

# **Summary**

## Research Report - 4

### **A Managerial Analysis of Vidur Niti**

By

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# Summary of the Research Report - 4

## 1. Qualities of wise persons :

(To be a wise person and to identify wise persons)

Firm in pursuing high ends of life. Trust in God. Self-conscious, active and has forbearance. Constantly devoted to ethics. Secrecy of plans. Acts are not affected by climatic factors, emotional factors and change in economic status. Avoids short-term gains at the cost of ethics. Acts best of own ability. Has quick grasping power and patient listening. Don't nose in other's affairs. Has high degree of emotional intelligence. First decides and then acts till the final outcome is attained. Cares for time management and is self controlled. Rejoices in noble deeds. Not affected by honor - dishonour. Cool or unagitated. Knows well that empirical things are mortal. Keeps purity of objects and means both. Speaks boldly. Can talk on diverse subjects, has power to interpret and arguments, wisdom follows Vedas. Respects ethics mandated by Shruti and Smritis. No arrogance of riches, knowledge and power (submissive). Effective communicator. Knows morality. Fair and equitable distributor. Free from envy and violence. Practices paropkara, skillful, grateful, truthful, humble and sweet. Ahimsa heaven. Speaks and listens not agreeable but beneficial truth. Independent. Endowed with eight qualities - wisdom, good clan, knowledge of shastras, self-control, prowess, measured speech, gratefulness and donation as per capacity. Respected by boss. Eats moderately. Well-being of all creatures is the purpose of a wise person. Is prosperous. Is a generalist. Attends even a minor suffering of any creature.

## **2. Qualities of a Fools :**

(To give up foolishness and to identify and avoid fools)

Not learned. Haughty. Poor. High desires. Want to be rich by adopting foul means. Deceitful. Evil desires. Envy with strong. Friend of foes. Hates own well-wishers. Commits wicked acts. Doubtful. Time waster. Leaves actions incomplete. Has no good friends. Does not worship ancestors and gods. Pokes nose in other's affairs. Trusts untrustworthy. Avoids accountability. Blame the weak. Attempts to attain impossible, unethical. Preaches to unfit persons. Prays in void. Dependent on miser boss. Cruel. Selfish. Commits sin for other's enjoyment. Does mean acts. Polluted intellect. Avoids own duty. Eats excessively. Hated by people. Very deceitful. Does not know appropriate time and place. Dresses shabbily. Takes help from wrong people. Serves bad persons. Does not accept good quality of others. Does not want to know own defects. Snatches other's wealth/livelihood. Has vicious soul, ungrateful, shameless, suffers from stress. Provokes against innocent persons. Misguided. Praised by deceitful persons, spies and bad character woman. Short lived. Speaks ill of others. Engaged in conflict with others to cause pain to them. Vicious sight. Dangerous. Not fit to deal. Malific intentions. Creator of rift among people. Selfish friend. Mean and hardened person.

## **3. Vicious mind persons**

(To give-up vicious mind and to avoid such persons.)

Selfish. Unfair distributor. Wicked. Destroyer of king and kingdom both. Vitiating intellect.

## **4. Ethical logic**

(To be an ethical decision - maker)

1. Intellect
2. Right, wrong

3. Friend, Foe and Neutral
4. Saam,daam, dand, bhed
5. Five sensory organs
6. Treaty, conflict, yaan, Asan, Dvedhibhav, Samashraya
7. Seven Defects (Vices)

Women, gambling, hunting, wine, hot, communication, excess punishment, unethical wealth.

### **Logic of one**

- Revolt of ministers (Avoid it).
- Don't consume Tasty food alone.
- Don't decide alone.
- Truth is only ladder to heaven.
- Pardon considered weakness. (Merit of weak and ornament of strong)
- Pardon is Vashikaran mantra.
- Unforgiveness one cause of conflict.
- Dharma one cause of well being.
- Forgiveness one cause of peace.
- Knowledge one source of contentment.

### **Logic of Two**

- King not a warrior and intellectual who is homesick can't progress.
- Two depend on others :
  - A woman who desires a man desired by other woman.
  - A person worships other who is worshipped by others.
- Two consume body like sharp thorns-
  - poor having high desires
  - powerless but wrathful
- Two can't shine -

Idle householder and an active beggar.

- Two reach heaven-  
Powerful man graced with forgiveness.  
A poor man doing charity.
  
- Two abuse of ethically earned wealth -  
Donation to unworthy person.  
Not donating to a deserving person.
  
- Two person fit to be thrown in water-  
Rich but miser  
Poor but aesthetic (tapasvi)
  
- Two reach heaven  
Yogi  
A warrior killed on battlefield.

### **Logic of three**

- Three types of means to achieve ends  
Bad, Middle, Best
  
- People are of three types-  
Good, average, bad. Match man and work.
  
- Three have no right to wealth-  
Wife, Slave, Son.
  
- Three sins cause decline-

Robbing other's wealth

Outraging other's wife

Sacrificing dear one

- Three gates to hell / self-destruction -  
Desire, anger and Greed.
- Three sources of pleasure-  
Blessings, Kingdom, Birth of a Son.
- Never renounce three  
Own devotee, refugee, seeker of help

### **Logic of four**

- Don't consult four persons -  
Unintelligent, procrastinator, lazy and flatterer.
- Keep four in your home to bring prosperity-  
Aged person, good clan person facing distress, poor friend, childless sister.
- Four things give instant result-  
Resolve of gods, the intellect, humility of accomplished and destruction of sins. (Brahapati niti)
- Four acts wrongly done cause fear-  
Havan, vow of silence, vow of study, sacrificial ceremony.

### **Logic of Five**

- Serve five fires carefully-  
Father, Mother, Fire, Soul and Guru.
- Respect five to gain fame -  
Gods, pitras, humans, beggars, guests.
- Five you will find everywhere-  
Friends, enemies, neutrals, refugee, provider of refuge.
- Hole in body may cause problems-  
Eyes, ears, nose, tongue, and skin. (exercise self control on five sensory organs to plug leakage.)

### **Logic of six**

- Give-up six defects to ensure own progress in life- sleep, drowsiness, fear, anger, laziness and procrastination.
- Avoid six persons in life-  
An acharya who does not interpret shastras.  
A priest who does not chant mantras.  
A king who fails to protect subjects.  
A wife who is harsh and quarrelsome.  
A cowherd who always wants to live in village.  
A barber who always wants to live in forest. (Avoid work shirkers).
- Never give-up six good attributes -  
Truth, charity, activeness, non-envy, forgiveness and patience.
- Six things give pleasure in this world-  
Gain of wealth, good health, sweet-spoken wife, obedient son, knowledge giving wealth.
- Sins can be avoided by controlling six vices-  
Desires, anger, attachment, greed, intoxication, jealousy.
- Six persons earn livelihood from six persons-  
- Thief from careless person.

- Doctor from sick person.
- Young woman from sex desire man.
- Priest from host / yajman.
- King from litigants.
- Wiseman from fools.
  
- Negligence in care lead destruction of six-  
Lows, service, agriculture, wife, education, company of mean person.
  
- Six persons ignore their benefactors after their purpose is served -
  - Disciples their guru after completion of education.
  - Sons their mother after marriage.
  - Men their women after sexual intercourse.
  - Bosses their subordinates after task is done.
  - People their boat after crossing river.
  - Sick their doctor after completion of treatment.

### **Logic of seven**

- A king / leader must avoid seven vices -  
Women, gambling, hunting, wine, harsh speech, excess punishment and  
wastage of wealth or resources.

### **Logic of eight**

- Eight causes of rain of a person are -  
Envy, conflict, usurping wealth, killing, enjoying reviling, disliking  
praise, not inviting on celebration events, fault finding in request of  
intellectuals.
  
- Eight sources of worldly pleasure are -

Meeting of friends, acquiring immense wealth, embracing a son, sexual intercourse, agreeable conversation, advancement of own group, attaining desired results and honour among own people.

- Eight qualities add to lusture of a person-  
Wisdom, noble blood, self discipline, active listening, burning prowess, moderate speech, charity as per own capacity and gratitude.

### **Logic of nine**

- Our body has nine doors, three pillars and five witnesses. Control nine doors-eyes, ears, nostrill, extrictions and mouth with the help of three pillars soul, mind and intellect. Always be aware that five witnesses- Sun, moon, water, air and fire observe our deeds. Hence, avoid sinful acts by nine doors.

### **Logic of ten**

- Ten persons are not expected to know ethics. Intoxicated, absent-minded, insane, weary, angry, hungry, hasty, covetous, frightened and lusty. (Avoid their company. Then may commit sin or give wrong advice on matters of ethics. Don't consult them on ethics. Ignore their sins also).

## **5. Words of Wisdom**

(To be a man of wisdom)

Be submissive, active and forgive. Keep good conduct. Take care of dress and address. Accept what is received in normal course without desires. Respect low but ethical person. Avoid over indulgence in subject of sensory organs. Be soft-behaved. Practice Non-envy, forgiveness. Be patient. Avoid disrespect of friends. Use stable ethical intellect to face injustice. Plan to solve future pains. Have firm determination in the present. Know incomplete task of the post. Take care of your thought, speech and actions (Integrity). Touching

items good omen, maintaining self-control over mind, satsang, industry, simplicity, doing own duty happily are roots of richness. Be stress free. Enjoy life ethically but with detachment. Avoid leveraged consumption. Wealth leaves those who are grieved, attached, atheist, lazy, uncontrolled and unenthusiastic. Laxmi is afraid of extremism. Care for self-control and good conduct. Don't be a miser in consumption and donation. Be courageous in crisis. Roots of prosperity are energy, self-control, skill, activeness, patience and maturity of thought. Obey gurus or seniors. Avoid doing to others what you don't like others to do for you. Win anger by love, bad persons by gentleness, miser by donation and falsehood by truth. Never trust nine persons. Fame, life, good name and strength increase by blessings of seniors. Avoid earning wealth by excess toil or conflict, or sacrificing ethics, or sacrificing self-respect. Regret for four. Avoid causes of ageing. Practice contentment. Make life successful. Give-up greed of and attachment to material things.

## **6. Qualities of Good Leader**

(To develop Leadership qualities)

A good leader should be free from desires (greed, lust). He must be a fair, just and equitable distributor. Discriminator of right and wrong. Learned, active, authority. Winner of confidence of other. Proper user of dandniti. Wise. Capable to deal with enemies. Must face calamity boldly. Noble mind. A winner. Avoids unnecessary movements, company of bad persons, other's wife. No arrogance, theft, ungratefulness and consumption of liquor. Happy. Avoids boasting and showmanship in dharma, artha and kama. Tells truth. Avoid conflicts with own friends. Maintains cool in own disrespect. Avoids condemning others. Does not oppose weak. Good communicator. Bears conflicts / disputes. Well-dressed. Avoids harsh speech. Loved by people. Forgets settled disputes. Balanced behaviour. Observes ethics even in distress. Not happy in others' distress. Not repenting after donating. Knower of place,

time, customs and environment. Free from pride, folly, impertinence, sins, disloyalty, enmity with many, insanity, wickedness, drunken madness, etc. Protected by gods. Keeps company / relation with equals. Less leisure more work, granter of requests even of foes. Maintains confidentiality of consultation, plans and actions before execution. Gem amongst people or shines as sun amongst planets. Well-being of all creatures.

## **7. Various Management Topics**

(To be a good manager)

### **Self Control:**

Know self. Control ministers, administrators and people. Self own friend being regulated. It ensures growth with happiness.

### **Oral communication:**

Avoid hot and incomplete communication. Don't create enemies by this.

### **Assembly committee:**

Elders, elders speak out truth and in free from deceit.

### **Control system:**

Guru controls self-controlled. King controls proved sinners and yamraj controls concealed sinners.

### **Successful leader:**

Worships intellects. Donor. Generous towards kith and kin. Good conduct.

Brave, wise, protector of others- Sustainable rule. Wisdom leader. Decides by wisdom and intellect both. Kindness.

### **Causes of stress (Insomnia)**

Enmity with strong, weakness, failure to attain an end, fired with intense desire, wealth lost, thief.

## **8. Family Management**

(To make a good family.)

A family becomes as per its clan. A good clan is made by tapa, self-control, gyan, yajnas, best marriages, donation of food and ethical conduct of its members. Ancestors (pitras) are happy due to their good conduct. They practice ethics happily. Always care to increase pure fame of their family. Avoid untruth.

High families degenerate due to non-performance of yajna, impure marriages, non-study of Vedas, disrespecting intellectuals, destruction of wealth of divines, usurping wealth of intellectuals and transgression of the conduct of intellectuals, condemning and insulting intellectuals and commitments breach of trust.

Real wealth of good family is not money but good character of its members. It should be free from seven negative factors like enmity, minister to a king, theft, deceit, addiction to falsehood and no respect for pitras and guests. Next Gen should bear responsibility and to present generation may take to Vanprastha after due compliance of its responsibility towards Gen-N. Family conflicts must be avoided.

Extended family must observe peaceful existence and become source of strength to the family. Avoid keeping certain things of bad omen in

the household. Keep wife happy. Avoid becoming henpacked husband. Protect and respect wife.

Domestic supervision work be allocated. Father should supervise inner apartment. Mother should manage kitchen. Cows be served by someone equal. Agriculture be supervised by self. Commerce may be delegated to employees. Sons should serve intellectuals. Keep nine things of good omen in home for prosperity of family. Practice forgiveness.

## **9. Managing Friendship.**

(To manage friends)

Friend is one who creator love and trust. He is not a relative but gives refuge or protects you. Stable or firm mind. Consistent behaviour. Grateful. Respectful.

Make friendship with an intelligent person after due scrutiny, dealing, listening and observation. He must be ethical and keep company of wise persons and make us happy. Speaks sweetly. A sustainable friendship is built on edifice of common interest, values, secrets and intellect.

Avoid / break friendship with unwise, evil-minded, egoist, angry, adventurous and unethical person.

A good friend is one who is grateful, ethical, truthful, generous (broad minded and large hearted), stable mind, devoted, self-controlled and committed to maintain friendship.

## **10. Emotional Intelligence**

(To develop EQ)

Be free from sorrow / grief. Change is constant factor. Never mourn for change or request others to mourn for it. Keep mind free from duals. Observe Sham and Dam. Gyan and tapa, self-control and contentment improve EQ. Gyan makes fearless. Tapa gives you status. Peace is attained by practice of

yog. Be jeevanmukta or free from attachment, envy and independent of donation and study of Vedas. Happiness is attained after proper study and winning battle with self to do ethical acts and well done tapa. Avoid conflict with own people. Be of independent mind. Maintain unity of own people. Avoid anger. Swallow anger. Life is destroyed by anxiety.

## **11. Policies and Strategies (Advices)**

(To develop policies and strategies)

Deliver justice. Listen unagreeable but beneficial truth. Avoid unethical acts. Have knowledge of organization, growth, decline, resources etc. before deciding, Avoid misuse of power and authority. Tax public without causing injury to them. Prefer work with highest B/C ratio. Be affectionate and inspiring leader. Protect yourself against greedy self-seekers, back biters and flatterers. You should be loved by people, not feared. Protect your kingdom rather destroying other's kingdom. Collect knowledge from any source. Avoid extreme behaviour. Consider views of Minister / advisors carefully with due secrecy. Avoid envy and jealousy. Avoid consumption of alcoholic drinks. Never seek help from unethical persons. Avoid intoxication of riches. Avoid untruth for land. Take care for wellbeing of others. Vedas can't protect unethical persons. Good deeds done with wrong intention in a wrong way lead to fear. Ego destroys everything.

Eight qualities glorify a person. These are - wisdom, birth in good clan, self-control, gyan, valour, effective communication, donation as per own capacity and gratefulness.

Do good acts in the day to sleep peacefully in night. Do good acts in life to rest in peace after death. Maintain normal relations with kith and kin.

Tit for tat is right policy. Longevity is reduced by excess pride, talking, lack of self-control, anger, quarrel with own people and enmity with friends. Sacrifice lower level goals to attain a higher goal. Gambling is not good for joke.

## **Personal mgt**

Don't be often angry with your loyal subordinates. Pay adequate salary on time to them. Never deprive them of pay and perquisites lest they desert you. Prepare job description, job specification and then do job evaluation keeping in view the affordability aspect. Build suitable teams / task forces for difficult / complex tasks. Insubordination be not tolerated. Avoid dealings with certain persons. Establish goal congruence in the organisation.

## **Leadership**

Maintain secrecy of advices and plans before execution. Never appoint an unlearned person or a learned person of tickle mind as your minister / advisor. Unethical acts be not covered by secrecy. Do good (ethical) acts to be happy. Consult only those who have good knowledge of six things. Your anger and pleasure must deliver result. Be happy with fame and status. Share wealth fairly. Have peer team evaluation system. Suppress anger against six.

Guard against aimless conflict, wastage of resources and six sources of leakage of secrecy. Study shastras and serve seniors carefully to learn ethics. You will earn fame and respect by practice of ethics. Have contentment in life to be happy. Don't give-up ethics out of desire, fear and greed to save own life. Only Dharma (ethics) is eternal in this world. Don't sacrifice it for mortal objects. Nothing except your Karmas will accompany you after death. Always remember death.