



Revisiting the Bhagavad Gita through the Indian Knowledge System: Implications for Hospitality Management

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Abstract

The Bhagavad Gita, a cornerstone of the Indian Knowledge System (IKS), offers enduring principles of ethics, leadership, self-management, and service that remain relevant to contemporary hospitality management. This study examines the significance of the Bhagavad Gita within the IKS framework and explores the applicability of its teachings to the hospitality industry. The research adopts a qualitative conceptual approach based exclusively on secondary data, including classical texts, peer-reviewed journal articles, books, and government policy documents. Selected verses of the Bhagavad Gita were analysed to interpret concepts such as Karma Yoga, Samatvam (equanimity), ethical leadership, service excellence, and self-discipline in the context of hospitality management. The findings indicate that these principles closely align with the competencies required in hospitality, including guest-centric service, emotional intelligence, teamwork, ethical decision-making, and professional conduct. The study also identifies a research gap in the integration of Bhagavad Gita-based values into hospitality education and practice. The study contributes to the growing discourse on integrating indigenous Indian knowledge into hospitality education and management. It concludes that the Bhagavad Gita provides a valuable philosophical framework for promoting value-based hospitality management and recommends further empirical research to validate these conceptual insights.

Keywords: Bhagavad Gita, Indian Knowledge System, Hospitality Management, Karma Yoga, Ethical Leadership, Service Excellence.

1. Introduction

The Indian Knowledge System (IKS) is one of the oldest and most comprehensive knowledge traditions in the world, encompassing philosophy, education, ethics, science, governance, medicine, and culture. It emphasizes the holistic development of individuals by integrating intellectual growth with moral and spiritual values. Rooted in ancient Indian scriptures such as the Vedas, Upanishads, Ramayana, Mahabharata, and the Bhagavad Gita, the Indian Knowledge System promotes principles including righteousness (Dharma), selfless service (Karma Yoga), compassion, discipline, and harmonious living. Recognizing its relevance in contemporary education, the National Education Policy (NEP) 2020



despite the growing emphasis on Indian Knowledge Systems in higher education, their application within hospitality management remains underexplored. Hospitality education continues to rely predominantly on Western management philosophies, creating opportunities to examine indigenous knowledge traditions such as the Bhagavad Gita for value-based professional development.

Among the foundational texts of the Indian Knowledge System, the Bhagavad Gita occupies a unique position due to its universal and practical teachings. Consisting of 700 verses across 18 chapters, it presents a dialogue between Lord Krishna and Arjuna that addresses duty, leadership, ethical decision-making, emotional balance, and self-management. Although the discourse takes place on the battlefield of Kurukshetra, its teachings extend far beyond the context of war and provide timeless guidance applicable to personal, professional, and organizational life. The Bhagavad Gita is therefore regarded not only as a spiritual text but also as a valuable source of management philosophy, leadership principles, and ethical practices.

The hospitality industry is inherently a people-oriented service sector, where organizational success depends on employee behaviour, ethical conduct, emotional intelligence, teamwork, and guest satisfaction. Hospitality professionals regularly encounter challenges such as managing diverse customer expectations, resolving conflicts, handling workplace stress, and maintaining service quality. While technical skills are essential, the industry's service-oriented nature demands professionals who possess integrity, empathy, self-discipline, and a commitment to excellence. These qualities closely align with the teachings of the Bhagavad Gita. Principles such as Karma Yoga (selfless performance of duty), "Samatvam Yoga Uchyate" (maintaining emotional balance), and "Yogah Karmasu Kaushalam" (excellence in action) offer valuable guidance for hospitality professionals in delivering consistent, ethical, and guest-centric services.

The traditional Indian philosophy of "Atithi Devo Bhava" (The Guest is Equivalent to God) further reflects the cultural values of respect, humility, and selfless service that underpin the hospitality profession. These values resonate strongly with the Bhagavad Gita's emphasis on duty, compassion, and responsible action. Integrating the philosophical teachings of the Bhagavad Gita into hospitality education and management can therefore contribute to developing professionals who combine technical competence with ethical values, emotional resilience, and servant leadership.

Although several studies have examined the Bhagavad Gita from philosophical, psychological, and management perspectives, limited research has specifically explored its relevance to hospitality management within the framework of the Indian Knowledge System. Most hospitality research focuses on operational efficiency, customer satisfaction, and organizational performance, with comparatively less attention given to value-based approaches rooted in ancient Indian wisdom. This presents an opportunity to explore how the teachings of the Bhagavad Gita can contribute to contemporary hospitality education and practice.

Accordingly, the present study adopts a qualitative conceptual research design based on secondary data. It analyses selected verses of the Bhagavad Gita, along with published literature on the Indian Knowledge System and hospitality management, to examine the relevance of its teachings in areas such as ethics, leadership, service excellence, emotional intelligence, and professional values. The study aims to demonstrate that the Bhagavad Gita provides a meaningful philosophical framework for developing competent, ethical, and service-oriented hospitality professionals while supporting the broader objectives of value-based education under the Indian Knowledge System.

2. Objectives of the Study

The present study is guided by the following objectives:

1. To examine the significance of the Bhagavad Gita as a foundational text of the Indian Knowledge System through the analysis of its selected verses and philosophical teachings.
2. To explore the relevance and application of the teachings of the Bhagavad Gita in hospitality management with special reference to ethics, leadership, service excellence, emotional intelligence, and professional values.



3. Scope of the Study

The present study focuses on examining the relevance of the **Bhagavad Gita** within the framework of the **Indian Knowledge System (IKS)** and its applicability to the hospitality sector. The study is conceptual in nature and is based exclusively on **secondary data** collected from the Bhagavad Gita, authentic commentaries, books, peer-reviewed research articles, government publications, and hospitality management literature. Selected verses of the Bhagavad Gita are analysed to understand their significance in promoting ethical leadership, service excellence, emotional intelligence, teamwork, and professional values in hospitality management. Although the study is centered on the Indian hospitality industry, the philosophical principles discussed have broader relevance and can be applied to hospitality organizations globally. The findings are intended to contribute to value-based hospitality education, professional development, and the integration of the Indian Knowledge System into hospitality management practices.

4. Literature Review

The **Bhagavad Gita** has been recognized as one of the foundational texts of the **Indian Knowledge System (IKS)**, providing timeless insights into ethics, leadership, self-management, and professional conduct. Recent research has explored its relevance in management, organizational behaviour, and leadership development. With the implementation of the **National Education Policy (NEP) 2020**, scholarly interest in integrating Indian Knowledge Systems into professional education has increased significantly. However, studies examining the application of Bhagavad Gita principles in **hospitality management** remain limited. The following review summarizes major contributions relevant to the present study.

Vyasa (n.d.) presented the *Shrimad Bhagavad Gita* as a dialogue emphasizing **Dharma, Karma Yoga**, leadership, self-discipline, and ethical conduct. These teachings form the philosophical foundation of the Indian Knowledge System and remain relevant to contemporary professional life.

Radhakrishnan (1948) interpreted the Bhagavad Gita as a universal guide to ethical living and responsible action. He emphasized selfless duty, wisdom, and moral leadership, making the text applicable to management and value-based education.

Prabhupada (1983) explained the Bhagavad Gita through the philosophy of selfless service and devotion. His commentary highlights discipline, integrity, humility, and dedication, which are essential qualities for service professions.

Van Dierendonck (2011) synthesized servant leadership literature and identified humility, authenticity, stewardship, and ethical responsibility as core dimensions of effective leadership. The study emphasized that leaders who prioritize service, trust, and employee development contribute to sustainable organizational performance. These principles closely correspond with the Bhagavad Gita's teachings on Nishkama Karma (selfless action) and leadership through service.

Basu (2020) reported that the Bhagavad Gita provides practical guidance for leadership, motivation, and organizational decision-making. The study suggested integrating Indian philosophical principles into contemporary management.

Collectively, these studies indicate that the Bhagavad Gita has been extensively examined as a framework for ethical leadership and organizational behaviour. However, their emphasis remains on general management rather than hospitality-specific applications.

Simpson and Pina e Cunha (2021) proposed a Bhagavad Gita-inspired leadership model emphasizing servant leadership, integrity, teamwork, and purpose-driven management. The study demonstrated the scripture's relevance to modern leadership theory.



Chan and Mak (2014) examined servant leadership in the hospitality industry and found that leaders who demonstrate empathy, ethical conduct, and concern for employees significantly enhance trust, organizational commitment, and service quality. The findings support the Bhagavad Gita's emphasis on compassion, humility, and value-based leadership in service organizations.

Rukmini (2022) advocated integrating Bhagavad Gita teachings into management education to develop ethical behaviour, communication skills, and holistic personality development.

The **National Education Policy (2020)** emphasized integrating the **Indian Knowledge System** into higher education to promote holistic learning, ethics, and multidisciplinary education.

The **AICTE Indian Knowledge Systems Division (2022)** recommended incorporating Indian philosophy, ethics, and indigenous knowledge into professional education to promote value-based learning.

Goleman (1998) established emotional intelligence as a critical determinant of leadership effectiveness and professional success. The study highlighted self-awareness, emotional regulation, empathy, and interpersonal skills as essential competencies for service professionals. These competencies closely align with the Bhagavad Gita's concepts of Samatvam (equanimity), self-control, and balanced decision-making.

Thapliyal (2023) proposed a curriculum framework for Indian Knowledge Systems aligned with **NEP 2020**, encouraging interdisciplinary teaching and research.

Rai (2023) discussed management lessons from the Bhagavad Gita and concluded that ethical leadership, duty, and emotional balance contribute to organizational success.

Patel (2024) examined Bhagavad Gita principles in contemporary management. The study identified **Karma Yoga**, ethical leadership, and decision-making as effective approaches for organizational excellence.

Tripathi (2024) analysed managerial wisdom embedded in Sanskrit literature, highlighting duty, equanimity, and ethical leadership as enduring management principles.

The **Indian Knowledge Systems Division (2023)** promoted research and curriculum development based on indigenous Indian knowledge traditions, encouraging value-based and multidisciplinary education.

Similarly, literature on Indian Knowledge Systems advocates integrating indigenous philosophies into higher education; nevertheless, hospitality curricula have received comparatively little scholarly attention.

Hegde and Nayak (2025) explored Bhagavad Gita teachings for personal and professional development. The study emphasized self-discipline, resilience, mindfulness, and ethical leadership for organizational effectiveness.

Brownell (2010) examined leadership competencies in the hospitality industry and identified emotional intelligence, ethical behaviour, communication, and service orientation as essential attributes of successful hospitality leaders. These competencies closely align with the Bhagavad Gita's teachings on compassion, self-discipline, and leadership by example.

Kim and Brymer (2011) investigated ethical leadership in hospitality organizations and found that value-based leadership significantly improves employee commitment, organizational trust, and service performance. These findings resonate with the Bhagavad Gita's principles of **Dharma** and **Karma Yoga**.



Karatepe and Karadas (2015) explored psychological resilience and work engagement among hotel employees. The study concluded that emotionally resilient employees demonstrate higher service quality and organizational commitment. These findings correspond with the Bhagavad Gita's concept of **Samatvam (equanimity)**, although the study did not examine Indian philosophical perspectives.

6. Research Gap

Existing literature predominantly investigates the Bhagavad Gita within the domains of philosophy, organizational behaviour, and general management. Likewise, Indian Knowledge System research has primarily focused on curriculum development and educational reforms following NEP 2020. Although hospitality research emphasizes leadership, emotional intelligence, service excellence, and ethical practices, these competencies have rarely been examined through the philosophical framework of the Bhagavad Gita. Consequently, there is a lack of conceptual studies integrating Bhagavad Gita principles with hospitality management. The present study seeks to address this gap by proposing a value-based conceptual framework that connects Indian Knowledge Systems with hospitality education and professional practice.

7. Research Methodology

The present study adopts a qualitative, descriptive, and conceptual research design to examine the relevance of the Bhagavad Gita within the framework of the Indian Knowledge System (IKS) and its application to hospitality management. The study is based entirely on secondary data collected from authentic and credible sources.

Secondary data were obtained from the Bhagavad Gita (with authentic translations and commentaries), books on the Indian Knowledge System, peer-reviewed journal articles, conference proceedings, government reports, policy documents such as the National Education Policy (NEP) 2020, publications of the AICTE Indian Knowledge System Division, and hospitality management literature. The selected literature was sourced from reputed databases including Scopus, Web of Science, Google Scholar, UGC CARE-listed journals, Springer, Emerald, SAGE, Taylor & Francis, and Elsevier.

The study employs textual analysis, content analysis, and thematic analysis to interpret selected verses of the Bhagavad Gita and examine their relevance to hospitality management. Key philosophical concepts such as Karma Yoga, Nishkama Karma, Swadharma, Samatvam (equanimity), ethical leadership, emotional intelligence, and selfless service were identified and analysed in relation to hospitality functions including leadership, guest service, teamwork, employee behaviour, service excellence, and professional ethics.

The findings of the study are based on the interpretation and synthesis of existing literature and scriptural teachings rather than empirical investigation. Therefore, the study aims to develop a conceptual understanding of how the principles of the Bhagavad Gita can contribute to value-based hospitality management within the broader framework of the Indian Knowledge System.

Since the study is conceptual in nature, no human participants or primary survey were involved.

Table 6.1 Research Methodology

Particulars	Description
Research Design	Qualitative, Descriptive and Conceptual
Nature of Study	Review-based Study
Data Source	Secondary Data
Sources of Data	Bhagavad Gita, Books, Journals, NEP 2020, AICTE IKS, Government Reports
Data Collection Method	Literature Review



Data Analysis Technique	Textual Analysis, Content Analysis and Thematic Analysis
Study Area	Indian Knowledge System and Hospitality Management
Research Approach	Interpretative

8. Analysis and Discussion

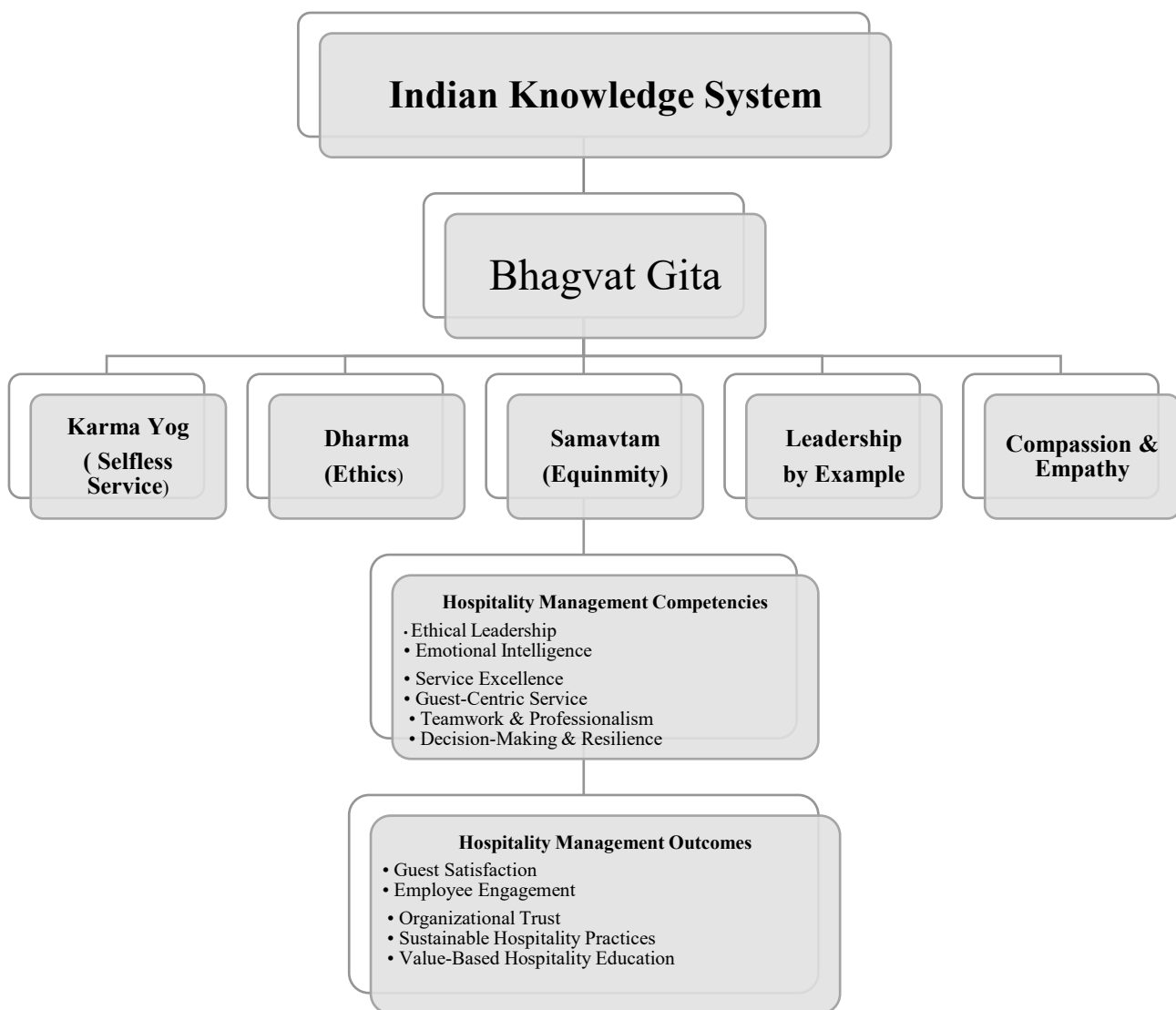


Figure 1 presents the conceptual framework developed for this study. It illustrates how the core teachings of the *Bhagavad Gita*, viewed through the lens of the Indian Knowledge System, contribute to the development of key hospitality management competencies and ultimately enhance organizational and service outcomes.

8.1 Bhagavad Gita and Hospitality Management: A Conceptual Analysis

The hospitality industry thrives on service excellence, ethical conduct, teamwork, emotional intelligence, and guest satisfaction. These principles closely align with the teachings of the *Bhagavad Gita*, which emphasizes duty, self-discipline, compassion, and righteous leadership. Through the framework of the Indian Knowledge System (IKS), the



Bhagavad Gita offers timeless wisdom that can guide hospitality professionals in addressing contemporary managerial and service-related challenges. The following analysis interprets selected verses of the Bhagavad Gita and discusses their relevance to hospitality management.

7.1 Karma Yoga: Excellence in Duty

Verse

कर्मण्येवाधिकारस्ते मा फलेषु कदाचन।
मा कर्मफलहेतुर्भूर्मा ते सङ्गोऽस्त्वकर्मणि॥ (Bhagavad Gita 2.47)

Meaning

One has the right to perform one's duty but not to become attached to the results. One should remain committed to action without expecting rewards.

Hospitality Perspective

Hospitality professionals interact with guests whose expectations and behaviours vary significantly. Service employees often work long hours and face demanding situations where appreciation may not always be immediate. The principle of Karma Yoga encourages employees to perform every responsibility with sincerity and professionalism rather than working solely for incentives or recognition.

Managers who cultivate this philosophy can improve employee commitment, reduce workplace dissatisfaction, and establish a culture focused on service excellence. Consistent dedication ultimately enhances guest satisfaction and organizational reputation.

Managerial Implications.

- Promotes a guest-centric organizational culture.
- Employee commitment
- Professional ethics
- Consistent service quality
- Accountability

8.2 Emotional Intelligence and Guest Satisfaction

Verse

योगस्थः कुरु कर्माणि सङ्गं त्यक्त्वा धनञ्जय।
सिद्ध्यसिद्ध्योः समो भूत्वा समत्वं योग उच्यते॥ (Bhagavad Gita 2.48)

Meaning

Perform your duties with mental balance, remaining unaffected by success or failure. Such equanimity is called Yoga.

Hospitality Perspective

Hospitality employees regularly encounter guest complaints, service failures, and high-pressure situations. Emotional reactions can negatively affect service quality and guest experience. The Bhagavad Gita advocates Samatvam (equanimity), enabling professionals to remain calm, patient, and solution-oriented.



Employees with emotional stability are better equipped to manage complaints, resolve conflicts, and maintain positive guest relationships even under stressful conditions.

Managerial Implications.

- Complaint handling
- Emotional intelligence
- Guest relationship management
- Stress management
- Professional behaviour

8.3 Service Excellence through Skill

Verse

बुद्धियुक्तो जहातीह उभे सुकृतदुष्कृते।
तस्माद्योगाय युज्यस्व योगः कर्मसु कौशलम्॥ (Bhagavad Gita 2.50)

Meaning

Yoga is excellence in action.

Hospitality Perspective

Service quality represents the foundation of hospitality management. The Bhagavad Gita defines excellence as performing every task with skill, dedication, and continuous improvement. Whether preparing food, maintaining guest rooms, or interacting at the front office, every activity should reflect professionalism.

The principle encourages continuous learning, training, innovation, and quality management, thereby supporting customer satisfaction and organizational competitiveness.

Managerial Implications.

- Service quality
- SOP compliance
- Skill development
- Continuous improvement
- Customer satisfaction

8.4 Leadership by Example

Verse

यद्यदाचरति श्रेष्ठस्तत्तदेवेतरो जनः।
स यत्प्रमाणं कुरुते लोकस्तदनुवर्तते॥(Bhagavad Gita 3.21)

Meaning

Whatever a great person does, others follow.

Hospitality Perspective



Hotel managers significantly influence organizational culture through their actions. Employees observe managerial behaviour and often imitate leadership practices. Ethical leadership, punctuality, professionalism, and respectful communication establish positive workplace values.

Leaders who demonstrate commitment inspire employees to provide superior guest service and maintain organizational standards.

Managerial Implications.

- Hotel leadership
- Employee motivation
- Team management
- Ethical culture
- Organizational commitment

8.5 Self-Management and Professional Development

Verse

उद्धरेदात्मनात्मानं नात्मानमवसादयेत्

आत्मैव ह्यात्मनो बन्धुरात्मैव रिपुरात्मनः॥(Bhagavad Gita 6.5)

Meaning

One should elevate oneself through self-discipline, for the self can be one's greatest friend or enemy.

Hospitality Perspective

Professional growth in hospitality depends upon continuous learning, discipline, adaptability, and positive attitudes. Employees who manage their emotions, develop new competencies, and remain motivated contribute significantly to organizational success.

The verse highlights personal responsibility for professional development, an essential quality in today's competitive hospitality industry.

Managerial Implications.

- Self-development
- Employee training
- Career growth
- Adaptability
- Lifelong learning

8.6 Compassion and Guest-Centric Service

Verse

अद्वेष्टा सर्वभूतानां मैत्रः करुण एव च

निर्ममो निरहङ्कारः समदुःखसुखः क्षमी॥(Bhagavad Gita 12.13)



Meaning

A person who is free from hatred, compassionate, friendly, humble, and forgiving is dear to the Lord.

Hospitality Perspective

Hospitality is fundamentally a people-oriented profession. Compassion, empathy, patience, and humility are essential for building meaningful relationships with guests and colleagues. Employees demonstrating these qualities are more likely to exceed guest expectations and create memorable service experiences.

These values also strengthen teamwork, organizational harmony, and customer loyalty.

Managerial Implications.

- Guest relations
- Customer care
- Empathy
- Teamwork
- Service recovery

8.7 Ethical Values and Professional Integrity

Verse

अभयं सत्त्वसंशुद्धिर्ज्ञानयोगव्यवस्थितिः।
दानं दमश्च यज्ञश्च स्वाध्यायस्तप आर्जवम्॥

(Bhagavad Gita 16.1)

Meaning

Fearlessness, purity, self-control, honesty, discipline, charity, and integrity are divine qualities.

Hospitality Perspective

Ethics and integrity are fundamental to hospitality operations, where trust, transparency, and professionalism influence guest satisfaction and organizational reputation. Honest billing, food safety, confidentiality, responsible resource utilization, and fair treatment of employees are all manifestations of ethical hospitality management.

The Bhagavad Gita emphasizes that sustainable success is achieved not merely through operational efficiency but through moral conduct and responsible leadership.

Managerial Implications.

- Business ethics
- Food safety culture
- Transparency
- Trust building
- Sustainable hospitality



Table 8.1 Summary of Bhagavad Gita Verses and Managerial Implications.

Bhagavad Gita Verse	Core Principle	Hospitality Application
2.47	Karma Yoga	Duty, commitment, accountability
2.48	Samatvam	Emotional intelligence, complaint handling
2.50	Yogah Karmasu Kaushalam	Service excellence, quality management
3.21	Leadership by Example	Team leadership, motivation
6.5	Self-Management	Professional development, training
12.13	Compassion & Empathy	Guest relations, teamwork
16.1	Ethics & Integrity	Professional ethics, organizational culture

This section is the core novelty of your paper because it systematically maps Bhagavad Gita verses to hospitality competencies. It clearly demonstrates how the Indian Knowledge System can contribute to contemporary hospitality education and practice.

9. Findings of the Study

The present study examined the relevance of the **Bhagavad Gita** within the framework of the **Indian Knowledge System (IKS)** and analyzed its applicability to hospitality management through a review of secondary literature and selected verses. The major findings of the study are as follows:

9.1 Bhagavad Gita as a Significant Component of the Indian Knowledge System

The study found that the Bhagavad Gita is one of the most influential texts within the Indian Knowledge System, offering guidance on ethics, leadership, self-management, decision-making, and human values. Its teachings remain relevant for contemporary professional education and management practices.

9.2 Relevance of Karma Yoga in Hospitality Management

The principle of **Karma Yoga** emphasizes performing duties with dedication and sincerity without excessive attachment to outcomes. This philosophy aligns closely with hospitality operations, where employees are expected to deliver consistent and high-quality service regardless of external rewards or recognition.

9.3 Importance of Emotional Intelligence in Service Delivery

The concept of **Samatvam (equanimity)** encourages emotional balance during both success and failure. The study found that this principle is highly relevant to hospitality professionals who frequently deal with guest complaints, workplace stress, and service recovery situations.

9.4 Service Excellence through Skill and Professional Competence

The teaching "**Yogah Karmasu Kaushalam**" (Excellence in Action) highlights the importance of skill, efficiency, and continuous improvement. The study indicates that this principle supports quality service delivery, professional competence, and customer satisfaction in hospitality organizations.



9.5 Leadership by Example Enhances Organizational Culture

The Bhagavad Gita emphasizes that leaders influence others through their actions. The findings suggest that hospitality managers who demonstrate integrity, professionalism, and commitment can positively influence employee behaviour and strengthen organizational culture.

9.6 Self-Management Supports Professional Growth

The study found that the teachings related to self-discipline, self-awareness, and continuous self-improvement contribute significantly to employee development, adaptability, and career growth in the hospitality sector.

9.7 Compassion and Empathy Improve Guest Relations

The Bhagavad Gita promotes values such as compassion, humility, patience, and respect. These qualities are fundamental to hospitality management and contribute to improved guest experiences, customer loyalty, and effective teamwork.

9.8 Ethical Conduct Strengthens Hospitality Operations

The study revealed that values such as honesty, integrity, self-control, and responsibility, emphasized in the Bhagavad Gita, are essential for maintaining trust, transparency, and professionalism in hospitality organizations.

9.9 Alignment with Hospitality Education

The findings indicate that integrating Bhagavad Gita-based principles into hospitality education can help develop ethical awareness, leadership abilities, emotional intelligence, and service orientation among hospitality students.

9.10 Need for Greater Integration of Indian Knowledge Systems

The literature review revealed that while the Bhagavad Gita has been widely studied in management and leadership contexts, its application in hospitality management remains limited. This highlights the need for greater integration of Indian Knowledge System principles into hospitality research, education, and industry practices.

Summary of Key Findings

Bhagavad Gita Principle	Hospitality Outcome
Karma Yoga	Commitment to Service
Samatvam	Emotional Intelligence
Yogah Karmasu Kaushalam	Service Excellence
Leadership by Example	Team Motivation
Self-Management	Professional Development
Compassion and Empathy	Guest Satisfaction
Ethics and Integrity	Organizational Trust
Indian Knowledge System	Value-Based Hospitality Education

These findings demonstrate that the teachings of the **Bhagavad Gita** provide a valuable philosophical and practical framework for enhancing **leadership, ethics, emotional intelligence, service excellence, and professional development** within the hospitality industry.



10. Conclusion

The **Bhagavad Gita**, as an integral component of the **Indian Knowledge System (IKS)**, offers timeless principles that remain highly relevant to contemporary hospitality management. The study reveals that concepts such as **Karma Yoga (selfless action)**, **Samatvam (equanimity)**, **Yogah Karmasu Kaushalam (excellence in action)**, ethical conduct, compassion, and leadership by example provide a strong philosophical foundation for professional excellence in the hospitality industry.

Through the analysis of selected verses and existing literature, it is evident that the teachings of the Bhagavad Gita extend beyond spiritual guidance and offer practical insights into leadership, employee behaviour, emotional intelligence, teamwork, service quality, and ethical decision-making. These values align closely with the fundamental objectives of hospitality management, which emphasize guest satisfaction, service excellence, professionalism, and organizational sustainability.

The study also highlights that while substantial research exists on the application of the Bhagavad Gita in management and leadership, its relevance to hospitality management has received comparatively limited scholarly attention. This indicates a significant opportunity for integrating Indian philosophical wisdom into hospitality education, training programmes, and industry practices.

In conclusion, the Bhagavad Gita provides a holistic framework for developing competent, ethical, and service-oriented hospitality professionals. The integration of its teachings within hospitality education and organizational practices can contribute to value-based management, enhanced guest experiences, and sustainable growth in the hospitality sector. Thus, the Bhagavad Gita serves as a bridge between ancient Indian wisdom and modern hospitality management, reinforcing the importance of the Indian Knowledge System in contemporary professional education and practice.

The integration of Indian philosophical wisdom with hospitality education may also contribute to achieving sustainable and value-driven tourism development aligned with India's vision of promoting its cultural heritage globally.

11. Recommendations

Based on the findings of the study, the following recommendations are proposed:

11.1 Integration into Hospitality Curriculum

Hospitality management institutions should incorporate selected concepts from the Bhagavad Gita and the Indian Knowledge System into their curricula to promote ethical leadership, professional values, and service excellence.

11.2 Value-Based Training Programmes

Hotels and hospitality organizations should design training programmes focusing on Karma Yoga, emotional intelligence, self-discipline, and ethical decision-making to enhance employee performance and guest satisfaction.

11.3 Leadership Development Initiatives

Hospitality managers should be encouraged to adopt leadership principles derived from the Bhagavad Gita, particularly leadership by example, responsibility, and selfless service.

11.4 Strengthening Emotional Intelligence

Organizations should integrate teachings related to equanimity and self-management into employee development programmes to improve stress management, conflict resolution, and guest relationship management.



11.5 Promotion of Ethical Hospitality Practices

Hospitality organizations should reinforce ethical values such as honesty, integrity, transparency, and accountability to build trust among guests, employees, and stakeholders.

11.6 Further Research

Future researchers may undertake empirical studies to examine the impact of Bhagavad Gita-based values on employee performance, leadership effectiveness, service quality, guest satisfaction, and organizational culture within hospitality organizations.

11.7 Policy Recommendation

AICTE, UGC and hospitality institutions may consider introducing elective courses on Indian Knowledge Systems and Bhagavad Gita-based leadership to develop ethically responsible hospitality professionals.

12. Limitations of the Study

1. The study is based entirely on **secondary data** and does not include primary data collection.
2. The analysis is limited to selected verses of the **Bhagavad Gita** relevant to hospitality management.
3. The findings are conceptual and interpretative in nature and therefore may not be generalized without empirical validation.
4. The study focuses primarily on hospitality management and does not extensively examine other service sectors.
5. Variations in translations and interpretations of Bhagavad Gita verses may influence the analysis.

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