

# Leadership Framework based on Arthashastra and its relevance on Contemporary Management

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**Abstract—** Leadership has for some time been a theme of enthusiasm for scholastic talk. There is an ocean of writings and academic work on leadership, as comprehension of the measurements of leadership has constantly figured in mankind's mission for information. Indian academicians and administration practitioners have for the most part thought that it was advantageous to import developing leadership hypothesis from the west and apply them to the Indian setting instead of give a hypothetical setting in view of rich established Indian literary custom. The motivation behind this paper is to identify leadership lessons from one of India's most established books on economics and statecraft – The Arthashastra by Kautilya – and exhibit an Indian model of leadership which might be utilized by researchers and experts for management advancement in current worldwide setting.

**Keywords—**

## I. INTRODUCTION

Researchers have analyzed The Arthashastra from various perspectives. It has been considered in detail as a verifiable report which shows light on state and society in India around 300 BC. It can likewise be considered as a great case of statecraft and government political issues. Researchers have likewise drawn lessons and rules from Kautilya on a couple of parts of administration and leadership. In this paper his idea of administration would be considered as conceived in his Magnum Opus the Arthashastra and different books and build up a model for training to be an effective leader in current business setting. A careful examination of The Arthashastra demonstrates that while discussing the perfect king and his obligations and how a ruler ought to act, how he ought to guarantee peace in the public, how he ought to shield himself and the kingdom from the foes and how he ought to care for his kin, Kautilya is in actuality presenting his idea of leadership. The book offers recommendations to the ruler on key strategic alliances and organization, on crisis administration and on communication systems which demonstrate that Kautilya is really explaining a complete perspective of a powerful pioneer. These lessons can be

utilized to create leadership in today's business setting. The Arthashastra undoubtedly, is a treatise on the craft of government, organization, legislative issues, and on economy. Most importantly, it is a treatise on the craftsmanship and exploration of leadership expected to educate a king how to be a pioneer.

## II. LITERATURE REVIEW

### A. Trait Theory

The belief of researchers that a pioneer are possessed with better qualities led to a search of the qualities. Its result was a Trait Theory of leadership and it expected that individuals acquire certain qualities and characteristics that improve them suited to authority.

### B. Attributes of a leader

Kautilya has stated that, an ideal king is one who has the highest qualities of leadership, is intellectual and possesses good personal attributes [1]. The attributes presented by Stogdill's list are similar to those found in Kautilya in The Arthashastra. Kautilya also describes that these attributes are not only possessed by the individual through inherited traits but also the desire of oneself to learn and also great emphasis is laid on appropriate training [2]. The Arthashastra believes that discipline can only be embedded in oneself in two kinds – inborn and acquired. [1].

### C. Leadership Values

Transformational leadership raises the pioneer more elevated amounts of inspiration and profound quality whereas transactional leadership is portrayed by a trade procedure or bargaining thought process [3]. Initiative should be grounded in good establishments to be genuinely transformational. Moral leadership rests three pillars which are the leaders' ethical character, moral authenticity of the implanted values in the leaders' explained vision and moral procedures in their actions [5]. Kautilya had a holistic approach when it came to the values of a leader. He believed that the characteristics that moulded a leader should be based on values. This is where the importance of self purification and inner cleansing. Both Kautilya and Nitishastra stresses on the identification of synergy between the outside world and the inner self.

#### *D. Duties of a leader*

Kautilya greatly stresses on the functions of a king and on his effective, efficient and truthful governance of his State. It presents two pillars of the craft of a king's governance which are justice and ethics.

#### *E. The Human element of leadership*

Character is defined as doing the right things though there is lots of pressure from outside [6]. Leadership is balancing between emotion and reason. A person is a good leader when he understands people are mixed of both the positive and negative emotions. Kautilya gives a good demonstration that a person becomes a leader only when he looks at both good and bad at the same time and is able to come to a conclusion on his own. It is also expected that Kautilya should always have control over his senses. The different aspects of administrations explained in Arthashastra. It deals with all the tactics of governing a state starting from setting up a goal which is very important followed by a good foreign policy through which other lands can be occupied. The whole teaching is about these two principles and it gives an answer to all the problems faced by the ruler. Kautilya is not only about administration but also business and organisation, it deals with various aspects of organisation like human aspects and various leadership requirements. He says that "state is a social organisation with economic aim starting from teaching the prince to be caring as well giving enough of educational insights. Arthashastra talks about responsibilities of king which also includes his policy for society growth, labour and preventive measures for calamities. The king should make sure that the ministers are also working for the betterment of the people. He should test their capacity before appointing them. All the officials should be appointed based on their potential. Kautilya says that one should take care of those who are defeated in the war with great care and not humiliate them at any cause because it would increase the loyalty and decrease the enmity. That is in all ways it is important to have humility even to those who are defeated.

#### *F. Networking and Alliances*

Kautilya stresses the king on the importance of building allies and network strategically. He focuses on the significance of the ally; another ruler who might go to the support of the ruler ought to his kingdom be assaulted by an outsider. It will likewise be the obligation of the ruler to amplify all help if the ally is assaulted. Each ally is to be dealt with as per his unique attributes. Corporates proactively produce organizations together to constrain aggressive association emerging out of ecological vulnerability [7][8]. Despite the fact that control imbalance by method for size, assets, reputation or market get to can't be totally controlled, organizations together are a method for managing escalated outside rivalry, abbreviated product cycles, taking off capital speculation costs, and the perpetually developing interest for new advancements[9]. Unrivalled assets can likewise rise up out of a collaboration coming about because of coordination of free firms in a progression of significant worth including organizations[10].

Corporates, in today's focused worldwide town, frame collisions to strengthen their regions from outer risks, for example, modest imports and the passage of solid contenders.

#### *G. Communication*

Strategic communication is getting the correct message, through the correct media, to the right group of onlookers at the perfect time and with the correct impact. It infers viably coming to also, conveying obviously to a focused on gathering of people with particular limitations [11]. Moulding the message is fundamental for accomplishing vital objectives [12]. Key vision is characterized by leaders through individual case in view of qualities, differing qualities, development and honesty [13]. The Arthashastra uncovers that the idea of political communication was not outsider to old political logicians and approach producers and it was thought to be a fundamental piece of organization. Kautilya specifies various routes by which adversaries can be outsmarted by stratagem, or overcome by drive, and at last sets a perfect of a world winner before the king. Powerful communication has an imperative mental impact and assumes an essential part in wartime similarly as in peacetime.

#### *H. Delegation of Powers*

Pioneers need to delegate with the goal that they can concentrate on bigger issues. Fruitful designation urges workers to think freely and have a feeling of proprietorship. The pioneer is loaded with fewer responsibilities on his back and individuals feel enabled to have an independent mind and draw on their experience and insight [15]. Present day hypotheses interface delegation with empowerment. Kautilya speaks in insight about delegation, making decisions and regarding the guidance of subordinates. He writes in such extraordinary insight about designation drives us to accept that he has at the top of the priority list the advantages of strengthening which makes individuals work proactively and stay concentrated on objectives. Kautilya compares strengthening with delegation and concentrates on passing force from higher hierarchical levels to lower ones.

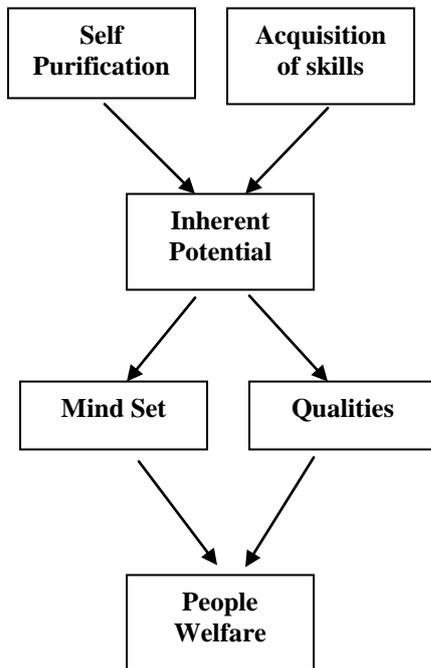
#### *I. Crisis Management*

A helpful activity is foreseeing the most exceedingly bad for any institution is to list each possible kind of catastrophe that it could be gone up against with. The following step would be to set up a powerful emergency administration strategy and techniques ahead of time. Ought to debacle truly strike, the association is then completely arranged and time is not squandered by any stretch of the imagination [14]. The Arthashastra's ninth book lays out how a king is to conduct a SWOT analysis before gearing up a campaign. Eight different factors are listed by Kautilya which need to be considered for crisis management: power, place of operations, time of military engagement, season for marching towards battleground, troop mobilization, possibility of revolts and rebellions in the rear, losses, expenses, gains; and dangers. The main element, king has three components: scholarly power (which empowers a king to make target examination and make remedy judgment), military may, excitement and

assurance. Place and time are the following two critical variables. Risk of inner insubordination is additionally an essential thought. The lord should likewise compute what he wants to accomplish and adjust the additions and misfortunes. Finally, the likelihood of foul play is to be considered.

#### IV. LEADERSHIP MODEL

A holistic model combining values and skills of both eastern and western concepts has been prepared to present the Kautilya's perspective of leadership. This model can be viewed for a wider current global business context.



*The Leadership Model*

Self Purification includes aspects like self discipline through the process of meditation and associating one with elders. Acquiring skills include aspects like corporate battles, statecraft, economics, and diplomacy. These lead to generate inherent potential which includes being energetic, analytical ability and also ability to learn. Inherent potential helps build a specific mind set and qualities to be an efficient and effective leader. Mind set includes aspects like ethics, values, being benevolent and empathic. Qualities require aspects such as being a visionary, good strategist, an able administrator and an effective communicator and team player. These in turn reflects on people welfare, which includes aspects like maintaining organizational responsibilities and keeping universal order.

#### V. CONCLUSION

In today's aggressive worldwide condition, a leader needs to draw on every one of his abilities to guarantee business development. In the meantime, his activities should be established in humanism also, moral practices. Successful blend of business astuteness with individuals centered approach helps the pioneer to add to a world request which benefits the whole humankind.

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