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**A Novel Approach to Managerial
Excellence from the verses of Bhagavad Gita
in the Industrial Revolution 4.0**

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Abstract:

In the post COVID era, the traditional formulas of management that have been applied so far in the real-life challenges have limitations in terms of handling newer and complex problems. This article addresses the process of achieving excellence in the light of Bhagavad Gita. Organizations do strive for excellence. Theories and research speak volumes about it. This paper explores an innovative formula which expands the excellence of the ten letters into the realm of work life. The balance of work and life referred to as work life is critical for living a harmonious life leading to spiritual quest and happiness. The Bhagavad Gita, an especially important scripture in Eastern philosophy, helps in understanding path and pathology of excellence which also unfolds the secrets of life. In this paper we explore the verses in Bhagavad Gita from the perspective of dealing with management of mind and life as it impacts organizational behavior and development. This article presents the unique method of making the word excellence as abbreviation for portraying the whole journey from Energy to Enlightenment.

Keywords:

Excellence, Bhagavad Gita, Management of Ego, Enlightenment, Eastern Philosophy, Organizational Development

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Introduction

Management is a human skill that empowers the manager to become a better performer at every stage of his career and of corporate life. In 1982, when Peters and Waterman published their seminal work on the notion of excellence [1], they tried to define management as.

Any intelligent approach to organizing had to encompass, and treat as interdependent, at least seven variables: structure, strategy, people, management style, systems, and procedures, guiding concepts and shared values (i.e., culture), and the present and hoped-for corporate strengths or skills. [1] Corporate researchers and trainers began to explore the concept in more profound ways. In the modern world, the 360° search always looks for wisdom rather than purely managerial skills. In post-Corona era new managerial order will require fresh approach and skills. The traditional management formulas that have been applied so far in real-life challenges have limitations in terms of handling newer and more complex problems [2]. In the modern era, many authors and management gurus used 'How - To - Fix Formulas' without including human emotions. Thus, in the post-covid era, we as thought leaders should explore alternative ways to combine success and spirituality to achieve the realization of excellence.

Balance of work-family as well as work-health referred to as work life is critical for living a harmonious life leading to spiritual quest and happiness [3]. Somehow in post-industrial societies, work and life are separated, and it has created a lot of stress. Emotional improvement along with success in corporate life can be achieved by blending work and life [4]. Therefore, this article explores the areas where values of life and ingredients of success can become steps on the ladder to attain final enlightenment and true happiness [5]. To orient into the thought-process of Bhagavad Gita, the two important shlokas in the last chapter can help in reinventing Krishna's spiritual logic.

स्वे स्वे कर्मण्यभिरतः संसिद्धिं लभते नरः । स्वकर्मनिरतः सिद्धिं यथा विन्दति तच्छृणु ॥ 18.45 ॥
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(Devoted, each to his own Duty, man attains Perfection, (Excellence). How, engaged in his own duty, man attains Perfection, Listen.)

यतः प्रवृत्तिर्भूतानां येन सर्वमिदं ततम्। स्वकर्मणा तमभ्यर्च्य सिद्धिं विन्दति मानवः ॥ 18.46 ॥

[From Whom is the evolution of all beings, by whom all this is pervaded, Worshipping Him, with one's own duty, man attains Perfection.]

Here, Krishna detouring from traditional Management theories state that a blending of performing on Duty and Worshipping Him will bring perfection. This paper focusses on defining and identifying elements which will constitute "one's own Duty" and "Worshipping Him" by which the state of enlightenment can be achieved. One should remember that Krishna stresses the point of achieving enlightenment. If one attains enlightenment, The excellence will be achieved and visible automatically [6]. To put simply, enlightenment happens inside, whereas Excellence is seen in public. The Sanskrit word *Siddhi* combines both external and internal effectiveness.

I. Industrial Revolution 4.0

The phrase "Spiritual Intelligence" has been coined in Industrial Revolution 4.0, along with emotional intelligence [7]. The book "Spiritual Intelligence – An Ultimate Intelligence" by Danah Zohar and Ian Marshall provides an outline of how spiritual intelligence has become a significant quotient in the 21st century [8]. The general goal of spiritual intelligence is to educate business leaders and young people about the importance of morals and values in their daily lives and professional pursuits [8]. Ethics and values in real life are the most essential variables that support the phrase "Spiritual Intelligence," as evidenced in the case study "Rajat Gupta - A corporate eye of India in the Western World." Due to a lack of ethics and morals, another case study, "Sahara," which had previously contributed a billion times to the society, lost its value. Even if you are King of the Skies, you must leave the country without a passport – A case study of kingfisher is to support the term "Spiritual Intelligence."

The creator “the god” has provided us with a basic formula much like any other exceedingly simple things that he has given us. Maya has obscured this simple concept, making it difficult for the typical person to attain, but there are proven and simple methods for growing the human mind to achieve by following the simple guidelines deliberately and consistently that our creator has given us to do. Lord Krishna's teachings in the Bhagavad-Gita are the path to enlightenment and the understanding of ultimate truth. Universal principles (spiritual laws) encourage and have demonstrated that the normal human can produce boundless mind power. The first step in attaining our full potential is to become aware of and grasp exactly how these fundamental principles work. Ananda, the blissful state of being filled with joy, fulfillment, inner peace, abundance, and contentment, can only be attained by a more in-depth knowledge and awareness of our own selves. Now, let us look at some of the Bhagavad-self-knowledge Gita's lessons for human capital development [9].

Even with all management education and crisis management training has proved short when a disaster like COVID struck. WHO, while realizing the need for preparedness for uncertainty in the Covid era, issued guidelines for policy planners and public executives [10]. Such reactive approaches often come late and fall short with respect to their impact. Bhagavad Gita on the other hand provides detailed prescription for mental stability in an uncertain and unpleasant situation [11]. Work life is full of rat race that results in an agitated mind. Krishna, on the other end of the spectrum, advocates the stability of mind while performance and achieving excellence. This paper will examine various aspects of work life; it is important to state what Krishna concludes in Chapter 2 (*Sthitpragy*), a managerial sermon for peace of mind.

विहाय कामान्यः सर्वान्पुमांश्चरति निःस्पृहः । निर्ममो निरहङ्कारः स शान्तिमधिगच्छति ॥ 2.71 ॥

(That man attains peace who, abandoning all desires, moves without longing, without the sense of *T'ness* and *My-ness*.”)

Modern times require newer ways of thinking about work and life. During the COVID crisis unprecedented lockdowns and fear have resulted in drastic changes [12]. As a result, the relation between an individual and his work has faced Arjun-like depression and stress. Hence, this paper addresses the process of achieving excellence in the post Covid era keeping in mind the principles enshrined in the wisdom expressed in Bhagvad Gita. The foundation rests in the development of inner being rather than outer being who is trained to focus on material world and becomes irrelevant at periodical interval. This can be inferred from the previous paragraph, while explaining inner and outer beings for enlightenment and excellence.

Let us look at Bhagavad Gita as a book about work life. Though narrated at the battlefield it portrays the trajectory of success and excellence. To focus the Krishna's teaching, He himself narrates numerous examples of his manifestations, being outstandingly illustrates excellence sprinkled in this world. To give clue, how to find him in this world. He enlists seventy-five items where he resides as an element of excellence. [for example, he stated: 'Among those seeking victory, I am '*Satatesmanship*' [10.38], another example, among the knowers, I am 'knowledge'. In the last chapters of Chapter 10 of Bhagavad Gita, Lord Krishna gives a formula. Wherever, you feel the spark of excellence and energy [*Urja*], consider me as the '*Inside*' that manifestation. Important lesson here is understanding or visualizing him in worldly surrounding is aiming to achieve excellence. This is worshipping him as he resides where this energy flowers.

यद्यद्विभूतिमत्सत्त्वं श्रीमदूर्जितमेव वा । तत्तदेवावगच्छ त्वं मम तेजोऽशसम्भवम् ॥ 10.41 ॥

(Whatever it is that is glorious, prosperous, or powerful in any being, know that to be a manifestation of a part of my Splendour.)

Thus, it is especially important for a student of Bhagavad Gita to understand how Bhagavad Gita defines excellence. What are the ingredients and the

processes that lead to a transformation of a man to an excellent person, or an excellent executive?

II. Proposed Methodology: Excellence from Bhagavad Gita's Perspective

Before diving into verses from Bhagavad Gita related to the pursuit of excellence, let us understand what it means to be an excellent person or executive from the general perspective. The dictionary defines excellence as doing something best with all the potential with human capabilities. Excellence is a quality that people really appreciate because it is so hard to find. Excellence is the quality of excelling, of being truly the best at something. Getting an A+ shows excellence. Michael Jordan's basketball career was filled with excellence. We love Picasso and Shakespeare for their excellence. When you see excellence, you should appreciate the work that went into it.

The backdrop of Bhagavad Gita is war. The world watches war in 2022. It is aimed at the target and requires concentration par excellence. The Bhagavad Gita while defining excellence in the Theory of Karma or Theory of Action. Gives five major principles/maxims to achieve ultimate happiness and excellence. The most important aspect of excellence is the skill. Lord Krishna says

‘योग: कर्मसु कौशलम्’ [2.50]

(Skill in action is Yoga)

Every chapter of Gita is called Yoga. The word Yoga derived from the Sanskrit root ‘yuj’ means to get connected. Yoga is an upliftment of mind which enables an individual to realize the reality of God. Self-actualization, where spiritually one's ego merges with supreme conscientiousness, is the ultimate objective of life. Therefore, achieving excellence through skills can lead to the spiritual path when you are in a state of ‘pure awareness.’

Bhagavad Gita teaches the science of mind management. Thus, pronouncing another important maxim Krishna tells Arjuna,

“कर्मण्येवाधिकारस्ते मा फलेषु कदाचन” (2.47)

(Thy right is to work only and never to its fruits.)

[3] Since God is giving this course on the battlefield, every step must be excellent in its own way. Thus, focused goal setting and performance are imperative. To be a great performer, an ideal of excellence, Krishna advises you to perform like Yogi.

योगस्थः कुरु कर्माणि | [2.48].

(Perform the action as if you are performing Yoga).

This is an especially important mindset doctrine for great performers.

Next, two principles are addressed to protect you from any shade of frustration. God declares that no decent work will remain unanswered'; in other words, decent work, and dedicated efforts to achieve excellence will never go in vain.

न हि कल्याणकृत्कश्चिद् दुर्गतिं तात गच्छति । [6.40]

(None who strives to be good, O My son, ever fails

मयि सर्वाणि कर्माणि सन्न्यस्याध्यात्मचेतसा । निराशीर्निर्ममो भूत्वा युध्यस्व विगतज्वरः । [3.30]

(Renouncing all actions in Me, with the mind centered on the Self, free from hope and egoism, free from (mental) fever, do you fight.)

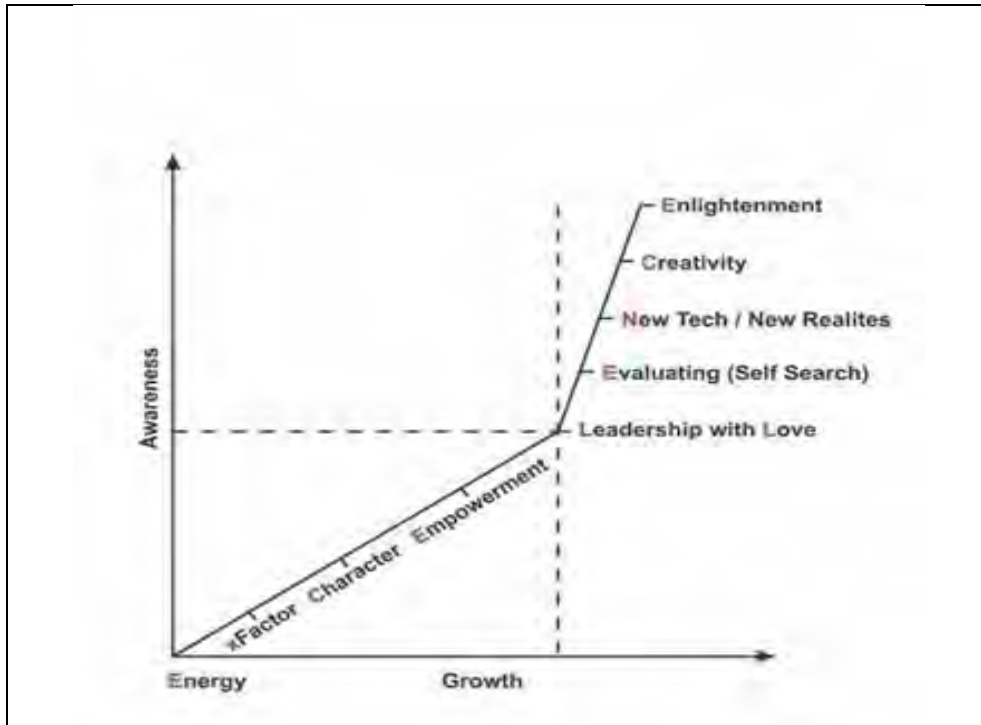
This principle proclaims the basic beauty of Bhagavad Gita's theory of action and its blissful motivation to act. The Ego, the aura of doership brings many artificial psychosomatic disorders which can not only stop the advancement and excellence in spirituality but can reverse the entire progression achieved. Thus,

inculcating no expectant ego, nonattachment driven mindset can drive the flowering excellence to very divine path towards enlightenment.

III. Path and pathology of excellence considering Bhagavad Gita.

Introductory Section to be included

Path and pathology: An introduction (to be defined)



To achieve excellence in work and happiness in life does not happen automatically if one has not cared to train the mind. To map this travel in a career and arrange in stages, this paper divides the work-span in two parts. The first, when he begins as a raw bundle of energy, slowly and gradually after getting Education and training, He gets some empowerment. This stage can be broadly labeled as 'becoming,' [becoming 'somebody' from 'anybody'] Let us look at the figure below, which shows how the career path grows. First {E, X, C, E} are formative years, LL put him/her on higher state of mind, beginning of

awakening. E, N & C Awareness Upgrades his perspectives... E transcends work or work/ career to higher and better understanding of life and enjoys the contented blissful and mindfulness as fructified state of excellence.

Let us examine this ten-letter mantra developed in this paper. Work-life balance is a journey. You begin your life as a bundle of energy, a raw energy. If You achieve excellence then you end up with enlightenment, a blissful aura of achievements, otherwise you die the beastly death. Everyone tries to achieve this enlightenment through careers and jobs. But, worldly accomplishments, if not achieved with awareness about your real meaning of existence, one may end up either with frustration or inflated ego resulting in self-destructing vicious cycle. Thus, in this paper, we try to draw co-relation between growth and awareness. Awareness keeps you humble and connects you with grand cosmic design or music which can transcend you from worldly successes to blissful co-union with the Almighty pure consciousness.

This paper presents unique method of making the word excellence as abbreviation for portraying whole journey of travelling from Energy to Enlightenment. That is what happened in Gita. When Arjun came into the battlefield, he was embodiment of energy, but the process, which the writer of this paper describes as the process of transformation, has made him an enlightened man, a Man with stability and wisdom.

Derivation from the letters of Excellence

E = Energy

Every person born represents energy and thus cannot remain static.

न हि कश्चित्क्षणमपि जातु तिष्ठत्यकर्मकृत् । कार्यते ह्यवशः कर्म सर्वः प्रकृतिजैर्गुणैः ॥ ३.५ ॥

(Verily, none can ever remain, even for a moment, without performing action; for everyone is made to act helplessly, indeed, by qualities born of Prakriti.)

Thus, all will have to be engaged. How to be meaningfully engaged, one undertakes a long journey of Karma-Yoga. It is called endeavor of 'become', to put it simply, everyone wants to be someone from anybody. From a very

unknown person, a bundle of Mind, Body, and Intellect, one strives to achieve meaning of everything he does.

X stands for X-factor

X factor suggests how external world develops individual via schooling, the learning eco-system and graduations in different faculty to develop cognitive capabilities.

X= Management theories as a guide. According to Upanishads, knowledge is divided into two segments.

Thus, there is *Vidyā and Avidyā*. *Vidyā* is Brahma *Vidyā*, the knowledge of Brahman which can be classified as pure spiritual knowledge. On the other hand, *Avidyā* is worldly knowledge that helps you earn your bread and keeps death away. In journey of pursuing enlightenment, the first segment till one reaches the supervisory status or leadership position, one undertakes the studies of *Avidyās* which enables him to sail through this great ocean of *Sarīsāra (world)*.

C = character building

Bhagvad Gita is of enormous importance for the inner and outer development of a personality.

प्रकृतिं यान्ति भूतानि । 3.33 ॥

(The human beings live according to his nature, that is, Prakriti). Bhagavad Gita gives extensive list of virtues which one should develop in chapter 13. These are twenty qualities for seekers of eternal peace and bliss. They are essential to build your character.

1. Humility.
2. Unpretentiousness.
3. Non-injury.
4. Forgiveness.

-
5. Uprightness.
 6. Service to the teacher.
 7. Self-control.
 8. Indifference to the objects of senses. [To organize life in such a way that the senses are coordinated, and the higher spiritual goal is kept in mind.]
 9. Self-Control.
 10. Steadiness.
 11. Absence of egoism
 12. Perception of evil in birth, death, old age, sickness, and pain.
 13. Non-attachment.
 14. Non-identification of self with worldly relations.
 15. Constant evenness in attaining desirable and undesirable objects.
 16. Unswerving devotion unto the lord by the Yoga of non-separation.
 17. Resorting to the solitary places.
 18. Distaste for things of the world.
 19. Constancy in self-knowledge.
 20. Perception of the goal for true knowledge.

E = empowerment.

Bhagvad Gita has a unique way of training human-mind when the seeker is already during Actions. Here, the man defines the man's capabilities according to his Prakriti [nature that is deeply influenced by three Guna's] [Guna's are three major divisions of mental traits Sattva, (seeker or blissful individual), Rajas (Ambitious and seeking power and authority) and Tamas (Getting power for selfish or demonized goals). But, here, Bhagvad Gita gives a big and important twist. Read this shloka.

प्रकृतेः क्रियमाणानि गुणैः कर्माणि सर्वशः । अहङ्कारविमूढात्मा कर्ताहिमिति मन्यते । 3.27 ।।

(All actions are performed, in all cases, merely by 'qualities in nature' (Guna's). He whose mind is deluded by egoism thinks 'I am the doer.')

L + L = love leadership. turning point.

यद्यदाचरति श्रेष्ठस्तत्तदेवेतरो जनः । स यत्प्रमाणं कुरुते लोकस्तदनुवर्तते । 3.21 ॥

(Whatever a Great man does, that other men also do, 'imitate.' Whatever he sets as the standard, the world follows.)

This stage is very important as the leader has to look at these letters, LL. Either he can exercise his leadership position with law [LL means Leadership with law] as predominant element or love [Leadership with love] as predominant element. If he prefers love than he opens up his channel for further evolution.

E = elevation or experience of an evolving inner self .

When leader opts for the love path, meaning he wants to look at human qualities of the people he would like to lead. This approach will enhance his evolution into a creative and innovative manager. Thus, He will require statesman like qualities, free from prejudices and open-minded and ready-to-learn mindset. This component of personality is exhaustively explained by Lord Krishna in following two shlokas. This unfolds new era in a life of an executive where the values like competition will be naturally replaced by values like collaboration or team-building.

अद्वेष्टा सर्वभूतानां मैत्रः करुण एव च । निर्ममो निरहङ्कारः समदुःखसुखः क्षमी ॥ 12.13 ॥

(He who hates no creature, who is friendly and compassionate to all, who is free from attachments and egoism, balanced in pleasure and pain and forgiving is very dear to me).

यस्मान्नोद्विजते लोको लोकान्नोद्विजते च यः । हर्षामर्षभयोद्वैगैर्मुक्तो यः स च मे प्रियः ॥ 12.15 ॥

(He by whom the world is not agitated {affected} and who cannot be agitated by the world, who is freed from joy, envy, fear, and anxiety - he is dear to Me.)

N & C = modern technology and creativity.

अधिष्ठानं तथा कर्ता करणं च पृथग्विधम् । विविधाश्च पृथक् चेष्टा दैवं चैवात्र पञ्चमम् ॥ 18.14

(The seat body, the Doerego, the various organs, the different psychological functions, and the presiding deity, the fifth).

The interpretation of this paper is broadening, as it implies an incredibly unique management doctrine (the five attributes to success)

1. The contextual analysis or understanding the contextual reality.
2. The Doer, his capabilities, his skills, and his education.
3. The various technologies available.
4. The mindset at the time of performance.
5. the luck, The unforeseeable factors.

E = enlightenment.

एषा ब्राह्मी स्थितिः पार्थ नैनां प्राप्य विमुह्यति । स्थित्वाऽस्यामन्तकालेऽपि ब्रह्मनिर्वाणमृच्छति ॥ 2.72 ॥

(This state is the ‘self-hood’ {brahmi - sthiti}, where the wise the stable wisdom remains unmoved and without grief or attachment even in the very last moment of his life)

This is the ultimate achievement where one reaches to the level of self-actualisation.

अहङ्कारं बलं दर्पं कामं क्रोधं परिग्रहम् । विमुच्य निर्ममः शान्तो ब्रह्मभूयाय कल्पते ॥ 18.53]

(Having abandoned egoism, power, arrogance, desire, anger, and aggrandizement; freed from notion of ‘mine’ and so peaceful – he is to become Brahman.) Table 1 gives an overview of the modern philosophy from the Shlokas of Bhagavad Gita.

Table 1 Shokla Table: A Modern Philosophy Overview

Shloka No.	Shloka (Sanskrit)	Shloka (English)	Modern-Era Philosophy
1	स्वे स्वे कर्मण्यभिरतः संसिद्धिं लभते नरः । स्वकर्मनिरतः सिद्धिं यथा विन्दति तच्छृणु ॥ 18.45 ॥	Devoted, each to his own Duty, man attains Perfection, (Excellence). How, engaged in his own duty, man attains Perfection, Listen.	Managers get perfection while performing the allotted role, but how this will take you to the next level is a subject this paper explores.
2	यतः प्रवृत्तिर्भूतानां येन सर्वमिदं ततम् । स्वकर्मणा तमभ्यर्च्य सिद्धिं विन्दति मानवः ॥ 18.46 ॥	[From Whom is the evolution of all beings, by whom all this is pervaded, Worshipping Him, with one's own duty, man attains Perfection.	Here, an especially important part is blending worship and performing your own duties. Looking at machine-like behaviour, this blending charted a newer way to excellence.
4	विहाय कामान्यः सर्वापुमांश्चरति निःस्पृहः । निर्ममो निरहंकारः स शान्तिमधिगच्छति ॥ 2.71 ॥	That man attains peace who, abandoning all desires, moves without longing, without the sense of 'I' and 'My'.	Excellence can be achieved if manager can calm down his mind. To experience evolution, only calm minds can be more creative.
5	यद्यद्विभूतिमत्सत्त्वं श्रीमदूर्जितमेव वा ।	Whatever it is that is glorious, prosperous, or powerful in any be-	This world is sprinkled with excellence. Every

	तत्तदेवावगच्छ त्वं मम तेजोऽशसम्भवम् ॥ 10.41 ॥	ing, know that to be a manifestation of a part of my Splendour.	energetic manifestation can improve one's vision if manager is pursuing excellence with spiritual mindset.
6	‘योगः कर्मसु कौशलम्’ [2.50]	Skill in action is yoga.	Bhagavad Gita clearly declares that excellence in action is Yoga the path of enlightenment.
7	“कर्मण्येवाधिकारस्ते मा फलेषु कदाचन” [2.47]	Your right is to work only and never to its fruits.	The detachment from results of Action frees the mind of Manager which can be reconfigure for higher Goals.
8	योगस्थः कुरु कर्माणि । [2.48].	Perform action as if you are doing yoga	The way to excellence demand total concentration.
9	न हि कल्याणकृत्कश्चिद् दुर्गतिं तात गच्छति । [6.40]	None who strives to be good, O My son, ever fails	The faith in Good will free you from the burdens of side effects or ill-effects Action or failure thereof.
10	मयि सर्वाणि कर्माणि सन्न्यस्याध्यात्मचेतसा ।	Renouncing all actions in Me, with the mind cantered on the Self,	Enlightenment can be achieved if mind is emptied. To

	निराशीर्निर्ममो भूत्वा युध्यस्व विगतज्वरः ॥ ॥ 3.30 ॥	free from hope and egoism, free from (mental) fever, do you fight.	achieve that stage of excellence, one needs to be free of attachments and expectations.
11	न हि कश्चित्क्षणमपि जातु तिष्ठत्यकर्मकृत् । कार्यते ह्यवशः कर्म सर्वः प्रकृतिजैर्गुणैः ॥ ॥ 3.5 ॥	Verily, none can ever remain, even for a mo- ment, without performing action; for everyone is made to act helplessly, indeed, by qualities born of Prakriti.	The nature of human-being is to perform. Therefore, performing for the best leads to excellence.
12	प्रकृतिं यान्ति भूतानि । ॥ 3.33 ॥	Human beings live according to their na- ture, i.e., Prakriti.	The Nature is all pervading and can provide eco-system required to pursue excellence.
13	प्रकृतेः क्रियमाणानि गुणैः कर्माणि सर्वशः । अहङ्कारविमूढात्मा कर्ताहमिति मन्यते ॥ ॥ 3.27 ॥	All actions are conducted, in all cases, merely by the 'qualities in nature' (Gunas). The mind deluded by egoism thinks 'I am the doer.'	The path of excellence demands complete dilution of ego.
14	यद्यदाचरति श्रेष्ठस्तदेवेतरो जनः । स यत्प्रमाणं कुरुते लोकस्तदनुवर्तते ॥ ॥ 3.21 ॥	Whatever a Great man does, that other men also do, 'imitate.' Whatever he sets as the standard, the world follows.	Leadership is espe- cially important in the evolution of performance managers to become guiding

			lights for the next generation.
15	अद्वेष्टा सर्वभूतानां मैत्रः करुण एव च । निर्ममो निरहङ्कारः समदुःखसुखः क्षमी ॥ ॥ 12.13 ॥	He who hates no creature, who is friendly and compassionate to all, who is free from attachments and egoism, balanced in pleasure and pain, for-giving is very dear to me.	The seeker who achieves excellence will have to be compassionate and friendly to all. His equal response to all situations makes him different and spiritual.
16	यस्मान्नोद्विजते लोको लोकान्नोद्विजते च यः । हर्षामर्षभयोद्वैगैर्मुक्तो यः स च मे प्रियः ॥ ॥ 12.15 ॥	He by whom the world is not agitated {affected} and who cannot be agitated by the world, who is freed from joy, envy, fear, and anxiety - he is dear to Me.	To be excellent, one must be beyond the worldly vices of jealousy and cheap pleasure. He should free him from fear and frustration.
17	अधिष्ठानं तथा कर्ता करणं च पृथग्विधम् । विविधाश्च पृथक्चेष्टा दैवं चैवात्र पञ्चकम् ॥	The seat body, the Doer ego, the various organs, the different psychological functions, and the presiding deity, the fifth.	Five elements to attain excellence are pure awareness of contextual realities, the duties of the Doer, emerging technologies, performing mindset, and lastly the unforeseeable fortune.
18	एषा ब्राह्मी स्थितिः पार्थ नैनां प्राप्य मुह्यति ।	This state is 'self-hood', where the	The ultimate enlightenment is

	स्थित्वाऽस्यामन्तकालेऽपि ब्रह्मनिर्वाण-मृच्छति ॥ ॥ 2.72 ॥	wise with stable wisdom remains unmoved and without grief or attachment even in the very last moment of his life.	internal whereas worldly excellence is outer manifestation of pure spiritual peak.
19	अहङ्कारं बलं दर्पं कामं क्रोधं परिग्रहम् । विमुच्य निर्ममः शान्तो ब्रह्मभूयाय कल्पते ॥ ॥ 18.53 ॥	Having abandoned egoism, power, arrog- ance, desire, anger, and aggran-dizement, freed from the notion of 'mine', and so peaceful, he is fit to become Brahman.	The peace that excellence and enlightenment bring is an ego-free and blissful experience of cosmic music.

IV. Conclusion

The world of management studies always looks for better and meaningful alternatives to understand the ultimate objectives of human existence. This article approaches the path of excellence in a unique interpretation of spiritual principles to guide managers and academics looking for a different path. The race of 'becoming' should change gears in modern times so that the pleasures of can be pursued by evolving as a manifestation of God. This paper divides one's career in two parts where leadership position should focus more on love and emotions, creativity, and innovations. Bhagavad Gita, a unique spiritual book from the East, teaches some fundamental human behaviors. This paper, rightfully, establishes a subtle relationship between excellence and enlightenment.

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