

MANAGEMENT PARADIGMS FROM BHAGAVAD GITA		
Programme: Under Graduation		Year:2 Semester:3
Subject: Co-curricular Course		
CourseCode: CCS 03	Course Title: Management Paradigms from Bhagavad Gita	
<p>Business Management curriculum provides a variety of the oretical inputs that enables an individual to take decisions for effective running of an organization. In the current situation theses inputs are characterized by two peculiar aspects. Firstly, these are based mainly on the western paradigm of the “world view”. While this is one aspect of the knowledge, it is worthwhile to understand alternative “world views”. Secondly, the current management theories are by and large prescriptions for the business organizations. Even when issues pertaining to individuals are addressed, they are in the context of organizational performance. For instance, theories on motivation are developed to improve the organizational performance. This overwhelming focus on organizations has over time pushed the “individuals” to the residual in the equations. It is increasingly felt that the current ideas do not adequately cover all the issues of major concern to individuals and organizations. Many feel the need for alternative perspectives on the problems and possible solutions. Ancient Indian wisdom has set off ideas that present a different perspective of the problems that individuals and organizations face and proposes alternative ways of understanding several aspects pertaining to the domain of management. This course is an attempt to bring these perspectives using Bhagavad Gita as the main reference frame for culling out ideas from Ancient Indian wisdom.</p> <p>The course is designed with the following main objectives:</p> <ul style="list-style-type: none"><li>• To identify some of the commonly felt problems that individuals, organizations and the society faces</li><li>• To illustrate the usefulness of Gita in addressing some of these problems</li><li>• To demonstrate how alternative world views and paradigms of management could be developed with a knowledge of Ancient Indian wisdom such as Gita</li><li>• To provide a good introduction to Ancient Indian wisdom using Gita as a vehicle</li></ul>		
Credits: Nil		Core Compulsory
Max. Marks: 100		Min. Passing Marks:40
Total No. of Lectures-Tutorials-Practical (in hours per week): 4-0-0		
Unit	Topic	No. of Lectures
Unit I	<p><b>Spirituality in Business and Workplace</b></p> <p>Current Challenges in Business Management &amp; Society</p> <p>RelevanceofAncientIndianWisdomforcontemporarysociety</p> <p>Spirituality in Business</p> <p>The notion ofSpirituality</p> <p>An introduction to Bhagavad Gita &amp; its relevance</p> <p><b>Assignment:</b> Read five chapters of Bhagwat Gita for Group Discussion.</p> <p>Chapter 1: Visada Yoga</p> <p>Chapter 2: Sankhya Yoga</p> <p>Chapter 3: Karma Yoga</p> <p>Chapter 4: Jnana Yoga</p> <p>Chapter 5: Karma Vairagya Yoga</p>	07

<b>Unit II</b>	<b>Perspectives on Leadership and Work</b> Failed Leadership: Causes & Concerns Leadership Perspectives in the Gita <sup>1</sup> Axioms of Work & Performance The Notion of Meaningful Work <b>Assignment:</b> Read five chapters of Bhagwat Gita for Group Discussion. Chapter 6: Abhyasa Yoga Chapter 7: Paramahansa Vijnana Yoga Chapter 8: Aksara-Parabrahman Yoga Chapter 9: Raja-Vidya-Guhya Yoga Chapter 10: Vibhuti-Vistara-Yoga	<b>08</b>
<b>Unit III</b>	<b>Perspectives on Self-Management</b> Mind as a key player in an individual Meditation as a tool for self-management Role of Yoga in addressing stress & burnout of managers Mind as a key player in an individual Self-Management by understanding the world within Values & their role in Self-management Shaping the personality through Trigunas <b>Assignment:</b> Read five chapters of Bhagwat Gita for Group Discussion. Chapter 11: Visvarupa-Darsana Yoga, Chapter 12: Bhakti Yoga, Chapter 13: Ksetra-Ksetrajna Vibhaga Yoga Chapter 14: Gunatraya-Vibhaga Yoga Chapter 15: Purusottama Yoga	<b>07</b>
<b>Unit IV</b>	<b>Perspectives on Life and Society</b> Perspectives on Sustainability Death as a creative destruction process Law of Conservation of Divinity Conclusions <b>Assignment:</b> Read five chapters of Bhagwat Gita for Group Discussion. Chapter 16: Daivasura-Sampad-Vibhaga Yoga Chapter 17: Sraddhatraya-Vibhaga Yoga Chapter 18: Moksa-Opadesa Yoga	<b>08</b>

### **Suggested Reading:**

This course will have two sets of readings. One set corresponds to the contemporary literature pertaining to the topics discussed in the sessions. These have been identified in the respective sessions. In addition to this, specific sections from the Gita will be used as the second set of material. There are a number of commentaries available for Bhagavad Gita. These provide a good basis to understand Gita. However, a number of short articles on Gita and Management are available in the following source, which will be used in the context of the course:

Mahadevan, B. Writings on Gita & Management,

<http://www.iimb.ernet.in/webpage/b-mahadevan/bhagavad-gita-amp-management>

For the interested readers some (suggested) additional readings pertaining to Bhagavad Gita are given below:

1. Bhagwat Gita from Geeta Press, Gorakhpur, UP.
2. Swami Ranganathananda, (2001), "Universal Message of the Bhagavad Gita", 3

Volumes, Advaita Ashrama, Kolkata.

3. Swami Dayananda Saraswati, (2007), "The value of values", Arsha Vidya Research & Publication Trust, Chennai.
4. Swami Chinmayananda, (1996), "Holy Geeta", Central Chinmaya Mission Trust, Mumbai.
5. Geus, A. (1997), "The Life Span of a Company: Chapter 1 in The Living Company", Nicholas Brealey Publishing, London, pp. 7 – 19.
7. Beer, S. (1994). "May the Whole Earth be Happy: LokaSamastatSukhinoBhavantu", Interfaces, 24 (4), 83 – 93.
9. Mahadevan, B. (2013). "Spirituality in Management: Sparks from the Anvil", IIM B Management Review, 25 (2).
10. Houston, D.J. and Cartwright K.E. (2007), "Spirituality and Public Service". Public Administration Review, Jan. – Feb., 2007, 88 – 102.
11. Payne, S.G. (2010). "Leadership and spirituality: Business in the USA", The International Journal of Leadership in Public Services, 6 (2), 68 – 72.
12. Poole, E. (2007). "Organizational Spirituality – A literature review", Journal of Business Ethics, 84, pp. 577 – 588.
13. Bhattathiri, M.P. "Bhagavad Gita and Management"
14. Mahadevan, B. (2009). "Shrimad Bhagavad Gita – Ideas for Modern Management", One day Seminar on "Towards a New Paradigm of Business management: Alternative Perspectives from Ancient Indian Wisdom", IIM Bangalore, December 12, 2009.
15. (2012). "Bhagavad Gita and Management", Arsha Vidya News Letter, April 2012, 23 – 30.
16. Ancona, D., Malone, T.W., Orlikowski, W.J. and Senge, P.M. (2007), "In praise of the incomplete leader", Harvard Business Review, 85 (2), 92 – 100.
17. Mahadevan, B., (2013). "Inspirational Leadership: Perspectives from Gītā", Chapter 13 in Sanskrit and Development of World Thought, Kutumba Sastry V. (Ed.), D K Print World, New Delhi, pp 199 - 210.
18. Mehrotra, R. (2010). "Work Builds, Charity Destroys", Chapter 8 in Ennoble, English course book, Second Year Pre-University, The Karnataka Text Book Society, pp. 63 – 70.
19. Michaelson, C. (2009). "Teaching Meaningful Work: Philosophical Discussions on the Ethics of Career Choice", Journal of Business Ethics Education, 6, pp. 43 – 68.
20. Corner, P.D. (2008). "Workplace Spirituality and Business Ethics: Insights from an Eastern Spiritual Tradition", Journal of Business Ethics, 85, pp. 377 – 389.
21. Adhia, H., Nagendra, H.R. and Mahadevan, B. (2010). "Impact of Adoption of Yoga Way of Life on the Emotional Intelligence of Managers". IIMB Management Review. Vol. 22 (1&2), pp. 32 – 41.
22. Swami Dayananda Saraswati. (2007). "The value of values", Arsha Vidya Research & Publication Trust, Chennai, pp. 1 – 54.
23. Biswas, M. (2010). "In search of personality inventory for Indian managers: an application of structural equation modelling", Journal of Services Research. 10 (1), pp 101 – 123.
24. Capra, F. (2004), "Life and Leadership in Organizations: Chapter 4 in Hidden Connections", Anchor Books, New York, pp. 97 – 128.
25. Amory B. Lovins, A.B., Lovins, L.H. and Hawken, P. (2007). "A Road Map for Natural Capitalism", Harvard Business Review, 85 (4), 172 – 183.
26. Ehrenfeld, J. R. (2005). "The Roots of Sustainability", MIT Sloan Management Review, 46 (2), pp. 23-25.
27. David Elrod II, P. and Tippett, D.D. (2002). "The "death valley" of change", Journal

of Organizational Change Management, 15(3), pp. 273 – 291.  
28. Mahadevan, B, (2014). The Law of Conservation of Divinity

**Suggested Online Link:**<https://www.youtube.com/watch?v=8g90E9nBnyE> (English)  
<https://www.youtube.com/watch?v=Tsg3lWHCm0k> (Hindi)  
<https://www.youtube.com/watch?v=ZRr0tmRqGgc> (English)

**Suggested equivalent online courses:** None

**This course can be opted as a co-curricular course by the students of following subjects:**

B.A.  
B. Com  
B.B.A  
B.Sc.  
B.F.A  
B. Lib  
B.A.LL.B. (Hons)  
B.A.LL. B  
B.B.A.LL.B.  
B. Pharm

**Suggested Continuous Evaluation (25 Marks):**

Internal Assessment	Marks	External Assessment	Marks
Midterm Test	10	Written Examination	75
Assignment	5		
Presentation	5		
Attendance & class performance	5		

**Course Prerequisites:**

Basic Knowledge of Shrimad Bhagwat Gita