Title: Conversations

Subtitle: How Lord Krishna managed terrorism in Bhagavad Gita Second Subtitle: How Lord Krishna managed terrorism in Bhagavad Gi

Author: bhattathiri Date: 1126339313

URL: https://www.wizanda.com/modules/newbb/viewtopic.php?topic_id=17

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Article by M.P. Bhattathiri, Retired Chief Technical Examiner, Govt. of in your website and magazine after editing if necessary.

How Lord Krishna managed terrorism

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M.P. Bhattathiri

Mind is very restless, forceful and strong, O Krishna, it is more difficult control the wind \sim Arjuna to Sri Krishna

Introduction

The main problem, most of the nations in the world face is terrorism and greatest contributions of India to the world is Holy Gita which is conside revelations from God. The managent lessons in this holy book were brouby divine Maharshi Mahesh Yogi and the spiritual philosophy by Sr. Srila humanism by Sai Baba. Terrorism was prevailing in that period and after peace by negotiations He was forced to use the last option. "Terrorism is violence (or threat of violence) against civilians in order to attain goals ideological in nature; this is done through intimindation or coercion or increating anarchy and pandemonium. The targets of terrorist acts can be personnel, people serving the interests of governments, or civilians and most affected one. Acts of terror against military targets tend to blend in warfare. According to one view, one person's terrorist is another person' violence against civilians (noncombatants) is the type of action."

Lord krishna motivated Arjuna who got mentally depressed when he saw has to fight. (Mental health has become a major international public heal the target. To motivate him the Bhagavad Gita is preached in the battle formulation of the Krishna to Arjuna as a counseling to do his duty while multitudes of mental the management tactics to achieve the mental equilibrium and to over the Bhagavad Gita can be experienced as a powerful catalyst for transformeans song of the Spirit, song of the Lord. The Holy Gita has become a the unfoldment of one's life. In the days of doubt this divine book will sufficient book will contribute to self reflection, finer feeling and deepen of the world can become a real education - dynamic, full and joyful - no made May the wisdom of loving consciousness ever guide us on our journey. We practical psychology of transformation is that it offers us the tools to cointangible essence and we must learn to participate in the battle of life.

The Holy Gita is the essence of the Vedas, Upanishads. It is a universal people of all temperaments and for all times. It is a book with sublime t instructions on Yoga, Devotion, Vedanta and Action. It is profound in th of vision. It brings peace and solace to souls that are afflicted by the th namely, afflictions caused by one's own body (disease etc), those caused wild animals, snakes etc.), and those caused by the gods (natural disast etc).

Mind can be one's friend or enemy. Mind is the cause for both bondage a mind is derived from man to think and the word man derived from manu (s

"The Supreme Lord is situated in everyone's heart, O Arjuna, and is dire living entities, who are seated as on a machine, made of the material en

There is no theory to be internalized and applied in this psychology. And induce what each person needs as the individual and the universal coincithrough intellectual knowledge of the playing field(jnana yoga), emotional yoga) and right action that includes both feeling and knowledge(karma yourification we approach wisdom. The Bhagavad Gita is a message addreshuman individual to help him or her to solve the vexing problem of overcoprogressing towards a bright future. Within its eighteen chapters is revert the experience of everyone in this world, the drama of the ascent of man dejection, sorrow and total breakdown and hopelessness to a state of perenewed strength and triumph.

Introduction

Management has become a part and parcel of everyday life, be it at home off vrupdate @ hot mraup.ccatre @ hot meaidecomfactory and in Government. In all organizations, where a group of human beings assemble for a common puprinciples come into play through the management of resources, finance policies and practice. Management is a systematic way of carrying out acceptort.

Its task is to make people capable of joint performance, to make their we the Management Guru Peter Drucker. It creates harmony in working toget thoughts and actions, goals and achievements, plans and performance, presolves situations of scarcity, be they in the physical, technical or hum utilization with the minimum available processes to achieve the goal. Lad disorder, confusion, wastage, delay, destruction and even depression. Management in the best possible way, according to circumstances and environmentant and essential factor for a successful management.

Management guidelines from the Bhagavad Gita
There is an important distinction between effectiveness and efficiency in

- Effectiveness is doing the right things.
- " Efficiency is doing things right.

The general principles of effective management can be applied in every formula in application than in principle. The Manager's functions can be su

- " Forming a vision
- Planning the strategy to realise the vision.
- " Cultivating the art of leadership.
- " Establishing institutional excellence.
- Building an innovative organisation.
- " Developing human resources.
- Building teams and teamwork.
- Delegation, motivation, and communication.
- Reviewing performance and taking corrective steps when called f

Thus, management is a process of aligning people and getting them common goal to the maximum social benefit - in search of excellence.

The critical question in all managers' minds is how to be effective in the fundamental question is found in the Bhagavad Gita, which repeatedly pr manage yourself." The reason is that unless a manager reaches a level of effectiveness, he or she will be merely a face in the crowd.

Old truths in a new context

The Bhagavad Gita, written thousands of years ago, enlightens us on all leading us towards a harmonious and blissful state of affairs in place of productivity, absence of motivation and so on, common in most of Indian

probably in enterprises in many other countries.

The modern (Western) management concepts of vision, leadership, motival achieving goals, giving work meaning, decision making and planning, are Bhagavad Gita. There is one major difference. While Western management with problems at material, external and peripheral levels, the Bhagavad the grass roots level of human thinking. Once the basic thinking of man is automatically enhance the quality of his actions and their results.

The management philosophy emanating from the West, is based on the luperennial thirst for profit, irrespective of the quality of the means adopted phenomenon has its source in the abundant wealth of the West and so 'me has caught the fancy of all the countries the world over, India being no country, India, has been in the forefront in importing these ideas mainly indoctrination by colonial rulers, which has inculcated in us a feeling that and anything Indian is inferior.

The result is that, while huge funds have been invested in building temple education, no perceptible changes are visible in the improvement of the although the standards of living of a few has gone up. The same old struthe economy, criminalisation of institutions, social violence, exploitation deep in the body politic.

The source of the problem

The reasons for this sorry state of affairs are not far to seek. The Wester centres on making the worker (and the manager) more efficient and more offer workers more to work more, produce more, sell more and to stick to looking for alternatives. The sole aim of extracting better and more work improve the bottom-line of the enterprise. The worker has become a hireable used, replaced and discarded at will.

Thus, workers have been reduced to the state of a mercantile product. In come as no surprise to us that workers start using strikes (gheraos) sitiwork-to-rule etc. to get maximum benefit for themselves from the organis damaged. Thus we reach a situation in which management and workers be contradictory entities with conflicting interests. There is no common goal predictably, leads to suspicion, friction, disillusion and mistrust, with maximum purposes. The absence of human values and erosion of human touch in the has resulted in a crisis of confidence.

Western management philosophy may have created prosperity - for some least - but it has failed in the aim of ensuring betterment of individual li remained by and large a soulless edifice and an oasis of plenty for a few of life for many.

Hence, there is an urgent need to re-examine prevailing management dis scope and content. Management should be redefined to underline the deva person, as a human being, and not as a mere wage-earner. With this changement can become an instrument in the process of social, and inde

Now let us re-examine some of the modern management concepts in the I which is a primer of management-by-values.

Utilisation of available resources

The first lesson of management science is to choose wisely and utilise s During the curtain raiser before the Mahabharata War, Duryodhana chose for his help while Arjuna selected Sri Krishna's wisdom for his support. as to the nature of the effective manager - the former chose numbers, the

Attitudes towards work

Three stone-cutters were engaged in erecting a temple. An HRD Consulta were doing. The response of the three workers to this innocent-looking q

- " 'I am a poor man. I have to maintain my family. I am making a livstone-cutter with a dejected face.
- " 'Well, I work because I want to show that I am the best stone-cut second one with a sense of pride.
- " 'Oh, I want to build the most beautiful temple in the country,' sa visionary gleam.

Their jobs were identical but their perspectives were different. What the visionary perspective in the work we do. It tells us to develop a sense of the common good.

Work commitment

A popular verse of the Gita advises "detachment" from the fruits or resul course of one's duty. Being dedicated work has to mean "working for the excellence for its own sake." If we are always calculating the date of procommission before putting in our efforts, then such work is not detached excellence for its own sake" but working only for the extrinsic reward that

Working only with an eye to the anticipated benefits, means that the quacurrent job or duty suffers - through mental agitation of anxiety for the f world works means that events do not always respond positively to our cexpected fruits may not always be forthcoming. So, the Gita tells us not commitment to an uncertain future.

Some people might argue that not seeking the business result of work an unaccountable. In fact, the Bhagavad Gita is full of advice on the theory the doer responsible for the consequences of his deeds. While advising of selfish gains in discharging one's accepted duty, the Gita does not ab consequences arising from discharge of his or her responsibilities.

Thus the best means of effective performance management is the work its mind (called "nishkama karma") is the right attitude to work because it p from dissipation of attention through speculation on future gains or losse

Motivation - self and self-transcendence

It has been presumed for many years that satisfying lower order needs of clothing and shelter, etc. are key factors in motivation. However, it is a dissatisfaction of the clerk and of the Director is identical - only their so should be true that once the lower-order needs are more than satisfied, to problem in optimising his contribution to the organisation and society. By does not happen like that. ("The eagle soars high but keeps its eyes firm below.") On the contrary, a lowly paid schoolteacher, or a self-employed demonstrate higher levels of self-actualisation despite poorer satisfaction

This situation is explained by the theory of self-transcendence propound Self-transcendence involves renouncing egoism, putting others before on work, dignity, co-operation, harmony and trust - and, indeed potentially shigher goals, the opposite of Maslow.

"Work must be done with detachment." It is the ego that spoils work and most theories of motivation. We need not merely a theory of motivation b

The Great Indian poet, Rabindranath Tagore (1861-1941, known as "Guru is freedom in action. A concept which is described as "disinterested worl Krishna says,

"He who shares the wealth generated only after serving the people, through for them, is freed from all sins. On the contrary those who earn wealth othat lead to frustration and failure."

Disinterested work finds expression in devotion, surrender and equipoise psychological while the third is determination to keep the mind free of the mean "materialistic") pulls of daily experiences. Detached involvement in equanimity or the state of "nirdwanda." This attitude leads to a stage where the presence of the Supreme Intelligence guiding the embodied individual de-personified intelligence is best suited for those who sincerely believe organisational goals as compared to narrow personal success and achiev

Work culture

An effective work culture is about vigorous and arduous efforts in pursui Sri Krishna elaborates on two types of work culture - "daivi sampat" or demonic work culture.

- Daivi work culture involves fearlessness, purity, self-control, s self-denial, calmness, absence of fault-finding, absence of greed, gentle envy and pride.
- " Asuri work culture involves egoism, delusion, personal desires, work not oriented towards service.

Mere work ethic is not enough. The hardened criminal exhibits an excellenceded is a work ethic conditioned by ethics in work.

It is in this light that the counsel, "yogah karmasu kausalam" should be means skill or technique of work which is an indispensable component of defined in the Gita itself as "samatvam yogah uchyate" meaning an uncha (detachment.) Tilak tells us that acting with an equable mind is Yoga.

(Bal Gangadhar Tilak, 1856-1920, the precursor of Gandhiji, hailed by th "Lokmanya," probably the most learned among the country's political lead meanings of the word "Yoga", see foot of this page.)

By making the equable mind the bed-rock of all actions, the Gita evolved work ethic with ethics in work, for without ethical process no mind can a Adi Sankara (born circa 800 AD), says that the skill necessary in the per that of maintaining an evenness of mind in face of success and failure. Tailure will lead to deeper introspection and see clearly where the process corrective steps could be taken to avoid shortcomings in future.

The principle of reducing our attachment to personal gains from the work prescription for attaining equanimity. It has been held that this principle effort, striking at the very root of work ethic. To the contrary, concentra sake leads to the achievement of excellence - and indeed to the true mer Thus, while commonplace theories of motivation may be said to lead us t rewards, the Gita's principle leads us to the intrinsic rewards of mental, satisfaction.

Work results

The Gita further explains the theory of "detachment" from the extrinsic r

- If the result of sincere effort is a success, the entire credit should doer alone.
- " If the result of sincere effort is a failure, then too the entire bla doer.

The former attitude mollifies arrogance and conceit while the latter prevode-motivation and self-pity. Thus both these dispositions safeguard the coulorability, the cause of the modem managers' companions of diabetes, ulcers.

Assimilation of the ideas of the Gita leads us to the wider spectrum of "I welfare) but there is also another dimension to the work ethic - if the "kablended with "bhaktiyoga" (devotion), then the work itself becomes worshits own sake.)

Along with bhakti yoga as a means of liberation, the Gita espouses the dor pure action untainted by hankering after the fruits resulting from that have now understood the intuitive wisdom of that action in a new light.

Scientists at the US National Institute of Mental Health in Bethesda, fou that started out as procrastinators, became efficient workers after they r

suppressed a gene linked to their ability to anticipate a reward. The scie ethic of rhesus macaques wasn't all that different from that of many peopimmediate, you procrastinate", Dr Richmond told LA Times.

(This may sound a peculiarly religious idea but it has a wider application doing something because it is worthwhile, to serve others, to make the w

Manager's mental health

Sound mental health is the very goal of any human activity - more so man health is that state of mind which can maintain a calm, positive poise, on the midst of all the external vagaries of work life and social existence. If are the pre-requisites for a healthy stress-free mind.

Some of the impediments to sound mental health are:

- " Greed for power, position, prestige and money.
- Envy regarding others' achievements, success, rewards.
- Egotism about one's own accomplishments.
- Suspicion, anger and frustration.
- " Anguish through comparisons.

The driving forces in today's businesses are speed and competition. Then these forces cause erosion of the moral fibre, that in seeking the end, or means - tax evasion, illegitimate financial holdings, being "economical woversight in the audit, too-clever financial reporting and so on. This phe "yayati syndrome".

In the book, the Mahabharata, we come across a king by the name of Yay the endless enjoyment of flesh exchanged his old age with the youth of ha thousand years. However, he found the pursuit of sensual enjoyments came back to his son pleading him to take back his youth. This "yayati sybetween externally directed acquisitions (extrinsic motivation) and inner (intrinsic motivation.)

Management needs those who practise what they preach

"Whatever the excellent and best ones do, the commoners follow," says S visionary leader must be a missionary, extremely practical, intensively d translating dreams into reality. This dynamism and strength of a true lea and spontaneous motivation to help others. "I am the strength of those w desire and attachment. O Arjuna, I am the legitimate desire in those, who righteousness," says Sri Krishna in the 10th Chapter of the Gita.

In conclusion

The despondency of Arjuna in the first chapter of the Gita is typically hupower of his inspiring words, changes Arjuna's mind from a state of inert

from the state of what the French philosophers call "anomie" or even alieself-confidence in the ultimate victory of "dharma" (ethical action.)

When Arjuna got over his despondency and stood ready to fight, Sri Krisl purpose of his new-found spirit of intense action - not for his own benefigreed and desire, but for the good of many, with faith in the ultimate vic actions and of truth over untruth.

Sri Krishna's advice with regard to temporary failures is, "No doer of good Every action should produce results. Good action produces good results evil. Therefore, always act well and be rewarded.

My purport is not to suggest discarding of the Western model of efficient excellence but to tune these ideals to India's holistic attitude of "lokasa many, for the good of many. There is indeed a moral dimension to busine business is no different, in this regard, to what we do in our personal live the ends. Pursuit of results for their own sake, is ultimately self-defeating the Matsushita-san in another tradition, "is the reward of correct behaviour."

A note on the word "yoga".

Yoga has two different meanings - a general meaning and a technical me meaning is the joining together or union of any two or more things. The tof stability and peace and the means or practices which lead to that stat the word with both meanings.

M.P.Bhattathiri.

Let us go through what scholars say about Holy Gita.

"No work in all Indian literature is more quoted, because none is better I Bhagavad-gita. Translation of such a work demands not only knowledge of sympathy with the theme and a verbal artistry. For the poem is a symphotall things. . . . The Swami does a real service for students by investing the fresh meaning. Whatever our outlook may be, we should all be grateful for this illuminating work."

Dr. Geddes MacGregor, Emeritus Distinguished Professor of Philosophy l California

"The Gita can be seen as the main literary support for the great religious oldest surviving culture in the world. The present translation and comme manifestation of the permanent living importance of the Gita."

Thomas Merton, Theologian

"I am most impressed with A.C. Bhaktivedanta Swami Prabhupada's schol edition of Bhagavad-gita. It is a most valuable work for the scholar as w great utility as a reference book as well as a textbook. I promptly recom students. It is a beautifully done book."

Dr. Samuel D. Atkins Professor of Sanskrit, Princeton University

"As a successor in direct line from Caitanya, the author of Bhagavad-gita according to Indian custom, to the majestic title of His Divine Grace A.C Prabhupada. The great interest that his reading of the Bhagavad-gita hol an authorized interpretation according to the principles of the Caitanya to

Olivier Lacombe Professor of Sanskrit and Indology, Sorbonne University

"I have had the opportunity of examining several volumes published by the and have found them to be of excellent quality and of great value for use religions. This is particularly true of the BBT edition and translation of the second contraction contraction contraction contractions are second contractions.

Dr. Frederick B. Underwood Professor of Religion, Columbia University

"If truth is what works, as Pierce and the pragmatists insist, there must Bhagavad-gita As It Is, since those who follow its teachings display a joy in the bleak and strident lives of contemporary people."

Dr. Elwin H. Powell Professor of Sociology State University of New York,

"There is little question that this edition is one of the best books availal Prabhupada's translation is an ideal blend of literal accuracy and religio

Dr. Thomas J. Hopkins Professor of Religion, Franklin and Marshall Colle

"The Bhagavad-gita, one of the great spiritual texts, is not as yet a commilieu. This is probably less because it is alien per se than because we close interpretative commentary upon it that Swami Bhaktivedanta has he written from not only a scholar's but a practitioner's, a dedicated lifelon

Denise Levertov, Poet

"The increasing numbers of Western readers interested in classical Vedic service by Swami Bhaktivedanta. By bringing us a new and living interpre known to many, he has increased our understanding manyfold."

Dr. Edward C Dimock, Jr. Department of South Asian Languages and Civi Chicago

"The scholarly world is again indebted to A. C. Bhaktivedanta Swami Pra Bhagavad-gita has been translated many times, Prabhupada adds a trans importance with his commentary."

Dr. J. Stillson Judah, Professor of the History of Religions and Director Theological Union, Berkeley, California

"Srila Prabhupada's edition thus fills a sensitive gap in France, where m with traditional Indian thought, beyond the commercial East-West hodgep the time Europeans first penetrated India.

"Whether the reader be an adept of Indian spiritualism or not, a reading will be extremely profitable. For many this will be the first contact with India, the eternal India."

Francois Chenique, Professor of Religious Sciences Institute of Political

"It was as if an empire spoke to us, nothing small or unworthy, but large voice of an old intelligence which in another age and climate had ponder same questions which exercise us"

Emerson's reaction to the Gita

"As a native of India now living in the West, it has given me much grief t countrymen coming to the West in the role of gurus and spiritual leaders excited to see the publication of Bhagavad-gita As It Is by Sri A.C. Bhak Prabhupada. It will help to stop the terrible cheating of false and unauth will give an opportunity to all people to understand the actual meaning o

Dr. Kailash Vajpeye, Director of Indian Studies Center for Oriental Studi

"The Gita is one of the clearest and most comprehensive one, of the sum spiritual statements

of the perennial philosophy ever to have been done"

_____Aldous Huxley

"It is a deeply felt, powerfully conceived and beautifully explained work. praise more this translation of the Bhagavad-gita, its daring method of e fertility of its ideas. I have never seen any other work on the Gita with s style. . . . It will occupy a significant place in the intellectual and ethica time to come."

Dr. Shaligram Shukla Professor of Linguistics, Georgetown University

"I can say that in the Bhagavad-gita As It Is I have found explanations a had always posed regarding the interpretations of this sacred work, whose greatly admire. If the aesceticism and ideal of the apostles which form the Bhagavad-gita As It Is were more widespread and more respected, the work be transformed into a better, more fraternal place."

Dr. Paul Lesourd, Author Professeur Honoraire, Catholic University of Pa

"When I read the Bhagavad-Gita and reflect about how God created this useems so superfluous."

Albert Einstein

"When doubts haunt me, when disappointments stare me in the face, and on the horizon, I turn to Bhagavad-gita and find a verse to comfort me; a smile in the midst of overwhelming sorrow. Those who meditate on the Ginew meanings from it every day."

Mahatma Gandhi

"In the morning I bathe my intellect in the stupendous and cosmogonal pl Bhagavad-gita, in comparison with which our modern world and its literat

Henry David Thoreau

"The Bhagavad-Gita has a profound influence on the spirit of mankind by manifested by actions."

Dr. Albert Schweitzer

"The Bhagavad-Gita is a true scripture of the human race a living creationew message for every age and a new meaning for every civilization."

Sri Aurobindo

"The idea that man is like unto an inverted tree seems to have been curr with Vedic conceptions is provided by Plato in his Timaeus in which it st earthly but a heavenly plant.' This correlation can be discerned by what 15 of Bhagavad-Gita."

Carl Jung

"The Bhagavad-Gita deals essentially with the spiritual foundation of hur

action to meet the obligations and duties of life; yet keeping in view the purpose of the universe."

Prime Minister Nehru

"The marvel of the Bhagavad-Gita is its truly beautiful revelation of life' philosophy to blossom into religion."

Herman Hesse

"I owed a magnificent day to the Bhagavad-gita. It was the first of books to us, nothing small or unworthy, but large, serene, consistent, the voice in another age and climate had pondered and thus disposed of the same us."

Ralph Waldo Emerson

"In order to approach a creation as sublime as the Bhagavad-Gita with funecessary to attune our soul to it."

Rudolph Steiner

"From a clear knowledge of the Bhagavad-Gita all the goals of human exi Bhagavad-Gita is the manifest quintessence of all the teachings of the V

Adi Shankara

"The Bhagavad-Gita is the most systematic statement of spiritual evolution mankind. It is one of the most clear and comprehensive summaries of per revealed; hence its enduring value is subject not only to India but to all

Aldous Huxley

"The Bhagavad-Gita was spoken by Lord Krishna to reveal the science of the essence of all spiritual knowledge. The Supreme Lord Krishna's primand incarnating is relieve the world of any demoniac and negative, undes opposed to spiritual development, yet simultaneously it is His incompara perpetually within reach of all humanity."

Ramanuja

The Bhagavad-Gita is not seperate from the Vaishnava philosophy and th reveals the true import of this doctrine which is transmigation of the sou chapter of Bhagavad-Gita one may think that they are advised to engage second chapter has been read it can be clearly understood that knowledgultimate goal to be attained. On studying the third chapter it is apparent are also of high priority. If we continue and patiently take the time to co and try to ascertain the truth of its closing chapter we can see that the relinquish all the conceptualized ideas of religion which we possess and the Supreme Lord.

Bhaktisiddhanta Saraswati

"The Mahabharata has all the essential ingredients necessary to evolve a that within it the Bhagavad-Gita is the epitome of the Mahabharata just a milk and pollen is the essence of flowers."

Madhvacarya

Yoga has two different meanings - a general meaning and a technical me meaning is the joining together or union of any two or more things. The tof stability and peace and the means or practices which lead to that stat the word with both meanings. Lord Krishna is real Yogi who can maintamidst of any crisis."

Mata Amritanandamayi Devi.

Karma, Bhakti, and Jnana are but three paths to this end. And common to renunciation. Renounce the desires, even of going to heaven, for every distribution mind creates bondage. Our focus of action is neither to save the humanity reforms, not to seek personal gains, but to realize the indwelling Self its

Swami Vivekananda (England, London; 1895-96)

"Science describes the structures and processess; philosophy attempts a When such a perfect combination of both science and philosophy is sungwas.

we have in this piece of work an appeal both to the head annu heart. " _. Chinmayanand on Gita

I seek that Divine Knowledge by knowing which nothing remains to be knowledge and ignorance has only one meaning: Have you knowledge of Conot, you are ignorant. As said in the Gita, chapter XIII/11, knowledge of the object of true Knowledge i.e. God, all this is declared to be true Knocontrary to this is ignorance."

Sri Ramakrishna .

Maharishi calls the Bhagavad-Gita the essence of Vedic Literature and a life. It provides "all that is needed to raise the consciousness of man to Maharishi reveals the deep, universal truths of life that speak to the nee everyone.

Maharshi Mahesh Yogi

The Gita was preached as a preparatory lesson for living worldly life with My last prayer to everyone, therefore, is that one should not fail to thore science of worldly life as early as possible in one's life.

--- Lokmanya Tilak

I believe that in all the living languages of the world, there is no book syet so handy. It teaches self-control, austerity, non-violence, compassioduty for the sake of duty, and putting up a fight against unrighteousness knowledge, there is no book in the whole range of the world's literature shagavad-Gita, which is the treasure-house of Dharma nor only for the H--- M. M. Malaviya

ref. bbt.org, kamakoti.org, amritapuri.org, mahrshi.com, sai.org,chinmayavivekanada.org,neovedanta/gospel.com,spirituality.indiatimes.com