

A Study Of Arjuna's Qualities And Their Implications In Today's Management Scenario

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Abstract

India is a spiritual heartland which has vast heritage for thousands of years. The Ramayana and the Mahabharata are the two beacons of light epics and Lord Rama and Lord Krishna are epitomes who have been a role model for millions of souls. As a part of Mahabharata, Lord Krishna's divine discourse to Arjuna is known as "The Bhagavad Gita" in which Arjuna is the key character who represents the human race. The Gita and Arjuna are not just spiritual figures but are the models of today's management and it's important to understand the contemporary applications especially in the cat and mouse race of competition faced by students and executives of the field of Management. Arjuna's qualities of management shall give a divine insight and teach us greater leadership qualities and managerial abilities. This research paper is based on literature review and deep analyses of Arjuna's life journey not as just a commander, but an efficient leader and effective executive of his organization. The study & findings of this research derives that Arjuna is a role model of management and his qualities, if followed by today's managers, can prove vital for personal effectiveness and organizational success. Arjuna is the human capital, which was transformed by Lord Krishna.

Keywords: Lord Krishna, Arjuna, Mahabharata, Shrimad Bhagavad Gita, Management Strategies, Management, Executive Development, Leadership qualities and Managerial abilities.

Introduction

Arjuna's life is not a narration of the past history, but it is a reflection of our day-to-day life. Arjuna's situation, which he has faced during his time, is very much applicable today (Pillai, 2019). Arjuna felt dejected and found himself in despair due to the thought of the war with his own cousins and teacher so went in tizzy (Menon, 2016). Arjuna's attitude in the Gita is to seek divine consultations and guidelines from his mentor and friend Lord Krishna. The management lessons, which Krishna taught Arjuna were unconditionally implemented by Arjuna for his own development. Arjuna is described as a common man like us, however, still uncommon because of his positive qualities and values. He is a person with good character, though with his own strengths and weaknesses. Lord Krishna chose Arjuna because he was strong in his ethical values and most importantly Arjuna has a '*sharanagati svabhava*' or sense of unconditional self-surrender and strong devotion towards Krishna. Arjuna's friendship with Krishna is very deep. In the battle of Kurukshetra Arjuna's arguments are right, however, with wrong conclusions due to his emotions taking over his mind. Arjuna never asked Krishna about material things. Krishna was waiting for a chance to teach and empower

his friend to come off his mental platform. The principles of Bhagavad Gita are still applicable today.

Literature Review

The researching of the past journal articles, studies and papers is important and has proved helpful in the present study. The previous research work gives a clear picture of the analysis, reviews and evaluations done till date and also helped in setting the context of the future research and most importantly identifies the gap and defines the scope of current research.

In her thesis the author has attempted to throw light on the character of Arjuna and also systematically done a psycho analysis of Arjuna's characteristics. She takes a deep dive to understand Arjuna's mindset on why he refused to fight the battle and why he found himself so weak and helpless. The start of the Gita commences with a description of Arjuna's mental agony and depression. Krishna eventually helps him to rise from this mental platform to the higher consciousness and gets ready to fight the battle (Sehrawat et al, 2020). In another research paper, Krishna is counselling Arjuna as a doctor counsels a patient. Due to a climatic situation, Arjuna displays typical psychosomatic symptoms and is then counselled by Krishna with the appropriate lingual strategies to deal with the climatic situation calmly and rationally

(Angiras, 2020). From description of *karmayoga* [work for Krishna], as being a basic foundation of the Indian philosophy, we understand that Lord Krishna teaches Arjuna that there is a “law of karma” (Bhattacharjee, 2021).

Elsewhere we see a sincere effort in understanding the Bhagavad Gita and creates interest in learning the same as a gift of the Lord to the mankind (Jeeva et al, 2017). A systematic effort is made to understand the various contexts in the holy text and its practical application in today’s date. They further state that Arjuna is the representation of the human civilization and especially of today’s modern mankind who is fixed in complexity of dilemma, personality conflicts, confusion and desires. Arjuna receives a solution to the fundamental problems of life, which are also applicable today. Thus, Arjuna is the receiving point of the Gita and symbolizes each one of us.

Objectives of the Study

This research paper is aiming to analyze Arjuna’s leadership and management qualities and their application in today’s corporate life.

Need for the Research

The research study was conducted as it was observed, that even though there has been some research work conducted on the Bhagavad Gita and Mahabharata, there is no detailed research analysis at length conducted on the character of Arjuna, who is a key example of leadership and management in the entire epic. As Lord Krishna started narrating the Bhagavad Gita, Arjuna was initially confused and depressed about fighting the battle of Kurukshetra but it was Lord Krishna’s benevolence and mercy that he imparted the Bhagavad Gita to Arjuna which is actually a timeless wisdom for all leaders in all the ages (Simpson, 2020). In addition to the context of the battle of Kurukshetra, Arjuna has shown world class standards of excellence and leadership. Among the few who have focused on Arjuna’s leadership qualities is Ms. Pillai. She classifies Bhagavad Gita as an ancient spiritual text which contains recommendations for the modern practice of management (Pillai, 2019).

Research Methodology

This is an exploratory research work. The quality and character of Arjuna was studied by the help of literature review, searching through available journals, magazines, books and websites. Further the work was followed by studying the characteristics of Arjuna amongst the contemporary working executives in corporate companies in Mumbai from the EPC Sector by the means of questionnaire. The questionnaire of 40 questions were designed on the basis of a literature review – content analysis of books especially related to Arjuna’s personality – Mahabharata and Bhagavad Gita. Sample size was set to 125 and the questionnaire was circulated to the working executives selected by the convenience sampling method. The age group of the respondents is

between 25-50 yrs. The responses were collected on the rating scale of 1 to 5 in Likert Scale.

Hypothesis

H₀: Arjuna’s personality traits don’t contribute a significant role among executives in the present-day corporate world.

H₁: Arjuna’s personality traits contribute a significant role among executives in the present-day corporate world.

Arjuna’s Personality Characteristics

Arjuna was not an ordinary person. He was saintly by character (Bhaktivedanta Swami, 1972; 1.36). Bhagavad Gita is instructed to Arjuna mainly because Arjuna was a devotee of the Lord, a direct student of Krishna, and His intimate friend. For this reason, Bhagavad Gita is best understood by a person who has qualities similar to Arjuna’s (Bhaktivedanta Swami, 1972; introduction). Arjuna had understood that internal enrichment is of great importance for success and excellence and so he seeks from Lord Krishna the definition and qualities of a perfect person (Row, 2004; p. 74). The good thing about Arjuna is that he was open to listen and receive Krishna’s teachings, obey them, internalize & contemplate on them, which is known as “inside out approach”. With this approach and sense of devotion towards Krishna, Arjuna fought the war and emerged as a victor (Dhan, 2018; p. 116).

Arjuna’s training with Guru Dhronacharya

Arjuna with his politeness and corporate manerisms had won over the vote of trust of his Guru Dhronacharya becoming his favorite student. Arjuna shows exemplary qualities of a student right from the ashram of Dhronacharya and the same he carries to the battle of Kurukshetra and also further throughout his life (Shanmukhan, 2019). Arjuna’s association with Guru Dhronacharya was pious as an ardent disciple. He practiced at night and he could use both his hands for using weapons so was known as “Savyasachi”. Thus he had acquired the skills of multi-tasking in his Guru ashram itself. Arjuna had a spirit of commitment for his Mentor from his early days. He was a student who learnt by observing his Guru and even in his free time he never played instead spend additional time learning and conducting service to his Guru. Dhronacharya taught Arjuna to become ‘*ajaya*’ – tiredness and sleep are two enemies; hard work and being cautious are two friends. Arjuna had an untiring and continuous learning attitude and with his keen interest showed activeness in his learning throughout. Arjuna took all the training from Dhronacharya as the beginning, not the end and this quest and hard work lead him one day to all the strength and capability to become a great warrior, world class archer. This is a management lesson for all executives to avoid stagnation. Corporates are looking for management trainees as budding leaders, who are like Arjuna in the modern-day corporate Mahabharata, who

possess key skills like initiative, active learning, focus and continuous learning. It wouldn't be an exaggeration to say that though Arjuna was born extra-ordinary but his management qualities were developed and his skills were sharpened during the training given by his Guru Dhronacharya in the ashram.

Arjuna & Today's Corporate World

At the Piramal Group of Companies office at Piramal Towers, Mumbai, Arjuna is being very respected and draws great admiration. According to the Piramal Group, the Bhagavad Gita as teachings imparted to Arjuna, despite being an ancient scripture, is very much relevant today and it is applicable in our present day-to-day business management becoming a role model for the corporate world. The Piramal group believes that there are many similarities between teachings of Gita and present day's managers. Arjuna stands for continues learning and dynamism. Gita teaches us control emotions and mind. Both Gita and Arjuna lead us to a blend in management to be followed (Banerjee, 2008).

Management Qualities of Arjuna

From the literature review of the Bhagavat Gita and Mahabharata we can identify that Arjuna has many positive qualities and attitudes applicable in management. The same was circulated in a form of a questionnaire. Below are the qualities inquired in the questionnaire along with their references:

1. Focus (Bhaktivedanta Swami, 1972; 2.41), (Dasa, S. 2001; p. 63)
2. Determination (Bhaktivedanta Swami, 1972; 2.37)
3. Emotional stability (Bhaktivedanta Swami, 1972; 5.20)
4. Learning attitude (Bhaktivedanta Swami, 1972; 2.7)
5. Respect for an authority (Bhaktivedanta Swami, 1972; 4.34)
6. Need for mentor (Bhaktivedanta Swami, 1972; 4.34), (Das, G.D. 2018; p. 37)
7. Team work (Bhaktivedanta Swami, 1972; 5.18)
8. Sharpening of skills (Bhaktivedanta Swami, 1972; 2.50)
9. Knowledge development (Bhaktivedanta Swami, 1972; 8.1)
10. Politness (Bhaktivedanta Swami, 1972; 5.18)
11. Multi-tasking (Bhaktivedanta Swami, 1972; 11.33)
12. Compassion (Bhaktivedanta Swami, 1972; 1.28-30)
13. Punctuality (Bhaktivedanta Swami, 1972; 10.30)
14. Discipline (Bhaktivedanta Swami, 1972; 11.37& 11.39)
15. Code of conduct (Dasa, S. 2001; p. 279-288)
16. Domain knowledge (Bhaktivedanta Swami, 1972, 8.2)
17. Ready to sacrifice (Bhaktivedanta Swami, 1972, 13.1& 18.1)
18. Hard working (Debroy, 2015)
19. Corporate etiquette (Bhaktivedanta Swami, 1972; 6.39)
20. Crisis management (Dasa, S. 2001; p. 64)

21. Respect for other cultures (Bhaktivedanta Swami, 1972; 5.18)
22. Output orientation (Dasa, S. 2001; p. 61)
23. Sense for detail (Bhaktivedanta Swami, 1972; 4.4)
24. Courage (Dharma,1999; p. 247-259, p. 289-295)
25. Understanding limits (Bhaktivedanta Swami, 1972; 1.36)
26. Positive mindset (Bhaktivedanta Swami, 1972; 2.15)
27. Good listener (Bhaktivedanta Swami, 1972)
28. Having vision (Bhaktivedanta Swami, 1972; 11.4)
29. Action oriented (Bhaktivedanta Swami, 1972; 3.5)
30. Diligence (Dharma, 1999; p. 214-220)
31. Commitment (Bhaktivedanta Swami, 1972; 18.73)
32. Stress management (Bhaktivedanta Swami, 1972; 1.28 & 2.66)
33. Confidentiality (Dasa, S. 2001; p. 64)
34. Work ethics (Dharma, 1999; p. 206-213)
35. Patience (Bhaktivedanta Swami, 1972; 2.14)
36. Learning from own mistakes (Bhaktivedanta Swami, 1972; 11.1)
37. Expressiveness (Bhaktivedanta Swami, 1972; 1.28-45)
38. Consistency (Bhaktivedanta Swami, 1972; 9.14)
39. Persistence (Dasa, S. 2001; p. 61)
40. Physical fitness (Bhaktivedanta Swami, 1972; 4.29)

Results & Findings

The statistical analysis and calculations of the responses of the survey questionnaire was done through SPSS. The following are the results and findings stated in form of

Table no.1 - Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha based on standardized items	N of items
.812	.853	40

the tables.

The above **table no.1** shows statistics reliability testing of this research paper. The authors have considered 40 variables, i.e. management qualities of Arjuna, arguably considered important among present day corporate managers. The Cronbach alpha value 0.812 shows 'good' internal consistency among considered variables, which means all management qualities of Arjuna considered in this paper

Table no.2 - KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.850
Bartlett's Test of Sphericity	Approx. Chi-Square	2638.516
	df	780
	Sig.	0.000

are having internal consistency among all attributes.

In the **table no.2**, adequacy of samples from the research area of Mumbai is tested with the help of KMO and Bartlett's Test. The sampling adequacy value is 0.850, which shows meritorious level towards sampling adequacy. Significant value is 0.000 for given samples

of 125 working executives. The significant value less than 0.05 indicates that these data do not produce an identity matrix and are thus approximately multivariate normal and acceptable for further analysis.

Table no.3 - Descriptive statistics

Descriptive Statistics							
Variable	Mean	Std Dev.	Std Err	N	Z	DF	P
Focus	3.312	1.187	0.106	125	31.185	124	0.000
Determination	3.296	1.178	0.105	125	31.284	124	0.000
Emotional stability	3.768	1.033	0.092	125	40.789	124	0.000
Learning attitude	3.328	1.217	0.109	125	30.582	124	0.000
Respect for authority	1.976	1.103	0.099	125	20.025	124	0.000
Need for mentor	2.440	1.221	0.109	125	22.346	124	0.000
Team work	2.312	1.279	0.114	125	20.211	124	0.000
Sharpening of skills	3.880	0.980	0.088	125	44.245	124	0.000
Knowledge development	2.736	1.123	0.100	125	27.247	124	0.000
Politeness	2.176	1.157	0.104	125	21.019	124	0.000
Multi-tasking	2.224	1.091	0.098	125	22.781	124	0.000
Compassion	3.480	1.119	0.100	125	34.778	124	0.000
Punctuality	3.896	0.905	0.081	125	48.110	124	0.000
Discipline	3.544	1.273	0.114	125	31.121	124	0.000
Code of conduct	2.096	1.066	0.095	125	21.988	124	0.000
Domain knowledge	4.288	0.739	0.066	125	64.915	124	0.000
Ready to sacrifice	2.216	1.133	0.101	125	21.868	124	0.000
Hard working	3.816	1.027	0.092	125	41.545	124	0.000
Corporate etiquette	3.816	0.970	0.087	125	43.966	124	0.000
Crisis management	3.544	1.125	0.101	125	35.213	124	0.000
Respect for other culture	3.656	0.960	0.086	125	42.592	124	0.000
Output orientation	4.016	0.942	0.084	125	47.679	124	0.000
Sense for detail	3.880	0.912	0.082	125	47.551	124	0.000
Courage	3.992	0.884	0.079	125	50.465	124	0.000
Understanding limits	4.256	0.782	0.070	125	60.857	124	0.000
Positive mindset	4.216	0.736	0.066	125	64.045	124	0.000
Good listener	4.240	0.700	0.063	125	67.699	124	0.000
Having vision	4.304	0.687	0.061	125	70.090	124	0.000
Action oriented	4.024	0.937	0.084	125	48.001	124	0.000
Diligence	3.872	0.967	0.086	125	44.767	124	0.000
Commitment	4.040	0.827	0.074	125	54.620	124	0.000
Stress management	4.024	0.856	0.077	125	52.538	124	0.000
Confidentiality	3.960	0.865	0.077	125	51.178	124	0.000
Work ethics	3.976	0.837	0.075	125	53.092	124	0.000
Patience	4.112	0.785	0.070	125	58.557	124	0.000
Learning from own mistakes	4.016	0.842	0.075	125	53.309	124	0.000
Expressiveness	2.168	1.127	0.101	125	21.509	124	0.000
Consistency	4.000	0.803	0.072	125	55.678	124	0.000
Persistence	3.000	1.070	0.096	125	31.343	124	0.000

Table no.3 shows that descriptive statistics with the help of mean value, standard deviation and standard error. The authors have tested the central tendency of given attributes of Arjuna's personality. It is observed that

mean value, standard deviation and standard error shows significant relationship among the various attributes. We also tested hypothesis with the help of t-test. It is observed that p-value is 0.000. Hence hypothesis H_0 is

rejected and the hypothesis H₁ is accepted, which means that Arjuna’s personality traits contribute a significant role among executives in the present-day corporate world.

Table no.4 – Communalities

Communalities		
Variable	Initial	Final
Focus	1.000	0.936
Determination	1.000	0.936
Emotional stability	1.000	0.656
Learning attitude	1.000	0.741
Respect for authority	1.000	0.778
Need for mentor	1.000	0.731
Teamwork	1.000	0.732
Sharpening of skills	1.000	0.702
Knowledge development	1.000	0.695
Politeness	1.000	0.605
Multi-tasking	1.000	0.693
Compassion	1.000	0.791
Punctuality	1.000	0.661
Discipline	1.000	0.744
Code of conduct	1.000	0.591
Domain knowledge	1.000	0.636
Ready to sacrifice	1.000	0.688
Hard working	1.000	0.729
Corporate etiquette	1.000	0.630
Crisis management	1.000	0.536

Respect for other culture	1.000	0.582
Output orientation	1.000	0.673
Sense for detail	1.000	0.507
Courage	1.000	0.637
Understanding limits	1.000	0.649
Positive mindset	1.000	0.737
Good listener	1.000	0.732
Having vision	1.000	0.722
Action oriented	1.000	0.762
Diligence	1.000	0.712
Commitment	1.000	0.566
Stress management	1.000	0.662
Confidentiality	1.000	0.616
Work ethics	1.000	0.636
Patience	1.000	0.706
Learning from own mistakes	1.000	0.705
Expressiveness	1.000	0.741
Consistency	1.000	0.571
Persistence	1.000	0.696
Physical fitness	1.000	0.627

Table no.4 shows harmonies among the variable and it is observed that all communalities i.e. initial and final are in between 1.000 to 0.5. From the correlation matrix here we observe high degree of correlation among the attributes. The correlation matrix is important to identify relationship between considered variable in the research. It is observed that all the values are showing significant correlation among attributes of Arjuna’s personality.

Table no.5 - Eigen Values

Initial Explained Variance (Eigen values)										
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 9	Factor 10	Factor 11
Value	11.401	3.550	2.206	1.888	1.647	1.585	1.339	1.151	1.019	0.934
% of var.	29.235	9.103	5.657	4.841	4.223	4.063	3.434	2.952	2.614	2.396
Cum. %	29.235	38.338	43.995	48.836	53.059	57.122	60.556	66.491	69.104	71.500
	Factor 12	Factor 13	Factor 14	Factor 15	Factor 16	Factor 17	Factor 18	Factor 19	Factor 20	Factor 21
Value	0.898	0.798	0.777	0.705	0.689	0.633	0.611	0.567	0.501	0.490
% of var.	2.303	2.046	1.992	1.807	1.767	1.623	1.566	1.454	1.284	1.257
Cum. %	73.803	75.850	77.841	79.649	81.416	83.038	84.605	86.059	87.343	88.600
	Factor 22	Factor 23	Factor 24	Factor 25	Factor 26	Factor 27	Factor 28	Factor 29	Factor 30	Factor 31
Value	0.432	0.416	0.392	0.363	0.343	0.322	0.278	0.277	0.254	0.229
% of Var.	1.108	1.067	1.004	0.930	0.879	0.826	0.713	0.711	0.652	0.587
Cum. %	89.708	90.774	91.778	92.708	93.587	94.413	95.126	95.837	96.489	97.076
	Factor 32	Factor 33	Factor 34	Factor 35	Factor 36	Factor 37	Factor 38	Factor 39		

Value	0.215	0.202	0.177	0.152	0.148	0.126	0.114	0.006
% of Var.	0.551	0.519	0.455	0.389	0.379	0.323	0.292	0.015
Cum. %	97.627	98.146	98.600	98.990	99.369	99.692	99.985	100.000

Table no.5 shows Eigen values and from these we observe that Factor 1 contributes 29.24% to the present research, Factor 2 contributes 9.10% & Factor 3 contributes 5.66%. The authors have elaborated on first

three factors in the present study, which contribute approximately 44%. These three factors are described in the **table no.6** – factor loadings.

Table no.6 – Varimax rotation – factor loadings

Varimax rotation - factor loadings			
Variable	Factor 1	Factor 2	Factor 3
Focus	0.067	0.736	0.080
Determination	0.054	0.747	0.070
Emotional stability	0.422	-0.348	0.128
Learning attitude	-0.099	0.584	0.045
Respect for authority	-0.184	0.502	0.233
Need for mentor	-0.327	0.601	0.054
Team work	-0.295	0.553	-0.158
Sharpening of skills	0.414	-0.216	0.589
Knowledge development	0.071	0.526	0.366
Politeness	-0.439	0.434	0.296
Multi-tasking	-0.132	0.700	-0.219
Compassion	0.214	-0.023	0.302
Punctuality	0.567	-0.310	0.207
Discipline	0.248	0.121	0.113
Code of conduct	-0.371	0.351	0.288
Domain knowledge	0.545	-0.083	0.156
Ready to sacrifice	-0.067	0.453	-0.142
Hard working	0.418	-0.214	0.602
Corporate etiquette	0.479	-0.349	0.157
Crisis management	0.026	0.238	0.383
Respect for other culture	0.430	0.095	-0.075
Output orientation	0.647	-0.063	0.027
Sense for detail	0.593	-0.156	0.257
Courage	0.493	-0.142	0.184
Understanding limits	0.762	-0.121	0.004
Positive mindset	0.822	-0.073	0.081
Good listener	0.775	-0.089	0.221
Having vision	0.750	-0.103	0.110
Action oriented	0.525	-0.034	0.138
Diligence	0.670	-0.167	0.356
Commitment	0.681	-0.286	0.036
Stress management	0.669	-0.041	-0.054
Confidentiality	0.731	-0.177	0.045
Work ethics	0.716	-0.140	0.033
Patience	0.693	-0.064	-0.103
Learning from own mistakes	0.740	-0.165	-0.125
Expressiveness	-0.328	0.159	0.622
Consistency	0.632	-0.195	0.180
Persistence	0.124	0.017	0.640

Table no.6 shows factor loadings. On one degree of freedom the authors have extracted 39 factors from 40 variables. After verifying reliability and scale of the data factor analysis by using varimax rotation, factor loadings are calculated. The varimax method is the most popular among these techniques and is often used to make principal components analysis (PCA). The procedure seeks to rotate factors so that the variation of the squared factor loadings for a given factor is made larger. From the factor loadings the following factors were extracted. **Factor 1** includes the following qualities: positive mindset (0.822), good listener (0.775), understanding limits (0.762), confidentiality (0.731), work ethics (0.716), learning from own mistakes (0,740), having

vision (0.750), stress management (0.669), output orientation (0.647), commitment (0.681), patience (0.693), diligence (0.670), consistency (0.632), punctuality (0.567), domain knowledge (0.545), action oriented (0.525), sense for detail (0.593), courage (0.493), and corporate etiquette (0.479). **Factor 2** includes the following qualities: focus (0.736), determination (0.747), multi-tasking (0,700), and need for mentor (0.601). **Factor 3** includes the following qualities: expressiveness (0.622) and persistence (0.640). From the above factor analysis, we perceive that the above-mentioned qualities of Arjuna play a vital role in

the day-to-day management, effectiveness and decision-making process for present day corporate managers.

Table no.7

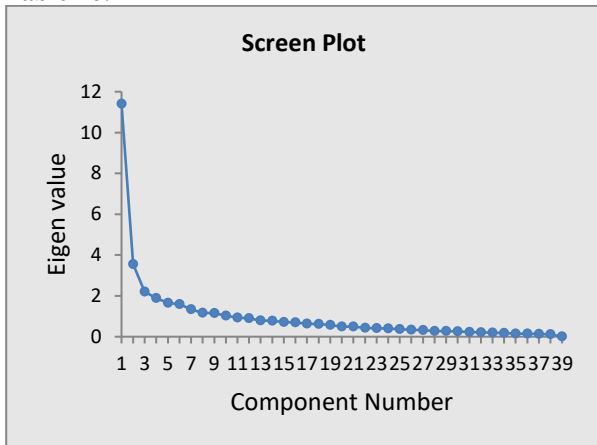


Table no.7 is showing a screen plot. This plot proposes to stop analysis at the end of the steep curve. In this instance, that point coincides with the Eigen value criterion.

Table no.8 - ANOVA Test

Analysis of Variance					
Source	Type III SS	Df	Mean Sq.	F	P
Model	2628.125	39	69.161	69.226	0.000
Error	4831.456	4836	0.999		
Total	7459.581	4874			

The authors have tested the H_0 and H_1 hypothesis by using ANOVA method. It is observed that p-value is 0.000 hence H_0 hypothesis is rejected and H_1 hypothesis is accepted i.e., Arjuna’s personality traits contribute a significant role among executives in the present-day corporate world.

Conclusion & Results

We have assessed Arjuna’s personality traits in the context of the present-day corporate world. We find that his character and qualities: positive mindset, listening skills, understanding limits, confidentiality, work ethics, learning from mistakes, vision, focus, determination, multi-tasking, stress management, patience, diligence, consistency, expressiveness and persistence stand out and make Arjuna a model personality for today’s managers.

From the life of Arjuna and his state of mind before the battle of Kurukshetra (Bhaktivedanta Swami, 1972; 1.29-30) we assume that there are people who are well qualified strategists. However, at critical times in spite of having all the expertise and competencies, anyone can make mistakes if one doesn’t have the sufficient mental strength. Arjuna was a dynamic man of action and achievements, but what happened to this courageous Arjuna was something strange and unusual. Once on the battlefield, Arjuna fell into depression and Lord Krishna brought him out through the Bhagavad Gita. Arjuna

learned from his mistakes and with focus and determination he has overcome his shortcomings. We fall into depression again & again in the battlefield of our life. It is therefore essential that we keep on reading the Bhagavad Gita As It Is again and again to realize how to deal with difficult situations. As Krishna’s counseling to Arjuna progressed then Arjuna’s consciousness was elevated, he became more polite and his language also improved. There was a change in Arjuna’s understanding & conviction (Charan, 2021; p. 11-12). Arjuna was completely absorbed in thought on: “Who am I?”; “What is this war about?”; “What is my role in it?”; “What is my duty and responsibility now?”; “What is my real nature?”; “What’s my true identity?” Arjuna got all answers to his questions from Krishna in Bhagavad Gita. There was not just a change in Arjuna’s body condition, but there was enormous change in his mindset and behavioral thinking pattern after hearing Krishna’s words. Gita transformed Arjuna’s consciousness level from mental to spiritual. He was elevated to the highest level of consciousness and become an excellent warrior becoming a role model for the mankind, for the devotees & also for the working executives in the corporate world.

Information of Compliance with ethical standards

1. Funding: This research study is funded by the co-authors themselves. No consultancy, company or business enterprise sponsored funds for this research study.
2. Competing interest: The authors don’t have any competing interest for any reason or any purpose.
3. Human and Animal Rights: This research paper does not contain any tests, experiments or studies conducted or performed on animals. Humans or Animals have NOT been harmed directly or indirectly in this research work.
4. Informed Consent: wherever applicable, the same has been obtained from all the respondents and individuals who were included in the study of this research paper.

Scope for Future Research

The further study should be more comprehensive and specific statistical models can be designed based on quantitative analysis. A leadership competency framework, competency mapping and skill matrix based on Arjuna’s competent qualities can be designed. A specialized study and research on this subject can be conducted especially for MBA and students of multiple specializations in the academia so that Arjuna’s skills are identified and imparted by the educational institutions to the budding leaders of tomorrow especially by the business schools. The research covered generalized population from multiple sectors. Further research can be conducted for specific sectors and especially for the leadership bandwidth.

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