

Research Report - 2

Managerial Analysis of Chanakya Sutras

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Introductory Note:

I am glad to present research report no. 2 titled "Managerial Analysis of Chanakya Sutras" on recently completed research project by me at Global Centre for Indian Management in 2017-18.

Chanakya has given 572 sutras in Sanskrit language. He was a renewed scholar of Sanskrit and Bharatiya Vedic Sanskriti both. He was the first cadre professor of Political Economy at Takshshila University of world fame (after partition it falls in Pakistan). His superb knowledge of Sanskrit and Vedas and rich experience as professor of political economy and a Prime Minister is amply reflected through his Sutras. As sutras are used to say much in very few words, these serve as effective tool of communication and learning. Recall rate is very high and their impact on human behaviour is significant.

Commentaries on Chanakya Sutras written by Sanskrit scholars focus on linguistic analysis. A commentary on Chanakya sutra by a sanyasin focuses on public administration. With management focus, this is perhaps the first comprehensive analysis. The purpose is to reveal management principles and concepts hidden in Chanakya Sutras to highlight his contribution to management field.

Research Design:

It is conceptual and descriptive research based on library search. 572 Chanakya Sutras contained in Kautilya Arth Shastra commentary by Vacaspati Gorilla Shastri have been taken as primary source of secondary data. These have been classified under the following heads:

Sr.No.	Title of Head	No. of Sutras
1.	Education Management	24
2.	Governance of a state	226
3.	Four Purusharthas	121
4.	Personal qualities, self management, values of life	160
5.	Health, Environment and Misc. topics	28
6.	Management of subordinates	21
Total :		580

Note: Total varies because some Sutras are classified under more than one head.

After classification, each slok has been analysed and interpreted from two angles - Discovering management principle or concept hidden in it and establishing its relevance to contemporary management. Titles of the principles or concepts of management derived are listed here under various heads/sub heads:

		No. of Principles
1	Management of Education	27

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1. Principle of experienced knowledge
 2. Principle of knowing self, God (para vidya)
 3. Principle of mastery of knowledge
 4. Principle of empirical knowledge
 5. Principle of knowledge of tatva or philosophy
 6. Principle of no fear
 7. Principle of security of knowledge
 8. Principle of immortality of intellectual
 9. Principle of caution in learning
 10. Principle of no idleness in learning
 11. Principle of relevant question-answer
 12. Principle of obedience of guru
 13. Principle of respect of intellectuals
 14. Principle of natural intellect
 15. Principle of discussion with intellectuals
 16. Principle of avoid bad literature

2 Governance of a state

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(a) Leadership (15)

1. Principle of ethics

2. Principle of resources
3. Principle of self-central
4. Principle of submissiveness
5. Principle of service of seniors
6. Principle of scientific temper
7. Principle of self-realization
8. Principle of self victory
9. Principle of total wealth (sarvartha)
10. Principle of ethical happiness
11. Principle of detachment
12. Principle of detached consumption
13. Principle of sanyam (shama)
14. Principle of respect for shastra (law)
15. Principle of Tapa
16. Principle of avoid bad literature

(b) Good Governance (61)

1. Principle of Governance functions
2. Principle of ethical governance
3. Principle of good domestic and external policies.

4. Principle of order
5. Principle of place and status
6. Principle of supreme authority
7. Principle of respect for authority
8. Principle of long arms of Law
9. Principle of gift
10. Principle of respect for royal family
11. Principle of good relations with royal family
12. Principle of good relations with ministers and administrators
13. Principle of safe distance from royal maid servants
14. Principle of royal etiquets
15. Principle of respecting public visitors
16. Principle of effective spy network
17. Principle of easy access to public
18. Principle of direct public contact and effective grievance resolution
19. Principle of effective delivery of justice
20. Principle of public happiness
21. Principle of good leader
22. Principle of yogah (growth)

23. Principle of no idleness
24. Principle of practice of shastras
25. Principle of no addictions
26. Principle of care for wealth
27. Principle of sexual propriety
28. Principle of non-violent communication
29. Principle of growth-oriented leadership
30. Principle of good dandaniti
31. Principle of good leadership for good governance
32. Principle of respecting a king
33. Principle of decision before action
34. Principle of time management
 - (a) No procrastination
 - (b) Principle of stable mind
 - (c) Principle of matching of work and resources
 - (d) Principle of capitalize on merits
 - (e) Principle of avoid impossible work
 - (f) Principle of caring for time-limit
35. Principle of ethical means
36. Principle of competence

37. Principle of examining proposals
38. Principle of secrecy
39. Principle of uncontrollable factors
(control by exception)
40. Principle of managing controllable human factors
41. Principle of accountability
42. Principle of strategic management
43. Principle of control of selfish persons
44. Principle of duty
45. Principle of decision after due scrutiny of a proposal
46. Principle of matching work and strength
47. Principle of care of Needs of subordinates
48. Principle of bold decision-making
49. Principle of know nature and mood of authority
50. Principle of keep away mean persons from secrets
51. Principle of tactfulness
52. Principle of no public disclosure of others' weakness
53. Principle of no anger without reason
54. Principle of truthfulness
55. Principle of wisdom-based courage

56. Principle of no addictions
57. Principle of discipline/good conduct
58. Principle of avoid mean or petty objects
59. Principle of fulfil promises
60. Principle of keep off back biters
61. Principle of listen innocent's words
62. Principle of valour

Assistants (15)

1. Principle of competent assistants
2. Principle of no spoonery
3. Principle of addiction
4. Principle of get rid of deadwood
5. Principle of display power of punishment
6. Principle of participative decision-making
7. Principle of natural justice
8. Principle of not consulting incompetent persons
9. Principle of proper consultation
10. Principle of secrecy of consultation

11. Principle of no procrastination in execution of secret mission
12. Principle of plugging leakage of secrecy
13. Principle of idea as wealth
14. Principle of skill in consultation
15. Principle of Advice as Lamp
16. Principle of Advice as an Eye
17. Principle of open mind in consultation
18. Principle of a small core group in consultation
19. Principle of Manage Time
20. Principle of examine Place and Time
21. Principle of examine financial feasibility
22. Principle of rational decisions
23. Principle of Matching capacity and work
24. Principle of Developing New sources of Revenue
25. Principle of avoid bad adventures
26. Principle of prefer uncertain destruction to certain destruction
27. Principle of respect opinion of detached gentle persons
28. Principle of exploring new opportunities
29. Principle of never rely on unreliable persons

30. Principle of control own persons
31. Principle of Focus on outcome
32. Principle of compliance of order
33. Principle of No Public criticism of own people
34. Principle of renounce bad seniors
35. Principle of not ignoring petty crimes
36. Principle to be careful of concealed enemies
37. Principle to be early riser

Minister / Secretaries (6)

1. Principle of complementarity
2. Principle of loyalty
3. Principle of knowledge of shastras
4. Principle of Trust and Confidence
5. Principle of ethical, strategic and tactical ministers
6. Principle of safe distance

Friends / Allies and Enemies (12)

1. Principle of help in crisis
2. Principle of source of strength

3. Principle of having no friend as weakness
4. Principle of those who help us are our bandhus
5. Principle of petty persons may also be helpful
6. Principle of unaryan (unethical) be avoided as friend
7. Principle of winning enemies as friends
8. Principle of Ajatshatru
9. Principle of food security
10. Principle of not humiliate enemy publicly
11. Principle of uproot enemies, debt and sickness
12. Principle of not snatching livelihood and create enemies

Administration (7)

1. Principle of Domestic or Internal Security
2. Principle of Matching Job with skills of employees
3. Principle of work rationalization
4. Principle of not making accidental success as norm
5. Principle of respecting consistent expertise / performance
6. Principle of publicizing genuine success stories
7. Principle of control by exception

Diplomacy (28)

1. Principle of all countries can't be friends
2. Principle of constant evolution of strategies
3. Principle of neighbour becoming enemy
4. Principle of enemy of our neighbour as our friend
5. Principle of permanency of interest, not friendship / enmity
6. Principle of weak to go for truce
7. Principle of strong be willing to protect the weak
8. Principle of mutual need of truce / alliance
9. Principle of maintaining continuous active combat power
10. Principle of avoid conflict with equal or more strong
11. Principle of avoid conflict between strong and weak
12. Principle of constant vigilance of enemy moves
13. Principle of be vigilant even after peace pact
14. Principle of be vigilant of cross border terrorism and spies
15. Principle to seek protection of strong
16. Principle of refuge of weak brings pain or insecurity
17. Principle of keep safe distance

18. Principle of never act against interest of your protector
19. Principle of wear sober dress
20. Principle of never copying role of your protector
21. Principle of dividing enemies
22. Principle of never join hands with your enemies to defeat another enemy
23. Principle of reciprocal interests
24. Principle of make enemy's son your ally
25. Principle of tolerate enemy till right moment
26. Principle of note weakness of enemy and friends both
27. Principle of conceal own weaknesses
28. Principle of be vigilant of enemy arrested in war

Dandaniti (Power of Punishment) (17)

1. Principle of use power wisely
2. Principle of protect public
3. Principle of ensure growth of economy
4. Principle of weak power of punishment causing loss of able ministers
5. Principle of avoid misuse of power

6. Principle of power of punishment protecting public and king both
7. Principle of king protect self first against misuse of power
8. Principle of proper procedure to apply power of punishment
9. Principle of nature of use of power indicating quality of governance
10. Principle of quality of governance deciding quality of king
11. Principle of excess punishment creates enemies
12. Principle of award appropriate punishment
13. Principle of punish own people also (king has no relatives)
14. Principle of a good king as a winner
15. Principle of respect a common man
16. Principle of grant pardon to deserving
17. Principle of matching punishment and crime

Time Management (9)

1. Principle of know significance of time
2. Principle of avoid delay

3. Principle of seize opportunity
4. Principle of know place and outcome
5. Principle of know limitations of efforts
6. Principle of make timely efforts
7. Principle of time and efficiency have inverse relationship
8. Principle of prepone work to avoid delay
9. Principle of time value of money

3. Four Purusharthas of life

Dharma

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1. Root of happiness are ethics
2. Root of ethics are resources (artha)
3. Concentrate on doing own duties
4. Leader as ethical role model
5. Examine / Supervise duties
6. Be truthful
7. Be a donor
8. Love and faith are life forces
9. Avoid tension / anger in donating

10. Donate as per your capacity
11. Ethics hold the universe
12. Ethics decide life after death
13. Be kind
14. Root of ethics is truth and donation
15. Duty (Dharma) wins people
16. Ethical person enjoys happy long life
17. Yatha raja tatha praja
18. Malific intellect indicates self-destruction
19. Ethical control by Shastras
20. Ethics are best ornament
21. Ethics defined by Vedas
22. Emergency ethics
23. Truth leads to heaven
24. Top tapa is truth
25. Truth is a means to reach heaven
26. Truth holds the universe
27. Tapa by Sun brings rainfall
28. Falsehood is the biggest sin
29. Gentlemen live to do duties

30. Prefer higher order ethics / duties
31. Enterprising persons love their duties
32. Follow pragmatic ethics (Avoid extremism)
33. Be practical in ethics
34. be practical in ethics
35. Non-violence as Chief attribute of ethics
36. Ethics or Duties are our best friends

Artha

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1. Root of Dharma is artha
2. Root of artha is power / governance
3. Desire for artha is no addiction
4. Artha contentment is cause of poverty
5. Gain artha depends on attitude
6. Artha is root of Dharma and Kama
7. Work is root of artha
8. Rich persons accomplish work easily
9. Management leads to failure of work
10. Mismanagement leads to failure of work
11. Make work (Karma) as Mission of life

12. Make constant efforts for success
13. Make your destiny by good work
14. Combination of efforts and destiny-key to success
15. Avoid Indecision
16. First decide then execute
17. Pursue work till goal is achieved
18. Avoid unstable mind
19. Match work and Resources
20. Learn to live with defect
21. Avoid Impossible work
22. Focus on revenue generation
23. Don't usurp other's wealth
24. Avoid tainted wealth
25. Have long term perspective in artha
26. All qualities / respects reside in wealth
27. No pain is equal to poverty
28. Riches make clan high
29. Food grain is best form of wealth
30. Idleness make us poor
31. Hunger is worst enemy

32. Knowledge is best wealth of a poor
33. Doing work without money is waste of time
34. Exploitation and riches are positively correlated
35. Donation gives power to control
36. Practice asteya (not desiring other's wealth)
37. Money earned wrongly is consumed by wrong persons
38. The whole world works for money
39. Theory of expectation
40. Lust and wealth are inversely related
41. Trishna has no patience
42. Trishna makes a person beggar
43. Expectation makes a person beggar
44. Riches makes one arrogant
45. Trishna leads to mrgtrishna
46. Save wealth for contingencies
47. Save wealth from corrupt public servants
48. Wisely consume, invest and donate wealth

Mukti / Moksha (7)

1. Heaven depends on Pundya

2. Fall from heaven is extremely painful
3. None wants to die
4. Nirvana or Moksha is ultimate solution
5. Tapa leads to heaven, not nirvan
6. Granting pardon is a tapa
7. Such a tapasvi will attain success

4. Personal Qualities, Self Management, Values of life 106

(a) Personal Qualities (79)

1. Simple nature is rare quality
2. Self respect
3. Key defect destroys merits
4. Principle of respect of sages
5. Principle of ignoring minor defects
6. Principle of no 100% purity or perfection
7. Principle of Trust and ethical conduct
8. Principle of Independence / Impartiality
9. Principle of avoiding motivated or abnormal respect
10. Principle of Good company
11. Principle of not appointing mean person

12. Principle of enthusiasm
13. Principle of no idleness
14. Principle of no negative attitude
15. Principle of stable mind
16. Principle of patience
17. Principle of avoiding lusty persons
18. Principle of avoiding fools
19. Principle of indicators of bad time
20. Principle of ignoring back biters
21. Principle of no bugging
22. Non-Aryam
23. Principle of skill as basis of job security
24. Principle of self-control
25. Principle of Immortality
26. Principle of Trusteeship / custodian
27. Principle of non-envy
28. Principle of aparigraha and asteya
29. Principle of want lessness
30. Principle of Non-ego
31. Principle of goodwill

32. Principle of paramartha
33. Principle of source of learning good qualities
34. Principle of no self praise
35. Principle of source of good qualities
36. Principle of value of Human Assets
37. Principle of perception
38. Principle of natural attributes
39. Principle of gratefulness
40. Principle of honoring good qualities
41. Principle of criminal intention
42. Sources of ethics
43. Principle of Threat and Challenges
44. Principle of avoid overwork
45. Principle of Aryan Values
46. Principle of fear of loss of good name
47. Principle of no jokes on senior
48. Principle of safe distance
49. Principle of dress as per status
50. Principle of conformity with clan's values
51. Principle of donation as per donee

52. Principle of matching dress and age
53. Principle of non-gratification
54. Principle of safe distance
55. Principle of non-violence
56. Principle of non-reaction to anger
57. Principle of non-dispute
58. Principle of avoid obesity
59. Principle of indication of bad time
60. Principle of evenness of mind
61. Principle of Non-aryans
62. Principle of prosperity as per intellect
63. Principle of worship of Tapasvis
64. Principle of sexual purity
65. Principle of no criticism of seniors
66. Principle of firmness in ethics
67. Principle of no friendship with unethical personas
68. Principle of Daanveer
69. Principle of devotion to guru, god and intellectuals
70. Principle of submissiveness

71. Principle of Good conduct leads to longevity and fame
72. Principle of avoid sweet but harmful communication
73. Principle of accept or oppose majority
74. Principle of no link with bad people
75. Significance of oral communication
76. Principle of never make weak an ally
77. Principle of avoid temporary shine
78. Principle of sound sleep in night
79. Principle of no entry without permission

(a) **Life values (23)**

1. Principle of good traditions
2. Principle of non-criticism of maintainer
3. Principle of no self-praise
4. Principle of no sleep and day dreaming
5. Principle of Arya
6. Principle of fiduciary relationship
7. Principle of destiny beyond control
8. Principle of empathy
9. Principle of integrity

10. Principle of Fellow Traveler
11. Principle of no disclosure of own weakness
12. Principle of pardon
13. Principle of non-discrimination
14. Principle of no false witness
15. Principle of natural witness
16. Principle of soul as witness
17. Principle of body language of criminal
18. Principle of non-violence
19. Principle of awareness of mortality
20. Principle of emancipation
21. Principle of pardon
22. Principle of no vulgar jokes
23. Principle of goodwill

5. Health and Environment Management

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1. Principle of limited food intake
2. Principle of observing fast
3. Principle of old-age care
4. Principle of food as poison in indigestion

5. Principle of sickness as top enemy
6. Principle of healthy eye sight
7. Principle of maintaining purity of water
8. Principle of prompt freedom from debt, enemy and disease
9. Principle of prohibition of entry into water of a naked person
10. Principle of non-violence

Miscellaneous topics

1. Principle of maintaining milch cow
2. Principle of respecting divine shrines
3. Principle of lavish distribution
4. Principle of practice of satsang
5. Principle of ideal location
6. Principle of relative ethics
7. Principle of Karma
8. Principle of an naadaan to banish sin of killing foetus
9. Principle of gratitude of employer
10. Principle of non-begging
11. Principle of matching goal and resources

6. Management of subordinates

20

1. Principle of priority of work
2. Principle of rework under direct supervision
3. Principle of good employer
4. Principle of avoiding miser employer
5. Principle of management expert employer / boss
6. Principle of success indicators
7. Principle of constant improvement in performance
8. Principle of emergent work
9. Principle of matching work and efforts
10. Principle of harmony between employee and employer
11. Principle of winning back the trust of employer
12. Principle of avoiding spoil sport players
13. Principle of avoiding brokers, agents and lobbyists
14. Principle of alert / suspicion about intimates abnormal behavior
15. Principle of matching work and employee
16. Principle of protection for women employees
17. Principle of avoiding mean but efficient employees

18. Principle of giving credit for success to boss
19. Principle of praising employer at public function
20. Principle of due compliance of orders of employer

7. Family Management

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1. Principle of Best wife
2. Principle of Best Son
3. Principle of rebuke by mother
4. Principle of bond of love
5. Principle of goal and bad members
6. Principle of vigilant husband
7. Principle of mother as first guru
8. Principle of duty of children to maintain mother
9. Principle of Lajja by a Woman
10. Principle of good son
11. Principle of duty of parents to children
12. Principle of ethics in getting children
13. Principle of Bond of wife
14. Principle of Limitations of woman

15. Principle of bliss of rearing child
16. Principle of family ethics

Total Principles:-	484
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Thus, Chanakya has given total 484 principles / concept of various fields of management. 27 Principles belong to management of education. New education policy is being formulated by Modi Govt. These principles may guide policy makers. Chanakya has dealt with Governance of a state in maximum details. He has contributed 192 principles which define good governance which deals with the big electoral promise of less government maximum (good governance). Of these, 15 principles are on Leadership, 61 about Governance, 37 related to assistants, 6 to ministers and secretaries, 12 related to Friends / allies and enemies, 7 to public administration, 28 to diplomacy, 17 to dandaniti and 9 to time management.

Four Purusharthas of life have total 106 principles/concepts of which 36 are on Dharma, 48 on Artha, 15 on Kama and 7 about Moksha. 102 principles related to personal qualities, self management and values of life. This will help people in becoming good responsible citizens. 21 principles related to health and environment will ensure good health of citizens. Management of subordinates has 20 principles last but not most important is family management on which 16 principles are propounded.

There are repetitions of principles which may be clubbed under one head. One principle finds place in different chapters. It means it has multiple field application.

Chanakya Sutras and Chanakya Niti deal with several common subjects. Hence both have several common principles of management. But, both

taken together is a solid proof of Chanakya's significant contribution to management.

Scope for further research

Principles provide basis for hypothesis formulation and empirical testing.

Prof. N. M. Khandelwal