

**BHAGAVAD GITA AND INDIAN ETHICS PREACHING OF  
GREAT PHILOSOPHER ADI SANKARA**

**EDITORS**

Dr I Parvin Banu

Dr R Sivaramakrishnan

Mr D Nanee

Dr T Kanimozhi

**STANZALEAF PUBLICATION**

**TITLE OF THE BOOK:** *BHAGAVAD GITA AND INDIAN ETHICS PREACHING OF GREAT PHILOSOPHER ADI SANKARA*

**Editor(s):**

Dr I Parvin Banu

Dr R Sivaramakrishnan

Mr D Nanee

Dr T Kanimozhi

**PUBLISHED BY:** STANZALEAF PUBLICATION

**PUBLISHED ON:** 11/07/2025

**PAGES:** 809

**PRICE:** 899 INR

**ISBN:** 978-81-987746-4-4



**Copyrights © 2025 All Rights Reserved**

*All rights are reserved. No part of the publication may be produced or stored in a retrieval system and transmitted or utilised in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise without the copyright owner's prior permission. Application for such permission should be addressed to the publisher. The authors are solely responsible for the content of this book. The publisher or editors do not take any responsibility for the same in any manner.*

**Registered Address**

3, Karichankadu, Attanur, Thengalpalayam post, Rasipuram TK,

Namakkal DT, 636 301, Tamil Nadu, India.

Email: [stanzaleafpublication@gmail.com](mailto:stanzaleafpublication@gmail.com)

Website: [www.stanzaleafpublication.in](http://www.stanzaleafpublication.in)



*Stanzaleaf Printers, Namakkal, Tamil Nadu, India.*

**45. Leadership Lessons from Bhagavad Gita**

<sup>1</sup>Dr.B.Indira Priyadarshini, <sup>2</sup>Dr.R.Ramya, <sup>3</sup>Dr.T.Kiruthika \_\_\_\_\_ 237 - 254

**46. Corporate Ethics: Insights from Indian Philosophy**

Dr.T.Kiruthika \_\_\_\_\_ 255 - 259

**47. Corporate Ethics: Insights from Indian Philosophy – Implications for Corporate Governance and CSR**

P.Divyabharathi \_\_\_\_\_ 260 - 264

**48. Ethical Foundations in the Bhagavad Gita: Dharma, Karma & Nishkama Karma**

<sup>1</sup>V. Subathira Devi, <sup>2</sup>Dr. K. Sumathi \_\_\_\_\_ 265 - 268

**49. Integrating Indian Spiritual Principles into Corporate Ethics: Pathways to Sustainable and Value-Based Business Practices**

Nandhini R \_\_\_\_\_ 269 - 272

**50. Timeless Wisdom for Modern Morality: Relevance of Gita and Shankara's Teachings in Contemporary Moral Education AI-Driven Risk Assessment and Management**

<sup>1</sup>Mrs. S. Priyanka, <sup>2</sup>Ms. Bhavatharani N, <sup>3</sup>Ms. Haritha R \_\_\_\_\_ 273 – 279

**51. Ethics in Public Life through Inner Awakening: A Study of Selfless Duty and Non-Dual Vision in the *Bhagavad Gita* and *Advaita Vedanta***

<sup>1</sup>Dr Gogul Ramnath M, <sup>2</sup>Dr Rathish Kumar S \_\_\_\_\_ 280- 284

**52. Indian Philosophy and its Ethical Teachings for contemporary Life**

Ms. V. Vijayavadivu \_\_\_\_\_ 285 – 289

**53. Implications of Adi Shankara With Reference To Bhagavad Gita for Ethical Practices in Society**

Rajagopalan S \_\_\_\_\_ 290 – 298

**54. The Gita and the Moral Psychology of Human Action: A Philosophical Framework for Ethical Agency**

<sup>1</sup>Dr.R.Geetha, <sup>2</sup> Mr. V. Nithya Manikandan <sup>3</sup>Mr. Ebin George \_\_\_\_\_ 299 – 302

**55. A Parallel Study of R.K. Narayan's *The Guide* and The *Bhagavad Gita***

Dr Vijayalakshmi S \_\_\_\_\_ 303 – 307

**56. Nishkama Karma and Entrepreneurial Motivation: Beyond Profit Communication**

<sup>1</sup>Dr. Dhaval Kataria, <sup>2</sup>Dr. Rikita Thakkar \_\_\_\_\_ 308 – 313

**57. Beyond Non-Violence: Bhagavad Gita, Gandhian Ethics, and the Leadership of Conscience – A Comparative Study**

Gowthami M \_\_\_\_\_ 314 – 320

## **47. Corporate Ethics: Insights from Indian Philosophy – Implications for Corporate Governance and CSR**

P.Divyabharathi, Assistant Professor, Department of commerce CA,  
Nallamuthu Gounder Mahalingam College, Pollachi,  
E.Mail: [divyabharadhi@ngmc.org](mailto:divyabharadhi@ngmc.org).

### **Abstract**

As global business grows in complexity and influence, ethical governance and socially responsible behavior have become indispensable. In India, the convergence of ancient philosophical values with modern corporate practices offers a compelling framework for navigating these challenges. Indian ethical thought—rooted in Dharma (righteousness), Karma (ethical action), Seva (selfless service), Lokasangraha (welfare of society), Satya (truth), and Ahimsa (non-violence)—provides a rich moral foundation for companies seeking to practice ethical Corporate Social Responsibility (CSR) and governance.

This chapter explores how these philosophies can reshape CSR from being a compliance-based obligation to a values-driven mission. Through case studies of ethical Indian firms like Tata, Infosys, and Wipro, we show that Indian traditions offer practical and transformative pathways for corporate governance, enabling businesses to act as agents of sustainable development and moral leadership.

**Keywords:** Corporate Ethics Indian Philosophy Corporate Social Responsibility Ethical Governance

### **INTRODUCTION:**

#### **Expanded Introduction: Redefining Corporate Ethics in the Indian Context**

The Indian corporate environment has witnessed rapid change, driven by liberalization, globalization, and digitization. Yet, with progress have come complex ethical dilemmas—ranging from labour exploitation and corruption to environmental degradation and social inequity.

While corporate governance frameworks, like the SEBI Listing Obligations and Disclosure Requirements (LODR) and the Companies Act, provide structural guardrails, these external mandates alone cannot ensure genuinely ethical conduct. The key lies in internal moral grounding, which Indian philosophy richly provides.

In Indian tradition, ethics isn't seen as a separate discipline but is integrated with everyday life, governance, and leadership. Ancient Indian texts like the Bhagavad Gita, Mahabharata, Upanishads, and Arthashastra contain practical wisdom on ethical leadership, social harmony, and sustainable action. These values are especially relevant in shaping responsible corporate behavior in the 21st century.

## OBJECTIVES

- To understand the key ethical values in Indian philosophy that relate to business practices.
- To explain how Indian companies like Tata, Infosys, Wipro, and Amul apply these values in their corporate governance and CSR activities.
- To show how Indian ethical ideas can help promote responsible and sustainable business in today's world.

## REVIEW OF LITERATURE

The evolution of corporate ethics has been historically influenced by Western philosophical models, yet scholars increasingly emphasize the relevance of Indian philosophical traditions in shaping ethical business practices. This literature review explores how Indian values like Dharma (duty), Karma (ethical action), Seva (service), and Satya (truth) are being integrated into corporate governance and CSR frameworks.

**S.K. Chakraborty (1995)**, a pioneer in Indian management thought, emphasized the importance of Vedantic principles such as self-discipline, detachment, and inner governance for ethical leadership. He advocated that ethical behavior should emerge from internal moral clarity rather than mere external regulations.

**Sharma (2006)** contributed to this discourse by highlighting how Indian thought can complement Western management. He emphasized value-based decision-making rooted in holistic leadership, aligning business conduct with societal wellbeing through Dharma and Seva.

**Sen (2009)**, in *The Idea of Justice*, presented a justice framework grounded in Indian philosophical reasoning. He argued that justice should be about the practical reduction of injustice, not abstract perfection—closely aligning with CSR goals that prioritize equity, access, and inclusion.

**Sane (2014)** discussed the duty-centric nature of Indian ethics, contrasting it with Western rights-centric frameworks. This emphasis on communal obligations supports the spirit of CSR, which places corporations as stewards of social and environmental wellbeing.

In the global context, **Sisodia et al. (2007)** championed the Conscious Capitalism model, advocating for stakeholder-centric business practices guided by purpose and ethics. Sisodia drew heavily from Indian values, particularly Seva and Dharma, to show how companies can be profitable while remaining morally grounded.

**Fry and Cohen (2009)** introduced the Spiritual Capital Theory, positing that organizations driven by spiritual values foster greater engagement, trust, and long-term resilience. Their framework shares conceptual similarities with Indian constructs like karma yoga and lokasangraha, emphasizing selfless service and collective welfare.

## **DEEPER DIVE INTO INDIAN PHILOSOPHICAL SCHOOLS AND THEIR CORPORATE RELEVANCE**

### **1. Vedanta Philosophy**

- Emphasizes inner transformation, detachment from ego, and alignment with universal truth.
- Corporate takeaway: Ethical leadership requires introspection, humility, and integrity.

### **2. Sankhya and Yoga**

- Promote self-discipline (tapas), ethical restraint (yama and niyama), and selfless action.
- Business application: Discipline in resource use, mindfulness in decision-making, balanced stakeholder management.

### **3. Buddhism and Jainism**

- Highlight non-violence (Ahimsa), truthfulness (Satya), right livelihood, and compassion.
- CSR takeaway: Eco-conscious production, social inclusion, and ethical supply chains.

### **4. Kautilya's Arthashastra**

- A pragmatic treatise on governance and economics advocating duty, fairness, and strategic foresight.
- Governance implication: Ethical statecraft and corporate leadership must be aligned with prosperity and moral order.

## **CORPORATE GOVERNANCE THROUGH THE LENS OF INDIAN ETHICS**

Modern governance models (like OECD's corporate governance principles) advocate transparency, accountability, and fairness. Indian ethics adds a fourth pillar: moral responsibility.

### **Key Indian contributions:**

- Nyaya (justice): Fair treatment of all stakeholders.
- Samanya Dharma (universal ethics): Truth, non-violence, restraint, cleanliness, and compassion.
- Vasudhaiva Kutumbakam (One World Family): Encourages stakeholder inclusiveness.

These philosophical underpinnings can help firms move from shareholder primacy to stakeholder stewardship, encouraging holistic and inclusive governance practices.

## **CASE STUDIES: INDIAN BUSINESSES LIVING THEIR VALUES**

### **1. Tata Group**

- Already discussed, Tata exemplifies long-term commitment to Seva, Dharma, and Lokasangraha.

### **2. Infosys**

- Under the leadership of **Narayana Murthy**, Infosys emphasized **value-based governance**.

- Strong focus on **transparency**, ethical procurement, and social initiatives like Infosys Foundation.
- ESG (Environmental, Social, and Governance) policies rooted in Satya and Ahimsa.

### 3. Wipro

- Led by **Azim Premji**, known for philanthropy rooted in humility and moral responsibility.
- **Wipro Foundation** works in education, rural livelihoods, and ecology.
- The company's business practices emphasize minimal environmental footprint and employee dignity.

### 4. Amul

- A cooperative movement rooted in Lokasangraha.
- Empowers rural women and farmers while delivering ethical sourcing and inclusive growth.

## CSR AND INDIAN ETHICAL THOUGHT: THE ROAD AHEAD

### Aligning CSR with SDGs (Sustainable Development Goals)

Indian ethical principles can strengthen India's contribution to global goals:

- Ahimsa aligns with SDG 13 (Climate Action)
- Seva aligns with SDG 1 (No Poverty) and SDG 3 (Good Health)
- Dharma aligns with SDG 16 (Peace, Justice & Strong Institutions)

### Technology and Digital Ethics

The digital age introduces new ethical dilemmas—data privacy, AI ethics, algorithmic bias. Indian philosophy, with its emphasis on intention, fairness, and non-harm, can guide responsible tech development.

### Global Relevance of Indian Ethics in Business

The ethical crises faced globally—from climate change to corporate scandals—highlight the need for new ethical blueprints. Indian thought, with its emphasis on inner transformation, interconnectedness, and compassionate leadership, offers a global model. Already, companies across the world are looking to Eastern models of management. The Conscious Capitalism and ESG investing trends echo values long embedded in Indian philosophy. As Indian firms expand globally, they have an opportunity to export not just products—but principles.

## CONCLUSION

Corporate ethics anchored in Indian philosophy transcends compliance and transforms culture. Concepts like Dharma, Karma, Seva, Satya, and Lokasangraha are not outdated spiritual ideas—they are urgent, practical tools for building businesses that serve humanity. As India grows economically, its civilizational ethos can offer a much-needed moral compass for a corporate world

facing unprecedented challenges. Firms like Tata, Infosys, and Wipro show that profits and principles can coexist—and that the path of ethical capitalism is not only possible, but essential.

## ACKNOWLEDGEMENT

This article has been published using the Seed Money Granted by the Management of Nallamuthu Gounder Mahalingam College (Autonomous) Pollachi

## REFERENCES

- Chakraborty, S.K.** (1995). *Ethics in Management: Vedantic Perspectives*. New Delhi: Oxford University Press.
- Sharma, S.** (2006). *Management in New Age: Western Windows Eastern Doors*. New Delhi: New Age International.
- Balasubramanian, N.** (2013). *Corporate Governance and Stewardship*. New Delhi: McGraw Hill Education.
- Radhakrishnan, S.** (1948). *The Bhagavad Gita*. London: HarperCollins.
- Radhakrishnan, S.** (1953). *The Principal Upanishads*. London: George Allen & Unwin.
- Rangarajan, L.N.** (1992). *Kautilya: The Arthashastra*. New Delhi: Penguin Books.
- Rajan, R., & Zingales, L.** (2003). *Saving Capitalism from the Capitalists*. Princeton: Princeton University Press.
- Sen, A.** (2009). *The Idea of Justice*. Cambridge: Harvard University Press.
- Sane, G.R.** (2014). "Indian Ethics and Corporate Behavior: An Overview." *Journal of Human Values*, 20(3), 231–239.
- Sisodia, R., Wolfe, D., & Sheth, J.N.** (2007). *Firms of Endearment: How World-Class Companies Profit from Passion and Purpose*. Upper Saddle River: Wharton School Publishing.
- Fry, L.W., & Cohen, M.P.** (2009). "Spiritual Leadership as a Paradigm for Organizational Transformation and Recovery from Extended Work Hours Cultures." *Journal of Business Ethics*, 84(Supplement 2), 265–278.
- Ministry of Corporate Affairs.** (2013). *Companies Act, 2013 – CSR Guidelines*. Government of India. Retrieved from: <https://www.mca.gov.in>
- Tata Group.** (2022). *CSR Activities and Reports*. Retrieved from: <https://www.tata.com>
- Wipro Foundation.** (2022). *Social Responsibility Reports*. Retrieved from: <https://www.wiprofoundation.org>
- Infosys Foundation.** (2022). *Annual CSR Report*. Retrieved from: <https://www.infosys.com/about/csr>
- Amul.** (2022). *Social Initiatives and Co-operative Structure*. Retrieved from: <https://www.amul.com>
- Bhagavad Gita** (Translation by Eknath Easwaran, 2007). *The Bhagavad Gita for Daily Living*. Tomales, CA: Nilgiri Press.



**Mahadevan, B.** (2011). "Management Lessons from Indian Classics." IIMB Management Review, 23(2), 59–66.