

REVIEWER'S REPORT

Manuscript No.: IJAR-57336

Title: Nishkama Karma as a Process-Oriented Management Paradigm: An Indian Knowledge Systems Perspective Through the Strategic Evolution of Zerodha.

Recommendation:

Accept as it isYES.....

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

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

Reviewer Id: JPR-182

Reviewer's Comment for Publication.

The manuscript presents a compelling and innovative exploration of Nishkama Karma as a process-oriented management paradigm within the framework of Indian Knowledge Systems (IKS). The study effectively bridges ancient philosophical insights from the Bhagavad Gita with contemporary strategic management practices, offering a fresh and meaningful contribution to management literature.

The integration of theory with practice through the case study of Zerodha is a key strength of the paper. The qualitative methodology, supported by conceptual mapping and financial analysis, is appropriate and well-executed. The interpretation of Nishkama Karma in managerial terms—particularly its emphasis on intrinsic motivation, ethical alignment, and detachment from outcomes—is both insightful and relevant to modern organizational challenges.

The paper is well-structured, with clear articulation of research objectives, methodology, and findings. The development of the Nishkama Process Management Framework (NPMF) adds practical value and enhances the applicability of the study. The discussion successfully demonstrates how process-oriented thinking can contribute to long-term sustainability and ethical governance in business.

While the study is limited by its reliance on a single case and secondary data, these limitations are acknowledged. The paper opens significant avenues for future empirical and comparative research.

Overall, the manuscript is original, conceptually strong, and highly relevant to emerging discussions on ethical leadership and sustainable management. It is suitable for publication in its current form.