

# Chanakya's HRD Policy and Selection of Team Members

## Guidelines from Kautilya Arthshaastra

October 2002

### HRD POLICY

*"Prajaa Sukhe Sukham Raagna  
Prajanaamcha Hite Hitam  
Naatma Priyam Hitam Raagna  
Prajanaam Tu Priyam Hitam". (K.A.S. I. 19.34)*

In the happiness of his people lies the happiness of the leader. In their welfare is his welfare. He shall not consider as good only that which pleases him, but treat as beneficial to him whatever causes happiness to all people.

### TEAM

*"Sahaya Saadhyam Rajatvam  
Chakram Ekam Na Pravartate  
Kuruvitam Sachivaan Tasmaat  
Tesham Cha Shrunume Matam" 1.7.9*

Managing an enterprise can be carried out with the help of senior Leader-Manager-Thinkers. One wheel does not transport. Therefore, he should appoint seniors / Managers and listen to their opinion.

### SELECTION OF TEAM MEMBERS (K.A.S. I. 8.4)

- 1) "He should make his fellow-students his top managers, their integrity and capability being known to him" says Bhardwaja. "For they enjoy his confidence".
- 2) "No" says Vishalaksha. "Having been his playmates, they treat him with disrespect. He should make those his managers who are alike of nature to him, for through fear that he is conversant with their secrets they do not offend him".
- 3) "No" says the followers of Parashara "The defects are common to both. Through fear that they too are conversant with his secrets he would consent to whatever they do. He should make those his Managers, who may have helped him in calamities involving danger to life, since their loyalty is proved".
- 4) "No" says Pishuna. "This is devotion, not a trait of intellect. He should make those his managers who, when appointed to tasks, the income from which is calculated (beforehand), would bring in income as directed or more, since their qualities are proved."
- 5) "No" says Kaunapadanta. "For, these are not endowed with other qualities necessary in a Manager. He should make those his Managers who have come as hereditary employees from his father and

grand father, since their pure conduct is known. They do not desert him even when he misbehaves, being of same kin.”

6) “No” says Vaatavyadhi. “For bringing under their control everything that belongs to him, they behave like masters themselves. Therefore he should make new men well versed in business conduct his managers. New men, indeed, looking upon the authority, do not give offence.”

7) “No” says Bahudantiputra.

“One, conversant with the science, but not experienced in practical affairs of organization would be confused”. “He should appoint as managers such person as endowed with nobility of birth, intellect, integrity, bravery and loyalty, because of supreme importance of qualities.”

8) “Every thing stated above is justifiable” says Kautilya, “from capacity of doing work is the ability of a person judged and according to their ability by distributing rank and position he should appoint managers assigning place, time and work to them. “