



MANAGEMENT MANTRAS FROM INDIAN ETHOS- ITS IMPACT ON MODERN MANAGEMENT

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ABSTRACT

“Certainly we should take care not to make intellect our God. Intellect has, of course, powerful muscles but no personality. It cannot lead. It can only serve. It is not fastidious about its choice of leaders. The intellect has a sharp eye for tools and methods but is blind to Ends and Values”

-Albert Einstein

“It is already becoming clear that a chapter which had a western beginning in business management will have to have a Indian ending, when the world adopts rich thoughts of Indian ethos and wisdom, if it is not end in the self-destruction of the human race”-**Arnold Toynbee**

Ethos means the set of beliefs, ideas about social behavior and relationship of persons or group Indian Ethos is all about what can be termed as “National Ethos”. Formally the body of knowledge which derives its solutions from the rich and huge Indian ethos in Management, it is some kind of Hindus concept management, certainly not Management is behavioral science and it has to be culture specific. The salient ideas and thought of Indian Ethos in Management revealed by our ancient scripture certainly not Management is behavioral science and it has to be culture specific. The salient ideas and thought of Indian Ethos in Management are revealed by our ancient scriptures. We can get management Mantras from various Epics of Indiana especially Mahabharata, Ramayana. In Mahabharata it gives the Quality of the Leadership, determination and decision making capability at various situations Lord Krishna the eminent Personality who gave a great “Bhagavad-Gita” to the world it explains he quality of human being and karma siddantha. He is a great motivator and strategic planner in the difficult situations it helps in winning war against kauravas by pandavas. These strategies will have grate use in mgt. decisions against the competitors. Mahabharata will give various types of personality, character determination decision making etc. From Ramayana we can learn the Leadership lessons like providing a concrete vision of the future to the followers. The mission of the army led by him



was to defeat the rakshasas and rescue Sita. To this end a number of actions were taken such as sending out search parties, building an overseas bridge and issuing a direct challenge to Ravana, these actions flowed naturally as a result of the vision, clarity about the goals as well as the process enabled the army to put its heart and soul in campaign. Rama was a prince who interacted freely with the people, he did not have any biases regarding developing relationships with the people of a lower social class .He consulted subordinates on important matters and allow them to give their opinion freely. There are many other ethos like Kautilyas arthashastra gives the qualities of the king rajaneethi which to be implemented to overcome crisis which gave birth to the Political Science and Public administration which is read and followed by many people in the world. Vidurneethi is gives how a king to be, and what decision to be taken at various situations and good and bad of the administration and decision.

OBJECTIVE

The objective of the paper is to discuss the various qualities of leadership, personality and character, and decision making power of the eminent personalities of the epics, how these characters help in modern management as Mantras in implementing, following and developing the characters of them. It also concentrating how good these qualities to be practiced in modern management, and helping the management candidates to implement these knowledge on modern era to meet the challenges. This paper concentrated on various strategies implemented in those periods according to their knowledge and making them to suitable to the current scenario.

Key words: Kautilyas arthashastra, Ramayana, Sri Krishna, rajaneethi, management mantras, Vidurneethi

PANDAVAS ARE MANAGEMENT GURUS

The great Indian epic Mahabharata can be used to compare each of the pandavas to managers of today with their roles strengths, weaknesses and consequences. Krishna as CEO Yudhistirs. who binds together values, Bhīma outcomes, Arjuna learning, karna legitimacy, Nakul Process Shaddev purpose. Yudhistirs is mentor whose strengths are his values and beliefs. He stands for property but he is blinded by his code of honor. Bhīma is a executor manager for him the outcome is supremely important than the bottom line matters, his weakness is he can be blinded



by rage. Nakul is service hero of today. He is driven by process but there is no active leadership. Shadev is the visionary, but he is like the manager who stands for thought and no action. Karna strength is personal loyalty; it also brings about his doom. He is like the managers of today who will buy vegetables for his bosses. Arjun stands for flawless perfection. His strength is that his assailed by doubt, but hi is willing to learn, today young managers are Arjuns in search of their own heroism, they want to discover their own meaning in life. "Management education completely ignores emotional intelligence and focuses only on analytical intelligence. They need feelings and imagination".

Winning Mantras from Mahabharata: The Mahabharata is Second largest epic of the world. A Buffet of ideologies, written around 3000 B.C. It Harappa culture, Urban way of life. It was Narrated thrice First by Jaya by Vyasa to Ganesh. Second Bharat by vaishampayan to political and financial Astronomy existence of Uranus (Shewta) Neptune (Ksharaka). Geography Lands as far as Cambodia (Khamboja) Scandinavia (Uttarakuru). Mathematics no's to the range of 10 raised to powers of 16 and -16. Description of weapons which are resembles to modern weapon, including nuclear and or chemical weapons. It explains the Complex military formations and strategies. Philosophy, Psychology, Spirituality, religion, politics, even Management lessons and Logistics like the following

Kauravas - 11 Akshouhini

Pandavas - 7 Akshouhini

1 Akshouhini – 21,870 Chariots, 21,870 elephants, 65,610 Horses and 1, 09,350 foot soldiers (Ratio 1;1;3;5).

Pandavas strengths in terms of political and financial power depends on their friends and relatives like Panchala, Yadavs, Magadha, Chendis. Kauravas strengths are Duryodhana has been a benevolent king; Karana had gone on a nation-wide conquering on behalf of Duryodhana.

**Motivation**

Without war, will concede not a needle-price of earth, which reveals that Duryodhana was completely focused on the war. He is mostly depending on the Karana and Bhishma, dronacharya the eminent warriors and the grate strategic personalities; even though what he is saying is not correct he is confident about the win over the pandavas irrespective of darma. On the other sides pondavas are weak in financial as well as military wise concerned Krishna is the only eminent strategic advisor with them. **”turn your weakness into your strength”**. Kauravas is not having grate allies except few, but pandavas having powerful allies from relatives of Arjun, Yudhistar, Bheem, Nakul sahadev and droupadi it makes them a strong person in Mahabharat war **”Make powerful Allies”**.

Leadership: Kauravas had centralized leadership, One head of army at a time who has supreme authority of all 11akshouhinis army, it may be under Bhisma, Drona, Karna, Shalya or Ashawatama. It became difficult to pass the information to the huge members that gave communication gap between the commander and his army. But Pandavas has seven commanders for the seven divisions (1 man command for 1 Akshouhini each) are Virat, Drupad, shahadeva, drishtaketu, satyaki, shikhandi. Dhuryodana commander-in-chief, Arjun Supreme Commander, Krishna-Arjuna's charioteers and, Counselor. When it becomes difficult to perform the duties efficiently “Share Your responsibilities” with others to achieve goal.

Team Spirit: Kauravas has no team spirit. They all fought their individual wars, and they are not fought with wholeheartedly, they done their duty with mechanically as they held responsible for the Duryodhana, they can.t say no to his words. While Pandavas fought as one team one goal they succeeded in war. **“Team work Succeeds where individual efforts fail”**.

Individual Motives: Kauravas expect for Duryodhana nobody wanted the . All the four generals had strong ties with the pandavas, Bhisma (Grand Children), Drona (Students, Shalya (Nakula Shahadevas Maternal uncle), Karna (Brother to pandavas. Every one done some favour to pandavas Bisma saying the secrete of his death, Drona his weakness , shalyya stated discouraging the Karnna during the war, Karna promised to his mother he will not kill any one



except Arjuna, this will give the half the war won by the Pandavas in the beginning, this is the one of the greatest strategy can be implemented in management by knowing the weakness of the competitors and make sure to compete in the market. Other side Pandavas had their individual target. Their own agenda. Which just one with the team's agenda. Dhruvadhyauma- Drona, Shikandi-Bhisma, Satyaki-Bhishma, Arjuna-Karna, Bhishma-Duryodhana his brothers, Sahadeva-Shakuni his sons, Nakula-Karna's so The right team is made by selecting the right individuals. Get the right man for the right job. Then only the final results achieved at the will. The interest of the individual should never exceed the team interest. The best man for the job is not the one with the best capabilities, one with the greatest commitment.

Right Managers: Krishna the greatest crisis manager the world has seen, Yudhishthira- low key strategist, know your enemies weaknesses and exploit them. Take calculated risk, inspire, invigorate, and counsel your own team in moments of need. Know ground realities, Know different ideologies. Share empower women, the hinder balance is required for stability and administration. The Mahabharata is full of strategies, decision making, implementation of various rules and regulations in crisis. Sri Krishna the greatest motivator, ideologist, decision maker world has seen. He is the responsible for the many solutions which was faced by the Pandavas. These strategies can be implemented in the modern management, so that to compete the various problems arise from the political, competitors, environmental, technological etc. For the every problem there is solution when the situation arise we unable to compete, then know the weaknesses of our competitor make them as weapons to compete, the main motto is win the war. How we are winning is not important, to compete in this competitive world ethics are important, but without hurting the others the strategies to be implemented. Mahabharata is full of winning mantras, it explains about the qualities of the leader, commitment in the work, how to face the strong opponent, and also the ethical values to be followed, how the ethics used without interrupting the moral values. Krishna gave the root for the success in the war for Pandavas guiding and motivating in difficult situations. How we use the weakness for the success. Today organizations are looking for managers who have the capacity to be learning managers, who have the capacity to learn from their surroundings and continuously, adopt themselves



organizations are looking for students who are like Arjuna in the modern day corporate Mahabharata. Managers who possess key skills like initiative, active learning, focus and continuous learning. A story from Mahabharata which would provide, a insight as to how “continuous learning” and “Active learning” was highlighted even in some of our ancient texts. When Dronacharya appointed the commander in chief of the kuru Army during Mhabharata war he immediately announces the formation of “Chakravyuha”. While discussing the same with Duryadhana he asks that Arjun’s attention be diverted to another front so that he can capture Yudhistir bringing war to an end as Arjuna was the only person capable apart from Ashwathama to enter and exit the “Chakravyuha”, on hearing this Dushassan flew into a rage and accused Dronacharya of being partial and teaching Arjuna more than other pupils. The answer guru Drona gives to Dushassan is also my case for continued learning from Managers and students alike. He tells the reason why Arjuna is more capable then all Pandavas and Kauravas alike is not because he taught him more because he was an “**active Learner**” and while every one took his teaching as the end, Arjuna took his teaching as the beginning and continued his quest of learning and today is the only students his who can challenge him in the battlefield. In order to be good managers one should be able to learn continuously otherwise one may face the prospect of stagnation, one would be like a ship that has come to the harbor and the only thing that can now happen is stagnation leading to decay, continuous learning allows one to be creative in problem solving while Active Learning a keen desire to learn something new everyday will differentiate managers and students from other and one can do active and continuous learning if one takes the initiative and remain focused on goals like Arjuna who was the only student who took the initiative of going to Drona and asking him to teach the skills required for entering exiting the Chakravyuha and remained focused throughout his objective of being the greatest achiever in the world. This revels that every one of the management should be continuous learner to compete in the competitive world, through the continuous learning they come to know the what is happening in the business field what are the strategies implementing in the business war so that they become the number one in the world of business empire. The skills can be implemented when we know the situations otherwise it become very difficult to know what to be



done at the neck of the movement to survive in the field. Now days the management required the people of dynamic thinking and decision making people to the business world.

VIDHURA NITI: The field of business and leadership has been enriched by learning form various discipline of knowledge. This article attempts to find out whether we can draw corporate leadership learning's from our great epics and apply to the business world for betterment. An attempt has been made to assimilate the spirit of these epics for application in the field of daily management practice and in the wider arena of creating better individuals and in turn better corporate world. Indian style is based on wisdom and knowledge. It concentrates more on consent, rather than on form or outward appearance. The Indian business must be run through quotations and practices mentioned in Indian culture. Knowledge without action has no value and action without knowledge is futile. To integrate thought and action there has to be responsibility, accountability and performance linked incentive. More importantly Gita XVII 28 refers to asat as well work done without fait is nothing. So, sincerity is vital for all inter connectivity's to maintain a culture of integrity in order to sustain trust, inside and outside thereby create a good will and gradually build up a string reputation for self.

The Wisdom of Vidura, nitisastras are works on morals and polity consisting of proverbs and wise maxims verse or fables, illustrating some moral precepts and inculcating ethical values. Vidhura niti contain not only the fundamental principles and deep knowledge of polity but also sermons which elevate the characters of a man. In today's management scenario, when time is all around degradation of moral values and judgment to face the emerging ethical dilamas goes by default, important of recognizing the ethical precepts contained in Mahabharata including vidura niti serve the excellent avenues for ethical rules of conduct to resolve the modern ethical dilemmas. Vidura explains how one should act in different situations. His teachings are aimed at not only kings, but also ordinary citizens, as well as ascetics. It will be only be a reclaiming of our own heritage if we revisit our spiritual heritage to reshape our lives. Vidura advised "comparing our body as a chariot, one should calmly control the horses of senses otherwise uncontrolled senses would lead to destruction like uncontrolled horses". As dry wood would



burn wet wood, an innocent should stay away from sinners, and otherwise, he will be punished in the same way as a sinner.

Qualities of Successful Leader: Ancient Indian thinkers gave a lot of importance to leaders and leadership. A bad leader means not merely a single bad person, but a bad fate for many. A leader should wish for the prosper of all and never set his heart on the misery of his subjects, he should look after the people who have fallen into adversity and are in distress. He should show kindness to all creatures. He should never impede the growth and development of agriculture and economic activity. He should always ready to protect those dependent on him. Who renounces lust and anger who bestows wealth upon proper recipients and who is discriminative, learned and active is regarded as an authority by all men. The things must avoid are, the friendship of the sinful. Misuse of wealth, harshness of speech, and extreme severity of punishment will ruin even firmly established monarchs. He should never make a person as a supreme without examining him well. He should reject those who are ungrateful, shameless, who have wicked deposition and who don't give others their due. The following values should posses by the perfect leader, simplicity, purity, contentment, trustfulness, self-restraint, patience, honesty, charity, steadiness, humility, fait, exertion forbearance sweetness in speech and good company. A man can attain gloty glory and fame in this world by doing two things by refraining from harsh speech and disregarding those who are wicked. These tow are like thorns affecting the body the desires of poor man and the anger of the incompetent, a man of power but at the same time enduced with forgiveness and poor man who is charitable live in a region higher than the heaven itself. Snatching the property of others by foul means adultery with other wives and deceiving his friends will shorten the life of a man. The wise man should renounce the lust, anger and covetousness'. A person should not consult the men of small sense, man that are procrastinating, men who are enthusiastic but thoughtless and men that are flatterers. Four things capable of fructifying or occurring immediately, within a single day, the resolve of the gods the influence of the intelligent persons, the humility of learned men and the renunciation of evil habits or destruction of the sinful. By serving these five kinds of persons, men attain great fame and glory in this world are Deva (learned persons), the pitris (father, mother, teacher and the



like) Manusya and Athithi. Out of the five sense organs of a man, if one springs a leak, then from that single hole runs out all his intelligent just like water runs out from a perforated leathern vessel. The ethical values given by mahatma Vidura are, who wish to attain prosperity and happiness should avoid these six faults, sleep, drowsiness, fear anger, laziness and procrastination. These comprise the happiness of men acquirement of wealth, uninterrupted sound health, a good-looking beloved wife, with sweet speech, and obedient son and meaningful lucrative knowledge, sound health, being debt free living at home, company with good men, certainty about the means of livelihood and living without fear conduce the happiness of man. These qualities should never be forsaken; truth, charity, diligence, benevolence forgiveness, and patience. These should be renounced a preceptor who cannot expound/teach the scriptures an illiterate priest, a king who is unable to defend, a disloyal wife. Who brings under his control these six- lust, anger, sorrow, attachment vanity, conceit, and become master of his sense, never commits sin and therefore can never suffer from calamities. These six forget those who bestowed obliged them, educated disciples their per captors, married persons their mothers, persons whose desires have been gratified (forget) women, who achieved success forget who aided them, who have crossed a river, the boat (that carried them) and crude patients (forget) their Physicians. Who well-planned are never known to others whose counsels are well-kept and become known to others only when executed, his works are never spoiled, he succeeds all his objects. Who intent upon abstaining from injury to all creatures is truthful, tender-hearted, who respects others and pure in mind, shines greatly like a precious gem of the purest ray having its origin in an excellent mine, who himself knowing his fault, feels ashamed, becomes the preceptor of the whole world, he is highly honored among all men. He who is possessed immense luster, cheerful mind, pure heart and a steady intellect shines with energy like the very sun. "Kama (lust), Krodha (anger) and Lobha (greed) must be shunned by a man, as these three destroy the Aatma (soul) and are the three doors of the hell". Events like comforts and miseries, crisis and fortunes and misfortune etc. are due to the result of ones own good or bad karmas or deeds; every living being has to bear the fruits of his karmas. Mahatma Vidura gave the qualities of the good leaders, and how to develop these qualities, most of the qualities are achievable only with determination and dedication. Always ever one should have a control over their sense and



work. These things should be followed so that the good leader can achieve his desire. Control over his speech one of the important quality of a good leader, it shows the character of a individual person. Anger control, which is one of the important thing everyone should implement, the anger kills the quality of decision making power of the individual, it may lead to destruction of the empire or business world. Ethical values, which is not so important to the business field in a decade or two decades ago. But now ethics become integral part of the business world, not only winning of the hearts of consumers or the people of the locality to follow the ethics in business become important in modern business world. number of action were taken such sending out search parties, building an overseas bridge and issuing a direct challenge to Ravana. These actions flowed naturally as a result of the visi

Leadership skills from Ramayana:

Management of any type, whether in business of some other human activity, in simplest of words is the act of bringing people together to work for achieving the desired goals. Broadly speaking Management is defined by five functions are Planning, Organizing, Leading, Controlling, Coordinating If one studies the mythological books, then one can easily make out about the various management lessons which are taught in them. Every incidence teaches us a new lesson and in itself is a classic example of putting management at its best use and getting the work done. One of the most obvious incidence, in which use management principle is very clearly visible is that of Hanuman going to Lanka. His mission was to locate Sita there and give her Ramas's message. When it became clear that Sita was in Lanka, Jamvant asked Hanuman to go there. He helped him in realizing his true potential and motivated him to go in the enemy's camp. Once mentally prepared for the hob and reached there, first thing which Hanuman did was to completely analyze the situation in Lanka. He did a complete study about the Lankans, assessing their strengths and weaknesses, the various threats and opportunities which he had in the enemy's camp. This is what management is all about, ascertain the goals, or jobs to be done, getting mentally prepared for it, having a right plan, analyzing the strengths and weaknesses of the competitor ad what threat and opportunities are there in the business. The SWOT (Strength, weakness, opportunities and threats) analysis is one of the most important aspects of modern day



management. Moreover Jamvant motivating Hanuman is a classic example of a good Manager helping his personnel to realize their potential and acting accordingly. A good manager is one who can get his work done even from the rivals. In Ramayana Sughriv has shown some of the best managerial characteristics. As a successful manager he had Rama to work accordingly and got his kingdom back from a brother who was far mightier than him. Using his managerial skills he even had Angad to work for him. Angad was the son of his brother whom he got killed by Rama. In the Ramayana, Ravana has shown the signs of a bad manager, and hence led to the demise of his kingdom. From the starting itself he ignored the suggestions of his managers and got his kingdom in the state of war with Rama. Moreover during a crisis, a company and got his have listened to kingdom in the state of war with Ram. Moreover during a crisis, a company needs its best of the managers to bail it out of the same. A good manager listens to what his subordinates has to say and tries to keep them together especially when the organization needs them the most. But Ravana's mismanagement was responsible for Vibhishan [one of the wisest manager he should] leaving him amidst a crisis. It is said that businesses are run on relations. A manager who can nurture good relations with the employees, clients and anyone in whose contact the organization and the manager comes in, can do wonders for his company. Lord Ram was very good at it. He was the master of nurturing relations. His prowess at it was so great that while Ravana was lying wounded in the battle field and was about to die, he shared some important lessons which he had learnt in his life. The same Ravana, who at the same time had not responded to Lakshman, when he was sent to seek Ravana's wisdom by Ram, was more than happy in sharing his knowledge with Ram.

Provide a concrete vision to followers, Rama held forth a concrete vision of the future. The mission of the army led by him was to defeat the rakshasas and rescue Sita. To this end, a on held by Rama. This clarity about the goals as well as the process enabled the army to put its heart and soul in the campaign to rescue Sita. Provide a compelling dream along with a clear scenario of how it will be accomplished. Believe in the ability of subordinates to achieve an aim and inspire them to do so, Rama led what was essentially a rag-tag ary against the sophisticated army of Ravana. The rakshasa army was a powerful one, which had defeated the formidable,



devas and vanquished power powerful kings. In contrast, the army of Rama comprised of soldiers who were perhaps aboriginal tribes who had never encountered a sophisticated army before. Not surprisingly, Ravana and his courtiers jeered at the army and laughed scornfully at Angad, Ram's messenger who had come with an offer of peace. Yet Rama maintained confidence in the ability of his army, surmount seemingly impossible odd and enthused by his confidence his army fought to achieve victory. Set ambitious goals and motivate troops to meet them. Treat all people equally; Rama was a prince who interacted freely with the people. Unlike many princes of his day who disdained the common folk, Rama did not have any biases regarding developing relationships with people of a lower social status. Thus he accepted the hospitality of the chief of the fisher folk and allied with the forest tribes who were out of the pale of mainstream society. In fact, Rama gave them positions of equality. This was not only due to the war conditions since he maintained the same relationship when he won the war. Not surprisingly, he commanded great loyalty from all."Develop relationships with people regardless of social status and treat everybody with courtesy and respect". Stand courageously in the face of great adversity, following sita's abduction, rama wandered destitute and penniless in the forests searching for her. The Rama's sadness and his memory of Sita, yet this grief did not prevent him from searching for allies even when the enemy was unknown. Sugriva would not have agreed to help him, had he not sensed that despite their misfortune, the fugitive prince was indeed a power to reckon with. And throughout the battle with Ravana, rama maintained his courage even at the darkest hours and in doing so inspired his army to not only continue the unequal win it. "Maintain resolve during crisis and take proactive steps to meet challenges". Stand for morality but do not engage in judgmental posturing, Rama was well known for his moral conduct and his effort to stand forth as an example of his values. But nowhere does the Ramayana depict as a blind puritan who demanded that all practices did not confirm to his code of conduct be seen as sinful and be banned. A person with a resolve of having only one wife, when other kings including his father had several." Lead by example not coercion". Consult subordinates on important matters and allow them to give their opinions freely. When Vibhishan defected, Rama took him under his protection. He then had a talk with the various army chiefs some of whom disagreed with Rama. Instead of punishing them, Rama assuaged their suspicions



and got them to accept his decision. Everybody felt that their opinions had been heard and that their objections had been clarified. Empowerment of subordinates to question his decisions was a key and unique quality of Rama which one cannot but help comparing with Ravana who never allowed anybody to contradict him. "Empower subordinates". Follow a code of ethics and be ready to sacrifice to follow it. Rama brought ethical decision making in all areas of his life. There are many leaders who make a sacrifice once in order to build credibility and then use it to make unethical decisions later relying on the knowledge that their initial sacrifice would make them immune to attacks. The generation that fought for India's independence degenerated into wheelers and dealers after assuming power. Yet the same leaders would refer to their past sacrifices while seeking votes intending that their current unethical conduct be tolerated. Rama did not so. Thus, when Ravana swaggered to battle on the first day without adequate preparations and was rendered weaponless by Rama, he was allowed to return to his citadel because the code of chivalry followed by Rama stipulated that an unarmed enemy be attacked. "Build credibility by living according to cherished values". In Ramayana Rama had a dynamic and static behavior, accepted exile without any objection, he believed in the theory that nothing can be wrong whatever happens is for my welfare, he was responsible for tragic act like abduction of Sita by Ravana, continuously believed in destiny. But in other side Laxman believes one who is either coward and [powerless or lazy only such a person believes in the destiny. Ravana other powerful ethical leader we can find says, unless you accept your own defeat, not even almighty can ever think of defeating you.

How Rama Own War with Ravana : Insufficient resources, dangerous opponent to defeat them what one required , team force, drive, determination, wits and intelligence to accomplish all this. Team force, Monkeys divided to search for Sita. Rama knew that Hanuman could do it so gave him a ring. He showed his powers by burning Lanka. All monkeys supported Rama for fight. "Have right persons assigned for the right task". Vibhishana banished by his brother, Rama made friendship with him, he promised to return his kingdom and crown as king, he got the ways to kill Ravana. "Never let anybody explore your secrets". When Ravana sent Sukha and Shrivana to investigate Rama, Vibhishan found and caught them. Rama did not kill them behaved in a



friendly manner, they went back praising Rama's army this demoralized Ravana. "Must know how to turn enemies into friends.

Never lose confidence and remain an optimist. Hanuman is the most powerful emissary. Have such members who are capable of frightening enemies. A monkey capable of burning entire Lanka can you imagine what harm entire army can do. These demoralize the enemy and start thinking great about the opponent. "Have trust worthy men with you so that enemy is dead". When Hanuman enter into the Lanka Ravana that he is a monkey can't do anything to his vast empire, he started insulting him he burned his tail, with that he burned whole Lanka then he come to know the strength of the enemy but ever thing was over by that time. "Never underestimate anybody". If you underestimate your friends they lose trust in you, try to behave like enemies, friendship get broken. If you underestimate enemy you may have to lose a big war wealth sometimes life.

CONCLUSION

This Article is concentrated mainly on the Management lessons of Mahabharata, Vidura Niti, and Ramayana the epics of ancient India. The Indian ethos gave numerous management thoughts, qualities of leader, Mahabharata is buffet of strategies. Vidhra Niti, mahatma vidhur gave the qualities of leader and what to be done, what not to be done in his discussions with Dhritarastra. Here we have concentrated on the various strategies implemented to win war, and decision taken during the crisis. Krishna called the greatest crisis manager world ever seen. These are some of the Management mantras from these epics which can be successfully used and implemented in Modern management to compete with various competitors.

Turn your weakness into your strengths. When you are power is not enough to compete make powerful allies to win. When individual efforts fails team work succeeds" this is the best example pandavas own war with team work. Every one work for one goal, is the mantra for the success. Right team is made by selecting the right individuals. Get the right man for the right job. The best man for a job is not the one with the best capabilities one with the greatest commitment Know your enemies weaknesses and exploit them. Take calculated risk. Inspire, Invigorate,



counsel your own team in moments of need. Know ground realities. In vidhur Niti he gave the qualities of leader, ethical values to be followed. One is responsible for his results the sins he did give his fortune. Anger should be given up. Sweet speech makes a person a great leader. He should never make a person as a supreme without examining him well. The simplicity, purity, contentment, truthfulness, self restraint, patience honesty, charity, steadiness, humanity and faith are the values of the great leader. Never let anybody explore your secretes. One must know how to turn your enemies into your friends. Never underestimate anybody. Choose a right person for the right job. They are many and many more things everyone should learn and implement in their life business activities to succeed. Today managers are like Arjuna, because he who is a continuous learner, the person who interested in continuous learning he will be a successful in every walk of life. Students of Management in various universities colleges, should learn the ethics to be followed in business the management mantras from these great Indian ethos, said a long ago is a fresh to everyone need to learn follow and implement in the successful life.

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