



# Two Day National Workshop on bharatiya Management

A Report

On 18<sup>th</sup> & 19<sup>th</sup> October, 2019



Centre for Educational and Social Studies

In Collaboration with

Indian Institute of Management Bangalore

Indian Institute of Management Tiruchirapalli

REVA University &

Supported by All India Council for Technical Education



# Two Day National Workshop on Bharatiya Management

## A Report

On 18<sup>th</sup> & 19<sup>th</sup> October, 2019

Venue: REVA UNIVERSITY, Bengaluru

*Workshop on Bharatiya Management to usher in a new era in Management Education in India*

### Abstract

A two-day workshop on Bharatiya Management was organised by the Centre for Education and Social Studies (CESS) on October 18 and 19, 2019, in Bengaluru. Over 100 delegates, including academicians, management professors, researchers, management practitioners, corporate professionals, Sanskrit scholars, psychologists and students participated in the event held at REVA University campus, Bengaluru. CESS collaborated with Indian Institute of Management Bangalore, Indian Institute of Management Tiruchirappalli and REVA University in organising the workshop, which was supported by the All India Council for Technical Education (AICTE). The participants outlined courses, case studies and research opportunities in Bharatiya Management and proposed a roadmap for the future of Bharatiya Management.

### Introduction

The history of India is a confluence of varied cultures that has led to constant adaptation, amalgamation, rejuvenation and also retention of our unique 'Indian-ness'. While many countries are practising management styles in congruence with their own cultural ethos, we are striving hard to bring in our Indian ethos into management practices. In the recent past, the courses on Indian ethos and Indian management have become part of the mainstream of MBA/PGDM programs offered by many AICTE approved institutions. AICTE and many

universities have recognized the need for bringing Indian ethos, culture and Indian business practices into the classroom rather than presenting only the dominant western view and also incorporated courses on Indian Ethos and Business Ethic in its program structure.

The Indian Educationists and Experts have also stressed and passionately identified 'Bharatiya' rudiments in the management theories. The entire gamut of body of knowledge, cases, curriculum content, study material and practices which are drawn from Indian philosophy and culture constitute 'Bharatiya Management'. There is also a strong literature evidence to demonstrate that 'Bharatiya style of Management' or the 'Indian-ness' is existent and relevant forever.

## Context

21<sup>st</sup> century is marked by several revolutions in the field of Science and Technology, Telecommunication, Globalization etc that has brought Paradigm shift in the way the business is done. As a result, the goals of Management are redefined and stated as achieving optimal utilization of resources and productivity. These changes led to relevance and importance of formal education management studies.

The paradigms of management in Indian context must have greater practical relevance to Indian economic, social, psychological, cultural and business realities. Management education across the globe is facing a unique crisis of relevance in the contemporary scenario. Despite the advances in the management studies and its application across the globe, US economy failed to handle recession. Management Gurus felt the need to reorient their concern in management education bringing in the relevance of cultural context. India /Bharath has a rich and long cultural Heritage spanning over 5000 years. Cultural values are deep rooted in the Indian ethos that had enabled Indian organizations to pass through recession without much harm to the economy as well as to its people. The influence of culture is more implicit and need an added effort to explore and to make it explicit. The evidence for its implicit influence is seen in the way the individuals/organizations survive crisis and threats.

Thus, management education grew in its importance and research in management studies gained its impetus. Indian business schools have sought to replicate the US based organizational, pedagogy, curricula, industry interface and academic research model, but are struggling to introduce several adaptations because of the differences in the work culture (Shahaida, Rajshekhar, Nargundnkar 2009). Since, management is a practice oriented domain impacting society directly, management education has to take an integrated approach to

introduce the social, economic, and ethnic realities and root the concepts taught in that context (Bindlish 2011). Apart from being culturally inept, the Western theories and models were more applicable to larger business houses and organizations. Further, contribution of medium and small business firms has a lion's share of contribution to the Indian economy.

Acknowledging the holistic approach to modern management, one can also consider the holistic approach of Indian wisdom from the aspect of integrating matter and spirit; skills and values; object and subject. Also, there is a focus on developing the inner mind. The unique contribution of the Indian ethos can be expressed through the position, that management with a proper combination of values and skills can assure harmony and progress of the organization and society as well (Chattopadhyay, 2012). Considering these, AICTE introduced a paper on Indian ethos and ethics in 2018.

In this perspective, there is a stronger need to understand Management from the Indigenous perspective. Considering the long history our country has in the name of Bharath, it is more apt to use the term Bharathiya Management. Hence, there is a need for Researchers, practitioners and Students of Business Studies to be oriented about 'Bharatiya Management' in addition to understanding management from a Western framework. Ancient Indians had great proven management expertise. The proof of which is in the manner in which our monuments and ancient cities were managed. In addition, managing water resources, managing kingdoms, managing temples, international trade and also knowledge management are the areas in which India had great experience.

It is not completely true that there are no studies on Bharatiya Management. Hundreds and thousands of scholars have done stupendous amount of work in 'Bharatiya Management' over the last 70 years in India and in the West as well. Indian writers and academicians across the globe have deliberated on examining, analyzing and comparing the various Bharatiya Management concepts, principles and practices along with Western Management Practices. Unfortunately these works have not been curated and presented as a single body of knowledge and is not a part of any curriculum. Bharatiya Management is not a substitute for Western management thought, but another and different way of looking at things. It is complementary to, what is there in management curricula and will be a useful value addition to the curriculum.

In this background, a workshop was organized with objectives viz – understanding the complexity of the concepts and the context, recognising the contribution of the unorganized sector, learning from the case studies/practices that are unique to our culture and develop courses on Bharatiya Management and develop specific research methodology that is unique.

## Objectives of the workshop

The aim of the workshop on Bharatiya Management was to tackle the gaps and challenges in management practice in India and put forth a plan to make management education and research in India relevant, contemporary and rooted in India's spiritual and cultural ethos.

- To review and analyse the existing practices in the design, implementation and evaluation of curriculum in new areas of Bharatiya Management and facilitate exchange of experiences between those who are already offering such courses and those who are willing to offer such courses.
- To identify research and content gaps for giving direction to all the efforts in the domain of Bharatiya Management.

## The Need for Bharatiya Management

The concepts that are dominant in the Indian consciousness are holistic and take into account the aspects such as liberation, culture, spirituality and deeds (karma) as against the existing western management models that hardly focus on the higher order purpose of existence. Thus, our aim should be to convert this tacit knowledge into explicit knowledge.

The workshop was a direct result of the pressing need to explore an alternative thought process that is indigenous to the soil and the community of our country. The idea is to draw from the past, integrate the positives of different methods of management, and move towards the future.

Participants at the workshop discussed and agreed that India needs its own models and theories because our country's contexts are unique. The speakers spoke on a variety of topics related to Bharatiya Management, with a strong emphasis on the ethics and values derived from ancient wisdom and scriptures, such as Ramayana, Mahabharata, Bhagavad Gita, Vedas, Puranas and folklore like Panchatantra and Jataka Tales. They recommended learning management lessons from not just ancient scriptures but also from case studies that are current and relevant to today's business and social scenario in India.

There was a thread of thought that suggested making Bharatiya Management as relevant and popular as Japanese management principles that set global standards for the manufacturing industry a few decades ago.

## Structure of the workshop

The two-day workshop had four plenary sessions, a panel discussion and two group discussions. The topics for the plenary sessions were *Management and Ancient Indian*

*Wisdom, Indian way of Research and Pedagogy, Current Management Practices and Context Unique to India, and Case Studies in Bharatiya Management.* There was also a panel discussion on *Future of Bharatiya Management.* The group discussions focussed on potential research opportunities and possible courses in Bharatiya Management. Participants also took a pledge to express their commitment towards Bharatiya Management.

### Highlights of the Plenary Sessions

These are the highlights of what the speakers and experts said during the various plenary sessions:

#### Go back to the roots

One way to search for an alternative paradigm in management and leadership is by going back to the roots and learning from ancient Indian culture and tradition. Ancient Indian social and economic system was rooted in the soul of individuals. It was also a welfare-oriented economy based on moral values. It is critical to bring these aspects back into modern management practice.

We need to implement the practices of coexistence and cohesion at the workplace (*loka sagraham* and *samanva*) and maintain a balance between *pravṛtti* and *nivṛtti* (materialism and spiritualism) for corporate prosperity. We have to merge the ecology of the soul (*atma*) with the ecology of the organisation to create a conscience-based management practice.

Most problems in managing businesses can be answered through a thorough reading of ancient scriptures. While Thirukural has answers to issues in planning, organising, strategising and controlling, management paradigms and leadership ideas can be derived from ancient literature like Bhagavad Gita, Vedanta, Kautilaya's Arthashastra, and Panchatantra.

Indian scriptures are depositories of philosophical thoughts, which play an important role in the development of indigenous psychological constructs. Constructs like *manas* and *lajja* capture cognition, emotion and behaviour; these are concepts used in modern management systems.

#### Unique contexts and practices

Bharat has a lot of unique business and non-business practices, which we can learn from. Be it population density, crowd behaviour, the role of the unorganised sector in trade and commerce, or cultural issues, our contexts and challenges are distinct. Therefore, we must build on these contexts and come up with Bharatiya Management models that are suited to our conditions.

Apart from lessons from ancient Indian scriptures, Indian management models should also pick lessons from business and non-business practices of Indians. We should also study

India's powerful business history which could guide us in developing Bharatiya Management models.

### **Develop an extensive body of research**

Research in Indian management is a labour-intensive process that involves understanding Indian in its totality. We must also clearly define the purpose of research, bearing in mind the context.

There is also a need for an integrated approach in research. Research must also be multimode and action-oriented. We must integrate theory and practice and psychology and philosophy and create a body of research that is inclusive.

### **Develop indigenous case studies**

Case studies from the field give management students and young managers an insight into the functioning of the economy and the management and social systems on the ground, which are driven by our culture. When we start studying India, we will see Bharat in it and this is where the real knowledge lies.

Cases in the Indian context include infrastructure development, public private partnerships and regulation, how taxation drives business behaviour, logistics management, saving habit of Indians, and welfare-oriented employment practices. We also need to develop regional Indian case studies on themes like Indian elections, Kumbh Mela, *dabbawallahs*, Amul and Swachh Bharat, etc.

### **Make Bharatiya Management education contemporary**

In order to make Bharatiya Management lessons effective, interesting and beneficial to management students, experts suggested some dos and don'ts:

- Connect ancient Indian wisdom with the current context, contemporary issues, and ground realities.
- Don't simply glorify the past and make sweeping statements. Ancient Indian wisdom does not have the panacea for everything.
- Be careful of translated works, try to read the original text.
- Use modern-day tools like multimedia to reach out to students.

## Group Discussions

Group discussions focused on two topics: potential courses based on Bharatiya Management and potential research areas in Bharatiya Management.

Participants suggested that Bharatiya Management principles have to be infused into regular management programmes to be useful and beneficial to students, the industry and society. Bharatiya Management courses must follow all the principles of modern marketing management. They must be developed as a product, processed for the global market, promoted to corporates and students, and yield benefits to all stakeholders. Participants agreed that there are several areas in Bharatiya Management that could be of interest to researchers who should write extensively on their areas of interest.

**Some of the potential courses:** Interpersonal Relations in Ramayana and Mahabharata, Pauranic Jagruti and Tourism Management, Agama Shastra and Temple Management, Decision-Making Sciences based on Tarkashastra (Analysis, Reasoning, Argumentation), Diversity Management (Anekanthavada), Community-based Business Management (Chettians in Tamil Nadu, Marwaris of Rajasthan, Angadias of Gujarat).

**Some of the possible research areas:** Bharatiya Management as part of *vishwa* (global) management, understanding the interaction between science and shastras, spiritual component beyond religion in Bharatiya Management, *raja dharma* in the corporate world, interpersonal skills lessons from Bharatiya Management, cultural influences (rituals, stories) that shape learning patterns, epistemological methods in Bharatiya Management, and developing measurement concepts and tools.

## Future of Bharatiya Management

In a panel discussion, experts suggested a roadmap for the future of Bharatiya Management.

*These are the highlights from the discussion:*

- Management education should focus on four Ds (decision, direction, determination and dedication) and four Es (explore, experience, enjoy and excel) in students. These can be obtained from Bharatiya Management principles.
- The future of Bharatiya Management should go beyond the rostrum and be a collective and unidirectional effort. Annual meetings and workshops, MOOC courses and journals are important to spread the principles of Bharatiya Management. Regular lecture series that are theme-based would help in dissemination of Bharatiya Management principles.

- We need high-quality research on Bharatiya Management and dissemination of knowledge based on philosophy and ancient literature. We must bring out edited books and journals on Bharatiya Management. Bharatiya management papers on philosophy, spiritual thinking, self-development, leadership, sustainability must be published in prestigious academic journals.
- Academics provides a strong base to reach more teachers, and in turn, teachers can teach more students. Academics can also influence corporates in adopting Bharatiya Management through their learning programmes like some are already doing.
- When India leads the globe, the entire world will teach Bharatiya Management irrespective of which country they are in. In 5 to 10 years, we are going to celebrate taking Bharatiya Management to a global level. With India emerging as a power to reckon with in the world, Bharatiya Management will play a big role in the days to come.

### **Launch of Prabandhan**

At the workshop, CESS launched a portal called *Prabandhan*, a community portal on Bharatiya Management that facilitates knowledge sharing. The portal has all the relevant content in one place, including peer reviewed articles, presentations, videos and links to books. It also has a facility for search, based on topic and function. In the coming days, many new dimensions will be added to *Prabandhan*. The hope is that the portal will grow with the contributions of those who are interested in Bharatiya Management.

### **Pledge**

All delegates present at the workshop took a pledge to express their commitment to the development of Bharatiya Management – through education, implementation in daily life, knowledge dissemination, research and writing.

### **Way Forward**

There is immense positivity in the air and a bright future awaits Bharatiya Management. Participants at the workshop agreed to collectively establish some specific goals and work towards appropriate strategies to see that Bharatiya Management becomes mainstream management in the days to come.

CESS has identified four areas of work that can take forward the concept of Bharatiya Management:

- Case studies
- Courses
- Research
- Networking and collaboration

## Participants:

The participants of the workshop were faculty members, academic administrators in varied capacities, leaders of the Institutions, authors, researchers, experts on uniquely 'Indian' theories/concepts/practices, Industry professionals and professionals from other associations and organisations. The details are given below:

	Faculty	Academic Administrators	Industry & Independent Consultants	Research Scholars & Others	Total
<b>No. of Contributing Experts &amp; Resource Persons</b>	21	20	6	-	47
<b>Delegates</b>	33	11	5	6	55
<b>Total</b>	54	31	11	6	102



**Participants of the Workshop**

## Session Details

Day 1 - 18<sup>th</sup> October 2019

### Inaugural Session

Opening Remarks: <b>Dr. M K Sridhar</b> , President, CESS
Inaugural address: <b>Dr. Subash Sharma</b> , Director, IBA, Bengaluru
Launching of Bharatiya Management Portal: <b>Dr. P. Shyamraju</b> , Chancellor, REVA University
Presidential address: <b>Dr. G Raghuram</b> , Director, IIM Bangalore



The workshop was formally inaugurated by the dignitaries by lighting of the lamp.

**Dr. M K Sridhar, President, CESS** gave an overview of the workshop and stressed the need to draw inspiration from the past, live in the present, and aim towards the future. He also said that the goal of Bharat is “Sarve Jana Sukhino Bhavantu” and hence, it is necessary to focus on contemporary challenges with knowledge of our past and our heritage and take it forward for a better future. He emphasised on exploring an alternative thought process that is indigenous to our country instead of completely following the western thought process of management. He reiterated the need for Bharatiya concepts in management studies and added that the first effort in this endeavour is Bharatiya Management workshop. He also made clear that the idea of this workshop is not to find faults, negate or brush aside the existing thoughts,

but the goal is to explore an alternative thought process that would result in a synergy, which tries to integrate the positives of different existing models and takes us towards the future.

In the inaugural address, **Dr. Subash Sharma, Director, IBA, Bengaluru**, spoke about the evolution of Bharatiya management. He also identified the different phases, streams of knowledge, key ideas and models (Western and Indian) involved in the development of Indian management. He also stressed the need to rethink motivational theories and also briefed the other Indian models like OSHA, Theory K and Corporate Rishi Model.

### **Launching of “Prabandhan” - *Bharatiya Management Repository***



The Portal of Bharatiya Management was launched by **Dr. P. Shyamraju, Chancellor, REVA University**. **Dr. G P Sudhakar** gave an overall picture of the portal and said that the portal has all the relevant content at one place and resembles the look and feel of a journal database, where the interested experts can contribute to the portal by uploading different articles relevant to Bharatiya Management.

The Chancellor of REVA University, **Dr. P Shyama Raju** brought out the importance of managers in any field or organisation and the need to change the vision, views and approach to Management education. He opined that the solution for most of the existing problems in management education will come out of the workshop on Bharatiya Management and reiterated the commitment of REVA University to produce the best management people.

In the Presidential address, **Dr. G Raghuram, Director, IIM, Bengaluru**, gave an outline of the current management practices and contexts unique to India. He deliberated on the

challenges in the present management education, where we all look at the western frameworks to legitimise and validate our theories. The main concern is the scepticism to hire people working on Bharatiya Management and the way to go forward is to give importance to the principles of oral discussion, enquiry and honing thoughts by challenging one another that was even practices by our ancient rishis. He reiterated that there is lots of richness in Gurukul system of education which includes the tenets of shadowing, mentoring and coaching, but it needs to be unlocked so that it will take us on the journey of Bharatiya Management further.

### Plenary Session I: Management and Ancient Indian Wisdom

**Dr. Sunitha Singh Senguptha**

Head & Dean and Professor, North Campus, University of Delhi

**Dr. B Mahadevan**

Professor, Indian Institute of Management Bangalore



**Dr. Sunitha Senguptha** insisted on searching for an alternative paradigm in management and leadership by going back to the roots of ancient Indian culture and traditions, since there are ample evidences in ancient Indian culture that support the existence of good governance and management practices. She added that, much has been talked about re-examining the organisation's designs to adapt to changing business environments and it is necessary to merge the ecology of the soul with the ecology of the organisation. She also deliberated the necessity of implementing Bharatiya Management at workplace and drew philosophies from ancient wisdom towards an evolved workplace.

**Dr. B Mahadevan** brought out the key issues and challenges with respect to course development and said that there is merit in exploring Indian concepts that can be an alternative to the existing management issues. He gave many instances from the ancient texts of Mahabharata, Ramayana and Bhagavad-Gita that gives a glimpse of good governance and administration. He stressed the importance of rigorous research on ancient Indian wisdom, appropriate texts and multimedia tools in the classroom teaching and the necessity to connect Indian ancient texts with the contemporary issues. He also insisted on reading original texts of ancient Indian wisdom instead of just reading the translations and also not to make sweeping statements on the same.

### Plenary Session II: Indian way of Research and Pedagogy

**Prof. Dharm P S Bhawuk**

Professor, Department of Management and Industrial Relations, Shidler College of Business University of Hawai'i, Manoa, Honolulu

**Dr. H S Ashok**

Formerly Professor, Department of Psychology, Bangalore University



**Prof. Dharm P S Bhawuk** gave an overview of India's journey from being the largest economy to its present situation and said that, we need to remember that the ideas and practices of management in India are not from a poor man's philosophy. He stated that whatever Indians do is Indian way of management and none can deny it. He stressed the need for a multi-modal; action oriented and integrated approach in research and pedagogy, and also the pressing need to adopt Indian modules of management as the 'western concepts' will

not always help. He also gave an outlook on the importance of Indian philosophy in management and few of the concepts like *lajja* and *manas* that capture cognition, emotion and behaviour and the development of indigenous psychological constructs.

**Dr. H S Ashok** giving an overall picture of the development of formal management education and the influence of global economic trend, that led to the origin of innumerable management institutions which started paradigms, curricula and models. He opined the necessity of an alternative perspective to management education and reiterated the need for Bharatiya perspective. He also gave an outline of the pragmatic issues that has to be taken into consideration while introducing Bharatiya Management as a course and for research purpose. Since, we are bombarded by the western model of management, it is necessary to consider various parameters before introducing the subject. He added that various models and theories from our ancient scriptures and relate it contextually with the present management education to make it more effective.

### Plenary Session III: Current Management Practices and Context unique to India

**Sri. Sandeep Singh**

Author & Management Consultant, Mumbai

**Dr. Sudhanshu Rai**

Associate Professor of Innovation in Emerging Economies, Copenhagen Business School, Denmark



**Sri. Sandeep Singh** gave a brief introduction about the current management practices and context of management unique to India. He emphasised the need for Indian management

models to go beyond scriptures such as Gita or Slokas, since one can pick lessons from everyday Indian business practices and people.

**Dr. Sudhanshu Rai** gave examples from his own life experience, where context played a prominent role to understand the present situations. He stressed the importance to know the context that will make the research more effective and the need to build one-self based on one's own strength, rather than just collecting data and glorifying the unsuccessful past. He expressed his concern over the challenges to bring in Indian intellectual discourse into management and suggested to write more academic papers; to stop comparing things with the west and start doing new; and to reflect instead of thinking that would begin the journey of reflection.

### Group Discussions

#### Track 1: Courses in Bharatiya Management



Fifteen experts from several sub-streams of management presented their views, thoughts and experiences in this discussion. Dr. Sunitha Singh Senguptha gave a brief note on the theme and the instructions to the participants. Academicians, amongst the participants, presented information on existing courses and shared their thoughts on possible courses that could be introduced in Bharatiya Management in the context of Indian academia.

The discussion highlighted to incorporate Indian philosophical and Vedic thoughts into Environmental and Material management, functional management, diversity management,

personality development, Health management and Modern management system; management principles to incorporate courses from Manusmriti, Yagnavalkya smriti, Aghama shashtra, Shantiparva, Ramayana, Mahabharatha, Panchatantra, from preachings of Adishankara, Aurobindo, Buddhism, Thirukural & Indian philosophers; incorporating linkage of management with the achievement of Dharma, Artha, Kama and Moksha; Case studies of Indian business history; case study of Community based business management (Chettiars in TN, Marwaris in Rajasthan, Angadis of Gujarat) and many other concepts as such.

This was apart from the modern management courses like marketing management, human resources management and production management that are mandatory in any management programmes.

The discussion also brought in few suggestions to bring in Bharatiya management into the mainstream such as -

- Incorporate Bharatiya Management into already existing management programmes
- Introduce different courses of Bharatiya Management on Moocs
- Roll out certificate/diploma courses in universities
- Introduce Bharatiya management in functional areas at UG level and as a separate course at PG level
- Encourage students to take up assignments related to Bharatiya management based on case studies/situations

## Track 2: Research in Bharatiya Management



Fourteen experts from several sub-streams of management teaching presented their views, thoughts and experiences on potential research areas, research methodologies and processes and initiatives for the future of Bharatiya Management.

In the potential research areas, different components of Bharatiya Management, gap analysis; innovation and entrepreneurship in BM; linguistic, cultural, spiritual, personality and pedagogy issues encompassing BM; and different models of BM such as Ethical models, social models, Epistemological methods, Democratic management, problems of legitimacy crisis etc were discussed.

In Research Methodologies and Processes, the experts discussed various methods to explore Indian ways of research methodology, qualitative models, theoretical frameworks, developing measurement concepts and tools, empirical listing of models and using indigenous texts, scriptures and research methods for Bharatiya Management.

There were also suggestions/recommendations from the experts such as –

- Publishing Indian journals on Bharatiya Management
- Training guides and make them proactive to motivate and guide students for research.
- To find various sources of funding.
- To leverage the knowledge of Sanskrit scholars and orient them on the needs of Bharatiya Management.
- Workshop/Symposium on Shasthras and Management

Day 2 - 19<sup>th</sup> October 2019

**Plenary Session IV: Case studies in Bharatiya Management**

**Dr. Kanakasabapathi**

Professor & Author, Coimbatore

**Dr. Radhakrishnan Pillai**

Author & Director, Chanakya Institute of Public Leadership, Mumbai

**Sri. Srinivasa**

Author & Chairman, eMudhra Ltd., Bengaluru



**Dr. Kanakasabapathi** marked the importance of field approach that would help us to see things in a new perspective. He criticised that classroom teaching and textbook theories inherited from western philosophies that has blinded us to the reality of the world. He stated that, since India is a relationship based society; it has its impact on business and economy and many live examples from thriving businesses like dabbawala etc have demonstrated this. He stressed the need to look at India afresh from an objective point of view since India has an effective, well-functioning management system, an economic system and business management.

**Dr. Radhakrishna Pillai** shared his personal life experience from being a student; to a teacher; to being a chanakya and stressed the importance of Academics; academics gives a base to reach more teachers and teachers can teach more students. He stated that academics can influence corporate to adopt Bharatiya management through their learning programmes, just like what Aditya Birla group, TCS and even some of the government departments have

done. He also suggested Research scholars to be more consistent, accessible, practical, logical, to collaborate with other, to be apolitical, and most importantly solution oriented that would lead them to their goal.

**Sri Srinivasan** marked the relevance of ancient scripts of Thirukkural that has a solution for every day today business practices, from planning to organising; organising to strategising; from strategising to controlling. He read out few of the slokas of Thirukkural and explained its relevance and solution-oriented approach.

### Open House

Presentations by Contributing Experts based on the Group Discussion held on 1 <sup>st</sup> day of the workshop
The session was Chaired by <b>Dr. P Narayana Reddy</b> Group Director, Sanskrithi Group of Institutions, Puttaparthi
<b>Track 1: Courses</b> <b>Dr. Rohit Singh</b> Professor in Marketing and Dean Academics, AURO University, Gujarat
<b>Track 2: Research</b> <b>Dr. Dr. E S Srinivas</b> Professor, Indian Institute of Management Bangalore

After the presentations, participants shared their views, thoughts and experiences with regard to Bharatiya Management.

**Dr. Narayana Reddy** who chaired the session, in his concluding remarks, opined that we need high quality research on Bharatiya Management and dissemination of knowledge based on philosophy and ancient literature. He also expressed that research is a sensitive area and has to be carried out meticulously without compromising on quality. The concept of scaling and measurement is a western concept and he felt there need not be a scaling pattern and quantitative analysis for all the research topics as long as we are able to justify the objectives. With regard to courses, Dr. Reddy pointed out that there are already existent courses which deal with Bharatiya Management, but at the same time we need to identify needs and practical application before designing the courses. He also emphasized that connecting the shastras and management is important while dealing with Research and courses in Bharatiya Management.



## Panel Discussion: Future of Bharatiya Management

### Panellists:

#### **Dr. Bhimaraya Metri**

Director, Indian Institute of Management Tiruchirappalli

#### **Dr. M K Sridhar**

President, Centre for Educational and Social Studies

#### **Dr. M Jayadev**

Professor, Indian Institute of Management Bangalore

#### **Prof. Shubha A**

Professor and Director School of Commerce, REVA University



**Dr. M K Sridhar** stimulated the session and called the workshop on Bharatiya Management, a festival because there is celebration in our minds, hearts and hands, since lots of ideas and knowledge are coming through. He added that it is a proud moment and the need of the hour would be to take Bharatiya Management forward with great fervour and greatness. He said that given the challenges and opportunities owing to the future of Bharatiya Management, the panel discussion called for views on the needs of the stakeholders.

**Prof. Shubha A** expressed that it was a great honour to host the workshop at REVA University. She insisted the need to infuse a sense of values in the students that would bring in the four D's (decision, direction, determination and dedication) and four E's (explore, experience, enjoy and excel) in students. She added that we need to introspect and be responsible to the course we deliver to the students and it is important to bring in responsibility and accountability to both academicians and students.

**Dr. Bhimaraya Metri** extended his happiness and said that the packed hall on the last day of the workshop indicates the interest, energy and new perspective that each one of us has for the Bharatiya Management. He said that in this era of global restructuring, the power is being shifted from west to east and India comes out to be the youngest youngest nations that will contribute to the world. He stressed the important role, fluid and contextual leadership can bring in and the role of globalisation and technological disruptions to disseminate Bharatiya Management principles. He also emphasised the need of annual meetings and workshops, MOOC courses and journals, modern tools to spread the principles of BM; the necessity of ancient literature in building a context for modern management programmes; and theme based regular lecture series to disseminate the principles of Bharatiya management so that in another 5 to 10 years, Bharatiya management can be taught worldwide and celebrate it at the global level.

**Dr. M Jayadev** said that there is solution for each and every problem in ancient scriptures, and hence irrespective of academic background, one has to cultivate the habit of reading scriptures. He added that we should write articles on our philosophy, spiritual thinking, self-development, thinking and leadership; literature-based empirical work on sustainability (corporate sustainability, individual sustainability or environmental sustainability) that can go into journals. He also stressed the need for institutions to make every occasion an event and draw insights into our ancient wisdom. He also urged the AICTE officials to fund for research projects on Bharatiya Management so that we can have high quality research and dissemination of knowledge based on philosophy and ancient literature.



## Valedictory

Chief Guest: **Prof. Rajive Kumar**, Member Secretary, AICTE, New Delhi

Workshop Report: **Dr. G P Sudhakar**, Convener of the Workshop

Guest of Honour: **Dr. S. Y. Kulkarni**, Vice-Chancellor, REVA University

Presidential Address: **Dr. P Shyama Raju**, Chancellor, REVA UNIVERSITY



The Member Secretary of AICTE, **Prof. Rajive Kumar** informed the participants that many management institutions are following AICTE model curriculum which has papers on Bharatiya Management. He said that, the institutions are free to add and modify the curriculum according to the regional needs. Prof. Rajive invited proposals for research in Bharatiya Management which will be given priority in funding. He assured that AICTE will take further measures to take Bharatiya Management forward based on the outcome the workshop.

The Vice-Chancellor of REVA University **Dr. S Y Kulkarni** expressed his happiness and gratitude for giving an opportunity to conduct workshop at the university, since they are also very keen on bringing in Indian ethos into the management programmes.

The Chancellor of REVA University **Dr. P Shyama Raju** delivered the presidential address and congratulated the whole team behind Workshop on Bharatiya Management for the success.

## Outcome of the Workshop

A two-day workshop on Bharatiya Management gave a new perspective to bring in Indian-ness into management practices in India. Many experts and scholars from various streams like Management, Sanskrit, Psychology and others expressed their views, thoughts and experiences which added a great potential to the workshop and the outcome was magnanimous. The group discussions and panel discussions provided an insight into the future of Bharatiya Management and its congruity. The outcome of the discussions and deliberations has been detailed in the following paragraphs.

The contributing experts and other scholars in the workshop gave their insights and ideas on the existing courses and possible courses; potential research areas; research methodologies and processes; and initiatives which could be introduced in Bharatiya Management in the context of Indian academia.

With respect to the *Courses*, the group discussion emphasised to incorporate Indian philosophical and Vedic thoughts into various management perspectives and to draw principles from ancient scriptures such as Manusmriti, Yagnavalkya smriti, Aghama shashtra, Shantiparva, Ramayana, Mahabharatha, Panchatantra, from preachings of Adishankara, Aurobindo, Buddhism, Thirukural & Indian philosophers; incorporating linkage of management with the achievement of Dharma, Artha, Kama and Moksha; Case studies of Indian business history; case study of Community based business management(Chettiars in TN, Marwaris in Rajasthan, Angadis of Gujarat) and many other concepts as such.

With respect to *Research*, the group discussion drew attention to the possible potential research areas, research methodologies and processes, and also initiatives to take Bharatiya Management further. In the potential research areas, different components of Bharatiya Management, gap analysis; innovation and entrepreneurship in BM; linguistic, cultural, spiritual, personality and pedagogy issues encompassing BM; and different models of BM such as Ethical models, social models, Epistemological methods, Democratic management, problems of legitimacy crisis etc were discussed. In Research Methodologies and Processes, the experts discussed various methods to explore Indian ways of research methodology, qualitative models, theoretical frameworks, developing measurement concepts and tools, empirical listing of models and using indigenous texts, scriptures and research methods for Bharatiya Management.

Given the challenges and opportunities owing to the future of Bharatiya Management, the panel discussion called for views on the needs of the stakeholders on and off the dais. The

speakers shared their ideas and roadmap for the days to come. The need and role of fluid and contextual leadership, and globalisation and technological disruptions to disseminate Bharatiya Management principles were discussed. There was also an emphasis on the necessity of annual meetings and workshops; MOOC courses and journals; modern technical tools; ancient literature to build a context for modern management programmes etc. The session also opined the need to write more articles on philosophy, spiritual thinking, self-development, thinking and leadership; literature based empirical works, since there is a solution for everything in our ancient scriptures. The panellists also stressed the need to introspect the kind of courses that has been imparted to the students.

### **Networking**

The two-day National Workshop on “Bharatiya Management” was a perfect platform to bring in the expertise from various streams under one umbrella. It was a celebration of hearts, minds and hands, who wanted to share their ideas and thoughts. It was a diverse group of speakers, experts and participants. Around fifty experts in the field of management and ancient studies, who were faculty and eminent scholars, came together from various parts of the country in order to add essence to the workshop, and it was a delight for the scholars and delegates present in the workshop to get more insights on Indian way of management and ancient scriptures and get to meet eminent experts from the field at one place. Through the workshop, we could create a database of more than 120 experts who were doing a tremendous job in Indian management practices. The database will also help AICTE in getting proposals and reports with respect to Research and Courses in Bharatiya Management from the expertise. This group of experts can act like a catalyst to proliferate the idea of Bharatiya management across the country which will help to take BM forward and disseminate its ideas.

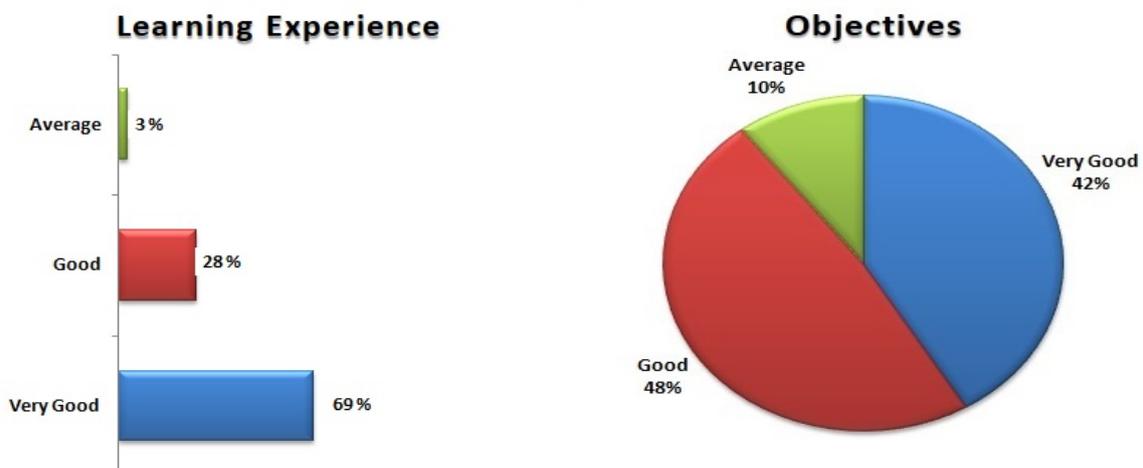
### **Dissemination of ideas**

The two-day National Workshop on Bharatiya management showed the interest, energy and different perspectives, each and every individual in the workshop had for Bharatiya Management. There were lots of ideas and thoughts that were disseminated through plenary sessions, group discussions and open sessions. The workshop looked like a festival of ideas and thoughts with lots of discussions and deliberations. There were discussions on course outlines and research methodologies for BM. The sessions accentuated the need to bring back the ancient wisdom into the curriculum of management practices. The workshop was highly interactive and knowledge sharing, since the sessions not only talked about the ancient scriptures like Bhagavadgita, Ramayana etc, but also concentrated on current management

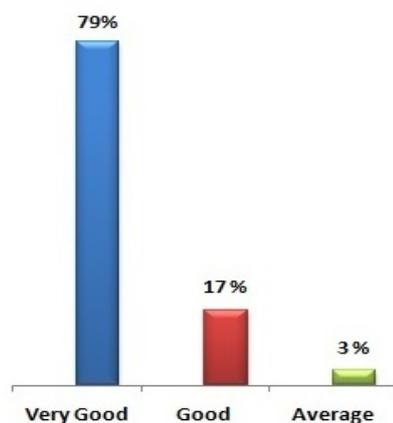
practices and lots of contextual references were provided by the experts which was insightful. As a whole, the workshop stood as an exemplar to show the essence of ancient management techniques and its inevitability into various dimensions of management.

### Workshop Feedback Analysis

As organisers, CESS intended to obtain feedback from all kinds of audience in the workshop. The feedback form was distributed at the event and the responses were analyzed. The feedback from aimed at seeking suggestions and comments from the audience in order to help us get better and to capture the interesting facts of the workshop. The quantitative aspects have been presented as follows –



### Overall organisation of Workshop

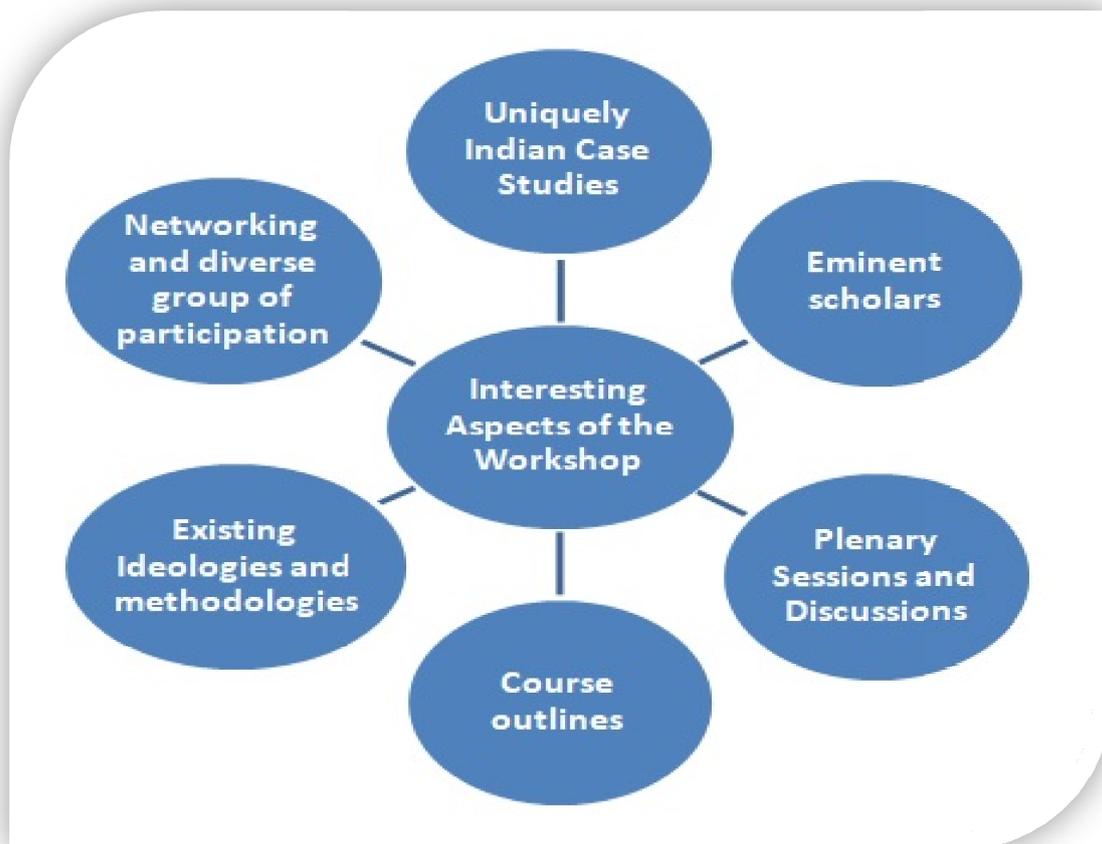


It was inferred that 90% of the audience felt that the objectives of the workshop were achieved. As far as the learning experiences were concerned, 69% of the audience have opined that they had a very good learning experience and 28% have felt that they had a good learning experience at the workshop. With regard to the overall organisation of the

workshop, 96% of the audience experienced that the overall organisation of the workshop was good. The qualitative aspects of the feedback are analysed and collated in the following paragraphs.

### **Interesting aspects of the workshop:**

The audience were asked to point out the interesting aspects in the workshop, which is depicted in the following picture.



### **What could have been better at the workshop?**

Many participants felt each of them would have got more time to talk and discuss during the sessions and also time for networking. More practical examples, more case studies in Indian management were expected. The use of power point presentations was expected from all the speakers, though some speakers did not wish to use the slides. A few of them felt getting top management from the industry and discussing about opportunities is very important.

### **Collaboration with CESS**

The participants of the workshop expressed their willingness to collaborate with CESS and contribute to the future of Bharatiya management. The experts were very happy with the deliberations and wished to collaborate with CESS in impending endeavours by taking up

projects, Guiding Interns, designing academic programmes, contributing for guest lecturers etc. Few of them also expressed their interest in Content creation, suggesting curriculum, courses, topics etc. Leaders from many Institutions also promised to extend support in organising workshops on Bharatiya Management. Eminent Researchers also pointed out the need to bridge the gap between Bharatiya and current applied management techniques in view of industrial perspective and assured assistance in the Research area in terms of inculcating the views of Bharatiya Management and teaching techniques.

## **Conclusion**

Bharatiya Management is a movement to usher in a new narrative in management education and research in our country, and all stakeholders involved in this effort are part of one big community. It promises to play a vital role in driving management education and research initiatives in our country. It will guide all stakeholders in the efforts to build a new India and leave an impact on the world as well. If Bharatiya Management is incorporated in the right spirit, there will be positive changes in the way Indians are leading their lives.

## **Workshop Organizing Committee**

- ✓ Dr. M K Sridhar, President, CESS
- ✓ Dr. G Raghuram, Director, IIM-Bangalore
- ✓ Dr. Bhimaraya Metri, Director, IIM- Tiruchirappalli
- ✓ Dr. P Shyama Raju, Chancellor, Reva University
- ✓ Dr. Jayadev M, Professor, IIM-Bangalore
- ✓ Dr. P Narayana Reddy, Group Director, Sanskrithi Group of Institutions, Puttaparthi
- ✓ Wg. Cdr. A Raghunath, Vice President, CESS
- ✓ Workshop Convener: Dr. G P Sudhakar, Consultant & Visiting Professor, CESS

## APPENDIX

### Speakers and Experts who have contributed in the workshop as Resource Persons

<b>Prof. G. Raghuram</b>	Director, Indian Institute of Management Bangalore
<b>Dr. Subhash Sharma</b>	Director at Indus Business Academy, Bengaluru
<b>Dr. Sunitha Senguptha</b>	Head, Professor & Dean of Faculty of Management Studies, University of Delhi
<b>Prof. B Mahadevan</b>	Professor, Indian Institute of Management Bangalore
<b>Prof. Dharm P. S. Bhawuk</b>	Professor of Management, Culture and Community Psychology at the University of Hawaii at Manoa, USA
<b>Dr. Ashok H S</b>	Formerly Professor, Department of Psychology, Bangalore University
<b>Dr. Sudhanshu Rai</b>	Associate Professor of innovation in emerging economies, Copenhagen Business School, Denmark
<b>Shri. Sandeep Singh</b>	Author & Management Speaker
<b>Shri. V Srinivasan</b>	Founder Chairman, eMudhra Limited, Bengaluru
<b>Dr. Kanakasabapathi</b>	Professor & Author
<b>Dr. Radhakrishnan Pillai</b>	Author & Director, Chanakya Institute of Public Leadership, Mumbai
<b>Dr. P. Shyama Raju</b>	Chancellor, REVA University
<b>Dr. Bhimaraya Metri</b>	Director, Indian Institute of Management, Trichy
<b>Dr. M K Sridhar</b>	President, Centre for Educational and Social Studies
<b>Dr. M Jayadev</b>	Professor, Indian Institute of Management Bangalore
<b>Dr. K. Narayana Reddy</b>	Group Director, Sanskrithi Group of Institutions, Puttaparti
<b>Prof. Rajive Kumar</b>	Member Secretary, AICTE, New Delhi
<b>Prof. Shubha A</b>	Director, REVA University, Bengaluru
<b>Dr. E S Srinivas</b>	Professor, Indian Institute of Management Bangalore
<b>Dr. Rani Sadashivamurthy</b>	Professor at Rashtriya Sanskrit Vidyapeetha, Tirupati
<b>Dr. Rohit Singh</b>	Professor in Marketing and Dean Academics, AURO University, Gujrat
<b>Dr. Mithileshwar Jha</b>	Pro-Vice Chancellor, Jain University, Bengaluru
<b>Dr. Ramaratnam</b>	Vice Chancellor, Jagadguru Kripalu University
<b>Dr. Subbarao Jayanthi</b>	Director, Chinmaya Vishwa Vidyapith
<b>Dr. Prashant Gupta</b>	Associate Professor, Indian Institute of Management, Trichy

<b>Dr. A Sivakumar</b>	Professor, VITBS, VIT, Vellore
<b>Dr. G P Sudhakar</b>	Professor and Management Consultant
<b>Dr. H. R. Venkatesha</b>	Director, Acharya Bangalore B School
<b>Dr. Manasa Nagabhushanam</b>	Director, ISBR Business School & Member, Executive Council, Central University of Karnataka, Kalaburagi
<b>Dr. Sriniv Srinivasan</b>	Associate Professor, Jamnalal Bajaj Institute of Management, Mumbai
<b>Dr. Hema D</b>	Assistant Professor, We school, Bangalore
<b>Dr. Poonam Purohit</b>	Consultant, Indian Institute of Management Bangalore
<b>Dr. K Sankaran</b>	Director , Justice KS Hedge Institute of Management, Nitte
<b>Dr. David Selvanathan</b>	EX- Vice President, Human Resources, Air India
<b>Dr. Chamu Krishna Shastri</b>	Co-founder of the Samskrita Bharati Movement
<b>Dr. Ajinkya Navare</b>	Asst. Professor, Indian Institute of Technology - Bombay
<b>Mr. Sunil Acharya</b>	Independent Consultant
<b>Mr. Punithraj</b>	CEO & Founder – Educonnect & Director – J.J. Academy
<b>Dr. Chand Kiran Saluja</b>	Sanskrit Promotion Foundation, Delhi
<b>Dr. Ananta Giri</b>	Professor, Madras Institute of Development Studies
<b>Dr. Priti Hingorani</b>	Faculty, Footwear Design & Development Institute (FDDI)
<b>Mr. Ravindra Shenoy U</b>	Asst. Professor, Manipal Academy of Higher Education, Manipal
<b>Dr. Mahesh M V</b>	Faculty, Jain University, Bengaluru
<b>Dr. Ankur Joshi</b>	Assistant Professor, WISDOM, Banasthali Vidyapith, Rajasthan
<b>Dr. Ravi Jain</b>	Director, SIBM, Hyderabad
<b>Dr. T V Raju</b>	Director – Planning, RV Educational Institutions, Rashtreeya Sikshana Samithi Trust, Bengaluru
<b>Dr. N S Vishwanath</b>	Director General, M P Birla Institute of Management, Bengaluru
<b>Dr. Sudershan G A</b>	Associate Professor, Acharya College, Gowribidanur
<b>Dr. Padmaja Nalluri</b>	Associate Professor, VJIM, Hyderabad
<b>Prof. Raghunadha Reddy</b>	Head, Management Studies, S V University, Tirupati
<b>Prof. Ramnath Narayanswamy</b>	Senior Professor, Indian Institute of Management, Bangalore
<b>Sri. Nagarjuna Sadineni</b>	Vice President, Global Delivery Enablement, Wipro Ltd

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