

Involving Dharma in Leadership: An Empirical Multi-Case Study of Udyoga Parva Principles Across Contemporary Music Institutions and Business Organizations

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Abstract

Sustainable leadership models are prompting scholars to revisit traditional knowledge systems that incorporate ethics, strategic thinking, and human values in organizational decisions. The Mahabharata, one of India's classical texts, offers a thorough understanding of leadership as it deals with governance, conflict, negotiations, responsibilities, and duties. Although Bhagavad Gita has already received a lot of scholarly attention in management literature, Udyoga Parva which covers the preparatory stage preceding the Kurukshetra war still remains less explored although it provides a lot of valuable insights into strategic and organizational issues.

This paper is focused on examining the value of leadership and management practices derived from Udyoga Parva in modern organizations. The researchers used qualitative multi-case study with textual analysis of Mahabharata and empirical methods including interviews, observations, and analysis of organizational cases. As a result, eight organizations of different field (education, culture, manufacturing, healthcare, and corporate) were investigated to find manifestations of ethical leadership, strategic preparedness, teamwork, conflict management, and organizational responsibility in contemporary life.

The results of the thematic analysis evidence that the organizations which possess higher levels of engagement in ethical governance, consultative leadership, organized planning, defined roles, and social responsibility can demonstrate a higher level of organizational stability and sustainability in the long run. On the contrary, the organizations that show fragmented leadership, weak alignment strategy, and poor resource planning have the organizational patterns resembling less successful decisions made by leaders in Udyoga Parva. The cross-case comparison affirmed that the ancient principles of management are still relevant when considered in contemporary organizations rather than just religious/philosophical concepts.

The contribution of the research to the indigenous management literature is that the relevance of the Udyoga Parva has been verified empirically in different organizational cases. The study suggests that to become sustainable, organizations should consider the combination between ethical responsibility and strategic planning in their leadership practices.

Keywords: Mahabharata, Udyoga Parva, Indigenous Management, Ethical Leadership, Dharma, Strategic Leadership, Organizational Behaviour, Qualitative Research, Multi-Case Study.

1. Introduction

Leadership is considered as one of the most sought-after topics for discussion in the field of contemporary management studies. Organizations functioning in fast-changing economic, social, and technological environments are obliged to find a proper balance between business efficiency and ethical responsibility, sustainability, and expectations of their stakeholders. Even if contemporary management theories contain multiple analytical techniques for assessing an organization's efficiency, propensity for achieving economic success, and maintaining a high level of the operational efficiency, scholars are interested in the exploration of indigenous knowledge systems enabling the researchers to combine ethical values with strategic decision-making and the human-centred leadership approach.

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India is known for its rich heritage of governance, administration, leadership, and organizational studies. Ancient Indian texts, such as the Arthashastra, Ramayana, Upanishads, and Mahabharata have still a great impact on philosophical and leadership debates, because they analyse various organizational problems using simple human experience, rather than theorizing about different issues. The authors of the mentioned texts support the idea that successful leadership is not determined only by authority or knowledge in a specific area of industry but requires the use of moral judgment, strategic foresight, discipline, and responsibility.

One of the unique aspects of the Mahabharata among other classical writings is its portrayal of leadership as a multi-faceted endeavour with the involvement of political negotiations, relational interactions, ethical dilemmas, resource management, and organizational strategies. By showing examples of both effective and ineffective leaders, the epic offers important insights into the nature of leadership to contemporary organizations—struggling with many complexities and difficulties.

Within the Mahabharata, the Udyoga Parva is of particular importance because of its emphasis on the preparation phase instead of the action phase. This section covers the period just before the Kurukshetra war when all forms of decision-making are influenced by the importance of diplomacy, negotiation, alliance building, strategy development, ethics, and mental preparations for the impending war.

According to the Udyoga Parva, the key to achieving sustainable success lies in being prepared than reacting to the situation. Strategic leadership manifests not in impulsive actions but in a process that encompasses strategic planning, ethical reasoning, seeking the opinion of experts, and managing resources within an organization. Similar issues can be found among contemporary organizations where leaders need to balance the conflicting interests of shareholders, deal with organizational changes, settle disputes, and maintain ethical standards in the process of achieving organizational goals.

Indigenous management studies maintain that models of leadership that are based on the cultural peculiarities of the population under study can perform an important task of complementing the established Western theories of leadership by enriching them with additional ethical and philosophical views. Various studies have examined the Bhagavad Gita as a source of wisdom about leadership, placing emphasis on such concepts as Nishkama Karma, emotional intelligence, transformational leadership styles, and self-management. However, it should be noted that Udyoga Parva has remained rather understudied, even though it has a lot of valuable information about the preparation of a company, negotiation, governance, and strategic decision-making.

The current study attempts to reflect how qualitative research can be applied in the leadership theories through applying text-based analysis of the Udyoga Parva in combination with the qualitative data gathered from eight organizations, which operate in different contexts. The research aims to understand the applicability of the epic leadership-related thought, by investigating the case of its practical implementation nowadays rather than focusing upon its philosophical meaning. The available data was gathered through conducting interviews and observing the organizations, which made it possible to map how the theories regarding Dharma; strategic preparedness; teamwork; role clarity; ethical governance; conflict management; and organizational adaptability are applied presently.

Moreover, unlike the theoretical analysis that can be based solely on the scripture interpretation, this piece of research utilizes the theoretical framework sourced in indigenous philosophical works along with empirical organizational data. Thus, the research presents the opportunity to enrich the existing leadership literature by demonstrating the viability of the ancient Indian ideas about leadership under current institutional settings, thus illustrating the advantages of indigenous management thought.

The results of this study should contribute to three different domains. First, they add to the existing literature on indigenous management by bringing empirical evidence of the managerial implications of Udyoga Parva. Second, they provide many useful insights to those in management practice who are looking for the value-based approaches for governance, strategy, and culture. Finally, they show how the ancient Indian texts keep on serving as the helpful guides for dealing with the problems in management not only in the field of education or healthcare, but also in manufacturing, culture, and business.

2. Review of literature:

The development of management literature in traditional societies has long been based on Western theories oriented at effectiveness, scientific decision-making, administrative control, and strategic competitiveness. Classical theorists such as Peter Drucker(2001) recognized management as a discipline oriented at effectiveness, organizational goals, and responsible leadership while Henry Mintzberg(2009) paid

attention to the dynamic nature of managerial tasks and the importance of making decisions in practice under complicated organizational conditions. These theories that form the basis for leadership studies reveal that for achieving organizational effectiveness, organizations should have strategic vision and managerial skills.

Nevertheless, the contemporary complex environments of organizations have made scholars think whether managerial qualification is enough for sustainable leadership. The present-day organizations face various ethical problems, stakeholder interactions, cultural diversities, duty to nature, and responsibility before the society which is far from the usual management processes. Therefore, the researchers turn to traditional indigenous forms of knowledge that connect ethics with strategic decision-making.

Kaipa's (2014) analysis regarding the principles of leadership derived from the study of the "Mahabharata" is one of the major contributions in the area of leadership studies. It has been illustrated in the work that an efficient leader will be a person who will be able to go beyond purely rational reasoning toward ethical decisions, which is based on personal awareness of oneself, moral clarity, and spiritual wisdom. The importance of the research is that ethics should not be separated from the processes of management decision-making, and long-term organizational success is achieved by leaders who manage to combine rational thinking and values' reasoning. This may be especially useful in cases of uncertainty, opposed stakeholders' positions, and ethical confusion.

In the same way, other studies dedicated to the analysis of leadership of Krishna highlight his unique ability to combine diplomacy, strategic thinking, psychological wisdom, and ethics. Badgujar and Patil (2023) emphasize Krishna not simply as a religious figure but as a leader who can transform his followers into people with inner inspiration, solve conflicts, and develop long-term alliances. The findings allow concluding that effective leadership presupposes not only expertise but the ability to convince people by means of communication.

The incorporation of ethics in the field of organizational leadership has emerged as a key issue in management studies, especially after higher expectations from the public regarding corporations' accountability and corporate crime. In this regard, Johnson (2017) emphasizes that ethical leadership is more than just obeying some rules of the organization—and it is also about the requirement of the leader to build reputation by confirming trustworthiness, fairness, and sustainability. Ethical leaders shape the culture of the organization with their example of integrity and commitment to responsible decision-making. Many aspects presented in this theory are very similar to the concept of Dharma in Mahabharata, where a leader's legitimacy is not connected to the official rank, but rather to the idea of fulfilling moral responsibilities of the community.

O'Toole (2005) acknowledges that credibility is one of the most important assets of organizational leadership. According to him, good leaders keep organizational loyalty intact by matching their actions with words. As soon as trust is compromised, the cohesion of the organization decreases significantly, which means that employees are no longer willing to send efforts for achieving the mutual goals. This is well illustrated in the Udyoga Parva, in which there is plenty of instances of unsuccessful attempts to reach a peaceful agreement, which is considered to be the result of Duryodhana's refusal to act in accordance with the moral obligations he has despite the wise advice provided by Bhishma, Vidura, and Krishna. The difference between ethical and selfish leaders shows that failures in integrity are usually more important factors in organization decline than failures in technical skills.

Across the framework of ethical governance, the concept of strategy creates another crucial element of leadership. Mintzberg (2009) argues that strategy is not just a formal planning activity; it is an ever-evolving process of interpretation, modification, and learning. Companies that adapt to their environments are able to ensure their long-term sustainability better than those that adhere strictly to administrative processes. The same line of reasoning can be observed in the Udyoga Parva, where preparations for the battle of Kurukshetra involve constant re-assessment of the alliances, negotiations, military preparations, and communication with key stakeholders. Hence, strategy can be regarded as a dynamic process that requires foresight, flexibility, and well-informed decision making rather than simple implementation of measures that have been previously developed.

Drucker (2001) also defines management as the process of efficiently using organizational resources in reaching clearly stated goals while also adding value to the society. His understanding increases the managerial responsibility from merely ensuring efficiency in bringing about the desired outcome to managing social responsibility and institutional mission. This broader understanding correspondingly matches with the Indian philosophical tradition in which success is assessed not only in terms of profits but

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as the degree of contribution of institution to the social balance and well-being of the society.

The connection between music and management has been an area of academic research, especially concerning teamwork, coordination, creativity, and leadership. As noted by Seifert and Hadida (2006), creative organizations need a unique kind of leadership that relies on coordination of contributions of many people possessing various skills. Thus, making decisions in a musical institution implies the necessity of achieving the right balance between creativity and discipline and pursuit of common goals in the field of excellence. According to McLuhan (2010), music leadership also involves the principles of harmony, collaboration, listening, mutual respect, and coordinated behaviour. These characteristics are common to cooperative leadership demonstrated by the Pandavas that gained power from the idea of doing various things collectively without centralization.

Leadership principles from Mahabharata have been the focus of contemporary academic research. According to Bhat (2024), motivation and control within the epic can be understood as the results of leaders' credibility rather than coercive power. The author argues that a leader can gain commitment from his followers through organization's ethical vision and his personal example. R. and Aithal (2023) extend this approach onto the Pandava style of collaborative leadership and Kaurava style of fragmented leadership and state that true success of an organization lies within the concept of trust and coordination among the members rather than rivalry.

Pattanaik (2011) puts forward Mahabharata as a complicated evaluation of human behaviour in place of a mere moral story. He explains that conflicts in organizations seldom spring from single isolated decisions; they come about as a result of cumulative failures in communication, governance, ethics, and related areas. This conclusion correlates well with the premise of the study for which the function of leadership in organizations is studied instead of looking at Mahabharata merely as a religious book. In the same vein, Easwaran (2007) agrees with the importance of precise actions, self-control, and duty-oriented leadership as these ideas are closely related to effective management in modern management literature.

In conclusion, it can be said that the literature available on the topic of ethics, leadership, culture, and indigenous management is quite rich. However, the current studies are either theoretical or focus completely on the Bhagavad Gita. It is obvious that there are not enough studies conducted that are based on the principles of Udyoga Parva and relate it to practices in modern organizations.

3. Research gap

The examination of earlier research shows there are a number of important gaps in the available information regarding indigenous approaches to management and leadership. Although there is growing academic interest in classical Indian literature, research is predominantly centred on the Bhagavad Gita and the Arthashastra. These texts have made major contributions to such important concepts as selfless action, transformational leadership, strategic governance, and emotional intelligence. Nevertheless, there is not much research on the Udyoga Parva although it puts a unique emphasis on organizational preparedness, negotiation and diplomatic skills, forming alliances, strategic decision-making, and ethical leadership.

The second gap relates to the nature of methodologies used in the research. Most of the previously published studies utilize conceptual, philosophical, or interpretative methodologies that describe the management lessons gained from ancient texts without determining whether the principles identified in the texts can be observed in practice in organizations currently. Therefore, there is a lack of empirical evidence proving the effectiveness of indigenous leadership concepts in real organizations.

The third gap in the findings is connected with the diversity of sectors. Most existing studies only observe leadership in respect to particular companies or sectors that restrict the decisions on whether indigenous management principles can be applied in various educational, health care, cultural, manufacturing, and corporate companies. Comparative information obtained in different organizations is rather limited.

Another important shortcoming relates to the absence of methodological integration. The research is not characterized by the use of integrated methodologies that combine textual analysis of classical literature and fieldwork with interviews making it possible to assess the importance of philosophy in modern organizations in context.

Lastly, even though recent academic findings underscore the significance of moral leadership and the duty of stakeholders, not much research has been carried out to find out how Dharma, consultative leadership, strategic readiness, and collective responsibility can aid sustainable management of

organizations all together. The significance of this matter cannot be overstated, as in today's world, organizations are growing much more complicated and technology has been advancing, causing ethical governance issues to rise and demand for solutions to this problem to grow as well.

In this paper, an attempt is made to bridge the gap by analyzing texts and qualitative data regarding eight organizations representing different sectors. The use of comparative thematic analysis enables realization of an empirical understanding regarding the role of indigenous principles of leadership in organizational practices.

4. Research Objectives

1. To identify and describe concepts of leadership and management from the Udyoga Parva from the famous epic of Mahabharata.
2. To evaluate how much these traditional theories of management have been reflected into the present-day practice of different organizations belonging to different business sectors.
3. To study the importance of ethics in leadership (Dharma), being ready for action, cooperation in work, participative decision-making, and the agility of organizations in reaching their goals.
4. To perform the comparative analysis of managerial activities in the fields of education, art, industry, health care, and economy using qualitative methods.
5. To propose the concept of indigenous management which employs some ideas from Udyoga Parva in modern management practices.

5. Theoretical Framework

The theoretical foundation of this research focuses on the notion which explains that effective leaders come from the recognition of ethics and being prepared strategically. Unlike many traditional management theories which are built on either the premise of efficiency or competitive advantage, Udyoga Parva shows that leadership consists of many aspects, such as ethical evaluation, consultation, planning, participation, and action.

The Dharma is seen as the main framework of the research. In the Mahabharata, Dharma does not only imply personal ethics but also represents the main principle governing the management of organizations in terms of justice, accountability, equity, and responsibility to society as a whole. Therefore, the ethics of leadership decisions is more important than the effectiveness of these decisions themselves.

In addition to its ethical aspect, there is also the concept of Udyoga that refers to action readiness, planning, and mobilization of resources. In the Udyoga Parva, we see that good leadership relies on planning, advice from knowledgeable consultants, and a solid communication campaign before undertaking an important action.

In this view, this study develops its interpretation of organizational leadership through the combination of its two main components of ethical legitimacy (Dharma) and action readiness (Udyoga).

6. Research Methodology

6.1 Research Philosophy

The current approach is based on the principles of interpretivism, which is based on the idea that organizational truth is developed with the help of human thoughts, morals, interactions, and other forms of behaviour. The interpretivist approach differs from the positivist one in that the latter looks for the general laws of causation through quantitative data collection. Unlike the positivist, the interpretivist search for the ways in which a person perceives leadership, morality, decision-making, and behavioural patterns.

Interpretivism applies well for this study as it researches how the concepts of leadership formed in the Udyoga Parva are perceived and applied in the context of modern organizations. Given that the terms and ideas of Dharma, the principle of ethical responsibility, preparing strategy beforehand, and collective leadership are subjectively interpreted by a person, qualitative research is the best option for analysing those notions.

Moreover, Indigenous management philosophies can only partly be explained through the use of numerical factors. That is why their significance becomes apparent only in the context of organizational culture, leadership behaviour, interpersonal relationships, institutional values, and decision-making procedures. Therefore, the use of the interpretative framework can enable one to investigate these components more thoroughly while keeping in mind the rich context of every organization involved.

6.2 Research Design

The research adopts a qualitative multi-case research design comprising of text interpretation of the Udyoga Parva as well as empirical field work in several organizations. A qualitative research design is chosen in order to achieve the goal of the study which is to comprehend how ancient ideas about effective leadership are reflected in modern organizations.

Multi-case research design is beneficial in that it facilitates the all-important comparison of multiple organizations that operate in diverse areas of endeavor while simultaneously emphasizing their particular characteristics. It allows scholars to achieve important generalizations not just by treating organizations as separate research units.

The inclusion of both textual analysis and organizational fieldwork further contributes to the robustness of this design because it allows the triangulation of classical literature and modern organizational experience.

6.3 Research Approach

The research employs an inductive style of analysis, beginning with no preconceived theoretical theories but rather offering interpretations developed from evidence acquired during interviews, thematic analysis, and practices of the organization. This research enables the researchers to interpret findings based on leadership concepts referred to in Udyoga Parva.

The inductive method is suited for this study because it seeks to understand the practical effects of the native concept of leadership rather than confirm a previously formulated idea.

6.4 Sources of Data

This research makes use of both primary and secondary sources of information, which ensures research methodology triangulation.

Primary Data

Primary data were collected in the following manner:

- Semi-structured interviews with organizational managers, leaders, administrators, teachers, healthcare professionals, managers, and cultural professionals.
- Observations of organizations, which in particular target leadership, communication, culture, and decision-making.
- Institutional case studies summarizing the history of institutions where the research is conducted and their leadership structures, managerial practices, and operational challenges.
- Thus, it was possible for the researchers to have access to rich qualitative data on organizational behaviour, leadership philosophy, strategic planning, and institutional values.

Secondary Sources

The secondary data used includes data retrieved from:

- Books, such as Udyoga Parva in the Mahabharata.
- Articles related to management, leadership, ethics, and organizational behaviour.
- Academic papers related to the indigenous management perspective.
- Previous research studies that examined lessons that may be extracted from Indian philosophies.
- Sources of information related to organizations and public institutions, where necessary.
- The use of textual evidence in combination with organizational data has enhanced the credibility of the study since various kinds of information could point to similar findings.

6.5 Selection of Case Study Organizations

In order to achieve a wide context representation, eight organizations from various institutional sectors were chosen. The aim of the choice was to assess the applicability of indigenous leadership principles in organizations that differ in terms of purpose, structure, governance, and operational environment.

Participated institutes:

1. Indian Institute of World Culture (IIWC)

Bengaluru's Indian Institute of World Culture (IIWC) was chosen as a representative cultural

institution based on its continued effort to promote Indian culture, literature, and interchange of ideas through community-based governance. The organization has greatly contributed to the understanding of value-based leadership, voluntary work, ethical governance, and sustainability of organizations.

2. TSK School of Music

To comprehend how leadership practices operate in a specialized institution of music education, the TSK School of Music, Bengaluru has been selected. The TSK School has offered a model to examine the role of discipline, guidance, collaborative learning, and artistic excellence in enhancing organizational efficiency within the context of heritage values maintained by the institution.

3. Bharatiya Vidya Bhavan

Bharatiya Vidya Bhavan, located at Tirupati Kendra, is known for its contribution to the education sector. The organization has made it possible to conduct this research by outlining the role of ethical education and Indian culture in the study of moral leadership, management of institutions, strategic planning, and incorporation of culture in the field of education.

4. Naadaloka Magazine

Naadaloka, a magazine focused on promotion of Indian classical music and arts, was selected for studying sustainability in cultural publications. Through its organizational experience one can learn much about leadership development, management of resources, institutional continuity and problems met by cultural voluntary organization.

5. Amara Raja Energy & Mobility

In representing the manufacturing sector, Amara Raja Energy & Mobility Limited has been chosen primarily due to its well-defined systems in organization, strategic leadership practices, and innovation, operational excellence, and employee development thereby gaining the organization ample insights into strategic readiness, organizational adaptability, and leading in a huge industrial establishment.

6. TCL Electronics

Likewise, the examinations of the leadership and management practices of global manufacturing organization carried out on TCL Electronics. The organization proficiently illustrates the significance of strategic planning, operational coordination, technological adaptation, quality management, and shared decision-making within the competitive market.

7. Apollo University

Apollo University and the District Headquarters Hospital, Chittoor presented the healthcare domain where collaborative leadership in healthcare administration, educational administration, patient-oriented service, and interdisciplinary cooperation was probed into. The two establishments gave valuable insights into ethical decision-making, teamwork, crisis response, and organizational responsibilities in healthcare.

8. Til Healthcare Private Limited

Til Healthcare Private Limited was finally chosen as a representative manufacturing organization in the field of healthcare. This organization has been useful in the understanding of the leadership practices associated with the aspects of quality assurance, regulatory compliance, innovations, flexibility, and continuous improvement.

These eight institutions collectively present a wide and diverse empirical basis for analysing the true usefulness of the principles of leadership described in the Udyoga Parva. The fact that organizations from various cultures, education, healthcare, manufacturing, and corporate fields were included in the research has also increased the degree of analysis.

6.6 Sampling Technique

In this study, the researchers utilized purposive sampling in selecting their participants. The focus was on individuals who could provide them with useful information on issues pertaining to organizational management and leadership. Participants in leadership or decision-making positions as well as those with considerable knowledge of the operations of organizations had a good grip on the policies, structures, and processes of the organization.

In qualitative research, purposive sampling has gained the spotlight as it seeks information-rich

experience that would help attain useful information instead of being focused on statistical representation.

6.7 Data Collection Procedure

Data was gathered utilizing a systematic, yet adaptable approach crafted for the purpose of identifying both organizational processes and the experiences of participants.

Initially, the Udyoga Parva was thoroughly examined in order to establish the major themes related to leadership, ethical governance, diplomacy, teamwork, strategic preparedness, consultation, organizational responsibility, and conflict resolution. The information gained through the examination of these themes was utilized to develop interview plans and observation plans.

Once this was completed, the researchers visited the chosen organizations in the field. Semi-structured interviews were arranged with representatives from the institutions in order to investigate their leadership practices, decisions, communication systems, resource management, conflict resolution policies, as well as organizational values. At the same time, observational notes were gathered to record the organizational culture, employee communication, organizational operations, and leadership practices.

The semi-structured nature of the interviews ensured that respondents had enough freedom to explain their organizational experience in detail while maintaining continuity pertaining to the main concepts discussed in the research.

6.8 Textual Analysis of the Udyoga Parva

Textual analysis provided the intellectual supporting framework for the study. The incidents from the Udyoga Parva were closely analysed for the following features pertaining to the leadership.

- Ethical governance (Dharma)
- Strategic preparation (Udyoga)
- Diplomatic resolution
- Consultative decision-making processes
- Wise counsel and advice
- Mobilizing resources
- Organizational unity
- Conflict resolution
- Clarity about roles
- Being accountable as a leader

The concepts discussed above have not been seen as philosophical notions but rather as valuable management ideas for providing guidance for proper behaviour of organizations.

6.9 Data Analysis

The empirical data obtained through interviews, organizational observations windows, and case documents was analysed using thematic analysis. The analytic procedure involved several steps:

- Familiarizing oneself with the interview accounts and observation records
- Identifying recurrent organizational themes
- Coding qualitative evidence in terms of leadership theories that were taken from the Udyoga Parva
- Comparing themes among the organizations
- Interpreting similarities, differences, and patterns.

The use of the thematic analysis is justified since this type of analysis allows for a systematic interpretation of qualitative evidence while preserving the context and the perspectives of the participants. Cross-case comparison was further useful in identifying organizational features linked to ethical leadership, preparedness for the strategy, team work, flexibility, and sustainability.

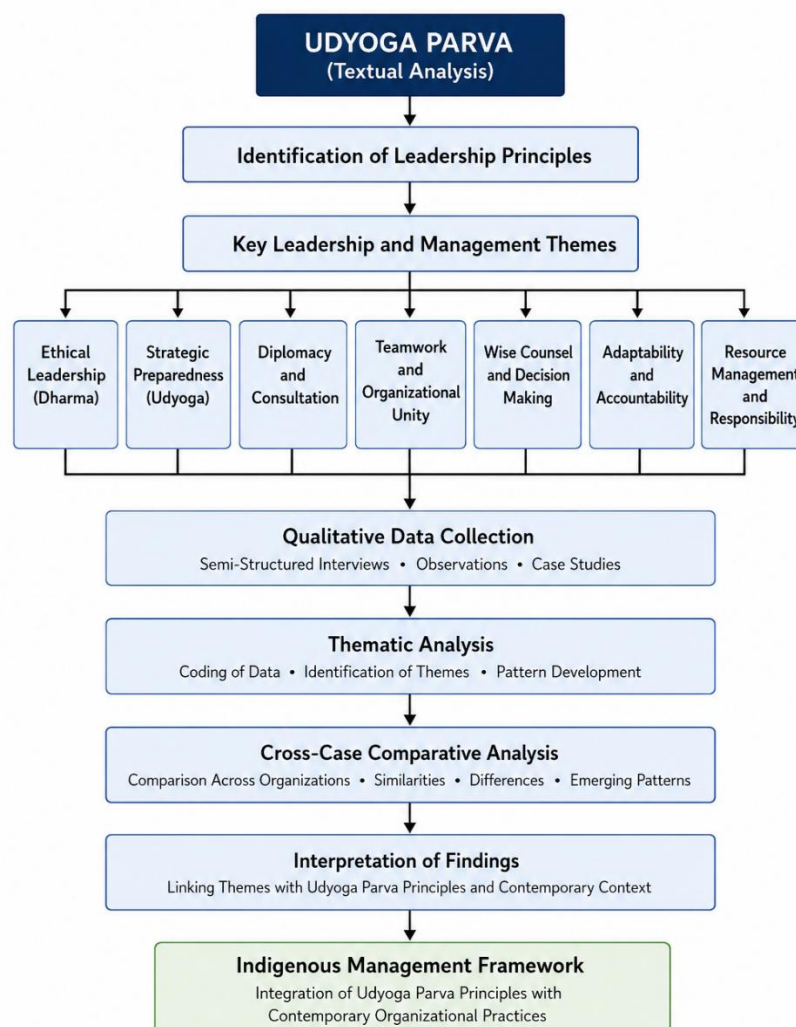
6.10 Reliability of the Study

The study utilized several measures to ensure their findings are reliable. Firstly, the study employed multiple methods including textual analysis, interviews, organizational observations and case studies to

achieve methodological triangulation. Secondly, the results of cross-case comparisons enabled the identification of the same themes in different contexts. Finally, any interpretation was compared with evidence and theories developed based on the Udyoga Parva. These measures increased reliability and validity of the results.

6.11 Ethical Considerations

The research adhered to widely accepted codes of ethics in qualitative research. Participation in the interviews was voluntary, and the information offered by organizational representatives was used solely for academic purposes. Institutional observations were made in an unobtrusive manner without disturbing the normal functioning of the organization. During the research process, the interpretations remained true to evidence and textual analysis and did not cause damage to the experiences of organizations.



7. Results and Findings

7.1 Overview of the Findings

The goal of the research was to establish how much of the principles on leadership and management from Udyoga Parva are present in the practices of the modern organizations. The research methods used: interview, observing the organizations in action, and analysis of case documents showed the possibility of extraction of a few general themes on leadership regardless of the size, objectives of the organizations, or the nature of their operation. For example, the themes include ethical leadership, strategic preparedness, consultation in decision-making, teamwork, organizational flexibility, commitment to institutional values, and social responsibility.

According to the comparative analysis, it has been established that the organizations that were successful in the long-term perspective were the ones capable of integrating ethics into their strategic decision

making rather than keeping it apart from the management processes. The results are represented in terms of individual organizational cases and then the common patterns are identified.

7.2 Case Study I: Indian Institute of World Culture (IIWC)

To be among the most typical illustrations of leading institutions driven by value orientation is reflected by the Indian Institute of World Culture. The institution was set up with the purpose of facilitating education, preservation of culture, and intellectual exchange. In its function, it is addressed more as a service organization rather than as a business one. The leadership practices exhibited by the institution are described in terms of collective participation, respect for knowledge, cultural inclusiveness, and voluntary involvement in the development of the organization. The above evidence coincides with the conclusions of the case studies described in the PM-USHA

One of the prominent features of the institution is its adherence to ethical governance. It makes decisions based not only on considerations of managerial efficiency, but also on wider issues of cultural responsibility and public service. This approach is consistent with Dharma as described in the Udyoga Parva. When assessing leadership, it is necessary to consider the collective welfare rather than private interest. Similarly, to Yudhishtira's description of governance, legitimacy of the institution is based on the promotion of ethical principles even if the material benefits are not obvious.

The research has detected an interactive decision-making method within the institution. The functions of leadership are shared among skilled members who apply their know-how in the process of planning and drafting policies. Collective governance is similar to the practices found in Udyoga Parva, where important decisions are made after receiving advice from the wise men such as Krishna, Vidura, Bhishma and others.

The next point refers to sustainability of the institution. Even with a small amount of finance, the institution can continue its activity due to volunteer involvement, common vision and cultural adherence. In fact, the institution does not depend on financial means, but on values that motivate people to work together.

From the management perspective, the case shows that ethical leadership does not oppose to efficient functioning of organizations. Quite the opposite, based on the case example, the value-based governance improves credibility of the organization among interested parties and provides for efficiency of organizational functioning in the long run.

7.3 Case Study II: TSK School of Music

The case of TSK School of Music is an instance of how the leadership in both artistic and educational organizations mean more than merely administrative management. Unlike enterprises dealing primarily with commercial issues, this organization gives priority to the values of discipline, mentorship, artistry excellence, and preserving traditions. Field observations reveal that leadership is being put into practice through advice, example, and thorough contacts between the teachers and the students rather than just social stature. This assumption is illustrated below in the case analysis.

The assertiveness of the institution means that it pays much attention to preparation activities. Thus, students pass through organized training, continual practice, as well as gradual development and improvement of skills prior to performing in public. The idea of comprehensive training is similar to that of Udyoga Parva because any victory is the result of effort rather than chance. It implies that this organization carries out with the management principle of how great organizations are formed thanks to the development of skills over an extended period.

Another feature of school leadership is the focus on good relations. In other words, teachers are not only providing students with verbal information, as they act in the role of coaches helping their students develop discipline, confidence, and moral standards. This practice is part and parcel of the Indian education tradition where leadership is understood in terms of responsibility for one's professional skills and person.

Another finding of note is the flexibility of the organization. The organization has maintained traditional methods of teaching music while utilizing modern techniques as well.

The research indicates that the productivity of a group is determined by how well they act together, and the clarity of their responsibilities. In order for orchestra performers to be effective, it is important that they have mutual understanding, cooperation, and faith in each other's working abilities. An example of this approach in action can be seen in the case of the Pandavas.

From the viewpoint of the manager, the case of TSK School of Music illustrates the idea that leadership style in organizations of knowledge-intensive nature requires investments into human resources in the long

run.

7.4 Main themes from the first two case studies:

The comparison of the Indian Institute of World Culture and TSK School of Music allows one to conclude that despite the difference in organizational goals and contexts two organizations show similarities concerning leadership style and approach.

To begin with, both organizations have the tendency of putting values above profits. While the Indian Institute of World Culture emphasizes cultural work and community involvement, TSK School of Music is primarily oriented towards providing high-quality artistic and education services.

In both instances, decisions made by the organization depend on the long-term goals rather than on economic motives.

The third principle is systematic preparation. It is evident in educational proposals, artistic development, and institutional administration. It proves that systematic preparation is fundamental in organizational success.

The last principle is organizational culture which is very important for sustaining operations in the long term. Shared values, common commitment, and identity of institutions are essential for continuity in changing environment.

Thus, the results support the general position that leadership principles based on the Udyoga Parva can be applied to modern organizations in a meaningful way, using the concepts like organizational values, strategic planning, and joint governance.

Another feature of leadership in these institutions is that it is quite consultative in its nature. All involved parties are not dependent on centralized figures making decisions, as experienced individuals can be consulted during the decision-making process.

7.5 Case Study III: Bharatiya Vidya Bhavan, Tirupati

Bharatiya Vidya Bhavan (BVB) of Tirupati can be considered as an education institution organizational philosophy is based on the combination of excellence in education with ethical and cultural values. Unlike the traditional educational institutions which focus on the delivery of the curriculum primarily, BVB provides character formation, discipline, and social accountability along with education. The practice followed by the institution during the study reflects that the leadership is achieved through management by values, participatory approach, and commitment to education for longer terms which are consistent with the philosophy dealt in Udyoga Parva.

One of the main observations made in the course of the study is the role played by ethical leadership in the institution. The administrative decisions are based on educational values, fairness, and responsibility towards students and society and not on the short-term benefits to the institution. This reflects the principle of Dharma where the leadership is evaluated on the basis of justice, accountability, and commitment of collective welfare. Just as the leadership of Yudhishtira, the institutional authority is seen as a responsibility.

It was noted that the institution showed high persistence in the organization, thanks to established governance structures and strong educational leadership. The senior professors were involved in the institutional planning and management which led to the practice of leadership at the institute being shared as opposed to exercise by a single leader. An example of such practice may be seen in the traditions described in Udyoga Parva, where important decisions were made under the advice of experienced advisers.

The other distinct finding was related to the ability of the institution to adapt to modern conditions. The institution retained core educational values but gradually began the process of introducing modern approaches to education. This gives a good example of how maintaining traditions does not prevent educational innovations.

The findings show that BVB proves that indigenous leadership principles can be used in educational management in such aspects as ethical governance, collaboration in leadership, and strategic planning.

7.6 Case Study IV: Naadaloka Magazine

The Naadaloka case illustrates another organizational case that demonstrates the impact of poor leadership and fragmented organization. The essence of Naadaloka was to promote music, literature, and cultural awareness, but it had a clear vision and attracted like-minded people who believed in the importance of art. Nevertheless, the shifts in management and lack of funds made it hard for the organization to continue its operating activities.

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However, unlike the previous organizations, Naadaloka proves that having a mission is not enough for an organization to survive. The example of this organization highlights the importance of strategic management, leadership, and the ability to use resources appropriately.

The failure of this organization demonstrates that fragmentation of decision-making and the lack of cohesion lead to negative outcomes.

There are some similarities between this case and the situations of unsuccessful organizations mentioned in Udyoga Parva. The presence of wise advisors and experienced people does not guarantee an organization's success if they fail to use this great resource in the right way. In order for an institution to progress, dialogue must be maintained among relevant players with regard to tasks, responsibilities, and objectives. Once communication is inconsistent, the identity of the institution is compromised and coordinated action becomes impossible.

Thus, the situation at Naadaloka serves as an illustrative counter-case that brings attention to organizational threats posed by a low level of strategic readiness, an insufficient degree of commitment, and lack of succession planning. These conclusions echo through the analysis of Udyoga Parva: in order for organizations to exist sustainably, they must prepare, consult, and take responsibility.

7.7 Case Study V: Amara Raja Energy & Mobility

Amara Raja Energy and Mobility illustrates manufacturing and provides evidence concerning the importance of native leadership principles in industrial organizations. Working in highly competitive technological environment, company places importance on strategic planning, operational effectiveness, quality control and continuous improvement. Despite working in the commercial environment, organization shows through its actions that competitiveness can be achieved due to systematic formalization, employee development, and collective decision-making process.

The study revealed the organization's focus on being prepared before getting started. Projects, production and other operational decisions are preceded with extensive planning, resource allocating, and coordinated implementation, which is the essence of Udyoga concept outlined in Mahabharata.

Also, the leadership methods used by the company demonstrate the significance of teamwork. Manufacturing is defined as a process involving several departments such as production, engineering, quality assurance, logistics, and administration. Hence, for effective operation of the organization, it is essential that functions are identified, means of communication are designed, and there is accountability.

Another significant observation is that the focus on continuous improvement is strong. The organization is willing to learn, improve processes, and adjust to technological advancements, which is similar to Krishna's model of strategic leadership.

The Amara Raja case provides evidence that ethical responsibility and strategic management do not contradict each other. In other words, the company achieves the competitive advantage with the efficient combination of the plans, involvement of people, and responsible leadership.

7.8 Case Study VI: TCL Electronics

The case study about TCL Electronics exemplifies the implementation of strategic leadership principles in a multi-national manufacturing company distinguished by technology-driven progress and complexity. It operates in an industry wherein immediate action is required to respond to changing consumer preferences, technological changes, and market competition. Therefore, the focus of leadership rests on planning, coordination, quality control, and learning within the organization.

The investigation provided supporting evidence concerning the importance of structured organizational processes. Processes of decision-making take the help of standard methods, interdepartmental collaboration, and ongoing assessments of results. Each of the practices discussed here shows that an effective leadership style implies the successful realization of plans through proper planning methods.

According to the findings of this study, the ability of organizations to be flexible is an important component of the modern-day ability to be competitive. Because of technological innovations, leaders need to be proactive in order to make predictions about changes in business conditions rather than respond to them after they have occurred. The emphasis on being proactive is also consistent with the philosophy of the Udyoga Parva, which implies that organizations that are ready for strategic changes can deal with uncertainty.

Collaboration among employees became a significant feature of an organization. Efficient achievement of organizational goals possible due to cross-functional interaction of operational, management, and technical teams.

In conclusion, the experience of TCL shows that traditional principles of management, including planning, execution, and collective responsibility are still relevant even in the modern technological reality.

7.9 Case Study VII: Apollo University and District Headquarters Hospital.

The healthcare sector poses numerous challenges regarding leadership as the effectiveness of the organization affects the welfare of people. The Apollo University and District Headquarters Hospital case proves that leadership in healthcare organizations manifests in determining not only administrative efficiency but also ethical responsibilities, interdisciplinarity, patient approach, and professional accountability.

The research shows that leadership in healthcare organizations effectively relies on continuous interaction among university administration, medical practitioners, nursing specialists, and administrative staff. Therefore, for the successful operation of the organization, decision-making presumes cooperation rather than traditional approach to authority.

Ethical responsibility proved to be one of the most significant themes in the study. Often, the dilemmas faced by organizations consist of balancing clinical effectiveness, available resources, and educational goals and patients' interests. This choice of decisions is an example of the philosophy of Dharma which states that the leader's decisions are based not only on the organizational needs but rather on their responsibilities to the greater social community.

Another interesting detail is preparedness. Proper medical education and healthcare imply that one has to prepare in advance and improve their skills.

As has been established in Udyoga Parva, readiness serves a good basis for the effective functioning of the business in times of uncertainty.

Therefore, the consideration of the case shows that local managerial practices are very relevant in the organizations relying on ethics and professionalism.

7.10 Case Study VIII: Til Healthcare Pvt Ltd

The next company included in the study is Til Healthcare Pvt Ltd. The company indicates critical features of the market concerning the product quality, compliance with regulations and requirements, learning process, and improvement.

The data indicate that the effective leadership practice is guaranteed due to the availability of proper strategies, division of roles and responsibilities, and well-coordinated operations. Employees are stimulated to adhere to the proper professional level while adapting to changes in the industry. The organization illustrates the necessity of refraining from profit maximization at any cost by linking the commercial purpose with social responsibility.

Like the strategic principles of the Udyoga Parva, the organization stresses the importance of planning ahead of implementation, managing resources efficiently, and collaborative solving of issues. These conclusions further support the overarching idea of the relevance of indigenous concepts of leadership in the regulated industries of today.

7.11 Cross-case synthesis

The comparison involving all eight institutions shows some leadership trends that transcend the specificities of each sector. Even though the organizations operate in quite different working environments, the principles of management were found during the study.

Ethical leadership became one of the most important themes of sustainable organizational management. The organizations that made a clear commitment to fairness and social responsibility showed greater reliability in management.

The theme of strategic preparedness was found to be another trend that could be traced in the activities of the organizations. Organizations developed a systematic approach to the management process.

Consultative decision-making is directly linked with the capacity of the organization to survive. There were organizations that took into account the opinion of those who work for the organization but are not managers. Teamwork and clarity of roles is another important trend observed. Successful organizations are characterized by their emphasis on shared responsibilities and mutual respect. Finally, one is the adaptability

of the organization.

8. Discussion

The research aimed at investigating if the leadership and management ideas contained in Udyoga Parva are relevant to the modern organizations. The results indicated that the philosophical ideas expressed in the epic are not just religious or historical ideas, as they have been used in practice by organizations in education, culture, production, health care, and businesses. Despite having different characteristics, goals, and working environments, organizations in the sample can be observed implementing ethical leadership, strategic readiness, joint leadership, and the ability to adapt to changes, thus contributing to the effective functioning of institutions.

The leadership philosophy presented in the *Udyoga Parva* extends beyond military preparation and diplomatic negotiation to encompass ethical governance, moral responsibility, and institutional stability. According to Debroy's (2015) translation of the *Mahabharata*, the events preceding the Kurukshetra war demonstrate that successful leadership depends upon careful deliberation, strategic planning, and adherence to *Dharma*. Krishna's repeated diplomatic missions emphasize that conflict should be considered only after every possibility for peaceful resolution has been exhausted. This perspective broadens the understanding of leadership by illustrating that effective management requires balancing organizational objectives with ethical responsibility. The empirical findings of the present study correspond with this interpretation, as organizations exhibiting stronger ethical governance and collaborative decision-making demonstrated greater institutional resilience and stakeholder confidence.

One of the most significant findings concerns the importance of ethical leadership. Institutions with greater organization stability put much emphasis on ethical issues such as fairness and accountability. The education and culture organizations reflected these principles in their service governance, while health care institutions were successful in providing ethically responsible decision-making process directed towards patients and accountability. The above observations provide strong evidence for Johnson's (2017) claims that ethical leadership is involved in determining organizational culture by the means of trust, credibility, and long-lasting legitimacy of institutions. O'Toole's (2005) ideas regarding the role of sustainable leadership rely on the assumption of the importance of consistency between the organizational values and management activities rather than on the notion of that the manager should be in a position of authority. The results of the present study corroborate this view by showing that ethical governance results in higher organizational resilience in different institutional contexts.

The results also contribute to the contemporary literature on indigenous leadership practices in that they reveal that the notion of Dharma denotes an operational approach – instead of merely being a philosophical idea. Dharma, in the context of the Udyoga Parva, is more of an instrument for making leadership decisions based on the principles of justice, accountability, and collective good. There is evidence that the same patterns can be observed in the cases covered in this research. Organizations that integrated ethical criteria into their administrative and strategic decisions showed higher degree of internal cohesion, credibility, and sustainability. At the same time, organizations characterized by lack of coordination and fragmented leadership suffered from negative managerial outcomes of disregard of collective responsibility. Such findings allow us to conclude that Dharma remains a relevant concept that can be successfully used in present-day management.

The second key finding is closely linked to strategic preparedness, which became one of the most intensive themes. The Udyoga Parva teaches that success is the outcome of prior action. The cases presented in the research confirm such a pattern.

Moreover, this research corroborates Kaipa's (2014) thesis about leadership in Mahabharata. According to Kaipa, effective leadership implies the integration of rational thinking with ethics, rather than viewing ethics and management as two unrelated areas. The present study corroborates this thesis in that organizational effectiveness turned out to be directly linked with the simultaneous presence of ethical governance and strategic competence in organizations under study. Organizations that intend to develop strategic plans without the idea of ethical responsibility encountered a lot of challenges, while organizations that tended to combine strategic preparedness and value-based leadership proved to be more resilient and stable in their work.

In the same way, the study confirms the ideas of Badgujar and Patil (2023), who state that Krishna's leadership can be regarded as an example of transformational leadership based on diplomacy, strategic communication, and ethical influence. Krishna does not resort to coercion, but rather strives for negotiation

and dialogue before conflict occurs. Very similar leadership traits were found in some of the organizations involved in the study, specifically among those emphasizing team decision-making and engaging stakeholders.

This research also contributes to the issue of organizational resilience. As the case studies show, in sustainable organizations, the principles of continuity and innovation are balanced. Thus, educational organizations adopt digital learning but maintain the values of education, manufacturing organizations use the innovations but operate at high standards of quality, and healthcare organizations forget about new developments in professional practice, applying continuously their ethical principles. In general, such flexibility in organizations resembles Krishna's adaptive behaviour described in the Udyoga Parva, when strategies evolve in response to the current situation while still staying true to ethical principles. Thus, this indicates that adaptability is not regarded as rejection of the organizational culture but a sensible change of the practices of organizations to the changing environment.

Comparative analysis shows that leadership problems come mostly from lacking coherence in the organization rather than from lack of technical knowledge. The case of Naadaloka Magazine shows that in organizations that lost coherence in leadership, communication, planning, and coordination, decline is inevitable. The same can be said about Duryodhana from the Udyoga Parva, as he repeatedly ignores reasonable advice after which his organization fails. Hence, one must realize that achieving organizational success is not proclaimed by perfectly combining knowledge through collaborative governance and strategic foresight.

The discussion altogether proves that Udyoga parva leadership principles greatly affect modern organizational behaviour. They are not just viewed as case studies of the past, but act as something fully integrated that includes ethics, strategy, corporate culture, team work, consultancy, and flexibility. Therefore, the findings contribute to a new discipline of indigenous management, providing the latest evidence about the applicability of ancient Indian leadership theories.

9. Suggested Indigenous Structure for Leadership and Administration

This research is based on research involving the eight different organizations and the information about leadership principles that can be found in the Udyoga Parva. This study introduces the Indigenous Leadership and Management Structure that unites ethical philosophy with modern practice of management.

The suggested structure consists of five elements:

1. Dharmatic Leadership

An essential role in leadership is played by ethical responsibility. Leaders are expected to possess qualities such as integrity, fairness, accountability, transparency, and commitment to the good of the people. Organizations gain their legitimacy from responsible actions instead of position.

2. Strategic Preparedness (Udyoga)

Effective leadership involves thorough preparation before an action takes place. Planning, assessment of the surrounding environment, consultation, competence formation, and mobilization of resources give organizations an opportunity to respond adequately to all transformations.

3. Cooperative Governance

Decision-making is expected to involve consultations, discussions or shared leadership with various organizations. This model gives rise to the collective intelligence that supports strategic judgement and enhances stakeholder confidence and commitment to the organization.

4. Organizational Cohesion

Successful organizations create such conditions that bring about cooperation, clarity of roles, communication, respect, and trust.

5. Sustainable Organizational Development

The ultimate goal of leadership does not only consist in achieving high results in organizational performance. Despite being separated, these five aspects of leadership function as a unified system rather than simply as different methods of management.

This framework does not aim to supersede the existing theories about leadership but rather to complement them by introducing a new perspective from the indigenous point of view, which implies the idea of ethics, strategic preparedness, collective accountability, and sustainability of organization. Recently, most of the theories on leadership have been directed at such aspects as effectiveness, innovation, competitiveness and profitability. The current study findings show that while these aspects are important,

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the sustainable success of an organization depends on ethical legitimacy, trust of stakeholders, institutional values, and responsible management as well. Unlike many modern leadership theories focused on the results, Udyoga Parva claims that it is the quality of decisions made by the leaders that defines the quality of outcomes of the organization. This difference is essential since it redirects attention of management from the results to the decision-making processes.

The data gathered from the eight organizations indicate that institutions that demonstrate consultative leadership, strategic management, organizational learning and ethical responsibility show higher levels of institutional resilience. These organizations were capable of attaining operational efficiency while also fulfilling their long-term goals. Conversely, organizational problems arise when leadership becomes centralized, communication diminishes, strategic planning is ineffective, or organizational values cease to play an important role.

Consequently, it makes sense to view the Indigenous Leadership and Management Framework as an integrated decision-making model where ethical responsibility would influence strategic thinking, strategic preparedness would make it possible to implement decisions, collaborative governance would improve commitment of the organization, and organizational values would facilitate sustainable development of the organization.

The framework states that organizational leadership is a process rather than a series of separate managerial functions. Preparing, consulting, adapting, implementing, and reflecting constitute connected chain of interconnected actions through which organizations improve continuously while maintaining their ethical identity.

10. Theoretical Implications

This research aids the growing field of literature representing indigenous management by demonstrating that the leadership concepts presented in the Udyoga Parva are still relevant today. Despite the fact that previous studies have mentioned lessons of management from Indian philosophy, there is a lack of studies that combine text analysis with field studies in organizations across various industries. Therefore, this paper builds upon the previous research by showing the way basic concepts of leadership function in modern organizations.

The main theoretical contribution of the research can be related to the operationalization of the concept of Dharma in management. Although many scholars refer to Dharma as a moral or philosophical concept, the research conducted shows that it can also be viewed as a mechanism facilitating accountability, stakeholder accountability, moral governance and legitimization of institutions.

One of the theoretical contributions in this study reflects a new interpretation of the concept of Udyoga as strategic preparedness. Despite being understood mostly in literary and philosophical terms, this study shows that the Udyoga Parva serves as a theoretical foundation in terms of preparedness, consultations, alliance making, and organizational readiness. Based on the outcomes, it can be suggested that ancient Indian management philosophy anticipated many notions known in the field of strategic leadership studies.

The second theoretical contribution lies in demonstrating that ethical responsibility and strategic effectiveness should not be regarded as contradicting organizational goals. The contemporary literature of management sometimes implies that ethical aspects constrain organizational performance. This study disproves that assumption by proving that ethical leadership fosters organizational resilience, stakeholder trust, and long-term viability of an institution.

Comparative research in indigenous leadership is the next important direction proposed in the article. Previous research has been conducted in a narrow manner focusing on the analysis of indigenous leadership in certain organizations or industries, while the author makes an attempt to prove that the phenomenon of indigenous leadership is universal. The article successfully analyzes educational, cultural, industrial, and healthcare institutions. As for the applicability of indigenous leadership in practice, it is obvious that the phenomenon has a wide variety of applicability beyond the religious, social, or educational sphere of life.

The methodological aspect of the research is also important for the contributions made by the article. This aspect consists of textual and qualitative methods of research. The integrative model developed by the author can be considered a logical progression in the realm of the indigenous management studies.

Finally, the Indigenous Leadership and Management Framework is expected to contribute to the development of leadership theory, as the approach is comprehensive and can combine ethics, strategy, organizational culture, collaboration, and sustainability.

11. Managerial Consequences

The implications of this study's findings are important for organizational leaders, federal entities and educational leaders. The results derived from this research can also be applied to contexts beyond organizations being investigated.

11.1 Implications for Leadership

The research results show that organizations are more effective if ethics is combined with strategic planning. Ethics should not be viewed as a punitive or external regulation but instead be integrated into decision-making process. If leaders act with integrity, accountability, transparency, and fairness, the level of trust in organizations and commitment of employees will increase.

11.2 Implications for Educational Institutions

Educational institutions are likely to gain enormously from leadership strategies that emphasize mentoring, value-based education, and sustainable organizational development. Case studies reveal that educational effectiveness encompasses various aspects besides the implementation of curricula, including character building, cooperative learning, and development of ethical organizational culture.

In this regard, education managers should work towards creating organizational environment for academic excellence in conjunction with practical governance, faculty involvement, and continuous improvement.

11.3 Impacts of Findings on Organizations in Manufacturing Sector

Organizations in the manufacturing sector work in a context characterized by rapid pace of technological advancement, competition at the global and national level and increasing complexity of business processes. The research results suggest that being prepared strategically and having processes well-coordinated and employees collaborating with each other and being open to learn constantly are some of the most important factors which could determine the organizations' ability to be competitive.

That is why, managers of these types of organizations should decide what development of capabilities for a long term should be as well as ideas about planning based on ethical principles in relation to employees, the environment and stakeholders.

11.4 Implications for Healthcare Institutions

In managing their institutions, healthcare leaders must ensure that they maintain both efficient operations and ethical responsibility to patients, healthcare workers, and the public. The findings of this research highlight the significance of interdisciplinary teamwork in the field of healthcare organizations, evidence-based approach, continuing professional education, readiness of the organizations.

In order to tackle these challenges, healthcare administrators can implement certain measures to enhance cooperative governance and ensure that their strategies remain in line with professional ethics and focus on patients.

11.5 Consequences for Cultural Organizations

The cases of the mentioned cultural establishments prove the necessity of keeping the leadership for a long time, as well as to conduct succession planning, to involve volunteers in the process and to preserve the institution's identity. Though cultural organizations are unprofitable, their social significance is vital.

Consequently, the leaders of the cultural organizations should concentrate on the sustainability of the organization implying involvement and cooperation among the leaders, participation of the community in the efforts and mobilization of the resources and knowledge transfer from one generation to another systematically.

11.6 Relevance for Public Policy

The study results have implications for larger political administration and leadership development. Programs of management education need to integrate indigenous leadership philosophies together with established other management theories. This will eventually enable future leaders to develop a leadership framework that is culturally oriented and open to contemporary issues of organizations.

Including Dharma, strategic readiness, collaborative governance, and ethical duties into the leadership education programs of governmental institutions is another possible way of implementing the same results into practical solutions aimed at enhancing responsible public service.

11.7 Relevance for Management Education

Programs in business schools management training and business schools are recognizing the role that

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ethics sustainability and responsible leadership play in their coursework. According to the findings, Udyoga Parva is a good practical example of how complex issues faced by organizations in connection with conflict management, strategic planning, mediation, engagement, and ethical decision-making can be illustrated.

It is obvious that the inclusion of native management philosophies in the training process will enhance the ability of students to combine organizational effectiveness with social responsibility and sustainability.

12. Study Constraints

Every empirical study takes place under certain methodological and contextual premises. Even though this research may offer some insights into the effectiveness of leadership principles found in the Udyoga Parva for management purposes, limitations must be also specified. First, the chosen method of the study is qualitative multi-case study. This method allows researchers to explore the issue in minute detail. However, this approach does not imply statistical generalization of results. In contrast, it provides analytical insights that can be applied to the same organizational contexts while understanding that every particular organization is unique.

Secondly, the empirical study was limited to eight organizations representing education, culture, manufacturing, healthcare, and corporate spheres. While these organizations are diverse enough, it would have been interesting to conduct research in other spheres such as banking or public administration to achieve even more results.

Namely, the study concentrates on leadership qualities described in the Udyoga Parva. However, it is necessary to note that The Mahabharata offers several other parts that address such issues as governance, administration, crisis management, conflict solutions, justice, and organizational behaviour. Thus, the study does cover only one aspect of wider native management philosophy represented in the epic.

One other constraint pertains to the situation assessment of the concepts of native philosophy. The past of the institution, the culture of the organization, the economy, the regulatory landscape, and the personal styles of leaders have an impact on organizational leadership. As a consequence, the way concepts like Dharma, strategic preparedness, and consultative leadership are used in practice may differ depending on the organization in question.

In conclusion, this research is based on qualitative data collected via interviews, observations made in organizations, analysis of texts, and provision of business cases. While using different methods used lends credibility to the results, the interpretation of data was made in such a way that they represent the views and experiences of the studied organizations rather than being valid for all institutions in general.

In addition, notwithstanding all the sums mentioned before, the research gives empirical evidence to confirm the relevance of the concepts of native leadership even in modern practices.

13. Directions for Future Research

This research provides a platform for future academic research regarding indigenous leadership and management practices.

Mixed-methods design can be the choice of future studies to understand the link between indigenous management practices and organizational indicators, including employee engagement, organizational commitment, innovation, stakeholder satisfaction and institutional effectiveness.

A comparative study can investigate the applicability of indigenous studies to countries other than India. This research will contribute to the field of cross-cultural leadership by studying the influence of indigenous philosophies on organizations of other cultures.

Also, longitudinal studies may investigate the impact of ethical leadership on organizational sustainability as it is important not only to have information about organizations at certain time, but also to track their progress over the years regarding leadership, succession planning, resilience and adaptation to changes in the environment.

Finally, it is possible to conduct comparative studies among Indian classics. For example, the leadership philosophy from the texts like Arthashastra, Ramayana, Bhagavad Gita, Vidura Niti, Panchatantra and Thirukkural can be combined into the unified indigenous management system.

Also, industry-specific studies can be conducted to learn more about indigenous leadership positions within the sectors like healthcare, education, public service, industry, IT, finance, and entrepreneurship.

14. Conclusion

This research aimed to analyse the importance of the principles of leadership and management present in Udyoga Parva in applying them in contemporary organizational practice through the method of qualitative empirical multi-case study. Textual analysis was complemented with field research in organizations in the education sector, culture, manufacturing, healthcare, and business. It was proved in the research that the ancient Indian leadership philosophy still has a strong practical significance in the area of contemporary management.

Research findings prove that the effective functioning of organizations is based on the amalgamation of ethical leadership, strategic involvement, joint governance, organizational adaptability, and accountability to stakeholders. The findings mean that these principles are universal, because, although they are observed in organizations of various types and sizes, with different goals and governing styles, the traditional concepts of leadership have a high potential of flexibility.

A further finding of the research is the necessity to view the idea of Dharma not only as an ethical ideal, but rather as a tool for organizational accountability, responsible governance, transparency, and welfare of people. At the same time, the application of the principle of Udyoga contributes to the effectiveness of strategic planning as well as decision-making and institutional resilience.

Research's most significant contribution is its empirical validation of the indigenous management theory. Past research has often focused on ancient Indian literature's conceptual or philosophical dimensions. The present research, however, brings to light the relationship between ancient forms of leadership and modern organizational behaviour, using evidence gained from a number of institutions. Its importance lies in its ability to show that ancient philosophical ideas may complement modern leadership theories.

The research proposes the Indigenous Leadership and Management Model, which consists of ethical accountability, strategic readiness, and collaborative governance. The model sees leadership not only as a collection of detached managerial skills, but also as a consistent ethical and organizational process directed at achieving long-term in an institution's activities.

The research claims that UdyogaParva is still a relevant source of today's management theories. Its focus on communication, preparation, justice, responsibility, strategy and unification continues to be useful for leaders who operate in a complicated business environment.

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