

Research Report

1. Title of the Project : " A Managerial Analysis of Chankya Niti"
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4. Field of study : Indian Management
5. Duration of work : November-2016 to September-2017

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Introductory Note

The present book is based on a research project on "Managerial Analysis of Chanakya Niti". The book authored by Chanakya (also known as Vishnugupta and Kautilya) dates back about 2500 years. It has 17 chapters containing 341 sanskrit verses on variety of topics.

Chanakya was mentor of king Chandra Gupta Maurya and also Prime Minister of his Magadh Kingdom. He was first cadre professor of political economics at Takshshila University which falls now in Pakistan after India's partition in 1947. He authored the famous books 'Kautilya Arthshastra', 'Chanakya Niti' and Chanakya Sutras.

The research project titled "Managerial Analysis of Chanakya Niti" was conceived and undertaken by one at Global Centre for Indian Management, Deptt. of Business Management, Saurashtra University, Rajkot (Gujarat) in November, 2016.

The research methodology adopted involved classification of 341 Sanskrit verses in various chapter headings. This was done manually by the researcher through content analysis. It has been tabulated as under:

Sr. No.	Chapter Title	No. of verses
1.	Management of Employees	15
2.	Financial / wealth Management	36
3.	Management of Education	47
4.	Governance and Administration of a State, leadership etc.	24

5.	Management of self, value-based Life Management / Life style Management.	85
6.	Ethics (Niti)	51
7.	Family Management	76
8.	Health Management	08
9.	Miscellaneous topics	11
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N.B. Total of verses vary due to classification of a few slokas at more than one place, on the basis of their relevance to more than one topic.

Next step in research methodology was to derive a principle of management hinted by Chanakya in Sanskrit verse. It is possible that one principle of management gets repeated as a measure of its reinforcement. The principles of management derived in each topic are presented in the following table:

Sr. No.	Chapter Title and Principles of Management		Number
1.	Management of Employees		14
	(1)	Principle of obedience of order of the boss	
	(2)	Principle of testing capacity of an employee	
	(3)	Principle of good boss	
	(4)	Principle of good H.R. advisors	
	(5)	Principle of deserting a weak boss	
	(6)	Principle of loyalty	

	(7)	Principle of 4D tests of employees (for recruitment)	
	(8)	Principle of destiny	
	(9)	Principle of matching motivation at the individual attitude	
	(10)	Principle of imbibing good animal qualities	
	(11)	Principle of avoiding job hopping	
	(12)	Principle of three tier classification of employees	
	(13)	Principle of good leader	
	(14)	Principle of real wealth of firm and holistic decisions.	

2.	Financial / Wealth Management		28
	(1)	Principle of saving	
	(2)	Principle of destiny	
	(3)	Principle of great as measure of poverty	
	(4)	Principle of industry of efforts	
	(5)	Principle of good eco-system	
	(6)	Principle of destruction of wealth	
	(7)	Principle of money as base of Dharma (duty)	

	(8)	Principle of social impact of wealth	
	(9)	Principle of secrecy of loss of wealth	
	(10)	Principle of shamelessness in financial transactions	
	(11)	Principle of contentment	
	(12)	Principle of sacrifice / donation	
	(13)	Principle of no greed for money by intellectuals	
	(14)	Principle of combination of efforts with destiny	
	(15)	Principle of greed for wealth as mother of crime	
	(16)	Principle of chandal	
	(17)	Principle of control over expenditure	
	(18)	Principle of care for petty items of income and expanses	
	(19)	Principle of behavioural impact of wealth	
	(20)	Principle of safe custody of wealth	
	(21)	Principle of earning wealth	
	(22)	Principle of poverty of intellectuals	
	(23)	Principle of qualities as real wealth	
	(24)	Principle of boundary of wealth	
	(25)	Principle of using wealth for public welfare	

	(26)	Principle of limitations of wealth	
	(27)	Principle of liquidity	
	(28)	Principle of prohibited acts	

3.	Management of education		24
	(1)	Principle of merit based admission	
	(2)	Principle of life-long learning by teachers	
	(3)	Principle of merit of teachers	
	(4)	Principle of compulsory education	
	(5)	Principle of discipline of student	
	(6)	Principle of continuous education	
	(7)	Principle of leaving of students	
	(8)	Principle of team learning	
	(9)	Principle of active / applied learning	
	(10)	Principle of global intellectual capital	
	(11)	Principle of raising query	
	(12)	Principle of dissatisfaction in learning	
	(13)	Principle of Job-oriented education	
	(14)	Principle of Tapasya in learning	
	(15)	Principle of pure learning	

	(16)	Principle of learning various languages	
	(17)	Principle of natural attributes	
	(18)	Principle of full-time residential education	
	(19)	Principle of diverse pedagogies	
	(20)	Principle of personal contact	
	(21)	Principle of respect of teachers	
	(22)	Principle of Guru's debt.	
	(23)	Principle of substance learning	
	(24)	Principle of use of library	

4.	Governance and Administration of a state		21
	(1)	Principle of King's Accountability	
	(2)	Principle of avoiding a bad king	
	(3)	Principle of relative strength	
	(4)	Principle of bravery as real strength	
	(5)	Principle of Raj Dharma	
	(6)	Principle of non-satisfaction	
	(7)	Principle of donation of food grains in yajna	
	(8)	Principle of effective authority to reward and punish (carrot and stick)	

	(9)	Principle of ethical governance and loyalty	
	(10)	Principle of obedient prince	
	(11)	Principle of yatha raja tatha praja	
	(12)	Principle of safe distance or middle path	
	(13)	Principle of no friend or relative of king	
	(14)	Principle of location	
	(15)	Principle of avoiding proximity to certain people	
	(16)	Principle of industry to remove poverty	
	(17)	Principle of intellectuals and businessmen as global resource	
	(18)	Principle of universal brotherhood as spiritual base of globalization	
	(19)	Principle of migration in emergency	
	(20)	Principle of boldly facing danger	
	(21)	Principle of future prediction or long range (perspective) planning	

5.	Self-management, value-based life management / life style management	76
	(1) Principle of Relative ethics	

	(2)	Principle of supremacy of ethics ever material objects	
	(3)	Principle of caution in dealing with cunning/mean beings	
	(4)	Principle of Time Management	
	(5)	Principle of avoiding bad people	
	(6)	Principle of glorification	
	(7)	Principle of detachment to have mukti	
	(8)	Principle of secrecy of secrets	
	(9)	Principle of good life style	
	(10)	Principle of human form animals	
	(11)	Principle of no preaching to void-hearted people	
	(12)	Principle of avoiding bad person	
	(13)	Principle of supremacy of knowledge power	
	(14)	Principle of devotion or refuge of God	
	(15)	Principle of wisdom as natural attribute	
	(16)	Principle of preferences in life	
	(17)	Principle of impossibility of reforming bad attribute	
	(18)	Principle of donation / aparigraha	
	(19)	Principle of inter-personal behaviour	

	(20)	Principle of condemnable persons	
	(21)	Principle of effect of company	
	(22)	Principle of family of ethics	
	(23)	Principle of accumulation of virtues (pandya)	
	(24)	Principle of wisdom	
	(25)	Principle of learning ethics from Role Model	
	(26)	Principle of purposeful life	
	(27)	Principle of utilizing present time	
	(28)	Principle of making present time	
	(29)	Principle of destiny	
	(30)	Principle of outcome based management	
	(31)	Principle of real gems	
	(32)	Principle of submissiveness of high souls	
	(33)	Principle of non-attachment	
	(34)	Principle of sustainability of ethical	
	(35)	Principle of achieving at least one purushartha	
	(36)	Principle of non-envy	
	(37)	Principle of regulated mind (shama)	
	(38)	Principle of no ego of body	
	(39)	Principle of contentment	

	(40)	Principle of karma	
	(41)	Principle of effect of destiny on action	
	(42)	Principle of non-deviation of ethical persons	
	(43)	Principle of secrecy from bad persons	
	(44)	Principle of sustained wisdom	
	(45)	Principle of pure intellect	
	(46)	Principle of non-ego of ethics	
	(47)	Principle of motivated sweet speech	
	(48)	Principle of ethical life	
	(49)	Principle of self-control (Dama)	
	(50)	Principle of appropriate choice	
	(51)	Principle of proper use	
	(52)	Principle of good company, duty and devotion	
	(53)	Principle of kindness (Daya)	
	(54)	Principle of strategic dealing with bad persons	
	(55)	Principle of avoiding certain acts	
	(56)	Principle of real food, welfare, intellect and duty	
	(57)	Principle of hospitality	
	(58)	Principle of knowing self (soul)	
	(59)	Principle of not to live in other's home for long	

	(60)	Principle of balanced life	
	(61)	Principle of taking care of intellect	
	(62)	Principle of genuine greatness	
	(63)	Principle of non-greed	
	(64)	Principle of permanent effect of donation and non-violence	
	(65)	Principle of constant practice of good conduct	
	(66)	Principle of protecting honour	
	(67)	Principle of sweet communication	
	(68)	Principle of satsang	
	(69)	Principle of tit for tat	
	(70)	Principle of Tapasya	
	(71)	Principle of Relative Values	
	(72)	Principle of voluntary choice of good values	
	(73)	Principle of Best values	
	(74)	Principle of Poison in bad person	
	(75)	Principle of Glory	
	(76)	Principle of Doing Good to others	

6.	Niti (ethics)	13
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	(1)	Principle of No trust	
	(2)	Principle of preference to certainty	
	(3)	Principle of specified source	
	(4)	Principle of source of strength	
	(5)	Principle of basis of glorification	
	(6)	Principle of Relative ethics	
	(7)	Principle of avoiding excess	
	(8)	Principle of globalization	
	(9)	Principle of atleast one purushartha	
	(10)	Principle of destiny / determination	
	(11)	Principle of checklist in decision-making	
	(12)	Principle of destiny	
	(13)	Principle of possibility	
	(14)	Principle of enmity	
	(15)	Principle of change of varna	
	(16)	Principle of removal of bad things	
	(17)	Principle of control of vices by knowledge	
	(18)	Principle of exclusivity	
	(19)	Principle of straw or insignificance	
	(20)	Principle of supremacy	

	(21)	Principle of Desire	
	(22)	Principle of truth as root of ethics	
	(23)	Principle of stability of ethics	
	(24)	Principle of open learning	
	(25)	Principle of Non-disclosure	
	(26)	Principle of contentment	
	(27)	Principle of no inter-section	
	(28)	Principle of safe distance	
	(29)	Principle of tools of control	
	(30)	Principle of avoiding simplicity	
	(31)	Principle of origin	
	(32)	Principle of key element / factor	
	(33)	Principle of Bhava or sentiment	
	(34)	Principle of Divine Irrationality	
	(35)	Principle of Principal or key thing	
	(36)	Principle of Awakening	
	(37)	Principle of Non-awakening	
	(38)	Principle of No use	
	(39)	Principle of value-addition by processing	

7.	Family Management	59
	(1) Principle of separation from bad wife	
	(2) Principle of test of wife in crisis	
	(3) Principle of Kith and Kin	
	(4) Principle of matrimonial preferences	
	(5) Principle of sex difference	
	(6) Principle of natural attributes	
	(7) Principle of Heaven in family	
	(8) Principle of family concepts	
	(9) Principle of fruit of tapasya	
	(10) Principle of pains	
	(11) Principle of ethical education of child by father	
	(12) Principle of avoiding excess love of child	
	(13) Principle of sources of burnout	
	(14) Principle of women not living in other's house	
	(15) Principle of balanced clan	
	(16) Principle of conduct as indicator of quality of clan	
	(17) Principle of education of child	
	(18) Principle of glory of woman	

	(19)	Principle of son as glory or destroyer of a clan	
	(20)	Principle of quality of children	
	(21)	Principle of development of child	
	(22)	Principle of satsang in a family	
	(23)	Principle of good deeds at the earliest	
	(24)	Principle of solace	
	(25)	Principle of one marriage of woman	
	(26)	Principle of quality wife	
	(27)	Principle of barren house	
	(28)	Principle of poison	
	(29)	Principle of renouncement	
	(30)	Principle of source of decay	
	(31)	Principle of guru in family	
	(32)	Principle of difference of twins	
	(33)	Principle of interest	
	(34)	Principle of envy	
	(35)	Principle of various roles of a wife	
	(36)	Principle of various roles of a husband	
	(37)	Principle of respected women	
	(38)	Principle of avoiding backbiters in a family	

	(39)	Principle of purification of a woman	
	(40)	Principle of corruption of a woman	
	(41)	Principle of blinding lust	
	(42)	Principle of avoiding bad wife	
	(43)	Principle of transfer of sins	
	(44)	Principle of no shame in meals and deals	
	(45)	Principle of sources of strength of a woman	
	(46)	Principle of ethical food	
	(47)	Principle of mandatory bath	
	(48)	Principle of destruction of a woman without husband	
	(49)	Principle of sheel	
	(50)	Principle of education in family	
	(51)	Principle of good conduct as compensation for lack of beauty	
	(52)	Principle of poor living away from our Kith and Kin	
	(53)	Principle of no extra-marital affairs	
	(54)	Concept of an ideal home	
	(55)	Concept of a bad home	
	(56)	Principle of source of satisfaction	

	(57)	Principle of mental distance	
	(58)	Principle of secrecy	
	(59)	Principle of storage	

8.	Health Management		08
	(1)	Principle of fasting and celibacy	
	(2)	Principle of medication	
	(3)	Principle of relative benefit	
	(4)	Principle of consuming ghee and milk	
	(5)	Principle of silence when taking meals	
	(6)	Principle of link between disease and sins	
	(7)	Principle of maintaining sound health	
	(8)	Principle of secrecy of proven medicines	

9.	Miscellaneous		08
	(1)	Principle of sources of pain	
	(2)	Principle of renouncing bad friends	
	(3)	Principle of secrecy	
	(4)	Principle of sources of burnout	
	(5)	Principle of sure destruction	

	(6)	Principle of loyalty of employees	
	(7)	Principle of non-reliability of women	
	(8)	Principle of risk factors	

In western Management, experts like Herry Fayol have given principles of General Management. As against this, we could derive 277 principles or concepts belonging to functional and sectoral management. Thus, Chanakya Niti has proved to be a rich source of functional and sectoral management courses are gaining in importance. This research should prove of great contemporary relevance for such courses.

This research will help in developing training programs in hither to neglected fields in management but which may be in great demand due to surge in their need. Examples are self management, family management and good governance.

The present research report, when published, will be open for public debate and discussion to review and revision in next edition. It may be published in piecemeal in the form of research papers published in leading journals of functional areas / sectoral areas.

Date: -20-9-2017

(Prof. N.M. Khandelwal)