

Understanding Ancient Wisdom for Upcoming Organizational Strategies: From Traditional Teachings to Contemporary Management

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ABSTRACT

A broad and deep foundation for management techniques is provided by the Indian Knowledge System (IKS), which blends traditional knowledge with contemporary relevance. This study examines the ways in which traditional management practices have been merged into modern ones and how this may impact organizational strategy going forward. This paper's goals are to: investigate how management practices can be guided by ancient wisdom; evaluate how well these concepts align with contemporary management practices; and use systematic bibliometric analysis to identify possible future directions and opportunities for incorporating ancient wisdom into management education and practice. Network analysis, citation analysis, and targeted research journal analysis are all part of the comprehensive systematic literature assessment of ancient wisdom's applicability in the modern world that was conducted for this study. To fully explore how ancient wisdom might impact modern management practices, textbooks, management theories, and case studies of companies that have successfully integrated traditional knowledge will be arranged. There are important theoretical and practical implications of this study. By combining conventional wisdom with modern management, the research aims to offer innovative ways to organizational leadership, sustainability, and decision-making. The research will give management educators and organizational leaders useful insights to improve organizational practices and strategic decision-making in a contemporary setting.

Keywords: Indian Knowledge System, Contemporary Management, Organizational Practices, Ancient Wisdom, Organizational Leaders, Citation Analysis, Bibliometric Analysis, Network Analysis.

Introduction

Organizations have been forced to reconsider conventional management paradigms due to the quick speed of globalization, technological breakthroughs, and changing labor dynamics. Although efficiency, creativity, and profitability are frequently emphasized in contemporary management theories, the humanistic and ethical aspects that are essential to long-term success are occasionally overlooked. Ancient wisdom offers a storehouse of timeless concepts that address these characteristics. It encompasses teachings from a variety of traditions, including Confucianism, Vedic philosophy, Stoicism, and Indigenous knowledge systems. This study looks at how organizational strategies can be influenced by traditional teachings. It helps bridge the gap between conventional knowledge and contemporary management.

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The study aims to provide a new viewpoint on corporate culture, leadership, and decision-making by exploring the philosophical foundations of traditional wisdom and its applications.

The discipline of management is inherently practical, rendering it susceptible to intense criticism. We accept or reject theories based on their practical value, whether in the short or long term. A review of contemporary management ideas reveals a fundamental fallacy: the presumption that profits supersede the value of human people. Money or any other consideration can never surpass the human element, and that is an undeniable truth. Disregarding the human element would inevitably preclude the long-term viability of management theories, corporate organisations, and even countries. Contemporary economists have formulated their ideas on the premise of finite resources and boundless human desires. Accepting that human beings possess boundless wants is, in a sense, demeaning to them. All human beings possess finite necessities such as sustenance, hydration, clothing, and shelter; all additional items fall under the category of desires rather than requirements. Desires are infinite, but requirements are finite. Mastery over cravings elevates human beings to a higher evolutionary plane, whereas the relentless pursuit of desires diminishes them to an animalistic state. Furthermore, nature has provided sufficient resources to meet the necessities of all humanity; nevertheless, when it pertains to desires, scarcity will constantly persist. We must abandon the myopic thinking that has dominated management and economic paradigms for decades, characterized by a relentless pursuit of self-interest at all costs. Integration must eliminate fragmentation. All human beings on this planet should complete their development as the foundation of all cognitive processes, given the interrelatedness of the entire universe. Rather than prioritizing self-interest, the decision-making process should incorporate the concept of sacrifice. Materialistic indulgences are inexhaustible and ensnare individuals in a perpetual cycle. Self-management has become more crucial than the administration of machinery, technology, and commercial organizations. In traditional Indian knowledge and spirituality, self-management is of paramount significance, since effective administration of the external world necessitates first mastering oneself.

The ancient concept of wisdom, a multifaceted trait associated with well-being and good aging, has recently attracted the attention of researchers. There have been reports linking wisdom to improved mental health and quality of life in older persons (Thomas et al., 2016). According to certain popular beliefs, wisdom is an essence, a collection of everlasting traits that arises as a result of both extraordinary life experiences and an innate potential. The traits of smart thinking, such as intellectual humility, acceptance of change and uncertainty, evaluation of other viewpoints, and integration of these viewpoints, vary greatly depending on the circumstance (Grossmann, 2017a). Knowledge-based firm theories that adhere to Cambridge standards start to take shape. It is recommended that strategic management and economics engage in intellectual interchange to enhance the assumptions underlying economic and corporate models (Teece, 2017). (Mellam et al., 2015) Information technology and globalization led to the development of contemporary HRM practices that differ from the previous HRM methods, known as traditional HRM practices. (Diener et al., 2018) Significant progress has been made in methodology and theory throughout this time, with the growing application of longitudinal and experimental designs enabling a better comprehension of the predictors and results that are related to traditional wisdom. Changing organizational contexts (e.g., change readiness, general and specific organizational capabilities, organizational routines) is a promising new way to improve service quality through the implementation of evidence-based methodologies (Latulippe et al., 2021).

(Suddaby et al., 2017) Modernist rhetoric has disregarded equally compelling instances of re-enchantment in favor of the current embrace of rationalism and disenchantment. In order to provide insight to modern management practices, this study aims to defend, clarify, and illustrate the ideas of action, experience, and reflection as well as how they are related (Hägg & Kurczewska, 2016).

Numerous criteria have been devised to assess an individual's level of wisdom as the body of scientific knowledge on the subject continues to grow (Thomas et al., 2017).

In this article, we present systematic bibliometric analysis result from the year 2016-25.

Study Objective

This study revolves around three major objectives. Its goal is to investigate how management practices can be guided by ancient wisdom; evaluate how well these concepts align with contemporary

management practices; and use systematic bibliometric analysis to identify possible future directions and opportunities for incorporating ancient wisdom into management education and practice.

Review of Literature

Research is a useful tool for examining the significant aspect of human civilization known as intangible cultural heritage (ICH) (Su et al., 2019). The review divides the body of knowledge gained in recent years into three categories: (i) what we know, (ii) what we don't know, and

(iii) what we are unsure of. A heuristic lens that interprets the "present" and "future" in a certain imaginary as intertwined with and reliant upon a particular "past" (Peters et al., 2023). An attempt was made to gather the disparate pieces of information from literature and validate it scientifically in order to understand the applicability of ancient wisdom in the present (Sharma et al., 2019). Scholars have reached a consensus that wisdom entails specific ways of thinking (such as intellectual humility, acknowledging ambiguity and change), which might help one apply knowledge to problems in life. People's capacity for intelligent thought changes significantly depending on the experience situations they encounter throughout their lives (Grossmann, 2017b).

(Lubinski, 2018) described the function of context for organizational uses of the past, thus extending the status quo. In order to further research toward a more contextualized understanding of the uses-of-the-past, the paper analyzed the historical case of German company in colonial India and proposes three more general claims: (i) historical assertions are supported by ongoing discussions with various audiences; (ii) updated pre-existing narratives by challenging or "outpasting," that is, by referencing earlier sources; (iii) they frequently lead to "rhetorical frictions," which necessitate ongoing and deft historical revisions to avoid new conflicts in their portrayal.

(Wilson, 2015) The concept of "social resilience" becoming more significant, particularly when it comes to how a local community's innate "memory" contributes to the development of resilience pathways (social memory). With a focus on analyzing the significance of rituals, customs, and social learning processes for forming community resilience and vulnerability, this study examines the connections between social memory and community resilience.

Corporate reputation has become a recognized concept in the fields of strategy, corporate social responsibility, management, and marketing since it is thought that a good reputation is more beneficial to business than a bad one (Dowling, 2016).

(Donaldson & Walsh, 2015) endeavor to lay the foundations of an empirical and normative theory of business. After outlining four key ideas regarding the goal, responsibility, management, and prosperity of businesses, concluded by discussing a number of significant theoretical problems and real-world prospects that lie ahead. Leaders can develop effective strategies, inspire their teams, and fortify their moral compass by applying these timeless lessons to contemporary practices.

Additionally, this study looks into how the Gita affects corporate governance, stress, and conflict. From a comparative perspective, the Gita's leadership notions, decision-making frameworks, and modern ideas are in harmony with each other (Patel, 2024).

Although defining leadership in terms of qualities and character has a long history in both eastern and western cultures, its importance for directing leader behavior has mostly been limited to the ethical literature (Wang & Hackett, 2015). Cultures are dynamic, nevertheless, as evidenced by a number of documented shifts in cultural behaviors, values, and products that leads society to change (Varnum & Grossmann, 2017). The article's main goal is to offer suggestions on how to create learning spaces that encourage more creativity. In order to offer suggestions for how to create learning settings that support creative learning outcomes, author integrated research on learning sciences, creativity, and arts education (Sawyer, 2015).

(Shanafelt et al., 2015) assessed how organizational leadership affects the burnout and professional satisfaction of individual doctors employed by a major healthcare company. Physician supervisors' leadership traits seem to have an effect on the happiness and well-being of individual doctors employed by healthcare institutions. These findings offer fresh perspectives on organizational elements that impact physician well-being and have significant ramifications for the recruitment and development of medical leaders.

(Mazzocchi, 2020) analyzed the concepts that govern indigenous and local peoples(Sangha et al., 2018) relationship with nature, such as reciprocity and caregiving, focuses on the insights that indigenous knowledge may offer. These ideas emphasize the value of returning to nature and stem from a deep sense of connection and interconnectedness.

(Zidny et al., 2020) reviewed the literature on science education, focusing on research and strategies for teaching science using indigenous knowledge. In order to construct and create science education for sustainability that integrates indigenous knowledge together with related non-Western and alternative Western notions, the study provides Didaktik models and frameworks. This is accomplished by placing indigenous knowledge in the context of related terms (like ethnoscience), Eastern perspectives (like Buddhism), and alternative Western methods.

Spiritual experiences attained through meditation techniques have been documented across cultures (Diener et al., 2018) and throughout history. Transcendental meditation, yoga, contemplative prayer, and other types of seated meditation are some of the techniques used to achieve transcendent states (Wahbeh et al., 2017). The pursuit of a sense of connection with something greater than oneself is implied by the Sanskrit term *yuj*, from which yoga is Derived (Bowers & Cheer, 2017). With a proven dedication to establishing practice standards, educational and certification criteria, and encouraging research to support its usefulness for a range of populations and situations, it is becoming more established, recognized, and used (Sullivan et al., 2018). Ayurveda is one of the oldest and most well-known traditional medicinal systems (TSMs). The old wisdom of this conventional medical system still has a lot to teach us (Jaiswal & Williams, 2016). Some of the obstacles to accepting and understanding evolution include mistrust and denial of science, cognitive barriers and misconceptions, language and terminology, and a religious worldview (Pobiner, 2016).

(Garg, 2017) Using structural equation modeling (SEM) and standardized self-report measures, researchers examined the mediating role of employee engagement, commitment, and motivation in the relationship between workplace spirituality and organizational performance in an Indian context. They discovered that the relationship is partially mediated by employee engagement, job motivation, and both affective and normative aspects of organizational commitment.

(Dwivedi et al., 2021) inquired about how many manual jobs and processes that had been in place for decades—where humans had reached the limits of their physical capabilities—were transformed by technological progress. The same revolutionary potential for augmenting and possibly replacing human duties and activities in a variety of industrial, intellectual, and social applications is provided by artificial intelligence (AI). With new developments in autonomous decision-making and algorithmic machine learning, this new era of AI technology is changing at an astounding rate, creating fresh chances for ongoing innovation.

(Artelle et al., 2018) suggested that by incorporating a values-led basis into management in general, values-led management could facilitate comparable long-term connections in settings where they are completely absent or have just been broken.

(Mahfouz et al., 2023) used structural equation modeling to examine (i) the mediating role of knowledge management and work engagement and (ii) the effect of sustainable HRM practices on organizational performance and concluded that (i) knowledge management, work engagement, and sustainable HRM practices were all positively correlated with organizational performance; and (ii) knowledge management and work engagement acted as mediators in the relationship between organizational performance and sustainable HRM practices.

Table 1: Keyword Search Results

Keywords	Authors
Ethical Leadership	<i>Dharma</i> (righteousness)
	selfless action principles (<i>Nishkama Karma</i>)
	empathy
(Patel, 2024); (Wang & Hackett, 2015); (Mainemelis et al., 2015); (Teece, 2017); (Shanafelt et al., 2015); (Mellam et al., 2015)	
Decision-Making	<i>Arthashastra</i> principles
	foresight and adaptability
	Goal oriented

(Patel, 2024);(Dwivedi et al., 2021);(Loureiro et al., 2021); (Donaldson & Walsh, 2015);(Mahfouz et al., 2023)	
Ethics and Values	<i>Satya</i> (truth) and <i>Ahimsa</i> (non-violence) ethical work culture
	Respect
(Patel, 2024);(Donaldson & Walsh, 2015);(Mahfouz et al., 2023);(Mellam et al., 2015)	
Adaptability	<i>Bhagavad Gita</i> Emotional intelligence <i>Deal with challenges</i>
(Wilson, 2015);(Varnum & Grossmann, 2017);(Grossmann, 2017a);(Teece, 2017);(Latulippe et al., 2021);(Mahfouz et al., 2023);(Mellam et al., 2015)	
Holistic Development	<i>Yoga and Meditation</i> physical, mental, and spiritual well being <i>Swadhyaya</i> (self-reflection)
(Jaiswal & Williams, 2016);(Wahbeh et al., 2017);(Garg, 2017);(Kwok et al., 2019);(Grossmann, 2017b) (Patel, 2024);(Latulippe et al., 2021)	
Sustainability & CSR	harmony with nature foresee Future generation requirements
(Mazzocchi, 2020);(Zidny et al., 2020); (Dowling, 2016);(Teece, 2017);(Latulippe et al., 2021);(Mahfouz et al., 2023)	

Research Methodology

Analysis of publications started with initial data result from search with specific terms, further various filters were applied on result to get specific data set. Quantitative measurement technique was used to inference with bibliometric data. The study investigates various publications on the specific topic through researcher's analysis, network analysis and citation analysis. Filtered Scopus results imported into Zotero software and various visualisation results performed. For this article VOS Viewer visualisation results were used and results were presented in the form of tables and figures.

Data Collection and Search Strategy

Data for this study captured from Dimensions.ai and following screening parameters applied there: Initial Search Result provide a list of 3,44,392 publications and 615 reports from Datasets Then following query processed

- **Data Range:** from 2016-2025
- **Publication Type:** Journal Articles (published in UGC Care List II) Result in 470 publications that further counted for this study
And Final screening of 35 publications

Data Analysis

Journals Targeted: With respect to this study different journals were targeted related to different domain as visible in Fig. 1, i.e. Human Society, History, Heritage and Archaeology, Philosophy and Religious Studies, Biomedical and Clinical Sciences, Commerce, Management and Tourism, Psychology, health Science, Education, Language, communication and Culture, Environmental Science, Law and Legal Studies and various other fields. It shows how the field of research diversified in different journals, being Journal of Human Society (3,609) the field where it is most published, followed by Journal of History, Heritage and Archaeology (2,906) and least in Mathematics Science (33) and year-wise publication data in Table 2.

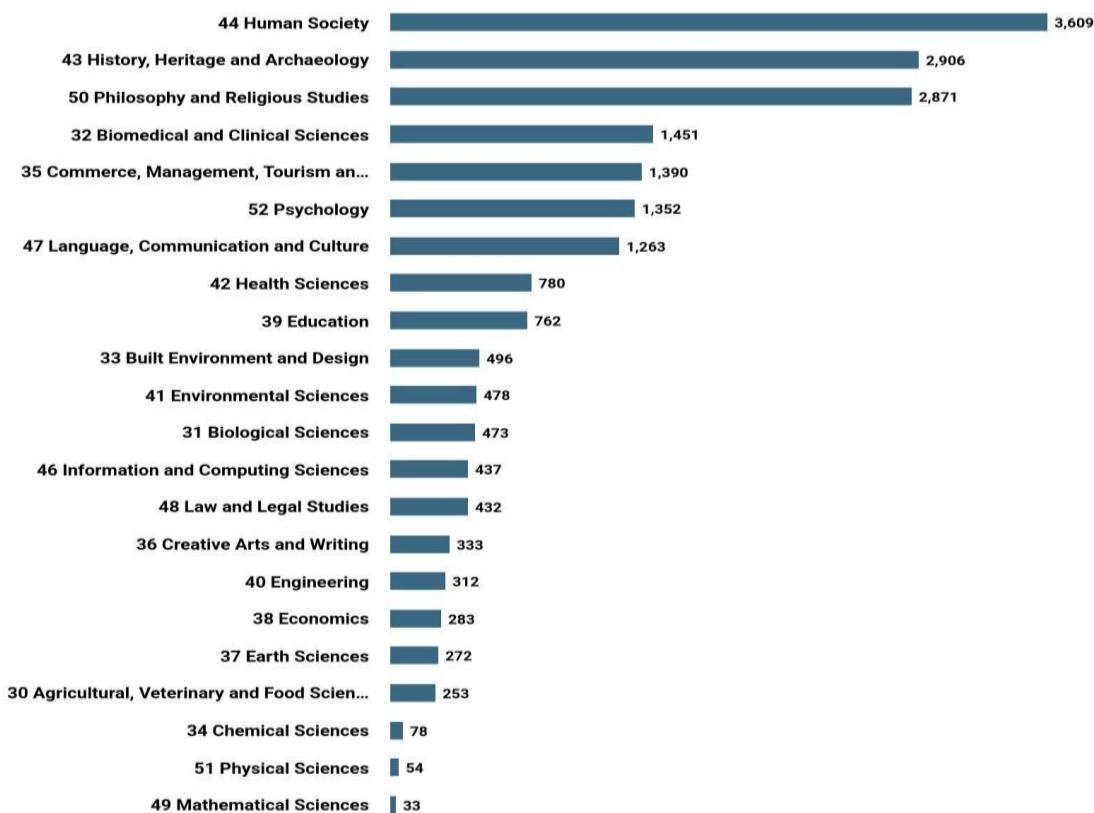


Fig. 1: Number of Papers by Field of Research

Table 2: Year wise Publications 2016-2025

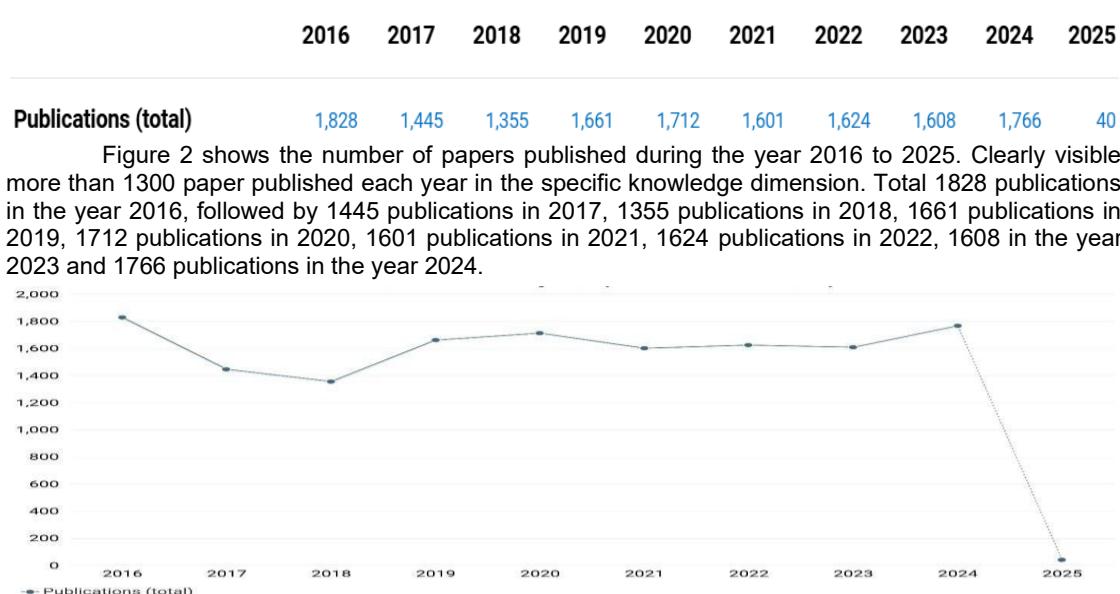


Fig. 2: Paper published in between year 2016-25

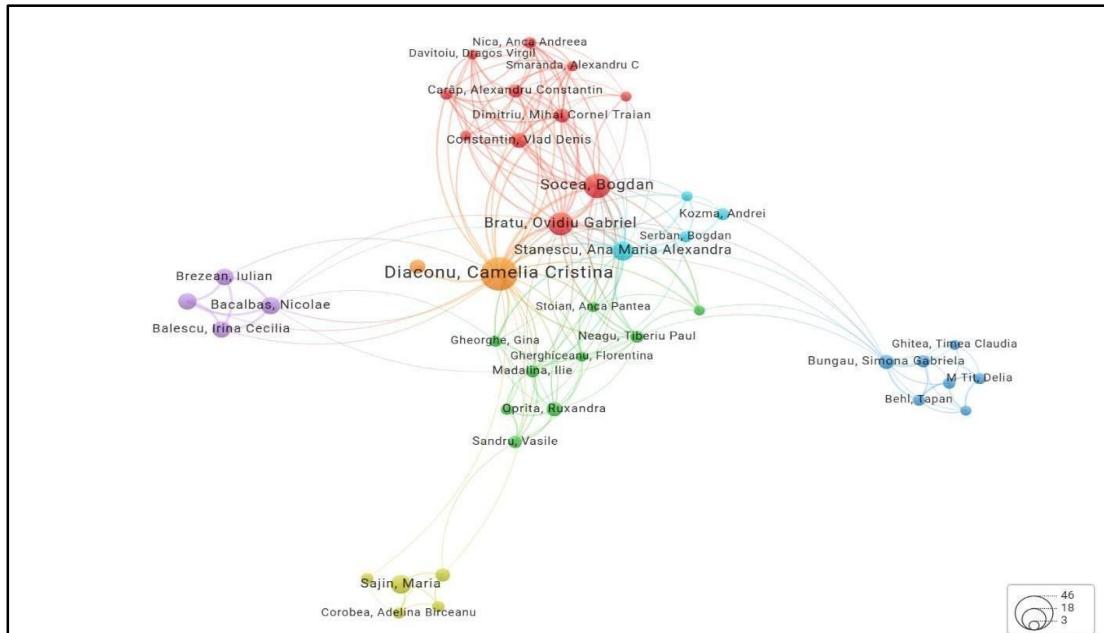


Fig. 3: Relatedness of Researchers

Figure 3 shows Researcher's visualization map where each circle represents a Researcher, line between circle represent the connection between researchers, and coloured network here represent clusters of collaboration. Total 7 different clusters used here in this map.

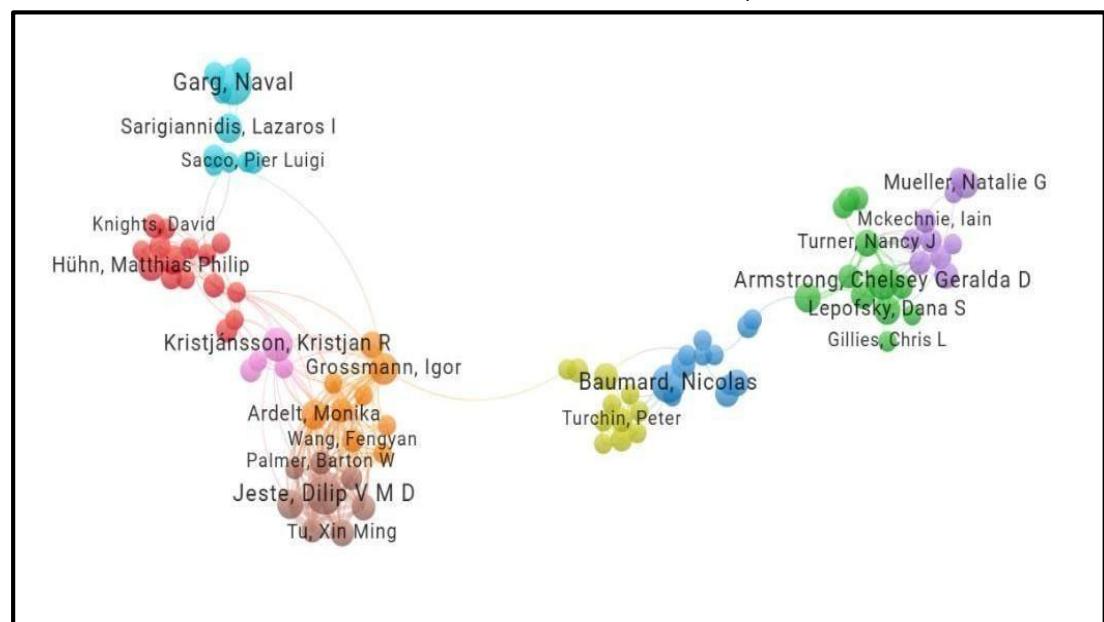


Fig. 4: Citation Analysis

Figure 4 Total 1204 citations there with 9 clusters that shows number of times these 91 researchers cited each other work.

Table 3: Source Titles, No. of Publications, No. of Citations and Citation Mean

Researchers	Citation links	Total citations	Clusters
91	315	1204	9
Name	↓ Publications	Citations	Citations mean
Behavioral and Brain Sciences	614	3,003	4.89
Archives of the Balkan Medical Union	510	437	0.86
Journal of the Royal Anthropological Instit...	487	451	0.93
Historian	453	244	0.54
History	366	29	0.08
American Anthropologist	355	1,643	4.63
The Heythrop Journal	291	660	2.27
Sustainability	246	3,209	13.04
Religions	236	575	2.44
Political Studies Review	234	45	0.19
Journal of Interdisciplinary History	181	41	0.23
American Ethnologist	175	49	0.28
Wisdom	157	95	0.61
Frontiers in Psychology	103	2,590	25.15
Internal Medicine Journal	94	11	0.12
Journal of Business Ethics	86	1,932	22.47
International Political Science Abstracts	68	3	0.04
Religious Studies Review	67	71	1.06
The Year's Work in English Studies	66	4	0.06
The Economic History Review	63	22	0.35

Conclusion

Drawing on empirical research, we demonstrate how academics pursue the elusive sense of a secure self through “careering”, a frantic and frenetic individualistic strategy intended to mitigate the pressures of excessive managerial competitive demands, rather than opposing an ever-proliferating array of governmental technologies of power(Clarke & Knights, 2015). Ancient wisdom supports a leadership approach that emphasizes ethics and empathy, which aligns with the modern ideas of transformational and servant leadership. Ancient wisdom emphasizes the value of accepting change and provides ethical considerations in decision-making to increase sustainability and trustworthiness. In line with the concepts of sustainability and corporate social responsibility (CSR), traditional teachings frequently emphasize the significance of striking a balance between short-term demands and long-term objectives. With its comprehensive approach to modern management issues, the suggested framework offers a road map for integrating traditional knowledge into corporate culture.

Limitations

This study count data from the year 2026-25 only, some keywords partially analysed for the study and can further be explored for detailed analysis. More detailed view can be there by using other analytical tools and by conducting primary research.

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