

REVIEWER'S REPORT

Manuscript No.: IJAR-54364

Date: 17/10/2025

Title: Management and Commerce Lessons from Bhagavad Gita.

Recommendation:

Accept after minor revision.

Rating	Excel.	Good	Fair	Poor
Originality	✓			
Techn. Quality			✓	
Clarity		✓		
Significance	✓			

Reviewer Name: Dr. Bishwajit Rout

Date: 17/10/2025

Reviewer's Comment for Publication.

(To be published with the manuscript in the journal)

The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewers name.

- Significance:** This study is significant as it connects the timeless wisdom of the Bhagavad Gita with modern management and commerce practices. It highlights how the Gita's teachings on ethics, leadership, decision-making, and self-management foster holistic growth and sustainable business practices. By integrating the Indian Knowledge System, it promotes value-based management that nurtures integrity, resilience, and social responsibility in organizations.
- Strength:** The paper's strength lies in its interdisciplinary approach that bridges spirituality and management science. It systematically interprets Gita's principles like dharma, karma yoga, and detachment in the context of decision-making, stress management, and corporate governance. By blending ancient philosophy with contemporary business ethics, it offers a culturally grounded yet universally relevant framework for ethical leadership and sustainable organizational development.
- Key Insight:** The key insight reveals that the Bhagavad Gita provides a comprehensive model for ethical and effective management through self-awareness, detachment, and righteous action. Leaders guided by dharma achieve balanced decision-making and team harmony. The text teaches that true success in business lies in aligning personal duty with societal welfare, promoting inner peace, integrity, and sustainable corporate excellence.

REVIEWER'S REPORT***Reviewer's Comment / Report***

The paper titled “*Management and Commerce Lessons from Bhagavad Gita*” draws management and commerce lessons from the Bhagavad Gita, integrating them with the Indian Knowledge System for contemporary applications. It covers ethical decision-making, leadership, stress management, conflict resolution, teamwork, entrepreneurship, CSR, and work-life balance, emphasizing dharma, detachment, and qualities like satva for sustainable practices. While insightful and culturally enriching, the conceptual approach lacks empirical data or case studies, limiting practical validation.

Suggestions for Improvement:

1. Include clear aims and objectives of the paper. Provide a brief literature synthesis to justify the relevance of the study.
2. Define the scope and limitations for example, whether the analysis is philosophical, managerial, or educational.
3. Integrate theoretical parallels (e.g., link decision-making to modern management theorists like Drucker or Mintzberg).
4. Include real-world corporate examples (e.g., how Indian firms like TATA or Infosys apply ethical models inspired by the Gita).
5. Provide a comparative lens how Gita-based management differs from Western models (e.g., utilitarian or transformational leadership).
6. Avoid repetition in sections such as “Stress Management” and “Emotional Intelligence,” as their ideas overlap.
7. For each lesson, connect ancient principle → modern theory → practical implication.
8. Use diagrams or conceptual models to visually summarize the Gita's management philosophy.
9. End with a concluding model or framework linking Gita principles to managerial competencies.

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The paper provides an insightful exploration of management and commerce lessons derived from the Bhagavad Gita, effectively linking ancient wisdom with modern business ethics. It is conceptually rich and spiritually grounded, promoting values-based leadership and sustainability. However, it requires stronger theoretical integration, critical analysis, and standardized referencing. With minor revisions and enhanced academic rigor, it holds strong potential for publication and scholarly contribution. Addressing the identified weaknesses will make it suitable for publication in IJAR.

I recommend this paper for publication after minor revision.