

# Key leadership principles from the Bhagavad Gita: A review of the research published during 2014 to 2024

**Rajgor Jaykumar Kamlesh Kumar**

**Research Scholar**

**Email:-jayrajgor1998@gmail.com**

**Mobile Number: 8040802561**



## **Abstract:**

Rapid globalization, technical developments, and changing socioeconomic landscapes present leadership with hitherto unheard-of problems in the twenty-first century. Today's leaders must inspire moral decision-making, creativity, and agility while navigating a volatile, unpredictable, complex, and ambiguous (VUCA) world. A timeless text, the Bhagavad Gita offers deep insights into leadership concepts that are still applicable when dealing with today's issues. This study examines studies that were published between 2004 and 2024 and examines how important leadership lessons from the Bhagavad Gita might be applied to current leadership issues. Through the synthesis of current material, this study seeks to provide a comprehensive approach to moral and successful leadership by bridging the gap between traditional knowledge and contemporary leadership requirements.

## **Introduction:**

Although human civilization has always relied heavily on leadership, today's leaders face more complex and dynamic problems than ever before. Global crises, economic volatility, the quick speed of technical development, and changing employee expectations have all changed how leadership is viewed and used. In addition to managing growing stakeholder demands and organizational complexity, leaders are expected to be visionaries, change agents, and moral decision-makers.

The decline of ethical integrity is one of the biggest problems facing modern leadership. A crisis of trust in leadership across businesses has been brought on by scandals, corruption, and unethical decision-making. Furthermore, the emergence of automation and artificial intelligence has created new conundrums that need leaders to strike a balance between efficiency and human-centered strategies. Furthermore, globalization has expanded markets but also heightened cultural complexities, requiring leaders to be more adaptable and inclusive in their approach.

The Bhagavad Gita's age-old wisdom provides timeless leadership concepts that can direct contemporary leaders in the face of these difficulties. The lessons of the Bhagavad Gita, which are based on self-control, responsibility, fortitude, and moral judgement, offer a guide for negotiating the challenges of modern leadership. In order to comprehend how these concepts have been perceived and used in contemporary leadership frameworks, this paper will examine and evaluate research that was published between 2004 and 2024.

This study aims to demonstrate the applicability of the leadership concepts found in the Bhagavad Gita in tackling contemporary issues by referencing academic literature. A strong

basis for moral, resilient, and visionary leadership in the twenty-first century can be established by combining these lessons with modern leadership ideas.

Mention Shloka: Chapter 2 Shlok 47,

"Karmanye vadhikaraste ma phaleshu kadachana,  
Ma karma phala hetur bhur ma te sangostva akarmani."

This is the cornerstone of moral leadership. Leaders should promote integrity and responsibility by concentrating on doing the right thing without being attached to incentives.

Mention Shloka: Chapter 6 Shlok 5,

"Uddhared atmanātmānam nātmānam avasādayet,  
Atmaiva hyātmano bandhur ātmaiva ripur ātmanaḥ."

Self-mastery, a crucial quality for leaders handling uncertainty and crises, is taught by this. Success or failure is determined by a leader's perspective.

Importance of Bhagvat Geeta for Leadership

The Bhagavad Gita offers deep truths that are still applicable in the complicated and rapidly evolving world of today, making it a timeless manual for leadership in the twenty-first century. Its emphasis on moral leadership and integrity is among its most significant accomplishments. In a time when corporate scandals and governance lapses are frequent, the Gita's Dharma (righteousness) precept encourages leaders to act honorably and fairly, making sure that their choices serve the greater good rather than their own interests. For contemporary leaders who must handle technological shocks, global crises, and economic downturns, the Gita's lessons on crisis management and resilience are also essential. The scripture enables leaders to focus on the proper action instead of being immobilized by uncertainty by promoting detachment from fear and failure.

Emotional intelligence and self-control are two more important leadership lessons from the Gita. Effective leadership requires the capacity to regulate one's emotions, preserve inner stability, and make logical decisions. The Gita emphasizes the need of self-discipline and self-awareness by teaching that a true leader must first master their own mind before leading others. Furthermore, Krishna's function as Arjuna's mentor demonstrates how the Gita is infused with the idea of servant leadership. The goal of leadership is to empower and guide others to realize

their greatest potential, not to exert control. By embracing this idea, contemporary leaders encourage cooperation, trust, and team development.

In addition, the Gita stresses strategic thinking and long-term vision, calling on leaders to act with commitment and purpose rather than pursuing immediate gains. This idea promotes long-term success and moral decision-making in a society when companies and organizations are under tremendous pressure to produce outcomes quickly. Leaders can foster resilience, inspire trust, and effect significant change by using these concepts. In the end, the Bhagavad Gita is more than simply a religious work; it is a useful guide for leaders that offers insight into how to overcome obstacles, lead honorably, and leave a lasting impression in the twenty-first century.

#### Purpose of the Research Paper

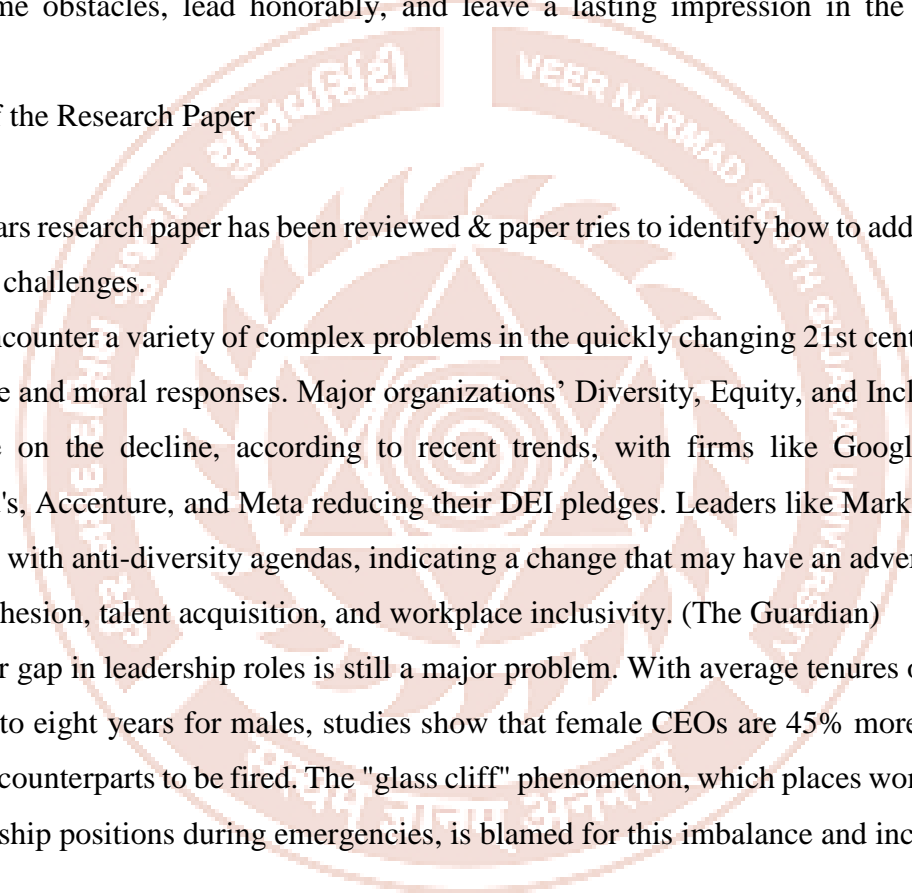
Last 20 years research paper has been reviewed & paper tries to identify how to address modern leadership challenges.

Leaders encounter a variety of complex problems in the quickly changing 21st century that call for creative and moral responses. Major organizations' Diversity, Equity, and Inclusion (DEI) efforts are on the decline, according to recent trends, with firms like Google, Amazon, McDonald's, Accenture, and Meta reducing their DEI pledges. Leaders like Mark Zuckerberg have sided with anti-diversity agendas, indicating a change that may have an adverse effect on societal cohesion, talent acquisition, and workplace inclusivity. (The Guardian)

The gender gap in leadership roles is still a major problem. With average tenures of five years compared to eight years for males, studies show that female CEOs are 45% more likely than their male counterparts to be fired. The "glass cliff" phenomenon, which places women in high-risk leadership positions during emergencies, is blamed for this imbalance and increases their

vulnerability to failure. Investing in women's leadership development and broadening the pool of potential CEO candidates are necessary to address this disparity. (Market Watch)

Furthermore, ineffective promotion procedures are reducing the efficacy of leadership. According to research, 82% of managers lack critical leadership skills, which causes management quality to stagnate or worsen. The development of visionary and resilient leaders is hampered by the fact that many organizations place a higher value on likeability and action



orientation than on strategic competency. Improving the efficacy of leadership requires a reform of these antiquated promotion practices. (Open Library)

Despite these difficulties, the Bhagavad Gita provides timeless leadership lessons that can be applied to contemporary leadership conundrums. After studying its teachings, academics have put forth leadership theories centered on resilience, self-discipline, ethical governance, and servant leadership. These ideas offer a comprehensive framework for ethical and sustainable leadership, and they are very compatible with the demands of modern leadership. (Time)

By examining important leadership concepts from the Bhagavad Gita in light of contemporary trends, business difficulties, and academic research conducted between 2004 and 2024, this research paper seeks to close the gap between traditional knowledge and contemporary leadership issues. This study aims to provide leaders with useful insights for navigating the complex, dynamic, and morally challenging environment of today by synthesizing the body of available knowledge.

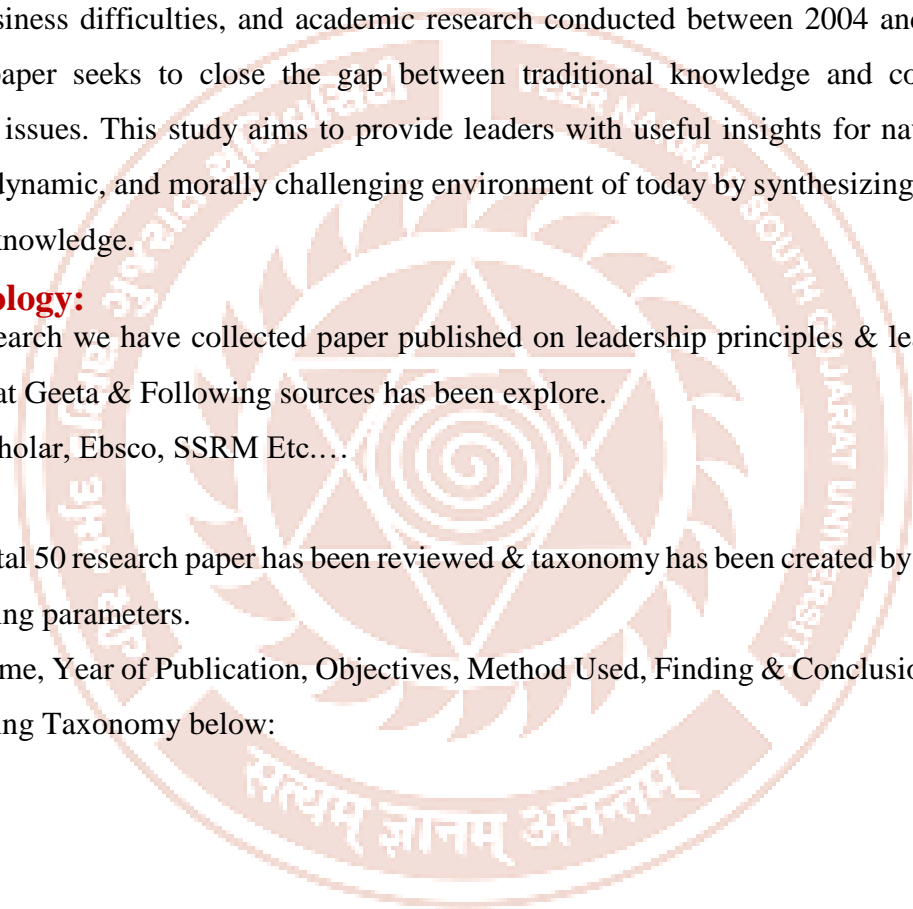
### **Methodology:**

In this research we have collected paper published on leadership principles & learning from the Bhagvat Geeta & Following sources has been explore.

Google Scholar, Ebsco, SSRM Etc....

There is total 50 research paper has been reviewed & taxonomy has been created by considering the following parameters.

Author Name, Year of Publication, Objectives, Method Used, Finding & Conclusion. Here We are providing Taxonomy below:



**Taxonomy:**

Sr. No	Author & Year	Objectives	Method Used	Finding	Conclusion
1.	(Mallik, 2024)	Synthesize spiritual principles with practical Management Strategies. Inspire leaders to understand themselves and their Organizations.	Qualitative approach analyzing Bhagavad Gita's teachings. Literature review and thematic analysis conducted.	Key themes: self-Awareness, Ethical decision-making, resilience. Enhances leadership effectiveness and fosters cohesive organizational culture.	Bhagavad Gita enhances leadership effectiveness and organizational culture. Timeless principles guide authentic and purposeful business navigation.
2.	(Patel, 2024)	Integrate Bhagavad Gita lessons with modern management practices. Explore Gita's impact on leadership, ethics, and decision-making.	Integration of Bhagavad Gita lessons with management practices. Comparison of Gita's concepts with modern management frameworks.	Gita's lessons align with modern management practices. Provides guidance for personal and professional development.	Gita's lessons align with modern management practices. Provides guidance for personal and professional development.
3.	(Sharma & Vats, 2024)	Explore Bhagwat Gita's influence on management policies. Integrate Gita's teachings for purpose-driven organizations.	Descriptive study using secondary sources of data. Data collected from various reports and articles.	Bhagwat Gita principles enrich modern management practices. Interconnectedness fosters innovation	Bhagwat Gita enriches modern management practices. Interconnectedness fosters innovation and excellence in organizations.

				and excellence in management teams.	
4.	(Naragatti, 2023)	Investigate societal implications of materialistic tendencies. Explore management guidelines from the Bhagavad Gita.	Integration of Bhagavad Gita principles with modern management practices. Emphasis on meditation and ethical work cultures.	Materialism impacts power dynamics and community well-being. Bhagavad Gita principles enhance modern management practices and mental health.	---
5.	(Sharma, 2023)	Explore Bhagavad Gita principles in modern management. Identify challenges in implementing holistic management practices.	Analysis of secondary data from various sources. Evaluation of Bhagavad Gita principles in management context.	Bhagavad Gita promotes spiritual management practices in organizations. Key principles include ethical leadership, communication, and teamwork.	Bhagavad Gita principles promote spiritual management in organizations. Challenges include cultural resistance, lack of understanding, and integration issues.
6.	(Dhamija et al., 2023)	Understand Bhagavad Gita's relevance in corporate decision-making. Establish teachings for organizational excellence and sustainable development.	The paper explores the teachings of the Bhagavad Gita for decision-making in the corporate world. It emphasizes the importance of self-consciousness and humanitarian touch in business.	Bhagavad Gita principles enhance decision-making in corporate settings. Emphasizes duty fulfillment without attachment to outcomes.	The paper explores the relevance of the Bhagavad Gita in the corporate setting. The teachings of the Bhagavad Gita can help leaders make rational decisions.



7.	(Kuknor et al., 2022)	Assist business leaders with insights from Indian scriptures. Transform 'me-leader' into 'we-leader' using Gita's lessons.	---	Bhagavad Gita offers insights for transformational leadership. Transforms 'me-leader' into 'we-leader' through consciousness approach.	Transform transactional leader into transformational 'we-leader' using Gita. Extract and elaborate Gita's concepts for business leadership transformation.
8.	(Harshavardhana & Srinivas, 2021)	Explore value system in leadership based on Bhagavad Gita teachings. Interpret final two values through Advaita Vedantic understanding.	Exploratory journey of all 700 verses Special reference to Chapter 13, 'Kshetra-Kshetrajna Vibhaga Yoga'	Leadership values derived from Bhagavad Gita enhance character and decision-making. Emphasizes selflessness, integrity, and detachment from outcomes in leadership.	Good leadership requires inner balance and self-realization. Renouncing attachment to results is essential for leadership.
9.	(Mukherjee, 2022)	---	Qualitative Quantitative	---	Leadership lessons from the Bhagavad Gita Demonstrates theoretical and empirical research in management discipline
10		Examine SBG's 'Theory of Work' effect on self-	Judgemental sampling procedure for	Theory of work variables positively affect	---



	(Dubey et al., 2024)	efficacy. Find association between self-efficacy, goal performance, and leadership effectiveness.	data collection. Online-administered questionnaire for responses.	self-efficacy. Self-efficacy enhances goal performance and leadership effectiveness.	
11	(Elangovan & Nirmala, 2016)	Explore psychological significance of the Bhagavad Gita. Assess contributions to mental well-being and resilience.	---	Leadership meaning established through the Bhagavad-Gita. Redefines organizations for egalitarian work cultures.	Leadership is defined by meaning, extending beyond people. Organizations can facilitate self-expression and egalitarian cultures.
12	(Dhillon, 2023)	Explore transformational leadership from ancient Indian Vedic philosophy. Provide insights on human capital development from the Bhagavad-Gita.	Analysis of 24 articles on Bhagavad Gita Exploration of psychological significance in last 10 years	Explores psychological significance of the Bhagavad Gita in modern contexts. Identifies themes: psychotherapy comparisons, psychological concepts, and well-being potential.	Bhagavad Gita offers psychological insights for modern well-being. Importance of seeking support for mental health highlighted.
13		Explore Bhagavad Gita's	Hermeneutics as qualitative	Explores transformational	Transformational leadership is

	(Muniapan & Rajantheran, 2008)	principles for mind management. Apply teachings to develop human capital effectively.	research methodology. Study and interpretation of ancient texts.	leadership from Bhagavad-Gita's philosophical perspective. Highlights significance for human capital development and self-leadership.	essential for organizational growth and development. The Bhagavad-Gita provides insights on transformational leadership and human capital development.
14	(Pattabhiram & Deekshitulu, 2017)	Develop a theory of a hypothetical firm. Explore leadership, governance, and motivation aspects.	Mind management principles Development of human capital through divine principles	Bhagavad-Gita principles enhance mind management and reduce illnesses. Duty fulfillment mitigates negative emotional impacts on individuals.	Cultivate sound philosophy of life for mental health. Strive for excellence through work as worship.
15	("Towards the Theory of an Entrepreneurial Firm from the Lens of the Bhagavad Gita," 2022)	Explore leadership implications from the Bhagavad Gita. Offer useful advice for present-day managers.	Theory development inspired by Bhagavad Gita Integration of Bhagavad Gita shlokas for theorizing.	Theoretical framework for leadership, governance, and motivation in firms. Integration of Bhagavad Gita shlokas for firm theorization.	Theory of entrepreneurial firm based on Bhagavad Gita concepts. Focus on leadership, governance, and motivation within the firm.
16		Compare contributions of Art of War and	Contextual analysis of the Bhagavad Gita's	Explores leadership implications from	The Bhagavad Gita offers advice for modern leaders. The

	(Rarick & Nickerson, 2009)	Bhagavad Gita. Identify gaps for further research in leadership.	leadership implications. Exploration of leadership applications for modern managers.	the Bhagavad Gita. Offers useful advice for present-day managers.	Gita emphasizes important leadership qualities.
17	(Chow & Gurd, 2010)	Extract entrepreneurial lessons from the Bhagavad Gita. Bridge contemporary skills with ancient philosophy.	Conceptual analysis for future empirical testing. Examination of leadership traits from both texts.	Ancient texts show contrasting yet complementary leadership ideas. Indian and Chinese leaders can learn from each other.	Art of War and Gita emphasize decision making. Leadership requires resilience and focus on processes, not results.
18	(Maharana, 2019)	---	Extracting entrepreneurial lessons from the Bhagavad Gita. Bridging contemporary skills with ancient philosophy.	Insights for modern entrepreneurs from Bhagavad Gita. Bridging contemporary skills with ancient philosophy.	Insights for modern entrepreneurs from ancient philosophy. Bridging contemporary skills with canonical teachings.
19	(Rarick, 2007)	Distinguish revelation politics from salvation theology in leadership.	---	Gita offers humanistic and inclusive leadership advice. Encourages higher	---

		Explore the Bhagavad Gita's insights for managing organizational complexities.		consciousness for influencing others.	
20	(Mathur, 2018)	---	---	Bhagavad Gita addresses existential ambiguity in management contexts. Simultaneity of normative and hermeneutic efforts is essential.	Simultaneity of normative, existential, phenomenal, and hermeneutic endeavors is essential. Boundaries in management clarify structures, systems, and processes.
21	(Radwan, 2019)	Explore leadership themes from the Bhagavad Gita. Develop application principles for contemporary management challenges.	Direct textual quotations from the Bhagavad Gita. Application principles based on Yukl's leadership functions.	Unity, Duty, and Equanimity enhance organizational leadership. Communication fosters shared collaboration in groups.	Outlined Bhagavad Gita themes for meaningful leadership in organizations. Leaders should operate with values like Unity, Duty, and Equanimity.
22	(L, 2021)	Understand identity crisis and intrapersonal conflict management.	Qualitative study Hermeneutics methodology	Bhagavad Gita principles align with Fayol's management principles.	Bhagavad Gita is relevant to management principles. Discipline and

		Link Henry Fayol's principles with Bhagavad Gita teachings.		Spiritual texts offer valuable insights for modern management.	sacrifice are important for success.
23	(Ranjan & Dahiya, 2024)	Explore sustainable food practices Study principles of vegetarianism and spiritualizing food	Mixed-methods approach Qualitative and secondary data sources	Food connects with divine consciousness. Principles: vegetarian diet, meal timing, spiritualizing food through offerings.	Food connects with divine consciousness. Principles include vegetarianism, meal timing alignment, and spiritualizing food.
24	(Nayak, 2018)	Describe attributes of effective leaders in Bhagavad Gita. Analyze activities of leaders as prescribed in the text.	Hermeneutics methodology Analysis of Bhagavad Gita scriptures	Effective leadership traits emerge from Bhagavad Gita's teachings. Attributes and activities of leaders are described in detail.	Describes attributes and activities of an effective leader Uses hermeneutics methodology to analyze Bhagavad Gita
25	(Sharma, 2023)	Highlight leadership lessons from Shree Bhagwad Gita. Teach strategies for managing emotions in difficult	---	Leadership lessons from Bhagwad Gita enhance transformational leadership. Gita provides strategies for	Leadership lessons from Bhagwad Gita enhance transformational leadership. Cultural and religious foundations are vital for effective

		situations.		managing emotions in challenges.	leadership.
26	(Tripathy et al., 2019)	Study effective corporate leadership using ethos, pathos, logos. Develop abilities to attract followers in leadership practices.	Interlinking ethos, pathos, and logos with leadership. Analyzing lessons from Bhagavad Gita for leadership.	Effective leadership requires ethos, pathos, and logos. Followers' motivations are often overlooked in leadership studies.	Effective leadership requires ethos, pathos, and logos. Bhagavad Gita offers insights for contemporary leadership practices.
27	(Jain, 2023)	Explore personal leadership insights from the Bhagavad-Gita. Emphasize mindful decision-making and practical applications for leaders.	---	Insights on personal leadership from the Bhagavad-Gita. Emphasis on mindful decision-making and practical applications.	---
28	(Muniapan, 2015)	Explore ethical principles in the Bhagavad-Gita for business leadership. Provide insights into Indian business ethics for Western leaders.	Hermeneutics for interpreting ancient literature. Qualitative methodology for exploring ethical principles.	Explores ethical principles from the Bhagavad-Gita for business leadership. Advocates a spirit-centered approach to business ethics.	Bhagavad-Gita offers ethical principles for business leadership. Insights into Indian business ethics for Western

					leaders.
29	(Suriyaprasad, 2016)	Investigate nature and activities of spiritual-based leadership. Analyze outcomes of leading from a spiritual perspective.	Analyzes Spiritual-Based Leadership Research Programme (SLRP) Profiles of 31 spiritual-based executives from 15 countries	Profiles of 31 spiritual-based executives analyzed. Universal values include love, compassion, and divinity.	Analyzes spiritual-based leadership from the Bhagavad Gita perspective. Profiles of 31 executives highlight universal spiritual values
30	(Amar, 2019)	Provide ten key management messages from Bhagavad Gita. Help managers apply Gita teachings in contemporary organizational work.	Analysis of Bhagavad Gita's management messages. Integration of key verses and interpretations.	Ten key management messages from the Bhagavad Gita identified. Focus on karma, leadership, and human personalities emphasized.	Ten key management messages from the Bhagavad Gita. Focus on humane and effective management practices.
31	(Satpathy & Muniapan, 2016)	Draw parallels between transformational leadership and the Bhagavad-Gita. Provide insights into Indian leadership	Hermeneutics methodology used for interpreting ancient literatures Drawing parallel between transformational	Bhagavad-Gita offers insights for transformational leadership. Advocates consciousness and spirit-centered leadership approach.	Bhagavad-Gita offers insights for transformational leadership. Enhances collaboration between Western and Indian business



		strategies for Western leaders.	leadership and Bhagavad-Gita		leaders.
32	(Low & Muniapan, 2011)	Examine tenets of the Bhagavad Gita for leadership. Inspire leaders to transform their leadership style.	Hermeneutics Qualitative inputs from leadership seminar participants	Bhagavad Gita's wisdom transforms leadership styles. Hermeneutics and qualitative inputs enhance leadership understanding.	Bhagavad Gita's wisdom transforms leadership styles. Hermeneutics aids in interpreting ancient leadership teachings.
33	(Mukherjee, 2017)	Analyze influence of 'Gita' on modern society. Highlight management vision and thoughts from Bhagavad Gita.	Analyzes influence of 'Gita' on modern human society. Highlights management vision and thoughts supported by Bhagavad Gita.	Bhagavad Gita influences modern management and leadership. Supports self-knowledge and inner peace for success.	Bhagavad Gita influences modern human society. Bhagavad Gita supports management vision and thoughts
34	("Inculcating the Pedagogies from Bhagavad Geeta for Improving Human Behavior," 2023)	Establish relationship between Bhagavad-Gita teachings and behavior improvement. Develop positive attitudes and goal-oriented behavior	Psychoanalysis method used for study relevance. Examination of Bhagavad-Gita's teachings for behavior improvement.	Bhagavad-Gita teachings improve human behavior and skills. Positive attitude fosters goal-oriented behavior in individuals.	Application of Bhagavad-Gita's teachings improves human behavior and develops new motor skills. Pedagogies from Bhagavad Geeta are beneficial for individuals and

		in individuals.			organizations.
35	("Vedic Leadership Principles and Practice: Case Study from the IT Industry," 2023)	---	Self-awareness techniques V-theory of transcendence	Vedic Leadership promotes self-awareness and moral duty. Organizations can achieve sustainable growth through collective well-being.	Vedic Leadership principles promote self-awareness and moral duty. VL leads to sustainable growth and mistake-free action.
36	(Kumar, 2011)	Define core of leadership Explore Svadharma in leader-follower relationship	Content analysis on the articles Analysis of methodology, sector, and location	Leadership correlates with followers' Svadharma and Sattva. Sustained force weakens leader-follower relationships.	Meaning is the core of leadership in the Bhagavad-Gita paradigm. Svadharma enhances leader-follower relationships and organizational effectiveness.
37	(Hadziahmetovic et al., 2023)	Analyze frequent leadership styles from 2016 to 2022. Examine contributions of scholars and institutions in leadership research.	Content analysis on the articles Analysis of methodology, sector, and location	Analyzed 90 articles on leadership styles from 2016 to 2022. Identified trends, methodologies, sectors, and locations in leadership research.	Comprehensive review of 90 publications on leadership styles Analysis of methodology, sector, and location
38		Explore Bhagavad	---	Bhagavad Gita	Bhagavad Gita

	(Tripathi & Sharma, 2024)	Gita's influence on personal growth and ethics. Demonstrate relevance of Gita's teachings in contemporary life.		offers timeless life lessons for personal growth. Its teachings guide ethical decision-making and resilience.	offers timeless guidance for ethical living. Its teachings are relevant for personal growth today.
39	(Low, 2011)	Examine Bhagavad Gita's teachings on leadership. Relate ancient truths to modern leadership practices.	Examines various tenets of Bhagavad Gita Applies teachings to leadership and relevance	Bhagavad Gita offers ancient truths for modern leadership. Teachings inspire and relate to essential leadership wisdom.	Ancient wisdom of Bhagavad Gita applicable to leadership Teachings of Bhagavad Gita can inspire readers
40	(Bansal, 2024)	Analyze Bhagavad Gita teachings for modern peace and harmony. Explore principles promoting personal peace and global harmony.	Analyzing key teachings of the Bhagavad Gita. Exploring personal peace to achieve world peace.	Teachings of Gita promote personal peace and world harmony. Self-control and empathy are essential for achieving peace.	Personal self-control, self-knowledge, righteousness, devotion, service for world peace. Inner peace essential for world peace, follow Gita teachings.
41	(Elangovan & Nirmala, 2016)	Establish meaning as the core of leadership. Redefine organizations to facilitate	---	Leadership meaning established through the Bhagavad-Gita. Redefines	Leadership is defined by meaning, extending beyond people. Organizations can facilitate self-

		expressions of Svadharma.		organizations for egalitarian work cultures.	expression and egalitarian cultures.
42	(Muniapan & Rajanthera n, 2008)	Explore transformational leadership from ancient Indian Vedic philosophy. Provide insights on human capital development from the Bhagavad-Gita.	Hermeneutics as qualitative research methodology. Study and interpretation of ancient texts.	Explores transformational leadership from Bhagavad-Gita's philosophical perspective. Highlights significance for human capital development and self-leadership.	Transformational leadership is essential for organizational growth and development. The Bhagavad-Gita provides insights on transformational leadership and human capital development.
43	(Singh et al., 2025)	Explore Swasthavritta's role in managing obesity. Promote Ayurvedic lifestyle for obesity prevention.	Nidan Parivarjan for identifying causes of obesity. Pathya-Apathya, Vyayam, and lifestyle modifications for management.	Obesity is a complex, multifactorial nutritional metabolic disease. Ayurvedic lifestyle can reduce obesity risk significantly.	Ayurvedic lifestyle reduces obesity risk and health issues. Swasthavritta principles provide comprehensive management for Sthaulya.
44	(Puranik & Inamdar, 2022)	Explore ancient Indian wisdom for modern leadership challenges. Identify solutions for anxiety and team management	Collected primary data from online and print resources. Conducted structured interviews with 25	Leaders face anxiety and stress management challenges. Team motivation and feedback acceptance are significant issues.	Majority of leaders face team management and interpersonal issues. High expectations and time management cause leader anxiety and

		issues.	business leaders.		stress.
45	(Gohel, 2024)	Integrate ancient Indian wisdom into modern strategies. Address international challenges through timeless principles.	Examination of classical texts for timeless principles. Synthesis of ancient philosophies with modern methodologies.	Ancient Indian wisdom informs modern diplomacy and conflict resolution. Ethical insights promote sustainable economic policies and governance practices.	Integrating ancient wisdom fosters global peace and sustainability. Timeless principles enhance modern strategies for international challenges.
46	(Nanda, 2016)	Explore management concepts in the Bhagavad-Gita. Highlight leadership, motivation, and decision-making lessons.	The paper focuses on modern management concepts discussed in the Bhagavad-Gita. The methods used in the paper include analyzing mission, vision, leadership, motivation, etc. in the Bhagavad-Gita.	Bhagavad-Gita offers insights on modern management concepts. Discusses leadership, motivation, and decision-making principles.	Bhagavad Gita provides management lessons for practical life. Modern management concepts are discussed in the Gita.
47		Understand spiritual leadership's contribution to	Examination of spiritual leadership based on	Spiritual leadership enhances soft dimensions of	The implementation of the conceptual model will improve the soft dimensions

	(Parthasara thi et al., 2016)	TQM in MSMEs. Examine Bhagavad Gita's insights for improving TQM dimensions.	Bhagavad Gita. Conceptual framework drawn from literature streams.	TQM. Workplace spirituality positively influences organizational growth and citizenship behavior.	of TQM. Further research is needed to validate the framework and measure the dimensions of TQM.
48	(Krishnan et al., 2023)	Develop a unified model of consciousness- based leadership. Highlight qualities of consciousness- based leaders from ancient texts.	Synthesizing insights from Bhagavad Gita and Yoga Sutras. Developing a unified model for consciousness- based leadership.	Unified model of consciousness- based leadership developed. Common qualities identified from Bhagavad Gita and Yoga Sutras.	Unified model of consciousness- based leadership developed. Common qualities of leaders identified from both texts
49	(Rachmaw ati et al., 2023)	Describe development of spiritual leadership in school management. Provide empirical evidence for spiritual leadership effectiveness.	Literature review Selection criteria for articles (educational settings, publication year)	Principal's leadership in spiritual model: developing expectations, fostering differences, good communication. Principal's leadership in spiritual model: motivating,	Spiritual leadership is important for good school management. The principal's leadership management should include developing expectations, having a vision, understanding and fostering differences, good communication, motivation, accepting

				conflict management, efficient work.	feedback, conflict management, efficiency, and professional commitment.
50	(Rarick & Nickerson, 2009)	Explore leadership implications from the Bhagavad Gita. Offer useful advice for present-day managers.	Collected primary data from online and print resources. Conducted structured interviews with 25 business leaders.	Explores leadership implications from the Bhagavad Gita. Offers useful advice for present-day managers.	The Bhagavad Gita offers advice for modern leaders. The Gita emphasizes important leadership qualities.

## Conclusion:

Studying the Bhagavad Gita's leadership principles provides significant insights for handling the challenges of contemporary leadership. The concepts of self-discipline, resilience, ethical governance, and servant leadership found in the Bhagavad Gita offer a timeless foundation for effective leadership as organizations and leaders negotiate moral conundrums, technology disruptions, and socioeconomic uncertainty. This study examined research from 2004 to 2024, emphasizing how applicable these ideas are to modern theories of leadership. Significant study gaps still exist, nonetheless, despite increased scholarly interest in fusing traditional wisdom with contemporary leadership techniques.

The absence of empirical support for leadership paradigms based on the Bhagavad Gita is a significant research gap. Even though there are many studies that address the theoretical elements, there is still a dearth of quantitative research, case studies, and practical applications of these concepts in business environments. Furthermore, there is still a lack of research comparing the leadership lessons found in the Bhagavad Gita with those found in Western leadership frameworks. The sector-specific application of these concepts is another area of



weakness; the majority of research concentrates on corporate leadership, whereas areas like public administration, education, healthcare, and entrepreneurship necessitate more thorough study.

This research's future focus will be on closing these disparities via cross-cultural comparisons, leadership development initiatives, and empirical investigations. Future research can examine the effects of leadership concepts derived from the Bhagavad Gita on decision-making, workforce engagement, and organizational performance. Furthermore, adding fresh perspectives to leadership studies can be achieved by fusing the teachings of the Bhagavad Gita with cutting-edge leadership paradigms including transformational, genuine, and digital leadership. Researchers can evaluate how these concepts affect leadership effectiveness in the actual world by carrying out experimental and longitudinal studies.

In conclusion, the leadership lessons found in the Bhagavad Gita have the power to transform contemporary leadership paradigms by encouraging moral, strong, and imaginative leadership. To build a strong, empirically supported foundation for incorporating ancient wisdom into 21st-century leadership issues, future research should concentrate on sector-specific applications, cross-cultural comparisons, and practical implementation.

#### **Reference: -**

1. <https://www.theguardian.com/commentisfree/2025/feb/18/ceo-donald-trump-anti-diversity-agenda-dei-initiatives-oval-office-workforce> (The Guardian)
2. <https://www.marketwatch.com/story/cvss-karen-lynch-was-just-ousted-why-women-ceos-are-45-more-likely-to-get-fired-than-men-515bd077?> (Market Watch)
3. <https://onlinelibrary.wiley.com/doi/10.1002/jls.21786?> (Open Library)
4. <https://time.com/7022677/mediocre-leadership-essay/?> (Time)
5. Mallik, D. A. (2024). Unveiling Ancient Wisdom: The Bhagavad Gita's Influence on Modern Management and Leadership. 16(1), 59–68. <https://doi.org/10.70599/rvim/2024/330>
6. Patel, A. N. (2024). Bhagavad Gita and Modern Management Practices- A Study. 1(1), 34–43. <https://doi.org/10.31305/rrjiks.2024.v1.n1.005>
7. Sharma, V., & Vats, Ms. A. (2024). Dharma and Dynamics; Integrating The Bhagwat Gita's Eternal Wisdom with Modern Management Principles. International Journal of Advanced Research in Science, Communication and Technology, 186–190. <https://doi.org/10.48175/ijarsct-18921>

8. Naragatti, S. (2023). Self and Organisation Management Principles in Bhagavad Gita. *Journal of Advanced Research in Ayurveda, Yoga, Unani, Siddha and Homeopathy*, 10(1 & 2), 14–20. <https://doi.org/10.24321/2394.6547.202303>
9. Sharma, P. K. (2023). Holistic approach to management: Perspectives from The Bhagavad Gita. *International Journal of Research in Management*. <https://doi.org/10.33545/26648792.2023.v5.i1b.102>
10. Dhamija, A., Dhamija, S., Pandoi, D., & Singh, K. (2023). The Management Mantra of the Bhagavad Gita: Key to Organizational Excellence. *Psychological Studies*, 68(1), 1–12. <https://doi.org/10.1007/s12646-022-00695-2>
11. Kuknor, S., Rastogi, S., & Singh, S. P. (2022). Me-Leader versus We-Leader: Bhagavad Gita Perspectives on Transformational Leadership. *Purushartha: A Journal of Management Ethics and Spirituality*, 14(02), 57–64. <https://doi.org/10.21844/16202114205>
12. Harshavardhana, N. S., & Srinivas, K. G. (2021). The Pyramid of Values: Value-based Leadership Lessons from the Bhagavad Gita. 18, 01–09. <https://doi.org/10.36018/DSIJ.V18I.213>
13. Mukherjee, S. (2022). Leadership Lessons from the Bhagavad Gita. *IIMS Journal of Management Science*, 13(1), 129–132. <https://doi.org/10.1177/0976030x211053891>
14. Dubey, P., Joshi, A., & Mishra, R. C. (2024). Attaining Sustainability via Shrimad Bhagavad Gita: An Empirical Study of Identified Variables, Self-Efficacy, Goal Performance and Leadership Effectiveness. *Journal of Human Values*. <https://doi.org/10.1177/09716858241263127>
15. Towards the Theory of an Entrepreneurial Firm from the Lens of the Bhagavad Gita. (2022). *Journal of Human Values*, 29(1), 75–84. <https://doi.org/10.1177/09716858221134430>
16. Rarick, C. A., & Nickerson, I. (2009). Expanding Managerial Consciousness: Leadership Advice from the Bhagavad Gita. <https://aabri.com/manuscripts/09151.pdf>
17. Chow, C., & Gurd, B. (2010). Leadership essentials from Sun Zi's Art of War and the Bhagavad Gita. *Journal of Management History*, 16(3), 396–414. <https://doi.org/10.1108/17511341011051270>

18. Maharana, N. (2019). Entrepreneurial Lessons from the Bhagavad Gita. *Purushartha: A Journal of Management Ethics and Spirituality*, 13(02), 74–86. <https://doi.org/10.21844/16201913207>
19. Rarick, C. (2007). Expanding Managerial Consciousness: Leadership Advice from the Bhagavad Gita. <https://doi.org/10.2139/ssrn.1082214>
20. Mathur, A. N. (2018). Distinguishing revelation politics from salvation theology in the Bhagavad Gita's message for leaders and managers (pp. 249–271). Springer Nature. [https://doi.org/10.1007/978-3-319-99611-0\\_13](https://doi.org/10.1007/978-3-319-99611-0_13)
21. Radwan, J. (2019). Leadership and Communication in the Bhagavad Gita: Unity, Duty, and Equanimity (pp. 87–101). Springer, Cham. [https://doi.org/10.1007/978-3-319-99611-0\\_5](https://doi.org/10.1007/978-3-319-99611-0_5)
22. L, L. (2021). Henry Fayol's Principles of Management and Bhagavad Gita - A Hermeneutics Study. *Paripex Indian Journal Of Research*, 124–126. <https://doi.org/10.36106/PARIPEX/0211337>
23. Ranjan, A., & Dahiya, Y. (2024). A conceptual review of eating practices derived from the srimad bhagwad gita. *Global Journal for Research Analysis*. <https://doi.org/10.36106/gjra/1308626>
24. Nayak, A. K. (2018). Effective leadership traits from Bhagavad Gita. *International Journal of Indian Culture and Business Management*, 16(1), 1–18. <https://doi.org/10.1504/IJICBM.2018.10009210>
25. Sharma, P. (2023). The Lessons of Bhagwad Gita in Creating Transformational and Global Leaders (pp. 256–268). IGI Global. <https://doi.org/10.4018/979-8-3693-1380-0.ch015>
26. Tripathy, M., Sharma, A., & Das, N. (2019). Deriving the Ethos, Pathos, and Logos of Corporate Leadership from Selected Lessons of Srimad Bhagavad Gita. *Purushartha: A Journal of Management Ethics and Spirituality*, 13(01), 91–104. <https://doi.org/10.21844/16201913107>
27. Jain, R. (2023). Personal Leadership: Insights from the Bhagavad-Gita. <https://doi.org/10.53361/dmejmv4i02.04>
28. Muniapan, B. (2015). The Bhagavad-Gita and Business Ethics: A Leadership Perspective (pp. 1209–1228). IGI Global. <https://doi.org/10.4018/978-1-4666-6441-8.CH018>

29. Suriyaprakash, C. (2016). *Spiritual-Based Leadership from the Perspective of the Bhagavad Gita* (pp. 125–152). Palgrave Macmillan, London. [https://doi.org/10.1057/978-1-137-60194-0\\_8](https://doi.org/10.1057/978-1-137-60194-0_8)
30. Amar, A. D. (2019). *Ten Key Management Messages from the Bhagavad Gita* (pp. 69–85). Springer, Cham. [https://doi.org/10.1007/978-3-319-99611-0\\_4](https://doi.org/10.1007/978-3-319-99611-0_4)
31. Satpathy, B., & Muniapan, B. (2016). *Ancient Wisdom for Transformational Leadership and Its Insights from the Bhagavad-Gita* (pp. 1–10). IGI Global. <https://doi.org/10.4018/978-1-4666-9758-4.CH001>
32. Low, P. K. C., & Muniapan, B. (2011). The Essential Leadership Wisdom of the Bhagavad Gita. *International Journal of Asian Business and Information Management*, 2(4), 1–9. <https://doi.org/10.4018/JABIM.2011100101>
33. Mukherjee, S. (2017). Bhagavad Gita: The Key Source of Modern Management. *Asian Journal of Management*, 8(1), 68–72. <https://doi.org/10.5958/2321-5763.2017.00010.5>
34. Inculcating the Pedagogies from Bhagavad Geeta for Improving Human Behavior. (2023). *Journal for ReAttach Therapy and Developmental Diversities*. <https://doi.org/10.52783/jrtdd.v6i1s.219>
35. Vedic Leadership Principles and Practice: Case Study from the IT Industry. (2023). *Palgrave Studies in Workplace Spirituality and Fulfillment*, 97–119. [https://doi.org/10.1007/978-3-031-06234-6\\_5](https://doi.org/10.1007/978-3-031-06234-6_5)
36. Kumar, A. (2011). Leadership: The Bhagavad-Gita Paradigm. *International Journal of Business*, 5(1), 25–33. <http://www.informaticsjournals.com/index.php/dbijb/article/download/18081/15156>
37. Hadziahmetovic, N., Tandir, N., & Džambić, A. (2023). A Research Review of Leadership Styles. *International Journal of Academic Research in Economics and Management Sciences*, 12(1). <https://doi.org/10.6007/ijarems/v12-i1/15799>
38. Tripathi, S., & Sharma, K. (2024). The bhagavad gita: a timeless guide to ethical living and personal growth through knowledge and enlightenment. <https://doi.org/10.69919/2014ks1011>
39. Low, K. C. P. (2011). The Fundamental Leadership Wisdom of the Bhagavad Gita. *Social Science Research Network*. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1804643](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1804643)

40. Bansal, J. G. (2024). World peace and harmony: Insights from Srimad Bhagavad Gita. *International Journal of Applied Research*, 10(4), 378–380. <https://doi.org/10.22271/allresearch.2024.v10.i4e.11762>
41. Elangovan, D., & Nirmala, K. (2016). Semantic Search of E-Learning Documents Using Ontology Based System. *International Journal of Business*, 5(1), 25–27. <https://doi.org/10.20894/IJBI.105.005.001.006>
42. Muniapan, B., & Rajantheran, M. (2008). Transformational leadership from the Bhagavad-Gita and the significance for human capital development. 115. <http://repo.uum.edu.my/2598/>
43. Singh, T. B., Chauhan, M. K., Zambare, S., Pertiwi Dyah K, S. Gz., & Chandran, N. D. J. (2025). A Review Article on Role of Swasthavritta in Sthaulya (Obesity). *International Journal For Multidisciplinary Research*, 7(1) <https://doi.org/10.36948/ijfmr.2025.v07i01.35553>
44. Puranik, N., & Inamdar, N. (2022). Leadership - The Bhagavad Geeta Way - Need Of 21st Century. *Journal of Pharmaceutical Negative Results*, 697–703. <https://doi.org/10.47750/pnr.2022.13.s09.78>
45. Gohel, R. (2024). Integrating Ancient Indian Wisdom into Modern Strategies: Addressing International Challenges. *International Journal For Multidisciplinary Research*, 6(4). <https://doi.org/10.36948/ijfmr.2024.v06i04.26827>
46. Nanda, S. (2016). Management Lessons From Bhagavad Gita. *International Journal of Applied Research*, 2(4), 650–652. <http://www.allresearchjournal.com/archives/2016/vol2issue4/PartK/2-4-43.pdf>
47. Parthasarathi, S. K., Rao, K. V. S. R., & Reddy, P. N. (2016). Spiritual Leadership and its Contribution to Soft Dimensions of Total Quality Management – Relevance to Micro, Small and Medium Enterprises (MSMEs) in India. *Indian Journal of Science and Technology*, 9(33). <https://doi.org/10.17485/IJST/2016/V9I33/98959>
48. Krishnan, R., Jain, R., & Maheshwari, A. (2023). Development of Consciousness-Based Leadership from Bhagavad Gita and Yoga Sutras (pp. 97–113). Springer International Publishing.

[https://doi.org/10.1007/978-3-031-05839-4\\_5](https://doi.org/10.1007/978-3-031-05839-4_5)

49. Rachmawati, I., Laksana, E. P., & Rahmawati, N. R. (2023). Spiritual Leadership: Konsep Baru dalam Kemampuan Manajemen Kepala Sekolah. *Jurnal Pembelajaran Bimbingan Dan Pengelolaan Pendidikan*, 3(3), 272–281.  
<https://doi.org/10.17977/um065v3i32023p272-281>
50. Rarick, C. A., & Nickerson, I. (2009). Expanding Managerial Consciousness: Leadership Advice from the Bhagavad Gita.  
<https://aabri.com/manuscripts/09151.pdf>

