

Project Management Insights from *Bhagavad Gita*

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Abstract

In the current day changing global business scenarios, employee confidence, assertiveness, job satisfaction and work-life balance are very much important for global organizations. There is evidence of current day organizations using *Bhagavad Gita* to achieve these objectives. These are not the only applications of *Bhagavad Gita*. It can also give insights on project management. In this article, project management insights such as project management framework, project stakeholders, task characteristics, project execution, project leader characteristics and project team member characteristics and behavior are derived. It is applicable to *project human resources management* knowledge area. The concepts derived indicate the reliance of ancient scripts even in current day global business scenario.

1. About Bhagavad Gita

Bhagavad Gita is the essence of all puranas. It is very simple and assertive. One can get insights from *Bhagavad Gita* with key observation. There are many insights and secrets hidden in *Bhagavad Gita*. Every word in *Bhagavad Gita* is taught in a positive attitude and positive essence. *Bhagavad Gita* consists of 18 chapters known as *adhyayas*. It consists of 700 slokas written in Sanskrit. The broader context of *Bhagavad Gita* is the epic *Mahabharata*. *Bhagavad Gita* was told by Lord Krishna to Arjuna and was watched by Sanjaya with the *divya drishti* given by the Veda Vyasa. *Bhagavad Gita* as part of *Mahabharata* was scripted by Veda Vyasa. Researchers express that it was scripted between 2nd and 5th century BC. There are different perspectives or claims over the date of authorship of *Bhagavad Gita*.

2. Introduction

Bhagavad Gita talks more about project strategies, project leadership, individual characteristics, and project culture. The broader project context and environment can be found from *Mahabharata*. There were many scholars who have brought management effectiveness, strategy and leadership insights from *Bhagavad Gita* in the literature. According to my knowledge and search on Google and Google Scholar, till now, none of the researchers or practitioners have tried to bring the project management insights from the ancient *Bhagavad Gita*. This is my journey towards the exploration of *Bhagavad Gita* seeking the insights for the growing and emerging discipline *Project Management*. In broad, *Bhagavad Gita* gives more about individual values, behavior and capabilities and leadership qualities required for project performance, success and effectiveness. In this article, to express the Kauravas as enemies of Pandavas, the word “competitors” is used to have business sense. These insights are useful not only in Indian context, but also in global context as more research and exploration was carried out on *Bhagavad Gita* in western world as well. Many global corporations and MNCs are looking for ways to improve their employee work-life balance, self-confidence, assertiveness, job

satisfaction, loyalty, personality development, ethics and commitment using Bhagavad Gita. This is very much applicable in dynamically changing global economic and business scenarios.

In this article, the stakeholders of the project, project management concepts derived from Bhagavad Gita, project management framework derived from Bhagavad Gita, task characteristics, project execution, project leader characteristics and individual team member characteristics are discussed.

3. Project Stakeholders

The important stakeholders mentioned in Bhagavad Gita are Lord Krishna, Arjuna, Pandavas, Kauravas, Dhritarastra, Sanjaya, Bheeshmacharya, Vidura, Guru Dronacharya, Vyasa, Duryodhana, Dhrishtadyumna, and Maharshi Narada.

Some of the characteristics of ideal stakeholders as discussed in Bhagavad Gita are discussed here. In Bhagavad Gita, Lord Krishna likes the people who do not discriminate, who do not hate, who likes all creatures of the world, who has mercy, who treats happiness or sadness equally, who has equality, who has control of his body and mind, who has control of his senses and who has deterministic mind. Similarly, customer also likes these kinds of people in current business scenario. Customers also like individuals who do not make others worry, who do not get influenced by others and who do not have fear, jealous and aggression as Lord Krishna liked.

The Lord Krishna also likes who takes the tasks to execute, maintains physical and mental neatness, who does not have dangerous desires, who is not biased and who does not get influenced by any unhappiness. One should have equal feeling about friends, enemies and competitors. Other characteristics of stakeholders include purity, non-violence, excusing, egoless, polite talks, respecting individuals, control of senses, consideration for birth, death and ill-health and external and internal neatness.

Nature creates three characteristics in human beings. They are *sattva*, *raja*, and *tama*. These are known as *trigunas* (Figure 1). *Sattva* is the ideal one. The people with *sattva* characteristics do peaceful tasks which gives happiness. This binds human beings with happiness and knowledge. The people with *raja* characteristics do tasks with *kama* and curiosity. This binds the individuals in executing tasks all the time. The people with *tama* characteristic do tasks which attract their body and non-knowledgeable things. This binds the individuals with dangerous things and sleep. If you control, *raja* and *tama* characteristics, *sattva* pops up. If you control *sattva* and *raja* characteristics, *tama* pops up. If you control *sattva* and *tama* characteristics, *raja* pops up. These three characteristics of individuals are interrelated.

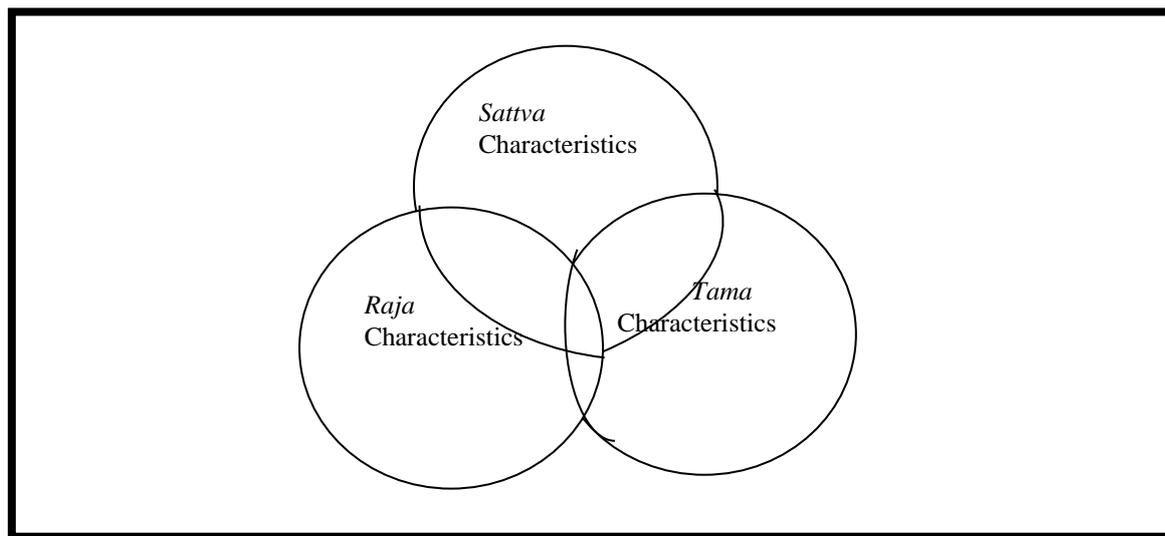


Figure 1: *Trigunas* of an individual

With the activation of internal body, senses and consciousness, *sattva* characteristics increase in individual. *Raja* characteristic leads to lust, over curious, too much task execution expecting benefits, un-peacefulness and worry about others things. When the *tama* characteristic increases, individual loses sense of body and mind, goes away from tasks, does waste things, does dangerous things and gets into more sleep. By executing ideal tasks, one gets happiness, knowledge and *vairagya* (detachment). Execution of tasks with *raja* characteristic, leads to sadness. Execution of tasks with *tama* characteristic leads to foolishness. *Sattva* leads to knowledge, *raja* leads to lust, and *tama* leads to dangers. *Sattva*, *raja* and *tama* characteristics happen automatically and go away automatically for an ideal person. They are not constant for an ideal person. An ideal person won't worry when they get away on their own. An ideal person has to be away from *trigunas*.

According to Bhagavad Gita, the *family culture* has got strong roots in the society. There is no begin (*aadi*) and end (*antam*) for the family tree. A *gyani* can only know about their self when they are enjoying the benefits of information, full of *trigunas*, and they are stable minded. *Agnani* cannot be aware of self. The *divine qualities* of a stakeholder include non-violence, truth, non-anger (doing help to even enemies), sacrifice, peace, mercy, excuse, courage, cleanliness, non-enmity, egoless, not to blame others, delicate, shyness and not doing useless things. The *ghost qualities* include anger, cunningness, ego, proudness, harshness and foolishness. Stakeholders have either divine qualities or ghost qualities. Stakeholders with ghost qualities do not talk truth, do not consider the tasks in hand, no ideal behavior and no external cleanliness.

They think that it is only the *kama* which is creating things in the world. They will be worrying till the end and they are obsessed with the returns and benefits. They will be following *adharma* or unlawful/unethical roots to make money. They think that they have lot of money and they can make lot of money in the future. They think that they finished the competitors and they are the strongest. They think that they are very rich and have many servants. They feel that they are only great. A stakeholder should be away from *kama* (desire), *krodha* (anger) and *lobha* (greed). A stakeholder away from all these three do good tasks.

According to Bagavad Gita, every human being has some interest or the others. He executes the tasks based on his interests. Meditation can keep the individuals with peace of mind, controls mind and keeps internal cleanliness. In the next section, the project management concepts derived from Bhagavad Gita are mentioned.

4. Project Management Concepts Derived from *Bhagavad Gita*

The project management concepts such as project strategies, project planning, individual task, individual (team member), project leader, project execution, and motivation can be derived from Bhagavad Gita. The characteristics, qualities, impact, effect, and applications of these concepts are discussed in Bhagavad Gita. These are to be looked at very *micro view* through the 700 slokas of 18 chapters in Bhagavad Gita. Next section describes the project management framework derived from Bhagavad Gita.

5. Project Management Framework from *Bhagavad Gita*

The project management framework derived from Bhagavad Gita is shown in Figure 2. The *project management framework* consists of the components such as individual behavior, project strategy, project leadership, team work, project culture (values), team skills and capabilities, and project planning. More about project environment and project plan can be found in the epic *Mahabharata*. This article brings more insights on project stakeholders, task characteristics, project execution, project leader characteristics and team member characteristics and behavior. The more contribution is towards the *Project Human Resources Management* knowledge area.

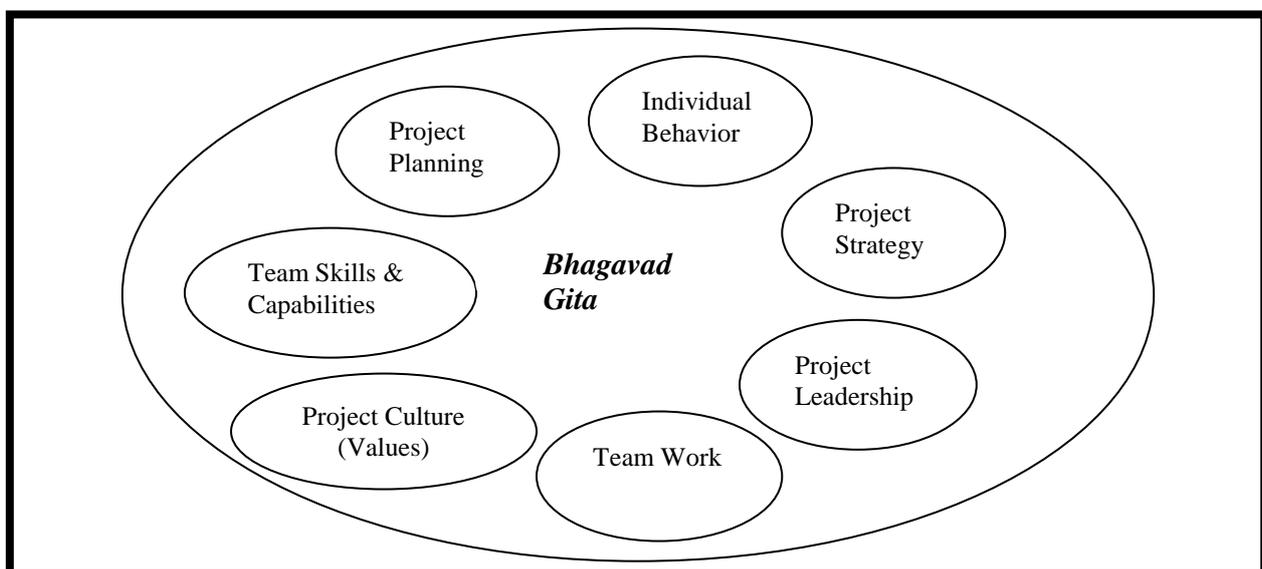


Figure 2: Project Management Framework from *Bhagavad Gita*

In 7th chapter of Bhagavad Gita, Lord Krishna told to Arjuna that *nature* is of 8 different types. They are earth, water, fire, air, sky, mind, heart and ego. We use all these as resources for our projects whether it is construction, software, biotechnology, pharmaceutical and engineering project. *Nature* and *human resources* are very ancient. The *characteristics* of nature include creation of love, hate and material resources. Nature can create projects and tasks. The *characteristics* or *peculiarity* of individuals in projects include decision making capability,

knowledge, away from desires, excusing, truth, control of *pancha indriyas*, control of mind, happy or unhappy, creativity, fear, unscarred, equality, meditation, reputation or poor reputation, and respect or losing respecting. All these are the result of *karma* of the individual. These are the byproducts of task execution in project. One can execute the projects and tasks by knowing the characteristics of *nature* and *individuals*.

Team members get the feel of happiness or unhappiness in the project through *communication*. They exchange ideas, views and opinions with respect to the project. Discussions are common for decision making in projects. Qualities of *purushottama* includes creation, knowledge, wealth, strength, and courage. These qualities are evident in senior management in some of the organizations even in current days.

According to Bhagavad Gita, Lord Krishna suggest to Arjuna to have *Abhyasa yoga*, that is, training required to execute the project. This is applicable to project leaders as well. The project leaders have to undergo training and practice the same by keeping mind in control. Knowledge is more important than the training without knowing the meaning. Experience is more important than the knowledge. Results are more important than the experience. Similarly, project results and benefits are more important than the project team experience. Donating the project results is more *sacred*. This gives peace of mind to project stakeholders. Next section explains the individual task characteristics as extracted from Bhagavad Gita.

6. Task Characteristics

Bhagavad Gita assigns tasks to individuals bases on their *caste*. Whereas, in our project management, we assign tasks based on the skills sets or roles of team members. Here in project management, customer is the creator of tasks. In Bhagavad Gita, god is the creator of tasks. Thus, the industry saying “customer is god” is justified. According to Bhagavad Gita, task is nothing but *karma*. Entire project team should have task orientation or *karma* orientation for project success. One should not have the anxiety over the result of karma, first they should put consistent effort. Project team members having control over senses, mind and who are away from materialistic things with stable mind can perform the tasks well. Project team members having equal opinion about happiness or unhappiness, satisfied, non-jealousy, satisfied and having balanced feeling for stability or instability, and certainty or uncertainty can perform the tasks well and they won’t worry much about the assigned tasks.

Striving for *knowledge* is better than praying god. According to Bhagavad Gita, All tasks end with creation of *knowledge*. The knowledge can finish all the tasks. Tasks cannot arrest the team member who takes the tasks as they come, who gets clarifications for all his doubts and queries and who has self control. Thus, project team members with equality towards stakeholders should proceed to execute the tasks. In Bhagavad Gita, Lord Krishna told that instead of going away from tasks, it is better to pursue the tasks for the good. The members who are away from personal attachments, desires and hate can perform the tasks well. The team member who sees the lessons learned and the benefits of the task execution with equal importance will be able to realize the reality.

Even an individual who has self-control over his mind, *pancha indriyas*, self-cleanliness and equality among all creatures executives difficult tasks. Those tasks won’t impact him personally. A person, who is listening, understanding, seeing, eating, watching, hearing, walking, sleeping, smelling, talking, deserting, and opening eyes, thinks that his *indriyas* are doing the tasks but he

is not doing any task. A *karma yogi* performs the tasks by keeping his mind, body, and senses under control for his internal cleanliness. Such people gain peace of mind. A member, who worries much about the incentives of the task execution (*karma phalapeksha*) all the time, does not find peace in his mind. Mostly the personality and the personal characteristics only decide the results of *karma*. An individual who executes the tasks without expecting returns or benefits is *yogi*. In this materialistic world, it is difficult to retain this stage. At the same time, an individual who goes away from tasks, or who deserts the tasks is not a *yogi*. An individual who executes the tasks without a desire (*kama*) can become a *yogi*.

According to Bhagavad Gita, every task (*karma*) has begin (*aadi*) and end (*antam*). This is the characteristic we are highlighting for project or task in modern project management. Individuals who are away from sins, who clarified all their doubts through knowledge, who seek wellbeing of all creatures and who has stable mind can perform the project tasks well. They are best suitable as human resources for project execution. One has to satisfy himself. This is because, one is friend of his own and one is enemy of his own. An individual who gained control over his body, mind and *indriyas* is his own friend. The one who does not win over them is his own enemy. Actually body, mind and *indriyas* help the individual, if he wants to gain control over them. Otherwise they will become enemies to the individual and not allow him to reach the project goal. They become constraints or show stoppers to reach the goal. Next section highlights the project execution aspect from Bhagavad Gita.

7. Project Execution

The project in Bhagavad Gita is the *war* between Pandavas and Kauravas. The project location is the *kurukshetra*, the place of war. A sub project plan is written in the form of *padmavyuham*, by Kauravas. Dhrishtadyumna is also involved in framing Pandavas strategies. Duryodhana is worried about the team capabilities and competencies of Pandavas. The project was *kicked-off* with fearful sounds with instruments at the battle ground by Kauravas. Pandavas kicked-off the work with Lord Krishna's divine Shanka.

Bhagavad Gita says that do not worry whether you win or competitor wins before executing the project. Just execute the project for the benefits and rest leaves it to god. One should not have competitor centered or enemy centered mind all the time. One should not worry much about the weather seasons such as winter, summer, autumn and spring to execute the project. Irrespective of the season, the project execution should continue. The project team should not worry much about the uncertainties, risks and unknowns. They should plan for them. The project leader should not fear for executing project and organizational tasks and responsibilities. He has to act ethically.

If the project leader expresses his inability to execute the project, the senior management takes him easy. He will be ignored. His opponents and competitors criticize him. In 8th chapter of Bhagavad Gita, Lord Krishna told to Arjuna to have control over body and senses and concentrate on project execution. Lord Krishna told to Arjuna to have stable mind, control over *pancha indriyas* and keep mind on heart with stability and continue executing the project. Here, Lord Krishna suggested considering the opinion of heart instead of brain. In current day project management, we use more quick decisions from brain rather than heart because of dynamically changing business conditions and increased stress levels.

Unproven assumptions are not good for project success. To get expertise in any task, team members have to work with determination, patience and interest. Practice brings the expertise in task. One has to work with courage and intelligence. Unstable mind always thinks about outer world things. One has to control and without deviating mind they have to put effort towards project execution. A patient individual without interest at materialistic things and has concentration towards work can gain ultimate happiness in work. Team members who are capable and look at all the natural things equally treat all the creatures equally with stable mind. Individuals doing day to day tasks to run their families and self fulfillment can never be destroyed. An individual who try and practice for excellence can reach greater heights.

According to Bhagavad Gita, knowledge based education is the ultimate education one can give to team members. This is more easy, successful and practicable. In Bhagavad Gita, Lord Krishna creates all creatures in the world, nothing but the current day product creation. He creates and destroys the products, which is applicable to date. Nobody knows how he creates the products. That is maintaining trade secrets of current days and retaining the intellectual property. The work done with pure mind without desires is liked by the god and in modern days by the organizations. The project leader (or Project Manager is used in synonymous terms) characteristics are explained in the next section.

8. Project Leader Characteristics

Bhagavad Gita talks about the individual and internal discipline the project leader should have. According to Bhagavad Gita, the project leader expressed his inability to execute the project at the beginning. The project leader was scared to execute the project by looking at the competitors. It is because of the consequences, outcomes, and results which may impact some stakeholders negatively. However, with the coach Lord Krishna, he gained courage, assertiveness, empowerment and enlightenment required to execute the project.

By seeing the complexity of the project to be executed, the leader's behavior, mental and physical attributes were immediately impacted. Because of the project complexity and stress, the project leader was not even able to stand properly. This is very much applicable in current days as well. The project leader of Pandavas, Arjuna lost his courageous son Abhimanyu on the 13th day of the war. Still, he continued the project work. It shows his commitment and dedication. The team leader should trust his team, their skills and capabilities. The project leader denied the incentives, perks and benefits he is going to get after the project completion at the beginning. This indicates the complexity of project. Before project execution, the project leader's eye became wet to execute the project. He is almost crying. To gain reputation and recognition, the leader came back. In need of the hour, the project leader should not disappear or desert the place.

Project leader should not be cowardice. At some stage, the project leader was not interested to have all the benefits to him without sharing to his team members. The project leader has to decide between whether it is ethical or unethical. That is, *dharma* or *adharma*. A leader cannot sustain in leadership role with unethical practices. Project leader should not worry too much at personal level about existing team members or the ones who left the team. A project leader should have equal feeling about happy and unhappy movements. He should not be worried much for unhappy things and feel very excited for happy things. This is because, according to Bhagavad Gita, every task involves some problem, risk or uncertainty. Every task leads to

creation of knowledge useful for the project and the organization. It gives some learning to the organization. There is no question of inability in the task execution.

It suggests not to have the unnecessary luxuries, lavish parties and entertainment. Here, keyword is *unnecessary*. Duryodhana underestimated the enemy's or competitor's capabilities. Bhagavad Gita expresses that project leader should not have personal attachment with the team. However, he should respect and guide them in project execution. Project leader should be away from personal attachments. In the Bhagavad Gita, Arjuna was stepping back to fire his own people, which is required in current day continuously changing business conditions, mergers, acquisitions and partnerships. If the project leader should not execute the project toward success, he loses recognition and respect. Stakeholders and the team may talk about him in an unrespectable way impacting his reputation. The team thinks that he left the organization because of his inabilities. Even if competitors and colleagues criticize, the project leader should not stop from leading the project. If he wins the project, he and his team gains the benefits, if he loses the project, still, there is some learning for the individual and the organization. So, the project leader should have the commitment, determination and courage in leading the team.

Project leader should not worry much about win or lose, successful or unsuccessful, happy or unhappy, profit or loss after starting the project. He should continue execution. However, the current day project management requires stopping the project if it is unprofitable to the organization. Unless they have other reputational issues, the organization won't continue the unprofitable project. The project leader should be away from sorrows and unnecessary humor. An individual who takes away all the project benefits without sharing may not be a good project leader. Project leader should be unbiased towards his team members. Even if the project leader collects different opinions, final decision he has to take by keeping his values and ethics in picture. *Self dharma is more important than para dharma*. Following *para dharma* is more dangerous. Project leader should not get influenced by others in his key decision making.

Lord Krishna told that he looks after the well being of the people, which is true in current days, organizations look after the well being of the people they have. The project leader should detach himself from successful or unsuccessful completions. *Satpurusha* is the one with deterministic mind. He cares about others more than self. He does ethical business. His mind is always peaceful. In Bhagavad Gita, the project leader has the power of meditation. In chapter 11 of Bhagavad Gita, Lord Krishna presented Arjuna with *divya drishti*. It is nothing but the ultimate or divine *vision*. Using vision, the project leader can do short term and long term planning, projections and estimations. Vision is very much required for project planning and execution. By seeing the *visvarupa* of Lord Krishna, there is a change in Arjuna's braveness, courage and peace of mind. This is very much possible by seeing the customer there is a change in braveness and peace of mind of project leader in modern day project management. After the calmness of the customer only, the project manager regains his consciousness. After showing his *visvarupa* Lord Krishna told to Arjuna that even if he won't do the war also, none of the competitors will remain. Hence instead of going away from project, execute the project. Hence, to gain *keerthi*, reputation, fame, name, wealth and position, the project leader should execute the project.

In *visvarupa sandarshana yoga*, Arjuna respected Lord Krishna both from front and back. This should be true in case of respecting customer and stakeholders as well in project management. Arjuna asked excuse from Lord Krishna for his mistakes and underestimating the Lord. Individual team member characteristic and behavior are explained in the next section.

9. Individual (Team Member) Behavior and Characteristics

According to Bhagavad Gita, individual skills, competencies and knowledge are important for project execution. This is evident from Duryodhana's confidence on his team capabilities. It expresses not to cheat fellow colleagues and other team members. There should be trust in the team. Bhagavad Gita denies the *unethical* practices. It talks about respecting each individual's religion, race, language and gender. It talks about respecting the senior and top management. Bhagavad Gita expresses that one should not go away from his skills and competencies. One should not desert his tools and techniques. One cannot destroy the organizational permanent assets and properties.

According to Bhagavad Gita, one will look at things curiously. One will talk about it curiously. One will execute it curiously. Project team should not leave the unexpected or new opportunities coming their way. Entertaining individuals all the time should not go behind the unnecessary desires and wants. This is because, according to economics, human needs are unlimited. Once one desire gets fulfilled, other design pops up. A wise individual do not get impressed for the pleasing words. One should not have much curiosity about the future individual benefits. One has to have control over his body and its senses. Every individual contribution is significant in team work. The individual has control over his work but not on the result. Hence, one should not stop working. Team members should continue the work and results follow. Instead of having curiosity over the results, team members should concentrate on their assigned tasks. One has to have equal feeling about stable or unstable, and certain or uncertain situations. Individuals who keep the future incentives in mind all the time won't be able to give their 100% at work.

One should not have the greed and lust. Even if the team member receives different opinions from different stakeholders, he has to think twice and take a decision. Self satisfied person always performs better in projects. An individual who does not worry for sorrows, who does not feel over joys for happiness, who does not have over curiosity and who is away from fear and anger is known as *Sthitaprajna*. He does not express happiness under supporting conditions and does not express sadness under unsupporting conditions. The individual having control over *pancha indriyas*, that is, having control over the senses of five organs known as eyes, ears, skin, tongue, and nose (see, hear, touch, taste, smell) will have stable mind. *Sthitaprajna* cannot be affected because of benefits and incentives. He is determined to execute his tasks.

An individual thinks all time about something will have curiosity. Curiosity leads to desire in human being. If desire is not fulfilled, it leads to anger. Anger leads to senselessness. Senselessness leads to disasters. Senselessness leads an individual to degrade in his personal and professional life. Thus, an individual having control over his senses will have peace of mind. With peace of mind, he forgets all his unhappiness. A calm and relaxed individual with peace of mind can perform well in projects. An individual not having control over mind and senses won't be able to take stable decisions. Such person cannot find peace of mind. He won't find interest over something or he won't find happiness in life. Thus, an individual having control over his body and senses can take stable decisions.

A team member having desires all the time, may not find peace in his mind. An individual who is away from egos and personal attachments can find peace of mind. Team members should not go away from tasks assigned. Every individual has to do some tasks in life. A best individual is one, who keeps his mind and senses under control and executes the assigned tasks. If an individual does not perform tasks or goes away from tasks, his body won't be under his control.

Maintaining his body and senses become difficult. Team members get into trouble by executing the tasks which were not assigned to them. Team members who work without selfishness, cooperate with each other and fulfilling each other can have mutual satisfaction in project. A team member who does not execute the assigned tasks and fulfills desires of all his *pancha indriyas* is not right fit for the project. Team members should execute the tasks without anxiety. Team members consider the best behavioral individual as role model in the team. A *gnani* performs the tasks without anxiety, with his natural behavior by keeping mind in control. *Agnani* performs the tasks with anxiety. An individual with ego thinks that he is the creator of tasks.

Love and *hate* are the most dangerous things in the world for any individual. They can help an individual's growth or they can destroy an individual. Because of hate and love, people get into happy or unhappy situations. Desire, in other words *kamam*, leads to anger in individual. *Gnani's* knowledge is covered with *kamam* like dust over mirror, and smoke over fire. *Kamam* is like fire. It is overshadowing the knowledge. To control the *kamam*, one has to have the control over senses first. *Pancha indriyas* are more important than huge body. Mind is more important than *pancha indriyas*. Having sense is more important than mind. Soul is more important than sense. Thus, one has to remove *kamam* by having control of five senses. *Gnanis* achieves self-control by controlling his five senses. With this they can concentrate on their tasks, even in case of disturbances such as sound and human presence.

Best team members have control over their food, drink and sleep. Because *agynanam* is overshadowing the *gynanam* (ultimate knowledge), people tend to get attracted to each other. *Gyani* has equal feelings about *Brahmin, elephant, cow, dog* and unwise people. A *gyani* having equality among all the things can think out of the box. Team member who does not over joys for pleasing, who does not depress for unpleasing, and who has stable mind and not having attractions can achieve equality among all the things. A team member who controls his *kama* (desire) and *krodha* (anger) even while in the team is the real happy person. *Krodha* can lead to harm others in the team.

How to get control of *kama* and *krodha*? Team members without thinking about external things, have to concentrate on the centroid of the body and do *anulom* and *vilom* with nose. This brings mind, body and *indriyas* under control. Team members who are able to do this are away from *kama* and *krodha*. An individual having equality over all weather seasons, happy or unhappy, praise or insult and has stable mind can gain the project knowledge well. *Yogi* has internal knowledge and wisdom. He keeps all the *indriyas* under control and has equality among stone, mud and gold. The *best individual* is one who has equality among friends, enemies, competitors, pleasers, mediators, relatives, sinners, followers, leaders and devotees. In our project management, a team member should have equality among customers, suppliers, vendors, project managers, program managers, functional heads, senior management, top management and family members.

One eats too much or too less, one sleeps too much or too less cannot become a *yogi*. Team members who behave wisely at eating, executing tasks and dreams can get away with unhappiness in life. Ultimate happiness is the feeling away from senses of *pancha indriyas*. This comes with only *micro vision*. An individual who looks at all the living things equally, treats happiness or sadness equally, and who looks at others happy as his happy is *yogi* and the *ultimate purist*. Here the quality of "look at others happy as his happy" is the characteristic of high performance teams. This is required to achieve high performance in project teams. Some

high performance teams proved that they have this quality even in current days. One cannot understand the meaning of *equality* with unstable mind.

Mind is more unstable, determined and stronger. Hence, controlling it is very difficult for anybody. To control the mind one has to have practice (*abhyasa*) and detachment (*vairagya*). *Vairagya* does not mean that leave all the social and family responsibilities. It means to have detachment over affection and hate and concentrate on the task before hand. Both *practice* and *detachment* can control the mind of a human being. Team members having control of mind can become *yogi* with practice. The knowledge hidden in the team members who entertain and enjoy more won't come out.

10. Further Scope and Conclusion

Further work can be done in areas such as knowing more about project environment and project plan from the epic *Mahabharata*. Also some of the empirical studies can also be done from the concepts derived from Bhagavad Gita. The concepts and their relationships are very clear from Bhagavad Gita. The impact of one component on the other in current days and are there any deviations on the implications mentioned in Bhagavad Gita in current days can also be researched further. This article contributes to *Project Human Resources Management* knowledge area. It is also applicable to the code of conduct. This article highlights that the ancient writings and thoughts are even applicable in current day global business scenario.

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He worked in Banking, Financial Services and Insurance (BFSI), Telecom, E-Commerce, Enterprise Content Management, Enterprise Software Asset Management (ESAM), Health Care and HR domains. He has extensive experience in project management, program management, general management, quality management, business process re-engineering, HRM, Organizational Behavior and human aspects of project management. He has wide experience in management consulting.

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