



Two Day National Workshop on

bharatiya Management

A Report

On 18th & 19th October, 2019

Centre for Educational and Social Studies

Bengaluru, India

www.cessedu.org



Plenary 1 - Management and Ancient Indian Wisdom



Plenary 4 - Case Studies in Bharatiya Management



Plenary 2 - Indian way of Research and Pedagogy



Panel Discussion on Future of Bharatiya Management



Plenary 3 - Current Management Practices and Context Unique to India



Valedictory Session

Foreword

Paradigm shift

Management education and research in India has been guided by those tools, theories, techniques, processes and philosophies which are products of the Industrial Revolution abroad. But these models and theories do not always work in our country due to the vast differences in cultures.

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 (aptly named Bharatiya Management). The idea behind the workshop was not to find faults with the existing system or negate the current models and thoughts. The idea was to find ways to integrate the positives of different methods of management and move towards the future.

Management education and research in the country needs to tackle contemporary challenges using the knowledge of our past and steer our country towards a better future. We need to develop our own management models that are rooted in our country's spiritual and cultural ethos. Though a lot of piecemeal efforts have been made by scholars in this direction, CESS decided to shore up the momentum through a workshop that would explore a new narrative in management education from all possible angles.

The larger objective is to usher positive changes in the way Indians are leading their lives. We seem to have developed a lopsided view of life and we need to restore the balance with ancient wisdom. The stability of the universe critically depends on the balance between materialism (*abhyudhaya*) and spiritualism (*nisreyasa*). Corporate and individual prosperity should be based on *nivṛtti* (spiritual contemplation) and *pravṛtti* (worldly duties) principles.

For this to happen, we need to develop a management curriculum that teaches students and young managers the right way to look at life and its challenges.

Prof. M K Sridhar
President, CESS

Collaborators

- ✚ Indian Institute of Management Bangalore
- ✚ Indian Institute of Management Tiruchirapalli &
- ✚ REVA University, Bengaluru

Supported by

- ✚ All India Council for Technical Education, New Delhi
-

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 Faculty,
CESS

Workshop Coordinators

- ✓ Mr. Gowrisha, Deputy Director, CESS
- ✓ Dr. Soumya Prakash B S, Asst. Director, CESS

Two-Day National Workshop on “Bharatiya Management”

About the Workshop

Indian educationists have always passionately identified the ‘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 a strong literature evidence to demonstrate that ‘Bharatiya style of Management’ or the “Indian-ness” is existent and relevant forever. A number of scholars have done a lot of work in these areas. However, the body of knowledge is yet to be curated and articulated as one whole. It was the endeavor of organizers to bring various perspectives on this domain, identify research and content gaps, and eventually work towards formulating and articulating a coherent ideology/framework of Bharatiya Management in terms of national life with global perspective.

Why the Workshop?

The aim of the workshop on Bharatiya Management was to address the gaps and challenges in management practice in India and put forth a plan to make management education and research in India more relevant, contemporary and rooted in India’s spiritual and cultural ethos. The key objectives are:

- 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.

Structure of the Workshop

The two-day workshop had four plenary sessions, a panel discussion, an open house 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 focused on potential research opportunities and possible courses in Bharatiya Management. The open house session has given a platform for participants to express their experiences and experiments.

Sessions	Speakers
Plenary 1: Management and Ancient Indian Wisdom	<p>Dr. Sunitha Senguptha <i>Head, Professor & Dean, Faculty of Management Studies, University of Delhi</i></p> <p>Prof. B Mahadevan <i>Professor, Indian Institute of Management Bangalore</i></p>
Plenary 2: Indian way of Research and Pedagogy	<p>Prof. Dharm P. S. Bhawuk <i>Professor of Management, University of Hawaii, Manoa, USA</i></p> <p>Dr. Ashok H S <i>Formerly Professor, Department of Psychology, Bangalore University</i></p>
Plenary 3: Current Management Practices and Context unique to India	<p>Dr. Sudhanshu Rai <i>Associate Professor of innovation in emerging economies, Copenhagen Business School, Denmark</i></p> <p>Shri. Sandeep Singh <i>Author & Management Speaker</i></p>
Plenary 4: Case Studies in Bharatiya Management	<p>Shri. V Srinivasan <i>Founder Chairman, eMudhra Limited, Bengaluru</i></p> <p>Dr. Kanakasabapathi <i>Professor & Author</i></p> <p>Dr. Radhakrishnan Pillai <i>Author & Director, Chanakya Institute of Public Leadership, Mumbai</i></p>
Panel Discussion: Future of Bharatiya Management	<p>Dr. Bhimaraya Metri <i>Director, Indian Institute of Management, Trichy</i></p> <p>Dr. M K Sridhar <i>President, Centre for Educational and Social Studies</i></p> <p>Dr. M Jayadev <i>Professor, Indian Institute of Management Bangalore</i></p>
Group Discussions: <ul style="list-style-type: none"> <i>Developing Courses in Bharatiya Management</i> <i>Research in Bharatiya Management</i> 	Contributing Experts
Open House: Presentations and Discussion	Chaired by Dr. K. Narayana Reddy <i>Group Director, Sanskrithi Group of Institutions, Puttaparti</i>

Inauguration

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.

Dr. G Raghuram, Director, IIM, Bengaluru, gave an outline of the current management practices and contexts unique to India in his presidential remarks. 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.

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



Inaugural Session of the Workshop

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, courses, popular 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.

This one stop repository provides links to popular Journal articles, books, uniquely Indian case studies, other useful materials such as videos, lecture notes and links. There is also a page on Bharatiya Management courses that provides links to curriculum/syllabus for many programs available in the public domain.

The portal is designed as a community website and will grow with the participation of all stake holders and those interested in Bharatiya Management. Anyone can easily upload links or content that can be accessed by all.

This resource can be used by faculty to create and deliver courses, Research, identify research gaps and for general readers as a library of Bharatiya Management with easy links. The repository allows for easy search by management discipline, base text, author and other criteria.

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Highlights of the Sessions

Plenary 1: Management and Ancient Indian Wisdom

“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.

Plenary 2: Indian way of Research and Pedagogy

“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.

Plenary 3: Current Management Practices and Context Unique to India

“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 unorganized 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 everyday practices of Indians. We should also study India’s powerful business history, which could guide us in developing Bharatiya Management models.

Plenary 4: Case Studies in Bharatiya Management

“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.

Panel Discussion on ‘Future of Bharatiya Management’

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

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 provide 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.

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 (Chettiars 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.

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.

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
- Research
- Courses
- Networking and collaboration

Roadmap for Bharatiya Management

- Core and elective courses and MOOC courses (Massive Open Online Courses) in Indian management must be introduced at B-schools. B-schools can introduce courses that are relevant to their mission and vision.
- Private state universities have flexibility in designing their curriculum. So, these institutes must take the responsibility of deciding the factors that are essential for management education in the country and bring in these aspects in their curriculum. Students must be told where each course is leading to, what is the future of it and what is the outcome.

- Institutes must introspect and be responsible about the course they are delivering to students. Not only are the content important, but how far academicians can go in delivering the content in the right way is also of significance. Academicians must figure out if the content will add value to the student community.
- Classroom teaching should focus on context building. Whether we bring it out through the Ramayana or Mahabharata, it doesn't matter. The concepts must be linked to everyday living and development. For instance, Umasahasram is a wonderful poetry written by Vashishta Ganapathy Muni. It talks about self-development and development of a country. Sundarakanda gives solutions to the problems people face in life. These must be incorporated into various management courses.
- It is also essential to teach Sanskrit as one of the courses for business students. It may be an optional course to begin with.
- **Four Ds and Es** of management education: Students have to be brought to a maturity level wherein they can **decide** what is right and wrong, the **direction** in which they have to move, the **dedication** they need to have and the **determination** they need to hold for themselves. Most of the time, when we talk about management education, it is not just about delivering the courses, but it is also about allowing students to **explore** what is right, what is good, and what is it that has to be done. They have to be allowed to **experience** and **enjoy** what they learn. Only then they will be able to **excel**. If management education can focus on these 4 Ds and 4Es, Bharatiya Management aspects can be successfully introduced in our curriculum.
- Researchers and writers must bring out edited books and journals on Bharatiya Management. Papers on philosophy, spiritual thinking, self-development, leadership, sustainability must also be published in prestigious academic journals.
- We need high quality research on Bharatiya Management and dissemination of knowledge based on philosophy and ancient literature.
- Annual meetings, theme-based lecture series and workshops are important to spread the principles of Bharatiya Management. Concepts such as trusteeship, responsibility, satyagraha and satyamvadah can be discussed through seminars.
- We must create awareness about Bharatiya Management in the corporate world and among professors, directors of business schools and vice-chancellors of educational institutions.

Commitment to Bharatiya Management: Development and Propagation

During this session, participants unanimously agreed on the need for Bharatiya content in Indian management. They expressed their commitment to the development of Bharatiya Management through following actions:

Knowledge building

- Read about Bharatiya Management and study/research its principles and potential with great rigour and passion
- Learn more about ancient Indian wisdom, explore oral literature, scriptures and indigenous knowledge and discuss with like-minded people
- Commit to learning Sanskrit

Research and writing

- Get involved in research collaboration
- Understand Bharatiya Management through Indian psychology perspective
- Research to understand the self through Bharatiya Management
- Study how Bharatiya Management will impact public policies
- Explore contextual tools and techniques of Bharatiya Management

Implementation

- Practise Bharatiya Management in daily life
- Implement principles of Bharatiya Management in corporate life

Dissemination

- Write case studies, blogs and articles on Bharatiya Management
- Create awareness on Bharatiya Management and take the concept globally (Bharatiya Vishwa Management)

Education

- Start courses on Bharatiya Management and nurture teachers to disseminate Bharatiya Management principles
- Start course on Bharatiya Lifestyle Management
- Be involved in the creation of course content/syllabus for Bharatiya Management and Indian business history
- Teach Bharatiya Management principles in classrooms, and train/guide/motivate students

- Inculcate the micro concepts of Bharatiya Management through the storytelling method in the curriculum
- Source ideas from classroom on areas where Bharatiya Management can be applied

Recommendations

- All universities in the country must introduce Bharatiya Management courses.
- An online source for Bharatiya Management principles must be developed.
- Bharatiya Management can be promoted as a concept not just for India but it can be expanded for the rest of the world too.
- Establish a centre for Bharatiya Management. The centre could have Indian cultural relationship centres wherein one can get funding and apply for establishing similar centres on Indian management.

Valedictory

The Chief Guest of the valedictory programme, Prof. Rajive Kumar, Member Secretary of AICTE, 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 assured that AICTE will take further measures to take Bharatiya Management forward based on the outcome of the workshop.

Survey on Bharatiya Management

At the Workshop, a survey on Bharatiya Management was conducted to get an overview of the experts' understanding and views about Bharatiya Management. It had five questions which aimed at collectively obtaining an idea of the experts' definition of Bharatiya Management, their beliefs, perceptions, thoughts and opinions. The experts were asked their opinion on the definition of Bharatiya Management and its need for individuals, organisation, society and nation. They were also asked about the challenges that would come up in materializing the Bharatiya Management thought and the opportunities for course and content of Bharatiya Management. Finally, the experts were asked for suggestion for disseminating Bharatiya Management.

The survey results revealed that there is a strong need to introduce Bharatiya Thought in Management both in the academics as well as in practice as it would benefit individuals, organizations and the society at large. However it has also identified certain challenges in implementing the courses and practices based on Bharatiya perspective due to complexity,

mind-set, infra-structure etc. The survey results also revealed that more number of researches needs to be undertaken and the knowledge to be disseminated by networking and mustering support from various academic & regulatory bodies.

Participants

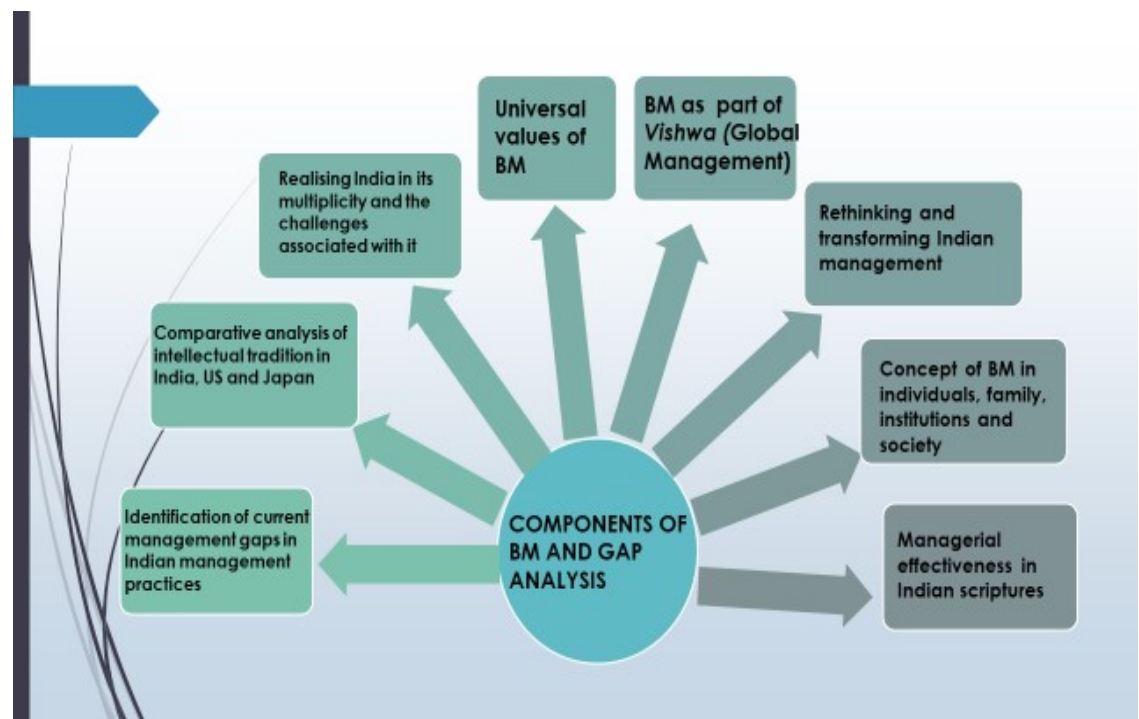
The participants of the workshop were faculty members, academic administrators in varied capacities, leaders of the Institutions, authors, researchers, experts on uniquely ‘Indian’ theories/concepts/practices, Industry professionals and professionals from other associations and organizations. The details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

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

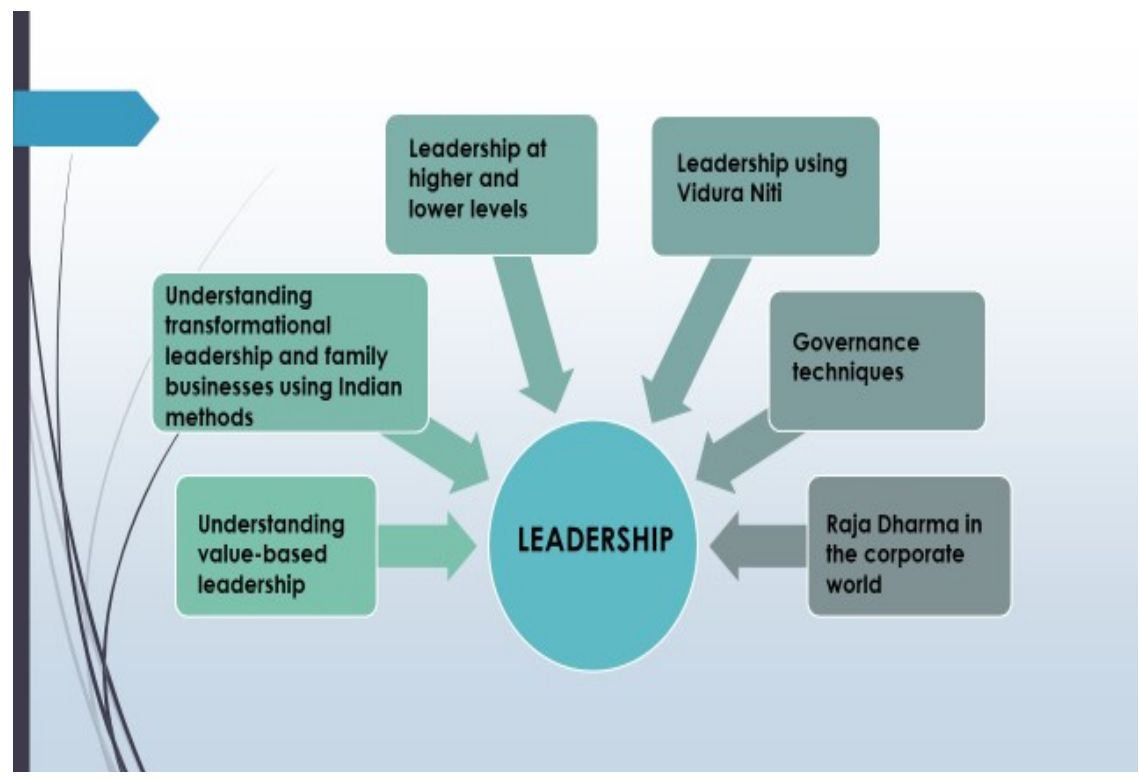


Glimpses of Workshop Insights

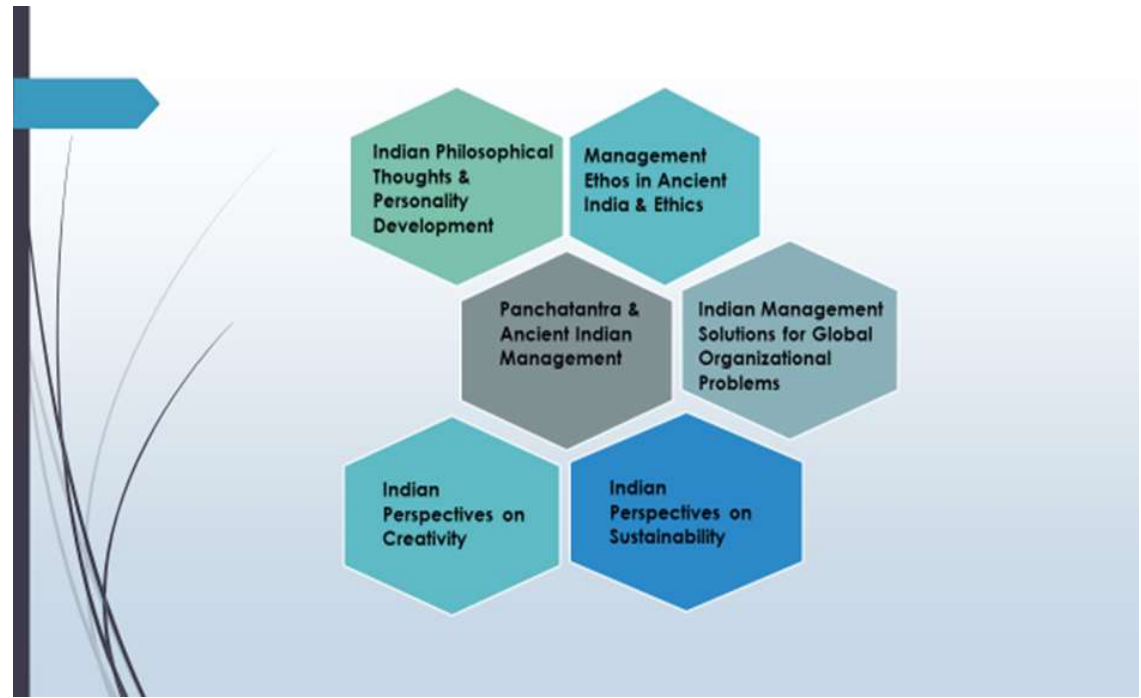
Components of Bharatiya Management and gap analysis



Understanding leadership in all its forms



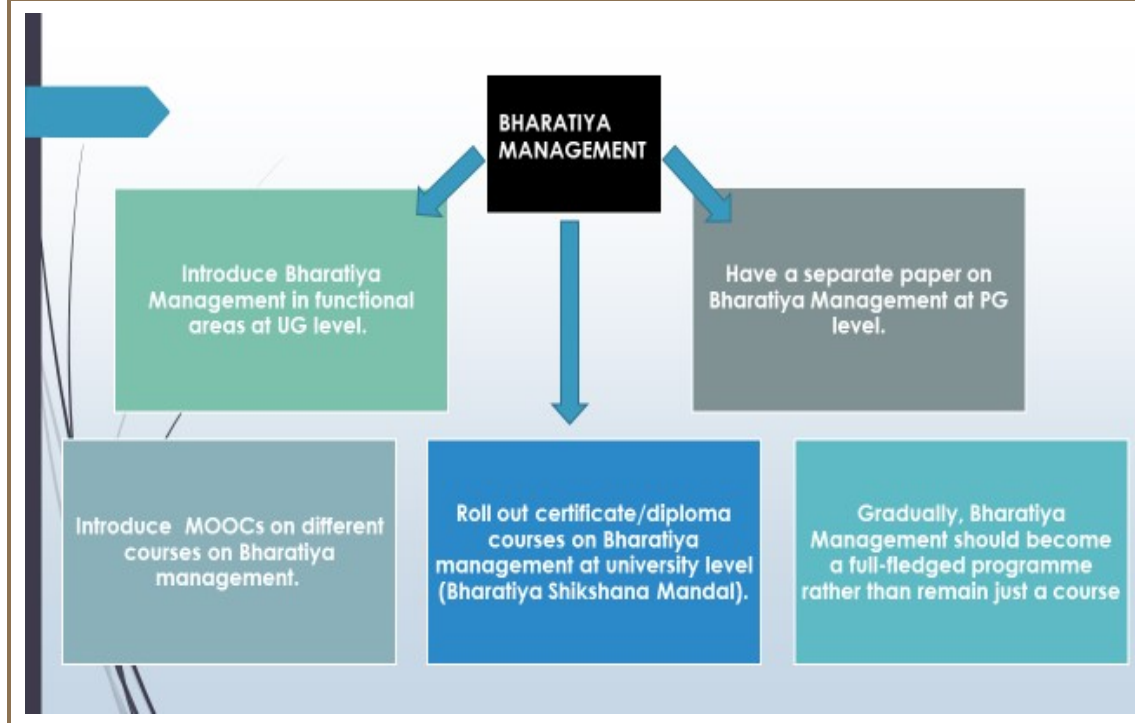
Indian management principles



Study by example



Make it accessible in all possible ways



Centre for Educational and Social Studies

CESS was established in 2006 and is a **Registered Society** that has been working with Indian Education system from inception. CESS engaged in myriad activities in the domain of education for over a decade and positioned itself to meet the current challenges in the society keeping education as a focal point. CESS has actively engaged in various research pursuits and has successfully completed several projects in the area of education, social sciences, culture and India studies. CESS is committed to bringing about *'Social Transformation through and with Education'* through Research, Policy Advocacy and Capacity Building in the fields of Education, Public Health and India Studies.



✦ *“It was a wonderful program and very well organized. Will love to contribute in the future too”*

Dr. Radhakrishnan Pillai

Deputy Director, CIILS, University of Mumbai, Mumbai

✦ *“Thank you very much. It was a great experience being part of this workshop which was very well planned”*

Dr. Sunita Singh Sengupta

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

✦ *“The delegates inspired me. CESS team is the best host”*

Dr. Dharm P Bhawuk

Professor at University of Hawaii, Honolulu, USA

✦ *“It was a very nice Workshop. I look forward to more such interactions”*

Dr. Ramaratnam S

Vice-Chancellor, Jagadguru Kripalu University, Orissa

✦ *“Excellent deliberations with specific focus on taking Bharatiya Management forward in a planned manner”*

Mr. Harish R

Dy. Campus Head, ICFAI Business School, Bengaluru

CENTRE FOR EDUCATIONAL AND SOCIAL STUDIES

6/6, Prajnanam, 10th Block, II Stage, Nagarabhavi,

Bengaluru – 560 072

Ph: 080-23182947, Email: mail@cessedu.org

www.cessedu.org