



Centre for Educational and Social Studies

Ramayana – Management Lessons

Valmiki Ramayana – Classical Treatise

Valmiki Ramayana is known as Adikavya or the first poem and the author Sri Valmiki Muni is known as Adikavi (the first poet).

The epic consists of 24,000 verses divided into six Kandas (sections)

Bala Kanda, Ayodhya Kanda, Aranya Kanda and Yuddha Kanda. Uttara Kanda is the seventh Kanda of Ramayana and it stands apart from the main epic (Tapasyananda, 1991)

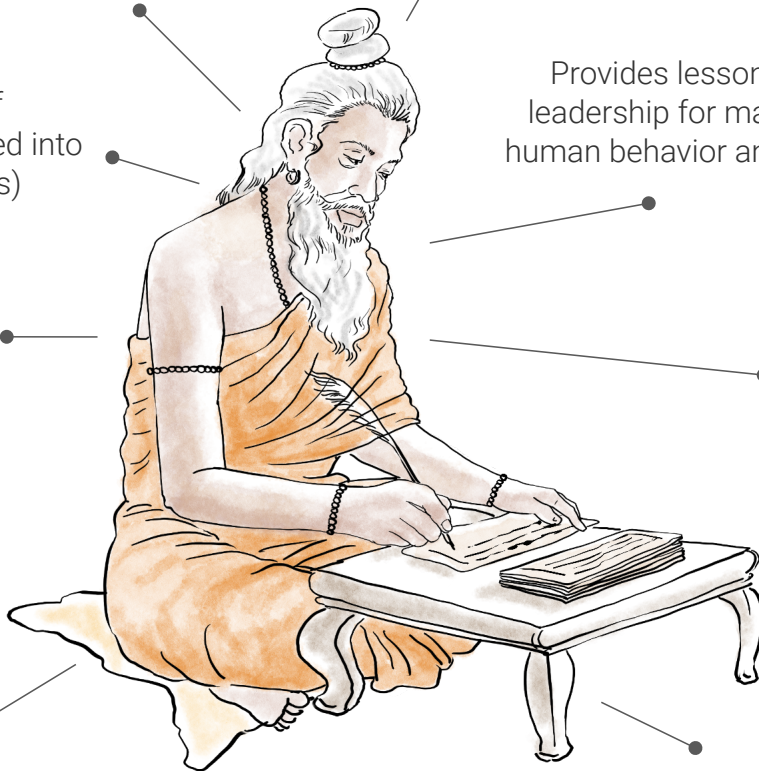
Enhancing decision-making skills by learning from the experiences and choices of the characters in Valmiki Ramayana

Gaining a deeper understanding of dharmic management, which emphasizes ethical and righteous conduct in leadership

Provides lessons on transformational leadership for managers to understand human behavior and increase productive effort from workers

The Valmiki Ramayana is considered a treatise of lasting values and universal applications, with lessons applicable to various aspects of management.

Recognise the importance of work motivation and loyalty among subordinates towards the king or administrator.



Dharmic Management

Values and Rectitude

Emphasis on upholding values and moral principles in managerial style, organizational functioning, and executive behavior.

01

Responsibility And Accountability

Taking responsibility for one's actions and being accountable for the impact of decisions on individuals, society, and the environment.

02

03

04

Balance and Equanimity

Dharmic A balanced and equanimous approach to work, avoiding extremes, and finding a middle path

05

06

Ethical Decision Making

Encouraging decision-making that is guided by ethical considerations for collective good, rather than personal or organizational gain.

Harmonious Relationships

Promoting Mutual respect, Trust, and Cooperation

Adherence and Reverence

Adherence to attitude that shapes and guides their behaviour towards honesty, justice, and sincerity. Showing respect and reverence towards the organization, stakeholders, and environment.

Transformational leadership

Shri Rama exhibited the four dimensions of transformational leadership (Muniapan, B. A. L.,2007) namely Inspirational Motivation (IM), Idealised Influence (II), Intellectual Stimulation (IS), and Individualised Consideration (IC)



Values and universal applications



Work Motivation

01

Valmiki Ramayana emphasizes the importance of motivation in accomplishing personal and organizational goals.

02

Shri Rama categorizes individuals into intellectual elites, mediocre, and ordinary people based on their abilities and worth.

- Intellectual elites should be appointed in prime posts requiring decision-making and planning,
- Mediocre individuals should be assigned regular jobs for implementing plans, and
- Ordinary people should be appointed for manual work

03

Shri Rama also describes three types of employees

- The best servant who accomplishes more than the assigned duty,
- The mediocre servant who only does what is ordered, and
- The worst servant who does not carry out orders (Yudha Kanda, Book 6)

04

The Bhagavad-Gita, referenced in Valmiki Ramayana, introduces the Guna theory, which explains the mental makeup of employees or managers. The theory categorizes individuals into three Gunas

- Sattva (awareness)
- Rajas (dynamism), and
- Tamas (inertness)



Reference

- Dr., Ashamayee, Mishra., Prof., Sujata, Rath. (2022). Management Skills as Learnt from The Ramayan: Gems of Wisdom from An Epic. International Journal of Research Publication and Reviews, doi: 10.55248/gengpi.2022.3.7.18
- Muniapan, B. A. L. (2007). Transformational leadership style demonstrated by Sri Rama in Valmiki Ramayana. International Journal of Indian Culture and Business Management, 1(1-2), 104-115.
- Muniapan, B., & Satpathy, B. (2010). Ancient Indian wisdom for managers: the relevance of Valmiki Ramayana in developing managerial effectiveness. International Journal of Indian Culture and Business Management, 3(6), 645-668.
- Pushpa, Hongal., Mr., Yash, Kshirsagar. (2023). Management Lessons from Indian Ethos: Evidence from Ramayana. International journal of management and humanities, doi: 10.35940/ijmh.i1603.059923
- Harikumar, Pallathadka., Laxmi, Kirana, Pallathadka., Pushparaj., Telem, Kamlabati, Devi. (2022). Role of Ramayana in Transformation of the Personal and Professional Life of Indians: An Empirical Investigation Based on Age and Regions. Integrated Journal for Research in Arts and Humanities, doi: 10.55544/ijrah.2.6.15