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Indigenous Descriptive Model of Ethical Community Based and Sustainable Management: Indigenous Management Idea of the Dravidian Landscape

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Abstract

Problem: The problem is to construct a comprehensive model of descriptive native approach to management in socio-cultural and historical context of South India. The research is focused on proving that the classical knowledge systems such as ethical leadership, community-based governance and resource optimization become relevant and applicable to the modern organizational management.

Design/Methodology/ Approach: The qualitative descriptive research design is used in the research. The sources of data collection include classical Tamil literature (Sangam corpus, Thirukkural), historical inscriptions, secondary works (scholarly works), and documented cases of organizations in the South India. Recurring managerial principles are identified through the use of thematic synthesis and textual analysis and then added into the conceptually descriptive framework.

Findings: The results showed that Dravidian indigenous management thought consists of three dimensions which are related with each other, namely: (i) ethical and value based leadership, (ii) community based and participative management and (iii) optimization of natural and human resources in sustainable way. These values reflect and are comparable with current organizational models such as stakeholder-governance, ethical leadership, participative decision-making and sustainability-driven management.

Originality/value: The paper will benefit the literature on indigenous and cross-cultural management with a historically based model that is of a descriptive nature and is non-Western. It expands the epistemological basis of management research and brings back relevance of the native ethics and community practices found in modern organizations.

The key words are: indigenous management, Dravidian knowledge systems, ethical leadership, community centered management, sustainability, descriptive model.

Introduction

The development of mainstream management and organizational theories has taken place most-

ly in Western intellectual tradition which focus on efficiency, rationality, formal structures, and shareholder value. These perspectives have had a profound impact on current managerial approaches in the workplace, but they often devalue culturally based, historically created and socially defined managerial systems that are found in non-Western societies. The failings of the universality of the management models has become more evident with globalization and organizational activities in diverse socio-cultural contexts.

This has been accompanied by a concern in the academic community in the emerging interest in indigenous knowledge systems and culture-based management. The management philosophy of indigenous people is geared towards ethical governance, collective responsibility, social embeddedness and long run well-being of the society opposed to profit maximization in the short run. Alternative epistemologies which complement the organizational studies are presented such as moral philosophy, cultural values and relation to the community.

The Tamil Nadu region, the Kerala region, the Karnataka region and the states of Andhra Pradesh of South India have had a long and unbroken history of organized government, trade, and social structures. Sophisticated administrative systems, market control mechanisms and community-based economies have been witnessed in classical Tamil literature of Sangam period (c. 500 BCE-300 CE), ethical texts like Thirukkural, temple inscriptions, and historical documents. Leadership was not only accepted as an authority but also as moral guardians for the society.

Although this intellectual tradition is quite rich, the Dravidian management thought is relatively underinvestigated in the general research of organizations. Most of the literature recorded emphasized on western or eastern indigenous systems and knowledge systems of the south Indians have yet to be theorized. This gap is filled in this paper because it formulates a descriptive conceptual model of Dravidian indigenous management principles and discusses their applicability to modern organizational contexts.

There will be three aims of this study:

- * To formulate indigenous ideas of management that can be used in the context of Dravidian literature and history;
- * To develop a descriptive model in which these principles were made to interact into a coherent scheme; and
- * To comment on the theoretical and practical implications of this model on the modern organizations with reference to the ethical governance and sustainability.

Literature Review

2.1 The Indigenous Journal in Management and organization Studies.

The management systems of the indigenous people are based on the local cultural values, historic experiences, and group world views. The scholars state that these systems are based on social relationships, moral obligations to others, the common good and offer an alternative to mechanistic and individualistic forms of management. Indigenous practices challenge positivist and universalistic approaches with their investment in particular knowledge and in several epistemologies.

The recognition of indigenous knowledge has increased in recent years as demonstrated by the organization's scholarship in leadership, corporate governance and sustainability, as seen in the recent scholarship. Indigenous systems tend to be more concerned with harmony, mutuality, ethical behavior, and extended equilibrium between economic action and human welfare. These views are particularly relevant when considering some of the contemporary issues of the ethical

crises, the degradation of the environment and the decline in organizational trust.

2.2 Classical Tamil Principles of literature on management.

The classical Tamil literature contains a lot of information about government, politics and economic integration. Organized trade systems, cities and ports, taxation and market regulation mechanisms are described in the Sangam texts. The ethical standards, justice, and responsibility were to be followed by merchants, rulers and administrators.

Heavy metal: Thirukkural is a collection of verses written by Thiruvalluvar, a codification of ethical philosophy that can be applied in the personal, governmental and economic fields. As mentioned in terms of righteousness (aram), wealth (porul) and social responsibility, ethics and management go hand in hand. Character of leadership was moral uprightness, fairness and interest in the welfare of the society rather than in force.

2.3 Community Based Organization and Trade Guilds

There is historical evidence of well-organized Dravidian occupational grouping and trade guilds. Participation in the decision-making and responsibility and trust are the bases of these guilds. These areas of quality control, dispute resolution and social welfare were left to internal management, and these are comparable to the present day cooperative organisations and stakeholder governance models.

The economy of the economic activities is reflected in the guild system. The business aspects of profit and the social responsibility aspect was added together, enhancing the legitimacy of entities and sustainability.

The indigenous practices continued to exist today in the context of modernity.

The presence of the indigenous values of management is actually observed through the empirical research of the current South Indian businesses, especially family businesses, and community businesses. The ethical leadership, employee welfare, social responsibility and good use of resources still have an impact on the organisation's culture and strategic decision making. These are practices that take an organization to become resilient and perform over a long time, which would be helpful in advocating the concept of the adoption of indigenous perspectives in the modern-day management theory.

Research Methodology

3.1 Research Design

The type of research design applied in the study is qualitative descriptive research that is suitable for developing a theory and conceptualizing a research in management research. The study will not test hypotheses but try to describe and synthesize indigenous management principles in a systematic way.

Data Sources

Data are gathered in various sources such as:

- * Old Tamil literature (Sangam literature, Thirukkural);
- * Historical Inscriptions and documents;
- * Secondary academic history and management of South India;
- * Case studies documented about the current day South Indian organizations.

3.3 Analytical Procedure

The thematic analysis methods are used to determine how repetitive ideas are when it comes to

leadership, governance, community participation and utilization of resources. These themes are contrasted on the modern management theories to make conceptual associations.

3.4 Model Development

A conceptual model of the Dravidian indigenous management is developed based on the synthesised themes, which shows the relationships between the ethical leadership and the community-based management and between the community-based management and the resource optimisation in sustainability.

Results: Dimensions of Dravidian indigenous management.

4.1 Leadership and Ethics and Value.

The foundation of the Dravidian philosophy of management is ethical management. Leaders were supposed to be moral role models, who would uphold justice, transparency and accountability. Organizational authority was accepted in the name of ethical behaviours, and this resulted in trust and social cohesion.

4.2 Community Based and participative Management.

The decision making processes involved in making decisions together and unanimously. The issue of functionality was not limited to the concepts of economy, but extended to the social welfare and integration aspects as well. Organizations were seen as part of the larger community and their functions were not just defined by economic performance but social welfare and integration.

4.3 Sustainable Resource optimization.

One of the priorities was the economical and responsible use of natural and human resources. Indigenous practices were implicit in their long-term orientation, intergenerational equity and harmony with environment, and they are very much aligned with the current discourse on sustainability.

Discussion

Based on the recommended model of description, it can be seen that the principles of the management of indigenous people of Dravidian are very similar to the modern theory of organizations. Ethical leadership is in line with the ongoing discussion surrounding business integrity and governance. The concept of community based management is related to the stakeholder theory and participative leadership. Resource optimization is in line with approaches in sustainability and triple-bottom-line.

The integration of indigenous knowledge systems in management education and practice can be used as an avenue to promote the awareness of ethics, social legitimacy and organizational resilience.

Implications

6.1 Theoretical Implications

The research adds to the literature on cross-cultural and indigenous management by providing a non-Western conceptual framework that is based on the historical and cultural interpretation. It calls into doubt the supremacy of western-centric paradigms and advanced epistemological pluralism.

6.2 Practical Implications

For managers and policymakers, the proposed model could be applied to create structures of governance which focus on ethical behavior, community participation and sustainable resource

use within cultures embedded in organizations.

Limitations and Future Research.

It is a conceptual study that is descriptive and not a test study. Future research can take one of three approaches: quantitative, comparative or longitudinal to confirm and refine the proposed model for application across all organizational contexts.

Conclusion

As shown in this paper, the Dravidian indigenous knowledge systems have a strong and applicable basis of the study of organization and management. The current theory and practice of management can be seen from the perspectives of the proposed descriptive model, which highlights the ethical leadership, the governance as community people and the optimization of resources in a sustainable way. The inclusion of such indigenous views can lead to more ethical, socially-based and sustainable future of organizations.

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