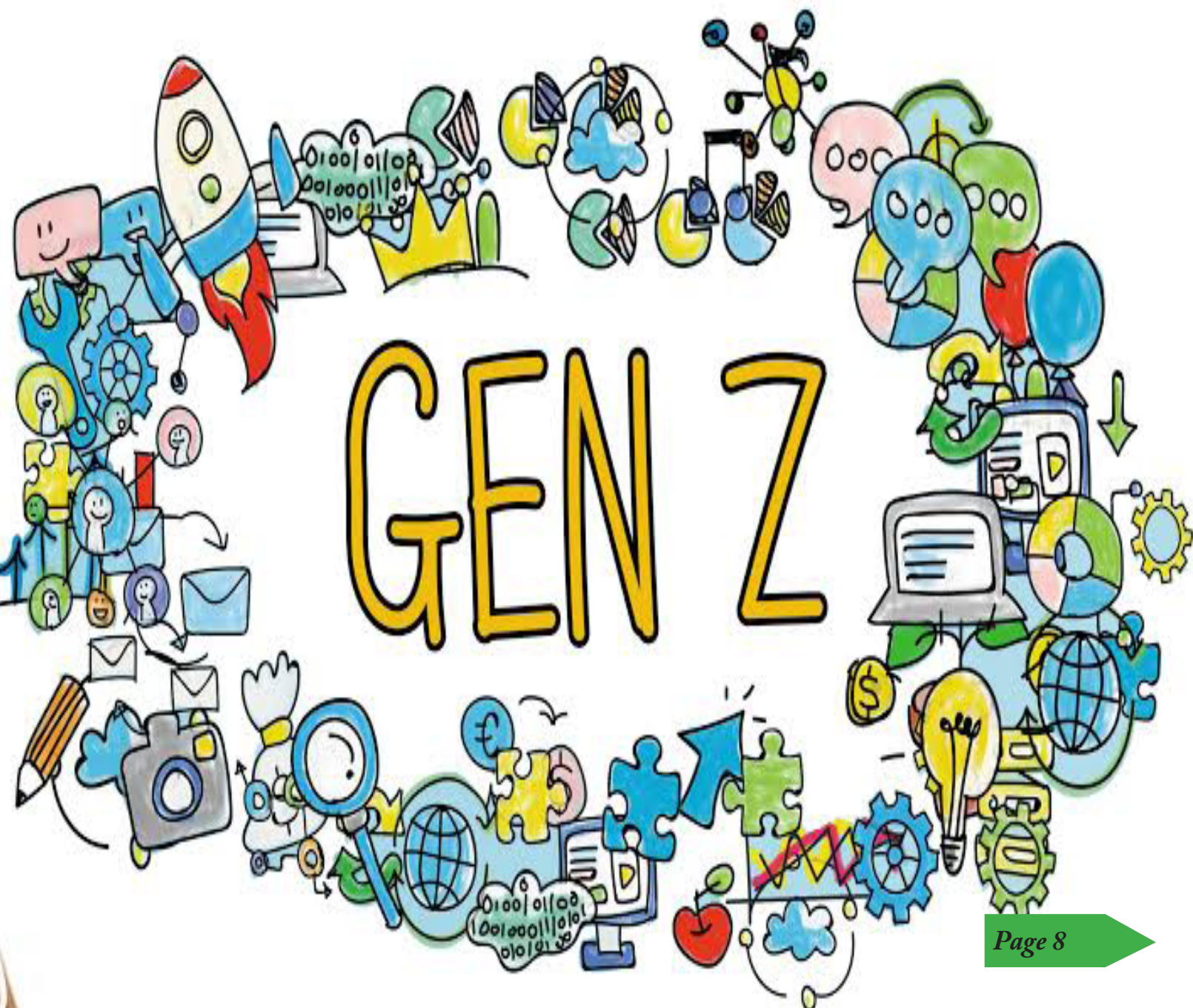


IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

INNOVATIVE MANAGEMENT PRACTICES AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS



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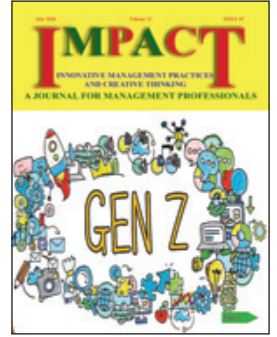
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Dear Readers,

The world is evolving at an unprecedented pace. Artificial intelligence is transforming industries, climate concerns are reshaping public policy, and a new generation is challenging long-standing assumptions about work, leadership, and purpose. In this environment, information alone is no longer sufficient; what matters most is the ability to translate knowledge into wisdom and action.

Meaningful progress is achieved when innovation is guided by ethics, leadership is grounded in empathy, and success is measured not only by economic growth, but also by the positive difference we make in people's lives. Let us think beyond conventional boundaries and prepare for a future in which adaptability and lifelong learning are among the greatest competitive advantages.

Every challenge also presents an opportunity to innovate, collaborate, and lead with courage. Let us, not only be a source of knowledge, but also as a catalyst for creating lasting impact—in our organizations, our communities, and our nation.

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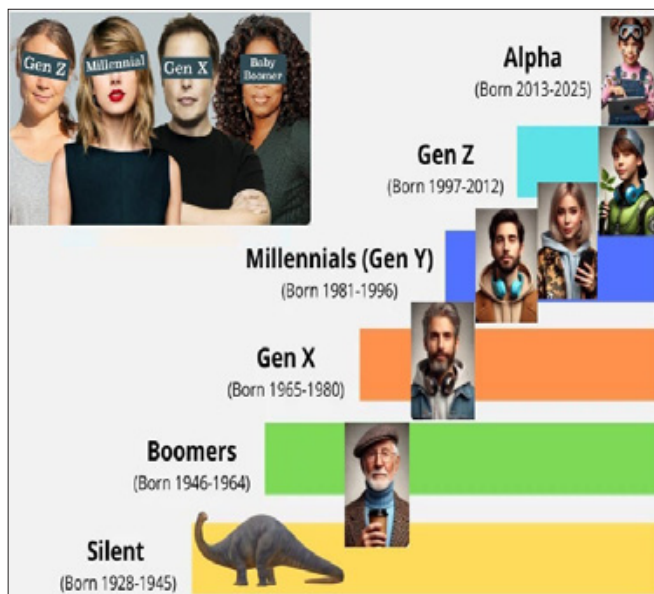
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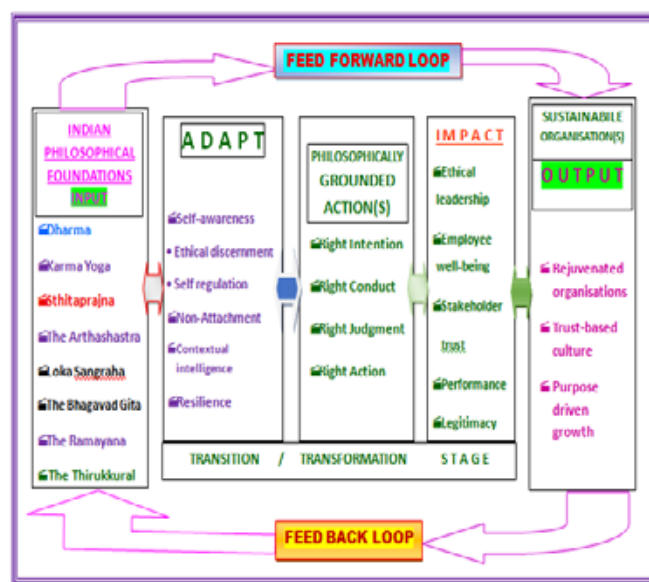
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Prof. Dr. M.R. Guruswamy Mudaliar – A legend of the bygone century

My late father Dr. H.M. Hande, who had served as a Civil Surgeon in the Madras Medical Service during the British Rule, was a product of the Tanjore Medical School which later became the Medical College. He used to narrate to me about the greatness of his two teachers, an eminent physician Dr. M.R. Guruswamy Mudaliar, M.D., and an eminent Surgeon Dr. P. Rangachary. Their statues are presently decorating the entrance of the Madras Medical College, Chennai.

Dr. Guruswamy Mudaliar, who used to be popularly known as Dr. M.R.G., was such an astute physician that he could diagnose the exact enlargement of the liver, a tubercular cavity or an abscess in the lung, just by palpation or percussion with his fingers, even without the help of an X-ray! Today, we need the help of a C.T. scan or M.R.I. or even P.E.T. scan, costing lakhs of Rupees.

Decades later, during my final year of Medicine, I was privileged to have had Dr. M.R.G. as my examiner. He was so strict that out of 50 students, only 12 of us were given a pass!

After setting up my medical practice in Shenoy Nagar in 1950 (when I was 23yr old), I felt a sense of inadequacy and went and met Dr.





Dr. M.R. Guruswami Mudaliar

M.R.G., whose residence-cum-consulting room was not far away from my clinic. I told him of my father being his student and also the fact that he was my examiner for Medicine in 1949. An impatient Dr. M.R.G. asked me bluntly, “So what?” I told him, “Sir, I have just started my practice. Whenever I have a doubt about any patient, can I bring the patient to you for the necessary advice?”. Dr. M.R.G. cooled down, thought for a while and told me, “You may bring your patient for consultation between 10.30 A.M. and 11 A.M.”. Dr. M.R.G. would daily

start his consultation at 7 A.M. till 10 A.M. Quite a number of patients would get medical advice, even without payment. In Those days we used to call it as “Dharma Darsanam”. Such was the popularity of Dr. M.R.G. even several years after his retirement.

Utilising the above opportunity, I used to take quite a number of patients to Dr. M.R.G. and learnt a lot from this legendary figure. Once, a Tamil Professor of Pachaiyappa’s College, who was living next to my clinic, told me, “Dr. Hande, I am told you are well known to Dr. M.R.G.; will you please take me to him, for the consultation for my long-standing abdominal problem?”

I fulfilled his wish by taking him to Dr. M.R.G. After a detailed examination by palpation and percussion with his sensitive fingers, he quietly told me, “Your Tamil Professor is suffering from Cirrhosis of liver, which may even end up in cancer!” and prescribed the necessary treatment.

We gave him a cover with Rs.25 in it, as consultation fees and left. As we were about to get into the taxi, Dr. M.R.G., the legend, came out and accosted me and returned Rs.15, and told me, “Teachers should be protected.”

As we were travelling in the taxi, the Tamil Professor of Pachaiyappa’s College told me, “Dr. M.R.G. is indeed a legend.”

Dr. H.V. Hande

*Former Health Minister of
Government of Tamilnadu.
Founder & Director of
Hande Hospital.*



Love Thyself

We often blame ourselves for the problems we face in our lives. We wonder as to whether we groomed ourselves better or even point fingers at our parents for their wrong upbringing. We ask where did we go wrong. This self-accusation is a very draining exercise. This, according to me, is a faulty approach.

We have to love ourselves first, only then we can care for others.

The Solution

Let us cultivate self-compassion, care and even forgiveness for ourselves, when we have fallen short or caused harm. We have to begin from a place of radical acceptance. Let us in this new year start our journey collectively towards a life with more ease for ourselves and others.

This approach includes SELF LOVE.



“

Self-love
MEANS ACCEPTING
YOUR STRENGTHS,
YOUR WEAKNESSES
and everything
in between

If you commence from a space of self-hate, there is no way you can love others or receive love from others.

Every one desires to lead a happy life. This happiness can come only when you first adopt self love. For this, one needs to keep the flame of hope alive while also showing respect and love for self. This demands dedicated daily practice. The adage says- Practice makes Perfect. Whether to become fit or eat right or read more or get de-addicted from tobacco or alcohol or even to love oneself more, all of these require practice. Just a pure intention is not enough, although no doubt, intention is vital and the first necessity.

The first bottleneck for this effort is we always agonise what others think of us and how we are



being perceived. In this process, we forget to be who we are and to accept our own selves with all positive and negative aspects.

The most powerful and enabling relationship you can have is the one you have with your own self.

Kindness to self and loving yourself is the beginning point.

Six Simple Senses-

Walk slowly but walk everyday.

Keep one friend to talk to.

Don't complain about the past.

Share something small everyday.

Rest without guilt.

Thank the Morning everyday.

R. Venugopal

*Mr. Venugopal has served in
LIC of India from 1968 to 2006
for 38 years and retired as an
Executive Director.*



Readers are requested to send their
management related questions.

IMPACT will get replies from management
experts.

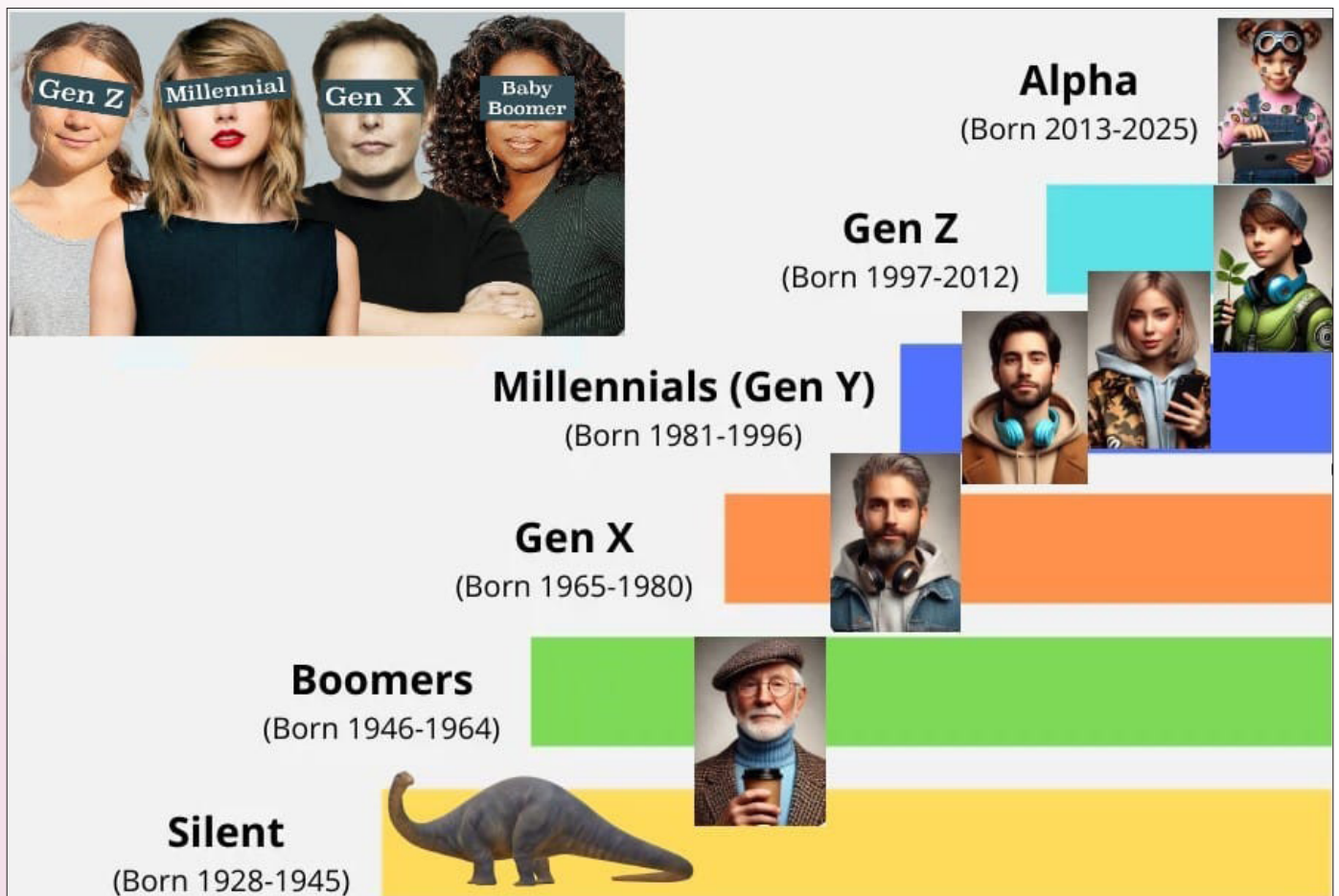
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Understanding the Gen Z Mindset:

Every generation is shaped by the social, economic, technological, and cultural forces of its time. The Baby Boomers witnessed post-war reconstruction, Generation X experienced globalization, and Millennials grew up alongside the internet revolution. Generation Z (Gen Z), broadly defined as those born between 1997 and 2012, is the first generation to be born entirely into the digital age. Smartphones, social

media, artificial intelligence, climate concerns, globalization, and rapid technological change have profoundly influenced their worldview.

Gen Z is often misunderstood. They are sometimes described as impatient, distracted, entitled, or overly dependent on technology. Yet, these labels fail to capture the complexity of a generation that is remarkably adaptable, socially



	Years of Birth	Current age
Silent Generation	1925 – 1945	80 – 100
Baby Boomers	1946 – 1964	61 – 79
Generation X	1965 – 1980	45 – 60
Millennials	1981 – 1996	29 – 44
Generation Z	1997 – 2012	13 – 28
Generation Alpha	2013 – 2028	12 max

conscious, entrepreneurial, and eager to challenge conventional thinking. Understanding Gen Z requires looking beyond stereotypes and examining the psychological, social, and economic factors that shape their mindset.

The Digital-First Generation

Unlike previous generations that adapted to technology, Gen Z has grown up immersed in it. The internet is not merely a tool but an extension of their daily lives. They communicate, learn, shop, work, entertain themselves, and express their identities through digital platforms.

This digital immersion has several consequences. They access information instantly and expect quick responses. They are comfortable multitasking across multiple devices and consume information in short, engaging formats. Traditional lectures and lengthy presentations often fail to sustain their attention unless they are interactive and meaningful.

However, digital fluency also comes with challenges. Continuous exposure to social media increases comparison, anxiety, and information overload. The pressure to maintain an ideal online image can affect self-esteem and mental health.

The Search for Purpose

Unlike earlier generations who often sought job security first, Gen Z frequently seeks meaningful work. They want careers aligned with their personal values and social beliefs. Salary remains important,

but purpose, flexibility, creativity, and personal growth are equally significant.

Many Gen Z professionals ask questions such as:

Does my work make a difference?

Can I continue learning?

Will this organization respect my individuality?

Does my employer care about society and the environment?

Organizations that communicate a clear mission and demonstrate ethical practices are more likely to attract and retain Gen Z talent.

Mental Health Awareness

One of the defining characteristics of Gen Z is their openness about mental health. Previous generations often viewed psychological struggles as private matters or signs of weakness. Gen Z is far more willing to discuss stress, anxiety, depression, burnout, and emotional well-being.

Several factors contribute to this awareness:

Academic pressure

Career uncertainty

Economic instability

Social media influence

Global crises such as pandemics and climate change

This generation expects educational institutions and workplaces to support emotional well-being through counselling, flexibility, and psychologically safe environments.

Diversity and Inclusion

Gen Z values diversity more naturally than many previous generations. They are comfortable interacting with people from different cultures, religions, races, and backgrounds. They appreciate inclusiveness and often reject discrimination based on gender, ethnicity, disability, or sexual orientation.

For Gen Z, diversity is not simply a corporate policy—it is an expectation. They believe that organizations should create environments where every individual feels respected and heard.

Consequently, companies that genuinely practice diversity and inclusion often earn greater trust among Gen Z employees and consumers.

Entrepreneurial Thinking

Gen Z is one of the most entrepreneurial generations in history. Digital platforms have lowered the barriers to starting businesses, creating content, freelancing, or becoming independent professionals.

Many Gen Z individuals dream of:

- Launching startups
- Becoming content creators
- Building personal brands
- Freelancing
- Working remotely
- Creating multiple income streams

Rather than depending solely on traditional employment, they often seek financial independence through innovation and creativity.

Learning Preferences

Traditional education emphasized memorization and standardized learning. Gen Z prefers experiential, personalized, and practical learning.

They appreciate:

- Interactive classrooms
- Project-based learning
- Online courses
- Video tutorials
- Simulations
- Real-world applications

They are more likely to ask “Why?” before accepting information. They value critical thinking over rote memorization.

Teachers and trainers who engage learners through discussions, case studies, storytelling, and technology generally achieve better outcomes with Gen Z audiences.



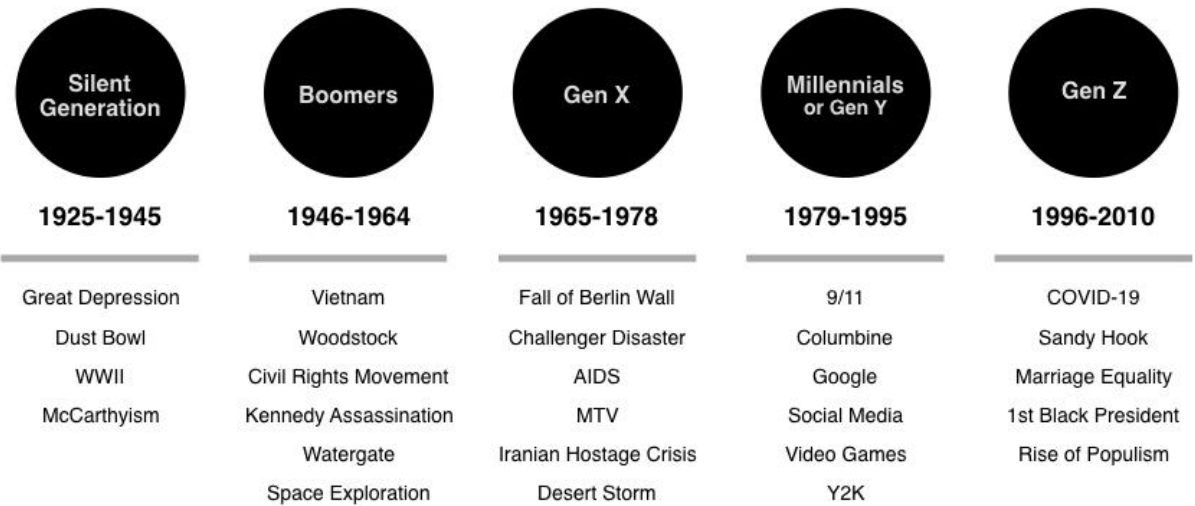
Generation Z

Gen Z constitutes 26% of the total population across the world. This means 2 billion people are in Gen Z.

Generation Z is one of the most racially and ethnically diverse generations across the United States.

Nearly 99% of Gen Zs either owns a smartphone or have access to one.

Generations at a Glance



Work Expectations

The workplace expectations of Gen Z differ significantly from earlier generations.

They seek:

Flexible working hours

Hybrid or remote work opportunities

Continuous learning

Frequent feedback

Career growth

Respectful leadership

Unlike earlier generations who often accepted rigid hierarchies, Gen Z prefers collaborative leadership.

They value managers who coach rather than command.

Recognition is also important. They appreciate timely appreciation and constructive feedback rather than annual performance reviews alone.

Social Consciousness

Gen Z demonstrates high levels of awareness regarding social and environmental issues.

Topics that resonate strongly include:

Climate change

Sustainability

Ethical business

Human rights

Gender equality

Social justice

Many purchasing decisions are influenced by a company's environmental and ethical practices. They increasingly support brands that demonstrate authenticity rather than merely promoting social causes through advertising.

Financial Attitudes

Growing up during periods of economic uncertainty has influenced Gen Z's financial mindset.

Many are cautious about:

Debt

Long-term financial commitments

Job instability

At the same time, they actively learn about:

Investing

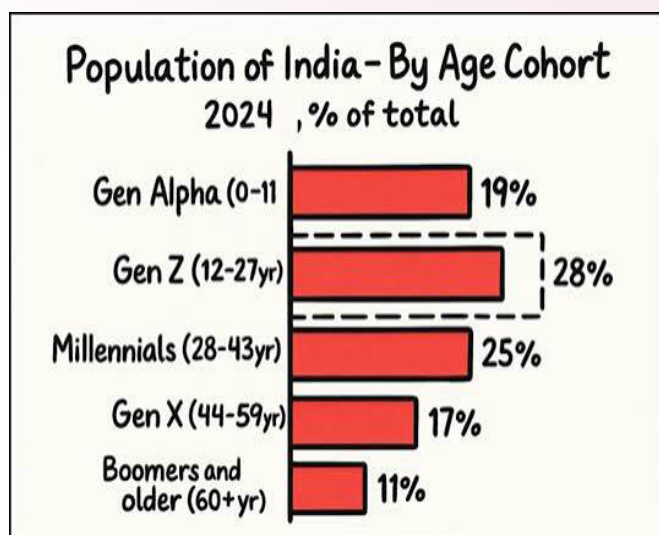
Digital payments

Financial planning

Entrepreneurship

Cryptocurrency and emerging financial technologies

Financial independence is often viewed as a pathway to personal freedom rather than merely wealth accumulation.



Teachers:

Educators should move beyond traditional lectures toward interactive, learner-centered education. Encouraging curiosity, collaboration, and critical thinking helps prepare students for modern careers.

Employers

Organizations should provide meaningful work, mentoring, flexibility, learning opportunities, and inclusive workplace cultures. Leaders who listen actively and encourage innovation will earn the commitment of Gen Z employees.

The Influence of Artificial Intelligence

Artificial Intelligence represents one of the defining technologies shaping Gen Z's future.

Rather than fearing AI, many Gen Z individuals embrace it as a productivity partner. They use AI for learning, creativity, coding, writing, design, and problem-solving.

However, they also recognize concerns regarding privacy, misinformation, employment disruption, and ethical AI usage. Developing AI literacy alongside critical thinking will become increasingly important.

Generation Z is not merely another age group entering society; it represents a profound shift in attitudes toward technology, work, education, relationships, and social responsibility. Their mindset reflects a world characterized by rapid change, digital connectivity, and global challenges.

While they face unprecedented pressures, they also possess extraordinary resilience, creativity, and adaptability. Their commitment to diversity, sustainability, innovation, and lifelong learning positions them to shape the future of business, education, governance, and society.

Understanding Gen Z requires empathy rather than judgment. Instead of asking why they think differently, we should ask what the changing world has taught them. Their perspectives challenge traditional assumptions and encourage institutions to become more flexible, inclusive, and purpose-driven.

As Gen Z continues to enter leadership roles, their mindset will increasingly influence the future of organizations, economies, and communities. By understanding their aspirations and addressing their challenges, society can unlock the immense potential of a generation prepared to redefine success in the twenty-first century.

Dr. B. Sahana

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Bharathanatyam dancer.*



Modern Management From Indian Philosophy

PART - 7

ADAPT TO IMPACT

ABSTRACT

In today's hyper-connected and globalised business environment, organisations confront multifaceted challenges including rapid technological disruption, increasing workforce diversity and volatile, unpredictable markets. This paper explores and investigates the profound integration of Indian philosophical wisdom into contemporary management paradigms, emphasising the critical themes of adaptability and sustainable impact. It identifies a transformative paradigm shift by embedding time-tested Indian philosophical principles into modern management frameworks, thereby enriching leadership approaches and organisational rejuvenation.

Drawing extensively from seminal Indian texts such as The Bhagavad Gita, The Ramayana, The Thirukkural and The Arthashastra, the study elucidates how foundational concepts like Dharma (righteous duty), Karma Yoga (selfless, purposeful action), and Sthitaprajna (equanimity amidst change) can cultivate ethical leadership, foster cognitive resilience and enhance adaptability in the face of disruptive impacts. The concept of "Adapt to Impact" highlights the necessity for managers to cultivate internal flexibility and ethical grounding as an imperative for managers to develop internal flexibility, moral clarity and mindfulness to

navigate complex and dynamic business landscapes effectively.

By synthesising classical philosophical insights with contemporary empirical research and real-world case studies, this study proposes a novel, integrative framework, analysis and discussions (Refer: Tables 1 to 12 and Figure 1), for adaptive management rooted in Indian philosophy. In an era characterised by rapid change, complexity and heightened stakeholder expectations, modern management demands holistic frameworks that promote ethical decision-making, social intelligence, sustainable value creation and long-term organisational impact. Through qualitative analysis of ancient scriptures alongside recent management theories, the paper presents a comprehensive model for "Adapt to Impact" that equips managers to lead with trust, purpose and mindfulness. The study further identifies the enduring relevance of Indian philosophical concepts in modern organisational contexts both Indian and Global companies, by offering actionable insights for leadership development, organisational culture transformation and sustainability initiatives. The paper concludes with directions for future research, strategic recommendations for scholars, practitioners and policymakers to further explore and implement these integrative approaches.

Keywords

Indian Philosophy, Modern Management, The Bhagavad Gita, The Ramayana, The Thirukkural, The Arthashastra, The Vedas, Dharma, Karma Yoga, Sthitaprajna, Adaptability, Cognitive Flexibility, Sustainable Value Creation, Organisational Impact, Sustainability, Mind Management, Purpose-Driven Leadership, Cross-Cultural Management.

1) Introduction

Indian philosophy, with its millennia-old wisdom, offers a comprehensive worldview that integrates ethics, psychology and spirituality, providing a rich resource in the re-orientation of modern management. Modern management is increasingly challenged by uncertainty, complexity and rapid change. Organisations must respond to technological disruption, global competition, shifting employee expectations and sustainability pressures. In such a context, conventional management models that focus only on efficiency and control are no longer sufficient. There is a growing need for a deeper framework that integrates ethics, resilience and purpose.

Modern management faces unprecedented challenges due to rapid technological changes, globalisation and socio-economic disruptions. Indian philosophy, with its holistic and integrative approach, offers timeless insights into managing complexity and fostering resilience owing to impact of various nature. Indian philosophical traditions offer a rich and practical foundation for such a framework. Unlike approaches that separate performance from values, Indian thought emphasises the unity of duty, self-discipline and social responsibility. The Bhagavad Gita teaches action without attachment to results; The Thirukkural emphasises virtue and governance; The Arthashastra provides strategic realism and The Ramayana illustrates ideal leadership through conduct and sacrifice.

Together, these texts provide a management philosophy that is both ethical and effective. This paper proposes the concept of Adapt to Impact as a management model rooted in Indian philosophy. The phrase suggests that leaders must first adapt internally, through self-awareness, balanced thoughts and ethical clarity-before they can create meaningful external impact. In this context, adaptability is not merely flexibility in tactics; it is a disciplined and value-based capacity to respond wisely to change. This paper investigates how these ancient teachings can be adapted to enhance modern management and its effectiveness, particularly in adapting to impact. Conventional management theories, while foundational, often lack the holistic perspective those of which are needed to address these multifaceted challenges.

1.2 Objectives

The Research objectives of the study are:

- To explore the key Indian philosophical concepts and analyse the principles which can be adapted to address contemporary future managerial challenges.
- To develop a conceptual framework titled “Adapt to Impact” that integrates inner adaptability with outward organisational effectiveness.
- To identify gaps in the existing literature and propose directions for future empirical and interdisciplinary research.
- To Provide practical recommendations for managers and organisations seeking ethically sustainable growth.

2) Literature Review

This section deals with 2.1 Indian Philosophy: An Overview Relevant to Management, 2.2 Key Texts and Managerial Relevance and 2.3 Philosophical Themes Relevant to Management, given as below :

2.1 Indian Philosophy: An Overview Relevant to Management

Indian philosophy is not monolithic but comprises diverse schools such as Vedanta, Sankhya, Yoga, Jainism, and Buddhism. Each offers unique insights into human nature, ethics, and the cosmos. Unlike Western philosophy, which often separates the material and spiritual, Indian thought integrates them, emphasizing harmony between individual, society, and nature.

2.2 Key Texts and Managerial Relevance

- The Bhagavad Gita: A dialogue between Prince Arjuna and Lord Krishna, it addresses duty, righteousness, and detachment. It teaches managers to perform their roles with dedication while maintaining equanimity.
- The Ramayana: The unwavering commitment of Lord Rama to Dharma (righteous duty) despite personal hardships exemplifies ethical steadfastness.
- The Thirukkural: An ancient Tamil text focusing on ethics, governance, and social responsibility, it offers practical wisdom on leadership and organizational behavior.

- The Arthashastra: An ancient treatise on statecraft and economics by Kautilya, it provides strategic insights into governance, resource management, and diplomacy.

2.3 Philosophical Themes Relevant to Management

- Dharma (Righteous Duty): Ethical foundation guiding actions.
- Karma (Action and Consequence): Emphasises responsibility and accountability.
- Moksha (Liberation): Ultimate goal of self-realisation, encouraging self-awareness.
- Anitya (Impermanence): Acceptance of change as a constant.
- Sthitaprajna (Equanimity): Mental stability amidst success and failure.
- Thirukkural emphasises trust, entrusting responsibilities, and decentralization as key management principles.
- Vedic wisdom advocates holistic integration of mind, body, and environment, promoting sustainable and mindful management.

Literature review with reference to “Adapt to Impact” in the view point of the author is given in Table 1 as below:

Table 1 showing literature review with reference to “Adapt to Impact”

Sl NR	Author(s) and Year	Keyword / Factor	Relevance to “Adapt to Impact”	Suggestions *
1	Pande and Kumar (2020)	Indian philosophy, mind management, leadership.	Establishes the link between Indian philosophy, self-regulation, and leadership; directly supports the inner adaptation dimension of the model.	Future studies may test the framework empirically across sectors and develop measurable constructs for Indian philosophy-based leadership.

Sl NR	Author(s) and Year	Keyword / Factor	Relevance to “Adapt to Impact”	Suggestions *
2	Kar, Tripathi and Sahoo (2023)	Human values, ethics, leadership.	Reinforces the ethical and humanistic foundation of management, aligning with Dharma and value-based leadership.	Further research shall examine how human value-oriented management influences organisational culture, leadership effectiveness, and employee well-being.
3	Donaldson (2025)	Business ethics, stakeholder orientation.	Supports the ethical, culturally sensitive, and stakeholder-oriented dimension of modern management.	Scholars need to explore how business ethics frameworks adapt across diverse cultural and geopolitical contexts.
4	Agarwal and Bhattacharjee (2024)	Sustainability and progressive business.	Connects the Bhagavad Gita with sustainability in business, directly supporting the sustainability and organisational impact dimensions.	Future work shall investigate how Gita-based principles can be operationalised in sustainability strategy and responsible business practices.
5	Ketprapakorn and Kantabutra (2022)	Sustainability culture, organisational theory/	Provides a strong organisational sustainability lens that complements the paper’s emphasis on long-term impact and responsible leadership.	Research may test sustainability culture models in different organisational settings and link them to leadership behaviour and performance outcomes.
6	Tolstoy, Melen Hanell and Ghauri (2024)	Ethical leadership, SDGs, values-based marketing.	Strengthens the ethical leadership and sustainability orientation of the framework.	Future research can examine how ethical leadership supports SDG-aligned organisational strategies and stakeholder value creation.

Source : Author’s own

3) Methodology

This paper adopts a qualitative conceptual review approach. It combines textual interpretation of classical Indian sources, thematic analysis of recent academic and applied literature and synthesis of concepts relevant to leadership, ethics, resilience, sustainability and so on, which is explained below:

- Textual analysis of few of the classical Indian philosophical scriptures (The Bhagavad Gita, The Thirukkural, The Vedas and The Upanishads).
- Review of recent academic research and case studies published.
- Comparative analysis of Indian philosophical principles with contemporary management theories.
- Qualitative analysis of classical texts combined with contemporary case studies.
- Comparative synthesis of Indian philosophical principles and modern management theories.

The paper is therefore both interpretive and applied, aiming to bridge classical wisdom with contemporary management practices.

4) Theoretical Framework

The practice of Karma Yoga-selfless action without attachment to results-provides a powerful framework for managers to focus on process excellence and ethical outcomes without being paralysed by fear of failure. The Thirukkural's emphasis on trust and decentralisation supports empowering employees, fostering innovation, and enhancing organisational impact.

4.1 Adaptability in Indian Philosophy

- Concept of "Anitya" (impermanence) and its relevance to change management.
- The principle of "Sthitaprajna" (steady wisdom) from The Bhagavad Gita as a model

for rational resilience and decision-making under pressure.

4.2 Impact-Oriented Management

- Karma Yoga as a framework for action with focus on outcomes without attachment to results.
- Decentralisation and trust-building from The Thirukkural for empowering teams and enhancing organisational impact.

4.3 Mind Management and Social Intelligence

Vedic philosophy underscores the integration of mind, body and environment, promoting mindfulness and regulation. These principles align with modern social intelligence frameworks, which are critical for effective leadership and conflict resolution.

- Mind management as the inner foundation of "Adapt to Impact": In the context of the abstract, mind management reflects the ability of leaders to remain calm, focused, and ethically grounded amid uncertainty, disruption, and complexity. It aligns closely with Sthitaprajna from the Bhagavad Gita, where equanimity supports clear judgment, resilience and adaptive decision-making in volatile business environments.
- Social intelligence as a bridge between philosophy and organisational leadership: The abstract emphasises ethical leadership, stakeholder trust, and cross-cultural management, all of which depend on social intelligence. By understanding emotions, relationships, and group dynamics, managers can translate Dharma and Karma Yoga into practical behaviours such as empathy, collaboration, service orientation and responsible leadership.
- Together, mind management and social intelligence enable sustainable organisational

impact: These two capabilities help leaders balance internal clarity with external responsiveness, which is central to the paper's "Adapt to Impact" framework. They will definitely in future support sustainable value creation by improving communication, reducing conflict, strengthening culture and enabling managers to lead with purpose, mindfulness and long-term impact.

5) Introduction to the Conceptual Framework

A central contribution of this paper is the creation towards , "Adapt to Impact" framework.

This links Indian philosophical foundations to internal leadership capacities, ethically grounded managerial action and sustainable organisational outcomes, which is given below in Table 2.

5.1 A conceptual framework "Adapt to Impact"

The Figure 1 given as below makes a diligent attempt to clearly depicts the conceptual framework with reference to "Adapt to Impact" in the author's perspective as below:

Table 2 Conceptual framework for Adapt to Impact with modern management from Indian Philosophy

Stage	Core Elements	Functional Meaning	Expected Outcome(s) *
Philosophical Foundations	Dharma, Karma Yoga, Sthitaprajna, The Arthashastra, Loka Sangraha, The Ramayana, The Thirukkural	Ethical, emotional, strategic and social grounding of leadership	Foundational orientation for adaptive management
Adapt	Self-awareness, ethical discernment, non-attachment, contextual intelligence, learning orientation and resilience	Development of internal leadership capabilities	Inner readiness for responsible action
Bridge Mechanism	Philosophically grounded action	Alignment of right intention, right judgment, right conduct and right action	Translation of values into managerial practice
Impact	Ethical leadership, employee well-being, stakeholder trust, innovation with responsibility, sustainability and legitimacy	External organisational and societal outcomes	Sustainable and trust-based management impact

*Author's own

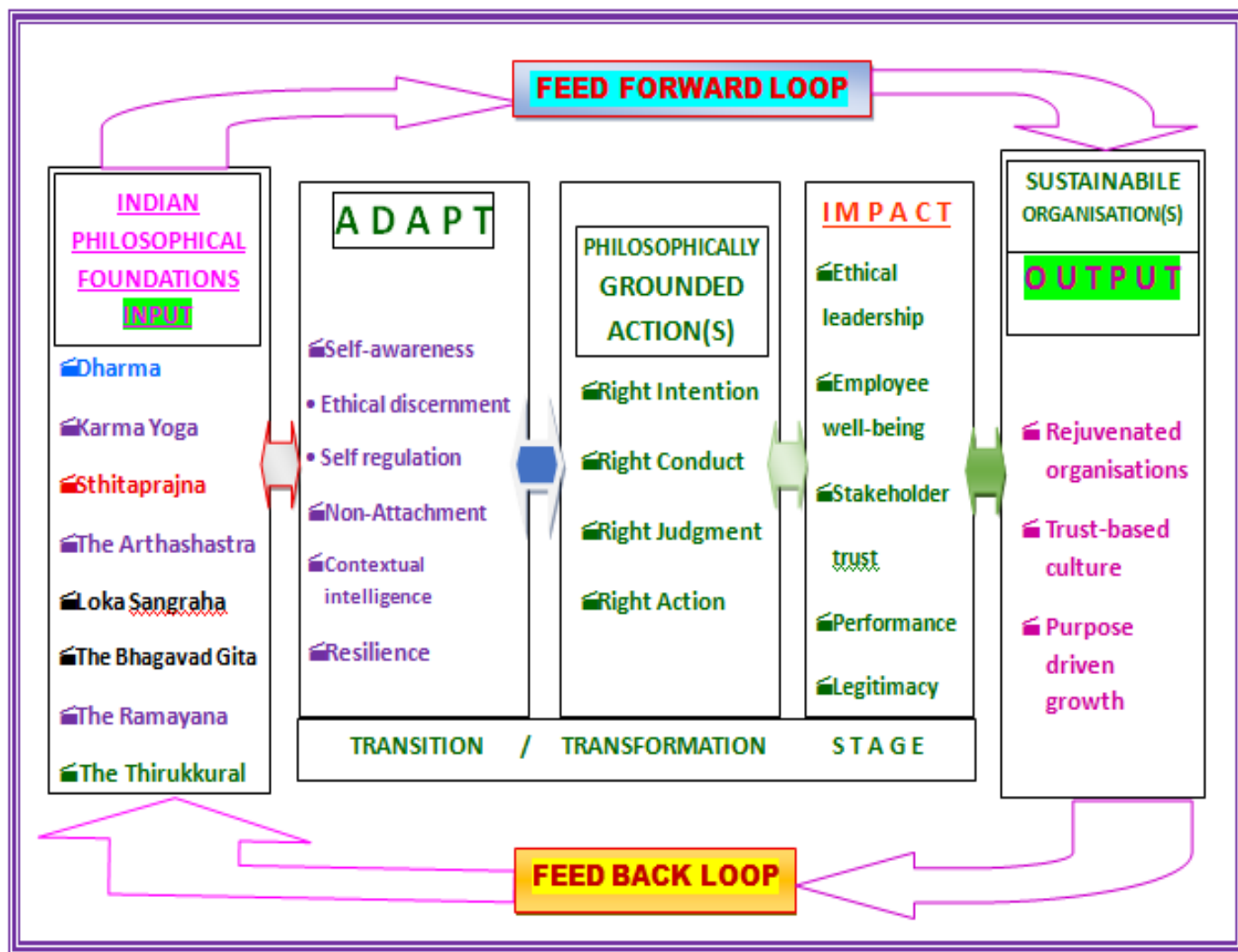


Figure 1 showing the conceptual framework for "Adapt to Impact"

5.2 Ethical Leadership through Dharma

The Bhagavad Gita's concept of Dharma (righteous duty) encourages leaders to act ethically and responsibly, balancing organisational goals with societal welfare. This aligns with the growing emphasis on corporate social responsibility (CSR) and stakeholder theory in management.

5.3 Decentralisation and Trust

The Thirukkural advocates entrusting responsibilities to capable individuals and decentralising authority. This approach enhances organisational agility and innovation by empowering employees and fostering accountability. Recent studies confirm that decentralised structures inspired by these

principles improve responsiveness in dynamic markets.

5.4 Resilience and Mind Management

The state of Sthitaprajna described in The Bhagavad Gita models refer to rational resilience, enabling leaders to remain calm and focused under pressure. Vedic practices of meditation and mindfulness contribute to improved emotional intelligence, stress management and decision-making quality.

5.5 Sustainability and Holistic Management

Indian philosophy emphasises on harmony with nature and holistic integration supports

sustainable business practices. The Vedic worldview encourages managers to consider environmental and social impacts alongside economic outcomes, fostering long-term organisational sustainability.

6) Model description for “Adapt to Impact” Framework

The elements and description with source and managerial implications for “Adapt to impact”, is given in Table 3 as below:

Table 3 showing the elements and description with source and managerial implications for Adapt to impact

Element	Description	Indian Philosophical Source(s)	Managerial Implications*
Awareness of impermanence	Embrace change as constant	Anitya (Buddhist / Indian philosophy)	Agile’s change management and progressive initiatives.
Duty-driven leadership	Ethical responsibility	Dharma (The Bhagavad Gita)	Ethical decision-making and CSR.
Attachment-free action	Focus on process, not outcomes	Nishkama Karma (The Bhagavad Gita)	Reduce fear of failure and enhance focus.
Principled decentralisation	Empowerment through trust	The Thirukkural	Decentralised decision-making and innovation.
Total integration	Mind-body-environment harmony	Vedic wisdom	Mindfulness and rational intelligence.
Innovative resilience	Steady wisdom under pressure	Sthitaprajna (The Bhagavad Gita)	Rational resilience and leadership stability.
Mindful sustainability	Long-term ecological and social balance	Vedic and Upanishadic teachings	Sustainable initiatives and Business practices.
Purposeful impact	Align actions with environmental friendly thoughts and higher purpose	Karma Yoga (The Bhagavad Gita)	Collegiality and Purpose-driven leadership

*Author’s own

Table 4 showing the comparative analysis of leadership principles

Sl Nr	Leadership Dimension	The Thirukkural	The Upanishads	The Bhagavad Gita	The Ramayana	The Arthashastra	Author's Suggestion *
1	Ethical Foundation	“பண்பால் பயன்படும் பட்டறிவு” (Knowledge with character)	“Satyam vada, dharmam chara” (Speak truth, practice righteousness)	“Karmanye vadhikaraste” (Focus on duty, not outcomes)	Rama's integrity and compassion	“Rajadharma” (King's duty)	Develop ethical leadership frameworks combining character and competence
2	Strategic Vision	“தொழில் செய்வார் தொழில் செய்ய வல்லார்” (Competent should work)	“Tat Tvam Asi” (Interconnected reality)	“Yogasthah kuru karmani” (Perform actions with yoga)	Lord Rama's long-term vision	“Rajamandala” (Strategic alliances)	Create balanced strategic approaches that combine competence with long-term vision
3	Team Building	“கூடாது கூடி ஒன்றும்” (Balanced relationships)	“Aham Brahmasmi” (Individual and organisational self-realisation)	“Sangraha kuryam twam” (Unite the team)	Hanuman's devotion and competence	“Mantriparishad” (Council of ministers)	Implement team-building strategies that balance individual excellence with collective harmony
4	Crisis Management	“பணிக் குறியார் பணியாற்றும்” (Merit-based assignment)	“Maya tatam yatha mama” (Understanding organisational systems)	“Shoka-moha-bhayapradosha” (Overcoming emotional barriers)	Sita's resilience	“Upekshita” (Strategic patience)	Develop crisis management frameworks that combine merit-based decision-making with rational resilience

Sl Nr	Leadership Dimension	The Thirukkural	The Upanishads	The Bhagavad Gita	The Ramayana	The Arthashastra	Author's Suggestion *
5	Performance Measurement	“ ஊதியம் தடுவது உயர்வார் ” (Fair compensation)	“Chittavriddhinarodhah” (Mind control)	“Sthitapragnya” (Steadfast wisdom)	Lakshmana's loyalty	“Lakshana” (Qualitative assessment)	Create comprehensive performance measurement systems that include ethical, qualitative, and quantitative metrics

* Author's own

Table 5 showing comparative management applications

Sl Nr	Management Function	The Thirukkural	The Upanishads	The Bhagavad Gita	The Ramayana	The Arthashastra	Author's Suggestion *
1	Human Resource Management	• Merit-based assignment • Fair compensation • Employee development	• Self-realisation in work • Conscious employment • Holistic employee view	• Work as spiritual practice • Detached performance • Work-life balance	• Team composition • Leadership development • Succession planning	• Talent selection • Performance management • Compensation systems	Develop HR systems that integrate merit-based practices with conscious employee development
2	Strategic Planning	• Balanced relationships • Long-term perspective • Ethical strategy	• Understanding reality • Strategic consciousness • Holistic planning	• Detached strategy • Divine qualities in planning • Strategic thinking	• Competitive strategy • Alliance building • Long-term vision	• Competitive advantage • Market analysis • Resource optimisation	Create strategic planning frameworks that balance long-term vision with ethical considerations

Sl Nr	Management Function	The Thirukkural	The Upanishads	The Bhagavad Gita	The Ramayana	The Arthashastra	Author's Suggestion *
3	Organisational Culture	- Ethical foundation - Value-based culture - Balanced relationships	- Conscious organisational culture - Interconnectedness - Self-aware culture	- Purpose-driven culture - Ethical excellence - Work as worship	- Team-oriented culture - Leadership by example - Resilient culture	- Efficient bureaucracy - Strategic culture - Performance-oriented culture	Build organisational cultures that combine ethical foundations with conscious, purpose-driven approaches
4	Ethical Governance	- Righteous conduct - Transparency - Stakeholder balance	- Truth and righteousness - Conscious decision-making - Ethical reality	- Detached action - Divine qualities - Ethical excellence	- Integrity in leadership - Ethical crisis management - Moral courage	- Rajadharma (king's duty) - Ethical statecraft - Corruption prevention	Implement governance structures that ensure ethical conduct while maintaining organisational effectiveness
5	Innovation & Creativity	- Competence development - Balanced approach - Continuous learning	- Conscious innovation - Holistic creativity - Spiritual insight	- Detached creativity - Divine inspiration - Strategic innovation	- Hanuman's leap (breaking barriers) - Creative problem-solving - Adaptive leadership	- Strategic innovation - Resource optimisation - Competitive advantage	Foster innovation ecosystems that combine competence development with conscious, purpose-driven creativity

* Author's own

Table 6 showing comparative implementation frameworks

Sl Nr	Implementation Stage	The Thirukkural	The Upanishads	The Bhagavad Gita	The Ramayana	The Arthashastra	Author's Suggestion*
1	Foundation Building	Ethical codes & values	Consciousness programs	Purpose discovery	Leadership development	Strategic planning	Establish strong ethical and conscious foundations before implementing specific strategies

Sl Nr	Implementation Stage	The Thirukkural	The Upanishads	The Bhagavad Gita	The Ramayana	The Arthashastra	Author's Suggestion*
2	Development Phase	HR systems & culture	Mindfulness training	Work-life balance	Team building	Organizational design	Develop comprehensive systems that integrate HR, mindfulness, work-life balance, and team building
3	Implementation	Ethical decision-making	Conscious leadership	Detached performance	Crisis management	Resource optimization	Implement practices that ensure ethical decision-making, conscious leadership, and efficient resource use
4	Measurement	Trust & compliance metrics	Innovation & consciousness	Decision quality	Collaboration metrics	Efficiency & cost metrics	Create measurement systems that track multiple dimensions of organisational performance
5	Sustainability	Value-based culture	Conscious organizational design	Purpose-driven sustainability	Resilient systems	Long-term strategic viability	Build sustainable organisations that maintain value-based cultures, conscious design, and long-term viability

*Author's own

Table 7 showing comparative verses and management applications

S 1 Nr	Name of the Text	Key Verse/ Concept	Management Application	Author's Interpretation *	Author's Suggestion *
1	The Thirukkural	“பண்பால் பயன்படும் பட்டறிவு” (Verse 452)	Ethical knowledge in decision-making	Leadership with character and competence	Use this principle to develop ethical leadership training programs
2	The Upanishads	“Tat Tvam Asi” (Chandogya Upanishad)	Interconnected organisational reality	Stakeholder- centric approach	Apply this concept to develop holistic stakeholder management strategies
3	The Bhagavad Gita	“Karmanye vadhikaraste” (Chapter 2, Verse 47)	Detached leadership focus	Process-oriented management	Implementing the principles in performance management and leadership development
4	The Ramayana	Hanuman's leap to Sri Lanka	Overcoming organisational barriers	Breakthrough innovation and problem-solving	Use this metaphor to inspire innovation and problem-solving initiatives
5	The Arthashastra	“Rajamandala” (Strategic alliances)	Competitive strategy and partnerships	Modern strategic alliances and partnerships	Apply this ancient strategic concept to contemporary business partnerships

*Author's own

Table 8 showing comparative case study analysis of “Adapt to Impact” among Indian companies

Sl Nr.	Name of the Organisation / Industry	Linkage of “Adapt to Impact”	Strategy Followed/ Implemented	Authors' Suggestion*
1	Reliance Industries / Energy, Petrochemicals, Retail, Telecom	Strategic shift from fossil-fuel dependence toward green energy and diversified growth	Strategic diversification	Accelerate decarbonisation and strengthen clean- energy transition
2	Tata Consultancy Services / Information Technology Services	Workforce reskilling and digital agility in response to AI-led disruption	Human capital agility	Institutionalise continuous learning and adaptive capability

Sl Nr.	Name of the Organisation / Industry	Linkage of “Adapt to Impact”	Strategy Followed/ Implemented	Authors’ Suggestion*
3	HDFC Bank / Banking and Financial Services	Digital transformation of traditional banking services	Tech-enabled integration	Enhance omnichannel customer experience and resilience
4	Infosys / Information Technology Services	Global delivery with local cultural adaptation and ethical governance	Geocentric adaptation	Deepen regional integration and inclusive leadership
5	Adani Green Energy / Renewable Energy	Scaling renewable infrastructure in a volatile energy environment	Capital-intensive expansion	Strengthen ESG transparency and long-term risk governance
6	Hindustan Unilever / Fast Moving Consumer Goods	Rural market adaptation through technology and last-mile reach	Last-mile innovation	Improve data-driven micro-segmentation and rural inclusion
7	Bharti Airtel / Telecommunications	Transition to 5G and digital ecosystem services	Infrastructure upgrade	Monetise high-bandwidth services through ecosystem partnerships
8	ICICI Bank / Banking and Financial Services	Digital-first lending and risk management in a changing financial market	Algorithmic risk management	Refine predictive analytics and responsible lending models
9	Mahindra & Mahindra / Automotive and Farm Equipment	EV transition across automotive and mobility segments	Product re-engineering	Consolidate EV supply chains and future mobility strategy
10	Wipro / Information Technology Services	ESG-oriented transformation and purpose-led consulting	Purpose-led transformation	Align incentives with sustainability and stakeholder value
11	Asian Paints / Paints and Home Décor	Expansion from products to home solutions and services	Service value extension	Use AI and analytics for demand forecasting and personalisation
12	Sun Pharma / Pharmaceuticals	Global compliance, innovation, and R&D adaptation	Regulatory alignment	Increase investment in specialty and innovation-led therapies

Sl Nr.	Name of the Organisation / Industry	Linkage of “Adapt to Impact”	Strategy Followed/ Implemented	Authors’ Suggestion*
13	Titan Company / Retail, Jewellery, Watches	Omnichannel retail evolution and brand trust	Lifestyle branding	Enhance digital retail experiences and customer intimacy
14	Larsen & Toubro / Engineering and Construction	Modularisation and process discipline in complex engineering	Process standardisation	Expand green infrastructure and sustainable engineering solutions
15	Bajaj Auto / Automotive	Entry into electric mobility and innovation-led market response	Incremental innovation	Formalise battery ecosystem and charging partnerships
16	Kotak Mahindra Bank / Banking and Financial Services	Customer-centric digital banking and service redesign	UI/UX centricity	Simplify onboarding and improve cross-product integration
17	JSW Steel / Steel and Metals	Adoption of circular economy and resource efficiency	Resource optimisation	Scale scrap-based production and low-carbon steelmaking
18	Maruti Suzuki / Automotive	Hybrid and alternative-fuel adaptation in mass mobility	Market responsiveness	Accelerate transition toward cleaner mobility platforms
19	HCLTech / Information Technology Services	Engineering-led service specialisation in a competitive global market	Niche specialisation	Expand advanced digital and semiconductor capability
20	Zomato / Food Delivery and Platform Services	Operational restructuring to improve unit economics and resilience	Operational restructuring	Diversify into adjacent logistics and platform services
21	Avenue Supermarts / Retail	Cost discipline and retail adaptation in changing consumer markets	Cost-leadership model	Integrate physical retail with digital fulfilment systems
22	Tata Motors / Automotive	Turnaround through EV leadership and portfolio renewal	Brand rejuvenation	Secure critical raw materials and global EV partnerships

Sl Nr.	Name of the Organisation / Industry	Linkage of “Adapt to Impact”	Strategy Followed/ Implemented	Authors’ Suggestion*
23	UltraTech Cement / Cement and Building Materials	Carbon reduction and efficiency in heavy industry	Alternative fuel use	Scale carbon capture and low-emission manufacturing pilots
24	Dr. Reddy’s Laboratories / Pharmaceuticals	Digitisation of R&D and clinical development	Agile R&D framework	Strengthen patient-centric innovation and trial design
25	Godrej Consumer Products / Fast Moving Consumer Goods	Sustainable sourcing and packaging transformation	Responsible sourcing	Standardise circular packaging and sustainability metrics

*Author’s own

Table 9 showing comparative case study analysis of “Adapt to Impact” among Global companies

Sl Nr.	Name of the Organisation / Industry	How it relates to Adapt to Impact	Strategy Followed/ Implemented	Authors’ suggestion
1	Apple / Consumer Electronics and Technology	Closed-loop manufacturing and ecosystem control	Vertical integration	Expand circularity across all product lines
2	Microsoft / Software and Cloud Services	Cloud and AI-led transformation of enterprise services	Platform orchestration	Strengthen ethical AI governance and transparency
3	Tesla / Automotive and Clean Energy	Disruption of traditional mobility and energy systems	First-principles design	Diversify energy storage and mobility applications
4	Amazon / E-commerce and Logistics	Logistics automation and sustainability-driven scale	Operational excellence	Regionalise supply chains to reduce emissions
5	Alphabet / Technology and Digital Services	Balancing core search with innovation bets	Ambidextrous management	Improve transparency in data use and AI deployment

Sl Nr.	Name of the Organisation / Industry	How it relates to Adapt to Impact	Strategy Followed/ Implemented	Authors' suggestion
6	Nvidia / Semiconductors and AI Hardware	Shift from gaming hardware to AI infrastructure	Capability building	Foster open innovation and ecosystem development
7	Netflix / Entertainment and Streaming Media	Transition from licensing to original content creation	Vertical backward linkage	Strengthen local content and cultural adaptation
8	Toyota / Automotive	Multi-pathway mobility and long-term resilience	Lean manufacturing	Accelerate next-generation battery research
9	Siemens / Industrial Engineering and Technology	Digital twin and industrial IoT transformation	Industrial digitalisation	Standardise interoperability and smart infrastructure
10	Schneider Electric / Energy Management and Automation	Energy management and sustainability leadership	Sustainability consulting	Expand decentralised energy and microgrid solutions
11	Nike / Sportswear and Apparel	Direct-to-consumer digital pivot and brand agility	Consumer centricity	Invest further in sustainable materials and innovation
12	Walmart / Retail and Supply Chain	Retail, fintech, and health ecosystem expansion	Ecosystem expansion	Strengthen stores as integrated fulfilment hubs
13	JPMorgan Chase / Banking and Financial Services	Financial modernisation through digital assets and technology	Digital asset integration	Build stronger governance for emerging financial tools
14	Pfizer / Pharmaceuticals and Biotechnology	Rapid platform-based response in healthcare innovation	Collaborative R&D	Maintain agile regulatory and research pathways
15	PepsiCo / Food and Beverage	Sustainability in agriculture, water, and packaging	Value chain transformation	Incentivise regenerative farming and circular packaging

Sl Nr.	Name of the Organisation / Industry	How it relates to Adapt to Impact	Strategy Followed/ Implemented	Authors' suggestion
16	Danone / Food and Beverage	Stakeholder-oriented business and social value creation	Stakeholder capitalism	Balance profitability with measurable social outcomes
17	Unilever / Consumer Goods	Purpose-led branding and sustainability integration	Purposeful branding	Rationalise portfolios while deepening impact metrics
18	Shell / Energy and Oil & Gas	Energy transition and portfolio rebalancing	Portfolio rebalancing	Increase investment in low-carbon and biofuel pathways
19	BlackRock / Asset Management and Investment	ESG stewardship through investment influence	Stewardship integration	Standardise impact measurement and reporting tools
20	Maersk / Shipping and Logistics	Decarbonisation of global shipping and logistics	Green fuel adoption	Scale alternative fuels and low-carbon shipping models
21	Nestlé / Food and Beverage	Portfolio shift toward nutrition and sustainability	Portfolio diversification	Reduce plastic dependence and improve packaging circularity
22	Salesforce / Software and Cloud Services	Business model linked with philanthropy and social impact	1-1-1 integrated model	Scale AI-enabled support for social-sector efficiency
23	IKEA / Furniture and Retail	Circular economy and product life-cycle innovation	Product life-cycle management	Expand reuse, repair, and second-hand ecosystems
24	Intel / Semiconductors and Technology	Geopolitical diversification and semiconductor resilience	Geographical hedging	Accelerate advanced-node manufacturing capacity
25	Disney / Entertainment and Media	Streaming transformation and IP monetisation	Content synergy	Optimise immersive digital and AR/VR experiences

*Author's own

Table 10 showing comparative challenges and solutions

Sl Nr	Challenge	The Thirukkural	The Upanishads	The Bhagavad Gita	The Ramayana	The Arthashastra	Author's Suggestion*
1	Cultural Translation	Focus on universal values	Emphasise consciousness over religion	Balance spiritual and practical	Use character lessons	Adapt ancient strategies	Develop culturally adaptive implementation approaches that respect local contexts
2	Measurement	Trust and compliance metrics	Innovation and consciousness	Decision quality assessment	Collaboration metrics	Efficiency and cost metrics	Create comprehensive measurement systems that track multiple performance dimensions
3	Generational Gap	Value-based approach	Conscious awareness	Purpose-driven work	Leadership by example	Strategic thinking	Design multi-generational programs that appeal to different value systems
4	Implementation	Step-by-step ethical framework	Mindfulness programs	Work-life balance initiatives	Team building	Organizational design	Implement phased approaches that build capability gradually
5	Resistance	Demonstrate practical benefits	Show consciousness impact	Prove decision-making value	Crisis management success	Efficiency Enhancements	Use success stories and data to build organisational buy-in and commitment

*Author's own

Table 11 showing Comparative Overview of Indian Texts and Their Management Applications

Sl Nr	Name of Text & Time period	Core Management Focus	Key Management Themes	Author's Suggestion*
1	The Thirukkural (2nd Century CE)	Ethical Leadership & Organisational Culture	• Ethical governance • Merit-based HR • Balanced relationships • Fair compensation	Implement The Thirukkural-based ethical codes as foundation for organisational culture
2	The Upanishads (800-200 BCE)	Conscious Leadership & Organisational Reality	• Consciousness development • Holistic organisational view • Self-awareness • Interconnectedness	Integrate The Upanishadic consciousness practices in leadership development programs
3	The Bhagavad Gita (400 BCE-200 CE)	Strategic Leadership & Ethical Decision-Making	• Detached leadership • Divine qualities • Strategic thinking • Work-life balance	Use The Bhagavad Gita principles for developing balanced, purpose-driven leadership approaches
4	The Ramayana (500 BCE-200 CE)	Team Building & Crisis Management	• Leadership qualities • Team dynamics • Crisis leadership • Organisational resilience	Apply The Ramayana team-building principles for creating high-performing, resilient teams
5	The Arthashastra (300 BCE)	Strategic Management & Organisational Design	• Competitive strategy • HR management • Financial planning • Resource optimisation	Implement Arthashastra strategic frameworks for optimising organisational performance

*Author's own

7) Directions for future research

Probable and prominent research studies can focus effectively (Refer to Table 12) as below, which comprehensively gives an idea of future research

aspirants / established organisations (or) new Start-ups in the domain of Consulting etc., in order to ensure their positive business progression (s) / to scale to newer heights.

Table 12 showing future research paradigms and directions with relevance

S1 Nr.	Future Research Directions	Suggested Focus Area(s) *	Relevance to the Study *
1	Empirical validation of the “Adapt to Impact” framework	Test the framework across industries using surveys, interviews, or case studies	Establishes whether Indian philosophical principles improve adaptability and organisational performance
2	Cross-cultural comparative studies	Compare Indian firms with global firms, or Eastern with Western management models	Shows how philosophical values influence leadership and sustainability across contexts
3	Sector-specific applications	Examine the framework in IT, banking, manufacturing, healthcare, education and public administration	Identifies how adaptability and ethical leadership vary by sector
4	Leadership development and training	Study integration of Dharma, Karma Yoga and Sthitaprajna into executive education and MBA programmes	Helps translate philosophy into practical leadership capability
5	Organisational culture transformation	Investigate how philosophical values shape trust, collaboration, psychological safety, and inclusion	Links Indian wisdom to workplace culture and employee well-being
6	Sustainability and ESG outcomes	Explore whether philosophy-based leadership improves environmental, social, and governance performance	Connects the study to long-term sustainable value creation
7	Digital transformation and ethical AI	Analyse how Indian philosophical wisdom can guide responsible technology use and AI governance	Makes the framework relevant to emerging digital challenges
8	Measurement scale development	Develop validated scales for philosophical leadership, adaptive resilience, and ethical mindfulness	Provides a quantitative basis for future research
9	Longitudinal studies	Track organisations over time to assess crisis response, innovation, and resilience	Reveals long-term effects rather than short-term outcomes
10	Policy and institutional implications	Examine how governments, regulators, and educational institutions can support value-based management	Extends the study beyond firms to broader systems

*Author’s own

8) Conclusion

The Adapt to Impact framework offers a meaningful synthesis of Indian philosophical wisdom and modern management needs. It argues that effective leadership begins with inner adaptation—ethical grounding, balanced mind and self-mastery, which culminates in outward impact—trust, performance, sustainability and social value. Indian philosophy does not replace modern management; it deepens it. It provides a moral and psychological foundation for leadership in complex times. In a world where organisations are expected not only to perform but also to care, not only to grow but also to sustain and not only to compete but also to contribute, Indian philosophical traditions offer a timely and powerful guide. The challenge for modern managers is not merely to adapt to change, but to adapt in a way that creates lasting impact. Indian philosophy offers a rich, adaptable framework for modern management that emphasises ethical leadership, trust, resilience and sustainability. By integrating these ancient principles, organisations can better navigate complexity and create lasting impact.

In conclusion, this study demonstrates that Indian philosophical wisdom offers a deeply relevant and practically valuable foundation for contemporary management in an era defined by volatility, complexity and constant transformation. The central idea of “Adapt to Impact” captures the need for managers not merely to react to change, but to develop the inner discipline, ethical clarity and cognitive flexibility required to lead effectively through uncertainty. Concepts such as Dharma, Karma Yoga, and Sthitaprajna provide more than spiritual insight; they offer a robust managerial philosophy that supports responsible decision-making, emotional balance, resilience, and purposeful action. When applied to modern organisations, these principles can strengthen leadership quality, improve organisational culture, and create a more sustainable basis for long-term success.

The comparative discussion of Indian and global companies further reinforces the practical significance of this framework. Across sectors, organisations that demonstrate adaptability, ethical governance, stakeholder sensitivity, innovation and sustainability reflect many of the same values embedded in Indian philosophical traditions. This suggests that the relevance of these ideas is not confined to cultural or historical contexts, but extends meaningfully into present-day corporate strategy, leadership development and organisational transformation. In particular, the integration of mind management and social intelligence emerges as essential for leaders who must balance internal composure with external responsiveness, while also building trust, collaboration, and shared purpose within diverse work environments.

Ultimately, the study argues that management must move beyond narrow efficiency-driven models and embrace a more holistic, human-centered and value-based approach. Indian philosophy provides a powerful lens through which organisations can pursue not only performance, but also integrity, resilience, and sustainable impact. The “Adapt to Impact” framework therefore represents a timely and forward-looking contribution to management thought, offering scholars, practitioners, and policymakers a meaningful pathway for aligning leadership with ethics, adaptability, and long-term value creation. Future research can build on this foundation by testing the framework empirically, refining its constructs, and exploring its application across industries, cultures and institutional settings.

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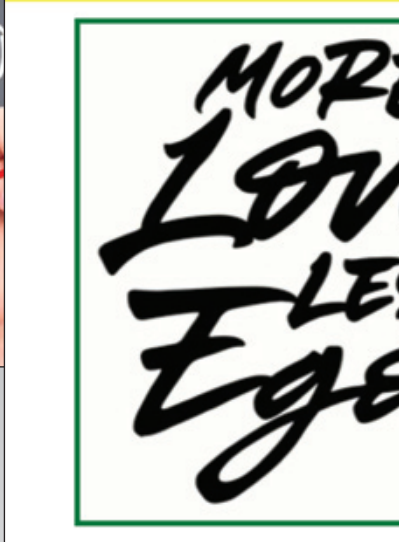
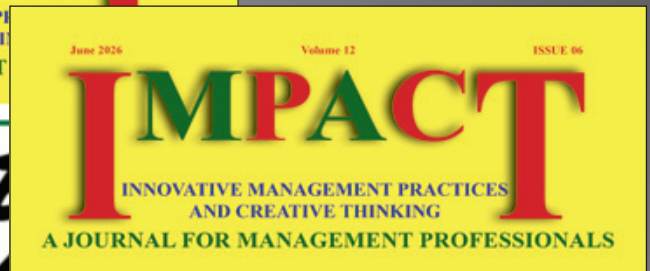
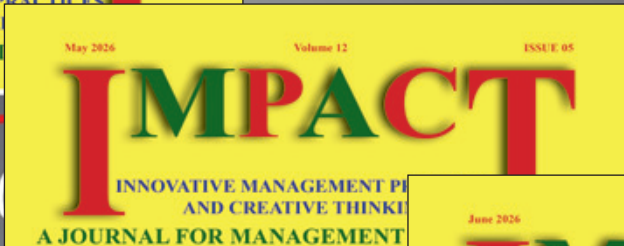
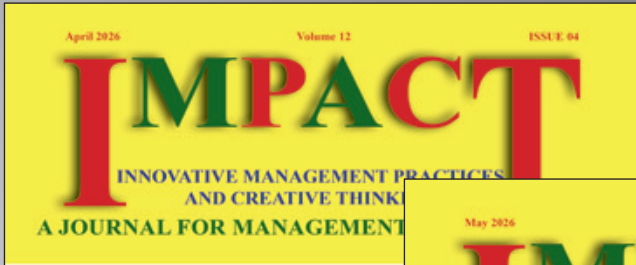


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