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Entrepreneurship Development by Indian Knowledge Systems: Lessons from Ancient Wisdom for Modern Startups

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Abstract

The startup world today is about new tech and big changes. It also comes with a lot of uncertainty. Founders get tired feel burned out and have to make choices. These choices can affect what is right and what is wrong. Companies in countries are run with a focus on making money and getting financial results every quarter. This can lead to decisions. Many companies end up going out of business. This study looks at the Indian Knowledge System. It is based on books, like the Upanishads, the Bhagavad Gita and the Artha shastra written by Kautilya. The study checks if this system can give startups a way to do things. This way is fair. Focused on the process not just the end result. The Indian Knowledge System gives importance to fairness and the process. Startups can learn from this system. They can make decisions that're good for everyone not just the end result. The study wants to find out if the Indian Knowledge System can help startups. It wants to see if this system can make startups fairer and more focused on the process. This paper is about understanding some ideas like Purusharthas, Panchakosha, Rajarishi and Nishkama Karma. It wants to show how these ideas can be used to build a business. The main idea is to see if Purusharthas, Panchakosha, Rajarishi and Nishkama Karma can really work in the world we live in today by looking at companies like Zerodha,

- Aravind Eye Care System,
- Tata Group,
- TVS Group.

These companies are studied carefully to check if using Purusharthas, Panchakosha, Rajarishi and Nishkama Karma are a good idea, for business.

The results show that companies that use Indian Knowledge Systems or IKS do a job of working with the people who matter to them like their stakeholders. These companies have employees who can handle times and they make money in a good way for everyone. They do all of this while still being ethical. This paper connects the ideas of philosophy to the way companies do business today. It shows how Indian Knowledge Systems can help companies be ethical and make choices, which is what we call conscious capitalism and ethical corporate governance. Indian Knowledge Systems can help companies make money in a way that's sustainable for Indian Knowledge Systems. Indian Knowledge Systems are good for companies because Indian Knowledge Systems help companies make money and be ethical, at the time.

Keywords: Indian Knowledge Systems; Startup Ecosystem; Ethical Corporate Governance; Conscious Capitalism; Stakeholder Theory; Sustainable Business Models; Rajarishi Leadership; Process-Centric Decision-Making.

1. Introduction

The world is really getting smaller. People are sharing information over the place. This is happening because of the knowledge economy. The startup culture is a part of the knowledge economy. It is changing how we use technology to find work. It is even changing the economy [1].

The startup culture is growing fast in countries like India. This means that the government of India needs to think about how to help the startups in India. India is going to have a lot of startups. Over one million startups. By the year 2025. The startup culture and the knowledge economy are going to be very important for India and the startups, in India. The thing is, when we talk about how fast businesses growing, we need to remember that most young businesses in India do not make it. A lot of them fail in the five years. About 10 percent to 15 percent of these young businesses in India are still around after three years [2, 3]. Less than 5 percent of them actually start making money. People who study entrepreneurship say that there are reasons why this happens. One reason is that young businesses in India have trouble getting the money they need. Sometimes they do not even have a product yet. There are problems that can come up. Some young businesses in India just do not plan well for money. Now some researchers think that these problems are not the reason why young businesses in India fail. They think that these problems happen when young businesses in India are already in trouble. Young businesses, in India face a lot of challenges. That is why they fail. The focus on growth at all costs is an issue. It makes people want to make money and guess the value of companies [4]. This creates a culture where people have to make choices that do not feel right. People also get really stressed out about their jobs. They do not think about what will happen in the run. The World Health Organization says that stress at work is now a reason why people cannot do their jobs well they have trouble making decisions and they have health issues. The World Health Organization is talking about the problem of growth at all costs. How it affects people. Growth, at all costs is the problem here [5, 6].

There is a growing need for ways to think about business. We need to think about business in a way. This new way of thinking should focus on meaning and sustainability and ethics.

The Indian Knowledge System is very old. It has a set of knowledge and philosophy and management principles. These principles were built over thousands of years. The Indian Knowledge System is really, about the Indian Knowledge System and what the Indian Knowledge System can teach us about business. IKS does not say that making money is a thing. What IKS says is that making money is important. It should be done in a fair way. It should be good for everyone. People who do business should think about their actions. They should think about how these actions will affect society. They should think about the people, in society. The goal is to make sure everyone benefits. The IKS framework is based on some ideas. This research paper looks at the IKS framework. Thinks about how the IKS framework can be used to create businesses. The IKS framework uses real life examples to show how old ideas from India can be used to create successful startups. The IKS framework is about finding a balance between making money and doing what is right. The IKS framework explores how the IKS framework can be used to achieve this balance. The IKS framework is based on ideas like Artha, which's about prospering and Dharma which is about doing the right thing and Lokasamgraha, which is about making sure that everyone in society benefits, from the IKS framework. The IKS framework is important because it helps people use the IKS framework to make decisions [7, 8].

2. Review of Literature

2.1 Academic Context of Indian Ethos in Management

The way companies do things today is very different from how they did things a time ago. In the thirty years people have started to use old ideas from philosophy to help them make decisions. Professor S. K. Chakraborty from the Indian Institute of Management Calcutta was one of the people to think about how Indian philosophy and management could work together. He started doing research on this topic in the 1990s. Professor S. K. Chakraborty set up the Management Centre for Human Values. Wrote a book called "Ethics in Management: Vedantic Perspectives" which was published in 1995. Indian philosophy, like the ideas, in the Upanishad and the Bhagavad Gita can actually help solve problems that leaders have in business today according to Professor S. K. Chakraborty [9].

This field of study has changed a lot over time. It used to be about looking at things in a region but now it is a major subject that people all around the world study. Famous business schools like the Harvard Business School, INSEAD, the Stanford Graduate School of Business and different Institutes of Management, in India are using ideas from Upanishadic and Kautilyan doctrines. They are using these ideas to teach people in charge of companies how to be leaders and make good plans. When researchers today look at Upanishadic and Kautilyan doctrines they do not think of them as just religious beliefs. They are looking at Indian Knowledge Systems in a way without thinking about religion [10].

2.2 The Bhagavad Gita: Detached Action and Stress Mitigation

People who study the Gita to learn about managing things notice that it talks about how our minds work and how we should behave when we have to make decisions during times. The talk between Lord Krishna and Arjuna on the battlefield of Kurukshetra is an example of the problems that all people face. We have to make hard choices we feel a lot of stress and we have to decide what to do when everything is very confusing. The Gita says that the main idea of managing things is Karma Yoga, which's really about Nishkama Karma this means we do things without getting too upset, about what happens next like it says in Chapter 2 Verse 47 of the Gita [11, 12].

The research done by Sharma in 2013 shows that Nishkama Karma is similar to motivation in the business world. Intrinsic motivation is when a person feels happy doing their job because they like the work itself. They are good at it. They do not think about things like getting a promotion or a good evaluation. Nishkama Karma is like this too. People who think this way can focus better and they are emotionally stable. They feel satisfied with what they're doing. Nishkama Karma and intrinsic motivation are important for people who want to be happy, at their job.

Moreover, the idea of Samata, which means being balanced in emotions whether you succeed or fail helps you avoid reacting much to how markets change all the time. This balance prevents you from making decisions that can hurt a company’s ethics. The Gita also talks about Daivi Sampat which're the qualities of a good leader. These qualities act like a guide for making decisions based on values and ethics, in management [13].

2.3 Kautilya’s Arthashastra: Pragmatic Governance and Risk Management

The Bhagavad Gita talks about the basics from an ethical point of view. The Arthashastra by Kautilya is a thing to study because it is like the first book on management in the world. The Arthashastra was written a time ago in the 4th century BCE. The Arthashastra has a lot of parts it has 15 books and these books have 150 chapters and the Arthashastra also has 180 sections. The Arthashastra is really old the Arthashastra is, from a time back and people still like to read the Arthashastra today. Scholars say that Kautilyas ideas about money and business are a lot like what people think today. Kautilya adds some important thoughts, about what is right and wrong. Kautilyas idea of wealth which he calls Artha is very wide. It includes the land, the people who live there and how well they have everything they need to live a life. The Arthashastra says that the leaders main job is to help people get what they need which is called Yogakshema and to keep what they already have safe in a way [14, 15].

To get what we want Kautilya finds a balance between taking care of the market and building things and making sure the people in charge are people. Some researchers, like Sihag and Jain have been looking into this. They found out that if we look at Kautilyas ideas from a business point of view it can really help with some big problems [16].

The way companies are run in America is different from the way. American companies like to hire people from outside to watch what is going on. The Kautilyan way is to help the people who are already working there to be better and to make good choices. This way of doing things is really important for the company to do well in the run. Kautilyas ideas are about helping the people who are, in charge to be strong and to make good decisions, which is called Indriya-jaya and this is a key part of the Kautilyan model [17].

2.4 Spiritual Capital as a Resource for Innovation

"The idea of capital" is getting attention in management books. People see it as a resource that helps companies come up with ideas and handle tough times.

Spiritual capital comes from what the community believes and values. It gives its members strength, knowledge, trust and a sense of purpose. Here it's all about the beliefs and values of the people, in the community that make up spiritual capital. People who study businesses in markets have found out that something called spiritual capital is really important for people who start their own businesses. Spiritual capital helps entrepreneurs learn from their mistakes. When the people who start startups realize that being an entrepreneur is not about making money but also about learning more about themselves and helping others they become stronger people. They build something inside themselves that helps them see when things do not work out as a chance to learn and get better than, as a final failure. Spiritual capital and this inner strength are really important for entrepreneurs to keep going and trying things [18].

Furthermore, high spiritual capital fosters a deep concern for customer needs and societal well-being, which directly translates into enhanced market positioning, superior brand loyalty, and sustainable corporate performance.

3. Theoretical Frameworks and Analytical Support

To apply the vast corpus of IKS to modern startups, we must translate ancient philosophical ideas into structured, actionable management frameworks[5]. This section develops four core operational models supported by analytical data and structural diagrams [19].

3.1 Framework 1: The Purushartha Success Matrix

The ancient Indian sociological framework of the *Purusharthas* outlines four integrated values to orient human life: *Dharma* (moral law and ethical duties), *Artha* (wealth, political power, and material resources), *Kama* (emotional satisfaction and sensory pleasure), and *Moksha* (liberation and self-actualisation) [20, 21].

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--------------------------------------------------------------------+
                 THE PURUSHARTHA SUCCESS MATRIX                     |
                                                                    |
                 [ MOKSHA: Core Legacy & Vision ]                   |
                 Translates to: Conscious Capitalism               |
                                ^                                   |
                                |                                   |
       [ ARTHA: Capital Efficiency ] <---> [ KAMA: Stakeholder Well-being ]
       Revenue & Unit Economics            Culture & Customer Delight    |
                                ^                                   |
                                |                                   |
                [ DHARMA: Absolute Integrity ]                      |
                The Foundation: Governance & Trust                  |
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Figure 2: Schematic representation of the Purushartha matrix in modern business design.

The Western idea of success, in a company is two things: doing a good job and making customers happy. These two things are called Artha and Kama. According to IKS Artha and Kama are important for a company to do well in the run if they follow the rules of Dharma.

When we apply this idea to companies today using ideas from sociology we get four main parts. These parts are listed in Table 2:

Purushartha Pillar	**Sociological Equivalent**	**Modern Startup Operational Equivalent**	**Key Metric / Performance Indicator**
Dharma	Normative Order, Ethics, and Social Integration	Corporate Governance, Environmental Compliance, and Transparency	Zero regulatory violations, low conflict rate, and high stakeholder trust.
Artha	Economic Agency, Wealth, and Capital Allocation	Financial Prudence, Cash-Flow Generation, and Unit Economics	Profitability timeline, bootstrap ratio, and return on capital.

Kama	Emotional Expression and Social Well-being	Employee Happiness, Psychological Safety, and Customer Delight	Employee retention rates, Net Promoter Score (NPS), and workplace safety.
Moksha	Intellectual Freedom and Self-Actualization	Long-Term Vision, Purpose-Driven Strategy, and Social Impact	Environmental, Social, and Governance (ESG) performance, and legacy creation.

This plan helps a startup make money and do the thing at the same time. The startup can. Still be responsible to people and the environment. A startups growth should not hurt people or the environment. The plan makes sure a startup, like any startup takes care of the environment and people when it is growing and making money [22, 23].

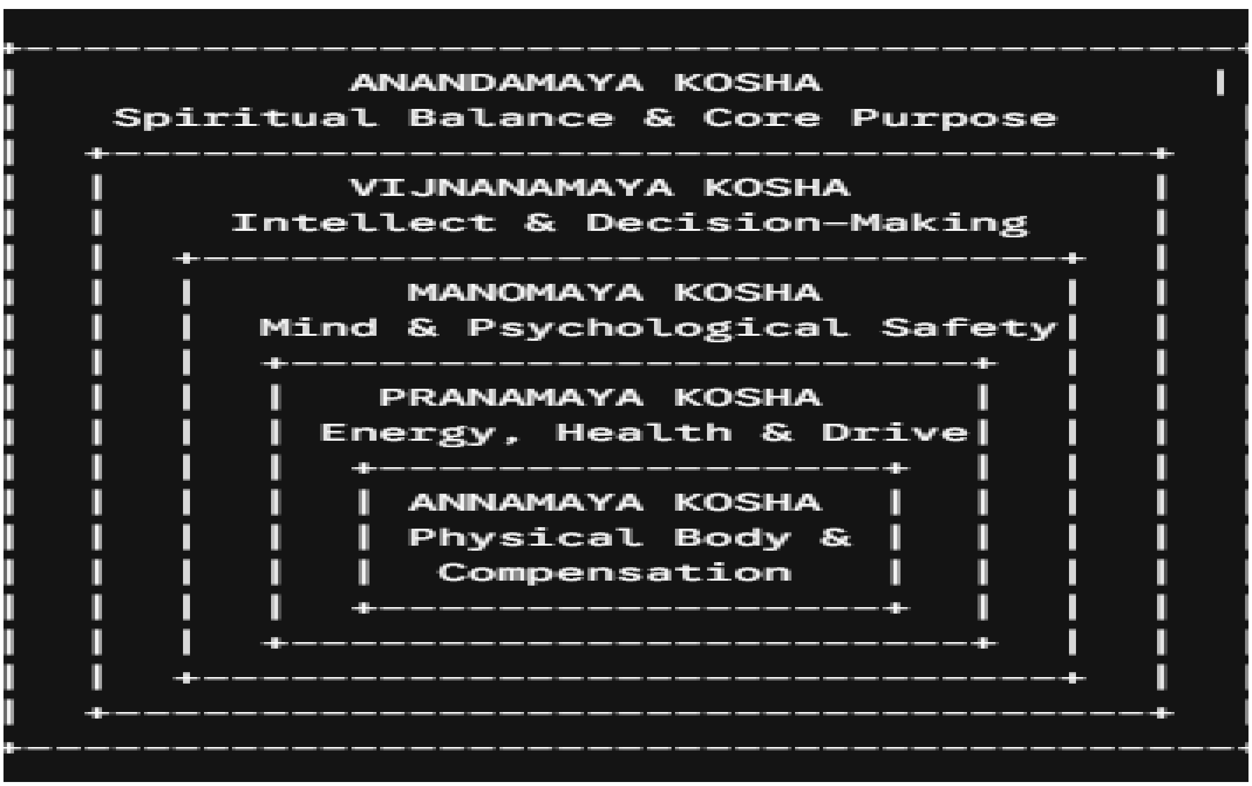


Figure 3: Layered nested structure of the Panchakosha personality model.

Framework 2: The Panchakosha System of Human Motivation

The *Panchakosha* framework, derived from the Taittiriya Upanishad, presents a holistic view of the human personality as five nested, interdependent sheaths. Rather than viewing employee motivation as a linear climb (as suggested by Western models such as Maslow's Hierarchy of Needs), the Panchakosha model posits that human motivation is an integrated system in which physical, vital, mental, intellectual, and spiritual needs must be addressed simultaneously to achieve true personal fulfillment and organizational productivity [24, 25].

To contrast this Vedic framework with standard Western motivational theories,

Table 3 details the structural differences between Maslow's model and the *Panchakosha* system:

Feature of Comparison	**Maslow's Hierarchy of Needs**	**Panchakosha System (Taittiriya Upanishad)**
Structural Architecture	Linear, sequential pyramid; higher needs are met only after satisfying lower-level needs.	Concentric, nested sheaths; all levels are interconnected and must be balanced concurrently[40].
Primary Goal of Motivation	Self-fulfillment, performance optimization, and ego-centered achievement.	Inner harmony, self-knowledge, and eventual transcendence of success/failure[40].
Accessibility and Equity	Often accessible only to individuals with economic security and social stability.	Universally accessible; self-realisation can be attained regardless of material circumstances[40].
View of the Self	An identity to be optimized, polished, and showcased in society.	A layered series of instruments to be understood, harmonised, and transcended[40].
Operational Impact	Drives individual competition, performance pressure, and hyper-consumerism.	Promotes collective well-being, mindfulness, empathy, and sustainable stewardship[5].

By implementing *Panchakosha*-based HR practices, startups can foster a highly resilient and psychologically secure workplace culture.

Framework 3: The Rajarishi Leadership and Governance Loop

Kautilya's ideal leader, the *Rajarishi* (Sage-King), provides a comprehensive model for corporate governance. A *Rajarishi* establishes a self-regulating governance system by aligning self-mastery with organizational execution[14].

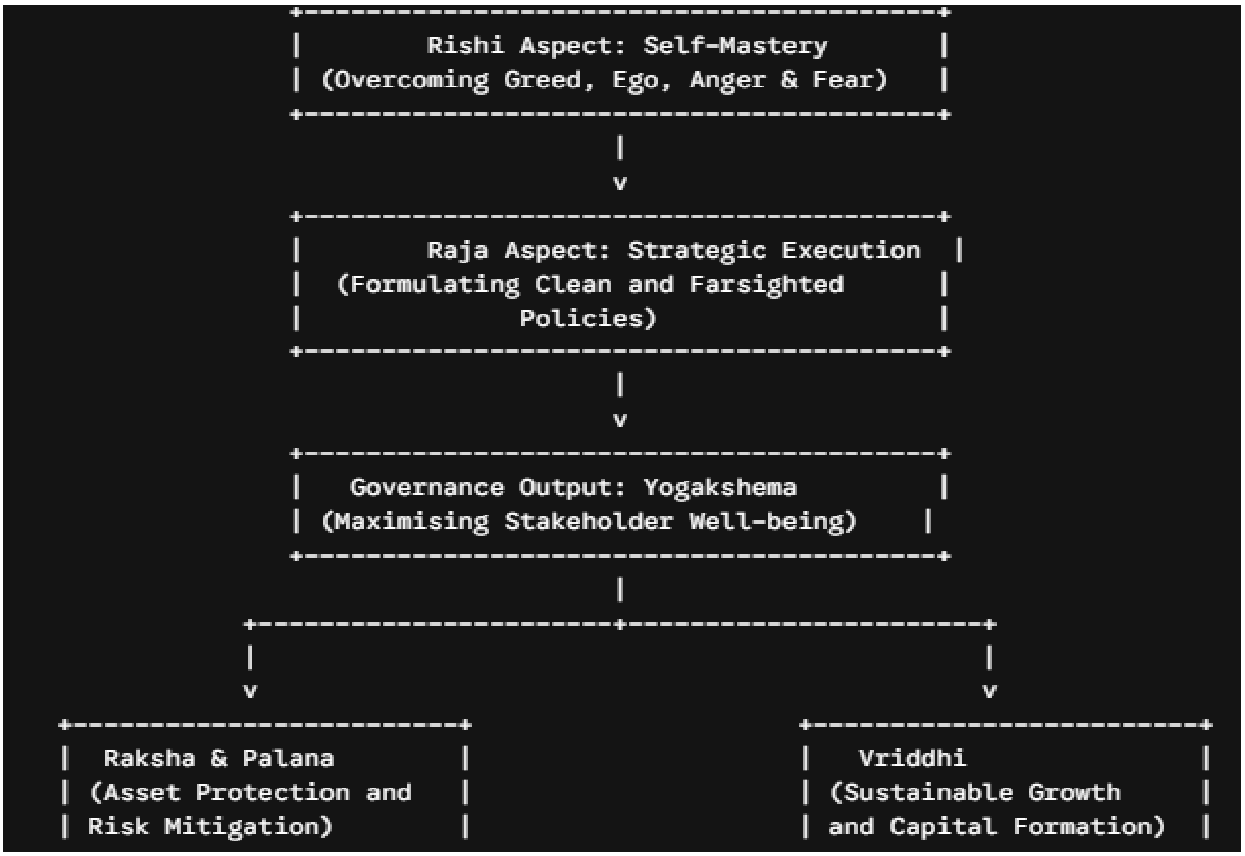


Figure 4: The Rajarishi leadership loop and administrative output.

The governance mechanism of the *Rajarishi* is structured around Kautilya's fourfold administrative duties:

1. **Raksha (Protection)**: Safeguarding the startup's existing physical, intellectual, and financial assets from internal and external threats.

2. **Palana (Maintenance)**: Ensuring efficient daily operations, clear communication, and regulatory compliance across all business functions.

3. **Vriddhi (Growth)**: Driving sustainable product development, capital formation, and strategic market expansion.

4. **Yogakshema (Welfare)**: Ensuring the collective physical, emotional, and financial well-being of all stakeholders, particularly employees and customers.

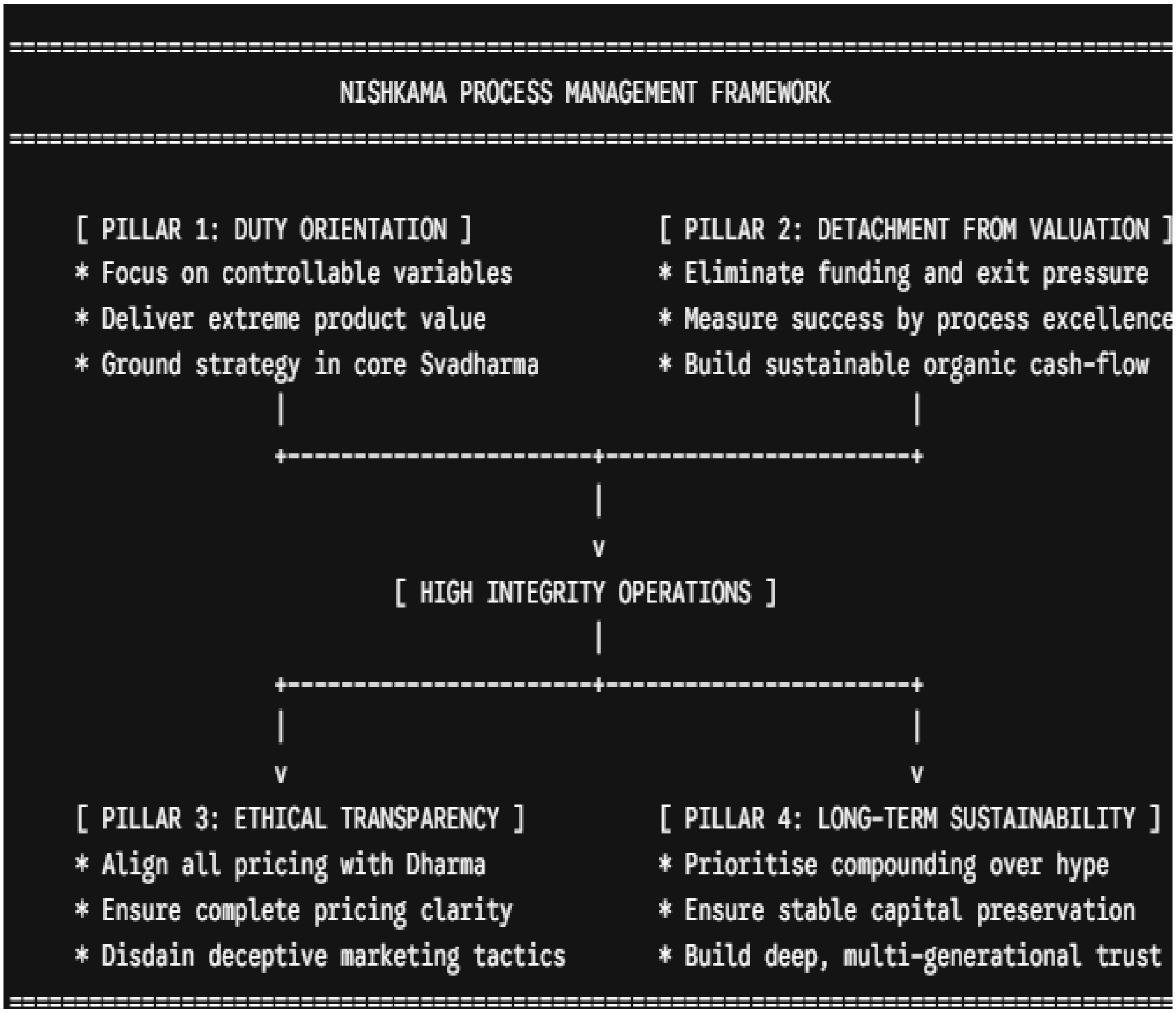
By focusing on *Yogakshema* as the ultimate goal, the *Rajarishi* model aligns leadership accountability directly with stakeholder trust, eliminating the systemic ethical failures that stem from self-serving leadership.

Framework 4: The Nishkama Process Management Framework

The Nishkama Process Management Framework is a guide that helps startups move away from stress that comes from trying to increase their valuation. The Nishkama Process Management Framework helps them become a business that can handle times and has strong processes in place. This is based on ideas from the Bhagavad Gita, Chapter 2 Verse 47. The Nishkama Process Management Framework shows how a business can focus on what it can control and build value that will last. The Nishkama Process Management Framework is about the Nishkama Process Management Framework and how it helps businesses stop worrying about what the market thinks and instead build something that will be around, for a long time.

When a startup follows these four parts it can protect itself from the good and bad things that happen in the market outside. This way the startup can have growth over time with Nishkama Process Management.

Figure 5 shows the four parts that work together in the Nishkama Process Management system.



4. Case Studies of Indic-Aligned Business Models

This part looks at four Indian companies to show how old ideas from philosophy are used in the business world. These Indian corporate enterprises are very important. They have to compete with others. We want to see how these ancient philosophical concepts are used in the world of business where there is a lot of competition and the stakes are high, for these Indian corporate enterprises.

4.1 Case 1: Zerodha — Detached Execution and Bootstrapped Growth

Zerodha started in 2010 from Bengaluru. Zerodha has made a name for itself in the retail brokerage space in India. It became the retail broker based on volume. This is really something because Zerodha did it all by itself without any help.

- **Zerodha**

  It is actually living by the ideas of Vairagya and Nishkama Karma. While other companies were getting lots of money from investors to get customers and make their companies seem more valuable Zerodha did things differently. Zerodha grew slowly by using the money it made from its customers and from people telling their friends about Zerodha. This shows that Zerodha really believes in being independent and not worrying about what other people think its company is worth. Zerodha is all about Zerodha being free to make its decisions without needing help from others, which is what Vairagya is all, about.

- **Intrinsic Value and Ethical Company:**

  The company does not use marketing methods to rush retail investors into making quick decisions. They also do not have an interface designed to lure customers into investing hastily. Customers are always informed before being charged any fees. Instead the company focuses on educating customers about finance through programs like Varsity and Rupeezy. They encourage investors to avoid risky investments. This approach has built a trust, in Dharma among its stakeholders.

- **Financial Performance of Detached Strategy:**

  Zerodhas strategy is based on following a process. This has helped the company do well every year. Zerodha makes profit than its competitors who have received funding from venture capitalists. This shows how doing things in a step-, by-step way and focusing on quality can help create wealth over time.

4.2 Case 2: Aravind Eye Care System — Lokasamgraha and Frugal Innovation

The Aravind Eye Care System, which Dr. G. Venkataswamy started in 1976 began with a small clinic. This clinic had 11 beds. Now the Aravind Eye Care System is one of the eye hospitals, in the world. The Aravind Eye Care System has become very successful over time.

- **The Vision of Seva and Yajna**: Dr. Venkataswamy, deeply inspired by Mahatma Gandhi and Sri Aurobindo, founded Aravind with a singular, non-commercial mission: to eliminate needless blindness in India[45]. The hospital's operations are structured as a *Yajna* (a collective, selfless offering for the social good).

- **The 70:30 Cross-Subsidization Mechanism**: AECS operates on a highly resilient, self-sustaining financial model where approximately 30% to 40% of patients choose to pay competitive rates for differentiated services[47]. The operating margins generated from these paying customers fully subsidize free, high-quality surgeries and clinical care for the remaining 60% to 70% of non-paying patients, primarily from impoverished rural communities.

- **Lokasamgraha and Task-Shifting Operations**: To maintain self-sustainability without relying on external donations, Aravind pioneered assembly-line clinical operations inspired by industrial efficiency models. By training young women from rural backgrounds to act as

"Ophthalmic Assistants" and handling preparatory and post-operative tasks, AECS optimized its surgeons' workflow. AECS surgeons perform over 2,000 surgeries per year per doctor (with an average of 25 surgeries per doctor per day, compared to a national average of 250 in India and 125 in the United States). This is a clear clinical manifestation of *Lokasamgraha* (working for the welfare of the world).

4.3 Case 3: The Tata Group — Trusteeship and Sustainable Stewardship

The Tata Group started in 1868. It is one of the multinational corporations in India. The group has than 100 companies that operate. It earns $165 billion, in total.

- **The Trusteeship Structure**: The way the Tata Group is run is based on what Kautilya said about sharing wealth. The Tata Group has a way of owning things. 66 Percent of the company that owns the Tata Group called Tata Sons is owned by trusts that help people. This special way of owning the company makes sure that most of the money the company makes goes back to the people. This money is used for things like helping people get healthcare, building schools making rural areas better and doing research over India. The Tata Group uses its money to make a lot of things happen. The people who run the Tata Group think that the company should help people and make their lives better. The Tata Group is very good, at using its money to help people in need.

- **Dharmic Crisis Leadership**: The organization follows the leadership principles of J.R.D. Tata. He believed that the community is not another stakeholder but the reason the organization exists. Their emphasis on Dharmic and Sevika approaches is clear in their response, to the 2008 Mumbai terrorist attacks. They did more than just meet their obligations. They offered financial and psychological help to their employees and the community. This help was not limited to their employees; they also supported all community members regardless of their employment status.

4.4 Case 4: The TVS Group — The Trust-Value-Service Legacy

Established in 1911 by T.V. Sundaram Iyengar, the TVS Group is a prominent Indian multinational conglomerate with a consolidated revenue of over INR 59,400 Crore.

- **Ethos-Driven Governance**: The corporate philosophy of the TVS Group is founded on the core values of Trust, Value, and Service (TVS). This ethos prioritizes long-term reputation and family honor over short-term financial gains.

- **Change Management using Total Quality Management**:

To become a notch manufacturing company TVS took a different approach. Many organizations try to dominate the market even if it means taking on a lot of debt. TVs did things differently. They worked with the Japanese Union of Scientists and Engineers (JUSE) to adopt quality procedures just like Japanese companies do. By doing the TVS Group stood out. Four of its companies even won the Deming Prize. The key to TVSs success is discipline. Doing what is right. These values, known as Karma and Dharma have helped create a corporate brand that will last for generations. The TVS Groups approach to change management has paid off. Their focus, on quality and values has made them a world-class manufacturing company.

5. Comparative Performance Analysis

Let's take a look at how the corporate strategies that are in line, with IKS compare to the Western approaches. We will look at some numbers that show how well these IKS-aligned corporate strategies and the standard Western-centric models are working. The numbers we are looking at are:

- The way they run things every day
- The big picture plans they have

We want to see how IKS-aligned corporate strategies do compared to the Western-centric models.

Key Performance Area	**Conventional Western Venture Model**	**IKS-Aligned Management Model**	**Selected Empirical/Case Evidence**
Startup Survival Rate	High early-stage failure rates; ~95% of startups fail within 5 years due to cash exhaustion and premature scaling[15].	High long-term resilience and survival rates; focus on bootstrapping and unit economics[2].	**Zerodha**: Bootstrapped growth model, generating high profit margins with zero debt[2].
Corporate Governance	High agency costs; relies on expensive external monitoring contracts, independent boards, and equity options[14].	Low agency costs; prioritises internal self-restraint and leadership character development (*Indriya-jaya*)[14].	**Tata Sons**: 66% of equity owned by charitable trusts, eliminating principal-agent conflicts[9].
Productivity and Output	Focuses on high-stress targets, leading to employee burnout and a "results-only" culture[1].	Process excellence over outcomes (*Nishkama Karma*), driving high operational efficiency[8].	**Aravind Eye Care**: 25 surgeries/doctor/day vs 5-6 national average, with

			comparable quality[8].
Quality Management	Focuses on short-term production quotas, often leading to quality lapses during rapid scaling[2].	Process discipline and total quality commitment, focusing on long-term value[10].	**TVS Group**: First four Indian companies to win the Deming Prize through TQM[10].
Customer Retention	Focuses on aggressive user acquisition and marketing traps, leading to lower customer loyalty[2].	Prioritises transparency and alignment with customer needs (*Dharma*), driving high brand equity[2].	**Zerodha**: Massive customer acquisition driven entirely by word-of-mouth and trust[2].

6. Critical Synthesis and Discussion

Indias company history shows that when Indian companies use knowledge to make their business plans, they do a lot better, than others. This part of the book looks at how this helps companies. It talks three main things:

6.1 Dynamic 1: Cognitive Resilience and Burnout Prevention

Workplace stress is a problem, for start-ups these days. The Bhagavad Gita has a way to deal with this problem. It uses an approach. This approach is called Nishkama Karma and Samatva. The Bhagavad Gita uses Nishkama Karma and Samatva to help with workplace stress.

If a leadership group does not focus on the stock prices of the company they are leading in the term and what people are saying about the company, they are leading the leaders of the company will feel less worried about the company they are leading. This will help the leadership group of the company make decisions when things are not going well for the company without making changes, to the company that could hurt the culture of the company they are leading.

6.2 Dynamic 2: Structural Mitigation of Agency Costs

The idea of governance is that people in charge like managers want to do what is best for themselves even if it hurts others who have an interest in the company. This is why we need to have systems in place to make sure they are doing the thing, which can be expensive. The Arthashastra of Kautilya has a view on this. It says that the person in charge the leader should be ethical and do the thing, which is what corporate governance theory is all, about the ethics of the leader himself. The company sets up Indriya-jaya. Gets leaders ready to become Rajarishis. This means the company does not have to worry about pressures telling them what to do. Instead the leaders learn to control themselves from the inside. The leaders really care about Yogakshema.

Because of this the company spends money on making sure everything is done correctly. This helps the company manage its resources in a way. The company Indriya-jaya and the idea of Yogakshema are important for the leaders to become Rajarishis and make decisions.

6.3 Dynamic 3: Social Capital and the "Virtuous Cycle"

The IKS view of a business organization is different. It does not just see the organization as a place that makes money. Instead, it sees it as part of a system.

When business goals are connected to the well-being of the community, which is known as Lokasamgraha it creates a beneficial relationship. The business and the community help each other. This approach is good for both the business and the community. It shows that a business can be successful and also contribute to society. The IKS perspective on business is, about finding a balance between making a profit and giving back. The business organization works with the community to achieve goals. This helps to build an healthy community.

The Aravind Eye Care System and the Tata Group are examples of companies that care about the people they help. These companies make a big difference in society and people trust them a lot. The Aravind Eye Care System and the Tata Group show that when companies do things for society, they get a lot of trust from the people. This trust is very helpful to the Aravind Eye Care System and the Tata Group because it keeps them safe when there are money problems. The Aravind Eye Care System and the Tata Group can also get the employees because people want to work for companies that do-good things. The Aravind Eye Care System and the Tata Group can keep being popular, for a long time.

7. Conclusions

In todays times many businesses are failing executives are burning out. There are several ethical issues. This research report shows that there is a solution, to this problem. The Indian Knowledge System gives us a way to solve these issues. Startups can make money. Do good things for people at the same time. They do this by finding a balance between making a profit and doing what is right. This is called balancing Artha and Dharma. The idea of Panchakosha is a way to manage the people who work for a company. It takes care of their mental and emotional needs. This helps the employees feel motivated and want to work. There is a concept called Rajarishi that was talked about by Kautilya. A Rajarishi has four jobs: to protect people to administer things to help people develop and to make sure everyone is doing well. This idea helps companies make sure everything runs smoothly without needing to spend a lot of money on monitoring people. The Nishkama Process Management framework is really something. We can see this with the bootstrap model that Zerodha uses. The Nishkama Process Management framework shows us that when we focus on making our processes the best they can be than just looking at how much money we can make we can create businesses that are very profitable and can last for a long time. The Nishkama Process Management framework and other such frameworks are a combination of Indian knowledge and new technology. This is not a step backwards. The Nishkama Process Management framework is actually a step forwards. It is a move, towards a kind of business that really thinks about what's important. When we use the Nishkama Process Management framework and other frameworks that come from knowledge systems, we can make companies that are new and exciting that can compete with others and that can last for hundreds of years.

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