

Influence of Chanakya Niti over Leadership Capabilities in Commercial Arena

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Introduction

Chanakya, Kautilya or Vishnugupta was India's famous politician and philosopher and a pioneer in the fields of politics, economics and administration. His greatness resonates with Aristotle and Plato in Western history. Chanakya's body of work and timeless classics, Arthashastra and Chanakya Niti-shastra are immaculate examples of welfare, politics, foreign policy, wealth development, military strategy and moral guidance for the readers. Renowned experts like Geriold Chaliand, a French geopolitical and Max Weber, a sociologist and political economist have time and again highlighted the relevance and made note-worthy comparisons of Chanakya's work with those of modern theories. The exceptionalism of Arthashastra lies in its logical ideas and precisely arranged roles for a wise leader. This undoubtedly became a never-ending guide for the future. This research primarily focuses on the leadership qualities and actions which Chanakya deemed necessary for better administration and management of the state and the nation at large.

Chanakya Niti on the other hand is an anthology of aphorism compiled from various Hindu shastras. In spite of certain shortcomings, Chanakya Niti houses innumerable principles that hold relevance even today and imparts wisdom to entrepreneurs to establish their business and govern the society's way of leading the path.

***Roopyauvahsampanna Vishaatkulsambhavah Vidyaaheena Na Shobhante
Nirgandhaa Iv Kinshukaah***

✓ Chanakya values knowledge and wisdom above appearance and beauty.

***Gunnah Sarvatra Poojyante Na Mahattyoapi Sampadah Poornendu Kim Tathaa
Vanddyo Nishkalenko Yatha Kushah***

✓ He says that it is virtue which is adored everywhere and not the riches or even excess of them. Is the full moon endowed with the same beauty as the half moon? This research study aims to find out the teachings of Chankaya cornering the actions and path a leader should undertake in order to achieve success and its relevance in the contemporary business world.

On carefully examining The Arthashastra and Chankaya-Niti, one gets to know the attributes of a perfect king, his duties, desirable actions, management of public and protection from internal and external threats. Kautilya is in actuality presenting his idea of leadership. During the period of 300BC, Chankaya analyzed and wrote lessons on crisis management, appropriate hierarchical structure and proper communication system which demonstrates that he envisaged a complete perspective of a powerful pioneer. These lessons are followed and utilized by many successful entrepreneurs and personalities in India. Undoubtedly Kautilya's work is a treatise on the exploration of leadership which educates a king(modern day leader) to become a pioneer.

Literature Review

- a) Arthashastra Kautilya by Fingerprint Classics, an imprint of Prakash Books India Pvt Ltd provides meaningful and deep insights on Kautilya's teachings. An English translation of his works, this book has 15 chapters and 164 topics concerning discipline, vices and calamities, powerful enemy and law, duties of government superintendents, conduct of corporations, the removal of thorns to name a few.
- b) One of the best sellers, Chankaya Neeti by BK Chaturvedi is a treatise on the ideal way of life. It shows Chankaya's deep study of the Indian way of life. These practical and powerful strategies provide a path to live an orderly and planned life. If these strategies are followed in any sphere of life, victory is certain.
- c) Gupta, 2022 in her article "Relevance and Implication of Chankaya Niti in the Energy Sector" a student of MBA Batch PGP-20 School of Petroleum Management Pandit Deendayal Energy University, Gandhinagar, elaborates the implications of Chankaya Niti in solving and preventing global disasters like Chernobyl Disaster, Piper Alpha Disaster and BP Oil Spill. It also offers a comparative analysis of the studies of Henry Fayol and Kautilya.
- d) Vittal, 2011 in his research paper, A Timeless Grand Strategy, a Wing commander, Indian Air Force, School of Advanced Air And Space Studies Maxwell Air Force

Base, Alabama, gives a comprehensive mention about the portrait of Kautilya, Mauryan empire, Circle of Kings, Kautilya's Trinity of National Policy, his foreign, national and military policies to name a few.

- e) Rajan and Shrikrishnan, in their article - "Leadership Framework based on Arthashastra and its relevance on Contemporary Management", Amrita School of Business, Coimbatore throw light upon the attributes of a leader, leadership values and duties, draws a leadership model and highlights the networking and crisis management capabilities of a leader according to the teachings of Arthashastra.
- f) Shahab Shabbir, 2012 in his work Kautilya on Leadership: Lessons From Arthashastra researched about the organizational and managerial skills of a leader. He also wrote about the six forms of diplomacy and the essence of leadership thus attempting to peep inside and ponder over the elements of leadership by one of the greatest diplomats.
- g) John.P Kotter, 2001 in his paper in Harvard Business Review wrote on "What Leaders Really Do". This paper believes that "Leaders don't make plans; they don't solve problems; they don't even organize people. What leaders really do is prepare organizations for change and help them cope as they struggle through it." It distinguishes between a manager and a leader's basic responsibilities.
- h) Daniel Goleman, 2004 in his paper in Harvard Business Review titled "What makes a leader" wrote about the imperative quality of emotional intelligence in a good leader. He wrote and professed that "IQ and technical skills are important, but emotional intelligence is sine qua non of leadership."
- i) Ronald A. Heifetz and Donald L. Laurie, 2001 in a Harvard Business Review paper titled "The Work of Leadership" mention about the adaptive challenges faced by leaders in organizations and the decisions and strategies they adopt to successfully pass through any hurdle.

Research Gap

A research gap is an area or topic where little or inadequate information is available which limits the availability of a researcher to derive appropriate conclusions and results. Though there have been few researches on various dimensions of management in regards with Arthashastra and Chankaya Niti, a lot is yet to be discovered and unleash. The teachings and lessons of Kautilya hold unparalleled relevance in the contemporary

world. The modern day curriculum revolves around the westernized proposed theories ignorant about the richness and applicability of our own texts. The rise of the 4th century saw the advent of one of the greatest texts of this era, Arthashastra authored by the greatest diplomat Chankaya. Many successful Indian entrepreneurs and personalities have often quoted and followed the steps and guidance of Kautilya but very little is known about the same. Likewise the implications of his teachings have global relevance and applicability but not much has been interpreted and revealed. Thus this research paper is an attempt to describe and elaborate upon Kautilya's teachings in special context with leadership.

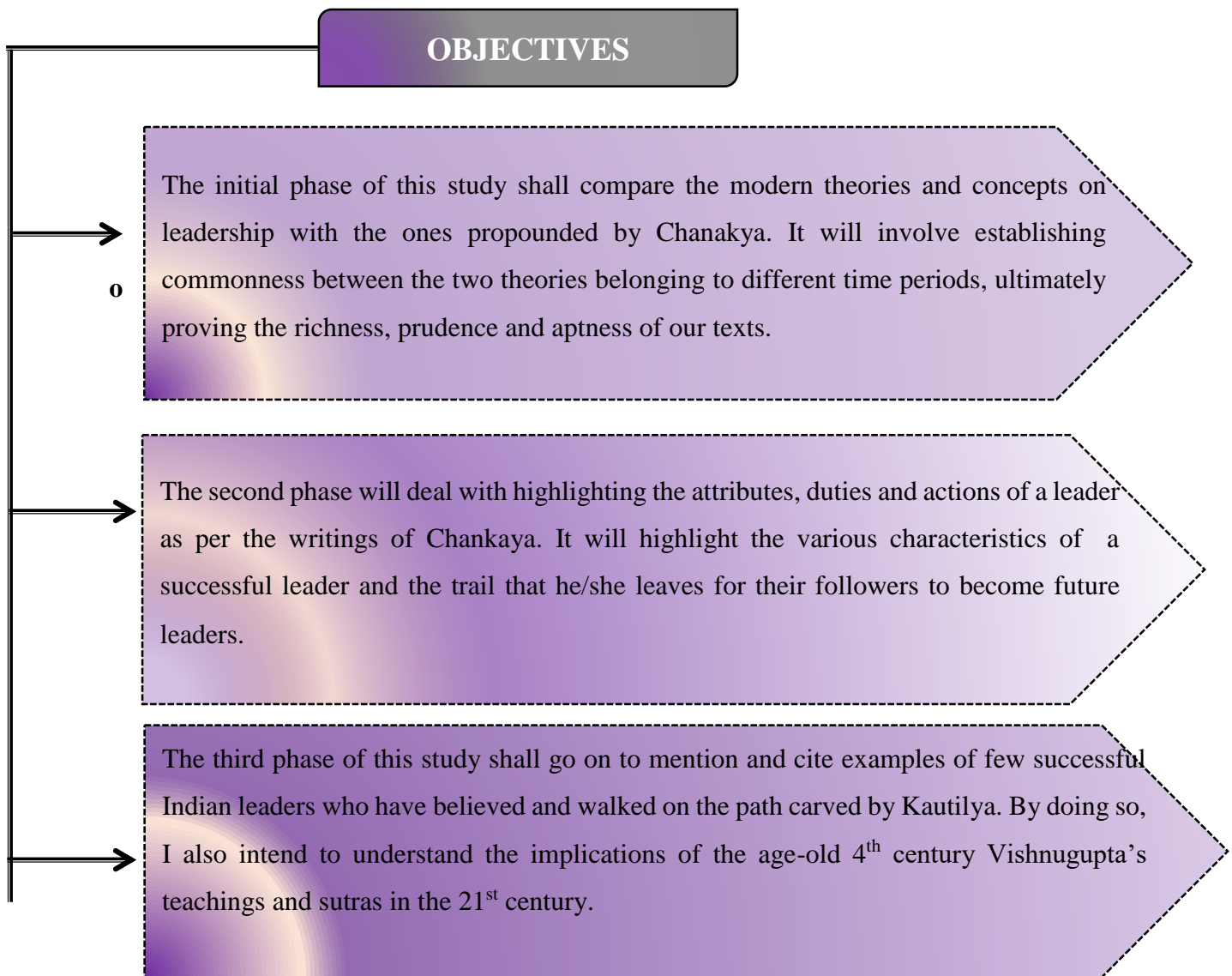
Rationale of the Study

This study aims to highlight and manifest the teachings of Chankaya in Arthashastra and Chankaya Niti in the context of leadership. The study's primary goal is to dig deeper into the realms of these texts and understand the age-old teachings of the greatest diplomat. Establishing a comparison between the proposed theories and concepts with that of Acharya's teachings and findings in the 4th century is another rationale of this study. Lastly it seeks to ratify the findings by citing examples of famous and thriving entrepreneurs who have followed and believed in the teachings of Chanakya.

Research Methodology

For my research, I found the usage of secondary data apt and suitable. The data is extracted from various articles, research papers, published sources, reports, books and interviews of famous personalities.

The design for this study is Qualitative research design. It has an explanatory and a descriptive nature. Few books on the subject matter coupled with Ted talks of various leaders were used to enhance my knowledge in this particular domain.



Research Limitations



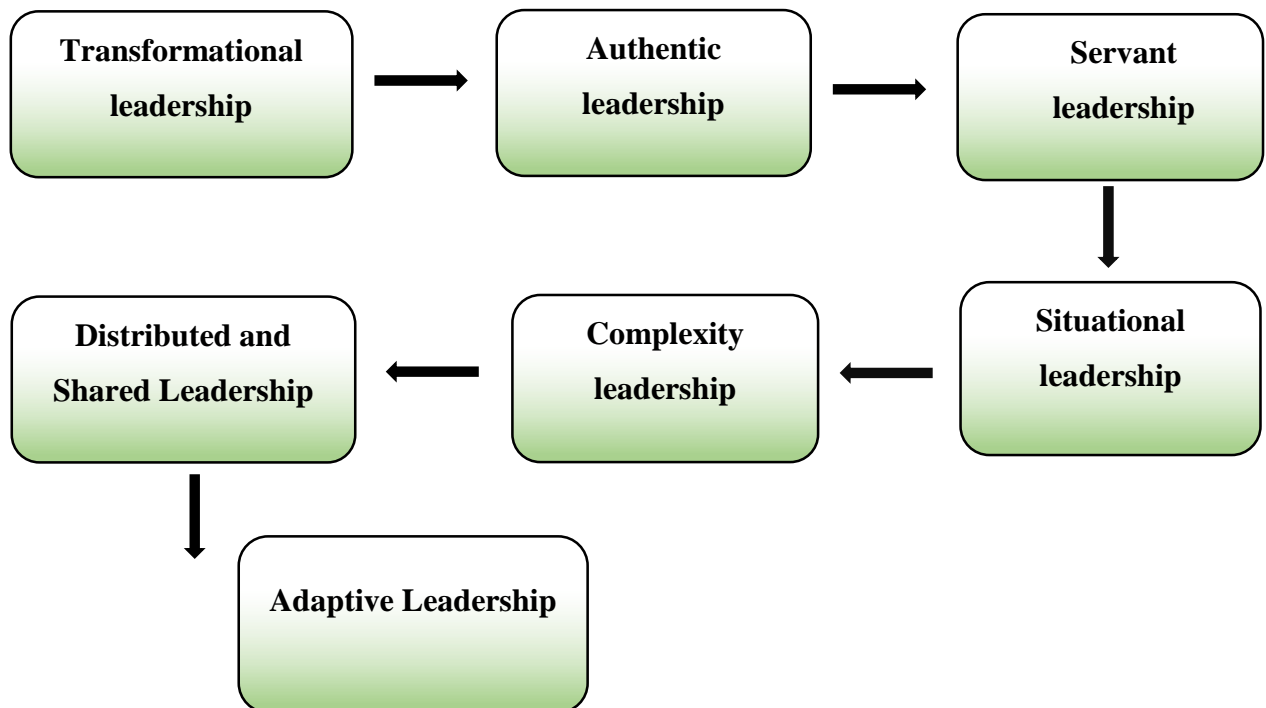
FISRT PHASE

Comparing the modern theories and concepts on leadership with the ones propounded by Chanakya.

Leadership is an evolving concept that has been observed and studied comprehensively over the years. With the dynamism in the nature of work and the ever escalating complexity of organizations, new theories of leadership have been formed. These different theories focus and bring to light concepts like visionary leaders, democratic leaders, transformational leaders to name a few.

While the contemporary century saw the evolution of new concepts, the traditional 4th century had in its books an ocean of knowledge which the modern world was oblivious to until it was discovered. Chanakya, one of the greatest Indian Guru, philosopher, author, administrator and a pioneer had in his notable works like Arthashastra and Chankaya Neeti presented the newly coined concepts in the field of management centuries ago.

In this context let’s discuss few such modern leadership concepts and theories which find relevance with Chankaya’s teachings.



● **Transformational leadership**

It a term coined by James V Downton and further developed by James MacGregor Burns is a theory that stresses on the leader's ability to inspire and motivate their followers to achieve a common goal. They are set apart by their prudence, passion, vision and charisma, which inspire their followers to walk a common path towards fulfillment of a shared aim. A transformational leader mentors and empowers their followers to shoulder leadership roles.

Chanakya in the 4th century wasn't oblivious to this theory. Though the nomenclature differs, a classic example of a transformational leader was Chandragupta Maurya, the founder of Mauryan empire who uprooted the Nanda dynasty with the help of his visionary Guru and a shared goal of a united Aryavarta (India). It was the vision and prudence of the guru amalgamated with the passion and charisma of the student which could overpower the established and prosperous Nanda dynasty in a systematic manner. In the contemporary times when such concepts are being understood and built upon, Chanakya exercised it in the 4th century. The following shlokas by Chanakya aptly apply to a transformational leader:

- ✧ ***Swashaktima Gyaatva Karyamaarbheta*** which means that a leader should weigh one's capacity before he/she commences a work and decides to bring a transformation.
- ✧ ***Kaaryabahutve Bahufalmaaya Tikam Kuyati*** The following shlokas asks leaders to select and undertake a work of sustainable nature which materialises their efforts of bringing about a transformation.
- ✧ ***Bhaagyavantam Parikshaya Na Kaarinim Sri Parityajati***: A person should not begin any work without examining the inherent opportunities else he is abandoned by Goddess Lakshmi. A leader cannot bring about a transformation without accessing the opportunities of his work.
- ✧ ***Sheerarthinah Kim Karinaya*** : This deep and philosophical shloka translates to the fact that a person who desires for milk would not purchase an elephant to satisfy his desire. Hence a leader should know aptly to convert and transform his vision into a reality in the most economical and smart way.

● Authentic leadership

It is a theory that is still budding in the business world. Bill George is considered as the father of Authentic Leadership. It is a theory that stresses the importance of a leader's ability to be honest and true to themselves and their inherent values. They are characterized by their interpersonal skills like self-awareness, transparency, and willingness to take risks. Their authenticity, honesty and transparency about their intentions enable them to build strong and lasting relationships with their followers. This theory also emphasizes the importance of ethical leadership, with authentic leaders being guided by a strong sense of morality and a commitment to doing the right thing.

- ✧ ***Raajyamulmindriyajama***: Chanakya says that one who keeps control over their senses can develop the nation.
- ✧ ***Indriyajayasya Mulam Vinayah*** : Chanakya professes that politeness is the key is to control one's senses. One should always be humble and authentic to ensure prosperity in life.
- ✧ ***Avinitswamilabhaadasvamilabha shreyana***: He says it directly and simply that it is better for any state to be left ungoverned and unmanaged and remain without a king than being run and governed by an immoral king.

Chanakya's emphasis on moral virtues such as honesty and integrity is also highly relevant in today's business environment, where ethical lapses can have serious consequences for organizations and their stakeholders. Effective leaders must act with integrity and social responsibility in order to build and maintain trust and respect.

● Servant leadership

This was termed by Robert K. Greenleaf in his seminal 1970 essay, "The Servant as a Leader". It is another modern theory of leadership that emphasizes the leader's role in serving the needs of their followers. Servant leaders or affiliative leaders are focused on creating a culture of trust, empathy, and collaboration, and they work to empower their followers to achieve their full potential. This theory also emphasizes the importance of ethical leadership, with servant leaders placing a high value on integrity, honesty, and transparency.

- ✧ ***Na Sahaayasya Mantranishchaya*** - without taking the help of his ministers, a king can not make his own decisions.

- ✧ ***Naakam Chakram Paribhramyati*** - an age old saying of Chanakya that still holds relevance for today's democratic leaders ; a vehicle can not be run by a single wheel.
- ✧ ***Shatkarnada Bhidyate Mantra*** : a perfect advice for any leader practicing democracy is that until the opinions are discussed among many people, the opinions aren't judged well.

Chanakya says that a king's welfare lies in the overall welfare of his people and all his acts shall be destined towards the same and not his personal benefits or welfare. According to Chanakya , a servant leader prioritises his followers and subordinates. His/her needs, wants and requirements come secondary to the real needs of the organization. It is proven that when business entities look after their employee welfare and keep them (including stakeholders) happy and contented, the organization flourishes.

- **Situational leadership**

It is a theory that emphasizes the leader's ability to adapt their leadership style to meet the ever-changing needs of their followers and the situation at hand. Paul Hersey and Ken Blanchard developed the situation leadership model in their book called "Management of Organizational Behaviour :Utilizing Human Behaviour". Situational leaders are characterized by their flexibility and their willingness to adjust their approach based on the needs of their followers. This theory also emphasizes the importance of the leader's ability to diagnose the needs of their followers and to provide the appropriate level of support and direction. It can be particularly effective in fast-paced and rapidly changing environments.

- ✧ ***Trayanaamekvakye Sampratyayah*** : Chanakya says that at all times and in all situations there should be harmony among the king(leader), minister(stakeholders) and intellectual in order to ensure success. He says that the world would change with leaps and bounds and the same strategy can not be applied to every circumstance. This is where the role of a leader's intellect comes into play. A leader at all times should ensure coordination between his stakeholders and his intellect to enhance better decision making.
- ✧ ***Indriyavashvarti Chaturangvaanapi Vinashyati*** : It is the quality of a leader to exercise control over all his senses in times of extreme happiness and adversity to

ensure grand and sustainable success. Chanakya says that a king who is unable to control his senses gets defeated even if he possesses a huge army. Likewise an empire of business can perish overnight if the leader is incapable to adapt himself in all situations.

● **Complexity leadership**

It is a theory that focuses on the role of leaders in managing complex systems. Complex systems are characterized by their unpredictability, interdependence, and emergent properties, and require leaders who are able to navigate these complex dynamics. Complexity leaders are characterized by their ability to create networks of relationships, their willingness to experiment and take risks, and their ability to foster a culture of innovation.

✧ ***Alabdhalabhaadichatushtayam Rajyatantram*** : Chanakya says that to achieve the unachievable, to protect those achievements, to catapult and put those achievements to effective use are the four duties of the state. A leader should have an eye for the paast, in the present and into the future.

Chanakya says that a king should be diligent and prudent in foreseeing the possibility of calamities, try to avert them before they arise, overcome those which happen, remove all obstructions to economic activity and prevent loss of revenue to the state.” These lines exactly highlights the features of complexity leadership which Kautilya wrote in Chankaya-Neeti.

● **Distributed and Shared Leadership**

Distributed leadership is a modern concept on leadership that emphasizes the importance of shared leadership and collaboration. Distributed leaders understand that leadership is not the sole responsibility of a single individual, but rather is a collective effort and is distributed across the organization. They seek to empower their followers and create a culture of collaboration, unity and shared responsibility. This approach can be particularly effective in settings where there is a high degree of complexity or uncertainty, as it encourages the sharing of knowledge and expertise.

✧ ***Mantramulaah Sarvarambha*** means that all tasks should always commence with proper discussion and advices.

✧ ***Mantrarakshaney Karyasiddhibharvati*** translates to the teaching that success comes early if proper advice is followed. A single leader can not make rightful

decisions all the times, he needs his mates to discuss and have their share of responsibility being shouldered.

In the words of Acharya Chanakya, “a king can reign only with the helps of others; one wheel alone does not move(a chariot). Hence a king should appoint advisers(as councilors and ministers) and listen to their advice. Kautilya speaks in detail about delegation, making decisions and the guidance of subordinates. He mentions that effective delegation leads to strengthening of individuals which motivates them to work proactively and remain concentrated on the overall organization’s objectives.

● **Adaptive Leadership**

Adaptive leadership is a modern concept on leadership that emphasizes the importance of being adaptable and flexible in response to changing and dynamic circumstances. These leaders are characterized by their ability to learn quickly, to be comfortable with ambiguity and uncertainty, and to be able to lead through change. They also tend to be highly collaborative and to seek input from a wide range of stakeholders. Adaptive leadership is particularly relevant in settings where there is a high degree of volatility, uncertainty, complexity, and ambiguity.(VUCA)

❖ ***Hastee sthooltanuh sa Chankushuashah Kim Hastimaatronkushah
Deepe Prajvalite Pranashyati Tamah Kim Deepamaatram Tamah
Vajjrenabhithataah Patanti Giryaaah Kim Vijjramaatram Nagaah
Tejo Yasya Viraaajate Sa Balvaan Sthooleshu Kah Prattyayah***

Chanakya stresses the importance of brain over brawn . Quoting examples from nature, he mentions that it is the adaptability, brilliance and flexibility of a leader which overpowers physical strength .

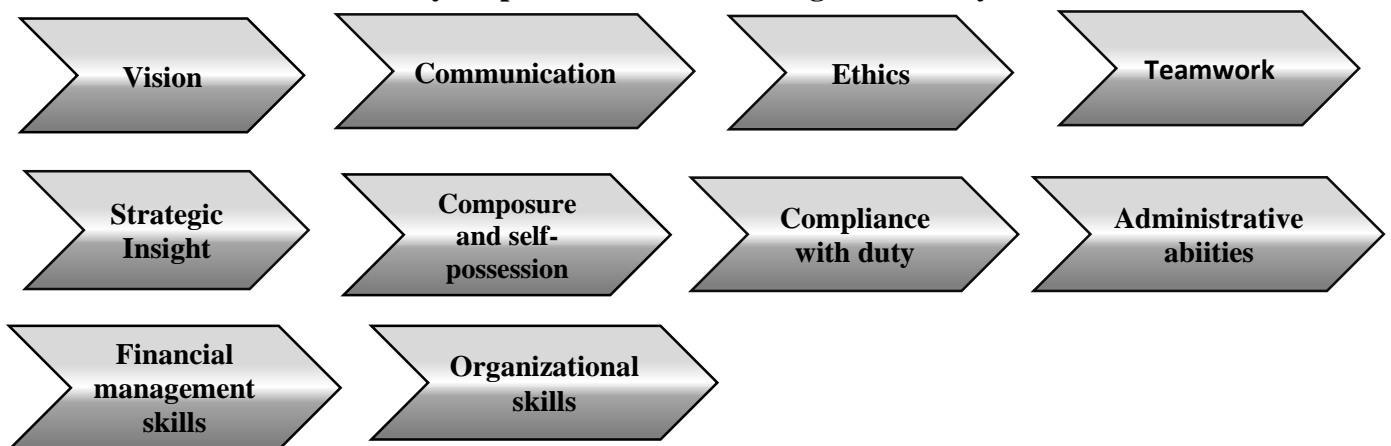
Chanakya’s Arthashastra speaks about how a king should conduct a SWOT analysis before gearing up a campaign. This can be related and traced down to the modern day corporate leadership where a leader has to gear up to face and adapt to any adversity and uncertainty. There are eight different factors which are listed by Kautilya for consideration of 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. Fulfillment of these considerations ensured people’s welfare and an empowered kingdom in ancient

times whereas in the contemporary business world, it acts like a cushion for the entity and ensures stakeholders welfare.

In addition to these theories there are many other theories like democratic leadership, autocratic leadership, free -reign or laizze faire leadership style to name a few. Maximum leadership styles and theories find resemblance with Chanakya's viewpoints and notions about the same. A modern-day corporate leader is a king from ancient times, concerned about people's welfare (stakeholders' welfare), expansion of territory (gaining market share), magnifying state treasury (gains and profits), spying, allying, signing pacts with other neighbouring kingdoms (market research and networking) and the list goes on.

SECOND PHASE

Attributes of a modern-day corporate leader according to Chankaya



- **Vision**

Balvaan Alabdhalabho Naalsasya : A powerful king aims and tries to achieve the unachievable.

Chanakya emphasized the importance of having a clear and compelling strategic vision for the organization. He argued that a leader who lacks a clear sense of direction and purpose will struggle to motivate their subordinates and to achieve their goals.

One of the key Westernized concepts on corporate leadership is the importance of vision. Corporate leaders are expected to have a clear and compelling vision for their organization that inspires and motivates employees. This vision should be communicated effectively to all members of the organization, and should be aligned with the goals and values of the organization. Corporate leaders are also expected to

develop strategies and plans that are consistent with their vision, and to provide guidance and direction to employees in order to achieve their goals.

● Communication

Jihvayattato Vriddhivinaasho : Development and destruction is controlled by one's speech or tongue.

In line with proper communication, Chanakya mentions that a ruler never asks his petitioners to wait at the door or entrusts his officers with his work; for doing so causes confusion and public dissatisfaction. Effective communication is another important Westernized concept in corporate leadership. Corporate leaders are expected to communicate clearly and effectively with employees, customers, and other stakeholders. This includes not only verbal communication, but also written communication and nonverbal communication. Corporate leaders should be able to articulate their vision, goals, and strategies in a way that is easily understood by all members of the organization. They should also be skilled at listening to feedback and responding to concerns in a timely and effective manner.

● Ethics

Dharmadapi Vyavhaaro Gariyaan: Conduct is more superior to religion.

Ethical leadership is another key Westernized concept in corporate leadership. Corporate leaders are expected to act with integrity and to adhere to ethical principles in all their dealings with employees, customers, and other stakeholders.

i. Honesty and Integrity

Avineetam Snehmatren Na Mantre Kurvit: A loose character person should never be allowed in the meeting just because of close relations.

Chanakya stressed the importance of honesty and integrity in all aspects of leadership. He argued that a leader who is not honest and truthful with their subordinates and with the public will lose their trust and respect, and will struggle to maintain their legitimacy and authority. Chanakya says “ *indriyajayasya mulam vinaya*” which means we can control our senses if we are enriched with politeness.

ii. Compassion and Empathy

✧ ***Vyavhareantgartamachara Suchyati*** : Character is judged by one's behaviour.

✧ ***Ashrith Dukhamatman Iv Manyate Saadhu*** : Noble men consider the troubles of others as their own.

Chanakya also emphasized the importance of compassion and empathy in leadership. He argued that a leader who lacks these virtues will be unable to understand and respond to the needs and concerns of their subordinates and of the wider society. He also warned against excessive cruelty or harshness, which can undermine the legitimacy of a leader and lead to social unrest and rebellion. Chanakya says that the ruler is the refuge of the refugees, support of the unsteady and protector of the orphaned.

- Teamwork

Chanakya says that a king can reign only with the help of others. He should appoint advisors and sufficient number of Mantris to look after the state governance. While limiting the span of control for the Swamy, Kautilya reprehends centralization of power in the hands of the Swamy by stating that one wheel alone does not move a chariot. Teamwork is another important Westernized concept in corporate leadership. Corporate leaders are expected to foster a culture of collaboration and teamwork within their organization. This includes not only building effective teams, but also encouraging cross-functional collaboration and communication. Chanakya says “ *na sahayasya mantrinishchay* ” which translates to a king can not take his own decisions without the help of his assistants.

- Strategic Insight

Maanushim Karyavipatti Kaushalen Vinivaaryet : Chanakya says that the difficulties in work borne by men should be solved with wisdom.

Chanakya believed that a good leader should possess strategic insight and the ability to anticipate and respond to changing circumstances. He argued that a leader who lacks these qualities will struggle to navigate complex political and social situations and to achieve their goals.

- Composure and self-possession

Indriyaanaam Prasham Shastram : To keep your senses in calm is the wisdom. According to Chanakya a leader should always be in a state of inner calm and balance. A good leader remains indifferent to all types of emotions and influences. He should make decisions based on rationality, logic and reason. Any kind of personal prejudices and bias should be strongly refracted by a good leader.

- Compliance with duty

An efficient leader adheres to and prioritises call of duty. Dharma is the path that every leader should follow to achieve their organizational objectives and fulfill the obligations of their stakeholders. A true leader(king) always responds to his call of duty keeping aside his personal ambitions and goals and working relentlessly for the success and welfare of the organization(kingdom) and its stakeholders(king's subjects). Chanakya says “ *maani pratimaninatmani dvitiam mantramutpadyet* ” which translates that a proud king should shed his pride during difficulties and must find out the solution applying unbiased ideas.

- Administrative Abilities

Yo Charittrakushal Satasmin Yokatyva: A person should be given the job as per his/her abilities and excellence. Chanakya believed that effective leaders must have strong administrative abilities, including the ability to organize and manage resources, to delegate tasks and responsibilities, and to develop effective policies and procedures. He argued that a leader who lacks these skills will struggle to create and maintain an efficient and effective organization.

- Financial Management Skills

Bhaagyavantam Parikshaya Na Kaarinim Sri Parityajati: A person should not begin any work without examining the inherent opportunities else he is abandoned by Goddess Lakshmi. A leader can not bring about a transformation without accessing the opportunities of his work.

Chanakya also emphasized the importance of financial management skills for effective leadership. He argued that a leader who lacks these skills will struggle to manage the resources of their organization and to make sound financial decisions. He also stressed the importance of honesty and integrity in financial matters, and warned against corruption and misuse of public funds. Chanakya says that a king with depleted treasury eats into the liveliness of the people and the country.

- Organizational skill

Mantra Rakshane Kaaryasiddhi Bhavti- One should start a work only after adequate planning.

Daivam Vintiprayatnam Karoti Yattadivfalam- Good results are born by a well planned work.

Kautilya writes about the sound organizational skills a leader(king) should possess. To ensure an efficient running of the kingdom, a king should possess certain qualities. These qualities are: *Drudhachitta* (power of concentration), *Shilavan* (character), *Pragna* (thinking capability), *Vangmi* (communication skills) and *Daksha* (observation/ vigilance). Competencies like Knowledge, Skill and Attitude was highlighted by Chanakya which are propounded by modern thinkers too.

THIRD PHASE

Leaders following the principles of Chanakya.

Chanakya, also known as Kautilya, was an ancient Indian philosopher, teacher, and statesman who is widely regarded as one of the greatest thinkers in Indian history. Chanakya's teachings on leadership continue to be highly influential in contemporary times, and his insights into leadership continue to inspire leaders across the world. In this phase of the paper, we will highlight how these attributes have been imbibed by the Indian corporate leaders.

- **Visionary**

According to Chanakya, a leader must have a clear and compelling vision for the future. A leader must be able to see beyond the present and envision a future that is better than the present. A visionary leader is able to inspire others to work towards this vision and create a sense of purpose and direction. Chanakya believed that a leader must be able to articulate this vision clearly and effectively to their followers.

An example of a visionary business leader in India is Bhavish Aggarwal, the founder and CEO of Ola, one of India's leading ride-hailing companies.

- **Strategic Thinker**

Chanakya believed that a leader must be a strategic thinker who is able to think critically and analytically. A strategic leader is able to identify opportunities and challenges, and develop a plan of action to address them. A strategic leader is also able to anticipate future trends and adapt their strategy accordingly.

Another example of a strategic business leader in India is Ritesh Agarwal, the founder and CEO of Oyo, a hospitality company.

- **Decisive**

According to Chanakya, a leader must be decisive and able to make difficult decisions when necessary. A decisive leader is able to weigh the pros and cons of a situation and take action quickly and effectively.

An example of a decisive business leader in India is Naveen Tewari, the founder and CEO of InMobi, a mobile advertising platform.

- **Ethical**

Chanakya believed that a leader must be ethical and act with integrity. An ethical leader is honest, transparent, and accountable for their actions. They prioritize the interests of their stakeholders and do not engage in unethical or illegal practices.

An example of an ethical leader in corporate India is Azim Premji, the founder and chairman of Wipro, one of India's largest IT services companies. Premji has always emphasized the importance of ethics and values in business.

There are many Indian business leaders who have been inspired by the teachings of Chanakya and have incorporated them into their leadership styles. Given underneath are examples of such leaders:

Ratan Tata

Ratan Tata is one of the most respected business leaders in India, and he is known for his ethical leadership and philanthropic efforts. He served as the chairman of Tata Sons from 1991 to 2012 and oversaw the growth of the Tata Group, which is one of the largest conglomerates in India. Tata has been inspired by the teachings of Chanakya, and he has emphasized the importance of social responsibility and ethical behavior in his leadership.

Narayana Murthy

Narayana Murthy is the co-founder of Infosys, one of the largest IT companies in India. He is known for his integrity and his commitment to ethical principles in his leadership. Murthy has been inspired by the teachings of Chanakya, and he has emphasized the importance of treating employees with respect and creating a culture of transparency and accountability.

Anand Mahindra

Anand Mahindra is the chairman of Mahindra Group, which is a diversified conglomerate with interests in automotive, aerospace, and other industries. Mahindra

has been inspired by the teachings of Chanakya, and he has emphasized the importance of social responsibility and sustainability in his leadership.

Kiran Mazumdar-Shaw

Kiran Mazumdar-Shaw is the founder of Biocon Limited, which is a biotechnology company that develops and manufactures drugs for the treatment of cancer and other diseases. Mazumdar-Shaw has been inspired by the teachings of Chanakya, and she has emphasized the importance of scientific expertise and entrepreneurial spirit in her leadership.

Shiv Nadar

Shiv Nadar is the founder of HCL Technologies, which is an IT services company that provides software solutions to businesses around the world. Nadar has been inspired by the teachings of Chanakya, and he has emphasized the importance of philanthropy and social responsibility in his leadership.

Adi Godrej

Adi Godrej is the chairman of Godrej Group, which is a diversified conglomerate with interests in consumer goods, real estate, and other industries. Godrej has been inspired by the teachings of Chanakya, and he has emphasized the importance of innovation and creativity in his leadership.

Indra Nooyi

Indra Nooyi is the former CEO of PepsiCo, one of the largest food and beverage companies in the world. Nooyi was born in India and has been inspired by the teachings of Chanakya throughout her career.

These are just a few examples of Indian business leaders who have been inspired by the teachings of Chanakya and have incorporated them into their leadership styles. They have emphasized the importance of social responsibility, innovation, and ethical behavior, and they have supported initiatives to promote education, gender equality, and environmental stewardship in India.

Chanakya Niti in Contemporary World

To further highlight the implication that Chanakya's teachings have in the current world, I have mentioned underneath examples of famous and renowned personalities who have quoted the importance and application of Acharya's teachings during public meets and platforms.

- Nirmala Sitharaman, who is the first full-time woman finance minister of India, quoted Chanakya's words which translates to the teaching that with determined and consistent efforts, one can accomplish any task efficiently. This statement was made by our finance minister while presenting the Union Budget for the financial year 2019-20 in the Parliament.
- Our honourable Prime Minister, Mr. Narendra Modi quoted Chanakya's words saying that there is a right time to do a right work else the fate of success is changed by time. Every person has to keep themselves relevant and constantly improve one's reliability and their effectiveness.
- A renowned author, Radhakrishnan Pillai once stated in a Ted talk that Chanakya Neeti provides the solution and guidance to life's challenging and daunting situations like obstacles at work place, uncontented family life, financial troubles to name a few. Swami, Amaty, Janapada, Durga, Kosha, Danda, Mitra are the seven pillars of a successful organization.
- Dr Larry Goodson, a lecturer at the U.S. Army war College took sessions teaching the viewers about the lessons of Chanakya with special reference to statecraft and military warfare.
- Sriram Balasubramanian, a reputed economist and author affiliated by IMF spoke about Arthashastra and its contemporary relevance in India organised by Sangam talks. He also lectured about Unique Growth Models In Asia Including The Arthashastra at IIT Madras.
- High Commission of India, Kuala Lumpur, proudly celebrated INDIA@75 on 14th May, 2021 and invited Prof Philip Koh to talk on "Kautilya's Arthashastra - Contemporary Relevance for Ethics of Good Governance."

Chanakya's teachings emphasize the importance of good governance and efficient administration. He believed that a ruler should possess qualities such as intelligence, wisdom, and strategic thinking. He also emphasized the need for a strong military and a well-organized bureaucracy to ensure the smooth functioning of the state. In today's world, we can see the importance of good governance and efficient administration in countries such as Singapore, which has a reputation for being one of the most well-governed countries in the world.

Another key aspect of Chanakya's teachings is the importance of education and knowledge. He believed that education is the foundation of a prosperous society and that every individual should strive to gain knowledge. Today, education is seen as the key to success and prosperity, and many countries are investing heavily in education to ensure that their citizens have access to the best opportunities.

Chanakya also emphasized the importance of ethics and morality in personal and professional life. He believed that a person should be honest, truthful, and have a sense of duty towards society. These teachings hold particular relevance in today's world, where corruption and unethical behavior are rampant in many spheres of life. Leaders who follow Chanakya's teachings on ethics and morality can inspire trust and confidence in their followers and set an example for others to follow.

One of Chanakya's most famous teachings is the concept of "Matsya Nyaya" or "the law of the fish." This concept emphasizes the importance of being aware of one's surroundings and adapting to changing circumstances. In today's world, where change is constant, this teaching holds significant importance. Those who can adapt to changing circumstances and innovate are the ones who succeed.

Chanakya's teachings also stress the importance of diplomacy and strategic thinking. He believed that a ruler should have a deep understanding of human psychology and be able to manipulate people to achieve his goals. While this approach may seem Machiavellian, it holds relevance in today's world, where leaders need to negotiate with other nations and navigate complex geopolitical situations.

Finally, Chanakya's teachings on economics and finance are still relevant today. He believed that a ruler should have a deep understanding of economics and be able to manage the state's finances efficiently. In today's world, countries that can manage their finances well are the ones that prosper.

In conclusion, Chanakya's teachings hold significant relevance in today's world. His emphasis on good governance, education, ethics, and morality, adaptability, diplomacy, and economics are all important qualities that can help individuals and societies succeed in today's world. Chanakya's teachings offer valuable lessons for leaders and individuals who want to achieve success and prosperity while maintaining their integrity and ethical values.

Recommendations

Although the teachings of Chanakya hold infinite relevance in today's world and the same has been proven in my research work above, very few steps have been taken to enlighten us with his knowledge and lessons in the contemporary world. Hence following are the few recommendations for my research work and the readers.

- With the passage of time, the authenticity of the text has drastically reduced. In the course of its translation, the meaning implied is lost. It is recommended to read all versions of texts available on Chanakya's teachings with an open mind to avoid misunderstanding of any kind.
- The richness of our Indian culture and texts has no boundaries. In spite of having the answers to all questions of the corporate, political, military etc worlds, we tend to be at a loss whenever faced with adversity in our business. Reference to Chanakya's works helps us decipher and find an escape through many problems.
- Innumerable leaders have followed and talked about the importance of Chanakya's works in today's world. In this research, I tried to mention few such leaders but the list has more names to it. It is recommended to find and read about more such influential leaders who have followed Chanakya's teachings in order to find solutions to all their problems.
- The applicability of Chanakya's teachings have unparalleled relevance and implication in the contemporary world. The pioneer had long back written down the solutions to innumerable problems and challenges that a business organization faces at any phase of its cycle. Thus, reference and wise adaptation of his teachings catapult the success rate of any corporate leader.

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