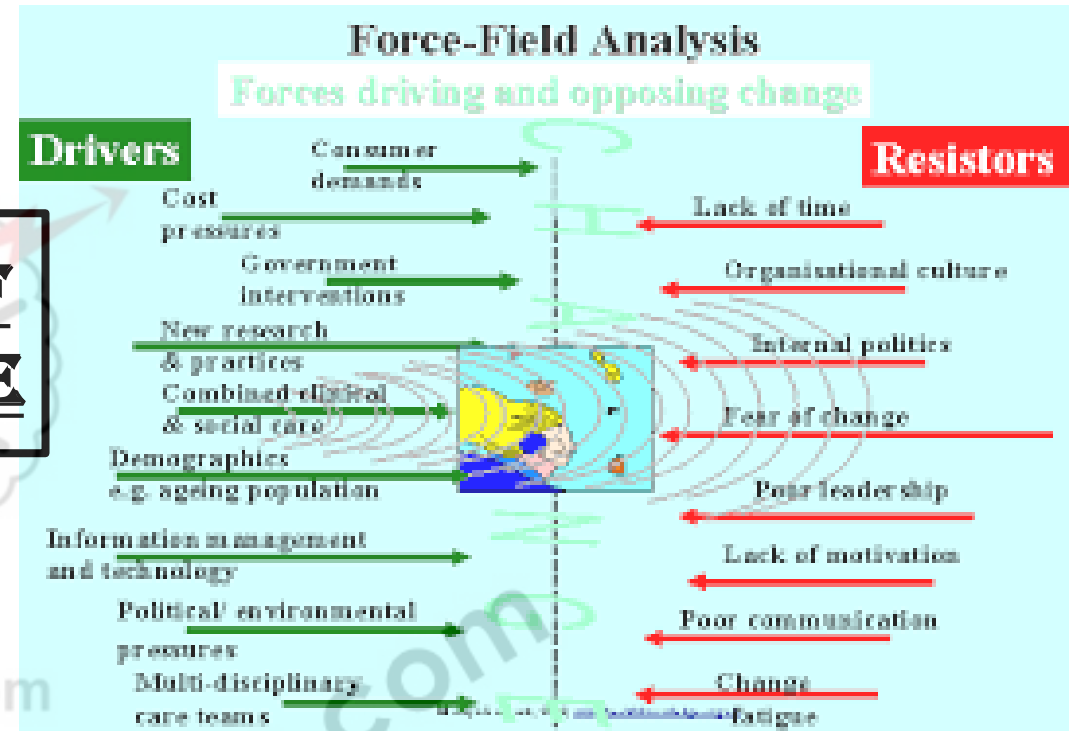
## THE STAKEHOLDERS



## The 4 Theories of Government

- Where did the state come from? Here are the 4 main theories on how the state originated:
  - First, can we name them?
1. **The Force Theory**- “The state was born of force”.
  2. **Evolutionary Theory**- developed out of the early family
  3. **The Divine Right Theory**- “Divine Right to rule”
  4. **The Social Contract Theory**- the state arose out of a voluntary act of free people.

## THEORIES OF GOVERNANCE



## Alternative Frameworks for Corporate Governance

Serial No.	Theoretical Framework	Basic Discipline	Year of Origin
1	Agency Theory	Economics	from 1930's onwards
2	Stakeholder Theory	Management	from 1970's onwards
3	Stewardship Theory	Psychology & Sociology	from 1990's onwards

# CHARACTERISTICS OF GOOD GOVERNANCE



# **MANAGEMENT**

## **MODERN THEORIES : 1960 TO PRESENT**

- 1. Quantitative / Mathematical / Management Science / Operations Research Approach.**
- 2. Systems Approach.**
- 3. Contingency or Situational Approach.**



# RECENT DEVELOPMENTS

- Theory of Constraints
- Management by Objectives
- Re-engineering
- Six Sigma
- Viable System Model
- IT driven theories such as Agile Software Development & Group-Mgmt theories such as 'Cog's Ladder'

## 'POP-CULTURE' MGMT

- Time
- Stress
- Hospital
- Hotel
- Product
- Wealth
- Health
- Noise
- Pollution
- Boss
- Add 'mgmt' to anything.

# MANAGEMENT THEORISTS

- Early Period : Chanakya, Niccolò Machiavelli, Xenophon, Kautilya, Sun Tzu, Sun Shien Buhai
- 19<sup>th</sup> Century : Adam Smith, John Stuart Mill, James Watt, Eli Whitney, James Watt & Matthew Boulton
- 20<sup>th</sup> Century : Henry Fayol, Frederick Winslow Taylor, Frank & Lillian Gilbreth, Henry L Gantt, J Duncan, Ichiro Ueno, Henri Fayol, Alexander Church, Ordway Tead, Walter Scott, Elton Mayo, Mary Parker Follett, Chester Barnard, Max Weber, Rensis Likierman, Argyris, Fredmund Malik, Ghislain Deslandes, John Stuart Mill,, Alfred Sloan, Fisher, Patrick Blackett & Peter Drucker
- 21<sup>st</sup> Century : Manfred F.R. Kets de Vries, Roger Martin, Don Tapscott, Clayton Christensen, W Chan Kim & Renée Mauborgne, Michael Porter, Marshall Goldsmith, Alexander Osterwalder & Yves Pigneur, Adam Grant, Richard D'Aveni & Rita McGrath

**OVERWHELMINGLY WESTERN ORIGINATED & ORIENTED**

# **SIX BRANCHES OF BUSINESS MANAGEMENT**

1. Financial Management
2. Human Resource Management
3. Information Technology Management
4. Marketing Management
5. Operations & Production Management
6. Strategic Management

# BUSINESS MGMT : THE BOTTOM-LINE



**PROFIT MAXIMIZATION**



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**BHARTIYA VIDYA & GYAN :**  
**NETRIYTA, SHASN & PRABANDH SHAILI**



# THE FOUR PURUSHARTAS / CHATURVARGAS: THE BASIS OF HUMAN ENDEAVOUR

## TRIVARGA

- **Dharma** – signifies behaviors that are considered to be in accord with *rta* (universal, eternal, cosmic truth), the order that makes life and universe possible, and **includes duties, rights, laws, conduct, virtues and right way of living**. There is a universal and eternal dharma, *Sanatana Dharma*, the fundamental dharma applicable to all existence (**sentient and insentient beings**) humankind and there is for each individual his / her own unique, individual dharma, or *Svadharm*, the result of our birth circumstances, karma, and talents, and the choices we make in life as it unfolds for us.
- **Artha** – signifies the "means of life", activities and resources that enables one to be in a state one wants to be in. Artha **incorporates wealth, career, activity to make a living, financial security and economic prosperity**. The proper pursuit of artha, **without violating Dharma**, is considered an important aim of human life in Hinduism.
- **Kama** – signifies desire, wish, passion, emotions, pleasure of the senses, the aesthetic enjoyment of life, affection, or love, with or without sexual connotations. It is "love" **without violating dharma** (moral responsibility), artha (material prosperity) and one's journey towards moksha (spiritual liberation).
- **Moksha** – this *Param Purusharta* **signifies emancipation, liberation or release**. In some schools of Hinduism, it connotes freedom from saṃsāra, the cycle of death and rebirth, while in other schools it connotes freedom, self-knowledge, self-realization and liberation in this life.

“Knowing others is WISDOM, knowing yourself is ENLIGHTENMENT.”

# DHARMA

- Rishi Kanda defined dharma in **Vaisesika** as "that which confers worldly joys and leads to supreme happiness".
- It suggests a **code of conduct** to attain both : worldly joys and supreme happiness (**Aanda**)
- The ultimate goal : attain union of the soul with the supreme reality
- The highest ideal and eternal bliss can be attained here and now on earth and not somewhere in heaven
- It endorses the idea that it is one's dharma to marry, raise a family and provide for that family in whatever way is necessary. The practice of dharma gives an experience of peace, joy, strength, and tranquility within one's self and makes life disciplined



# THE 10 LAWS OF *DHARMA* GIVEN BY 'MANU'

1. **Patience (*Dhriti*)** – Staying secure in your own inner peace.
2. **Forgiveness (*Kshama*)** – Letting go of things that don't necessarily serve you.
3. **Piety or self-control (*Dama*)** – Knowing that the best things come to those that wait.
4. **Honesty (*Asteya*)** – Don't take that which does not belong to you.
5. **Sanctity (*Shauch*)** – Cleanliness in mind, body, and soul.
6. **Control of senses (*Indraiya-Nigrah*)** – Meditation and life force control.
7. **Reason (*Dhi*)** – Guiding your life with calm reason leads to great success.
8. **Knowledge or learning (*Vidya*)** – Gaining skills that significantly add to your ability to offer value is a huge step towards all-round success.
9. **Truthfulness (*Satya*)** -Realizing that truthfulness brings about the highest outcome for you and others.
10. **Absence of anger (*Krodha*)** – Anger poisons our ability to lead our lives in a positive and powerful way, so keep it away

# KARMA

- “And here they say that a person consists of desires, and as is his desire, so is his will; and as is his will, so is his deed; and **whatever deed he does, that he will reap**”. Brihadaranyaka Upanishad, 7th Century BCE
- Good **intent** and good **deeds** contribute to good karma and future happiness, while bad intent and bad deeds contribute to bad karma and future suffering
- Karma in the present affects one's future in the current life, as well as the nature and quality of future lives - one's saṃsāra
- **Nishkam** (Desireless) and **Nisvarth** (Selfless) Karma is the purest (**Sattvic** Karma). **Sakam Karma** (Self-Centred action) comes second, it is **Rājasika** while **Vikarma** (Bad-action) comes is inferior (**Tāmasika**). However, Vikrama is still better than **Akarama** (Inaction), which is the worst
- Karma is closely linked to Yog as it teaches **non-attachment with the action, the doer, with inaction and with the fruits of the action**
- The law of karma operates independent of any deity or any process of divine judgment

# ARTHA

- The survival and the thriving of humans requires artha - that is, **economic activity, wealth and its creation, worldly success, profit, political success and all that is necessary for human existence**
- A central premise of Upanisadic philosophy is that every person should live a joyous and pleasurable life, that such fulfilling life requires every person's needs and desires be acknowledged and fulfilled, that needs can only be satisfied through activity and when sufficient means for those activities are available. Artha, then, is best described as **pursuit of activities and means necessary for a joyous and pleasurable life**
- Morality is well practiced by the good. Morality, however, is always afflicted by two things, the **desire of Profit** entertained by those that covet it, and the **desire for Pleasure** cherished by those that are wedded to it. **Whoever without afflicting Morality and Profit, or Morality and Pleasure, or Pleasure and Profit, followeth all three - Morality, Profit and Pleasure - always succeeds in obtaining great happiness.**

The Mahabharata, Book 9.60

# LEADERSHIP QUALITIES ENSHRINED IN MAHABHARAT'S "SHANTI PARV"

**A leader should be....**

**Shoorvir (Brave)**

**Stri- Samman  
(Respectful to  
Women)  
Vinamr  
(Humble)**

**Danveer  
(Magnanimous)**

**Karyadaksha  
(Efficient)**



**A leader should NOT be....**

**Irshya  
(Jealous)**

**Nirdayi  
(Cruel)**

**Sayyamheen  
(Short Tempered)**

**Ghrina  
(Hatred)**

**Aprassanna  
(Bitterness)**

# LEADERSHIP QUALITIES ENSHRINED IN “ARTHASHASTRA”

## Raja + Rishi = Rajrshi (Top 5 Qualities)

- ***Drudhachitta*** (Power of concentration).
- ***Shilavan*** (Character).
- ***Pragna*** (Thinking Capability).
- ***Vangmi*** (Communications Skills).
- ***Daksha*** (Observation/Vigilance).

# LEADERSHIP QUALITIES ENSHRINED IN “ARTHASHASTRA”

## Other Qualities

- Alert & Energetic (*Satark aur Urjawan*).
- Ethical and Just (*Naitik aur Nyaypurna*).
- Intellectual (*Baudhik / Pragyatmak*).
- Righteous, truthful & resolute (*Dharmic, Sachha & Sankalpvan*).
- Self-Discipline (*Atm-anushasan*).
- Expert in economics (*artha shastriya*) & governance (*dandniti*).

# SYSTEM OF GOVERNANCE AS ENSHRINED IN MAHABHARATA

- SHANTIPARV – a discourse on statecraft describes functions, duties of a good king for good of the people.
- King had a **moral, political & social obligation for good governance.**
- King considered as **servant of people.**
- King was expected to **devote his life to the service & welfare of his people.**

# SYSTEM OF GOVERNANCE AS ENSHRINED IN MAHABHARATA

- He was to play **different roles in different situations** – destroying enemies, inflicting punishments & bestowing rewards.
- King is to perform all duties **according to the provisions of Dharma.**
- Shantiparv maintains that King should involve all populace in respective duties & instruct them to perform their assigned functions **according to Dharma.**



# SYSTEM OF GOVERNANCE AS ENSHRINED IN MAHABHARATA

- Mahabharata believes in the seven elements – **Raja, Mantra, Kosa, Danda, Mitra, Rashtra & Nagar.**
- Head of state, council of ministers, treasury, punishment, allies etc were as important as today.
- It assigned **importance of advisers to help guide the king,** well reflective of the modern cabinet system.
- King was powerful but not omnipotent.

# SYSTEM OF GOVERNANCE AS ENSHRINED IN MAHABHARATA

- Mahabharata sanctions revolt against a king who is **oppressive or fails in his function of protection.**
- Mahabharata gives the citizens the right to resist unjust laws & remove if a ruler acts contrary to the welfare of the subjects.
- Nowhere else do we find mention of such a **clear stance on corruption and mis-governance**, even in contemporary writings.

# SYSTEM OF GOVERNANCE AS ENSHRINED IN ARTHASHASTRA

- The concept of a “welfare state” is embedded in Kautilyas guidelines of statecraft.
- *Arthashastra* gives to the **welfare of the citizens the first place in all considerations of policy.**
- It describes a **very elaborate administrative system / machinery**
- As per Kautilya, a state consists of **seven key elements – Swami, Amatya, Janapada, Durga, Kosa, Dnada & Mitra.**

# SYSTEM OF GOVERNANCE AS ENSHRINED IN ARTHASHASTRA

- Each of these had an imp role in statecraft.
- Arthashastra has a solution to disaster management too, a component of modern governance.
- Able ruler will ensure that law breakers are punished.
- Dandniti formed an integral part of Governance.
- Internal administration was as important as maintain able diplomatic relations.

# SYSTEM OF GOVERNANCE AS ENSHRINED IN ARTHASHASTRA

- A king should be a Chakravarta which involves peace, war, neutrality, marching, alliance, double policy.
- Principles of Chanakya indicate that Kautilya's system of governance was quite scientific & well comprehensive reflecting the overarching guiding principles of *Sarvajana Sukhino Bhavantu.*

# SYSTEM OF GOVERNANCE AS ENSHRINED IN MANUSMRITI

- Code of Manu is the first book on law.
- Provides comprehensive account of *Rajadharma*.
- It mentions that the **king is enjoined to protect people & not violate Dharma.**
- **Weak need to be protected.**
- **Socio-economic justice, aid to the poor by the state was a central code of good administration.**

# SYSTEM OF GOVERNANCE AS ENSHRINED IN MANUSMRITI

- Manu's idea on social organization aimed at est of order in terms of **notion of proportionate justice**.
- Decisions of the judges should be **based not only on equity (*Dharman Sasvatam Asritya*)** but also takes into account **diverse customs & practices of different castes, region & even families**.

# SYSTEM OF GOVERNANCE AS ENSHRINED IN MANUSMRITI

- Mnu places **emphasis on decentralization, autonomy for village & district authorities & welfare activities.**
- It speaks the **importance of public opinion in ensuring transparency & good governance.**
- **Notion of political obligation** is stressed for a king to perform his functions for the welfare of his state.



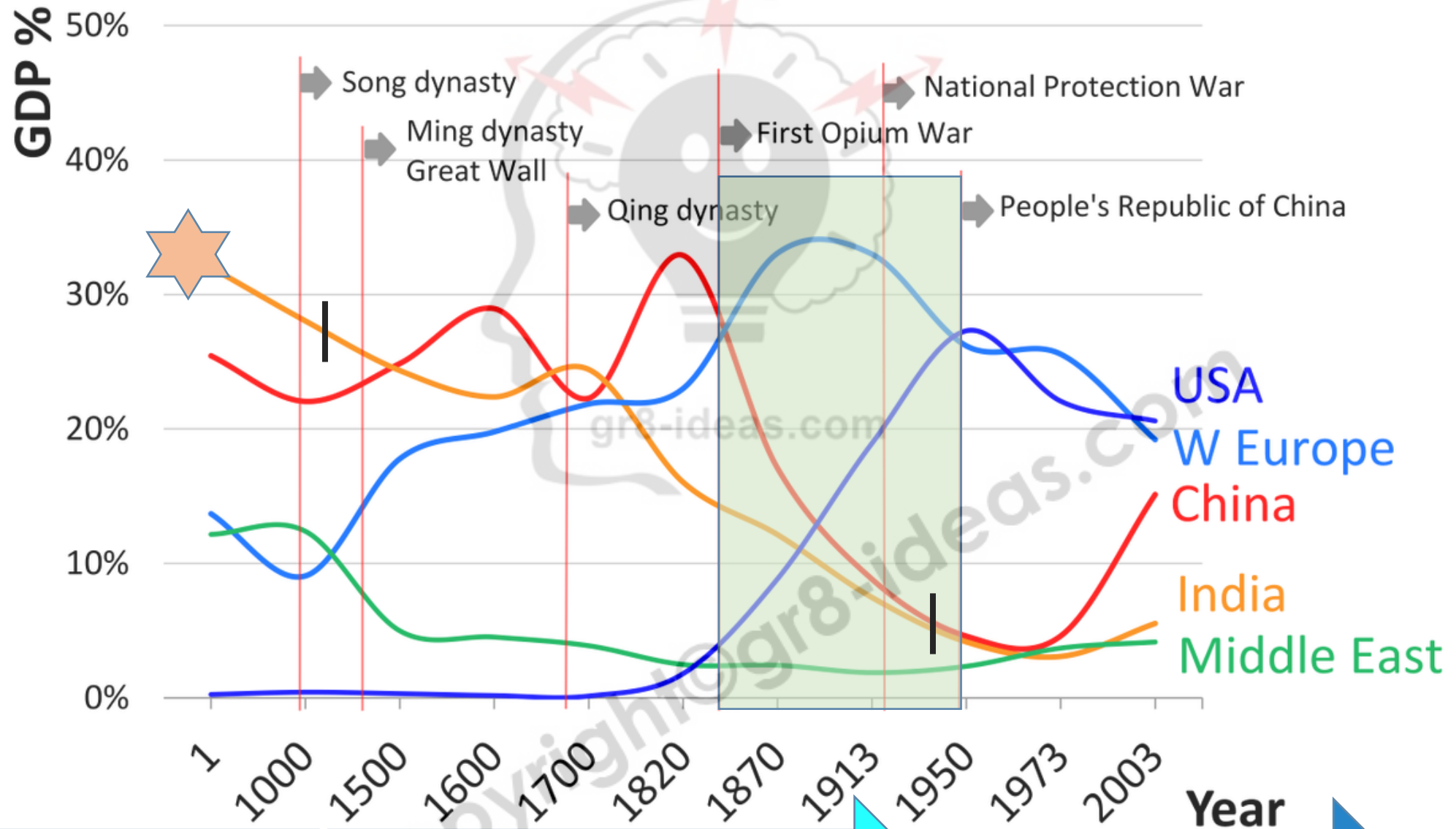
# SO WHICH IS BETTER, WESTERN THOUGHT OR ANCIENT INDIAN KNOWLEDGE ?

## ASK YOURSELF WHICH OF THE TWO

- HAS GREATER DEPTH & MEANING ?
- IS CLOSER TO YOUR UPBRINGING & VALUES ?
- GIVES BETTER ASSURANCE OF LIVING A MORE HAPPY, CALM, HONEST & HEALTHY LIFE ?
- IS MORE IN HARMONY WITH BOTH : INNER PEACE & OUTER WORLDLY LIVING ?
- IS LESS CORRUPT ?
- IS LESS DAMAGING TO THE ENVIRONMENT ?
- GIVES US ALL A BETTER FUTURE ?

**MOREOVER, HERE ARE A FEW STATISTICS TO HELP YOU DECIDE -----**

# CONTRIBUTION TO WORLD GDP : PERCENTAGE



**BHARAT**

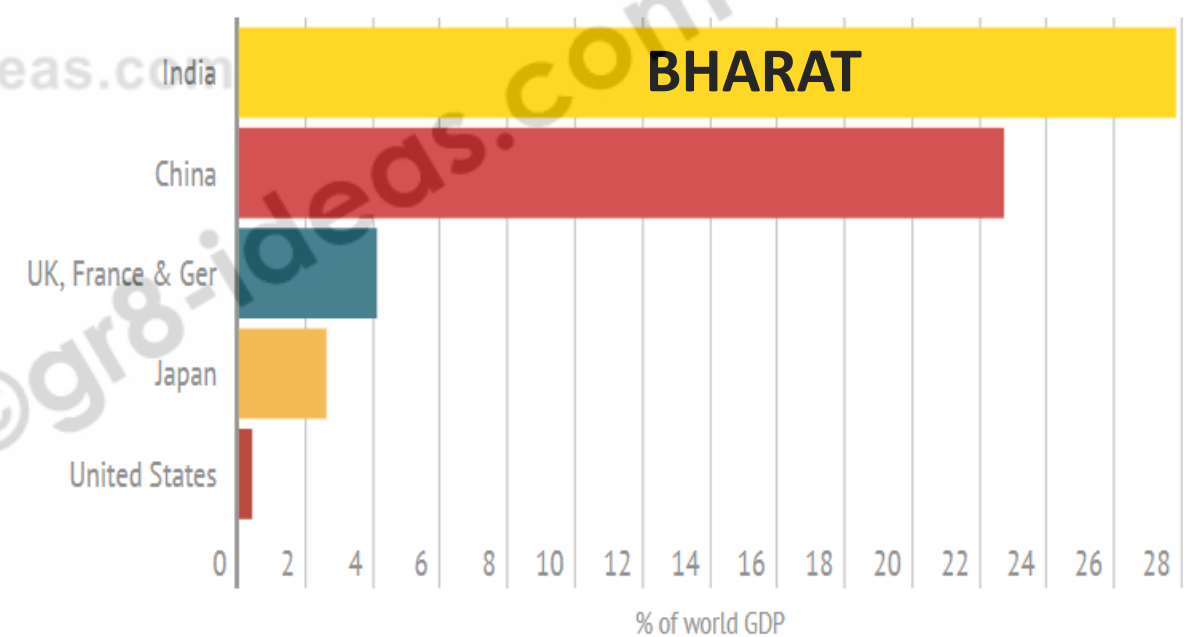
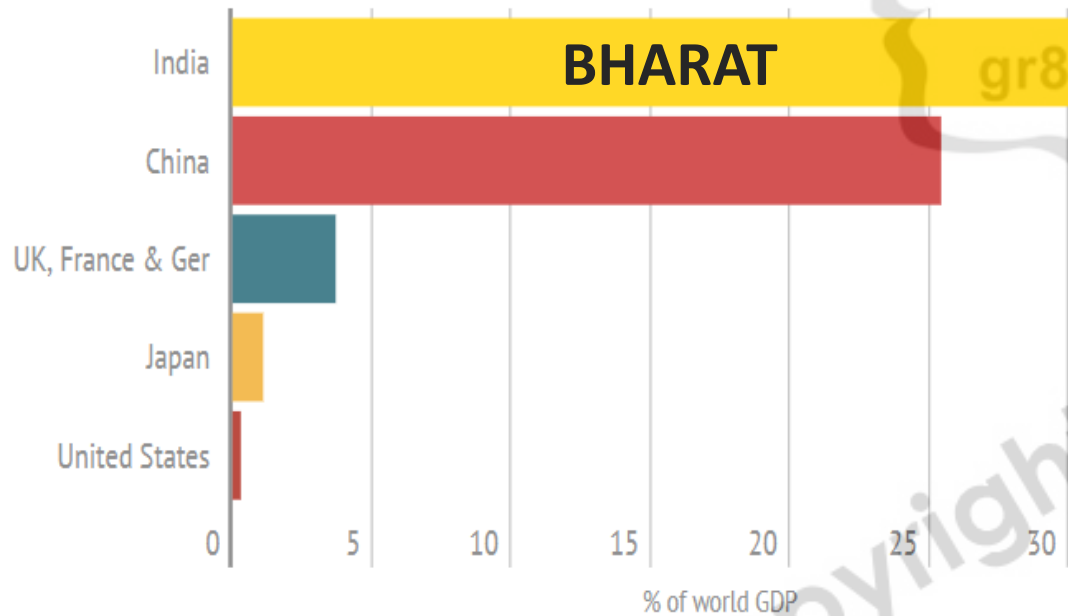
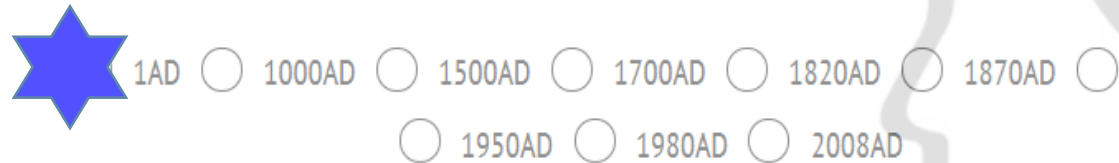
**UNDER FOREIGNERS**

**AFTER INDEPENDENCE**

# Share of world GDP throughout history

Since 1AD until today the world's changed quite a lot. But until 1700AD the balance of wealth hadn't. For the past two centuries the share of the world's GDP has shifted to the west to Europe through imperialism, and technological innovation. With the rise of China that's changing again and this infographic explores the story of balance and unbalance in the world economy courtesy of the data from the Maddison Project (<http://www.ggdc.net/maddison/maddison-project/home.htm>).

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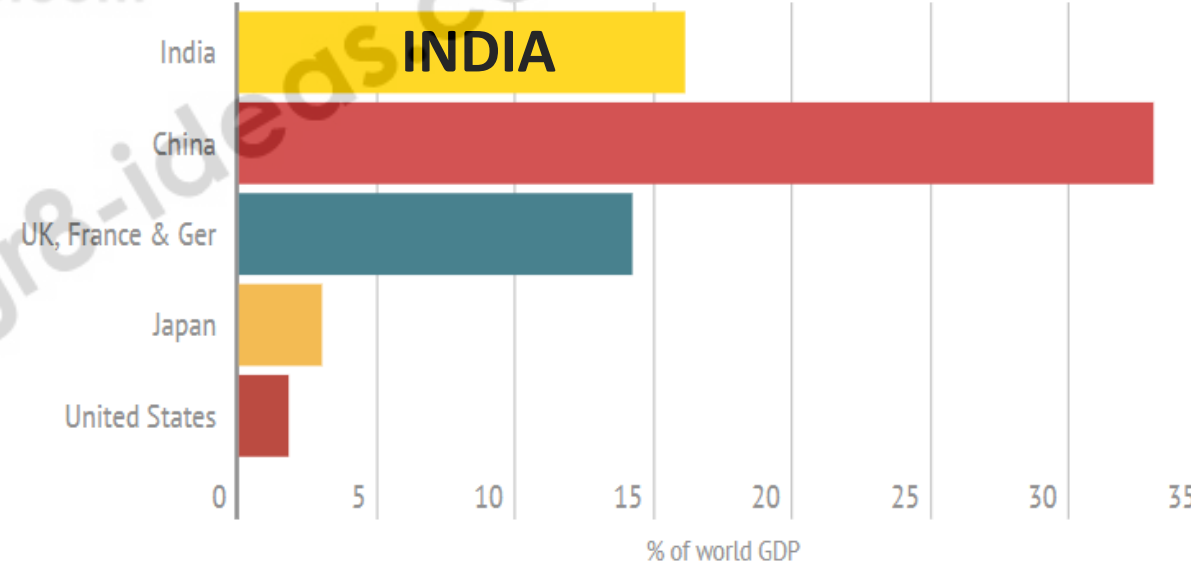
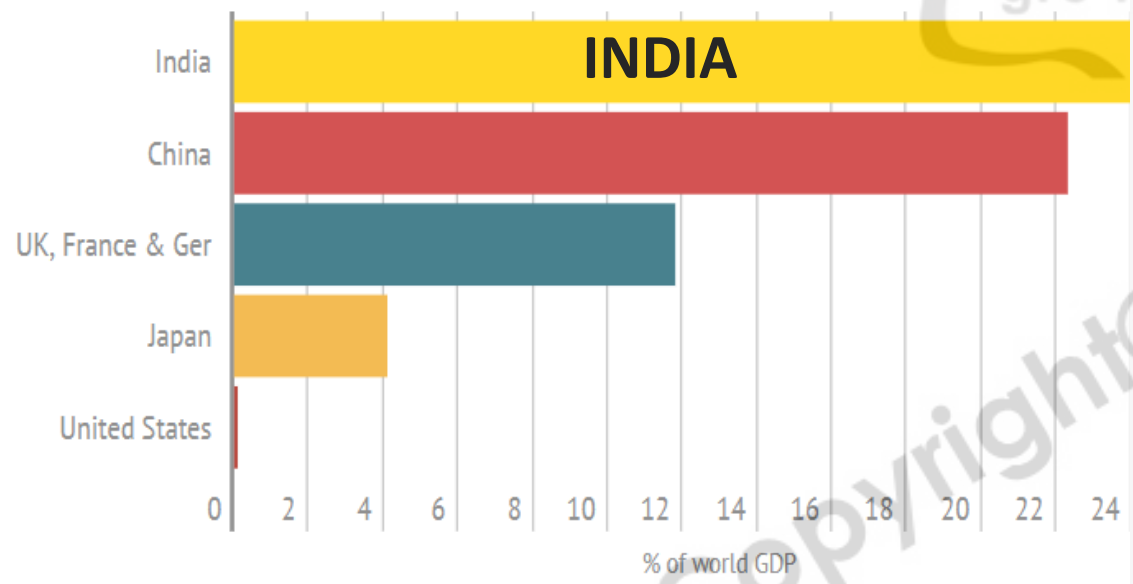
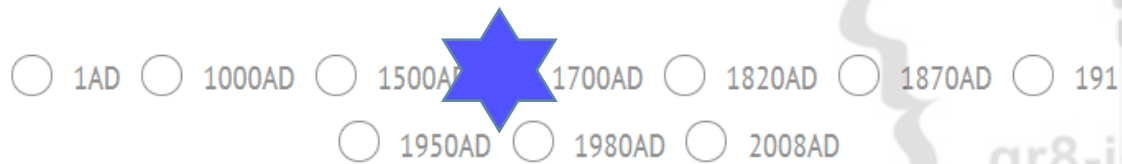


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**IMPACT OF WESTERN THOUGHT**

**IMPACT OF BHARTIYA WISDOM**

**Share of world GDP throughout history**

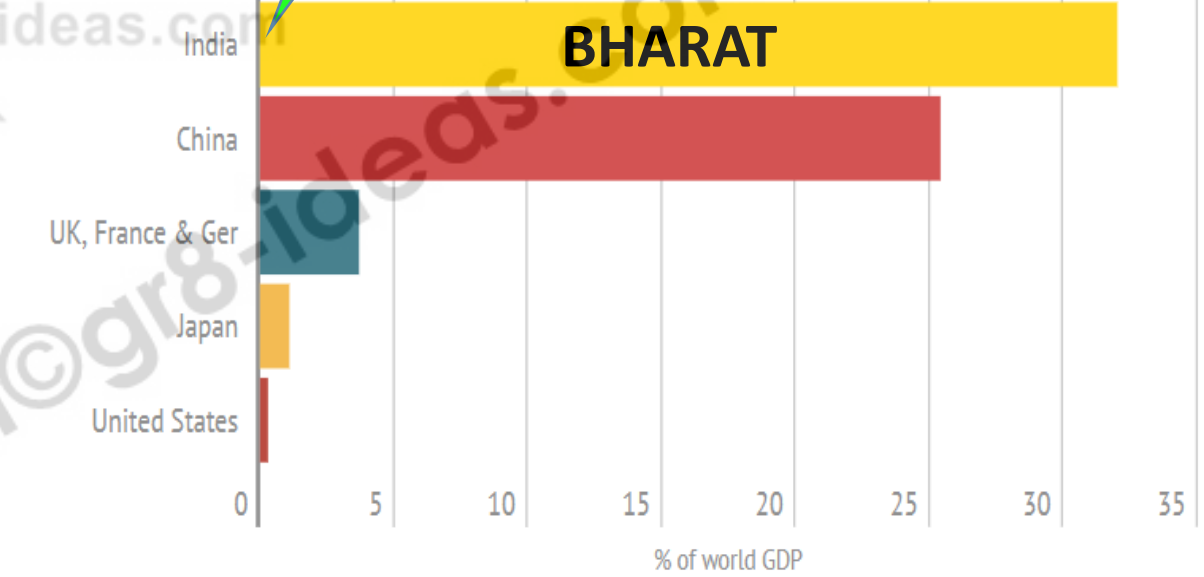
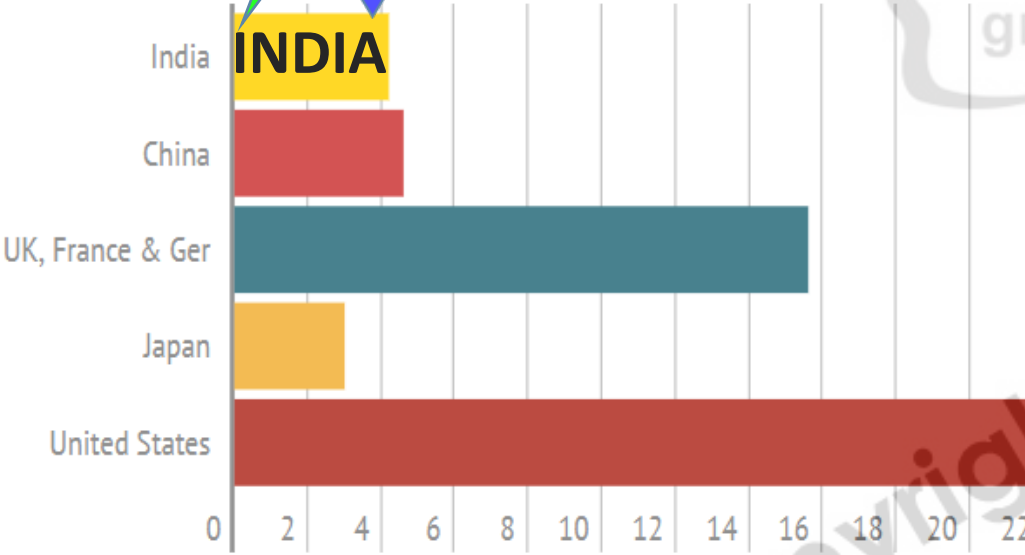
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- 1AD
- 1000AD
- 1500AD
- 1700AD
- 1820AD
- 1870AD
- 1950AD
- 1980AD
- 2008AD

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- 1950AD
- 1980AD
- 2008AD



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**Q : WHY TODAY'S  
INDIANS THINK &  
BEHAVE THE WAY  
THEY DO ?**

**A :  
COLONIAL  
RAPACIOUSNESS,  
BRAINWASHING  
DISTORTION &  
HUMILIATION**



"I have travelled across the length and breadth of India and I have not seen one person who is a beggar, who is a thief such wealth I have seen in this country, such high moral values, people of such caliber, that I do not think we would ever conquer this country, unless we break the very backbone of this nation, which is her spiritual and cultural heritage and therefore, I propose that we replace her old and ancient education system, her culture, for if the Indians think that all that is foreign and English is good and greater than their own, they will lose their self-esteem, their native culture and they will become what we want them, a truly dominated nation".

2-2-1835  
Lord Macaulay's Address to the  
British Parliament on 2nd Feb 1835



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# WEAKNESSES OF WESTERN THEORIES : BHARTIYA CONTEXT

- Not in consonance with our ancient *Purushartas, Dharma, Karma, Maryada & Sabhayata*
- Ethics, Morality, Divinity & *Seva-Sadgi-Sachai* are either totally absent or grossly under-emphasized
- Premised on the gross / base (not higher) human qualities, principally Greed & Self
- Unlike our ancient wisdom that is abiding, eternal, everlasting & universal, these theories are applicable only in limited / narrow contexts of Time, Space, Group or Situation
- Enunciated by Western Theorists who had no / little knowledge of our infinite ancient wisdom
- Drastically upset Work-Life-Relationships-Environment balance
- Lead to lifestyles and behaviour which severely erode a person's innate Happiness, Calmness, Goodness, Decency & Divinity, replacing these with Stress, Corruption & Unhealthy Lifestyles
- Make human part-automaton, a Humanoid; erode purity & individuality inherent in human-nature
- Western models have produced environmentally unfriendly & unsustainable in the long run
- Never conclusively proven, still remain theories & postulates
- Concern themselves only with the outer universe, not the inner one. 'More Froth, Less Beer'
- Performance delivery figures conclusively prove these theories inferior to ancient *Bhartiya* wisdom & proven achievements



# CONCLUSION

- Sufficient evidence to prove that contemporary education on 'Leadership, Governance & Management', primarily of Western origin, **even though it has many plus points**, suffers from major weaknesses
- Considering the myriad problems facing mankind today, it is a moot point whether the way we are going is really 'progress' ?
- Proven ancient Indian (**Bhartiya**) Wisdom offers a more universal, abiding, holistic, sustainable, eco-friendly & happier model for us to evolve further
- The Bottom Line : to evolve the **Best Model** for our future, we **MUST harmoniously blend Modern / Western Thinking with our infinite Bhartiya Vidya & Gyan**





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## Duty Towards Oneself

You can cause biggest harm to yourself. Hence one should live responsibly

Physical  
Mental  
Wellbeing  
Spiritual

The Self is the friend of Self and the enemy of Self.

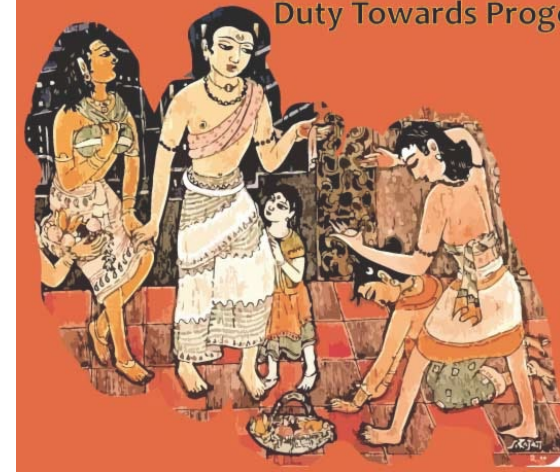
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# THE TEN MAIN DUTIES

## Duty Towards Progeny



Parents have an obligation to look after their children and help them grow so that their duties can be carried forward to future generations.

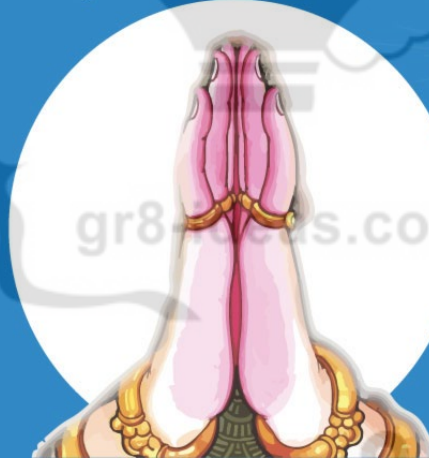


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## Duty Towards Ancestors

Souls stay in the ancestral world until their karma is exhausted

Offerings made to ancestors help them prolong their stay and obtain a better life in the next birth



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## Duty Towards Gods

Gods help humans but need to be nourished by humans through sacrifices and offerings



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## Duty towards Fellow Humans

Serving the humanity is serving God

Charity is considered the highest virtue

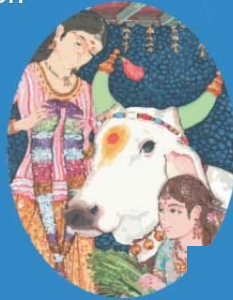


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## Duty to Other Living Beings

All living beings possess souls and play an important role in creation

Compassion  
Consideration  
Nonviolence



Hinduweb

# THE TEN MAIN DUTIES

## Moral Duties

Cultivating purity  
Practising virtues  
living righteously  
Upholding tradition  
Abiding by truth  
Self-restraint  
Discipline  
Religious practice



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## Professional Duties



Professional duties for individual and common good should lead to peace, prosperity and liberation



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## Duty Towards Society

Ensuring the order & regularity of society in your individual capacity is duty to society



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## Duty Towards Other Faiths



Tolerance  
Religious Amity  
Understanding  
Finding Common Purpose  
Promoting peace



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# UPANISHADS

- Life has a two-fold purpose – **ABHYUDAYA** and **NIHSREYASA**.
- **ABHYUDAYA** : rising high on physical, material & intellectual planes. **THE QUEST FOR EXCELLENCE / GREATNESS** *'Gyani'*.
- **NIHSREYASA** : divine discontent. Having achieved everything you ever aspired for, still missing. **THE QUEST FOR PERFECTION** **Spiritual enlightenment** is the only way to assuage that feeling. Then one gains the **ULTIMATE WISDOM**. The essential ingredient to attain this is *'Purusakara'* which literally means **'Tremendous Will-Power'**.

**'Para Vidya'** (the higher / superior form of i.e. knowledge gained through **SELF-REALIZATION**).

COMBINATION OF  
PARA & APARA VIDYA  
CONSTITUTES  
COMPLETE EDUCATION

- Graduating from the **'Great'** to the **'Exceptional'** level implies ascending from **'Apara Vidya'** (knowledge of the lower kind i.e. knowledge gained by the senses) to - -



# THE ULTIMATE AIM OF EDUCATION

- *Asato ma sadgamaya* : Lead me from falsehood to truth
- *Tamosorma jyotirgamaya* : Lead me from darkness to light
- *Mriturma amrit gamaya* : Lead me from death to immortality

(Is the education we have received, doing all this ? If not, is there a need to educate ourselves further ?)

# THE BATTLE LIES WITHIN

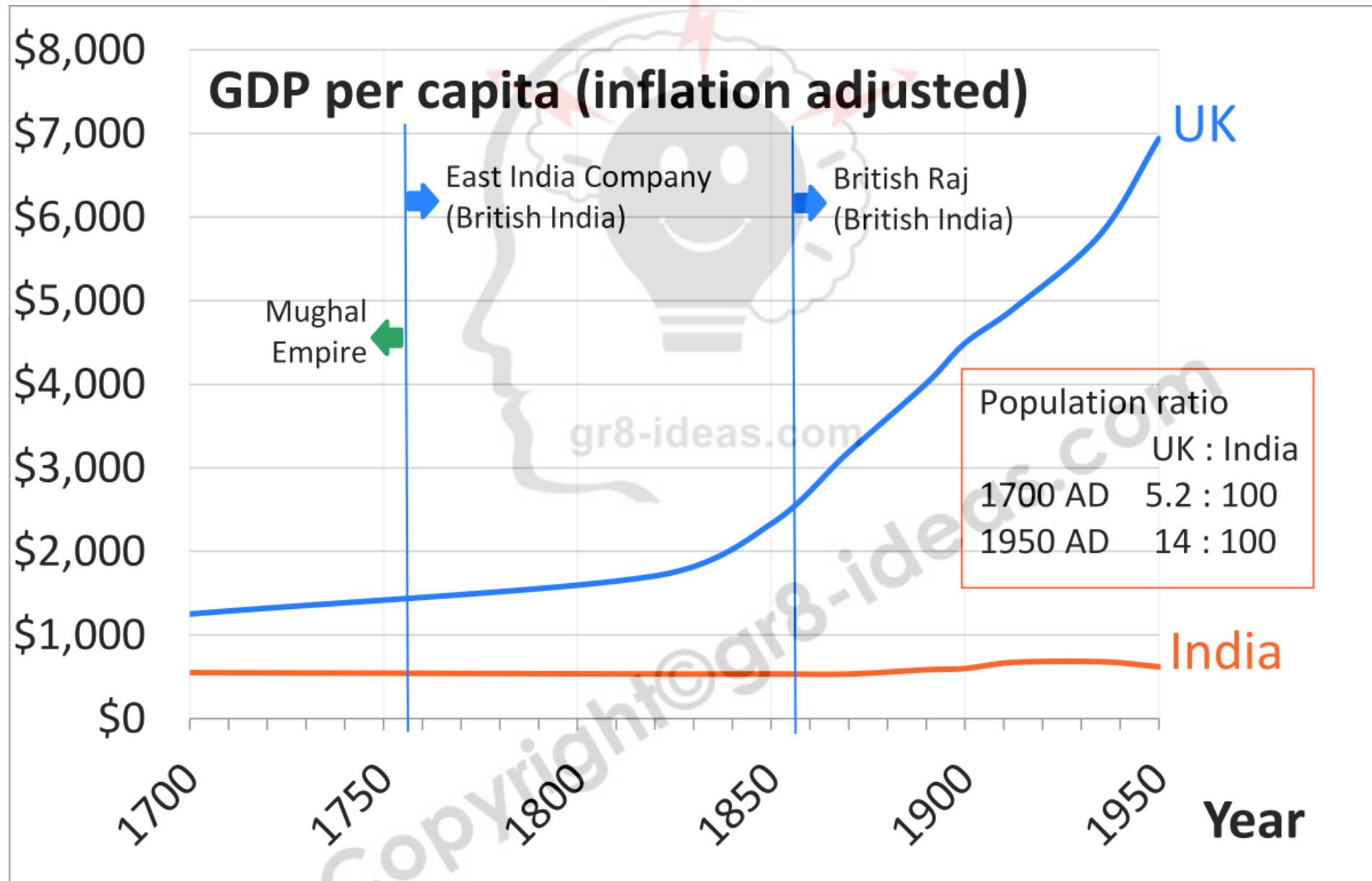
- Imparting instruction and disseminating knowledge is, in the final sense, a matter of **INNER TRANSFORMATION** because only an **illuminated mind**, an **enlightened intellect** and an **inspired heart** can radiate true knowledge.
- “To teach you must first **KNOW**, to illumine others you must first **SHINE**, to enlighten others you must first yourself be **ENLIGHTENED**, to inspire others you must first yourself be **INSPIRED**.”
- “Education is not a filling-in of something from the outside. It is a **drawing out from within**.” Swami Sivananda

# SPIRITUALITY : THE MISSING LINK

- “A school without a **spiritual content** is an absurdity.”  
Gentile.
- “Material advancement – yes ; scientific and technological progress – certainly ; socio-political efficiency – very essential. But over and above all this, **spiritual enrichment**, and recognition of the divine potential in each one of us – this alone can be regarded as **complete education!**”  
R W Emerson
- **The spiritual component in education cannot come from without, it already exists in you, the teacher. Bring this spiritual light to bear upon all that you do – and you will become A TRUE TEACHER IN EVERY SENSE OF THE WORD!**

Sadhu Vaswani

# PER CAPITA GDP OF UK AND INDIA : BRITISH ERA



# SWAMI VIVEKANANDA'S CONCEPT ON LEADER & LEADERSHIP

“



It is very difficult task to take on the role of a leader.

One must accommodate a thousand minds

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# SWAMI VIVEKANANDA'S CONCEPT ON LEADER & LEADERSHIP



- Lead with a *bhaav of seva* or *service*, not arrogance.
- Do not be jealous, selfish or impatient.
- Have a clear sense of direction (the goal), boundless passion and endless energy to attain it.
- Learn obedience first, then command.
- Don't over – supervise. Allow the subordinates ample freedom.

# SWAMI VIVEKANANDA'S CONCEPT ON LEADER & LEADERSHIP

- The real test of a leader lies in holding widely different people together along the line of their common sympathies.
- If you want to succeed, first kill the self, the ego.
- Perfect purity of the body-mind & soul ensures the most lasting allegiance & confidence.
- **Ojas**, gives a tremendous power of attraction.



# LEADERSHIP SUTRAS FROM BHAGWAD GITA

## ➤ The Warrior's Journey.

- All wars are first fought in the mind.
- The secret of invincibility is the conquest of the binary mind.
- Self is the cause, self is the effect.

## ➤ Invincible Wisdom.

- Unselfish work leads to evenness of mind and helps leaders create an alternative reality.



## LEADERSHIP SUTRAS FROM BHAGWAD GITA

- A Leader is a Karma Yogi. Undertake work as a worship.
- A Purushotam Rajarshi = Raja + Rishi – The ideal Idr of today.
- Leadership is as much the art of undoind & unlearning as it is of doing & learning afresh.
- Explores the ultimate meaning of life and comes *Adhyatma, Pavitrata, Abyudha & Nitreshaya.*
- *Leaders relentlessly are in pursuit of excellence.*
- *Love is a leader's essence, it is his presence.*



INDIAN PERSPECTIVE OF  
LEADERSHIP

*BHARTIYA NAZARIYA :*  
*NETRITVA*

|| INDIAN-NESS ||

# CONCEPT OF KINGSHIP(LEADERSHIP) IN ANCIENT INDIA

➤ The idea of Kingship derived from four Sanskrit chronicles

- ✓ *Arthashastra,*
- ✓ *Manusmriti,*
- ✓ *Mahabharata*
- ✓ *Shukranitisara*

**Concept  
Of  
Dharma**

# CONCEPT OF KINGSHIP (LEADERSHIP) IN ANCIENT INDIA

- **King is for the protection of social order**
- ***Manifestion of Prajapati.***
- ***Purusharthas – dharma, artha, kāma, moksha***



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**ANCIENT INDIAN WISDOM**  
**ON GOVERNANCE**  
**(SHAASHAN KUSHALTA)**

**|| INDIAN-NESS ||**

## INTRODUCTION

- Since inception of the state, task of Governments has been to govern, to cater to the needs of the society.
- Such was the crucial role almost 2500 yrs ago.
- Quintessence of good governance are a set of principles to wards maximization of citizen welfare – efficiency, effectiveness, participation, accountability, rule of law.
- Safety & security of people of family, village & clan developed the first system of governance.



**ANCIENT SYSTEM OF**  
**GOVERNANCE AS ENSHRINED**  
**IN OUR VEDAS**

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# ANCIENT SYSTEM OF GOVERNANCE AS ENSHRINED IN OUR VEDAS

- Earliest record found in Vedas.
- Vedic literature consists of ideals to be followed both by the sovereign and the subjects.
- The rules are to maintain peace & happiness in society.
- Vedas emphasized on Dharma (righteousness) as the vantage pt for social activity.

# ANCIENT SYSTEM OF GOVERNANCE AS ENSHRINED IN OUR VEDAS

- Dharma was the code of conduct.
- Dharmashastra – mode of life for a man to reach the goal of human existence.
- Vedas do not directly provide administrative principles but put emphasis on Dharma as the guiding rule.



# SYSTEM OF GOVERNANCE AS ENSHRINED IN MAHABHARATA



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# SYSTEM OF GOVERNANCE AS ENSHRINED IN MAHABHARATA



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# SYSTEM OF GOVERNANCE AS ENSHRINED IN MANUSMRITI

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# ETYMOLOGY : BHARATA (WIKIPEDIA)

**Bharatas** : a Vedic Tribe mentioned in the Rigveda, especially in Mandala 3 attributed to the Bharata sage Vishvamitra. Lived around River Ravi in modern Punjab in the second millennium B.C.E.

Mandala 7 (7.18 etc.) mentions the **Bharatas** as taking part in the Battle of the Ten Kings, where they are on the winning side. Due to the victory of the **Bharata Chieftain Sudas** in this battle, the Bharata rulers were able to settle in the Kurukshetra area.

They appear to have been successful in the early power-struggles between the various Vedic tribes so that in post-Vedic (Epic) tradition, the Mahā**bhārata** (**3102 BCE**), the eponymous ancestor becomes **Emperor Bharata**, the **ruler as well as his kingdom, both are called Bhārata**.

The **Bharata Clan** later allied and merged with the Puru Clan, to form the Kuru Tribe.

**Bharata Khanda** (or **Bharata Ksetra**) is a term used in Hindu texts, including the Vedas, Mahabharata, Ramayana and the Puranas, to describe the Indian subcontinent. The historical context of the Sanskrit epics are the Vedic period (**1700-600 BC**), Mahajanapadas (**600 BC**) and the subsequent formation of the Maurya Empire (**322 BCE**)

"**Bhārata**" today is an official name of the Republic of India.

"**Bhaa**" means **Light**. in Sanskrit. "Rat" is the past participle of "**Rati**" which means **Immense Love And Passion**. The ones born here have immense love and passion for enlightenment, hence the **land of the Bhaa-ratas is called Bhaarata Varsha**. Vishnu Purana : वर्षं तद् भारतं नाम **भारती** यत्र सन्ततिः



# SHARE OF WORLD GDP 2008 AD



% of world economy

0.0%

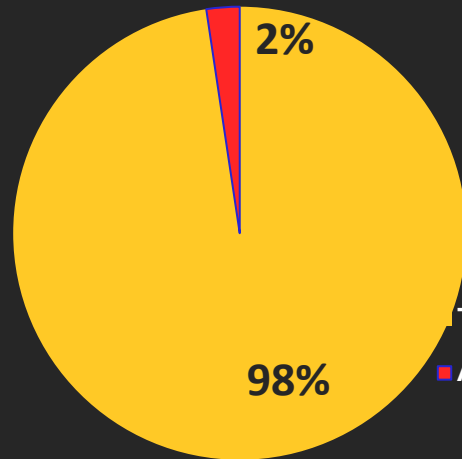
40.0%

# DURATION OF FOREIGN RULE

- ✓ At no point in time was the entire Indian landmass under foreign domination.
- ✓ Even during foreign rule there were periods of Indian resurgence – eg: Deccan (Vijaynagar Empire), Marathas (Shivaji), Ahoms (Lachit Borphukan) & Sikhs (Maharaja Ranjit Singh), Tamils (Kattaboman).
- ✓ In spite of brutal suppression, the traditional Bhartiya culture always surged back & continues to be the ONLY ancient civilisation still largely intact.
- ✓ Besides these MAJOR foreign influences, India has also experienced MINOR influences from French, Dutch, Portuguese, Chinese, Persian, Central Asian, Far Eastern & South East Asian cultures: some profound, others not so. The influences have had both effects : adverse & sanguine.

# RELATIVE DURATION: TRUE BHARTIYA CULTURE & FOREIGN DOMINATION

10,000 YEARS



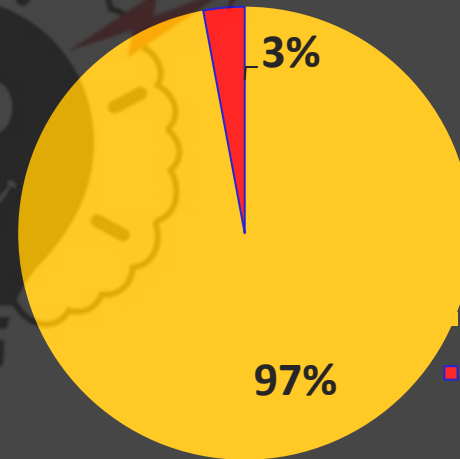
TRUE BHARTIYA CIVILISATION

AMERICAN CIVILISATION

98%

2%

8,000 YEARS



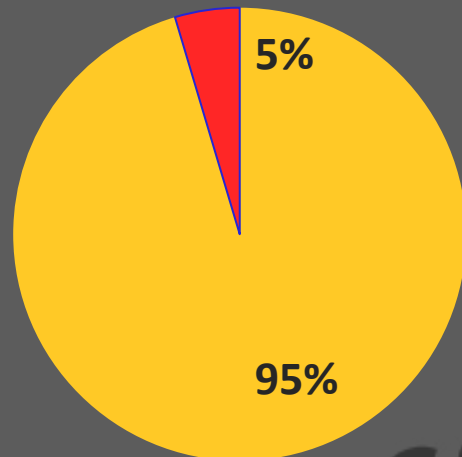
TRUE BHARTIYA CIVILISATION

AMERICAN CIVILISATION

97%

3%

5,000 YEARS



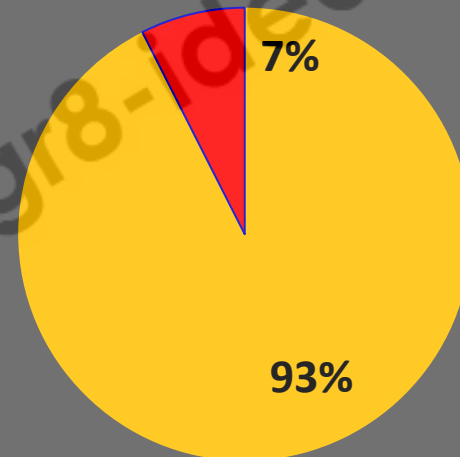
INDIAN CIVILISATION

AMERICAN CIVILISATION

95%

5%

3,000 YEARS



INDIAN CIVILISATION

AMERICAN CIVILISATION

93%

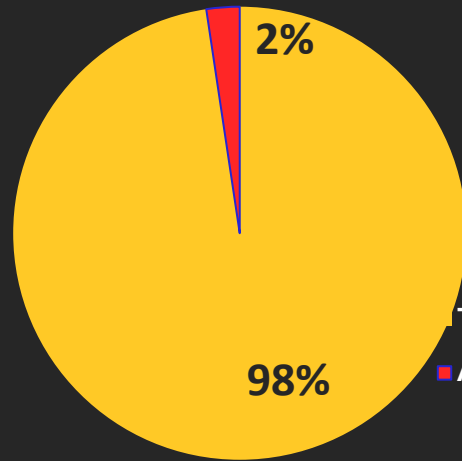
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# RELATIVE DURATION: TRUE BHARTIYA CULTURE & FOREIGN DOMINATION

10,000 YEARS



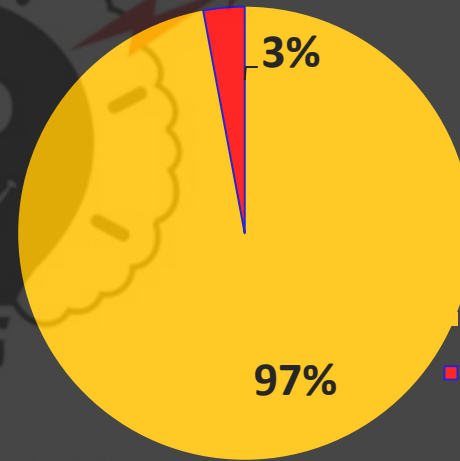
TRUE BHARTIYA CIVILISATION

AMERICAN CIVILISATION

98%

2%

8,000 YEARS



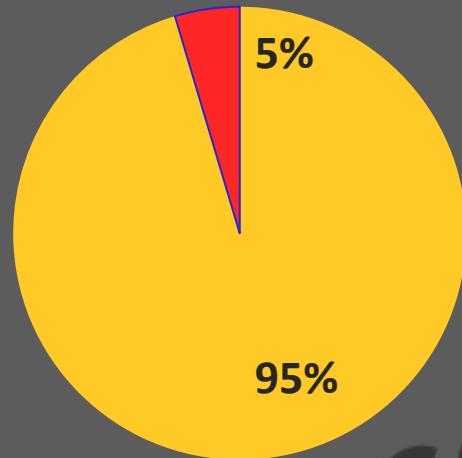
TRUE BHARTIYA CIVILISATION

AMERICAN CIVILISATION

97%

3%

5,000 YEARS



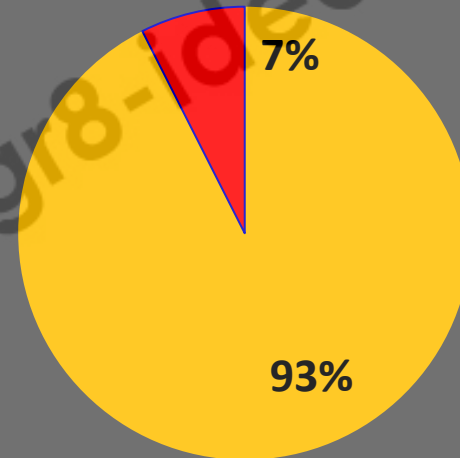
INDIAN CIVILISATION

AMERICAN CIVILISATION

95%

5%

3,000 YEARS



INDIAN CIVILISATION

AMERICAN CIVILISATION

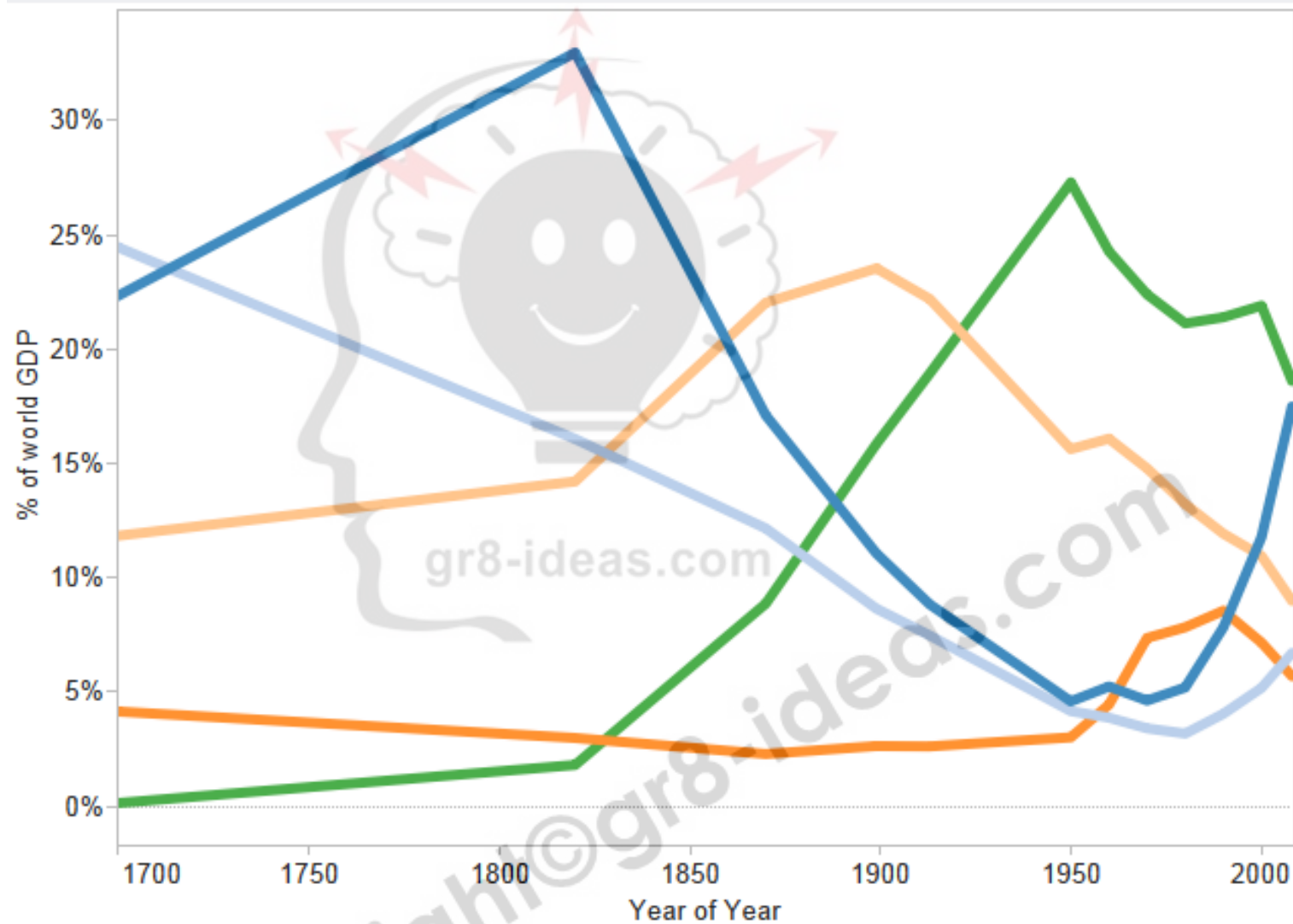
93%

7%

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% of world GDP from year 1700 to 2008 (line)



Countries

China

Japan

United States

India

UK, France & Germany



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# Shortest speech by CEO of Coca Cola .....short and sharp



**30 second Speech by Bryan Dyson – Former CEO of Coca Cola**

Imagine life as a game in which you are juggling some five balls in the air. They are **Work, Family, Health, Friends and Spirit** and you're keeping all of these in the air.

You will soon understand that **work** is a rubber ball. If you drop it, it will bounce back. But the other four Balls - **Family, Health, Friends and Spirit** - are made of glass. If you drop one of these; they will be irrevocably scuffed, marked, nicked, damaged or even shattered. They will never be the same. You must understand that and strive for it."

*Work efficiently during office hours and leave on time. Give the required time to your family, friends & have proper rest*

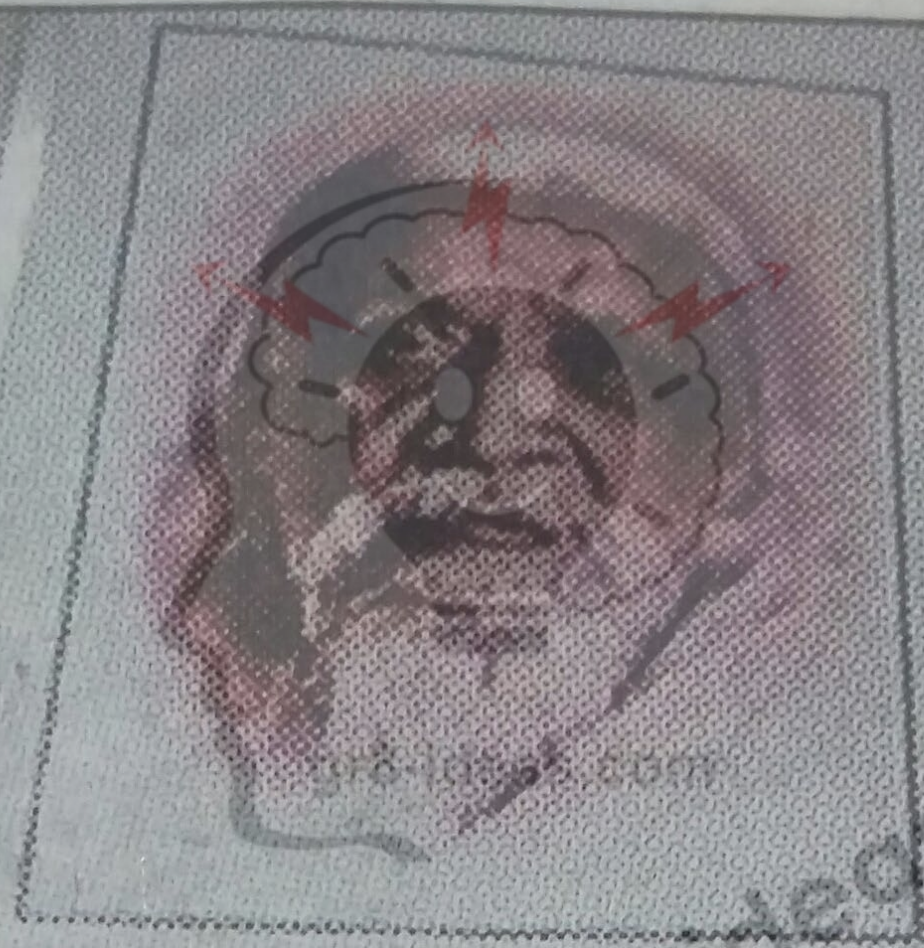
*Value has a value only if its value is valued*



ऋग्वेद के अनुसार जो अनाज खेतों  
में पैदा होता है, उसका बंटवारा तो देखिए...

- 1- जमीन से चार अंगुल भूमि का,
  - 2- गेहूं के बाली के नीचे का पशुओं का,
  - 3- पहली फसल की पहली बाली अग्नि की,
  - 4- बाली से गेहूं अलग करने पर मूट्टी  
भर दाना पंछियो का,
  - 5- गेहूं का आटा बनाने पर मुट्टी भर आटा चीटियों  
का,
  - 6- चुटकी भर गुथा आटा मछलियों का,
  - 7- फिर उस आटे की पहली रोटी गोमाता की,
  - 8- पहली थाली घर के बुजुर्गों की
  - 9- फिर हमारी थाली,
  - 10- आखिरी रोटी कुत्ते की,
- ये हमें सिखाती है , हमारी सनातन संस्कृति

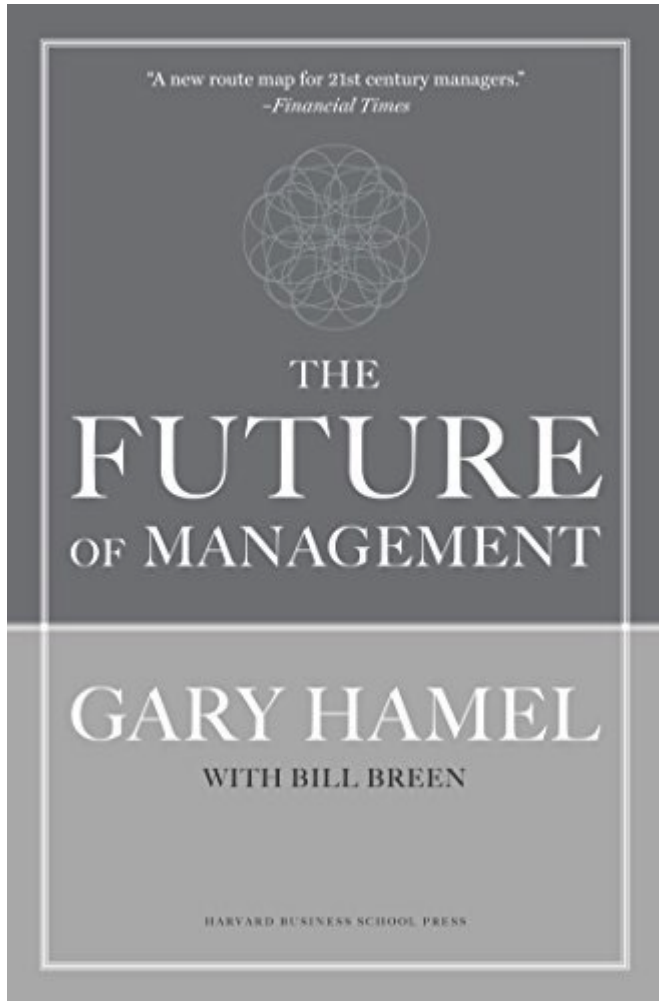




**"That which we call the  
Hindu religion is really the  
Eternal religion because  
it embraces all others."**

**-SRI AUROBINDO**

# PRINCIPLES OF MODERN MANAGEMENT : 2007



- 1. Standardization.** Minimize variances from standards around inputs, outputs, and work methods. Cultivate economies of scale, manufacturing efficiency, reliability, and quality.
- 2. Specialization (Of Tasks And Functions).** Group like activities together in modular organizational units. Reduce complexity and accelerate learning.
- 3. Goal Alignment.** Establish clear objectives through a cascade of subsidiary goals and supporting metrics. Ensure that individual efforts are congruent with top-down goals.
- 4. Hierarchy.** Create a pyramid of authority based on a limited span of control. Maintain control over a broad scope of operations.
- 5. Planning And Control.** Forecast demand, budget resources, and schedule tasks, then track and correct deviations from plan. Establish regularity and predictability in operations; conformance to plans.
- 6. Extrinsic Rewards.** Provide financial rewards to individuals and teams for achieving specified outcomes. Motivate effort and ensure compliance with policies and standards.

# MANAGEMENT SKILLS

1. Political: used to build a power base and to establish connections
2. Conceptual: used to analyze complex situations
3. Interpersonal: used to communicate, motivate, mentor and delegate
4. Diagnostic: ability to visualize appropriate responses to a situation
5. Leadership: ability to lead and to provide guidance to a specific group
6. Technical: expertise in one's particular functional area
7. Behavioral: Perception towards others.