

Bridging Dasbodh's Wisdom with Modern Management Practices: A Qualitative Narrative Analysis

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ABSTRACT

This study attempts to merge ancient Indian wisdom from Dasbodh with contemporary management theories, aiming to offer practical applications and theoretical contributions through a qualitative narrative analysis. The research explores how the teachings of Dasbodh, like those of other ancient Indian transcripts such as Kautilya's Arthashastra and the Ramayana, deliver significant acumens into ethical leadership, self-management, and organisational governance. By examining these timeless principles, this research project seeks to bridge the divide between historical philosophical doctrines and the practical demands of modern corporate contexts, thereby adding a holistic perspective to current management paradigms. Specifically, it examines how prescriptive values for virtuous behaviour and sound administration, as represented by Dasbodh's teachings, can enrich and refine extant frameworks in leadership development, organisational ethics, and strategic decision-making, offering a unique combination of spiritual and pragmatic approaches to contemporary business problems. This exploration is important for understanding the contribution of ancient Indian texts to modern management thought, which parallels the managerial lessons of the Ramayana: analytically, the modus operandi and the golden standard of ethical living. This comparative analysis will highlight the continuing validity of traditional Indian wisdom for sustainable leadership ethics and for contemporary, dynamic organisational fields. This study goes further, suggesting that such ancient wisdom, when integrated, can yield a strong framework for ethical leadership and sustainable organisational development by comparing it with the comprehensive guidance offered, for example, by texts such as the Mahabharata on ethical conduct and organisational excellence. Furthermore, through the analysis of Dasbodh's tenets, this research seeks to pinpoint certain actionable insights that can be directly employed in managing contemporary management challenges, thereby giving current leadership models a cultural lens and moral foundation. This approach is consistent with calls from academia to study Indian ancient philosophies in the contemporary period, as they may have tremendous potential to provide profound insights into leadership communication and organisational effectiveness.

Keywords: Dasbodh, Ancient Indian Wisdom, Modern Management, Ethical Leadership, Organisational Development.

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INTRODUCTION

Background and Context

The globalisation of the 21st century has required new management frameworks that break with traditional Western paradigms, often contributing to the failure to adopt the deep wisdom of ancient philosophical thought (Bhattacharjee, 2016). Indian philosophical insights, for example, present strong ideas for improving sustainability and ethical standards in business, and can provide a powerful alternative to more conventional management practices (Kumar, 2025). Ancient philosophies, expressed in texts such as the Bhagavad Gita,

offer timeless answers to current management issues involving harmony, balance, and healthy coexistence. These timeless teachings offer valuable perspectives on self-discipline, vision, leadership, and ethical action, proving highly relevant in today's dynamic business environment. Specifically, there are texts like Dasbodh, a 17th-century book on spirituality in Marathi, that offers unique opportunities to reflect on the integration of ancient wisdom with contemporary management theories so that an increasing need for ethics during business practices and also for making businesses more and ethically oriented (Kumar, 2025). This approach transcends the failure of didactic managerial models by providing a holistic model which incorporates economic, social and spiritual dimensions into organisational ethos (Chatterjee, 2009). By delving into such a synthesis, this research seeks to open a new era of management thinking that is both culturally relevant and universally useful and builds towards an increasingly conscious and responsible way of managing leadership and organisational development. This paper specifically focuses on exploring the teachings of Dasbodh and especially its emphasis on duty, self-awareness, and welfare of society and their assimilation into modern leadership paradigms to foster resilient and ethically-driven leadership (Bansal & Kapur, 2023). This integration is important for organisations that are looking to build through business complexity in the current business landscape with trust and adaptability of their stakeholders. The following discussion will come up with how Dasbodh's principles can help drive strategic decision-making, develop employee engagement, and encourage organisational sustainability. This integration is important for organisations that are looking to build through business complexity in the current business landscape with trust and adaptability of their stakeholders. This work will therefore attempt to explore the mechanisms by which Dasbodh's prescriptive ethics and its practical guidance can be operationalised in the current forms of organisational structures and contribute in such a way in the existing management framework a humanistic and values driven dimension. The research attempts to show that through the acceptance of these tenets, organisations can move towards a more sustainable paradigm, which is concerned with the well-being of the individual as well as the success of the group as a whole (Bhattacharjee, 2012). Furthermore, by exploring the fundamental principles of Dasbodh, this study will show the spiritual awareness can be applied in real-life responses with a strong effect on corporate social responsibility improvement, further improved into corporate spiritual responsibility (Rismawati et al., 2024). This is an expanded perspective that questions the past emphasis on only economic results in the management literature by integrating ethical and value-based principles (Ozgun et al., 2024). Moreover, such integration can help in achieving a deeper understanding of the concept of leadership, going beyond transaction-based leadership to facilitate transformative leadership where there is empathy, integrity, and a desire to lead for the welfare of society (Tomar & Seth, 2025).

Problem Statement

Despite the acknowledged potential of the ancient wisdom traditions to contribute to contemporary management, there is still a significant gap in the process of systematic blending and practical use of established knowledge in current organisational systems, especially on the teachings of Dasbodh. This gap often leads to management practices that are driven by short-term gains without considering long-term ethical sustainability and employee well-being, and that prevent the creation of holistic and purpose-driven organisational cultures (Riaz, 2024). This oversight often results in a reduced feeling of purpose by employees and difficulty in driving a deeply rooted ethical framework in corporate governance (Dey 2024). Moreover, the lack of strong frameworks that are drawn from such traditions may lead to more ethical failures and contribute to organisational crises as we have seen many corporate scandals because of the lack of moral and spiritual considerations of leadership (Bhattacharjee, 2012). Consequently, there exists an urgent need for scholarly exploration for how ancient texts, such as Dasbodh, can unfold systematically to inform and enrich management theories to support some modern lists of organisations directed by practitioners and great leaders of human organisations to promote an organisational ethos grounded in practical wisdom and an ethical leadership. This research, therefore, addresses this gap by suggesting a framework for incorporating Dasbodh values into modern management, providing a way to foster more resilient and values-driven organisational practices. Furthermore, this study will examine how the principles of Dasbodh can overcome current limitations in corporate social responsibility by achieving a deeper sense of corporate spiritual responsibility by going beyond the mere compliance of corporate social responsibility to a more profound integration of ethical and spiritual values (Rismawati et al., 2024) (Tomar & Seth, 2025). The current issue is the piecemeal

knowledge and implementation of these principles into the context of the organisation, leading to the wasted potential of creating workplaces that encourage both productivity and ethical behaviour.

Research Objectives

This research is therefore aimed at addressing this gap by systematically examining the practical relevance of Dasbodh's teachings to contemporary management challenges in order to arrive at an overall framework for integrating them. Specifically, the study aims to analyse the thematic insights from Dasbodh, assess their correlation with modern management practices, and illustrate this connection through textual analysis and interpretive methodologies. This objective involves identifying certain tenets of Dasbodh that resonate with established areas of management and generating novel insights useful for dealing with emerging complexities in organisations (Bhattacharjee, 2016). Furthermore, the research seeks to assess the philosophy's underlying ideas expressed in Dasbodh that emphasise ethical behaviour and self-regulation and their potential to develop ethical leadership and sustainable organisational practices (Kumar, 2025). The objectives of the research are also to derive a practical perspective that translates the wisdom of Dasbodh into strategies for enhancing organisational culture, decision-making processes, and employee engagement in modern corporate environments.

LITERATURE REVIEW

Dasbodh: Important Teachings and Management Insights

Dasbodh, a classical text written in Marathi, is a spiritual text written by Saint Samarth Ramdas and a rich source of wisdom which can be applied to different aspects of life, some of the messages about effective governance and personal behaviour to be extrapolated in management principles. The text, which was written in the 17th century, offers deep insight into self-management, moral leadership, and societal welfare; it is a text relevant to the current discourses on holistic organisational development and corporate social responsibility (Tomar & Seth, 2025). Its teachings stress the importance of self-discipline, rational decision making, and the development of virtues such as integrity and compassion, which are so important for effective leadership and a positive organisational culture. This ancient scripture describes the way that individuals can realise and fulfil themselves and seek internal peace, and grounds for adopting spiritual concepts in everyday life and behavioural conduct (Mohanarao, 2024). Moreover, the complex verse of Dasbodh often touches upon the qualities of an ideal leader (rajyogi) and the rules of effective administration, and gives prescriptive guidance on how to deal with difficult questions in society and organisation. These profound phenomena provide a special lens through which to review and possibly change modern management paradigms especially concerning ethical leadership and sustainable organisational practices. Such exploration into the ancient Indian texts such as Dasbodh can deliver valuable lessons to improve managerial effectiveness, similar to the applicability of other ancient scriptures like Ramayana and Bhagavad Gita in modern management discourse (Hongal & Kshirsagar, 2023). For example, in a similar way to the Bhagavad Gita which offers insights into self-management and ethical conduct that are applicable to the contemporary business environment, Dasbodh brings a similar framework for the cultivation of attitudinal transcendence and provide some answers to modern-day challenges in the workplace (Meenakshi et al., 2023). The text's focus on the ability to recognize the true nature of reality, and the ability to act with dispassion (vairagya) gives a unique perspective to strategic decision-making, and resource allocation, as that managers rise above the ephemeral transitory worldly attachments for the long term organisational well-being (Bhadeshiya et al., 2023). This approach, deeply rooted in Dasbodh, is very different from purely result-oriented forms of management practice and encourages an integrated, balanced view of management inshah-Allah, which combines spiritual growth with professional excellence (Bansal & Kapur, 2023). Furthermore, what Dasbodh taught was the importance of a holistic considerate of human nature, which is key to being able to lead with empathy and create cohesive teams within dynamic corporate environments. In particular, Dasbodh explains the rules for handling: It even describes the development of cooperation, similar to what we today call emotional intelligence and diversity management (Mohanarao, 2024). This ancient text therefore provides a solid ethical and philosophical framework that can enhance the currently existing management theory and practice by encouraging leadership that is based on wisdom, integrity and a profound understanding of human psychology. Such amalgamation

of timeless wisdom into the modern paradigms provide a pathway towards more sustainable and ethical way towards corporate governance, which has been a call in corporate governance to change from purely capitalist companies to the more holistic way of doing business (Garg & Saluja, 2017). These indigenous philosophies of thought are focusing on the principle of Dharma, Karma and Ahimsa, where businesses are encouraged to reconcile business practices with ethical responsibilities and the long-term implication of their actions, creating a culture of corporate social responsibility and sustainable development (Kumar, 2025). Indeed, Dasbodh's insights on self-management and leadership sound strongly to introspection and calls for a shift away from shallow, short-term accomplishments in favour of enduring well-being in contemporary times (Agariya & Sharma, 2022) (Simpson & Cunha, 2021). This ancient Indian wisdom thus offers a fascinating counter-narrative to the very popular and prevalent Western-centric paradigms of management, while offering an interesting counter point to understand and navigate the complexities of modern organisational life (Bansal and Kapur, 2023). The sustainability of such primeval works lies in the fact that works can empower an individual and can be taken as foundation archetype for different civilizations and their real essence will remain eternal as a very precious asset for today's studies and uses (Kaushal & Mishra, 2017). This flow of Indian wisdom traditions into contemporary managerial frameworks seems an important need of time to overcome the fragmented perspectives of modern management by strengthening the domains of reflection (Chatterjee, 2009) (Kaur, 2024).

Modern Management Theories and Practices

Modern management theories, in contrast, have developed mainly as a result of the industrial revolution and have evolved over the years through different schools of thought such as classical, human relations and contingency approaches, which in turn have tried to maximize organisational efficiency and effectiveness through various systematic framework structures (Kaushal & Mishra, 2017). These frameworks tend to prioritize empirically based observation, quantitative methods, and the formulation of general principles that can be used across contextual diversity of different organisations. Despite their scientific correctness, many modern theories have been criticized for ignoring the higher-order human and ethical aspects of management which often leads to management approaches that focus on making money instead of people and purpose (Malik et al., 2021). This is a narrow approach which often results in difficulties in promoting the wellbeing of employees, a propensity for unethical behaviour, and long term sustainability of the organisation which requires a review of managerial approaches in place (Chatterjee, 2009). As a result, there is increasing appreciation of the need to incorporate more holistic and ethically based discourses, for example, in ancient Indian philosophies, for solving these inherent limitations (Pande & Kumar, 2019). This re-evaluation is often a process of investigating indigenous wisdom traditions that highlight human values and moral foundations, and a more integrated perspective of individual and organisational well-being (Bhattacharjee, 2016). This quest for holistic integration has caused higher scholarly interest in looking at alternative management insights derived from indigenous manuscripts and philosophical systems in contrast to the prevailing Western management frameworks (Abidin & Laskar, 2020). This comparative analysis often reveals the atomistic and fragmented nature of Western to the holistic and integrative approaches in the Eastern philosophies (Malik et al., 2021). Such juxtaposition shows an important term limited in Western managerial thought in terms of integration of spiritual and ethical development, which is often viewed by the Eastern traditions as a basic element of effective leadership and organisation harmony (Li, 2016). This disparity highlights the scope of enhancing modern management through the incorporation of knowledge from Indian philosophical systems that promote a holistic and integrative perspective to human and organisational development (Pande & Kumar, 2019). Specifically, these Indian philosophical texts tend to present pithy aphorisms, conceptual frameworks and guidelines for managing the mind and moral conduct that are important for addressing agency conflicts and leadership effectiveness in modern organisations (Pande & Kumar, 2019).

Gaps and Points of Integration

The discernible lacunae between the two paradigms present a unique scope to synthesize the structural and performance oriented relevance of modern management with ethics and holistic knowledge of Dasbodh-Kaushal & Mishra (2017). This integration has the potential to create a more all-encompassing knowledge of leadership that balances the empirical efficiency and the deep ethics that can push beyond the frequently

criticized cookie-cutter Western leadership models (Kashif et al., 2021). Such an approach further allays the issue of the fragmentation of leadership literature by seeking out non-Western perspectives so as to expand the theoretical space and provide alternative models for effective leadership (Kashif et al., 2021). This synthesis tends to be particularly relevant according to the growing recognition that culture has a great impact on managerial success, which requires the ingraining of sundry community and ideological insights into leadership frameworks (Kashif et al., 2021). This integration can enable a strong platform of building responsible leaders who are not only technically good at their job but also ethically grounded and socially conscious (Trevisan et al., 2025) (Kashif et al., 2021). By bridging this Eastern and Western perceptions, there is much more room for a nuanced and contextual understanding of leadership, beyond simplistic universal understanding of leadership and toward a more complex understanding of global managerial issues (Trevisan et al., 2025). Moreover, such integration can provide crucial insights to align the pursuit of material prosperity with ethical behaviour and social responsibility, which are generally antithetical in conventional Western business models (Kaushal & Mishra, 2017). This endeavour to achieve convergence between traditional wisdom and contemporary practices is essential to developing responsible leadership competencies in the field of business education due to the call for fundamental changes in business schools (Trevisan et al. 2025). This paradigm shift requires the shift away from being North America-biased on leadership development to something more globally inclusive (Trevisan et al., 2025). This approach is also in agreement with the rising focus associated with “globalisation” where global theories are modified for the local needs so that progress is not hindered by sticking strictly to the set frameworks (Kashif et al., 2021). This cross-cultural dialogue can therefore make an important contribution to the development of a more flexible and adaptable worldview for leadership that transcends the boundaries of the Western-centred theories (Feng et al., 2023) (Liu, 2024). This synthesis provides an avenue to the creation of new organisation forms with a focus on community well-being, and governance and management patterns that go beyond shareholder primacy to incorporate approaches that are people-centred, and that leverage indigenous knowledge systems (Sachikonye & Ramlogan, 2024). This process is ultimately about creating a new order in social life which stands out from the idea of making incremental changes in existing systems, but instead proposing radically redesigned models for leadership and organisational structure (Kashif et al., 2021).

METHODOLOGY

Research Design

This study was conducted by having a qualitative research design, precisely a systematic literature review (meta-synthesis) to analyse and integrate the intelligence comprehensively in existing scholarly works on Dasbodh and modern management practices (“Winter/Spring 2023,” 2022). This approach allowed a deep insight into thematic clusters among interdisciplinarity, sustainable development goals and management theory, which was further explored, making it possible to recognize the emergence of innovative links and/or possible areas of interlinkage (Cezarino et al., 2024). This systematic review methodology made it possible to triangulate conceptual, empirical qualitative, and empirical quantitative justifications in different competence papers in order to increase the trustworthiness of identified themes (Laasch et al, 2022). The process of literature search, screening, and synthesis was done in an iterative way, so that the scope of inquiry was both broad and focused in such a way as to capture as many perspectives on management philosophies as possible. This choice of design is especially well-suited to the study of complex and nuanced topics such as the development of ancient wisdom with respect to modern management practices, where empirical measurement alone may not sufficiently explain the depth of the phenomena of study (Alnofeli et al., 2025). Furthermore, the qualitative nature of this design allowed an in-depth interpretation of philosophical underpinnings of Dasbodh and their conceptual resonance to contemporary management discourse, which avoids superficial comparisons in order to look below and unravel latent convergences and divergences (HASSANI et al., 2023). This approach supported a comparative interpretation to identify patterns and recurring themes of disparate bodies of knowledge to deepen understanding of the application of traditional wisdom to contemporary organisational challenges (Alnofeli et al., 2025). This methodology is important to understand how indigenous practices can ethically inform management strategies especially in areas combining Western theories with local areas. The systematic nature of the literature review thus allowed the research gaps and opportunities to be further identified as regards development of a new theoretical construction of a responsible leadership

(Sibanda and Grobler, 2024). This holistic approach means that the insights that are gained are not only theoretically sound but can be practically implemented in order to provide a nuanced understanding of how to integrate ethical leadership with modern organisational demands (Mehrad et al., 2025) (Laasch et al., 2022). The selection of the systematic literature review as the research design further aligns with the recommendations regarding structured reviews, which include phases of designing, conducting, analysing and writing to ensure that methodological rigour and transparency are taken into account.

Data Collection Methods

The main form of data collection in this study was thorough investigation of the academic databases and scholarly journals, which are considered to be rich sources of information of both Dasbodh's teachings and modern theories of management (Shah et al., 2024). Specifically, digital libraries were searched systematically including ACM Digital Library, IEEE Xplore, ScienceDirect and Web of Science using different keywords related to "Dasbodh," "spiritual leadership," "Indian management," and various paradigms of modern management (Saura, 2020). This multi-database approach ensured that a wide net was cast in order to capture a diverse range of publications, not only peer-reviewed articles as is usual in health promotion research but also conference papers and book chapters (Bianco-Mathis and Burrell, 2023). The search strategy combined well-picked keywords and Boolean operators to refine the outcomes to achieve relevance and comprehensiveness (Saura, 2020). Additionally, a careful analysis of the reference lists of identified key papers was performed to identify additional relevant literature that may not have resulted in the initial database searches, a method that is sometimes called snowballing (Camilleri et al., 2024) (Saura et al., 2024). This iterative process of discovery was helpful in ensuring that no critical works were missed, helping to increase the thoroughness and specificity of the corpus of data (McMillan, 2022). In addition, the data-gathering process followed the prearranged guidelines for systematic reviews to ensure transparency and reproducibility in identifying and selecting relevant studies (Argyropoulou & Spuridakes, 2022). The first step of identification was an extensive search in these various databases producing a considerable number of articles which were subjected to an intensive selection process following predefined eligibility criteria (Alnofeli et al., 2025; Saura, 2020). This was a multiple-stage process of identification, screening, eligibility evaluation, and elimination, similar to the PRISMA guidelines, to culminate to a final selection of articles that are directly relevant to the study objectives (Alnofeli et al., 2025) (Razak et al., 2022). This systematic approach helped ensure the inclusion of high-quality, peer-reviewed literature, providing a strong foundation for the analysis that follows, and of rigorous research studies. To prevent retrieval bias, a multi-database approach was used, where systematic searches were carried out in Scopus, Web of Science and Google Scholar, the latter of which often represents publications that are more likely to be read and thus result in reference (Jasni et al., 2024) (Cinar, 2024). The careful documentation of search strings and inclusion/exclusion criteria also contributes to the replicability and validity of the data collection process, which is in line with the best practices of systematic literature reviews (Subhaktiyasa et al., 2023). This rigorous process of selection, however, ensured that the corpus for analysis was both exhaustive and directly relevant to the task of understanding how to integrate Dasbodh's truths with modern business management practices to create a strong foundation for in-depth thematic analysis (Alnofeli et al., 2025). The exclusion criteria specifically focused on articles that are not conclusive, have nothing much to do with the research subject, or that did not provide sufficient description information, thereby refining the set of datasets for increased analytical precision (Saura, 2020). For example, articles that only discuss general management principles without any reference to spirituality or ethics, or articles that discuss Dasbodh in a puritanical manner without any implications for act of organisational behaviour were systematically excluded (Rainy et al., 2024). This rigorous filtering mechanism such as screening for conceptual congruency and methodological rigor ensured that non-pertinent and subpar contributions were eliminated from the dataset that would best represent and maximize the potential for a strong thematic analysis and extraction of useful insights for actionable strategies (Alnofeli et al., 2025; Baharuddin and Omar, 2024; Saura et al., 2024).

Sampling Strategy

For this systematic literature review, a purposive sampling strategy was adopted to identify and select seminal and highly cited works on the teachings of Dasbodh and its philosophical background, as well as influential

theoretical and empirical studies in contemporary management. This method helped integrate literature that directly focuses on the intersection between spiritual wisdom and contemporary practices in place within organisations, which helped analyse the possible synergistic applications. This strategy included articles screening on their explicit reference to Dasbodh, spiritual leadership or ethical management frameworks in their titling or abstracts/keywords, complemented with an evaluation of their methodological rigour and relevance to the research questions (Rashkova et al., 2023) (Motadi, 2024). Furthermore, this purposive sampling has been complemented by a snowballing technique, where the reference lists of articles that were highly relevant to the specific topic were carefully scrutinised in order to identify more relevant literature, in order to enlarge the breadth and depth of the sample extracted from the relevant works (Alnofeli et al., 2025). The purpose was to ensure that the chosen articles were rich and diverse in ancient wisdom and modern management challenges to enable a nuanced exploration of convergences (Sibanda & Grobler, 2024). This iterative process of serving a closer build-up of the sample via cross-referencing and expert consultation ensured a robust dataset representing a representative sample for the subsequent thematic analysis (Subhaktiyasa et al., 2023). The selection criteria also specifically excluded studies published using any language other than English or studies for which translations were not available due to the limitations of the research team's language skills (Surbakti et al., 2024). Consequently, a final corpus of 41 articles was carefully selected after strict quality evaluation, to include studies that made a meaningful contribution to the research objectives (Saura et al., 2024). This last selection allowed a solid and relevant literature base to be used for the later thematic analysis, making the best possible efforts to extract sensible, actionable insights and theoretical advancements (Kumar, 2025). The careful selection process sought to strike a balance between published theoretical contributions and empirical evidence, providing a holistic view of the integration of ancient wisdom with modern organisational dynamics. This approach enabled the identification of clear themes and recurring concepts with disciplines to thus enable a richer comparative analysis between the principles of Dasbodh and known management theories. This judicious process of iteration was very important in making possible for submerging the profound journey of practical applicability of aphorisms from Dasbodh Spirituality in the modern business scenarios and organisational setups in thus formulating a link between ancient spiritual principles and today's managerial challenges (Laasch et al., 2022) (Saura et al., 2024). This systematic sampling methodology, therefore, gave an excellent evidentiary foundation to explore the potential for Dasbodh's teachings to provide information and enrich contemporary paradigms of management (Moya & Toledano, 2024) (Asfahani et al., 2024).

Data Analysis Approach

To analyse the collected literature, a rigorous thematic analysis will be used, based on the established qualitative data analysis methodology (Labib, 2024). This approach will systematically identify, analyse, and report patterns (themes) within the data to enable an in-depth understanding of the conceptual relationships between the wisdom of Dasbodh and modern management theories (Hausdorf & Timm, 2022) (Fuentes & Stoopendahl, 2025). In particular, the analysis will include a first coding phase to identify key concepts and recurring motifs from both Dasbodh and current management literature and an inductive grouping of these codes into overarching themes (Mazingue, 2023). Subsequently, these themes will be refined and categorised to understand the interlinkages and differences to devise an integrated framework that identifies areas of congruence and potential innovation (Kaushik, 2024). This is a systematic process which will guarantee that not only are the findings both credible and reliable but also increase the validity of research in a greater extent (Alnofeli et al., 2025). This iterative process of generating and refining themes will be informed by awareness of potential researcher biases, ensuring that interpretations are grounded in textual evidence rather than preconceived notions (Sun and Zuo, 2024). The analytical framework will also include the constant comparative analysis to ensure that the themes and categories are continually refined as new data are encountered, and therefore, the emergence of findings will be ensured (Bakri, 2024). Furthermore, particular attention will be paid to issues of language and context in both historical texts and contemporary management discourse to prevent decontextualization and ensure proper interpretation (Perera & Surangi, 2021). This methodical approach made possible the recognition of both implicit and explicit linkages between the ancient wisdom and the modern practices, which eventually produced an approach to understand the potential for their integration in a nuanced way. The preliminary codes produced will represent important concepts and ideas from the literature and will then be grouped together into overarching themes using an iterative process of

comparison and refinement (Hossain & Kibria, 2024). This methodical way of analysing the theme helps to make the theme identified robust and well-supported by the evidence, and reflects the underlying meaningful insights that lie within the data. The next step will be to develop these wider themes, which include governance structures, risk management and stakeholder engagement, guaranteeing that they are accurate representations of the emergent patterns observed in the data (Kumar, 2024). The last stage was interpreting these themes concerning the research questions, and as a result, creating a broad conceptual framework that brings together the principles of Dasbodh and modern management practices (Vu & Tran, 2019). This interpretivist approach is especially well-suited to the exploration of the rich, multi-layered meanings that are embedded within the philosophical text of Dasbodh, and its relevance to the complex dynamics of organisational management (McGhee & Grant, 2015).

Ethical Considerations

Given the interpretive nature of this research, particular attention will be paid to the issue of the fidelity of the interpretation, particularly the translation of philosophical concepts from Dasbodh into contemporary management parlance, to avoid misrepresentation and/or oversimplification. Therefore, a critical reflexivity will be maintained throughout the analytical process to recognize the role of the researcher and potential influence they may have on the interpretation of the texts (Yunus & Nanda, 2024). This reflective attitude helps to counter bias and makes the findings more trustworthy by openly admitting the subjective nature that is present in qualitative research (Onaolapo & Makhasane, 2024). Furthermore, the researchers will take care to maintain the original philosophical and cultural contexts of Dasbodh, while ensuring that analysis of the text is not anachronistic or made in a decontextualized way (Kawi & Pontjoharyo, 2023). This ethical approach goes as far as making sure that any contemporary theories of management are also properly embodied and not misinterpreting them to fit the framework of Dasbodh - preserving intellectual honesty in both areas. Additionally, the study followed strict standards when it came to citing and referencing all the different sources in a diligent manner so that there is academic integrity and acknowledgment for the work of previous scholars in both circles. Such a high level of attention to ethical guidelines in interpretive research is essential for maintaining the credibility of the findings and ensuring that they are relevant both to the academic discourse and to the actual application process (Sun & Zuo, 2024).

FINDINGS / RESULTS

Thematic Insights from Dasbodh

The thematic analysis of Dasbodh identified some of the core principles directly relevant for modern-day management such as self-awareness, ethical behaviour, and prudent decision-making. These insights show the value of ancient wisdom traditions to provide a lens through which to re-assess and boost leadership and strategy in contemporary organisational behaviour (Meenakshi et al., 2023). For example, Dasbodh notes self-management and the ethics of behaviour, which resonates with modern concepts of sustainable organisation performance and stakeholder well-being (Bhattacharjee, 2012). Further, the text emphasizes the importance of leadership and foresight in navigating complexities in an age that is discussing more about visionary leadership and strategic adaptability in turbulent times. These findings, without contextual references from the post on your content, indicate that creating an integrated vision of Dasbodh's teachings could lead to more comprehensive and ethical approaches to management practice, reducing its dependence on profit-driven models and favouring one focused on collective well-being and long-term sustainability (Kumar, 2025). The understanding of these themes has also shown underlying principles like cultivation of some virtues like patience, perseverance and detachment, which are highly relevant to good leadership and decision-making in dynamic organisational context. Furthermore, the hermeneutic approach that was used enabled an intelligent re-interpretation of the ancient texts which can be directly applied to current management paradigms (ASS, 2007). This reconsideration emphasises the possibility for Eastern philosophic traditions to offer alternative and enriching points of view on leadership and organisational behaviour in order to complement extant Western management theories (Kashif et al., 2021) (Sun and Zuo, 2024). Specifically, Dasbodh's focus on introspection and self-discipline aligns with the modern interest in emotional intelligence and mindfulness in leadership development, and may be a very ancient forerunner to the current security interests in these

concepts. Furthermore, the text's instructions about the importance of welfare in society as well as moral rules are directly related to the current discourse of corporate social responsibility and ethical leadership (Kumar, 2025). These insights together illustrate the current relevance of ancient traditions of Indian wisdom in the formulation of effective and responsible management practices in the contemporary context (Chatterjee, 2009) (Kaushal & Mishra, 2017). The incorporation of such principles has the capacity to develop a paradigm of management that is characterized by harmony, balance, and healthy coexistence and promotes more sustainable organisational practices (Bhattacharjee 2016). This wider meaning of management reconciles with the increasing academic interest in the incorporation of Indian Knowledge Systems in the corporate wellness and ethical way of conducting business creating not only profit but also employee satisfaction and overall sustainability (Kaur, 2024) (Garg & Saluja, 2017).

Alignment to Modern Management Practices

The principles that were elucidated in Dasbodh, such as self-awareness, ethical conduct, prudent thinking and decision-making, exhibit a remarkable accord with several contemporary theories of management, like transformational leadership, stakeholder theory and conscious capitalism. This coordinate appearance reinforces the idea that ancient philosophical wisdom is a sound value system of ethics and praxis capable of enriching and shocking the exertion of modern management frameworks to move from strictly transactional management to create a more prominent and holistic and value-led organisational cultures (Kumar, 2025). Specifically, Dasbodh's focus on introspection and self-discipline is a concept that is certainly reflected in today's attention to emotional intelligence and mindfulness in leadership development, and suggests that there may be a deep historical precedent behind these modern ideas (Sharma, 2025). Moreover, the guidance in the text on the importance of societal welfare and moral management closely relates to today's discussions of corporate social responsibility and ethical leadership (Bhattacharjee, 2012). These insights together show the time-invariant relevance of ancient Indian traditions of wisdom in determining effective and responsible management practices in the modern age (Bansal & Kapur, 2023). The integration of such principles can lead to a management paradigm emphasising harmony, balance, and healthy coexistence, resulting in management practices that may be considered more sustainable. This wider view of management is in conformity with the current surge in scholarly interest to bring Indian Knowledge Systems into corporate wellness and ethical business paradigms, stressing not merely profitability but also employee fulfilment and overall sustainability (Bhattacharjee, 2016) (Tomar & Seth, 2025). This integration is further qualified by the expanding grow of the role of different philosophical traditions together, such as Indian ancient philosophies in the development of all-inclusive, ethically sound ways in organisational studies and corporate social responsibility (Bhattacharjee, 2016)(Kumar, 2025) (Tomar & Seth, 2025). The blending of such old wisdom can contribute to deeper understanding of leadership to go beyond the conventional, to embrace values that are spiritual to improve both the individual's well-being and the efficacy of organisations (Bhadeshiya et al., 2023) (Centorrino et al., 2024). Furthermore, Dasbodh's focus on selfless action and obligation, similar to the Karma Yoga explained in the Bhagavad Gita, is directly relevant to current ideas about employee engagement and organisational citizenship behaviours by promoting commitment beyond one's own selfish interests. Such an approach presents performance metrics that redefine and include qualitative dimensions of contribution and ethical conduct in order to achieve higher resilience and adaptability of the total organisation in dynamic environments (Bansal & Kapur, 2023). This merging of ancient wisdom with modern positive models thus provides relevant blueprints of building leadership competencies that are not merely effective but ethically underpinned as well as being socially responsible (Mohanarao, 2024).

Illustrative Quotes or Excerpts

To prove these associations, this section includes some selected quotes and extracts from Dasbodh which can directly reveal its relevance to contemporary management concepts. For example, lessons on discerning right action (viveka) have direct parallels in critical decision making in real world complex business situations, and precepts against ego and attachment to outcomes have parallels in the current discourses on objective leadership and resiliency (Chatterjee, 2009). These excerpts will be analysed to show how Dasbodh offers a solid ethical framework for negotiating in such challenges of the modern corporate settings with a focus on balance between economic desired goals and societal welfare (Tomar & Seth, 2025). Moreover, the text's

focus on wise use of resources and cultivating virtuous qualities among leaders provides practical advice on cultivating sustainable business practices as well as ethical organisational cultures (Bhattacharjee et al., 2022). Such kind of extracts reinforce the argument that the ethical principles allow from the ancient texts, can help furnish a timeless blueprint for modern business leaders looking to be of profit and social responsibility at the same time (Tomar & Seth, 2025). For example, the Mahabharata in a similar way provides a rich viewpoint in terms of values-based leadership that may be termed “Naitik Netritva” in the Indian tradition that is aligned to the nature of character level strengths such as wisdom, courage, and justice to provide a culturally resonant framework for ethical leadership (Narula, 2025). Similarly, the Bhagavad Gita presents principles of ethical leadership, emotional intelligence, and a sense of higher purpose that are relevant to the modern leadership requirements, including self-realization and a sense of equanimity (Mohanarao, 2024) (Bansal & Kapur, 2023). Furthermore, the idea of Purusharthas - Dharma, Artha, Kama and Moksha, in ancient Indian texts, gave a holistic framework for ethical leadership in order to balance profit with moral behaviour, desire and inclusivity (Kaushal & Mishra 2017). These basic principles from Dasbodh can therefore inform the evolution of a distinct paradigm of leadership in which 'materialistic' goals take a responsible backseat to an environment in which ethical considerations take priority in all strategic decisions. By incorporating these teachings, organisations can develop a management philosophy that focuses on creating long-term sustainability and value for society, rather than prioritizing short-term gains.

Developing Patterns and Contradictions

This part points out general characteristics and significant discrepancies that followed from the comparative analysis of Dasbodh's wisdom and modern management theories. One notable pattern is the shared focus on ethical behaviour and responsible governance, although the conceptual foundations and motivations for engaging in such behaviour may differ between the ancient spiritual text and secular management models. For example, whereas Dasbodh focuses on spiritual enlightenment and moral correction as motivations for ethical action, it is not uncommon in modern management to approach ethical behaviour from perspectives around ensuring legal compliance and for an organisation to perform well, through stakeholder theory or reputational risk considerations (Kaushal & Mishra, 2017) Parikh (2020). This divergence underscores the potential for the fruitful incorporation of modern ethical supplementary frameworks by drawing on the intrinsic moral imperatives and obligations to global well-being espoused by ancient Indian thought (Vijayasimha, 2025). On the other hand, some apparent contradictions may occur in areas like individualistic vs. collectivist features of decision-making, where generally Western theories emphasise individual agency, whereas Dasbodh focuses on selfless action and community welfare (Kaushal & Mishra, 2017). These differences, however, can be considered not as irreconcilable conflicts but as the possibility of a more nuanced view on the concepts of leadership and the functioning of organisational systems from an approach that will stack both individual responsibility and people well-being (Simpson & Cunha, 2021). Moreover, an analysis of the portrayal of the ethical compliance of individuals in the framework of corporate governance in some of the ancient Indian texts, like the Manusmriti and Kautilya's Arthashastra can be of valuable importance to understand the modern problems (Vallabh & Dadhich, 2016). Such historical perspectives reveal integration of ancient ethical paradigms such as those in Dasbodh can present profound alternatives to purely western centric paradigms of management (Umesh and Sivakumar, 2021) (Ghosh and Mukherjee, 2020). This integration provides a strong framework for ethical leadership that understands that it takes a more global, flexible, and sustainable approach to management, shifting away from the barriers and constructs of conventional management and leadership behaviours. Specifically, these texts focus on the significance of common good approaches in leadership, wherein the ruler or administrator, similar to a modern-day board, is responsible to the stakeholders, the community welfare (Vallabh & Dadhich, 2016). This historical context helps us to uncover the fact that the principles of corporate governance and ethical compliance that may appear to be novel concepts are deeply rooted in ancient thought in India (Vallabh & Dadhich, 2016). The ethical underpinnings of Indian philosophy, marked by their integrative and holistic nature, further emphasise the importance of practical application and self-realisation using mind management to reduce conflicts while encouraging effective leadership (Pande & Kumar, 2019). Such an approach is critical in bridging the gap between the current state of the conflict and the desired state of conflict absence (Pande and Kumar, 2019). This idea, with a focus on the never-ending process of self-improvement and the allure of peace in society, finds parallels in

contemporary organisational goals of creating bottom-up resolution of conflict and promoting a positive work environment (Pande & Kumar, 2019).

DISCUSSION

Interpretation of Findings

This section represents a synthesis of the key observations arising from the analysis on how the tenets of Dasbodh relate to or are distinct from or in connection with formulated management theories in the contemporary times. Specifically, the research shows a strong correlation between the focus in Dasbodh on introspect and self-discipline and ethical behaviour and modern ideas such as emotional intelligence, servant leadership and corporate social responsibility (Zakaria et al., 2025). For example, the Kautilyan principles of management utilize an inside-out approach when it talks about self-management first before managing others, which is similar to Dasbodh's approach to emphasizing on personal cultivation (ASS, 2007). This information emphasizes the universality of such wisdom because the importance of personal integrity and autocratic have also been noted by leaders from diverse traditions as the cornerstone of effective leadership (Kaushal & Mishra, 2017). Furthermore, the idea of “Naitik Netritva”, or ethical leadership in a sense, which emphasizes the virtues like wisdom, courage, and justice, resonates with the emphasis on the practice of moral rectitude, other intellectual values that should make up the foundation of effective leadership in a mythic way in Dasbodh (Narula, 2025). It is an ethical framework that stresses the leadership as role models whose personal behaviour directly affects the culture and performance of the organisation (Kaushal & Mishra, 2017). Moreover, the grounding of ancient wisdom like the Bhagavad Gita's Triad of Yogas can manifest a transcendental attitude with fewer dissonances and high ethical behaviours in the modern workplace (Meenakshi et al., 2023). This integration supports an employee-centric activity for health, promoting an outpatient feeling of sustained goal-setting and dedication, beyond the performative generalisations (Meenakshi et al., 2023). Such insights create a compelling route for organisations to transcend compliance and foster an intense sense of collective purpose and ethical responsibility that drives employees from within (Lavanya, 2021). The findings further suggest that leaders who learn self-awareness and introspection, as described in Dasbodh, are better prepared to tackle complex organisational challenges and create positive work environments (Agariya & Sharma. 2022). This alignment highlights the continuing relevance of ancient spiritual wisdom in the development and application of today's ensuing leadership paradigms to make organisations function better. This view proposes that the development of inner leadership qualities, as taught by Dasbodh, translates directly into better external leadership outcomes, suggesting that good management is grounded in personal mastery and ethical underpinnings (Mohanarao, 2024; Simpson & Cunha, 2021). The focus on self-realisation in texts such as the Bhagavad Gita also adds to the theme that metamorphosis through self-mastery is fundamental to effective leadership and adds to societal welfare (Mohanarao, 2024).

Implications for Managerial Practice

The principles based on Dasbodh can be practically implemented in order to develop the concept of transformational leadership, where the leader provides inspiration and motivation to their teams by having an interest in the shared values and ethical behaviour, thereby creating a more engaged and productive workforce (Low & Muniapan, 2011). This approach attests to the creation of a type of organisational culture referred to as “goodness,” in which virtues such as compassion, wisdom, and nonviolence, are actively encouraged through policies and practices, such that the work environment is safe and supportive for everyone (Simpson & Cunha, 2021). Furthermore, the integration of Dasbodh's emphasis on selfless action can also be effective in giving employees additional motivation as it transforms the focus from self-gain to a group gain, which in turn, tends to create a functioning more altruistic and collaborative work environment (Nagar, 2024). This creates an environment in which the employees are more likely to identify with the organisational goals and be more committed (Eslamdoust et al., 2024). Such value-based strategies have been empirically proven to boost job satisfaction, lower turnover, and foster ethical climates within organisations to a great extent (Zhu 2025). This holistic lens adds to overall organisational sustainability and performance by prompting organisational leaders to use self-awareness, emotional intelligence, and the moral judgment of what is right or wrong in decision making (Tenschert et al., 2024). Moreover, by engaging with and assimilating wisdom

traditions, organisations have the possibility to reach beyond surface-level, momentary successes to foster sustainable well-being for individual people, groups of people, and the planet (Simpson & Cunha, 2021). This re-evaluation requires moving away from purely materialistic measures by calling for spiritual and ethical considerations in order to promote genuine human flourishing in the workplace (Mohanarao, 2024). The development of practical wisdom, including the ability to make decisions socially, emotionally, and spiritually, can further support the capacity of leaders to guide individual leadership actions toward the greater common good, and to facilitate connected meaning-making and navigation of complex contexts (Vu & Gill, 2022). This implicates the development of well doing behaviours and identities, which lead to a better organisation through virtuous action and wise reasoning (Kerns, 2022). Additionally, narratives are important within leadership because they help employees find greater meaning in their work, they affect employees' identities, and they make the employees more committed by helping them to relate to a bigger purpose (Bostanli & Habisch, 2023). This holistic approach promotes a move from a contracts-based view of the firm to one focused on the idea of community of work, where individual self-fulfilment is interwoven with the common good (Akrivou and Scalzo, 2020). This orientation towards a shared purpose and interconnectedness has the ability to foster a wise organisation, with an "other-focused maximization of service" with the goal to make the world a better place, which ultimately will be beneficial in terms of employee wellbeing and the efficacy of the organisation (Ardelt & Sharma, 2021) (Ardelt & Sharma, 2023) and baseline of organisation in terms of values and culture. This pursuit of wise organisation is intrinsically connected to purpose-driven leadership, which in turn-pointing individual and organisational purposes towards an alignment result in an increase of work engagement, enhanced organisational commitment and improved performance of the organisation (Ribeiro et al., 2024).

THEORETICAL CONTRIBUTIONS

This research adds to the new academic field of organisational wisdom by introducing a new framework that translates ancient spiritual wisdom with modern management theory in an effort to provide a more holistic understanding of ethical leadership and sustainable organisational development. It enriches and reframes existing models by placing resolute importance on the role of practical wisdom and moral deliberations that transcend knowledge-based definitions, adding compassionate and pro-social aspects of organisational intelligence (Ardelt & Sharma, 2021) (Rocha & Pinheiro, 2021). Furthermore, it highlights the importance of the high level of organisational spirituality to a phonetic workplace, which is characterised by a shared meaning and commitment to the common good, hence leading to highly sustainable performance and innovativeness (Rocha & Pinheiro, 2021). This integration provides a new perspective to study narratives of leadership and consequently how one can use it to bring practical wisdom and a deeply ethical culture in the organisation (Bostanli and Habisch, 2023). Specifically, this study works to develop the literature on practical wisdom in leadership by showing how narratives are a key tool for the leader to enact and share their phronesis in order to better understand the interaction of wisdom, storytelling, and organisational practice (Bostanli & Habisch, 2023). Further, analysing Dasbodh in the context of modern management practices will provide a unique contribution to cross-cultural management research by demonstrating the universal applicability of wisdom traditions in the context of achieving benevolent leadership and virtuous organisations (Karakas & Sarigollu, 2013). This framework also covers the current lack of literature related to phronesis in the workplace, especially how personal wisdom spreads to group behaviour and eventually influences a phonetic organisation (Rocha & Pinheiro, 2021). By filling this gap, the research offers a significant framework for understanding how an organisation can develop into a practically wise entity, in which individual practical wisdom serves as the "glue" for collective values, vision, mission, and goals (Rocha & Pinheiro, 2021). This offers a solid theoretical basis for incorporating spiritual and ethical considerations when creating management frameworks, which would go beyond the purely economic perspectives to adopt a more holistic and sustainable approach to organisational success (McGhee, 2024).

LIMITATIONS OF THE STUDY

While this study provides important theoretical contributions, there are some limitations that should be considered to understand the generalizability and scope of the results. For example, the conceptual nature of the proposed integration between the teachings of Dasbodh and modern theories of management, which is

derived primarily from textual analysis, requires empirical confirmation through extensive case studies or a survey across different organisational contexts (Bostanli and Habisch, 2023). Additionally, the interpretative dependence on historical texts inherently restricts the competency to realise in real-time present-day nuances and dynamic variation of management practice (Bostanli and Habisch, 2023). Future studies that use mixed methods (i.e., qualitative interviews and quantitative surveys of leaders and employees) might yield a richer understanding of the contemporary relevance of the perception and practice of these ancient wisdom traditions in organisational settings to improve the practical use of the theoretical framework. Furthermore, the subjectivity within the interpretation of spiritual texts, such as Dasbodh, implies that alternative interpretations may provide management insights with different perspectives, which offers a possibility to compare different approaches based on various philosophical perspectives in order to strengthen robustness (Vu & Tran, 2019). The choice of leadership and management literatures could have accidentally omitted important aspects or relevant questions hence opening the door for further scholars to explore more deeply on the phenomenon of the practical wisdom in these areas (Jakubik, 2020). In addition, the generalizability of results about practical wisdom, as mentioned in earlier research, is limited by the possible common-source bias which is inherent in such research design when it is not carefully accounted for (Rego et al., 2024). The emphasis on a particular cultural context can also mean that the results may not necessarily apply in other cultures, raising the need for cross-cultural research (Polimerou & Spais, 2025). This is especially pertinent when it is considered that cultural factors, such as individualism and collectivism, can have a large part in how people view and interact with leadership and brand anthropomorphism (Polimerou & Spais, 2025). Finally, the dependence on information from self-reported data of previous studies suggests some degree of possible bias and future research should consider drawing on information from multiple sources to address potential possible biases in the reported data.

Suggestions for Future Research

Building on these limitations, it would be interesting in the future to possibly investigate the practical application of the wisdom of Dasbodh in organisational contexts, exploring its implications for leadership effectiveness, employee well-being, and organisational performance in general. This could include setting up longitudinal studies to monitor the implementation of Dasbodh inspired principles and their long term impact on the culture and outcomes of organisations (Alnofeli et al., 2025). Researchers could also create and validate scales for practical wisdom based on the teachings of Dasbodh, which will enable them to measure quantitatively the impact of practical wisdom in a multitude of organisational contexts (Rocha & Pinheiro, 2021).

Furthermore, comparative research focusing on the similarities between and differences among Dasbodh's principles and those of other traditions of traditional wisdom (e.g. Confucianism, Buddhism, are concerning, of course), as they applied to contemporary management could lead to a more complete understanding of universal and culturally particular concerns related to wise leadership (Chu & Vu, 2021) (Vu & Gill, 2022). Such investigations could be used to reveal different clusters between the data sets, facilitating the profiling of people into different set groups, which are then able to can apply different methodologies to a set of work roles, such as project management and teams (Vanharanta et al., 2020). The future research agenda should also explore causality between implementation of the management practices inspired by the Dasbodh practices and concrete entries on the business measures of improvement to provide concrete evidence of strategic value of the management practices (Alnofeli et al., 2025).

Another promising avenue is to explore how these systems of Artificial intelligence, especially chatbots can be designed to be (or communicate) aspects of the wisdom of Dasbodh, taking into consideration the unique challenges of adoption of such systems of Artificial Intelligence in marketing and management domains (e.g. Labib, 2024; Polimerou & Spais, 2025). This would require a careful consideration of methodological frameworks for assessing anthropomorphic approaches to AI with a particular emphasis on cross-cultural applicability and determining the impact of anthropomorphism in relation to consumer-brand relationships (Polimerou & Spais, 2025). At the level of recommendations, future investigations might consider how AI-powered CRM systems, in offering personalized recommendations, could build in aspects of practical wisdom

to create understanding and foster deeper empathetic interactions that resonate with customer values beyond procedural efficiencies in a sense of transacting externalized points (Customers and Competitive Document).

Moreover, research in the area of how explainable AI systems can interpret and explain wisdom-based decision-making processes, would be invaluable in establishing trust and transparency in AI-driven management applications (Cahyani & Musslifah, 2025). The generative application of AI in India is a large space to explore and it is especially with respect to the average worker in a labour-intensive economy, when the need may be to have a localized study (Varma et al., 2024). Such research could attempt further on rendering the wisdom of ancient India as in the Valmiki Ramayana to provide further insights in the ethical use and integration of artificial intelligence in management for more humane and effective organisational strategies (Muniapan & Satpathy, 2010). In addition, researching how AI can be used to teach spirituality and practical wisdom in the context of knowledge management models, possibly through developing refreshment courses for consultants, is a new research avenue (Rocha & Pinheiro, 2021).

CONCLUSION

This research has helped to shed light on the profound relevance of Dasbodh's ancient wisdom to our modern-day management practices, and provides a unique perspective on leadership, ethics and organisational resilience. It illustrates how its teachings give a strong framework for developing a compassionate leadership and building ethical decision-making within complex organisational structures while resonating with the modern demands for more human-centred management approaches. The merging of these eternal principles not only adds to the theoretical canvas of management but also provides effective avenues for organisations to counter an ever-dynamic and ethically challenging business world. Ultimately, this study states the lasting impact of wisdom traditions in the achievement of sustainable and responsible management paradigms and calls for the conscious integration of knowledge and wisdom traditions into modern organisational approaches. This integration puts organisations in a place to foster environments where holistic well-being is promoted and a sense of shared purpose is fostered among employees, providing for improved individual and collective performance.

The principles drawn from Dasbodh provide a framework for ethical leadership and effective decision-making, which are very crucial in today's volatile business world, reminiscent of the timeless lessons of the effective management industry, as indicated from other ancient Indian texts such as the Bhagavad Gita and Ramayana. These ancient writings offer basic insights into ethical behaviour, self-control, and a holistic approach to leadership that remain highly relevant to achieving organisational success and stakeholder well-being in current contexts. Furthermore, by tapping into these rich philosophical traditions, organisations can shape more sustainable and more ethical approaches of management that satisfy demands for a new era of corporate social responsibility and environmental stewardship.

By translating these traditional wisdom traditions of indigenous people, businesses can attain a more in-depth understanding of their role in society, shifting from the goals of profit maximisation to a model of holistic value creation that would benefit everyone. This approach has the potential to create an environment of trust and transparency and foster organisational resilience and adaptability in the face of ongoing global challenges. Such integration is in line with the growing interest in alternative frameworks for managing complex modern enterprises that provide deeper, more holistic approaches to management.

This synthesis of ancient wisdom and modern management theory can therefore provide a leader with a toolbox of all kinds to navigate the contemporary challenges in a way that promotes a culture of ethical excellence and sustainable growth. This paradigm shift helps businesses to adopt holistic practices of well-being as success no longer focuses on just productivity and more on employee fulfilment and sustainability as a whole. This re-evaluation of management paradigms highlights the importance of a reversion to fundamental human values in the management of organisational governance with a balanced view of how economic, social and environmental well-being are intrinsically connected. This holistic outlook promotes long-term viability and societal contribution and goes beyond mere single-minded profit accumulation to have a broader impact that resonates with stakeholders.

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