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IBA Journal of Management & Leadership

DISCOURSE
DISCUSSION
DIALOGUE

Theme:
New Ideas in Strategic Thinking and Management

Editors
Subhash Sharma
Indus Business Academy, Bangalore

Michael Zirker
Zurich University of Applied Sciences, Zurich

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Editorial Note

This volume is primarily based on papers presented during the Seminar, New Ideas in Strategic Thinking & Management, jointly organized by Strategic Management Forum (SMF), Indus Business Academy (IBA) and Zurich University of Applied Sciences, Zurich and held at Indus Business Academy (IBA), Bangalore on Aug. 28, 2018.

A.Sahay in his paper, Strategic Thinking: My Encounter, observes that there is dearth of literature on strategic thinking. He raises some fundamental questions such as, who is a strategic thinker, what makes him a good strategic thinker and derives therefrom - what is strategic thinking. He further suggests that the path from one vision mission to the next is covered with the help of strategic thinking. This process is not circular but is spiral and presents a spiral model of strategic thinking.

Michael Zirkler in his paper, H.O.P.E. as a Framework for Positive Organizations, argues that purpose is a central concept in the discussion about "new work". Purpose means the "actual" destiny of a human being, the meaning and purpose of existence. These questions have long been asked in many philosophies and religions of the world and various answers have been suggested. The term Purpose has recently been applied to organisations as well. They, too, should become aware of what their actual purpose of existence is and express it explicitly. We can create positive organizations through identifying H.O.P.E. (Higher Order Purpose of Existence) of the organization and this should get reflected in the vision and mission of the organization.

Subhash Sharma in his paper, New Mantras in Strategic Management, provides four forces model of Market, State, People and Self as a basis for new mantras in strategic management. He argues for the need to link spirituality and strategy by focussing on the higher consciousness in strategic thinking. He further suggests that focus of strategic thinking is shifting from war mindset to competition to innovation. He also provides some new mantras such as Holistic Performance Scorecard, Moon Ocean Strategy and the idea of CINE Matrix in VUCA context.

A.V. Ramana Acharyulu in his paper, The Imperative of Resilient Strategy for Businesses in 21st Century, reviews the present status of theorization in the field of Strategy – from Western and Indian perspectives. He identifies certain milestones in strategy theorisation – some perspectives and influencers and focuses on current day challenges for strategy theorisation and need for resilient strategy. He also identifies underpinnings and constituents of a resilient strategy.

Daniel Albuquerque in his paper, Three New Areas in Strategic Management: Once the Oil Runs Out, Global Warming and End of Homo Sapiens, identifies three problem areas of the future, namely energy, environment and the very future of mankind as homo-sapiens. He raises the strategic question of what recourse is available when oil is neither economically viable nor environmentally sustainable to continue as energy resource? Would we be able to hold down the

acceleration of earth warming? Are we technologically pushing ourselves beyond homo-sapiens? This paper tries to find desirable strategic solutions to these three futuristic problems.

Mohan Lal Agarwal in his paper, Strategic Servicescape for Regulatory Services- Will India Benchmark KHDA Dubai Model! presents a case study of KHDA (Knowledge and Human Development Authority) Dubai and the lessons it offers for India. The research case documents redesign of the workspace and office environment, thematically termed as servicescape and impact on customer happiness at KHDA – the apex regulator of schools, higher education and professional training institutions in Dubai. The research case analyzes the mission and vision of the KHDA and its approach to delight the stakeholders and traces the impact to the totality of the ambiences and physical environment in which the service occurs.

M.R. Suresh in his paper, Strategic Dimensions of Altruistic Organizations: Insights and lessons from two initiatives- SKDRDP and Asha Kirana, examines two successful altruistic organizations, Shrikshetra Dharmasthala Rural Development Project (SKDRDP), and Asha Kirana. Strategic dimensions of altruistic organizations have been examined. Insights and lessons have been derived and are relevant for both mainstream business organizations and other altruistic organizations.

Soni Harsh Srivastava in her paper, Educators' Perspective on Human Quality Development (HQD) Efforts Focused at Higher Education by Public and Private Institutions of India, **attempts** to understand whether the qualities that act as basis for holistic human development are being imparted in higher education, at Public and Private Institutions of India. Focal quality measures of Human Quality Development (HQD) - Skills-set, Values-set and Wisdom- were assessed through the data collected by the survey conducted from academician from major public and private institution across the zones of India. It was analysed and compared to find who is more driven, Public or Private Institutions, in making students equipped with right set of Human Qualities.

R. Sushmita R. P., in her paper, Relevance of Ancient Strategies to the Modern World, presents the new thinking and a new outlook to the ancient strategies and traditions which are of practical value to the modern world. Drawing from Indian ancient literature she highlights ancient visionaries and their strategies and its relevance to the modern times and how it could help achieve overall development of individuals, societies and countries.

Sudipto Bhattacharya in his paper, Humane Education for Happiness of Soul and Harmony in Mind, suggests that Education is ripe for innovation, but how do we scale successful models to prepare the majority, not a privileged few, for a rapidly transforming economy? For this he proposes a Tripod model of humane education which creates a harmony of any leaner with inner self, outer environment and nature. He further tries to decipher the flaws in our modern systems of education across continents and proposes a roadmap to address the same.

Meera Chakravorty in her paper, New Ideas in Strategic Thinking and Management: Alternate Perspective, argues that when people are demanding universal humanism, can an alternate perspective become an historical invariant which can give some respite from the market-violence. The various sources of ancient Indian wisdom and other sources render the arguments to show that the underlying socio-political and cultural aspects of harmony in life are central to the conception of people-oriented strategic thinking that needs to be actualized.

Subhash Sharma
Editor

Michael Zirker
Editor

Contributors

- **A. Sahay,** Professor of Strategy, BIMTECH, Greater Noida
  E-mail: arun.sahay@bimtech.ac.in

- **Michael Zirkler,** Professor, School of Applied Psychology,
  Zurich University of Applied Sciences, Zurich, E-mail: zirm@zhaw.ch

- **Subhash Sharma,** Director, Indus Business Academy, Bangalore
  E-mail: prof.subhash.sharma789@gmail.com

- **A.V. Ramana Acharyulu,** Professor, Indus Business Academy, Bangalore
  E-mail: acharyulu.avr@iba.ac.in

- **Daniel Albuquerque,** Founder, Seat of Wisdom, Goa
  E-mail: albuquerque.daniel@gmail.com

- **Mohan Lal Agarwal,** Director, Case & Simulations Research,
  MENA College of Management, Dubai, UAE, E-mail: mohan.agarwal@mcm.ac.ae

- **M.R. Suresh,** Professor- Marketing Area, SDMIMD, Mysuru
  E-mail: suresh@sdmimd.cc.in

- **Soni Harsh Srivastava,** Research Scholar, Banasthali Vidyapith,
  Banasthali University, Rajasthan, E-mail: soniharsh.srivastava@gmail.com

- **R. Sushmita R. P.,** Research Scholar, CMR University, Bangalore
  E-mail: sushmitarp@gmail.com

- **Sudipto Bhattacharya,** Associate Professor, VIT Business School, VIT, Vellore
  E-mail: sudiptobhattacharya@vit.ac.in

- **Meera Chakravorty,** Professor, Jain University, Bangalore
  E-mail: chakram.meera@gmail.com

- **Vaishali Agarwal,** Associate Professor, Indus Business Academy, Bangalore
  E-mail: avaishali.ag@iba.ac.in

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DIALOGUE

Strategic Thinking: My Encounter

A. Sahay

Professor of Strategy, BIMTECH, Greater Noida

Abstract

It is said, the change is the only constant. We have got accustomed to the change but not the rate of change that has gone exponential. With this accelerating change, the twenty-first century has brought many complex problems as well as an array of opportunities. These include, to mention a few, development of new innovative products and processes, strong R & D, global market expansion, changing workforce skill requirement with the advent of IOT and machine learning, e-working, changing customer profile and preferences. Along with the practice in the field, the academicians in management disciplines, too, have done considerable theoretical and empirical work to address the emerging issues. Though there is some work in strategic management area, there is dearth of literature on strategic thinking. This paper, which basically is a review paper, attempts to understand who is a strategic thinker, what makes him a good strategic thinker and derives therefrom - what is strategic thinking.

Introduction

Way back in early 1970s, I was working as the Superintendent (Foundry) in Tata Yodogawa Ltd. at Jamshedpur when J.R.D. Tata (JRD) had visited our foundry. Contrary to the plan of his moving to the pouring pit, he remained in the front of the Air Furnace brooding over something. I was at my wit's end, what to do; costly alloyed iron metal for the rolling mill roll would have been wasted had I waited for JRD to move. The temperature of liquid metal was continuously going down; already just below the pouring temperature. Overcoming my dilemma, I signalled the Crane Operator, who moved with hot metal in the ladle to the pouring bay. The designated roll was poured quickly, the temperature remaining just near

the lower limit for pouring. JRD was still looking at something on the furnace platform and deeply brooding. He was pointed out by the officials about the time. His thought process broke and I saw him suddenly walking out of the foundry at a brisk pace. Later, I was called in a meeting to discuss about foundry operations, where he questioned "Don't you feel bad keeping your people (who were deslagging) at such a high temperature for so long?" I had no answer except showing my ignorance.

The discussion ended with J.R.D. sharing his experiences of such process in Nagoya, Japan, Dusseldorf, Germany and Pittsburgh, USA asking us to improve the process through implementing technology. He was disgusted with the drudgery of the workmen and desired immediate action in this regard. We, immediately got into the job; studied various processes and equipments for deslagging. After due discussions, we made a proposal for certain equipment purchase that would bring technology to replace this human process. To my surprise, I was conveyed by my General Manager that the proposal was turned down. Later, in one of the visits of our Chairman, Mr. Nanavati, I had enquired as to why our proposal was turned down. He made a curt reply "you people did not think strategically." This was my first encounter with the words, "thinking strategically" or "strategic thinking."

I went round asking my superiors, what "strategic thinking" actually meant? No one gave me concrete answer. All I could make out is – it is something important that goes behind both planning and implementing the plan in manufacturing unit like ours. I then turned to academicians who were equally vague in replying stating that it is looking at the big picture. The question haunted me till I retired in the year 2002 from the post of the CEO of a big Public Sector Enterprise. Though I was practising 'Strategic Thinking,' I did not know the theoretical details of the same. I could only guess that Strategic Thinking, perhaps, was an action which was taken prior to

Strategic Planning; it helped us in developing the vision, mission and values. This was something abstract unlike defining goals or setting targets. Post retirement, I joined Management Development Institute where I was asked to teach "Strategy Implementation." I started studying the subject which made me to do some desk research, discussions with colleagues in MDI as well as colleagues from the corporate world who were CEOs or Board members. To my surprise, many of them, though practicing strategic thinking, could not describe what it was though they gave some example where their collective and creative thinking either saved the company from decline or resulted in diversification or in acquiring of a company or made it more competitive. Getting no concrete answer to my query, I turned to literature review.

Literature Review

Decisions and actions are at the root of strategic management. Decisions are input to strategy formulation and actions are input to strategy implementation. The strategy formulation and implementation are designed to achieve an organization's objectives (Pearce and Robinson, 2000). Business performance is impacted (Porter, 1987; Mintzberg, 1994a, b; McAdam and Bailie, 2002) by these plans and actions. There is plethora of literature on Strategic Management but what thinking goes in the process has hardly been researched. Literature review on strategic thinking resulted in finding only a few papers specifically discussing about strategic thinking though in many strategic management papers this construct finds a place. Hanford (1995), towards the end of last century, studied this issue. According to him, strategic thinking requires development of thinking concepts, thinking skills, thinking styles, and thinking techniques. Strategic thinking, according to Thompson and Strickland (1996), is analytical, conceptual, and visionary. They, further add that thinking strategically requires knowledge as also analytical and synthesizing skills. Similarly, Heracleous (1998) describes strategic thinking to be synthetic, creative,

and divergent. Graetz (2000), after studying the phenomenon, suggested that the role of strategic thinking is seeking innovation. According to him, strategic thinking helps in imagining new and very different futures which leads a company to redefine its core strategies and its industry. Liedtka (1998), however, emphasizes that strategic thinking includes five elements; "having a system perspective, being intent-focussed, thinking in time, being hypothesis-driven and acting in an intelligently opportunistic manner." Tovstiga (2010) states, "Strategic thinking process includes developing strategic questions, forming issues, developing insight using strategic analysis, assessing competitive landscape, and generating strategic options." Commenting on the ability to think strategically, a study by Tavakoli and Lawton (2005) came to the conclusion, "the greater the sum total of strategic thinking and strategic thinkers in an organization, the more readily and effectively the organization can respond to take advantage of new business opportunities being created by today's fast changing business environment."

"Visionary, creative, and synthetic" are the constructs most mentioned in strategic thinking literatures. Other constructs/characteristics mentioned in this literature are "analytical, conceptual, divergent, and systematic." Organization is at the centre of all these characteristics. Strategic thinking has been defined by Rowe et al. (1986) as a process of thinking about an organization. Beyond this, he states that "it includes the process of developing a strategy that obviously includes vision, creativity, flexibility, and entrepreneurship." According to Mintzberg (1994a, b), being "creative, intuitive, analyser and synthesizer" are the traits of a strategic thinker. The essence of strategic thinking suggested by Mintzberg (1994a, b) was taken forward by Graetz (2002) and Heracleous (1998) who combine these attributes and add "innovative thinking" to it. Strategic thinking has been proposed by Bonn (2001) as a core competency of an organization.

"Strategic problems can be solved by strategic thinking," states Bonn (2005). He, further stresses that strategic thinking is as a way to solve such problems by combining a rational and convergent strategic approach. Such approach, however, needs to be creative and convergent thought process. He goes on to propose a conceptual framework of strategic thinking. His proposed framework consists of "system thinking, creativity, and vision."

Clarity of strategic thinking, according to Tregoe and Zimmerman (1980), is the key to corporate survival. Strategic thinking enables facing the future by knowing not only what the company wants to be but also by charting various paths and selecting the optimum path to reach there. "The use of proper process for strategic planning is a must," Porter (1987). According to him, strategic thinking is the input in the development of proper strategic plan. Zabriskie and Huellmantel (1991) have brought a new construct 'identify the real substance.' According to them, it is necessary to identify the real substance of strategic thinking but what this real substance is, is not identified. Be that as it may, they state that a good strategic plan can be made only after that. They also have delved into the subject of capability and state that it is important to know the capabilities, the senior management is required to have. A concept of the differences between strategic and operational thinking has been proposed by Mintzberg (1994a, b) and Hanford (1995). These differences are: "longer term vs. short term; conceptual vs. concrete; reflective/learning vs. action/doing; identification of key issues/opportunities vs. resolution of existing performance problem; breaking new ground vs. routine/on-going; effectiveness vs. efficiency; hands-off approach vs. hands-on approach; and helicopter perspective vs. on-the-ground perspective."

Strategic thinking is closely related to strategic actions, state Macmillan and Tampoe (2000). They emphasize that strategic thinking is an important part of strategic management. A concept of strategic thinking as seeing;

"seeing ahead and behind, seeing above and below, seeing beside and beyond, and seeing it through," was introduced by them. Strategists think about multiple issues concurrently, stated Boar (2000). He points out that most of the managers have analytical skill but very few have synthesis skill whereas synthesis lies at the centre of strategic thinking. Herrmann (1996) came out with 'whole brain model.' Strategic thinking, according to him, is largely a process which deals with futures, patterns, trends, and nuances. All these require the ability to sense emerging opportunities which do not remain for long in the environment. Strategic thinking, according to Macmillan and Tampoe (2000), is at the heart of strategy formulation process which comprises of strategic intent, strategic choices and strategic assessment. Strategic thinking has been depicted by Saloner et al. (2001) as the ability not only to develop and maintain conceptual maps of a business but also the ability to tie together changes initiated outside the firm's context, actions, and performance. How changes in the external and internal environment will impact the strategy is the main task of strategic thinking. They, further, added, "strategic thinking first requires the conceptualization of a new strategy and later thinking through."

Further to the literature stated above, there are a number of other studies that relate to strategic thinking. A concept of strategic innovation has been proposed by Williamson (2003). He has included a set of abilities and skills: "strategic intent, analytical skills, synthesizing skills, and portfolio of ideas constitute them." The 'blue ocean strategy,' was introduced by Kim and Mauborgne (2005). This strategy, too, supports the need for strategic thinking. They propose that strategic thinkers should not only be able to see emerging new opportunities but also need to conceptualize new markets. Tavakoli and Lawton (2005) looked at the subject from knowledge management point of view. His study concluded that knowledge management has a significant role in increasing and improving strategic thinking.

Brown (2005) conducted a study related to management competency. This study, which included different levels of management, revealed that the involvement of various levels of management in strategy formulation of the organization enhances the potential for strategic management development. The importance of strategic thinking came out during an empirical study conducted on 'evaluating and leveraging new technologies' by Evans et al. (2009). Their study revealed that in leveraging new technologies, strategic thinking plays the most important role. Goldman (2012), while studying leadership, came out with a view that one of the common leadership practices in organizations is human resource development. Strategic thinking cannot be attained in an organization if leadership development practices are absent.

Discussion

Over past few decades, there has been some theoretical and empirical work on strategic thinking from both the management and psychological disciplines. These studies have dealt mainly in strategic decision making while touching on strategic thinking. The work has sought to better understand what makes a good strategic thinker and decision maker, competencies required to be a good strategic thinker and decision maker and factors that may influence an individual's strategic decisions. Strategic Thinking, however, has hardly been defined in the literature. Mostly authors have talked about strategic thinking in a particular context. They have emphasized the roles of strategic thinking in strategic management in a business organization. Some other literature deals with different dimensions of definitions but I could not get a common definition of strategic thinking despite searching volumes of books and articles. In the literature, I could find that Strategic Planning is well defined, though differently by different authors. It is a formal process of defining the requirements for delivering an above average return in the industry. It is about identifying current realities and working out a process to ensure

future sustainability while adding maximum value from the operations. The whole process of strategic management could be pictured as given below (Thompson and Strickland, 2007).
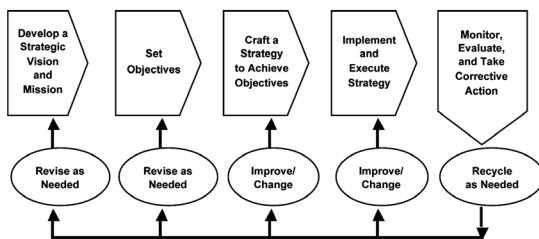
Source: Thomson and Strickland (2007), Strategic Management

As is evident from the picture above, the 1st task in the Strategic management is to develop strategic Vision and Mission followed by setting up of Objectives and Goal to achieve which strategic planning and its implementation is required. Vision and Mission cannot be developed without deep thinking and deliberation. This cycle of Thinking-Deliberation-Rethinking-Deliberation-Rethinking…. leading to creation of Vision and Mission is understood in the industry as Strategic Thinking. It may be noted that this process of strategic thinking is a journey and not a destination. Arriving at Vision and Mission is just a station in strategic thinking process. As we all are aware, even vision and mission need to change as the external and internal environment of business changes. The path from one vision mission to the next is covered with the help of strategic thinking. This process is not circular but is spiral.

Only after strategic thinking that helps in developing Vision and Mission, we can strategically plan and develop the requirements and processes needed to attain that Vision and Mission which are not static but dynamic. Strategic Thinking makes us move out of our traditional comfort zones, away from the everyday paradigms, and expand our boundaries. For strategic thinking, we need to step back from day to day operations of our organization; take a pause

to understand what is important today and what we shall need to succeed in the future. Strategic thinking, thus, can be a good tool to sense opportunities, which in turn, will help in capturing new organizational value. Past success is no guarantee for the future success, therefore, during the process of Strategic Thinking, we must consciously challenge old assumptions about the organization's business model and value proposition.
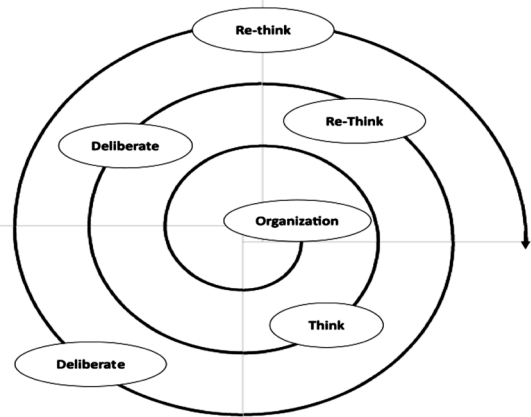
Spiral developed by the Author

Strategic Thinking does not end as a process after developing Vision and Mission; it carries on in a spiral form that helps us encash newly identified opportunities. It is a distinctive management activity that opens new vistas; helps discover novel, imaginative strategies to rewrite the rules of the competitive game in the industry. Obviously, Strategic Thinking is not a process to respond to day-to-day or short-term problems. On the contrary, it is a process to create and secure future of the business and make it sustainable. This helps in visualizing potential future scenarios for the company and thus, the course correction when required. The process is always proactive not reactive to respond to competitor's moves. The focus is to create a better future compared to where the organization is today which necessitates to add value to the organization through selecting high payoff alternatives. Change is the only constant and the future is certainly going to bring new realities that will continue to change at an accelerated rate. To face this accelerating change, no doubt,

Strategic Thinking is required but it must be understood that it is not an innate skill nor it can be thought to be pure serendipity. It is a deep mental process, which comes out from personal experiential learning and managerial experience; attributes those must be enhanced in managers for their professional development, which in turn, helps the organization to stay ahead of the curve. Strategic Thinking, thus, helps enhancing the organization's purpose, ultimately resulting in its superior positioning. Post creation of Vision and Mission, managers must clearly understand the fundamental business objectives and goals that drive the organization; absorb the same and thereafter challenge the traditional thinking. The goal of Strategic Thinking during planning is to formulate effective strategies to sharpen competitive edge of the organization through the examination, evaluation and validation of policies through a long-term perspective and elimination of those policies which have become redundant. In this era of hyperbolic change and unparalleled opportunity, only those organizations, whose leaders think strategically; see possibilities, beyond the existing products and services and the traditional markets, can ensure profitable and sustainable growth.

Conclusion & Recommendation for Future Research

Strategic thinking leads to a good decision making and thus, helps in better strategic planning. In thinking strategically, the management considers where the organisation has been (past), where it is now (present) and how it can survive and grow in a dynamic environment (future). The study suggests that managerial cognition, corporate values as well as individual values and beliefs can have an influence on strategic thinking and thus, strategic decision making choices. Further, it clearly emerged that strategic thinking competencies are important. However, there is no agreement among academicians as well as managers as to what these competencies should be. Different organizations have developed their strategic thinking through different trajectory, though knowledge and the skills of analysis and synthesis has been found in such organizations. Future research should focus on the identification and validation of specific competencies required for strategic thinking and how to develop those competencies. This, obviously, will help organisations to recruit/develop strategic thinkers who are the pillars for maintaining a competitive edge and securing future of the organization.

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H.O.P.E. as a Framework for the Positive Organisation

Michael Zirkler

Professor, School of Applied Psychology, Zurich University of Applied Sciences, Zurich

• Everyone of you should have an aim. But do not forget that on the
quality of your aim will depend the quality of your life (The Mother)[1]

• Having lost sight of our objectives, we redoubled our efforts (Walt Kelly)[2]

PURPOSE

PURPOSE[3] is a central concept in the discussion about 'new work'. PURPOSE means the 'actual' destiny of a human being, the meaning and purpose of existence. These questions have long been asked in many philosophies and religions of the world and various answers have been developed[4]. We are facing an ontological problem.

The term PURPOSE has recently been applied to organisations as well. They, too, should become aware of what their actual purpose of existence is and express it explicitly.

With such a fundamental question about the sense and purpose that we ask today in connection with work, we lift the value of work and thus the conditions under which it is provided to a completely new level: work does not longer only serves to secure one's livelihood, and – if it goes well – to increasingly secure the future through investments and reserves as well as a growing degree of comfort and prosperity. It rather serves the 'fulfillment'. The purpose of the work itself has changed. This has a major impact on how modern organisations must be designed if they are to serve as suitable frames

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[1] In: Sri Aurobindo and The Mother: On Education (2011:89).

[2] American Cartoonist. The quote is also attributed to Mark Twain.

[3] Purpose is displayed in small caps to indicate that the English term is also actively used in German today. Nobody says «Zweck», «Ziel», «Bestimmung» etc., there is always talk about the Purpose.

[4] For example, the idea in Jewish Kabbalah that people have a "mission" to repair something that is not right:

or 'stages' for fulfillment, while expectations of their productivity are constantly rising.

The idea of fulfillment thus becomes a new leading figure for organisations. In the ideal case of maximum fulfillment of its own purpose, it is not only able to serve its markets and customers optimally, but also to adapt to them continuously and proactively, and by the same time create internal conditions that allow the individual's maximum development and satisfaction. From the point of view of the organisation, however, it is not primarily a question of humanistic ideas, but of functionality; there remains, of course, the hope that more humane working conditions will also result at the same time.

So much for the core idea of the New Work Design movement, which is currently trying to 'reinvent'. organisations on the basis of the ideas of Frederic Laloux (2014) and Brian Robertson (2016)[5].

In his magnificent, recently published book 'The Society of Singularities', the German sociologist Andreas Reckwitz (2018) describes the structural change in modernity: he understands the singularization of the world of work as 'a restructuring of working conditions in which an orientation towards uniqueness that is unusual for the modern professional world is characteristic' (Reckwitz 2018:182). As the practices of work no longer focus on standardized goods and services, but rather on the production of ever new (or old) singular, attractive goods, work advances to the core of cultural production and becomes creative work. (Reckwitz 2018: 182).

'The economy of singularities massively demands the uniqueness of the working personality. The industrial performance society, on the other hand, was indifferent to the idiosyncrasies; one could also say that it tolerated them. In this way it has also opened a space of recognition for those peculiarities which in late modernity are sorted out as not conforming to the market, the performance and the competences – the socially incompetent and incapable of networking, the introverted and the fiery, the uncharming and the provincial – as long as the subjects only did their work.' (Reckwitz 2018: 223).

This requires, according to Reckwitz, that the subjects equip themselves with a unique profile of competences and potentials[6].

In the 'society of singularities' the purpose is also of great importance because the compulsion to be special demands that each individual can state what he or she 'actually' wants to do with his or her existence[7].

'The path of Tikkun, the course plotted for the soul's sojourn in the world is generally found in the Torah, which is supposed to be a guiding instrument. For the Torah is not only a higher revelation; it is a practical guide to direct man on the way, showing him what to do and how to do it in his task of repairing the world. Within this general course or task of raising the level of the universe, each and every soul has to find its own particular way, its own place, and the specific objects relating to its existence' (Steinsaltz 2006:34; my emphasis).

'Salvation means now that man must learn to see the good element inherent in every possible event and experience. Moreover, salvation in terms of motivation means not only that man has the free will to choose between commission and omission of the evil of this world, but also have the power to "correct" (…)' (Rotenberg 1983/2004:12).

[5] But in the meantime the critical voices are increasing, e.g. the sociologist Laura Wiesböck who critically examines this development in her latest book (Wiesböck 2018):

'And what about the people,' she asks, 'who don' have particular passion about whom they define themselves and to whom they want to devote their lives? There aren't so few of them. Should they now suffer from the fact that instrumental access to work is not en vogue? That they don't do an 'interesting' job, don't «burn» for their job and realize themselves in it, is one then free of tendencies, less gifted? Or people who can't decide which work is the most fulfilling for them? The individual pressure and the infinite choice of possibilities can sometimes lead to resignation.

Sociologist Alain Ehrenberg sees the rapid increase in depressive illnesses as a result of this individualization process. Accordingly, people in our time suffer from the deficits of their own personality, while a hundred years ago they were still suffering from the oppressed conditions in society. Today, individuals are no longer measured professionally by their obedience, but by their personal initiative. (Wiesböck 2018: 21-22).

[6] We also find this pressure to singularize very real, for example in the qualitative interviews which are currently conducted for a project on professional careers in the Swiss financial industry.

[7] We, again, see, how much our concepts are culturally bound: Defining your own purpose is only possible if you are 'free' in making decisions, i.e. no assumption of determinism is present.

The individual purpose then ideally fits to the Purpose of an organisation. Today more than ever, organisations should also explain what their reason for existence is. This must of course be expressed beyond purely economic aspects. So it is not enough to declare that you want to earn as much money as possible by any kind of means. The subsequent question would be immediately: why and why so, what should the money be earned for?

So ontological questions also arise for organisations, questions about being and the purpose of being. These questions, we have shown, can no longer be answered one-sidedly. This has also been the case in recent years and decades, when one thinks of the discussions on corporate social responsibility or the disputes between companies and trade unions that have been going on since the beginning of the 1st Industrial Revolution. In the past, it was more about questions of fairness of profit distribution, equal opportunities, etc. Today, the focus is more on those of meaning. For example, the American outdoor outfitter REI: 'At REI, we inspire, educate and outfit for a lifetime of outdoor adventure and stewardship' (https://www.rei.com/about-rei). The standard here is much higher than if the company just would say: we sell material and clothes for outdoor recreation in good quality and prices.

Hope, Purpose and Higher Purpose

The "Purpose of existence" is currently being intensively discussed (Laloux 2014, Robertson 2016), but from a functionalist perspective of organisations it usually refers to customers and markets. This should not be criticised or questioned: For good reasons, organisations can be understood as functional "cutouts" of societies.

However, it is becoming increasingly clear to us that focusing only on functionality will ultimately question and ruin functionality itself. Too many other factors that are important for survival are hidden. As can be seen in the Quinn model (2015; see below), it is always a question of balancing or maintaining different positions. These balances are of course not static, but rather dynamic flow equilibria.

A "higher order Purpose" refers to superordinate order parameters (cybernetically speaking second or higher order), which should serve as orientation for the purposes of the organisations.

I adopted the H.O.P.E. idea as an synthesis from "Higher Order PURPOSE of Existence" to hope from Subhash Sharma:

'We refer to HOPE as 'Higher Order Purpose of Existence' to transform 'battle field' to a 'playground of cosmic adventure'. We put our long distance boots and as citizens of the Milky Way, where no road is drawn we know how to fly, also float and be jubilant and rejoice. Also we can cope up with various not-ordered and chaotic situations through inner transformations and outer realizations.' (Sharma 2013:V).

Let us first turn to the concept of hope: hope describes the power to anticipate a state in the future that one wishes to enter[8]. If this state is certain to occur, hope is not an appropriate concept, if it is completely unlikely then hope is a naive thing. The prerequisite for hope is therefore a certain (statistical) uncertainty as to whether the condition will occur or not, but it must in principle be possible[9]. The literature in the field of positive psychology provides us with some important attempts to define what hope could be:

We posited that hope should relate strongly to meaning because it is through our selfreflections about the goals that one has selected and the perceived progress in the journey toward those goals that a person constructs meaning in his or her life (Snyder, 1994c). In support of this

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[8] According to the German dictionary (Duden), the original meaning of 'hope' lies in the area of 'hop', in the sense of 'hop excitedly in a situation of (high) expectation'. 'Hope' refers to 'trust in the future', 'confidence', 'optimism'.

[9] See also the extremely instructive remarks on trust in Luhmann (1987 and especially 2014).

hypothesis, we (Feldman & Snyder, 1999) found that Hope Scale scores evidenced correlations in the .70 to .76 range with the aforementioned three meaning measures. Thus, we believe that hope theory offers a new angle for looking at the nature of meaning. (Snyder et al. 2017:18)

Drawing from historical and contemporary philosophy and psychology, we present several key ingredients necessary for hope. Specifically, we define hope as having three necessary ingredients: positive future expectations, agency, and trust. (Callina et al. 2017:2)

The bare-bones conception is that hope is a desire for an end perceived to be good and the belief that the end is possible. In this sense, hope is a complex mental state that has an intentional object. That is, to hope is to hope for something of which we are not assured — a good biopsy outcome, fine weather for the picnic, an end to the drought (our hopes can also be expressed in propositional form: we hope that certain desired states of affairs obtain, for example, that I have a good biopsy outcome, that there is fine weather for the picnic, and so on). Hope occupies a conceptual space between certainty and impossibility. (Callina et al. 2017:7)

Hope is not only an occurrent mental state; it can also be a general orientation or global attitude of positivity and openness toward life. As such, a hopeful orientation seems to be a sine qua non for meaningful human life and effective agency. (Callina et al. 2017:17

Shade (2001) examines hope's roles in the formation of self and the growth of agency as well as its social nature. He defines "hopefulness" as an energetic openness to possibilities—"an attitude or general orientation toward the future which defines how we respond to life's trials (p. 136) ". Callina et al. 2017:18.

(…) hope is not just a psychological process or personality characteristic of the individual implying activity, or becoming; hope is also a way of being, of both interacting with and receiving feedback from the ecology (Kylmä & Vehviläinen-Julkunen, 1997). We refer to this notion as hope in the present for the present. This conceptualization of hope is consistent with the individual-context relations of focal concern in relational developmental systems theories. (Callina et al. 2017:19-20).

If I understand it correctly, Sharma then builds a path from hope to Higher Order Purpose with the help of his legendary 'Quantum Bridge' (cf. Sharma 2014). If we can understand hope as 'trust in the future' and 'confidence', then the higher purpose (of the organisation) is to provide a framework for this to happen. And we would be absolutely in agreement with the elaborated model of Snyder (e.g. Synder at al. 2017): Simply put, hopeful thought reflects the belief that one can find pathways to desired goals and become motivated to use those pathways (Snyder at al. 2017:2).

But then it depends on the quality of the goal, which is also indicated by the quote from The Mother at the beginning of this essay.

Social Entropy

I also understand "higher order pupose" as a force that can counteract social entropy at the level of the entire system.

Entropy is a term from physics and describes the energetic properties of (closed) systems with regard to their describable states. A small value of entropy is found in systems that reveal order patterns. A high value of entropy means that the states in such systems are equally distributed, thus no order patterns remain recognizable. To illustrate this with an example: a tidy house is in a state of low entropy, things are in their place, well-ordered and easy to find. It's clean and homey. If you don't clean up for some time, entropy in the house increases: there is increasing "chaos", things are lying around, the garbage is no

longer disposed of, the dishes are no longer washed, dust and dirt spread. The house may be abandoned, it is no longer inhabited, it is exposed to the forces of nature without anyone making repairs, etc., it is increasingly decaying. In the end, all that remains of the functional and tidy house is rubble, and this also decays further until finally only a pile of stones remains. Even that will, after a long time, disappear.

In my opinion, the idea of entropy from physics can also be transferred to social systems[10]: as soon as no integrating and caring, ordering forces are invested in social systems, the system disintegrates into individuals with singular interests and behaviors[11].

Leadership – as representation of social order – can be understood as a way of counteracting social entropy[12]. The prerequisite, however, is a "higher purpose" which can mobilise sufficient centripetal forces in the system at all. Leadership can then use this potential to make the necessary explanations, translations, contextualizations etc. of the "higher purpose" into the respective system.

Positive Organisation

The positive organisation as a 'beneficial and life supporting organisation' ('lebensdienliche Organisation'; cf. Zirkler 2019), covers the idea of an organisation which makes maximum 'fulfillment' possible.

Robert Quinn's (2015) understanding of the positive organisation: 'In a positive organisation, the people are flourishing as they work. In terms of outcomes, they are exceeding expecations.' (Quinn 2015:7).
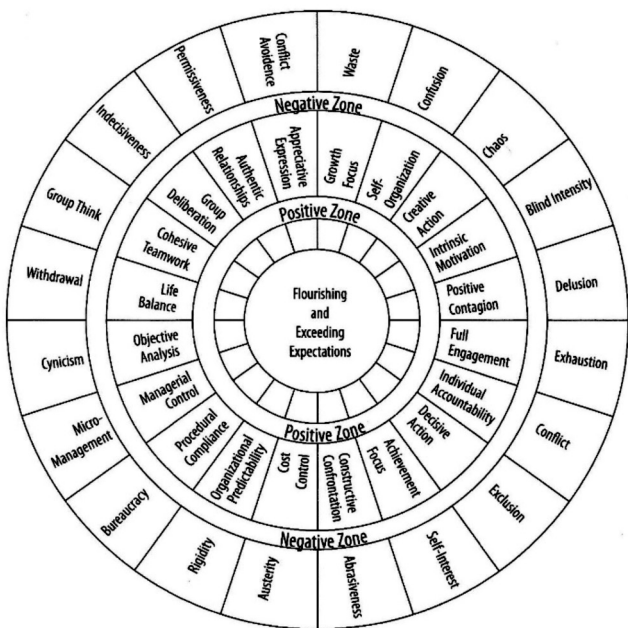
Fig. 1: The Positive Organisation Generator according to Quinn (2015:15)

The model is based on the assumption that control-relevant variables in the organisation are polarities that need to be kept in balance.

Its core idea corresponds to the model of the "square of values" according to Friedemann Schulz von Thun et al. (2016).

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[10] As Bailey (1990) tried to do in his unique way.

[11] See also the exciting connections between entropy and concepts of time recently presented by the Italian physicist Carlo Rovelli (2018).

[12] Therefore, I like the expression coined by Peter Drucker to understand leadership as social ecology and the leader as an social ecologist.

Two "values" span a space of action that forms the zone of positivity within which flourishing takes place. If the dimensions (values) are exaggerated, the organisation leaves the zone of positivity and drifts into the zone of negativity. For example, according to Quinn, cost control and focus on growth must be linked in such a way that they span the space of positivity. If one exaggerates cost control and behaves (excessively sparingly) or on the other hand wastefully, the organisation falls into the zone of negativity.

H.O.P.E as a framework for the Positive Organisation

From such a perspective, organisations should therefore be environments or habitats for people that on the one hand allow productivity and by the same time provide conditions for life service ('Lebensdienlichkeit'; Zirkler 2019). From this point of view, pure survival would simply not be enough. This is about the quality of life (or work).

The H.O.P.E. organisation is a system that can not only deal with tensions and contradictions (in Quinn's sense) and balance them, but is aware that opposites are 'normal', even more: they are the essence of all life. It transforms the Aristotelian dualistic logic of the 'either-or' into a multivalent logic of the 'as-well-as'. In other words, it not only relates value creation exclusively to financial aspects (profit vs. no profit), but also takes into account broader notions of value creation (Zirkler/Kotrubczik 2016). It is thus an organisation that takes the idea of 'basket of needs' seriously:
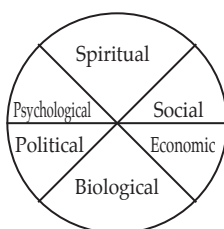
Fig. 2: Basket of needs model according to Sharma (1993:76): In the model of Sharma three dimensions of existence must be considered and balanced: 1. bio-spiritual, 2. psycho-economics, 3. socio-political.

Such an organisation is based on the idea of "suka", a concept that my colleague Anuradha Choudry is intensively working on (Vinayachandra/Choudry 2014). In her understanding "suka" means "inner and out place of excellence"[13]. The external and internal conditions are thus addressed, so that a certain state of mind prevails, which leads to productive insights and results, a state of mind in which extended value creation becomes possible.

With the world accelerating (both technologically and socially), many people are worried about the future. If we do nothing, social entropy will increase over time, so the worries are justified. If we do «something» we create order. And we are free to decide, which kind of order we want to become real. Decision making about order parameters requires another kind of perspectice, a higher order perspective.

Organisations could be the place where people experience that it can be done (together), here and now. Organisations could be the place where the confidence and trust in the possible solutions are present, perhaps even strengthened, hope in the sense of Snyder et al. (2017) shows ways and establishes the will to go these ways. They could and should also be the places where we jointly work on increasing and strenghtening solution competence.

The H.O.P.E. organisation is characterized by confidence and trust in the solution potential of the people involved in it, but also in the intelligence of their associated processes and structures. It is a positive organisation that can meet Quinn's (2015) requirements for "flourishing and exceeding expectations".

This way, the H.O.P.E. Organisation could

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[13] From my point of view this again results in an interesting (quantum?) bridge and possibilities for reinterpretation (re-seeing). By the way, I think this is also a strength of the H.O.P.E. organisation. For example: Agility becomes 'readyness'. In other words, the prerequisite for an agile organisation is skua: inner and outer place of excellence. Perhaps this is also a cross reference to Sharma's understanding of the corporate 'rishi' (cf. Albuquerque/Sharma 2018).

make an important contribution to social sustainability (see Zirkler 2019).

It is encouraging to learn that some organisations always have been operating close to H.O.P.E., for instance the Israeli Kibbutz organisations (e.g. Tsur 1972). Recently others follow, particularly startups or young organisations, which want to make a difference. One of those, Dark Horse Innovation in Berlin (Germany) may serve as a good example. According to one of the founders the organisation has three main principles: 1. Providing a sound economic basis, 2. allowing as much flexiblility and variety (referring to the work tasks), 3. Building good relationships to costumer and suppliers[14]. Overall aim of the organisation is to increase the happiness of the people working there, not maximizing profit as a first means.

However, even more important than ultimately reaching the final goal of H.O.P.E., is the fact, that more and more organisations, more and more managers, owners and others responsible starting a serious and deep discussion about how the future of organisations should look like. And it's – again – encouraging that more and more people are willing to take risks and just start doing things differently. It will be a continous journey.

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[14] In the sense of level two relationships according to Edgar Schein's distinction (Schein 2016:30 ff.). His options range from 'Level Minus One' (negative, hostile relationship, exploitation), 'Level One' (acknowledgement, civility, transactional and professional role relations), 'Level Two' (Recognition as a unique person), and finally 'Level Three' (close friendship, love and intimacy).

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New Mantras in Strategic Management

Subhash Sharma

Indus Business Academy, Bangalore

Why New Ideas in Strategic Management (SM)?

World has experienced many changes. We have entered the VUCA (Volatile, Uncertain, Complex, Ambiguous) world. Stability paradigm has given way to VUCA environment. Disruptive technologies have disrupted many industries. In addition there has been an emergence of knowledge era and knowledge society. Further, Industry 4.0 has arrived. Artificial Intelligence (AI), Internet of Things (IOT), Automation, Data Analytics etc. have become part of normal conversation. Corporations, Nations and individuals are also influenced by GAMA (Google, Apple, Microsoft, Amazon) effect. VUCA context requires more of creativity and imagination and we are observing a shift from rationality paradigm to creativity and imagination paradigms in business, Government and society. Innovation has become a new paradigm to beat and jump over competition. This is also leading to change in paradigm from war mindset to competition to innovation. These changes are leading us towards a search for new ideas in strategic thinking and Strategic Management.

Changing Paradigms in Corporate World: Role of Corporations

Corporates have undergone an evolutionary process and this evolutionary process can be viewed as a four stages development model (Sharma 2007). The traditional corporate model rooted in the capitalistic vision was centred around the key concepts of competition, efficiency and profit. Its primary objective was to maximize the wealth of the shareholders by maximizing profits. Subsequently the model evolved into multiple stakeholder model as it was recognized that there are many stakeholders besides shareholders. These included employees, customers, suppliers, Government and society at large. This was their second stage of evolution. In their third stage of evolution, the corporates have been conceptualized as corporate citizens. Hence, the expectation of ethics and environment concern gained importance. Corporates are expected to follow the 'principles of ethical business' and not

merely 'principles of business'. In their fourth stage of evolution, corporates are turning into 'social institutions' with a dominant influence on society. Hence, the expectations have further gone up and corporates are expected to achieve synergy between efficiency, equity, ethics and ecology. While stage I model was largely an efficiency model. In stage II model equity concerns were incorporated and in stage III model, ethics were also considered important for conduct of business. Now in their stage IV evolution, as social institutions, corporates are expected to be concerned with ecology dimension and are expected to achieve an appropriate balance between efficiency, equity and ethics and ecology and also be concerned with transcendental values of gender equality, psycho-spiritual advancement, etc. This is the New Era Model of corporates presented in Fig.1 wherein corporates are viewed as social institutions and not merely business entities i.e. in addition to bottomline concerns they have a social purpose and therefore should be driven by HOPE: Higher Order Purpose of Existence.

Maximizing Wealth of the Shareholders	→	Responding to Multiple Stakeholders	→	Corporate Citizen	→	Corporates As Social Institutions: HOPE (Higher Order Purpose of Existence) Driven
Stage I		Stage II		Stage III		Stage IV
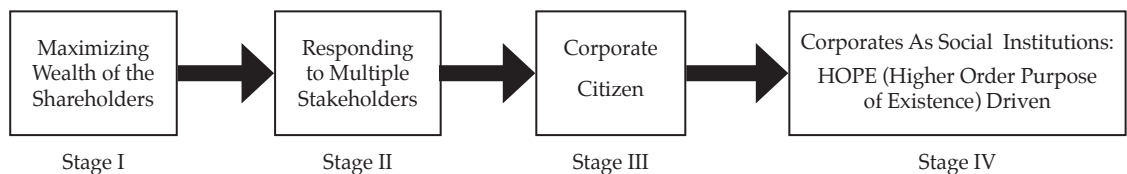
Fig. 1: Four Stages Model of Corporates' Evolution As HOPE Driven Social Institutions (Source: New Mantras in Corporate Corridors, Subhash Sharma, 2007 p.501)

Above discussion suggests a paradigm shift in corporate management from profit maximization to value addition to values addition (reflected in corporate governance) to happiness addition (reflected in stakeholders happiness index. Thus an overarching vision of new corporate model of social institution is represented by 4 Es model of Efficiency, Equity, Ethics and Ecology. Hence, Strategy should be formulated within this 4 Es framework and Strategic Management should be guided by this framework.

The framework of corporates as social institutions suggests that the corporates should be driven not merely by efficiency paradigm but also by equity, ethical concerns and ecology. Thus, ethicotarian and ecological (ecotarian) views should be incorporated within the corporate philosophy. Accordingly strategic management literature need to be enriched with ethicotarian and ecotarian perspectives.

Four Forces Model of Harmonic Globalization: Linking Spirituality with Strategy

Corporations exist within the four forces context. These forces are as follows:

1. Force of Market
2. Force of State / Government
3. Force of People / Capillary action
4. Force of Self

We can use four lions model to represent the dynamics of these four forces. This is presented in Fig. 2.
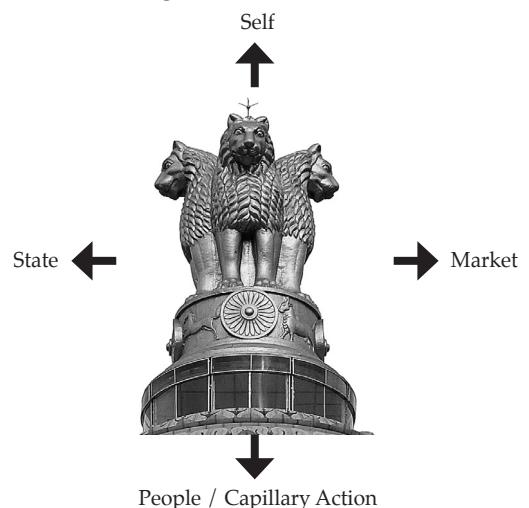
Fig. 2: Four Forces Model for Strategic Thinking and Strategic Management (Source: New Ideas in Strategic Thinking & Management, Subhash Sharma, p.51)

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In general we only see three lions viz. market, State and people/ capillary action. However, hidden lion also plays a significant role. It also represents higher consciousness and thereby spirituality. This idea is also captured through the concept of HOPE: Higher Order Purpose of existence. In ancient Indian thought Self is represented by Triguna viz. Tamas, Rajas and Sattava, wherein Tamas represents violent self or the lower self, Rajas represents vibrant self and Sattava represents higher self also represented by silent energy of HOPE. Strategy making can be based on Tamas as was the case during ancient wars, or based on Rajas as is the case in contemporary competitive times or it can be based on Sattava as we realize the need for cooperation and innovation in strategy making.

When there is harmony among above indicated four forces, there is order, harmony and peace in society. When there is disharmony among them there is disorder, violence and conflicts in society. For bringing global harmony, this model provides us a foundational basis for 'harmonic globalization' and strategy making within the domain of four forces.

In general social discourse is centered around market and State reflected in ideologies of capitalism and socialism. This essentially represents x axis of social discourse and it ignores the y axis of people and self. For a holistic view we need to consider both x axis representing market and State and y axis representing people and self. All the four forces should be given due importance in any social discourse.

At the level of organizations four lions model has important lesson for Strategic Management. It implies that Strategic Management should be formulated within the framework of these four forces model. Further with its focus on role of Self, it suggests the need to link Spirituality with Strategy.

Self, Other and the World: SO-SO Window

SO-SO (Self Other- Self Other) window is an analytical framework to understand human interactions. For this we need to ask a question: Who is Other?

Other can be defined in terms of following five categories (Sharma 2016):

1. Other is Enemy
2. Other is Competitor
3. Other is my Friend/ Partner/Associate
4. Other is my Brother/ Sister
5. Other is my own reflection (My Self is Other and Other is my Self)

We can view these five categories in terms of an ascending ladder of SO-SO windows. When Other is treated as enemy, this leads to war model of thinking and strategizing. Ancient times this approach dominated the human thinking. Even today many nations think in terms of this approach to international relations. Even in the field of religions this kind of thinking dominated wherein other religion(s) were considered enemies of the faith. When Other is treated as competitor, we enter the domain of markets. In markets and in marker economy Other is treated as competitor. Field of Strategic Management owes its origin to this approach. In the market place all others are your competitors. When Other is treated as your friend, partner, associate, there is cooperation and collaboration leading to 'collaborative advantage'. Companies are now discovering the need for cooperation and networking with other companies. When Other is treated as my brother and sister, there is realization of deeper connectivity. Further when Other is Self and Self is Other, there is a realization of Oneness. Thus we have five stages model represented by war, competition, cooperation, connectivity and oneness. This model is presented in Fig. 3.
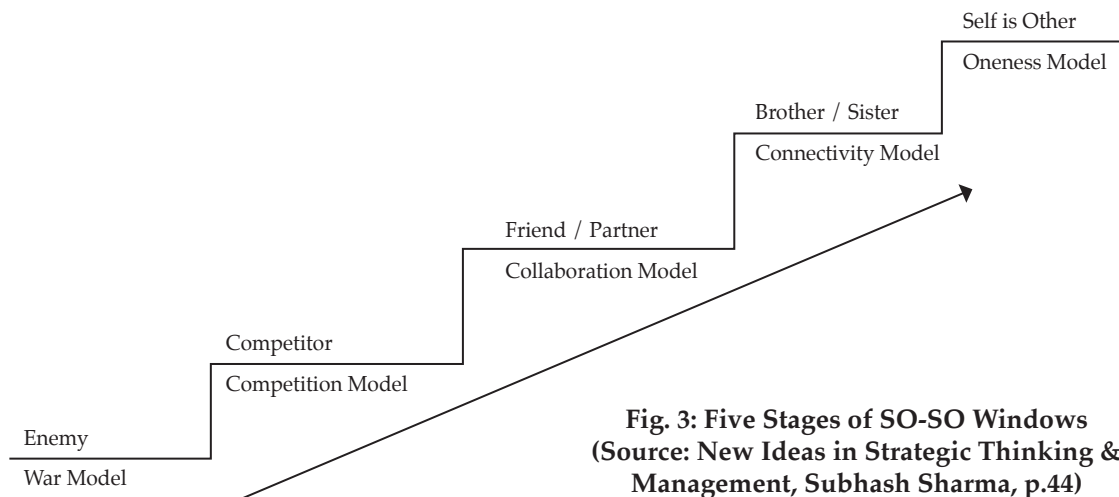
Fig. 3: Five Stages of SO-SO Windows (Source: New Ideas in Strategic Thinking & Management, Subhash Sharma, p.44)

As human societies move towards friend/ partnership/ collaborative model, there will be shift in strategic management ideas and models. In the field of strategic management there is a shift from war to competition to innovation. In fact companies are jumping over competition through new innovations. For innovation there is need for collaboration leading to 'collaborative advantage'. When we move to the fourth stage of brothers and sisters, companies will move towards higher ethical standards as you don't cheat your own brothers and sisters. In the fifth stage, companies will seek oneness with ecology and nature and thus will develop environmental consciousness. Thus strategic management framework in future will move beyond war and competition language and theorization within these paradigms to new paradigm of collaboration, connectivity and oneness.

Three New Mantras in Strategic Management

Above discussion lead us towards the idea of need for new mantras in strategic management. In this respect we present following three new mantras:

1. **Holistic Performance Scorecard (HPSc):** As we move in the direction of a holistic approach to corporate development based on 4Es model, there is a need for holistic approach to performance measurement. Hence, need for Holistic Performance

Scorecard (HPSc) based on four perspectives viz. efficiency, equity, ethics and ecology representing 4Es (Sharma 1996). Success of a strategy should be evaluated on the basis of these four perspectives and not just on the basis of efficiency alone. Fig. 4 presents this idea in a diagrammatic form. In this framework a corporate not only has profit responsibility (corresponding to efficiency in 4Es model) but also social responsibility (corresponding to equity in 4Es model) and good governance responsibility (corresponding to ethics in 4Es model) and ecological responsibility (corresponding to ecology in 4Es model). Holistic Corporate Management (HCM) implies designing management systems and performance scorecard around 4Es. Fig. 4 presents 4Es model of Holistic Performance Scorecard (HPSc).
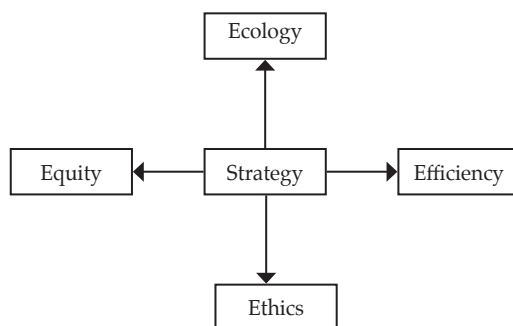
Fig. 4: 4Es Framework for Holistic Performance Scorecard

2. **Moon Ocean Strategy:** Currently strategic management literature is rooted in red ocean and blue ocean strategies. Red ocean strategy implies fight for survival and growth in the market through 'head on collision' like in 'cola wars'. Blue ocean strategy implies search for new opportunities through discovery of new markets. 'Going to places where no one has gone before' is an inspirational quote from star-trek. Moon ocean strategy draws its inspiration from this quote (Sharma 2012). It implies exploring those ideas that have not been imagined so far. While red ocean strategy is rooted in rationality view, blue ocean strategy is rooted in creativity and moon ocean strategy is rooted in imagination. Moon ocean strategy leads to 'quantum jumping' over the current spaces of competition. Discovery of many disruptive technologies owe their origin to moon ocean thinking and imagining a future which no body imagined before. Steve Jobs is an example of moon ocean thinking. Fig. 5 presents this discussion in a diagrammatic form.
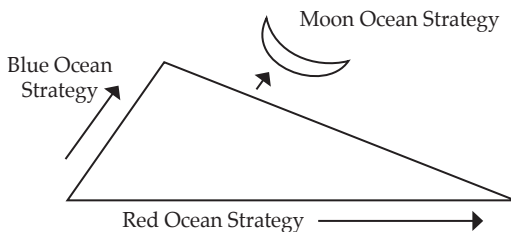
Fig. 5: Three Approaches to Strategy (Source: New Ideas in Strategic Thinking & Management, Subhash Sharma, 2016, p.187)

3. **CINE Matrix for VUCA Context**

   CINE Matrix is an analytical framework for analysing the configuration context in which managers or leaders are working (Sharma 2007,2016). Any decision situation is influenced by following four CINE factors:

   C: Controllable
   I: Internal
   N: Non-controllable
   E: External

Internal and External are defined in terms of a decision unit. When we represent these four factors in the form of a matrix we arrive at the idea of CINE matrix. In this matrix, x axis is Internal-External axis and y axis is Controllable, Non-controllable axis. Fig. 6 presents CINE Matrix in a diagrammatic form.
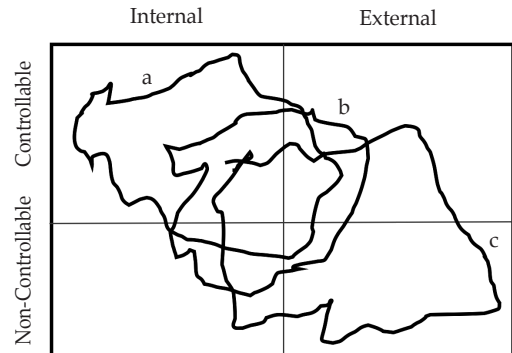
Fig. 6: CINE Matrix Configurations (Source: New Mantras in Corporate Corridors, Subhash Sharma, 2007, p.319)

In Fig. 6 we present three configurations. Configuration a represents a situation where a manager or leader is largely operating in Controllable-Internal (CI) context. Configuration b represents a situation where a manager or leaders is operating in all four cells of the matrix. In configuration c, a manager or leader is operating in Non controllable-External (CE) context. Because of VUCA contemporary managers and leaders are increasing operating in Non controllable External context as there are many factors that are beyond control and are external to the organization/ areas of one's responsibility.

When managers and leaders operate in VUCA context, they have to learn the art of co-alignment. This implies co-aligning various forces influencing decision making. Further managers and leaders should emerge as 'reflective practitioners' through constantly reflecting on their actions and leaning from action-reflection processes. In VUCA context attempt should be to bring Non controllable-External (NE) factors to the Controllable-Internal (CI) domain. Further strategy

formulation requires continuous Discussion, Dialogue and Debate among the key decision makers.

Conclusion

In this paper we have presented the need for a new thinking in strategic thinking and strategic management in view of VUCA and technological disruptions and changing expectations about future role of corporations as social institutions driven by HOPE: Higher Order Purpose of Existence. We have presented four forces model representing forces of market, State, people and Self, leading us to link Spirituality with Strategy. We have also presented five steps evolutionary ladder of SO-SO windows in terms of viewing Other through the lens of enemy, competitor, collaborator, brother and sister and oneness prisms. Now the strategic management thinking is moving up this ladder wherein Other is viewed as a collaborator in innovation. We also present three new mantras viz. Holistic Performance Scorecard (HPSc) based on 4 Es model, Moon Ocean Strategy and the idea of CINE matrix that can help managers and leaders in effective management in VUCA context.

Note: This paper is based on earlier writings of the author. Readers may refer to the following.

Sharma Subhash (1996), Management in New Age: Western Windows Eastern Doors, New Age International Publishers, New Delhi.

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The Imperative of Resilient Strategy for Businesses in 21ˢᵗ Century

A.V. Ramana Acharyulu

Professor, Indus Business Academy, Bangalore

Introduction

The research dealing with Theorization of Strategy was more of research in history until the early 20th century, mainly examining the war-craft and articulating the methods of winning battles and creating, expanding and ruling empires. The emergence of few inflection pursuits by seemingly unrelated subject areas in the early 20ᵗʰ century and its new-found support from business, academia and industry as well as governments led to the emergence of a subject that we call Strategy area today, and the theorization exercise dealt with issues related to business successes, growth and their empire building. As the topic of this essay was picked to debate and discuss what could be the possible ideology to address the future, it was felt necessary that a perspective for the futuristic theorization be presented with. As such, a brief exercise was done to try and pull some of the interesting and important works in the area, by digging through the archives of management literature and contemplate their relation to the historical waves that splashed across the world during periods and eras that are huge and boggling at the same time, and use them to zero in on the current topic, the author seeks forgiveness for the detour taken, but hopes that sincerely there is a connection that needs to be established and attempts at the same.

The essay attempts to cover:

- Strategy and the present status of theorization – from western and Indian perspective
- The milestones in strategy theorisation – few perspectives and influencers
- Current day challenges for strategy theorisation and need for resilient strategy
- Underpinnings and constituents of a resilient strategy

Strategy and the present status of the theorization

The history of strategy, if traced out to Art of War by Sun Tzu by western theorists (AT Kearney, 2014), from Indian perspective we

can trace it to the great epics, Ramayana and Mahabharata, both of which demonstrated and articulated the ways of visionaries and their shrewd execution (in empire building, annihilating competition and enemy and in establishing rule of just and equity). We know from the history, how, the thinking, life values and ethos of the society changed Indian civilisation from epical times to the recent/. The country, as it stands today, is a result of some grand and some very meticulous strategies as they shaped and structured the moors of the society through the thousands of the years to the present.

Here, the sketching of the past of the country and the way it grew and changed over various era, could give us not just an insight into the strategy as a theory, but also give an insight into how, an idea called India, emerged, shaped, and sustained through innumerable events, movements and generations, and through leadership of various ilk. Unlike the western theories that have been enlisted and studied at great length and interest in various social sciences (not just under the heads of management but across subjects like sociology, economics, et al), the author opines, Indian theories of strategy making are studied and analysed only to a limited extent, and with limited bandwidth – between Bhagavad Gita and Chanakya's Arthshastra – in the context of management research (even though mythology of Indian origin had been popular for several decades and studied and analysed under various contexts and milieu other than business management).

The current essay, author hopes, will evoke interest among management researchers to attempt and document the genealogy of Indian Strategy making and make a compilation of Indian theories of strategy across centuries as well as in current context, as it is expected to throw much needed light on how from the microcosms of provincial strategies to international trade, India held a special place and attracted the Orient as well as Europe alike in exploring the country across the ages and learn from its ways and means of doing business. It will also give us a fresh-insights into what lead to the empire building, geographic and cultural expansion and the sad demise over several times across the chronology. Here, in this essay, a basic sketch is attempted presenting the way the Strategic thought – in a limited sense of business management - has traversed across centuries and came to a plateau for the last one and half decades, waiting for a dramatic and exciting new paradigm to be unveiled and announce to the world. The author stresses this element, just as Walter Kiechel III noted a decade ago (Aurik et al, 2014), that "It's tough to identify any big new strategy ideas since 1995." It's interesting to glance at the work of Kiechel III, The Lords of Strategy, where the rise of big consultancy firms like BCG, McKinsey and Bain was discussed at length, also giving insights into how strategy concepts have been bounced, acted upon and made popular, by working together with business executives in a range of firms and propagating the now popular and famous strategy concepts, all over the world.

It's an effort to gleans through and summarize the state-of-affairs and take note of the trends emerging in the strategy the last few years, and also see if few pointers can be made towards the possible big theory in strategy!

The Early Beginnings:

- 10000 BC – The Ramayana by Valmiki, and its depiction of management of an empire by two Rajarshis (Dasharatha and Janaka – as stories of contrast in opulence and sustainability) and battles fought for maintaining Dharma or Values of the Society (epitome of Rama Ravana Yuddha), besides dealing with expansion of empire, establishment of supremacy and competitiveness that was harnessed from learning multiple disciplines of knowledge and war making and integrating the nature's strength with human endeavour;

- 1100 – 800 BC – The Mahabharata by Veda Vyasa and the sketching of three generations of empire – leading to the epical world war –

once again, stressing the goals of protecting the Dharma and Values that guide the society for a peaceful co-existence of various sects, geo-political congregations and cultures. Unlike Ramayana, Mahabharata depicts destruction as the outcome when ethics and morals are convoluted and bent to suit the hands of the strategists – with both Pandavas and Kauravas losing out, and interestingly, the clan of the master strategist – Krishna too losing out to the vanquish of its kith and kin, to give a very sad culmination to the saga of fight between Dharma and Adharma – much the same way, today's competitive strategies ending in lose-lose scenarios.

- 551 – 479 BC – The era and teachings of Confucius, and the first documented history of preachings for Virtuous living and governance – in a Chinese Civilisation, to be followed by an equally powerful teaching for ruling and domination in the context of empires and dynasties

- 500 BC – Art of War by Sun Tzu, noted as one of the first few books on strategy, mainly details of the war tactics and methods for an emperor, written in Chinese context. The book was credited with successes and triumphs of various Asian and western empires, while the author may not be able to offer any references directly.

- 476 – 322 BC – Socrates – Plato – Aristotle – It is very interesting to note that the strategy books of western literature, do not give much reference to the works and teachings of these three great philosophers, even when their teachings changed the western society to a very high degree, and propelled the western societies to high learning societies.

- 330 – 311 BC – Alexander and Porus battle and Greek entry into Indian sub-continent – a very vividly described and annotated battle that exemplifies Art of War on one side and Dharma Yuddha – on the other-side, both of which bring vividly to the fore, the ethical dilemmas initiated from Ramayana times to the Greek invasion of Oriental geographies

- 371 – 283 BC – The Chanakya era – when, it is believed that Arthashastra written, and taught offering guidelines to political administration, economic competitiveness, and an highly tactical series of war methods for winning. There are accounts loosely attributed to Chanakya Niti, for the valiant efforts to stall the expansion of Greek empire into India.

A Grey era during the early Anna Domino till 1900s

The narrative is at a low point from the Chanakya's times till another thousand years or so, though an incisive study of Indian history can offer several insights into the political administration and empire management concepts then developed and popularised. At the moment, the author seeks to allow this glaring gap, which hopefully, will be addressed in a future attempt to a vivid understanding and literature (the author is handicapped by his limited understanding and study of Indian History, which is meekly acknowledged here)

- The western management history books are vastly silent and hazy on the above significant 19 centuries with regard to the propagation of strategy concepts, except for few noteworthy mentions in the author's opinion

  - 1162 – 1227 AD – Genghis Khan – who created the great Mongol empire transcending Eurasia and developed administrative systems that handle disparate geographies and cultures in the adverse terrains, without losing control over the command, and harnessing nature as a great supportive mechanism

  - 1469 – 1527 - Niccolo Machiavelli – who is depicted as the most vile or notorious strategist who promoted evil approaches to succeed and control the needs of the regime, and even today, people tend to refer to Machiavellianism to characterise unscrupulous elements in strategy making and execution

- late 1500s - 1940s: The era of British expansionism and the Indian occupation and its freedom struggle calls for a totally different study to document the strategies of Indian Freedom Fighters, for which this may not be the appropriate time or forum, and hence are not referred.

- 1834 – On War by Carl Von Clausewitz, which articulated and stressed on deterrence as a key strategy rather than attack for success, which most countries and businesses feel tempted to pursue on the contrary

The idea is to appreciate the almost two thousand years of lowly held discussions in this domain area and emphasize the need to probe in detail, from a management theorization perspective, what were the approaches, and why they are not considered as reckoning in the present theorization attempts.

1905 onwards: Early periods of Business Strategy Theorization –

Era 1:

Monopoly strategies – till 1900s – Chandler and documentation of American Railroads – as the forerunners of monopolies; author has no knowledge on any similar attempts made to document the legacy of Indian railroads and their contribution to the nurture and growth of Indian enterprise…

1904: Era of Standard Oil Company and the beginning of industrial proficiencies – the legacy of Rockefeller and the proliferation of cost reduction strategies as the means of competition wipe-out and creation of unstinted monopolies come to an end, but stays as the core strategy even in 21st century, in various formats

*Era 2: 1911 till 1950s: the pre-emptive or Foundation Era of Strategy t*of Taylor and principles of scientific management,

- of Hawthorne studies and Elton and Mayo and the gradual growth and simultaneous unveiling of insights from experimentation studies seeking and finding efficiencies and enhancements in work-life methods; production systems and structure becoming an important aspect of business organisations' evolution

Era 3: 1950s and 60s – the first major theorization in business management: Era of Henderson and emphasis on experience curve and growth-share matrix as the path-bearers of strategy making

- Era of Drucker and Kotler - the rise of meticulous merger of ground practices with strategist' thinking and work style, manifested by several works of Drucker on one-side and Kotler's marketing mix becoming the quintessential way for any marketing venture and business success

- Era of Jay Forrester and the unveiling of systems dynamics theories that helped crack first few proactive HR policies at GM and other large workforce enterprises

*Era 4: 1980s – 1995 –The Golden Era of Strategy - the prolific and seminal works in strategy crafting and execution:*1980 and 1985 – competitive strategy and competitive advantage by Michael Porter

- 1980 – Core Competence by Prahalad
- 1982 – Olivier introducing SCM idea
- 1985 – Juran and Deming instrumental in US Army adopting TQM as a way forward
- 1992 – Balanced Scorecard by Kaplan
- 1993 – reengineering the corporation by James Hammer and
- 1995 – Change Management by Kotter have suddenly scripted the strategy as a subject domain and expertise driver for success of organisations in market place

The core strategy framework received a spurt in thinking and approaches that accentuate the push for competitiveness and competitive strategies through support domains consequently and as a corollary

Era 5: 1993- 2013 - The era of strategic proliferation, as described below:

- 1993 Supply chains and their intrinsic linkages with logistics as the underpinnings

for integrating manufacturing strategy with marketing strategy by Oliver and Yossi Sheffi

- 1994 – Hyper-competition by Richard D'aveni

- 1997 – Triple bottom line strategies by Elkington

- 1997 – Handfield and Jones pitching for talent management for HR competencies and competitive edge

- 2001 – the creation of internet bubble and its various manifestations before and after Y2K

- 2005 – the concepts of innovation and global collaborations as the way out for globalized markets by Prahalad

- 2008 – Tapscott and Williams renewing what Schumacher proposed earlier, as global mass collaborations as the way forward for globalization and multiple supply chain networks and

- 2010 – the push for emerging markets as the driver for global strategy by Khanna and Palepu on one-side and

- 2009 – design thinking and change by design as the new strategic approach by Tim Brown

- 2010 – the argument for end of competitive advantage by Rita Gunther McGrath

…these and few related works brought together a 360degree rounding up of strategy theories, especially highlighting the moving away of focus from competition to other emerging ways of managing globalised business world and behemoths of corporate concerns.

The Refining moments in strategy thinking:

- The same period also witnessed accentuated research and thought on issues that went beyond competitive strategy and brought forward new thinking and challenging a simple seeking, that is complementary to the core strategy thinking and applications. To name this as corroborative era and

highlight few works that propelled new investments into enterprises and their adventure1991 – E F Schumacher and Small is Beautiful – that changed the perspectives for sustainability and relevance of relating to nature, initiating a new and alternative search for businesses to be relevant

- 2001 – Zook and Allen sought to work on and address the issues that touch upon what we term VUCA in today's terminology, by arguing for a focused growth strategy through the periods of turbulence

- 2005 – my favourite thought – blue ocean strategy by Kim and Mauborgne sought to address the market by attempting to look at non-customers and unexplored markets as an alternative to competitive approaches, although with a caveat that blue oceans get converted to red oceans as soon as others realise the attractiveness of these new arenas

- 2008 – Kosonen drove the idea of fast strategy, which in today's technology centric businesses, we can call clock speed strategies; and

- 2009 – Donald Sull argued for tapping opportunities in a turbulent market by steering clear of competitive spiral

Evolving moments in Indian Strategy Thinking - the current direction

When we look at the initiatives by Indian thinkers in strategy formulation and execution, two distinct directions emerged in the last few decades. One, looking at the finer aspects of how to succeed in Indian context, and therefore, how best to adopt and adapt the strategy concepts to the context of a given business in India, in tune with changing policy and governance demands - many management gurus and strategy teachers of the current generation developed vast treatise in this area, from Guru Charan Das to M. B. Athreya, to C.K. Prahalad, Eric Kakao and many others from academia; JRD Tata to V. Kurien to Narayana Murthy and others from industry practitioners, to name a few.

The second direction that emerged was in the area of developing an alternate thought for visioning, envisioning and articulating what is meaningful in the larger sense, what is reflective of Indian ethos and what is in-situ to Indian way of life, values and attitudinal outlook, basing from the teachings and preachings of Vivekananda, Aurobindo and Gandhi. S.K. Chakraborty led this area of thinking, followed by Subhash Sharma, R.C. Shekar, Daniel Albuquerque, Fernando and others offering a mooring to the concepts of value-based management and business ethics. Many others continue to build on this, both from industry, academia and from spiritual theorization domains. Few global spiritual gurus and researchers and practitioners too are working towards this dimension of understanding dwelling deep through our scriptures, epics and Vedas to seek inner meaning and also relevance to business management and strategy thinking.

A third direction emerged in the last three decades, where Subhash Sharma attempted a lone furrow, to offer a distinct set of elements to strategic theorization: one, to develop a language for Indian Strategic Thinking, building a genealogy of terms, phrases and concepts that reflect Indian way of strategic thinking, offering a simple and practical meaning to terms that range from zero to infinity (Shunya to Anantha), coming with an alternate approach to industry analysis using CINE MATRIX, giving a down-to-earth meaning to artha shastra for a sustainable planet, by way of "Earth Shastra", and giving a different dimension to globalisation with a push from Indian perspective. The second dimension in which Sharma worked on strategic theorisation was (and is) also to offer a critical foundation to the thought of sustainable strategy rather than competitive strategy, where he acknowledges and propheses the strength of the quintessential milk and paddy cooperatives, micro-finance institutions and the current upsurge of MSMEs that are built on the foundations of millions of SHGs and the disruptions being brought in by

-ecommerce driven aggregators such as Flip-karts and Amazons. Some of the subjects that are touched by him through his book, 'New Ideas in Strategic Thinking and Management' (2016), offer a newer perspective at visioning - both at macro level and at micro, for example, the nurturing of the concept of "moon ocean strategy", taking the nebulous to a new plane of envisioning. The challenge of practice of these theories require platforms that are willing to invest in the outcomes, process, and constructing the inner belief, as unlike the conventional management theories, these ideas do not come with easier translated formulae or models that have a foundation away from current western management theories.

Concurrent waves – Research into the supportive functions and their role in strategy:

The above listing attempted is to offer an over-simplified presentation on the strategy research; to sweep through the contributions many stalwarts and corporate leaders made during the last hundred years and used as a small glimpse that reflects the dimensions that strategy researchers elsewhere tinkered with and toyed as the ideas for path bearers. It is also to be emphasized that the above works are not inclusive of Indian strategy thinkers and craftsmen of Indian global strategies emanating from our own shores – as the exercise will lead to an altogether different document and entail a much larger exercise than I can cope up with for, at this moment.

It's an attempt to put to a showcase that – much like the early 20th century, when very little theorization got popularly consumed, the present times are also pregnant with many co-developing as well as contra-developing ideas and their articulation and thinking will flow into our midst by the next few years or decades – by when we can look forward to a series of new and popular paradigms of strategy making and execution and their immersion into management theorization. Looking forward to that situation to happen sooner than later, it is put forward that they

need to look at three or four trends that are pulling the world to a seemingly disparaging set of scenarios, which could either tear apart the present business entities and models or bring a new lattice of construction for becoming role models and examples into future.

The above, albeit missing some very important and notable references from across the world, gives the author a simple premise to build an argument for future strategy theorization, and a simple argument for resilient strategies to lead the businesses into the future, not just competitive strategies nor non-competition based (including blue oceans and few newer ideas) not making much difference to the overall thought of Strategy from business management perspective

Challenges in today's strategy making task in the hands of management leaders

They may be listed around the following

- increasing reduction in product and business life cycles and accelerated obsolescence of products, services and solutions -
- increasing rapidity of nature's overwhelming ways and staggering frequencies of uncontrollable disasters - both man-made and beyond the control of human management
- increasing evolutionary trends of life, both human and other biological life forms; relatively less monitored and beyond human comprehension
- increasing out-layers of demographics and their livelihood challenges (in true and surreal sense)
- increasing demands of people on life-reassuring systems, processes and services in almost every sphere of life
- increasing ambitions of people, coupled with increased demands on entitlements and allowances from society and state
- increasing stress on natural as well as man-made resources across the globe, leading to accelerated disparities, undoing the equality and equity pursuits across resource access-rich vs. access-poor

- increasing polarisation of public services into corporate/ commercially driven businesses with revenue models beyond public good; and
- increasing leadership of technology over human life - including social, cultural, economic and ecological consequences, underlining the threat to humanity and globality at the same breath….

the list can go on, touching every aspect of our present-day life, but the point is already written on the wall - big, loud and clear, for all stakeholders - who include, individuals - like you and me; learning centres; business organisations, industries, corporations and governments. Saying it aloud, an impending commercially driven, polarising world, deeply pulling away people across the globe, would need to be contained, and for this reason, we need to look forward to an all-encompassing framework of strategy to lead us all!

The future of strategy lies in handling four tenets simultaneously: the first, as always, facing and winning the marketplace; next, be on the right side of the regulatory systems and governance framework; third, having a buy-in by the angel investors and venture capitalists - whose capital makes a difference to the mandate and reach to a business (start-up) and most important of all, to win and continue to hold the social license to operate, without which, the 21st century success story can't be scripted. The present times point out that the conflict will not be between profit vs planet as in 20th century; it will not be between man and nature as in 19th century (pre-and during industrial revolution era) (aka people vs. planet), but it will be between man and man, which means - the emphasis will be on balancing the dependency on nature and resources on one side and contributing to welfare and well-being of increasing population - both through business and also as an outcome of business.

In order to address the above challenge, the developed countries have developed and introduced an approach and prescription,

which, only to a limited extent, author feels relevant and appropriate to Indian context; (not so much as to negate the above argument, but to tweak in meeting few related and cascading challenges that only two countries in the world needs to address - India and China, both of which are not part of developed world, housing mega-corporate giants - but both of which need to hold responsibility to almost half of world's population. As such, it is pertinent to look at and build on few typical Indian evolutionary strategies that are standing in support of our country's fabric.

It's high time, the author argues, that Indian businesses need to attempt and build a strategic framework on the foundations of what this country stood for and remained resilient through centuries, and support it through management functions, people and technologies that go together. If we look at the last near hundred years, what succeeded in the absence of "modern technology" and western management tools, were few paradigms that are built around the strength of people. Attempted with meticulous care and incisive detail, they have withstood the vagaries of license raj, globalisation and even the current wave of reverse globalisation being unleashed. The author attempted to coin the idea and concept of "Unitary Strategies", to reflect the need to connect with capillary processes through marketing efforts (Sharma, 2016) and (Acharyulu, 2018).

Organising the unorganised – the first cut attempt of Resilient Strategy

Taking an example of my own alma mater, the NDDB-AMUL-IRMA combine, a very unique and exemplary strategy prophesied and practiced by Kurian in implementing Operation Flood, Operation Golden Flow and Operation Greening India's villages, - which was subsequently termed (Mascarenhas, 1982), as "organising the unorganised" which described the now irreversible success of milk cooperatives by 1980s, and which have been reverberated in the successes of other people's collectives - may be agricultural coops, may

be women's self-employed communities, may be voluntary initiatives of few socially inclined individuals and collective struggles of people to resolve their challenges in a highly unsupportive world.

Today, after 30 years of recognising the power of unorganised in taking businesses into their control, world acknowledges that social enterprise reckons change and that too towards a positive mode. It is noteworthy that every notable corporate giant in the country has adopted this very model as the backbone of their business success, say ITC, say Reliance Fresh, say Adani Agro, say Patanjali, and myriad other CSR Foundations that are working in the country, without even mentioning about thousands of NGOs that are working for and with Rural India.

During the last ten years, if we heard yeomen successes of start-ups and emerging technologies creating breakthrough models of strategy and economic success; the silent India, works on developing enterprises that are not just winning a social license, but are emanating from social action and are then addressing the marketplace success. A democratic government, committed to equity and equality, has paved way for more friendly regulation than 3-4 decades ago, and has attained the three licenses in one go - the social license, the regulatory license and the market license. These agencies also built a totally new set of capital providers - using what we term "crowdsourcing" as its key approach, even before the term came into vogue.

However, the strategy theorisation doesn't acknowledge these forays as ingenuous frameworks for crafting strategy and management theorists conveniently categorize as social enterprise strategies and/or development enterprise strategies. Once we move away from that classification and recognize, appreciate and then adopt them into the mainstream teaching and propagating, the author doesn't think, we do any justice to our own super strengths as strategy makers and leaders and role models

for creating, sustaining and building long standing perennial business organisation strategies.

Define resilience for business context/ organisational context:

The current day literature defines resilience as … "the ability an organization has to quickly adapt to disruptions while maintaining continuous business operations and safeguarding people, assets and overall brand equity. Business resilience goes a step beyond disaster recovery by offering post-disaster strategies to avoid costly downtime, shore up vulnerabilities and maintain business operations in the face of additional, unexpected breaches." (Rawson, 2016).

The author attempts at emphasizing the term and role of "people" stated in the above definition, as the value associated to human life needs to be kept at paramount importance, while organisational salience is built.

It is attempted to define resilient strategy as one that leads an organisation build a value system that protects and safeguards people's interests as if there lies its core business interest and reaches a state where the business interests are always kept at safe hands.

The constituents of a resilient strategy:

Way forward for building and nurturing organisations with resilience as an ethos and culture rather than as a short and medium-term alternative for market place strategies a resilient strategy handles uptimes and downtimes of an organisation equal élan and agility that it continues to serve its constituent markets without fail and safeguard the interests of all stakeholders without sounding panic and driving insecurity into the lives in good times and adverse moments as well. For this purpose, if business functions and business flows are addressed by supply chains that face and overcome disasters and crises moments, working to create a shield towards VUCA situations. Further, the strategy that ensures and builds in ethicality into the management functions, into the business conduct and

wealth creation and consumption, mandates that such a strategy is crafted with and through the social effort and involvement and not by a fist. Social enterprises, cooperatives, collective enterprises and cause-based organisations demonstrate these to various measures and showcased their sustainability with and without technology as a part of the business process.

A point can be made, when we list the successes of the current century - many of them are driven by the technological advances and harnessing of the applications and results of these technologies. It is equally interesting to look at the contributions made by the unorganised and socially funded managed enterprises. Few examples on both the sides are given in a table below:

Few examples of technology vs. people driven new-age enterprises

Sl. No.	Technology driven commercial enterprises - global / India	People driven social enterprises - India
1	audacity / zomato	Amul
2	vox media / flipkart	BAIF/ IFFCO Kisan Foundation
3	uptake / inmobi	Kalamandir
4	draftkings / paytm	Sevamandir
5	jet / practo	Farms2Markets
6	oscar / bookmyshow	Fino
7	honest company / ola	A Little world
8	avant / snapdeal	Villagro
9	blue apron / freshdesk	Dhan Foundation / Pradan
10	instacart / redbus	FES

Conclusion

When we look deeply into any of these and several others that are not listed, the organisational strategies went beyond development of conventional foundations for business success, i.e., building brick-by-brick, the functional processes and linkages. They sought to find a meaning for conduct of the business functions, where people could relate to "why" and "how", beyond the "what" and "who" – so that their conscience is clear about the wherewithal as well as outcomes. This, it is felt as the real meaning of building resilience, which is built not just with supply chain and logistics linkages, but with a value system that is just for all people and equitable in terms of benefits and dividends, thereby drawing the ethicality from deep within. As such, it gives a high hope that strides can be made beyond struggles that technology based companies handle to a mixed results, like "Google, Don't be Evil"; Facebook's cart-wheels through Cambridge Analytica, and many others, to being honest and sincere, in developing and preserving an economic system, that will stay beyond an economic wave and remain sustainable.

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Three New Areas in Strategic Management: Once the Oil Runs Out, Earth Warming and End of Homo-Sapiens

Daniel Albuquerque

Founder, Seat of Wisdom, Goa

Every new beginning comes from some other beginning's end - Seneca

Context

Cambridge University has established a facility by the name of *Cambridge Institute for Sustainability Leaders* (CISL). The project undertaken is named as *Rewiring the Economy* whose object is to identify critical areas of business and sustainability to face the challenges of 9 billion people by 2050 who will encounter resource crunch from every quarter and extreme socio-political upheavals of all kinds.

The CISL has drawn 40 multi-disciplinary experts from itself, and 8000 senior leaders and accomplished practitioners representing various and diverse industries and businesses from across the globe, which has identified the following 8 areas as critical:

1. Disruptive technologies and political uncertainty as the new normal.
2. The growing awareness sustainability issues will shape the business.

3. Climate change will directly impact business through value chain disruption.
4. Automation a direct threat to human resource causing socio-political upheavals in the nature of labour.
5. Global shift to the East and changed geo-political and sustainability issues
6. After plastics packaging battleground for business.
7. Accountability – financial disclosures: investor and public pressure about executive pay, gender parity, environmental related, etc.
8. Energy revolution: standardization of renewals and end of coal, oil and gas.

Subject Matter, Aim Scope and Method

Taking some inspiration from the above I have identified three problem areas of the future, namely energy, environment and the very future of mankind as homo-sapiens. The problems may be stated in the form of three questions.

Firstly, what recourse is available when oil is neither economically viable nor environmentally sustainable to continue as energy resource?

Secondly, notwithstanding all efforts, would we be able to hold down the acceleration of earth warming that turns it into *Hot Earth* phenomenon?

Thirdly, without being naturally a part of the evolution process, are we technologically pushing ourselves beyond homo-sapiens, our own species, and determine for ourselves superhuman status?

The paper does not pretend to supply solutions to these problems. What it tries to highlight are strategies to initiate to find desirable solution to the above three futuristic problems. It tries to answer the question: Is there an action plan in place when? In other words what management strategies need to be applied?

The above problems in question are of the future and macro in nature which express the aim and scope respectively. Whatever kind of principles these would demand, that will form the philosophy of its strategic management. I would propose the following ten principles:

Principles	Remarks
Automation	Computer chip - Bots technology
Co-relationship	Man – Nature - Technology
Flux	Change - Design of the universe
Future	The period of time yet to come
Intrinsic Value	Essence of being something
Metamorphosis	Total transformation – mutation-revolution
Quality-Quantity	Properties of an object
Reactive-Proactive	Problem management
Short Term-Long-Term	Process duration
Simple-Complex	Singularity - Pragmatic

The above terms have variety of meanings depending upon their usage in any given field. Let us examine briefly these terms of management strategies as per this paper:

Automation: A committed strategy to adopt automation and enhance Artificial Intelligence (AI) Bots technology to all areas of management.

Co-relationship: According to old dispensation relating to ethical values to be applied in a morally problematic situation. However, we mean to apply principles of fairness in a holistic manner towards human relationships not only to each other but also to nature and technology.

Flux: Flux refers to continuous change. Motion and change is the essential nature of the universe; it is its design. Only that management survives that changes with time and circumstances; inflexibility kills the project. Flux also includes the categories of cause and effect. In Buddhism the principle is expressed as *pratityasamudpada*, in other words, a cycle of causes and effects.

Future: That which is neither past nor present but the time that is yet to come. Growth and progress of project is possible only with future in mind. A project that has no viability is described as 'there is no future in it.'

Intrinsic Value: Essence of being something, something that which makes the thing what it is. The essence of management consists in first discovering the intrinsic value of a goods or service. Expression such as 'for what it is worth' describes it plainly.

Metamorphosis: Total transformation – mutation – revolution. Technology induced transformation effect of which is far greater than the cause as in the application of Artificial Super Intelligence (ASI). It is assumed that the pursuit of Artificial Intelligence would one day will reach the tipping point and surpass into the category of such extraordinary intelligence that it will overcome all the limitations of rationality or cognitive intelligence. It is where the Homo-sapiens will mutate themselves,

without the natural processes of natural evolution into the next phase. This strategy is already pursued in management as every company wants to go through metamorphosis in order to attain the status of a super company.

Reactive-Proactive: Problem management. What is the nature of response to a problem?

Quality-Quantity: Properties of an object. The management dilemma of whether quality over quantity or quantity over quality continues to plague managers; while the former attracts premium customers, the latter does attract greater numbers. For instance, the exports of the developing countries are qualitatively superior and quantitatively lowest while for the domestic market it is *vice versa*.

Short-Term Long-Term: The short and long of it, both the terms are equally relative to the encountering procedure period; it is a management strategy where one has to decide between 'there is no time to be lost' to 'we have enough time'..

Simple-Complex: Singularity versus complexity as in physics. The bodies in space act upon each other as per their gravitational fields and their powers of attraction, gravity. For instance, earth attracts to itself the objects thrown up since it imparts a proportional weight to them and they fall to the ground. On the other hand, the moon is a much larger object and when earth and moon interact the moon is able to cause tides in the seas. In management jargon sometimes the expression 'gravity' refers to the ultimate and absolutely fundamental principle – an idea, a seed - from which the business originates a singularity in which all the energy is concentrated and possesses at the same time the potential to be a large and complex group of companies. While a very large company can gobble up the business of small companies, an interaction between two large companies could cause tidal waves of business activities.

The above ten points are not in the prioritized order of importance but merely arrayed alphabetically and numerically. It is because the three different problems under consideration have quite simply different priorities and perspectives, which is exactly the task of this paper to examine. The task is to apply the above principles. However, it is for those who study this paper to work out how to go about it, given your situation as a practicing professional or as a researcher and student.

Principles	Remarks	Oil	C. C.	HO
Automation	Computer chip - Bots technology			
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Flux	Change - Design of the universe			
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Figure 1: OIL – Oil Runs Out; C. C. - Climate Change; Homo – End of Homo Sapiens

End of homo sapiens   Oil runs out

Earth warming
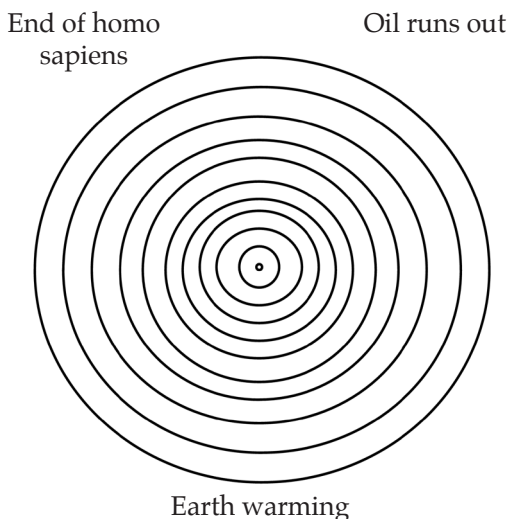
Figure 2 Strategies Value *Mandala*

Be a part of this project and insert the numerical value according to the value weight you would best consider. Closest to the centre is the most important one; place the rest of the values until you reach the final circle, strategically the least important one.

Analysis

In this introductory part, not only the subject matter is made clear but also the strategic principles to be applied. In all the declared three areas the focus is on the future. What is the future of oil as energy resource? What are the future energy resources? Would oil as energy resource be superfluous even if it is available? These and many such questions will arise for without good, adequately available and price-worth energy mankind will be damned.

The second area of focus is about earth warming, in other words, all that is detrimental for the existence of the planet Earth which we call our home. Although the Earth itself couldn't care less what happens to it, every living being has its life at stake if the heal the of the planet is deteriorated.

The third area of focus is in the distant future. However, whatever we strive to do today will build up that future. What is going to become of humanity depends upon what we contribute it in the form of science and technology, use of resources and our lifestyles.

I. Once The Oil Runs Out

'What happens once the oil runs out?' asked a primary school teacher and the entire class screamed, 'No plastic!'

All fossil fuels are able to produce scores of chemicals - acetylene, benzene, ethane, ethylene, methane, propane, and hydrogen, and their hundreds of compounds that give us everyday use products without which life would be impossible. For instance consider not only the most obvious fuels for all modes of transport and industry but also soaps, detergents, solvents – paints and thinners – drugs, fertilizers, pesticides, explosives, synthetic fibres, rubbers, floorings, the entire polymer industry with its myriad products.

The End of Oil Oracle

The Organisation of Petroleum Exporting Countries (OPEC), a composition of 12 oil producing countries, has been functioning like a cartel ever since its inception in 1960. Ironically, in the year 2000 a prophecy was made by Sheikh Ahmed Zaki Yamani who was the architect of this organization and lead it for over 30 years. "Thirty years from now there will be a huge amount of oil – and no buyers. Oil will be left in the ground. The Stone Age came to an end, not because we had a lack of stones, and the oil age will come to an end not because we have a lack of oil."[15]

The OPEC was a dreaded organization which could literally turn on or turn off the oil tap of the world. They did it in early 1970s which turned the world economy an unprecedented jolt. In the 1980s also OPEC again changed its policy and the entire geopolitical situation and the economic condition of the world was affected for the worse. With the turn of the century, again Saudi Arabia being in the forefront the OPEC glutted the world market that it again affected the world economy adversely.

The reason for this was that the world is really whether out of oil or not, the OPEC clearly saw

as Yamani expressed that the world energy resource would not be oil. Hence, produce now, even if at lower rate and profit every cent of the money rather than have plenty and nowhere to sell.

Yamani's oracle or bold prediction of a smart businessman urging to buy now before the stock is over caused global commotion. The governments took measures which would warm the cockles of OPEC's heart. Slowly but surely the oil glut commenced and rattled the economies. The economists jumped on the band wagon of *Peak Oil Theory* drawing their chart graphs into sharp peaks and bell peaks. Advanced countries such as Germany worked overtime to produce a legislation to phase out fossil fuel cars by 2030.

Matthew David Savinar, whose book *The Oil Age is Over: What to Expect as the World Runs Out of Cheap Oil, 2005-2050*[16] is not optimistic about the global energy situation. The author scripts to say that there are problems in fossil fuel energy creating scarcity, higher costs and perhaps it may run out altogether; the oil has peaked already and experiencing a downhill trend. However, as human beings have always found a way, it is certain that more technological advance in extracting the oil may solve the problem of availability. At the same time there has been a great effort to find alternative and renewable sources of energy. In his book divided into eight parts wherein he asks 109 questions regarding from travel and transport to wars, political and social upheavals, and aims to answer them as would a lawyer with cogency. Indeed, Savinar is a lawyer. His critics would not like to accept his answers because of his advocacy that the oil has already peaked; and so they have discarded him and consigned him to the fate of doomsday prophets. The critics are conservatives who denounce the doctrine of peak oil; Savinar and those condemned as liberals are the doomsayers.

There is an institute called *Institute for Petroleum Safety and Health Management* (IPSHEM) in my home state of Goa, which is a research and development institute of India's leading Oil and Natural Gas Corporation (ONGC). Its aim is to train and develop human resources to minimize the risk to human health. Even after several inquiries by me, the advice was to try with some other colleague of theirs! May be that is the answer to the raging debate across the globe – just keep up the work and someone, somewhere is going to find some solution which may be adopted.

Perhaps, Yamani's oracle will ultimately prove to be true, simply because of the fact that drilling out oil would be much more costly than the standardized energy resources which presently are labelled as alternative sources of energy. So also will be the fate of coal and firewood. We would not need any of these materials.

Application of Strategic Principles

The application of the above advocated ten principles is crucial to deal with chosen area, in this case, the energy resources running out. The world depends on oil for its economic survival, technological progress and welfare and well-being of the people. The ten principles may well come under the following categories:

1. Ethical: Co-relationship, intrinsic value, Quality-Quantity; Reactive-Proactive; Simple-Complex

2. Science and Technological: Automation, Flux, Metamorphosis, Quality-Quantity; Reactive-Proactive, Simple-Complex

3. Economical: Quality-Quantity, Reactive-Proactive, Short Term-Long-Term; Simple-Complex

4. Cosmological: Future; Short Term-Long-Term

15. Energy Post, Elisas Hinkley (22 January,2015) https://energypost.eu/historic-moment-saudi-arabia-sees-end-oil-age-coming-opens-valves-carbon-bubble (Retrived 6 August 2018)

16. Matthew David Savinar (2004). Matthew David Savinar. *The Oil Age Is Over : What to Expect as the World Runs Out of Cheap Oil, 2005-2050. Savinar Publications. Also free download available at www.lifeaftertheoilcrash.net*

Principles	Remarks	Oil	C. C.	HO
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Figure 3: Strategic Principles
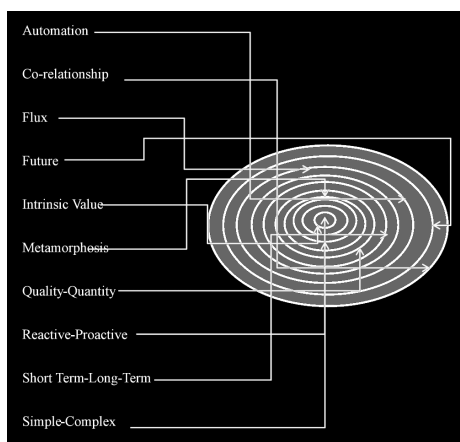
Figure 4 Application of the strategic principles

Application of Strategic Principles - A Guide

The *mandala* is a tool to concentrate on a given subject with a purpose to generate creative ideas. It has its origins in the spiritual meditation to achieve oneness with the Devine. All ideas are spiritual in nature and not material.

In the above *mandala*, placing the variedly drawn arrows is provisional to demonstrate their exercise.

1. Having gone through the chart of principles and their definitions, in the above *mandala,* place the arrow markers as per the importance given by you. The most important go to the core of the *mandala* and the less important ones in the subsequent encircling rings, the least important being on the last ring.

2. If two or more principles vie for the same sphere of the ring, accede to it and place the arrow appropriately to see clearly its placement.

3. If you regard that the given definitions of the principles are not adequate, feel free to modify them. The purpose of the exercise is that what you do is helpful for your undertaking.

4. Draw your own *mandala* on a large sketch paper or chart paper, make it as large as possible, and fix it at a place where you can sit across it, spend considerable time concentrating on it so that it can generate creative ideas which are beneficial for your enterprise.

5. The chart of the application principle is not only meant for the areas considered in this paper, it is suitable and profitable for any of your ventures.

Analysis

Energy is invariably related to human development. The living life-style is a perfect example to describe it. When the energy resources were rudimentary such as firewood and hay, people lived in hutment clusters without any amenities such as light at night,

sanitation facilities and without transport services.

As the energy resources were obtained from watermills and coal, villages got organized into better housing and working conditions, developed higher yielding methods from fields by using tools and equipments. Some strategic villages turned into rural towns with several categories of everyday life being defined with wealth acquisition and distribution. There grew, by and by, cities, bigger and better buildings. Not only agriculture was the source of income but also machinery, art and culture all of which was based on education. Modes of transport were discovered, coal was used in a myriad ways, trains started speeding on tracks, roads were scientifically laid, and magnanimous buildings were built. In short it was described in terms of industrial revolution, urban development, social and political upheaval, boom in art and culture, also wars and development of destructive weaponry. The era was called *modern*, thanks to energy resources.

Finally, oil was discovered, obtained from the bowels of the earth through drilling, both on land and off-shore. There were several other sources of energy such as electricity which rocketed comprehensive human development. Cities were replaced by metros, megacities and smart cities. Transport was revolutionized beyond imagination. Man landed on the moon! Skyscrapers surpassed the clouds. Geopolitical dimensions became immensely complex. Exchange values became complex and global trading became instant and in real time. Potential weapons of destruction of this planet many times over were developed, upgraded and stored. Life expectancy soared, thanks to medical science. Technology was defined as cutting edge. Art and culture, communication and all other aspects of life turned into *life-style.*

Try and figure out what would be the life of mankind with the next stage of new energy resources such as solar energy, wind energy and hydrogen energy. Refer on the Internet

futuristic buildings, cities, transport, and entertainment – all of it originating from energy resources.

Some Practical Questions

The questions below are to make sure that you would contribute to the above stated issue of energy in your own way, either personal or professional.

1. What steps would you take at your own home with regards to the energy sourcing and use?

2. In what way would you contribute towards energy needs of your travel?

3. If you are an entrepreneur what measures would you take in your industry or business with the efficient use of energy?

4. If you are a social purpose oriented organization such as Non-Governmental Organization (NGO), Non-Profit Organization (NPO), or some kind of charity organization, what steps would you take to present yourself as a practical educator to generate, operate and distribute energy?

5. If you are an educationist what kind of paradigm would present, other than the one in this paper?

II. After Earth Warming

Context

As stated right at the onset of this paper, *Cambridge Institute for Sustainability Leaders* (CISL) has taken strides over the issue of sustainability. Some basic truths on cosmology may throw significant light on the subject.

First, consider the Hindu cosmology which illuminates what the world may be, intuitively, of course. There is a concept of creation which has actually no beginning in time; its fundamental principles are *Purusha* (the male principle) and *Prakriti* (the female principle) whose coming together creates and destroys the universes in a cyclical manner from eternity to eternity. There are multiple universes (*Loka*), and our universe is one of

the fourteen universes. There are also myriads of planets and other cosmic phenomena. All the ancient texts and thinkers of note ultimately believe that the universe that is originated from the twin aspects of male-female principle is dependent upon time that is fleeting, which gives an illusion (*maya*) of permanence. However, whatever *is* will spin out of existence. What is permanent is the *principle* which one cannot know – it is not, it is not (*neti, neti*), it is not whatever you think that it is; it is No-Thing.

Second, modern cosmology presupposes such a No-Thing as Gravitational Singularity or SpaceTime Singularity, from which, for some unknown reason, it expands, to form cosmos and apparently never stops; however, for some unknown reason, it could contract into the original Singularity again. The density of matter becomes infinite within the singularity that the normal laws of space-time do not apply. Consequently, it is full and complete, yet it is not material – space-time, mass, density, gravity become infinite – and is beyond the laws of physics – it is No-Thing.

Hence whether the intuitive cosmology of the Indian philosophers, or the modern scientific, empirical demonstration, have a meeting point about the principle of the universe, which is non-material.

Bringing the Doomsday Message to the People

Between the twin cosmological perspectives, the Earth, our home in the universe is facing serious environmental trouble which may eventually wipe out life from it. The very science and technology upon which rest human dreams of progress and development have become the cause that sets our beautiful home, the Earth, to destruction. The damage is already caused; unless drastic steps are not taken the consequences will be serious. This is a theory, which highly rated scholars and scientists failed to convey, is emotionally presented by Al Gore, the former Vice President of the USA (1993 – 2001) in his books which brought the ominous message right down to the common people across the world.

Gore was not the only one. The International Panel on Climate Change (IPCC), an inter-governmental body of the United Nations which is engaged in objective, scientific view of climate change and its political and economic ramifications was the mainstay. The former popularized what the latter discovered. These, IPCC and Gore were conferred with the shared Nobel Peace Prize in 2007. This established climate change as manmade adversity for all the living on the Earth. The challenges could be faced with definite measures to regulate pollutants and emissions into atmosphere. Some of the serious challenges are as below:

Agriculture: Climate change will disrupt agriculture through either floods or droughts; similar impacts in the grasslands will drastically affect livestock; together these will adversely impact food supplies.

Health: fluctuating weather behaviour, where winters were once cold now will be mild; heat waves will affect five times hotter than usual; pandemics, which are already on the rise such as Ebola, Malaria and other diseases will plague populations across the globe.

Polar Melting: With the climate change the polar ice caps will melt to the extent that the deposits of methane gas will escape making the entire planet into a greenhouse, the radiation from planet's atmosphere going in all directions. In other words, the oceans absorb the heat, ice melts, waters rise, wildlife both on land and see will slowly extinguish from heat and the rising of waters.

Economic Distress: The immediate effect of the climate change is the chain of problems it unleashes in the areas of food, energy, water, air which gets compounded by the issues of unemployment, migration, small and big wars which again complicate markets, finance and other related problems which lead to very complex social upheavals unrest.

Application of Strategic Principles

Arthur Ashe (1943-1993), the iconic tennis star once shared an inspirational thought: "Start where you are. Use what you have. Do what

you can." He was an example of overcoming the toughest tests in life and is held as a hero both in sports as well as in the promotion of health. *Here* is humanity facing climate change adversity; but unlike in many other cases, we have enormous scientific knowledge and technology for the purpose, so we can – yes, we can – do everything possible to overcome the worst disaster. With this spirit of motivation, we may proceed to apply the ten-fold strategic principles.
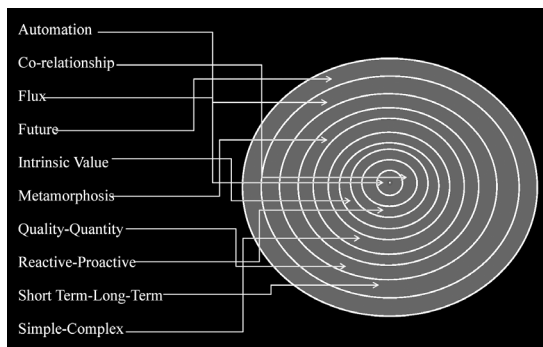
Figure 5: Strategies Earth-Warming

1. **Three combined strategies**: The *mandala* suggests three strategies in quick succession – automation, co-relationship and reactive-proactive. Human beings, when challenged, are capable of inventing or re-inventing the ingenious stuff. The Biblical story of the Arc of Noah is a perfect example, as to when confronted by unprecedented floods, he produced a large contraption of a ship which not only accommodated his large family but also the livestock. Whether such an episode historically occurred not, yet we have a reference to an idea that human beings can build reasonably safe home on water. The below the seal level lying Scandinavian countries have been also living more on water than land and have found creative ways to reclaim land to be agriculturally fruitful, even exceeding the normal one. Several enterprising companies across the globe have already advanced in their projects. For instance the well known companies in Holland are: Floatbase, Bartels&Vedder and FlexBase.

One of the most interesting projects where the above three values – automation,

interrelationship and reactive-proactive – are combined and put into practice is called *Seasteading Institute*, a non-profit organization established by PayPal founder Peter Thiel. By 2020 it is going to be a *New Nation* in the Pacific Ocean, free from all political ties and bound by diversity. It will have everything that people enjoy on land – houses, banks, hotels, educational institutions and every other facility of benefit to humankind. The Institute believes that this model will be replicated by the thousands before 2050. It will be a new world.[17]

The value of inter-relationship is stressed to the point of keeping the politicians out of this new-nation community. On one hand it proposes very high ethical standards, on the other hand a prejudice against politicians. The concept of politics, in itself, is of prime importance, in so far as it concerns good governance and establishment of law and order. Politics, the great philosopher Aristotle, defined it as a practical science to make people happy, to make people achieve *virtue*, the supreme purpose of life. On this ground, the Seasteaders need to correct their course.

2. **Two Qualitative aspects - Intrinsic Value and Quality-Quantity:** The concept of the intrinsic value may be explained with a simple example. Water is most essential commodity for human existence. That is its intrinsic value, which is far beyond the estimable commercial value. The latter is, indeed, very cheap if people prefer to buy and not take it freely as from a flowing spring. Similarly, the intrinsic value of living a life is invaluable; however option of a lifestyle is a matter of choice and the poverty in minimal housing or in luxury by whatever money can buy.

Now with the climate change on the threshold of humanity, alternatives are of

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[17.] For better perspective see: https://www.dailymail.co.uk/sciencetech/article-5077575/The-world-s-floating-city-set-2020-build.html (Retrieved 07 November 2018; also search for a term 'archology', which stands for a combination of architecture and ecology.

utmost imperative. Moving from the land to aquatic region is a better alternative than the one suggested by Stephen Hawking away from Planet Earth, on to another unknown, unexplored out planet.

3. **Two Attributes of Change – Simple-Complex and Metamorphosis:** To build an aquatic civilization may be a simple idea – for some reasons of survival on land which is only one fourth of the Planet Earth, the obvious choice is to move to the readily available three fourth of the space. Hence, the new challenges present complex alternatives to be developed for laying aquatic foundations.

4. **Three Attributes of Temporality – Short-Term Long-Term, Flux and Future:** The universal cliché, 'Time is money', applies unequivocally to strategic management. Time is the most valuable resource because it runs out all the time. The strategic use of time consists in making use of every opportunity optimally. The fact that one of the energy resources, oil, vital for our life, is posing challenges of scarcity as well as economic no viability makes us look for alternatives, which in turn are opportunities for better life. Migration to be created at aquatic habitat is *timely*.

That the universe is in a constant flux as taught by the ancient Greek philosopher is so much true as proved by the modern science. The orbital speed of the earth around the sum is approximately 30 kilometres per second, 67,000 miles per hour or 107,000 kilometres per hour. The speed of the expansion of the universe is more than doubly faster than of the earth; and if some cosmologists to be believed at the speed of light, that is, approximately 300,000 kilometres per second, 186,000 miles per second. Thus comparatively, our earthly time is short, its long term mostly measured by human lifespan.

Analysis

'Time and tide wait for no man', is attributed to a Christian saint, St. Marher (1225). No matter how much we may try to control nature, it will not deviate from its process; if the human interference exceeds a certain limit, the breach ends in disaster for humans. It moves on and on. However, if humans work and cooperate with nature the benefits are enormous.

The ten values which we want to apply to the changes we want to bring to our existence are expected to be in consonance with the laws of nature.

The value of inter-relationship applied both technologically as in automation and applied as in human relations are the two top ten values. The German philosopher's famous quip, 'The starry heavens above, and the moral law within,' is to express it in more philosophical terms. Thus physics and metaphysics, technology and morality must go hand in hand. Technology has excellence as its aim, while morality that of happiness of all. Adherence to these two values fulfils all the ten values.

Practical Questions

1. With business as usual with regards to the deteriorating environment what is the future of mankind?

2. Do you think taking to water as home for a population of seven billion strong is a practical solution?

3. Give valid reasons whether it is possible to eliminate political attribute of humans in the newly created water realms?

4. Do foresee moral dilemmas to the proposed aqua culture?

5. What kind of environmental changes do you foresee in the next 30 years?

III. **After Homo Sapiens**

Context

Etymologically the combination of the humans *hominidae* (Latin for humans) as genus of primate mammals, and beings with knowledge or wisdom *sapiens* (Latin for knowledge or wisdom), the distinguishing species from other primates – homo-sapiens is the definition of human beings. There are dozens of species under homo – Homo sapiens, Homo sapens Neanderthalensis, Homo sapiens rhodesiensis, Homo Sapiens Heidelbergensis etc, - which are extinct.

Here below allow me to state in ten significant points about the state of affairs of the humans in their living situation.

1. The cosmos by nature evolves from singularity into ever expanding universe; there is no gainsaying why it cannot wipe out space-time and shrink back into singularity.

2. *The world is in a flux*, said Heraclitus; it never stops evolving.

3. We, the homo-sapiens are the children of evolution; as our consciousness develops to superior level homo-sapiens will mutate into super human species, Übermensh. The Übermensch is a concept in the philosophy of Friedrich Nietzsche. In his 1883 book *Thus Spoke Zarathustra* (German: Also sprach Zarathustra)

4. Sustainability, maintaining the same conditions of environment and living is self-contradictory to evolution – change, decay and renewal.

5. Planet Earth and all forms of life on it, is powered/sustained by solar energy.

6. Humans became different from the time they discovered alternative sources of energy, both and renewable.

7. End in sight for non-renewable sources of energy

8. Man and machine, a new dawn for humanity

9. AI – the new technology based on Artificial Intelligence

10. End of Homo sapiens – the end of humans as we know, a metamorphosis, a combination of technology and super sapiens, entirely willed and executed by humans.

What next after homo-sapiens? Varieties of names have been suggested such as *homo-sapientior* (wiser man) which was suggested by Charles Darwin; his grandson Charles Dalton Darwin calls it as *homo-nouveau* (new man); Sri Aurobindo calls him *superman*, and so do the majority of the people.

Humans, an Evolution's Mistake

Metamorphosis, Franz Kafka's[18] (1883-1924)

famous work in absurd ism turns a human being into a large insidious insect. Often the literary experts interpret Kafka's bizarre and incongruous style as *Kafkasque* and present it in socio-psychological problems, a parable of sorts, open to ingenious analysis. I would prefer to assert that perhaps it foretells that somewhere in the future humanity may end up as grotesque transformation – metamorphosis – if not physically, quite definitely socio-psychologically.

Yuval Noah Harari, 42, is a professor of history at the Hebrew University of Jerusalem, Israel. His cause for fame from his work *Sapiens: a Brief History of Humankind* (2014) and *Homo Deus: A Brief History of Tomorrow* (2016). The first one has four divisions: The Cognitive Revolution, The Agricultural Revolution, The Unification of Mankind and The Scientific Revolution. While all other beings are just naturally, humans can communicate, be creative, conduct business, exchange money – all of which are new realities. Humans are also capable of destroying themselves to wipe out of existence. The second work, however, concentrates on consciousness, something which he learnt from the Indian Vipasana Guru S. N. Goenka. He goes beyond the Homo sapiens hopes that the humans will involve into *Homo Deus* – Man-Devine.

Application of Strategic Principles

The application of principles becomes easier with higher form of development of Homo sapiens:
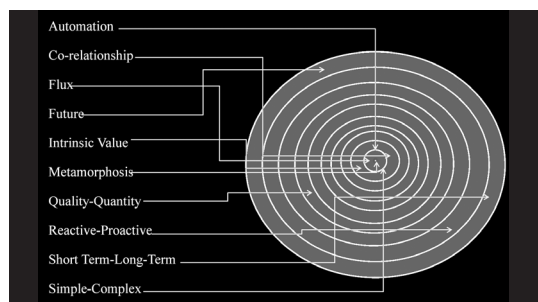
Figure 6: Strategies for End of Homo-Sapiens

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18. Franz Kafka, Metamorphosis (1915), presently available in media in all forms.

1. **Six Core Values**: Metamorphosis, Flux, Automation, Simple-Complex, Co-relationship and Intrinsic Value form the core superhuman era. It is a stage, according to Sri Aurobindo of higher consciousness. For those technically savvy it is the point of scientific achievement. For those live for the establishment of morally ideal existence, it is the achievement of happiness as virtue. For those with deep philosophical realization, it is the appreciation of intrinsic value. For those realists, creators and poets it is what the change or flux can accomplish. All of this is accomplished by metamorphosis.

2. **Four Values Time and Mass** - Short term-long term, Reactive Proactive, Quantity-Quality and Future: Somewhere these four values seem to have performed their task well to reach the ultimate goal.

Analysis

Stephen Hawking (1942 - 2018), world's best known theoretical physicist, in a talk at the Royal Society in London on 19 May 2017 asserted that humanity must look for a home beyond Earth.[19] The scientists are looking to the future more with questions than answers. The Scientific American brought out the 20 big questions from the 20 leading intellectuals[20]:

Name and Designation	Question
Martin Rees, British cosmologist and astrophysicist	**Does humanity have a future beyond Earth**
Carol E. Cleland, philosophy professor and co-investigator in the Center for Astrobiology at the University of Colorado Boulder	**When and where do you think we will find extraterrestrial life?**
Christof Koch, president and CSO at the Allen Institute for Brain Science; member of the Scientific American *Board of Advisers*	**Will we ever understand the nature of consciousness?**
Raj Panjabi, co-founder and chief executive at Last Mile Health and instructor at Harvard Medical School	**Will the entire world one day have adequate health care?**
Patricia Churchland, professor of philosophy and neuroscience at the University of California, San Diego	**Will brain science change criminal law?**
Carlton Caves, Distinguished Professor in physics and astronomy at the University of New Mexico	**What is the chance *Homo sapiens* will survive for the next 500 years?**
Frank von Hippel, emeritus professor at the Woodrow Wilson School of Public and International Affairs at Princeton University and co-founder of Princeton's Program on Science and Global Security	**Are we any closer to preventing nuclear holocaust?**
Henry Greely, director of the Center for Law and the Biosciences at Stanford University	**Will sex become obsolescent?**
Robert Langer, David H. Koch Institute Professor at the Massachusetts Institute of Technology	**Could we one day replace all of the tissues in the human body through engineering?**
Edward O. Wilson, University Research Professor emeritus at Harvard University	**Can we avoid a "sixth extinction"?[21]**

[19.] Franz Kafka, Metamorphosis (1915), presently available in media in all forms.

[20.] See, Kyle Hilton, https://www.scientificamerican.com/article/20-big-questions-about-the-future-of-humanity/ (Retrieved 7 October 2018).

*Pamela Ronald, professor in the Genome Center and the department of plant pathology at the University of California, Davis**	**Can we feed the planet without destroying it?**
atharine A. Conley, NASA planetary protection officer	**Will we ever colonize outer space?**
Aki Roberge, research astrophysicist focusing on exoplanets at NASA Goddard Space Flight Center	**Will we discover a twin Earth?**
Reisa Sperling, professor of neurology at Harvard Medical School and director of the Center for Alzheimer Research and Treatment	**Will there ever be a cure for Alzheimer's?**
Rosalind Picard, founder and director of the Affective Computing research group at the M.I.T. Media Lab	**Will we use wearable technologies to detect our emotions?**
Lisa Randall, Frank B. Baird, Jr., professor of science in theoretical physics and cosmology at Harvard University	**Will we ever figure out what dark matter is?**
Michael Gazzaniga, director of the SAGE Center for the Study of the Mind at the University of California, Santa Barbara	**Will we get control of intractable brain diseases like schizophrenia or autism?**
Donald E. Ingber, founding director, Wyss Institute for Biologically Inspired Engineering at Harvard University	**Will technology eliminate the need for animal testing in drug development?**
Londa Schiebinger, John L. Hinds Professor of History of Science at Stanford University	**Will gender equality be achieved in the sciences?**
Richard M. Allen, director, Berkeley Seismological Laboratory, University of California, Berkeley	**Do you think we will one day be able to predict natural disasters such as earthquakes with warning times of days or hours?**

I may underline the fact that the intellectuals from varied professional fields may not represent even more highly qualified and global personalities like Hawking, but it is the questions which are important and be prepared for the future of our generations to come.

Practical Questions

1. Are we evolutions mistake as advocated by genetic biologists?
2. Who intends evolution and what is its future?
3. Is metamorphosis the ultimate goal of humanity?
4. What is after superman?
5. Can we become *divine*?

The Final Word

The ten-point strategic management suggested above and demonstrated through three future areas of management concerns is a new paradigm. The past is behind us, the present the humanity has messed up irresponsibly. The opportunity to build future presents itself to us with ominous signs. Following are the measures humans should strive with care and utmost responsibility.

1. **Academics**: Future management studies with stress on strategy, human behaviour and environmental studies.

2. **Research**: Corporations must establish promote research within their area of work. For instance, pharmaceutical companies

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[21.] It refers to the species extinction phase. Presently, it is the sixth phase the cause for which is mainly man made environmental destruction. The earlier five phases took several hundred of millions of years for such extinction of species. For more, see the Pulitzer award winning book, Elizabeth Kolbert (2014) *The Sixth Extinction: An Unnatural History*. Publisher Henry Holt & Company.

must have dedicated centres within their R&D departments for future in all areas of health and well-being.

3. **Geopolitical Institutions**: Nationally as well as internationally there should be a greater participation in establishing futuristic institutions whose benefits of learning and practice must be enjoyed by the common man.

4. **Disarmament**: Governments and companies have the greatest responsibility to save humanity from suffering and destruction. The military machine of the world guzzles all the best resources to produce arms and ammunition only to destroy human beings, all that they have built – the towns and cities – and the environment. Disarmament and people's economic progress in conso-

nant with Nature is the answer to all ills. It is the most difficult task; but with will and work it can be achieved. There is nothing that humanity cannot achieve once it sets its mind on it.

5. **Leadership**: If one day humanity comes to an end it will be a demonstrative sign it happened because of the failure of leaders who could not lead by example. We mentioned at the beginning of this paper about the Cambridge University's Institute for Sustainability Leaders. We need similar programmes both at academic as well as industrial levels.

May I conclude with
Mahatma Gandhi's words -
The future depends on what you do today.

—⁂—

Strategic Servicescape for Regulatory Services - Will India Benchmark KHDA Dubai Model!

Mohan Lal Agarwal

Director, Case & Simulations Research, MENA College of Management, Dubai, UAE

Abstract

The research case documents redesign of the workspace and office environment, thematically termed as servicescape and impact on customer happiness at the Knowledge and Human Development Authority (KHDA) – the apex regulator of schools, higher education and professional training institutions in Dubai. Servicescape or service setting, is a model developed by Booms and Bitner (1981) to emphasize the impact of the physical environment in which a service process takes place'. First introduced in 1981 by Mary Jo Bitnera prolific proponent of service management and marketing through atmospherics, (see bibliography below), the concept of servicescape still attracts a diverse range of research studies, applications, contexts, cases, empirical surveys and simulations and books and monographs. KHDA was established in 2006, with a mission to develop the education and human resource sectors in the Dubai emirate to the level of international standards and best practice. Over the years, KHDA has launched a variety of quality and excellence initiatives to help transform Dubai's private education sector through collaboration. The research case analyzes the mission and vision of the KHDA and its approach to delight the stakeholders and traces the impact to the totality of the ambiences and physical environment in which the service occurs.

1. Introduction

First introduced in 1981 by Mary Jo Bitner a prolific proponent of service management and marketing through atmospherics, the concept attracts a diverse range of research studies, applications, contexts, cases, empirical surveys and simulations and books and monographs.

Booms and Bitner (1981) defined servicescape as "the environment in which the service is assembled and in which the seller and customer interact, combined with tangible commodities that facilitate performance or communication of the service".

Servicescape includes the facility's exterior (landscape, exterior design, signage, parking, surrounding environment) and interior (interior design and decor, equipment, signage, layout) and ambient conditions (air quality, temperature and lighting). Figure-1 showcases the integrative framework of Bitner's Servicescape model (1992):

Figure 1:

An Integrative Framework: Bitner's Servicescape Model

Source: Mary J. Bitner, "Servicescapes: The Impact of Physical Surroundings on Customers and Employees," Journal of Marketing 56 (Aprial 1992), pp.57-71. American Marketing Association

2. The Servicescapes

Servicescape is nestled in the field of environment psychology. Environmental psychologists investigate the impact of spatial environments on behavior. Emotional responses to environmental stimuli fall into three dimensions; pleasure, arousal and dominance (Donovan and Rossiter, 1982).

According to them, emotional state is thought to mediate the behavioral response, namely approach or avoidance behavior towards the environment. Architects and designers can use insights from environmental psychology to design environments that promote desired emotional or behavioral outcomes.

- Pleasure–displeasure refers to the emotional state reflecting the degree to which consumers and employees are satisfied with the service experience.

- Arousal–non-arousal refers to the emotional state that reflects the degree to which consumers and employees feel excited and stimulated.

- Dominance–submissiveness refers to the emotional state that reflects the degree to which consumers and employees feel in control and able to act freely within the service environment. Figure-2 below showcases a basic model of the environmental psychology:

Figure 2:

A Basic Environmental Psychology Model

3. 'Customer Happiness Formula'

The UAE Government is positioning and re-branding recently to become one of the happy counties to live, work and experience. In 2016, the UAE government launched 'Customer Happiness Formula' as a new initiative to en-rich the happiness and positivity by providing employees in customer happiness centers with a range of tools and values that will enable them to implement the government's initiatives in achieving happiness and positivity.

The Customer Service Charter drives forward the formula which includes three main elements: Employees who take pride in providing excellent government services; Government entities dedicated to make customers happy, Positive, and proactive customers. The Minister of State for Happiness and Director General of the Prime Minister's Office has assured that 'happiness is a journey focused on all segments of the UAE society:

Figure 3: The Essence of the 'Customer Happiness Formula'

4. Knowledge and Human Development Authority (KHDA)

Knowledge and Human Development Authority (KHDA) is the educational quality assurance and regulatory authority of the Government of Dubai, United Arab Emirates. It oversees the private education sector in Dubai, including early childhood education centers, schools, higher education providers, and training institutes.

KHDA publishes ratings and ranking of the inspected school in Dubai on its website and in the Dubai School Inspections Bureau (DSIB) Annual Report. It has an agreement with the Department of Education and the UK Government to inspect British schools in Dubai..KHDA views itself as the guardian and facilitator of operational quality, excellence, holistic learning, and warm welcoming home of happiness for its stakeholders. .

The servicescape reengineering at the KHDA integrates the power of Servicescapes in services industries with the national mission

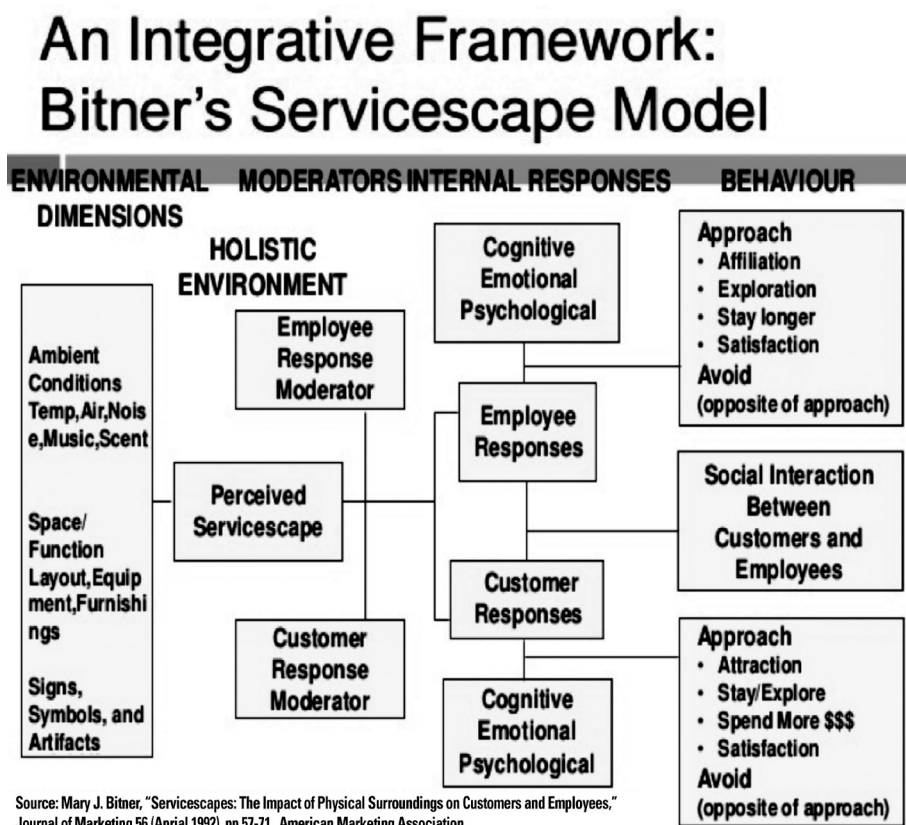and formula for customer happiness. Dr. Abdulla Al Karam, Chairman of the Board of Directors and Director General of the Knowledge and Human Development Authority (KHDA) lead a huge initiative and a series of reengineering Servicescapes towards building a happy work environment for employees and customers through a range of initiatives and policies. Figure-4 below showcases glimpses of the KHDA Servicescapes.

Figure 4: Glimpses of Servicesesapes at KHDA

5. The Case Research Method and Outcomes

Robert K. Yin (1984) defined case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 1984, p.23).

Expanding similarly on the importance and challenges in case research method, Stake (1995)proposed the following steps:

a. Determine and define the research questions

b. Select the cases and determine data gathering and analysis techniques

c. Prepare to collect the data

d. Collect data in the field

e. Evaluate and analyze the data

f. Prepare the report

We also drew upon their work for our research and present an integration of filed data collection, available documentation and focus group insights to script the case and seek to structure rich decision-making and discussion on the following case elements:

1. The Concept of servicescape

2. The 'Customer Happiness Formula' of the UAE Government

3. The Strategic Role of KHDA

4. Rationale for servicescape reengineering at KHDA

5. Implementation of the servicescape reengineering at KHDA

6. Impact Survey of the two KHDA stakeholders - employees and visitors

7. The Way Forward – key challenges and opportunities

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Strategic Dimensions of Altruistic Organizations: Insights and lessons from two initiatives-SKDRDP and Asha Kirana

M.R. Suresh

Professor, Marketing Area, SDMIMD, Mysuru

Abstract

Management thought, in general, has concentrated on profit maximization by business enterprises. Focus was largely on approaches to efficiently exploit natural resources for conversion into products for subsequent marketing. Aspects of social responsibility were considered irrelevant as they were perceived to be in the domain of the government. In some countries though public sector enterprises were set up, for bringing in social objectives in business, they were just a change in ownership form. At the same time new challenges such as climate change, negative impacts of globalization on the society have emerged. These have to be responded to appropriately. Socially responsible businesses have to be designed. In community based societies such as India strategies pursued by organizations have to be different. Altruistic organizations in various forms have emerged in the country providing very useful services to stakeholders. These organizations have the dominant logic of altruism in their conceptualization. The organizations are mission oriented and have to be studied from a strategic perspective to design socially responsible businesses and to enable development of a new approach to management that is relevant in the social context. This paper examines two successful altruistic organizations, Shrikshetra Dharmasthala Rural Development Project (SKDRDP), and Asha Kirana. Strategic dimensions of altruistic organizations have been examined. Insights and lessons have been derived are relevant for both mainstream business organizations and other altruistic organizations.

Keywords: Strategic dimensions, altruistic organizations

Strategic Dimensions of Altruistic Organizations: Insights and lessons from two initiatives-SKDRDP and Asha Kirana

1.0 Introduction

Management thought over the years has focused on building efficient business enterprises. In the initial stages the focus was on approaches to exploit natural resources, to process them into products and market the same for generating profits for the investor. In later years there was a shift towards improved practices for better efficiency and deployment of professional management techniques but the ultimate goal was profit maximization within a broad regulatory framework. Issues such as social dimensions were perceived to be the responsibility of the government and the primary focus of the enterprise was generating wealth for the investors. While public sector and state-owned enterprises were set up in India by bringing in pursuit of social objectives, it was a just change in ownership form and control. There was no major shift in the business model pursued. In recent times, however, there are many challenges that have emerged globally. These challenges include among other things environmental degradation due to exploitation of natural resources, climate change and negative impact on the poor due to globalization. As to how enterprises are responding to such challenges is a topic of concern among decision-makers. The nature of business environment involves competition and the management orientation is concentrated on meeting revenue target and gaining marketshare. Issues such as concern for the society by managers in their decision-making, organizational responses to social problems have been perceived as weakening and limiting the pursuit of organizational goals and have been considered unimportant. In most enterprises, at the individual manager's level meeting revenue targets is glorified and recognized more than the manager's social concerns and responsible citizenship. Professional bodies of managers have also been inclined on similar lines. At the same time there have been changes in the business environment. The Government of India mandated that enterprises ought to spend part of their profits towards social responsibility initiatives. This has resulted in a variety of development initiatives by corporate firms. In some cases, large corporate firms have set up independent foundations to spearhead social responsibility initiatives. In addition, there is also an increasing realization that community based societies in Asia (despite inequalities at the micro-level the societies are community oriented) require different organizational responses. Altruistic organizations have emerged as important forms of organizational responses to deal with challenges in the society. Unlike run of the mill development initiatives these organizations have their origin in responses to specific social problems and have been inspired by certain values and principles. The dominant logic (to use Profs C K Prahalad and Bettis' terminology, in Manikutty 2010) of the organizations stems from altruistic concerns. Often, they have been founded by charismatic leaders who are steadfast in maintaining these values, blend the same in the design and operation of these organizations. There are well known and successful examples of such organizations in India such as Amul/GCMMF, conceived and led by Dr Kurien and ASSEFA, a *sarvodaya* ideology-driven organization, that works with Bhoodan movement (initiated by well-known Gandhian leader Vinoba Bhave) beneficiaries. Examining such successful altruistic organizations have several benefits. In the first place, understanding such altruistic organizations from a strategic perspective would help in better formulation of organizational responses to social problems. Secondly, insights gained from studying successful altruistic organizations would help in designing socially responsible businesses. Thirdly, leadership demonstrated in altruistic organizations are rooted in compassion for fellow beings. Insights gained from such as

examination can help in developing a more humane and ethical leadership in mainstream business enterprises. Fourthly, due to resource constraints, sometimes financial, sometimes human, altruistic organizations focus on innovative approaches and understanding the same would enable in developing innovative practices. Lessons derived would help startups in India. Fifthly, understanding successful altruistic organizations would contribute to better launch and growth practices by social enterprises that are emerging in the Indian scenario and other developing nations in a big way. Sixthly, the study adds to the strategic management literature which is largely focused on business enterprises and less on non-profits and much less on action oriented altruistic organizations. In addition, this would also contribute to developing management education content that is relevant to the social context in developing nations, a point emphasized by management thinkers. This paper derives insights and lessons on strategic dimensions of altruistic organizations, based on exploratory research undertaken on two organizations, Shrikshetra Dharmasthala Rural Development Project (SKDRDP) set up by Dr. Veerendra Heggade, *Dharmadhikari* of Shrikshetra Dharmasthala, a well-known temple in Karnataka and Asha Kirana, a hospital set up a group of committed professionals led by Dr. S.N. Mothi and concerned citizens in Mysore to provide medical support and counselling to people living with AIDS.

2.0 Literature review

A review of a select literature review has been attempted in the context of altruistic organizations. The literature review, in some dimensions, includes allied aspects of leadership in altruistic organizations and also overlaps with certain emerging forms of altruistic organizations such as social enterprises. Kanungo and Conger (1993) raised the question as to whether altruism is relevant in the modern corporate context. While individuals within a firm might be altruistic at a personal level an issue is whether

it was appropriate in an organizational facet. They highlighted the importance of interdependency both at individual and organizational level, cooperation versus competition as being important for organizations to succeed. They argued for changes to enable altruism in organizations. Shah (1992) made a comparison of managerial dimensions across ownership forms in the agribusiness context in India and highlighted the differences in dimensions of marketing, strategy, finance and other managerial dimensions across ownership forms such investor owned firms, government owned firms and producer-owned firms (such as cooperatives that are for mutual benefit). Thomas (2003) highlighted the strategic dimensions of voluntary organizations. These organizations were influenced by the founder-leaders in their evolutionary stage. He also underscored the importance of availability of financial resources to such organizations as a strategic dimension. According to Dees (1998) for non-profit organizations mission related performance was more critical than financial performance. He further emphasized that strategic innovation in non-profits ought to be built around this dimension. Proposing a framework to understand social enterprises that are purely philanthropic to those dominated by commercial dimensions, he compared them in terms of motives, beneficiaries, capital, employees and suppliers. He contended that non-profits need to capitalize on altruistic motives of people. Merali (2006) examined the CSR dimensions within the National Health Service of UK. He opined, based on a limited qualitative research, that NHS managers perceived themselves as being motivated by altruistic aspects of the NHS and could be factored within the CSR strategy of the organization.

Shah (1993) examined the logic of cooperative company and highlighted how product mix decisions of dairy organizations varied as per ownership form and the altruistic nature of cooperative organizations influenced the

choice of product mix towards liquid milk to meet consumer requirements rather than manufacturing high value dairy products and balancing the same with farmer member priorities. Jain (1992) examined turnarounds in cooperatives and highlighted that mismatch between the organization and its environment resulted in sickness or stemmed from poor strategic management. Successful turnarounds in such cases involved guidance to managers, generating visible results in a short time and formulating innovative responses. Drawing upon his earlier work on indigenous forms of management, Sharma (2002) developed the concept of character competence of the firm and underscored its importance. Needless to say, this dimension is paramount in altruistic organizations, a point highlighted by Jain (1992) as an element of turnaround strategy. Sharma (2000) further discussed the strategic dimensions faced by organizations and formulated the CINE matrix approach to understand and respond to strategic situations (Sharma 2007). Suresh and Sridhar (2014) identified, based on a case study, strategic issues confronting an organization that was set up with the altruistic mission of leadership development in public services and in particular, school education sector. The authors indicated that identification of core competence, discovering organization's role and issues in scaling up as challenges faced in the backdrop of reducing access to financial resources by the organization concerned. Singh and Reddy (2000) in their synthesis of designing and managing development organizations contended that for success such organization have to be people centric (though may not be owned and controlled by people), develop an ability to respond to changes in the environment and be a learning organization. Murthy (1984) in his research on strategic management of public enterprises highlighted three stages in the management of public enterprises. In stage I values and social objectives predominate business objectives, in Stage II there is a fine balance of both objectives and in Stage III both these objectives are internalized and blended to the satisfaction of

key stakeholders. In another study on public enterprise strategy Murthy (1987) introduced the concept of strategic competence which involved bringing out a speedy alignment of stated goals of the organization and decisions to achieve the same. In the same study he discussed the leadership challenges in dealing with different stakeholders and aligning them for organizational purposes. Shah (2016) in his research on new generation Farmer Producer Companies attributed their good performance to design dimensions.

There have been interesting studies on leadership dimensions of altruistic organizations. Lenka and Tiwari (2015) explored the relationship between resonant leadership and triple "P" bottom-line from an Indian context. They developed a conceptual model wherein resonant leadership that includes dimensions of vision, compassion, overall positive mood and altruism develops an organizational culture which is altruistic and value driven. Such leaders, imbibing Indian cultural values, undertake developmental initiatives, during organizational crises as part of a business strategy incorporating sustainability. Grant (2008) made a case for compassionate leadership in organization that could result in employees having higher purpose in life and therefore there would be enhanced performance in the organization. There are case studies that explored issues such strategic responses and leadership dimensions in social enterprises (Suresh 2010, Suresh and Rao 2013, Suresh 2016). Sriram (2011) highlighted issues pertaining to transfer of leadership in social enterprises. Successful leaders in such enterprises sometimes became immune to the external environment due to the success of the innovative path they had treaded. Sriram (2000) compared Desjardins movement in Canada and Indian financial cooperatives. He concluded that while Desjardins might have to implement policies similar to mainstream financial banks Indian financial cooperatives need to explore innovative approaches. The new generation cooperatives

that have originated seemed to hold promise in view of their design being rooted in local requirements according to him. Suresh (2017) in his examination of SKDRDP, a faith inspired organization highlighted as to how strategic direction is guided by character competence and ethical intent in the organization.

A limited literature review undertaken indicated that there are not many research studies on the strategic and 'design' dimensions of altruistic organizations. There are many research studies on altruism at the individual level from a psychological perspective (this is not the focus of this paper). Interesting literature exists that explore the interface between leadership and altruism as a part of overall business strategy. Altruism is the dominant logic of such organizations though they may be operating in different sectors or may have different ownership forms. There are a few case studies of altruistic organizations from a strategy or managerial perspective. Many studies in available literature tend to focus on one or two facets of altruistic organizations. Therefore, it is important to understand from a strategic perspective, aspects of as to the how and why of formulation of strategic responses by altruistic organizations. This study fulfils the gap. Increasingly corporate organizations are endeavouring to internalize societal dimensions in their management while non-profits are making efforts to bring in a management orientation. How they have been successfully blended and mainstreamed has not been adequately examined. In this study an effort has been made to bridge this gap in literature. Strategic dimensions of professionally run altruistic organizations that have been inspired by transcendental purposes, addressing contemporary societal issues in developing country contexts, yet rooted in action, have not been understood adequately in literature. This study seeks to throw light on such a phenomenon. Therefore, our research adds to the knowledge in this emerging area of research.

In this paper an effort has been made to examine briefly the strategic dimensions of two altruistic organizations Shrikshetra Dharmasthala Rural Development Project (SKDRDP) and Asha Kirana. While SKDRDP was started by Dr Veerendra Heggade, *Dharmadhikari* of Dharmasthala temple, Asha Kirana was initiated by Dr S N Mothi, a well-known paediatrician in Mysore. Lessons and insights have been derived from exploratory research of these organizations.

The methodology used in this study is case research. The nature of the research is exploratory as insights have to be gained about the specific and unique situation that does not lend itself to analysis using prior preconceived models. Each of the organizations is unique and there are not many significant research studies on the strategic dimensions of the organizations using management concepts. Case research is a well-known and valid research approach that is deployed in such situations. To use the words of Yin (1981) a case study is an "empirical enquiry that investigates a contemporary phenomenon within its real life context". This is undertaken when there is blurring of the phenomenon and the context, using different sources as evidence. It should also be pointed out the aim in most studies using case research is to understand the phenomenon and not generalization. Further case study is a "study of a social phenomenon" (Swanborn 2012) and according to him involves "uncovering" the same in a situational context. The focus is also exploratory research. Therefore, in our study an effort has been made to understand the phenomenon of strategic dimensions of altruistic organizations. It should be noted that the researcher had earlier undertaken detailed case studies of the organizations concerned. Part of the information in this paper are drawn from these studies. This research study is also at the meso-level where focus is on the phenomenon in the given organizational context and not at the macro-level of the society as a whole.

3.0 SKDRDP, origin, objectives and achievements

To understand SKDRDP it is important to have a background of Dharmasthala temple. The Shrikshetra Dharmasthala temple is located, 100 km off Mangalore, the coastal city in Karnataka and the district headquarters of Dakshina Kannada district. The temple has a history dating back to 15th century. Dharmasthala was known earlier as 'Kuduma' with Shri Birmanna Pergade, who was the chieftain of the place was a farmer and was known for his piety and belonged to Jain faith. It is said that the deities of *Dharma* (Sanskrit word of higher order righteousness, ethics etc) once tested Shri Birmanna Pergade, by visiting him. The deities were happy with his qualities and were impressed by his cordial nature and warmth. The deities blessed him and instructed him to construct a temple where they would be present in a spiritual form. He was also told to be generous and hospitable to pilgrims. Subsequently, during the period of Shri Devaraja Heggade as *Dharmadhikari*, the great Vaishnavite saint and commentator Shri Vadiraja Tirtha (1480-1600) consecrated again, Lord Manjunatha (Lord Shiva, in the form of a Linga). The place was blessed and renamed as Dharmasthala, (the place of Dharma). The shrine became famous, with the Heggade family as the trustees of the same. Trusteeship and social responsibility manifested in extension of four types of Daana (charity) to seekers. These include:

• Anna daana (food charity)

• Vidhya daana (charitable education)

• Aushada daana (donating medicines and healthcare)

• Abhaya daana (economic security and justice)

Interestingly the temple of Lord Shiva with Vaishnavite priests and a Jain as hereditary *Dharmadhikari* (trustee).

In the initial years after Dr Heggade became the *Dharmadhikari* at a very young age of 20 years and coming from a wealthy family and with the power derived from his position he could have misused it. That was not the case. He realized it was important to maintain the faith of the pilgrims. At that time there was financial support given to the needy pilgrims by the temple. As an educated person, with exposure to economics, Dr Heggade was keen if the financial support extended was put to productive use. He was also keen that the dependence on the temple by poorer devotees, many of them from across Karnataka, was reduced by enabling them to have dignified livelihoods. With this idea he started SKDRDP, initially as an unregistered project for five years. Realizing the difficulties faced by small and marginal farmers, who got freehold land rights as a result of Land Reform Act of 1974, he conceptualized a program that provided know-how, capital and technical resources to them. Dr Heggade set up a team of development workers called *sevanirathas* as part of SKDRDP. These *sevanirathas* identified families that required support in developing the land the farmers got due to land reforms. It was an informal food-for-work program. *Sevanirathas* carried equipment along with truckloads of rice. They guided small and marginal farmers on improving their land and paid for their labour and time contributed with rice. Smt. Heggade involved herself by providing support to *sevanirathas*, even serving food to them in the evening, when they returned for briefing the day's activities and progress. She also actively participated in mobilizing and raising awareness of women in these villages. As activities expanded and with more financial resources being spent it was required to have systems and processes. Dr Heggade utilized the services of a retired postmaster in this regard. Initially money from the temple trust was being spent and it was realized that the resources might not be adequate and linking with external funding may become important. A constraint in accessing external funds was the perception of a wealthy temple trust. In addition, development involved activities not restricted only to devotees and altruism required addressing the needs of the poor irrespective of their faith. It was around this time microfinance activities using self-help groups was gaining currency in India. In a strategic

move, Dr Heggade transformed SKDRDP from a project to the status of independent institution and made an innovative foray into microfinance. The microfinance endeavor had multiple advantages. Needy people from all walks of life could be reached through this endeavor and landless could be helped to undertake non-land based livelihood activities. This was in consonance with Dr. Heggade's personal vision of enabling the needy to have dignified livelihoods without compromising the trust and faith people had in Dharmasthala. He also created a tactical leadership team headed by Dr. Manjunath. Structural reforms were undertaken in the organization by reorienting the activities and integrating disparate programs. *Sevanirathas* were empowered to be the sole representatives of SKDRDP at the grassroots level. A project organization with legal standing was also created.

3.1 Mission and objectives of SKDRDP

SKDRDP has the following mission statement:

"The mission statement of SKDRDP is to work in tandem with all such organizations who dream of a vibrant rural India, wherein the rich and the poor have their needs met, where the natural resources are put to maximum use without affecting the living environment, where everybody has an equal opportunity to sustain one's dream" (Manjunath, 2014).

Extending the concept of charity and with a view to providing an institutional base for the same SKDRDP formulated the following objectives (SKDRDP Annual Reports).

Objectives:

- To work for empowering the poorest
- To organise the rural populace in mobilising the rural infrastructure for development
- To utilise locally available natural and human resources for progress
- To introduce gainful sustainable means for development of agriculture
- To encourage farm sector and the non-farm sector income generation activities

- To blend morality, integrity and discipline in the process of development
- To facilitate participatory community life and village development programs

Initially SKDRDP operated in a few villages and reached 2000 villages in the three coastal districts of Karnataka. Currently it operates covering the entire state of Karnataka.

Beliefs of SKDRDP:

The beliefs enshrined in SKDRDP are as below (SKDRDP Annual Reports):

- Resources generated within the village should be shared for development.
- Harmony between different income groups is necessary for prosperity.
- Development process should be socially and economically sustainable and can be successful only if it adopts the participatory mode.
- Alcoholic abuse is a hindrance for progress. Progress without morality will never be real.
- Progress can only be achieved through participation and sacrifice and not by struggles and street fights.
- Social empowerment of women will lead to sustainable progress and that social women empowerment shall precede economic empowerment.
- Everybody is trustworthy and therefore needs to be trusted. That micro credit based more on trust is the foundation for progress
- A mature, free, dynamic and vibrant federation of Self-help Groups is the proof of a successful developmental process.
- Progress knows no barrier - caste, creed, community - it is the right of all human beings who desire to progress.

Multiple programs, as below, were launched over the years. (for details see www.skdrdp. org)

These included programs as below (Manjunath, 2014):

- Agriculture:
  - Land development
  - Agricultural extension
  - Irrigation development
  - Watershed development
  - Environmental preservation
  - Kisan Mela
  - Scientific farming

- Microfinance
  - Pragathi Bandhu
  - Self-help groups

- Sampoorna Suraksha

- Jana Jagruthi

- Development programs for the needy under Karnataka Urban Development and Coastal Environmental Management Plan (KUDCEMP)

- Livelihood programs
  - SIRI Gramodyoga Samsthe
  - Swarnjayanthi Grama Swarozgar Yojana (SGSY)

- Jnana Vikasa program for women

- Community Development
  - Hindu Rudra Bhoomi
  - Jnana Deepa

All the above programs have made positive impact and have benefitted the target groups. The success of SKDRDP in implementing the programs as above have been appreciated by experts. SKDRDP won several awards for its contribution to overall development in consonance with its mission. SKDRDP was recognized and won several awards. A select list is given as follows:

- SKOCH Award for Financial Inclusion: 2014

- ASHDEN Golden Award for Global Green Energy: 2012

- Microfinance Award India (For Large MFIs): 2010

- Certificate of Merit from LIC for Jeevan Madhura Program : 2010

- "Pingara" Rajyothsava award: 2010

- Changemakers Award for Pragathibandhu: 2008 and Sampoorna Suraksha program

- Chaudhri Charan Singh Award: 2003

- Spandana Award for Janajagruthi program: 2000

- NABARD Award: 1999-2000, 2000-2001

- IMC (Indian Merchants Chamber) Award: 1998

- FICCI (Federation of Indian Chamber of Commerce and Industry) award

(Source: SKDRDP brochure)

There are many reasons for the success of SKDRDP, prominent one being the faith in Dharmasthala temple and the work is seen as one of divinity. This results in trust and honest behaviour across the spectrum including beneficiaries. Leadership provided by Dr Heggade is another major reason for SKDRDP's success (Harper, Rao and Sahu 2008). He was able to articulate a vision, set the direction, align financial and human resources, communicated with the stakeholders from a *Dharmic* leadership ((blending personal emancipation and social emancipation dimensions) perspective. In addition, he has been an excellent strategist with an understanding of dimensions of an altruistic organization.

4.0 Asha Kirana: origin, objectives and achievements

In the year 1986 Dr. Suniti Solomon (Gaitonde) documented the first case of HIV/AIDS in India. In the initial years in India HIV/AIDS was perceived to be a problem restricted to foreigners who visited sex workers. Soon there was a realization that it was a problem cutting across the society. The Government of India launched the National AIDS Control Program (NACP) and also set up the National AIDS Control Organization (NACO). In the meanwhile, to give greater thrust to research and treatment of people affected by HIV/AIDS, Dr. Suniti established the YR Gaitonde Centre for AIDS Research and Education (YRGC) in Chennai. She invited Dr. S.N. Mothi, a well-known paediatrician in Mysore

to visit the centre to treat children affected by HIV. Dr. Mothi travelled from Mysore to Chennai regularly for several years to provide to support and treatment to children there. Since there was low awareness of AIDS or HIV in Mysore and realizing the intensity of the problem, Dr. Mothi articulated his vision to his well-meaning friends Dr. Mahesh Kumar, Mr. K.S. Gururaja, Mr. R. Sukumar, Mr. Hemchand Jain, Mr. Paramjit Singh and Mr. R. Irani and set up, in 1996-97, the Asha Kirana charitable trust in Mysore to provide counselling, treatment and care to people living with AIDS.

4.1 Vision and mission of Asha Kirana

The vision and mission of Asha Kirana was formulated as below (Asha Kirana brochure 2016):

Vision

Asha Kirana as a benchmark institution for knowledge, understanding and action on HIV/AIDS and other communicable diseases.

Mission

- Build awareness and to destigmatize the AIDS epidemic
- Develop state of the art health facility and an institutional network for preventing, testing and treating people living with HIV / AIDS (PLHIV)
- Provide holistic, unstigmatized and high quality care at nominal cost
- Rehabilitate abandoned women and AIDS orphans
- Undertake clinical research projects on epidemiological and social aspects of HIV/AIDS

(Asha Kirana brochure, 2016)

Initially there was resistance to Dr. Mothi and his team even in the medical fraternity. Their efforts to educate people in Mysore on AIDS/HIV were seen as a nuisance. There was no community support either. The local Jain community permitted Asha Kirana to use 2000 sq.ft. of space to start a counselling centre. In the absence of an initial operating team the family members of the trustees got trained in counselling and joined Asha Kirana. The organization also provided counselling support to the HIV affected in the TB sanatorium. Asha Kirana in due course also sensitized medical establishments, industries and the citizens of Mysore about aspects relating to AIDS/ HIV. The trustees led by Dr. Mothi put together a medical team consisting of Dr. V H T Swamy, paramedics, counsellors, outreach workers, pharmacists and administration personnel.

Many programs were launched by Asha Kirana as follows:

- Prevention of Parent to Child transmission (PPTCT) in collaboration with Elizabeth Glaser Paediatric Foundation
- Targeted intervention of migrants
- Integrated counselling and testing centre in collaboration with Karnataka AIDS Prevention Society (KSAPS)
- Community care centre
- DOTS (direct observed treatment short course) centre aimed at TB patients with HIV jointly with District TB centre.
- ART (anti-retroviral therapy) centre in collaboration with Karnataka AIDS Prevention Society (KSAPS) under a PPP (public private partnership model

With the help of individual donors, philanthropists and support from NACO Asha Kirana added diagnostic facilities and a 30-bed hospital with a critical care centre. Asha Kirana has emerged as a unique centre that provides integrated services consisting of all facets of care, diagnosis and counselling to people living with HIV (for details see www.ashakirana.in). The organization also established collaborative relationships with NACO, KSAPS, Karnataka Health Promotion Trust (KHPT), SeriousFun, Focus on AIDS etc. Asha Kirana today is not only a specialized hospital and research centre on AIDS/HIV but also the first initiative to offer subsidized HIV testing, free ART to children with HIV. It also reaches out to people in rural areas

surrounding Mysore and maintains data of people under treatment (for its program details, processes and strategic challenges, see Suresh 2017). Increasingly Asha Kirana is cited as a model for replication in other states. The experts in Asha Kirana are frequently invited to be part of evaluation teams in other states and members in various research projects. These projects on HIV/ AIDS are monitored by an Institutional Ethics Committee.

There are quite a few reasons that could be attributed to the success of Asha Kirana. The most important one is the ability of the trustees, most of them professionals and concerned citizens of Mysore, to visualize an emerging social problem in the region. The leadership provided by Dr S N Mothi who articulated his vision and the importance of establishing a permanent and specialized institution in Mysore to treat PLHIV. The initial tactical leadership consisting of medical professionals was quickly identified. Asha Kirana leadership was also able to strategically network with like-minded organizations and leveraged the same to work towards achieving its mission.

While both SKDRDP and Asha Kirana have been successful in their respective arenas there are interesting strategic dimensions that emerge and there are strategic challenges as well. These are discussed, and conclusions derived in the subsequent sections.

5.0 Strategic Dimensions

There are any number of developmental initiatives in India that have fallen by the wayside and have not been as successful as SKDRDP and Asha Kirana. In the case of the SKDRDP and Asha Kirana altruism is genetic. Each of these organizations emerged as an institutional response to a social problem. While Dr Heggade realized the need to respond to problems of small, marginal farmers to enable them to have dignified livelihoods, Dr S N Mothi focused on responding to problems of people with HIV to help them live with dignity. There was a match between the environmental demands and their initiatives. The dominant logic based on altruism is built into these organizations. This has strategic implications of quite a few modern day organizations that are set up without any dominant logic or purpose to guide them and result in failures. This is also supported by a study in the context of success of GCMMF/Amul which emerged to correct imperfections in markets faced by dairy farmers (Suresh 2016). Altruism is built into the organization by design due to the nature of origin of the organization. Unlike certain other development initiatives these organizations did not 'discover' altruism in the course of the operations. Initial launch practices are critical for success. In the case of SKDRDP setting up an independent charitable trust reducing dependence on the temple, *pragathi bandhu* groups, empowering *sevanirathas* as institutional representatives at the grassroots level, creating systems and processes in the initial stages, putting together a tactical leadership team were part of well-conceived initial launch practices. Asha Kirana's launch practices included setting up a spectrum of services covering care, treatment and counselling, and putting together a committed team of medical professionals, getting family members trained in counsellors, given the shortage of such professionals in Mysore in 1996-97 have all been interesting launch practices with long term implications. Interestingly this is supported by a study by Shah (2000) who identified, in the context of successful high-performance knowledge institutions, that initial launch practices are critical factors for their success. This is an important strategic dimension and relevant for both mainstream firms as well as startup initiatives who ought to consciously focus on having a well thought out initial launch strategy. There should be a 'design' at the launch stage. Another dimension is high level of strategic competence of the leaders in both cases. As per Murthy (1987) it is the ability to bridge, in a fast manner, the gap between goals of the organization and the decisions taken to achieve the same. Both leaders, quickly came up with a slew of programs and expanded activities to achieve

the mission in partnership with other bodies and donor agencies. Innovative forays were seen in both organizations. While SKDRDP moved into microfinance, Asha Kirana addressed the needs of children and women affected with HIV (for no fault of theirs) and formulated exclusive programs. These programs of SKDRDP and Asha Kirana had quick visible impacts and raised the faith of stakeholders of these altruistic organizations. While values and beliefs of the Dharmasthala temple have guided SKDRDP in coming up with new initiatives, for Asha Kirana, its mission orientation and values of the medical profession have enabled to identify new programs. It is also inferred from this study that the founders of both these organizations have enhanced the strategic competence in the organizations by bringing about an alignment between the requirement of the environment, actors involved (government agencies and the beneficiaries) with the organizations playing a linkpin and bridging role. While beneficiaries were encouraged to change, their problems were articulated to external agencies to formulate policies that favoured the disadvantaged. Thus, a strategic dimension is a persuasive role played by the founders in their capacity as heads of these altruistic organizations.

There are different challenges in a strategic sense for both the organizations. For SKDRDP that has expanded into multiple programs it may be relevant to identify its core capabilities and competencies and build its future around them. With regard to Asha Kirana while core capabilities are clear, the challenges are in scaling up and becoming financially less dependent on project based funding. Another strategic challenge for both the organizations is in developing the next generation of leadership at various levels for the future.

6.0 Lessons and Conclusions

There interesting lessons from a strategy perspective from the examination of the altruistic organizations as above. One of the important reasons of success of these altruistic organizations is a strategic map of the founders

that included altruism built into the responses of the organizations in the initial stages itself. They also gave the initial informal project initiative a formal organizational form. This enabled in scaling up of activities. The strategic intent of the organizations and its societal role was well articulated by the founders in the early stages itself. The strategic intent permeated these organizations and helped in formulating appropriate strategic responses. Whenever conflicting strategic approaches were envisaged it was the altruistic dimension that influenced the final choice of the strategy to be pursued. For instance, Asha Kirana developed a public-private partnership model for a few of its services instead of commercialization with a profit motive. Similarly, SKDRDP's microfinance program was also not started with a commercial motive. Most development sector organizations face an external environment with non-controllable dimensions. By formulating appropriate strategic responses these organizations, SKDRDP and Asha Kirana have brought the same into controllable domain. While SKDRDP formulated the SIRI rural enterprise program (which evolved into a separate organization later) to improve self-employment and reduce dependency on land based programs, Asha Kirana's founders collaborated with other like-minded bodies in the health sector to create more awareness and launched joint projects. Such innovations are part of the strategic dimensions of altruistic organizations.

The approach to nurture growth by the founders is an important lesson even for mainstream business organizations and not just for other altruistic organizations. Sharply defined mission guided these organizations, their launch practices and forays. These underline the importance of 'design' thinking right at the start of initiative and is a relevant lesson for start-ups. Altruism has to blended with pragmatism. While SKDRDP has largely focused on Karnataka geographically, though they can expand across South India easily, Asha Kirana has restricted itself to AIDS-

HIV issues though they can diversify into other communicable diseases. There are implications for government bodies and large donor agencies. While government bodies can involve SKDRDP in policy formulation at various levels, large donor agencies can support organizations such as Asha Kirana with institutional grant for further expansion. For management institutions insights on strategic facets of nurturing growth and leadership aspects in altruistic organizations can be used for educating new breed of compassionate leaders for the future. Management institutions can also provide knowledge support to such altruistic organizations, enable them to think strategically and help in their effectiveness and expansion. Altruistic organizations have an important role to play in community based societies such as India and more management oriented research ought to be undertaken.

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Educators' Perspective on Human Quality Development (HQD) Efforts Focused at Higher Education by Public and Private Institutions of India

Soni Harsh Srivastava

Research Scholar, Banasthali Vidyapith, Banasthali University, Rajasthan

Abstract

Human Quality Development (HQD), a concept that treats human as not mere resource but a set of qualities that enable him/ her to sustain and grow mutually with and individually in, the society. The set of qualities refers to ones that he/ she imbibes from the stage of infancy, through the life-stages while living, learning and conducting in the social and cultural arena. This is a research paper with an intent to understand if the qualities that acts as basis for holistic human development are being imparted in higher education, at Public and Private Institutions of India, from the educators' point of view. Focal quality measures of HQD- Skills-set, Values-set and Wisdom- were assessed through the data collected by the survey conducted on academician from major public and private institution across the zones of India. It was analysed and compared to find who is more driven, Public or Private Institutions, in making students quipped with right set of Human Qualities.

Keywords: HQD, Holistic Human Development, Skills-set, Values-set, Wisdom

Introduction

All humans possess creative potential which is essential for management. A good management provides an environment, where the learners practice actively by involving in creative experiences, processes, and development. Multiple researches indicate that introducing learners to processes, which incorporate elements of their own culture along with the required levels of skills into education, cultivates a sense of creativity and initiative, a fertile imagination, emotional intelligence and a moral "compass", a capacity for critical reflection, a sense of autonomy, and freedom of thought and action, in each prospective employee. Education integrates physical, intellectual, and creative faculties and makes possible more dynamic and fruitful relationships at individual and organisational level. There are areas in knowledge which enables the development of unique perspectives on a wide range of subject areas; and that these perspectives cannot be explored through limited educational means. Education that enables nations to develop the necessary human resources and ensure sustainable development, in India is being imparted through public institutions which are being governed under the guidance of government.

The approach to educate the future decision makers is generally western management oriented. Time and again. It reflected that they are getting redundant. With so much of global unprecedented changes happening, India has been somehow able to sustain its self and sail through. It is mostly the uniqueness of the Indian Management Approach (backed by Vedantic Approach), which now is being accepted world over. One of our present thought leaders and gurus, Subhash Sharma (1996), proponent of the Indian Management has evolved it further with an Idea known as HQD- Human Quality Development. He says that fundamental qualities which determines an individual and his personality are Skills, Values and Wisdom, which further assist in developing Vision and transforms into Actions, thus influencing the whole environment internally and externally. This prompted to understand that, if these basic qualities can be further positively developed and influenced at the stage closer to practicing decision making, might help build a society that is full of synergy. Idea to understand how well these qualities are being focused by the differently governing institutions, from the educators perspective, arose and hence became the objective. Though not much study has been done with focus on India but globally various insights have been presented.

HQD: An Overview

Dr. Subhash Sharma (1996,1998), propounded the idea of 'Sacro-Civic Society' (society and organization that is just, harmonic and humanistic), by, highlights that ideal model where the Sattav-guna dominates through existence of happy individuals (living eco-sattavik life), Holistic management through divine- democratic leadership and harmonic society. This will further lead to holistic development and ensure sustenance. According to Prof. Sharma, holistic development is the sum total of all the developments:

Holistic Development = HRD + HSD + HQD

where, HRD refers to human capital, HSD to social capital and HQD to spiritual capital. As quoted by Sharma (2017) in his book "Conversation on the Remaking of Managers", co-authored with Daniel Albuquerque, "Sacro-civic Society is an extension of Gandhian Concept of 'Ram-Rajya' reflecting civic/secularism which is Humanistic and Harmonic i.e., happy and good Society. But, the responsibility of bearing the social ethos forward greatly falls on the shoulders of our managers who are the torch bearers. They have to be the Happy Beings first. And they propounded that enlightened leadership (Corporate Rishi) through holistic – transcendental approach will help in realising the vision of sacro-civic society in reality. This maintains a balance between the material and spiritual health of the society."

Thus humans, who long have been treated as a resource but now, as Sharma (1996)[3], suggested " need to move beyond and emphasized on their response and quality development by viewing them as Creators of Value addition and Co-partners in wealth and knowledge creation." He stated, "a better human being is a better worker and a better manager leading to a better productivity, better quality and there by overall better performance. As a better human being focuses on his work with increased positivity, synergy at work is created." Indian scholars from the higher education institutions are as competent as graduates of any other country, not only in their scholastic attainments, but also in terms of the value system and richness of their personality. Quality has both absolute and relative connotations. The concept of absoluteness in quality, peps up the morale of the higher education system at the delivery end which are institutions, and at the receiving end comprising the students. He stated that, "HQD is essential for development of organization and institutions and society as a whole." According to Sharma (2000,2005), **Development motivation, Panchmukhi Vikas, Inner Quality Development, Character Competence** and **Per capita Happiness** are the foundation for Human Quality Development. HQD is the transition of self-interest to collective interest through conscious self-development.

Subhash Sharma (2013) shared that, "While keeping pace with the scientific and technological developments in terms of building the skills and knowledge, it is essential to address the more fundamental issues of the social ethical & moral dimension of human existence activities. There is now a growing demand to lay greater emphasis on education to inculcate, nurture and develop values, particularly among the youth of the country to create 'Enlightened Professionals' ". He further emphasizes on the link between the purpose of education vis-à-vis existence and education. He states that, "the true purpose of education is to make the humans, physically,

mentally and spiritually liberated. Thus the "Swatantra" individuals will be created if the education is based on the foundation of **Skills, Values, Wisdom that directs Vision and Action orientation**. This framework of holistic education is needed for development of enlightened professionals ("Integrating Human Values with Professional Education for Developing Holistic Mindset: Soil to Soul Philosophy of Education", presented in an invited talk in a workshop on human values at Indraprastha University, Delhi, April 13,2012) . The current education system is focused largely on skills and need further sensitization on developmental aspects of values and wisdom."

The word **skills** reflects expertise or proficiency in an ability to perform in systematized and competent way. They can be broadly characterised into various skills-sets as Interpersonal, Communicative, Managerial, Technical, Analytical and Creative. Each of them is further characterised into sub-sets, which are being assessed here. **Values** are the basic morals or ethical standards according to which one lives the life through. The form the foundation for building internal personality characteristics which when refined on ethical terms, can help a person to become a better human being. Ten Broad categories of values are assessed as previously done by Schultz. **Wisdom**: Wisdom is the ability to judge right from wrong. It determine the soundest course of action many through the knowledge, understanding and experience. In current times, maintaining the ethical standards in effective decision making for a transcendental impact on the organisations and the society and economy at large is essential. Thirteen approaches to develop wisdom are being assessed here.

Objective Identified

1. To identify the focus-on and the differences between the methods of HQD development adopted in Public and Private Institutions at higher level of educations.

2. To identify the areas and scope of possible

improvement in approaches adopted by the both educational groups in achieving overall objectives.

Hypothesis

$H0_{1A}$ -There exists no gap in focus for HQD on Skills Orientation taken at Private Educational Institutes and Public Universities.

HA_{1A} -There exists gap in focus for HQD on Skills Orientation taken at Private Educational Institutes and Public Universities.

$H0_{1B}$-There exists no gap in focus for HQD on Values Orientation taken at Private Educational Institutes and Public Universities.

HA_{1B}-There exists gap in focus for HQD on Values Orientation taken at Private Educational Institutes and Public Universities.

$H0_{1C}$-There exists no gap in focus for HQD on Wisdom Orientation taken at Private Educational Institutes and Public Universities.

HA_{1C}- There exists gap in focus for HQD on Wisdom Orientation taken at Private Educational Institutes and Public Universities.

Methodology Adopted

a) Research Design: Empirical Exploratory Study in nature with qualitative analysis too.

b) Sampling Design: Random Convenient Sampling method. Teaching to Post graduate level of Professional/Technical courses, preferably MBA/MCA/M. Tech. and so on Sample size is: Educators Teaching in Private Universities: 152

Educators Teaching in Public Universities: 152

c) Data collection: Primary source; Through Structured Questionnaire

d) Data Analysis: Software used- MS Excel 2010 & SPSS 21

Techniques used: Mean, Standard Deviation, Independent sample t-Test, one –way ANOVA & Crosstabs Pearson Chi-Square test.

Analysis and Interpretation

a) Analysis of $H0_{1A}$ –The two groups of Faculty representing public institutions and private institutions were compared on various aspects of skills-set orientation and focus on development. Accordingly, the scope of efforts to be directed in specific skillset development area can be identified.

(Variables) Perceptions Compared	Groups	Mean	S.D.	t-test Sig	1-way ANOVA	Pearson Chi-Sq.	Finding or Interpretation
Faculty Qualification Impact	Private Institutions N=152	4.24	.778	.485	0.485	0.019	The two groups have similar preference for educational qualifications of the faculty. Accepts Null hypothesis for this aspect.
	Public Institutions N=152	4.30	.862	.485			
Faculty Interaction Impact	Private Institutions N=152	4.24	.933	.012	0.012	0.108	The two groups do not have similar preference of faculty interaction and hence dissimilar impact. Rejects Null hypothesis for this aspect.
	Public Institutions N=152	3.95	1.053	.012			

(Variables) Perceptions Compared	Groups	Mean	S.D.	t-test Sig	1-way ANOVA	Pearson Chi-Sq.	Finding or Interpretation
Pedagogy Impact	Private Institutions N=152	3.92	1.000	.017	0.017	0.003	The two groups do not have similar preference of pedagogy and hence dissimilar impact. Rejects Null hypothesis for this aspect.
	Public Institutions N=152	3.64	1.013	.017			
Interpersonal Skills-set Focus	Private Institutions N=152	4.03	.963	.256	.256	.028	The two groups have similar preference for development of interpersonal skills. Accepts Null hypothesis for this aspect
	Public Institutions N=152	3.89	1.049	.256			
Overall Communication Skills-set Focus	Private Institutions N=152	3.96	.969	.486	.486	.004	The two groups have similar preference for development of communicational skills. Accepts Null hypothesis for this aspect
	Public Institutions N=152	3.88	1.003	.486			
Overall Management Skills-set Focus	Private Institutions N=152	4.12	.709	.000	.000	.000	The two groups do not have similar preference of Management skill development and hence dissimilar focus. Rejects Null hypothesis for this aspect
	Public Institutions N=152	3.78	.885	.000			
Overall Analytical Skills-set Focus	Private Institutions N=152	3.97	.920	.085	.085	.176	The two groups have similar preference for development of analytical skills focus. Accepts Null hypothesis for this aspect
	Public Institutions N=152	3.79	.939	.085			
Overall Technical Skills-set Focus	Private Institutions N=152	4.03	.861	.005	.005	.026	The two groups do not have similar preference of Technical skill development and hence dissimilar focus. Rejects Null hypothesis for this aspect
	Public Institutions N=152	3.74	.940	.005			

(Variables) Perceptions Compared	Groups	Mean	S.D.	t-test Sig	1-way ANOVA	Pearson Chi-Sq.	Finding or Interpretation
Overall Creative Skills-set Focus	Private Institutions N=152	4.07	.926	.071	.071	.004	The two groups have similar preference for development of creative skills focus. Accepts Null hypothesis for this aspect
	Public Institutions N=152	3.88	.845	.071			
Interpersonal Core Relationship Focus	Private Institutions N=152	3.96	.771	.183	.183	.178	The two groups have similar preference for development of Core relationship skills focus. Accepts Null hypothesis for this aspect
	Public Institutions N=152	3.83	.940	.183			
Interpersonal Support/ Service Focus	Private Institutions N=152	3.86	.758	.135	.135	.078	The two groups have similar preference for development of Support and Service skills focus. Accepts Null hypothesis for this aspect
	Public Institutions N=152	3.71	.918	.135			
Interpersonal Counselling Focus	Private Institutions N=152	3.88	.976	.622	.622	.023	The two groups have similar preference for development of Counselling skills focus. Accepts Null hypothesis for this aspect
	Public Institutions=152	3.83	.882	.622			
Communication Basic Skill Focus	Private Institutions N=152	4.11	.839	.000	.000	.000	The two groups do not have similar preference for development of Basic Communication skills focus. Rejects Null hypothesis for this aspect
	Public Institutions N=152	3.63	.947	.000			
Communication Promotion Skill Focus	Private Institutions N=152	3.87	.803	.665	.665	.268	The two groups have similar preference for development of Promotion Communication skills focus. Accepts Null hypothesis for this aspect
	Public Institutions N=152	3.83	.787	.665			

(Variables) Perceptions Compared	Groups	Mean	S.D.	t-test Sig	1-way ANOVA	Pearson Chi-Sq.	Finding or Interpretation
Communication Negotiation Skill Focus	Private Institutions N=152	3.80	.906	.160	.160	.009	The two groups have similar preference for development of Negotiation skills focus. Accepts Null hypothesis for this aspect
	Public Institute N=152	3.66	.885	.160			
Managerial Leadership Focus	Private Institutions N=152	3.96	.754	.001	.001	.004	The two groups do not have similar preference for development of Leadership skills focus. Rejects Null hypothesis for this aspect
	Public Institutions N=152	3.64	.872	.001			
Managerial Integration Focus	Private Institutions N=152	3.97	.829	.007	.007	.085	The two groups do not have similar preference for development of Integration skills focus. Rejects Null hypothesis for this aspect
	Public Institutions N=152	3.68	1.006	.007			
Managerial Organization Focus	Private Institutions N=152	3.87	.866	1.000	1.000	0.647	The two groups have strong similar preference for development of Organizational skills focus. Accepts Null hypothesis for this aspect
	Public Institutions N=152	3.87	.819	1.000			
Managerial Facilitation Focus	Private Institutions N=152	3.79	1.007	.459	.459	.046	The two groups have similar preference for development of Facilitation skills focus. Accepts Null hypothesis for this aspect
	Public Institutions N=152	3.71	.843	.459			
Analytic Problem Solving Focus	Private Institutions N=152	4.04	.821	.000	.000	.000	The two groups do not have similar preference for development of Analytical problem solving skills focus. Rejects Null hypothesis for this aspect
	Public Institutions N=152	3.45	1.060	.000			

(Variables) Perceptions Compared	Groups	Mean	S.D.	t-test Sig	1-way ANOVA	Pearson Chi-Sq.	Finding or Interpretation
Analytic Data Management Focus	Private Institutions N=152	3.97	.763	.001	.001	.002	The two groups do not have similar preference for development of Data management skills focus. Rejects Null hypothesis for this aspect
	Public Institutions N=152	3.66	.823	.001			
Analytic Assessment Skill Focus	Private Institutions N=152	3.79	.881	.891	.891	.099	The two groups have similar preference for development of Assessment skills focus. Accepts Null hypothesis for this aspect
	Public Institutions N=152	3.78	.791	.891			
Technical Motor Skill Focus	Private Institutions N=152	3.66	.900	.000	.000	.001	The two groups do not have similar preference for development of Technical motor skills focus. Rejects Null hypothesis for this aspect
	Public Institute N=152	3.24	1.149	.000			
Technical Structural Skill Focus	Private Institutions N=152	3.68	.833	.000	.000	.001	The two groups do not have similar preference for development of Technical Structural skills focus. Rejects Null hypothesis for this aspect
	Public Institutions N=152	3.28	1.123	.000			
Technical Equipment Skill Focus	Private Institutions N=152	3.76	.778	.003	.003	.000	The two groups do not have similar preference for development of Equipment skills focus. Rejects Null hypothesis for this aspect
	Public Institutions N=152	3.43	1.084	.003			
Creative Intuitive Skill Focus	Private Institutions N=152	3.82	.986	.003	.003	.018	The two groups do not have similar preference for development of Creative Intuitive skills focus. Rejects Null hypothesis for this aspect
	Public Institutions N=152	3.45	1.178	.003			

(Variables) Perceptions Compared	Groups	Mean	S.D.	t-test Sig	1-way ANOVA	Pearson Chi-Sq.	Finding or Interpretation
Creative Inventive Skill Focus	Private Institutions N=152	3.86	.887	.011	.011	.009	The two groups do not have similar preference for development of Creative Inventive skills focus. Rejects Null hypothesis for this aspect.
	Public Institutions N=152	3.58	.994	.011			
Creative Aesthetic Skill Focus	Private Institutions N=152	3.72	.929	.813	.813	.376	The two groups have similar preference for development of Creative Aesthetic Skills focus. Accepts Null hypothesis for this aspect.
	Public Institutions N=152	3.70	1.004	.813			
Skill Development Match Industry Expectation	Private Institutions N=152	4.00	.990	.001	.001	.000	The two groups do not have similar preference for development of skills-set matching industry requirement- focus. Rejects Null hypothesis for this aspect.
	Public Institutions N=152	3.63	1.001	.001			
Faculty Feedback on Skills .Development.	Private Institutions N=152	3.87	1.034	.177	.177	.179	The two groups have similar preference for development of skills-set focus from faculty point of view. Accepts Null hypothesis for this aspect.
	Public Institutions N=152	3.71	1.001	.177			
Student Feedback on Skills. Development	Private Institutions N=152	3.91	.848	.100	.100	.479	The two groups have similar preference for development of skills-set focus from Student's point of view. Accepts Null hypothesis for this aspect.
	Public Institutions-152	3.74	.954	.100			
Industry Feedback on Skills Development	Private Institutions N=152	4.25	.848	.009	.009	.007	The two groups do not have similar preference for development of skills-set focus from Industry point of view. Rejects Null hypothesis for this aspect.
	Public Institutions N=152	3.99	.899	.009			

Outcome: H0$_{1A}$ is accepted for 16 aspects and rejected for the other 16 aspects.

a) Analysis of H0$_{1B}$

A set of core values focused at the human quality development are being assessed as a part of academic program efforts by public and private institution. This will help to understand a comparative view on value orientation and development between the two different types of institution sets. Accordingly it will highlight the areas of improvement and engagement of efforts.

Table 2.(Variables) Compared	Group	Mean	S.D.	t-test Sig	1-way ANOVA	Pearson Chi-Sq.	Finding or Interpretation
Qualification Impact Value Development	Private	4.22	.870	.066	.066	0.089	Teachers' Qualification Impacts Value Development match between groups. Accept the Null Hypothesis.
	Public	4.03	.990	.066			
Faculty Interaction Influence Value	Private	4.32	.833	.000	.000	.000	Faculty Interaction Influence Values development do not match between groups. Reject the Null Hypothesis.
	Public	3.95	.961	.000			
Pedagogy Influence Value	Private	4.07	.926	.000	.000	.000	Pedagogy Influence the Values development not match between groups. Reject the Null Hypothesis.
	Public	3.57	1.008	.000			
Value Self-Direction	Private	3.86	.945	.000	.000	.000	Development efforts of Self-direction value not match in groups. Reject the Null Hypothesis.
	Public	3.37	1.001	.000			
Value Stimulation	Private	3.96	.883	.000	.000	.000	Development efforts of Self-direction value not match in groups. Reject the Null Hypothesis.
	Public	3.55	.867	.000			
Value Hedonism	Private	3.68	.864	.135	.135	0.011	Development efforts of Hedonism value match between groups. Accept the Null Hypothesis.
	Public	3.53	.969	.135			
Value Achievement	Private	3.96	.853	.001	.001	.000	Development efforts of Achievement value not match in groups. Reject the Null Hypothesis.
	Public	3.64	.841	.001			
Value Power	Private	3.70	.935	.024	.024	0.007	Development efforts of Self-direction value not match in groups. Reject the Null Hypothesis.
	Public	3.47	.772	.024			

Table 2.(Variables) Compared	Group	Mean	S.D.	t-test Sig	1-way ANOVA	Pearson Chi-Sq.	Finding or Interpretation
Value Security	Private	3.86	.902	.002	.002	0.016	Development efforts of Security value not match in groups. Reject the Null Hypothesis.
	Public	3.54	.853	.002			
Value Conformity	Private	3.97	.861	.000	.000	0.001	Development efforts of Conformity value not match in groups. Reject the Null Hypothesis.
	Public	3.57	.896	.000			
Value Tradition	Private	4.09	.784	.000	.000	.000	Development efforts of Tradition value not match in groups. Reject the Null Hypothesis.
	Public	3.62	.763	.000			
Value Benevolence	Private	4.04	.883	.000	.000	.000	Development efforts of Benevolence value not match in groups. Reject the Null Hypothesis.
	Public	3.64	.792	.000			
Value Universalism	Private	3.93	.866	.008	.008	0.021	Development efforts of Universalism value not match in groups. Reject the Null Hypothesis.
	Public	3.67	.852	.008			
Pedagogy Match Industry expectation	Private	4.05	1.028	.000	.000	.000	Pedagogy efforts of value development as per industry do not match in groups. Reject the Null Hypothesis.
	Public	3.57	1.034	.000			
Faculty FeedBack. on Value	Private	3.84	1.017	.099	.099	0.112	Faculty Feedback Match Accept the Null Hypothesis.
	Public	3.64	1.064	.099			
Student's .FeedBack. on Value	Private	3.91	.879	.001	.001	0.003	Student Feedback Do not match. Reject the Null Hypothesis.
	Public	3.54	1.009	.001			
Industry .FeedBack. on Value	Private	4.12	.845	.040	.040	0.111	Industry Feedback Do not match. Reject the Null Hypothesis.
	Public	3.89	1.037	.040			

Outcome: Null hypothesis H0$_{1B}$ is rejected and alternate HA$_{1B}$ accepted.

a) Analysis of H0$_{1C}$

Wisdom is not inborn quality. It can be developed with efforts put in methods to get exposed to it. There are numerous ways to develop it. Some methods have been identified and are being checked for their relevance and acceptance by the knowledge

(Variables) Perceptions Compared	Groups	Mean	S.D.	t-test Sig	1-way ANOVA	Pearson Chi-Sq.	Finding or Interpretation
Faculty Qualification Impact Wisdom Development	Private Institutions	4.25	.766	.028	.028	.000	The two groups do not agree on impact of faculty qualification on wisdom development. Reject The Null Hypothesis.
	Public Institutions	4.01	1.073	.028			
Faculty Interaction Influence Wisdom	Private Institutions	4.24	.828	.003	.003	.000	The two groups do not agree on impact of faculty interaction influence on wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.89	1.158	.003			
Pedagogy Influence Wisdom	Private Institutions	3.89	.900	.085	.085	0.14	The two groups do agree on influence of Pedagogy on wisdom development. Accept The Null Hypothesis.
	Public Institutions	3.71	.960	.085			
Stimulation Wisdom Development	Private Institutions	4.20	.830	.000	.000	.000	The two groups do not agree on method of Stimulation for wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.57	.940	.000			
Interview Wisdom Development	Private Institutions	3.99	.928	.135	.135	0.003	The two groups do agree on method of Interview for wisdom development. Accept The Null Hypothesis.
	Public Institutions	3.84	.747	.135			
Psychological Analysis Wisdom Development	Private Institutions	3.83	.926	.208	.208	0.303	The two groups do agree on method of Interview for wisdom development. Accept The Null Hypothesis.
	Public Institutions	3.70	.892	.208			
Case Study Wisdom Development	Private Institutions	4.28	.791	.000	.000	.000	The two groups do not agree on method of Case study for wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.66	.984	.000			

(Variables) Perceptions Compared	Groups	Mean	S.D.	t-test Sig	1-way ANOVA	Pearson Chi-Sq.	Finding or Interpretation
Knowledge Test Wisdom Development	Private Institutions	4.13	.819	.000	.000	.000	The two groups do not agree on method of Knowledge Tests for wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.63	.843	.000			
Design Think Wisdom Development	Private Institutions	4.17	.852	.000	.000	.000	The two groups do not agree on method of Design Thinking for wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.61	.815	.000			
Role Play Wisdom Development	Private Institutions	4.16	.831	.000	.000	0.004	The two groups do not agree on method of Role Play for wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.82	.857	.000			
Workshop Wisdom Development	Private Institutions	4.30	.746	.000	.000	.000	The two groups do not agree on method of Workshop for wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.82	.902	.000			
Internship Wisdom Development	Private Institutions	4.30	.764	.001	.001	0.001	The two groups do not agree on method of Internship for wisdom development. Reject The Null Hypothesis.
	Public Institutions	4.00	.846	.001			
Extra-Curricular Wisdom Development	Private Institutions	4.37	.725	.000	.000	.000	The two groups do not agree on method of Extra-curricular Activities for wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.80	.892	.000			
Guidance / Mentoring Wisdom Development	Private Institutions	4.28	.823	.000	.000	.000	The two groups do not agree on method of Guidance / Mentoring for wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.86	.841	.000			
Modify Curriculum Wisdom Development	Private Institutions	4.17	.717	.003	.003	0.036	The two groups do not agree on Modification of curriculum for wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.89	.885	.003			

(Variables) Perceptions Compared	Groups	Mean	S.D.	t-test Sig	1-way ANOVA	Pearson Chi-Sq.	Finding or Interpretation
Culture Study Wisdom Development	Private Institutions	4.38	.709	.000	.000	.000	The two groups do not agree on method of Culture Study of Ethos for wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.93	.866	.000			
Wisdom Teaching Match Industry expectation	Private Institutions	3.92	1.052	.001	.001	.000	The two groups do not reflect similarity on Wisdom teaching approach matching industry expectation on wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.51	.997	.001			
Faculty Feedback on Wisdom	Private Institutions	3.89	.998	.002	.002	0.012	The two groups do not have similar feedback approach on method for wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.51	1.098	.002			
Student Feedback on Wisdom	Private Institutions	3.88	.861	.106	.106	0.362	The two groups do have similar feedback approach on method for wisdom development. Accept The Null Hypothesis.
	Public Institutions	3.71	.974	.106			
Industry Feedback on Wisdom	Private Institutions	4.16	.815	.011	.011	0.015	The two groups do not have similar feedback approach on method for wisdom development. Reject The Null Hypothesis.
	Public Institutions	3.91	.879	.011			

Outcome: $H0_{1C}$ is rejected. HA_{1C} is accepted.

Conclusion

- A comparison between the Skills-set orientation of Public and Private educational Institutions at higher level was conducted to understand the efforts taken for Human Quality Development. The commonalities exist in understanding of Faculty Qualification Impact, Similar Interpersonal and Communication Skills-set, Analytical and Creative skills set. At deeper level, all type of Inter-personal skills, Promotional and Negotiation skills analytical skills, Organizational and Facilitation skills, Assessment and Aesthetic skills match between the groups. Since, part of the assessment matched and half not, hence the hypothesis could not be accepted or rejected. **Hence, Hypothesis $H0_{1A}$ is Inconclusive.**

- A comparison between the Values-set orientation of Public and Private educational Institutions at higher level was conducted to understand the efforts taken for Human Quality Development. Except the consensus on Qualification of Faculty members, Hedonistic Value orientation and

matching feedback methodology, there is no similarity existing between the two types of educational systems around values-set orientation and hence **Hypothesis $H0_{1B}$ is Rejected.**

- A comparison between the Wisdom orientation of Public and Private educational Institutions at higher level was conducted to understand the efforts taken for Human Quality Development. It is observed that the two groups of institutions matched on Pedagogical approach, Interview approach and psychological analysis approach for wisdom development. The students' feedback in both the groups also matches on wisdom development concept. All other assessments do not match. Hence, **Hypothesis $H0_{1C}$ is Rejected.**

  Hence it is interpreted and concluded **"There exists gap in efforts for HQD on Skills, Values and Wisdom Orientation taken at Private Educational Institutes and Public Universities."** It is also interpreted that Private institutions are performing better than public institutions as the preferences (Mean) of former are more than the latter.

Recommendations

Based on the quantitative and qualitative analysis of the data interpretations, educators are recommended:

a) To timely modify the course structure and curriculum as per the demand of the market.

b) To create and make available the resources and infrastructure required for skill development.

c) To ensure that faculty with required level of expertise takes care of knowledge sharing with students.

d) Support of faculty is needed to help students learn new and unique techniques, with patience and perseverance.

e) Institution must ensure sufficient industry exposure during the course of study, frequent interactions, right internships and interface with live projects.

f) Students to be given a degree of flexibility and help in generation of confidence.

g) Feedback taking and giving should be a regular activities and efforts to incorporate genuine ideas should be done.

h) Mentoring and guidance should be provided whenever required, although teachers as mentors/guides should be allotted individually to students.

i) Students to be helped with critical thinking, logical and analytical aptitude.

j) They should be engaged in organizing soft-skills and personality development classes.

k) Try to engage corporate in Research, Academic and placement tie-ups.

l) Teachers have to be the real interface in bringing the students, academic system and industry on one platform and maintain the transcendence balance.

m) Integrate the Ancient Indian Literature with the current education to draw and implement wisdom and cultural values in relevant form during current times.

Challenges and Limitations of the Study

There are various factors which act as limitation, challenge or constraint in achievement of the desired results. Some of them are stated as under:

1. Since the educational institutions are widespread across India, the coverage has been limited to a select few, where the access was easy due to professional and personal constraints.

2. There are many extended variables but only the major ones related to the Human Quality Development concept (HQD) were considered.

3. Fewer construct have been used as constructs vary with the focus or idea and hence their testing and validation differs with different studies that have been undertaken.

4. The sample size was kept as minimum accepted standard since the population is very large. The sample drawn has been from not every institution for the accessibility to the sample was a constraint.

5. The responses of the respondents could be biased due to their personal and professional orientations.

6. Numerous other techniques could have been used to analyze the data and interpret but only few with which the researcher is comfortable has been used.

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Relevance of Ancient Strategies to the Modern World

R. Sushmita R. P.

Research Scholar, CMR University, Bangalore

Every developing country develops in four ways

1. Business area

2. Education area

3. Law Governance

In the above, Governance plays a very crucial role. The strategies used for the governance involves huge planning and experience. Ancient strategies are knowledge banks of the country. The practical outlook and the application help the nation to plan better. Every country has a history and every history offers a lesson and an opportunity to learn. Application of the strategies and implementation of the right outlook makes the country developed.

This paper gives a new way to understand the knowledge bank of the country and helps us to make a way to the new planning to be implemented in the economy for the development of the country. Spiritual and social development are the two which work hand in hand for stabilization of the country as a whole. In this paper I would present the new thinking and the new viewpoint to the ancient strategies and traditions which are of practical value to the modern world. Applying such ancient knowledge, requires a personal discipline and a strong selfless vision. " Together we rise" has become a every nation's anthem. In this paper I would like to highlight the vision of ancient visionaries and their strategies and its relevance to the modern times and how it would help achieve overall development of individuals, societies and countries.

Every countries' development depends solely on the governance. Every leader needs to apply his moves and his ideas solely for the development of the country in every aspect.

1. Study of grass root level situations: We have seen that every ruler in the past before getting coronated had a task to understand grass root level situations of the subjects. From the leaders like Lord Rama to today's leaders we see this idea implemented.

For example, if we take the incidents of lord Rama exile realize that this could have been the way for the grass level study performed by Lord Rama where he could understand the subjects who live in the Remote areas which are not regularly accessible to him. Exile of Pandavas can also be analysed in the same manner. Exposure to various hardships of life, leaving apart all the pleasures of the world and leading a life of a common man helps every leader to understand his subjects better. The ancient strategies were innovated and applied by many leaders and rulers like Chandragupta Maurya, Krishnadevaraya, TipuSultan, Md. Akbar, Joseph II, Abraham Lincoln. In today's world we find many leaders' reaching out to all the directions of their country to understand their people's situations better.

2. People connect: For a successful leader it is but imperative to have the connect with the people, their subjects. This is evident in every interval of time to improve their policies and strategies and benefit the common man to the possible extent. In ancient times, may it be disguise of spy strategy, the main reason was to get connected with people's daily life and also to make people feel connected.

   Similar effect has been created with means like Man Ki Baat and social media connect in the current period. The connect with the common people also helps a leader to orient them towards the vision of the greater and effective world.

3. Addressing the basic issues: Every king is like the father to his subjects and he is the one who has to understand the needs of his people. If we peep in the Egypt civilization, we find rulers who have carried the role of Pharaoh successfully over their shoulders and took good care of the subjects. Chandragupta Vikram Aditya, the kindest , legendary ruler of India, was able to develop a sense of humanity and love in their subjects . If we turn the pages

of Indian history we see rulers who took care of people , animals and nature. By Addressing the basic needs of the common man, the sense of comfort is inculcated in the people.

Addressing the basic needs individually is highly impossible so for a common monitoring the opening of bank account idea was implemented. Swach Bharat abhyan, Sukanya accounts came into existence by the idea of providing a better living to the people of the nation.

4. Creating a vision for the nation: Our ancient rulers like Veer Jhansi ki rani who united nations and people together to fight against the Intruders. Just by a vision of achieving freedom through ahimsa we find Mahatma Gandhi who united the nation to walk with him, we see Veer Bhagat Singh who united the nation with one vision that we would not bow down and we will fight back. Sardar Vallabhai Patel, the iron Man of India who united the people of India for the better future is the true inspiration. Uniting people with idea of Make in India concept, Uniting the nations against Terrorism, uniting the people against issues like pollution, Uniting People for the spiritual growth and wellbeing through Yoga are the ideas inspired from the past. Every one is accountable for the development of the nation.

5. Creating a sense of wellbeing: Every citizen of the country should understand the vision and involve himself in the development of the country. When bridge to lanka has to be build every member participated and made the common goal of the leader Rama come true. Every development of the nation in every field is like the stone dropped in the ocean to build the bridge so it's the initiated idea of 'Sab Ka Vikas, Desh Ka Vikas.' This can be achieved when we unite as a family for the nation.

6. Instilling the sense of pride: The pride of the nation are the people who work for the betterment of the nation in every field.

When we recollect rulers of any period of Indian history we first remember the key people who worked for represented that kingdom. For example, if we recollect Akbar, we also recollect the nine gems he was proud of in his court.

Similarly, when we speak of any country we speak about famous personalities from various field who have made the nation proud. Focussing them and helping them to reach heights makes us proud as a nation. When these famous personalities are made the brand ambassadors of various fields then nation pride is doubled. India is the nation of ancient old tradition and culture. Spiritual development has been a very important part of our culture from past many years. This age-old practice of yoga for the vertical development has lost its shine in the period of time. Reviving the age-old tradition and making people feel the importance all over the world helps nations recognise you and respect you.

Republic day parade shows the best of our country. Inviting SAARC leaders and presidents of developed country helps our country to project positively.

7. Economic reforms: The most important factor through which the development of the country is scaled is the economic development of the country. The best economic strategies in our history were the implemented under the rule of Kautilya.

Kautilya presents view of the purpose of economics and the function of the king before examining his views about the treasury and taxation. Kautilya gives the importance for the state in relation to industry, commerce and agriculture, also his prescriptions about the use and conservation of natural resource, relevance of economic thoughts of Kautilys. Information Asymmetry, Urban -Bias, Principles of taxation, Importance of national economic accounting and census data, The importance of property rights for economic activity and so on. These ideas help in contributing to the welfare of the citizens.

Many such Ideologies can be used for the betterment of the developing countries.

8. Foreign policy and stability of the region: The policy of Sandhi (Making Peace) is Based on the rule that a state when faced with a more adversary, must try to negotiate a peaceful pact in order to survive. If dictum of making peace is analysed, it can be understood in the context of serval historical peace treaties. Many such Kautilya's policies help the developing countries. Kautilya also talks of other forms of sandhi namely, Kal, Sandhi (temporary alliance), Sthavar Sandhi (permanent alliance).

The policy Yaanam ie preparing for war takes into consideration that when the constituent elements of a state which according to Rajamandala theory include the king, minister, subjects, treasury, army, ally are on rise and there is an increase in capabilities, the state should augment and mibolise its resources to prepare for the war.

The Practice of this policy is also evident in the military exercises that India has carried out near the Pakistan border. India's effort to improve its surveillance, fighting and reconnaissance capabilities, commando and special forces operations and air fire power denote the importance of these policy.

Knowledge banks of past guide us to deal with the present situations and they guide us to aim higher. During recent years Indian Management Thinkers notably Prof. S.K. Chakraborty, Prof. Subhash Sharma and Prof. M.B. Athreya and other research scholars have developed many new Indian management insights, ideas, mantras and models with roots in ancient Indian wisdom.

Humane Education for Happiness of Soul and Harmony in Mind

Sudipto Bhattacharya

Associate Professor, VIT Business School, VIT, Vellore

Abstract

Education is ripe for innovation, but how do we scale successful models to prepare the majority, not a privileged few, for a rapidly transforming economy? We live in extraordinary times. We face an uncertain future, one filled with unprecedented social and environmental challenges. But it is also a time of untold opportunity if we can join together to meet those challenges. How can we best prepare future generations for what lies ahead? How can we help them experience on a visceral level that who they are and how they live matters? We can do this by cultivating a deep connection to, and responsibility for, self, humanity, and the planet. Every learner has the potential to know and fulfil their gifts and capacities, and to participate fully and joyfully in life. Our education system should tend each learner's seed of potential, at every stage, with all the necessary nutrients. This produces a vital, knowledgeable human being, centred in the heart and able to confidently meet life's challenges. This empirical paper proposes a Tripod model of humane education which creates a harmony of any leaner with inner self, outer environment and nature. It also tries to decipher the flaws in our modern systems of education across continents and proposes a roadmap to address the same.

Keywords: Inner and Outer development, Tripod Model, Self, Humanity and Planet, Essence of Education, Modern Education System

Introduction

Have we ever asked ourselves what we would do or how we would be if we are going to die tomorrow? I've thought about it, and hope I would take a deep and inward account of myself, as well as my appreciation and love for life. And if I knew that I was going to live forever, I would want to know as much as possible about how this world works, and master many skills to both enhance my own life and serve humanity and the planet. This is what education should and could be – to teach children how to learn with incredible depth and mastery and develop the self-knowledge to live consciously. This goal means balancing the inner and outer development of an individual.

Most of our education is focused on skills – which is the **outer development**. We want learner to master mathematics, reading, writing, science (AND the arts, languages, physical and life skills) to promote the development of their gifts and choose their own path in order to serve this world we all live in. It can be extremely hard to choose our life work without mastering the necessary skills. However, the over focus on mental acquisition of information evaluated by standardized testing is deadening the love of learning in many learner, which more and more parents are recognizing. Learning is personal! Learners have to connect to the subject, and good grades and high test scores don't help them connect. The love of learning is developed in learner by how engaged, challenged and meaningful the learning is for them. There is no learning without meaning. We remember what is meaningful to us and forget almost everything else. Research is now confirming that, for scholastic educational system to produce the learning results we demand, the students must feel passion and emotion about what they are learning.

Inner development is what we can't see happening in a learner – but we can feel it if we are mindful. Inner is how we feel, think, learn, sense and experience both inside ourselves and the world. When skill learning touches our inner world, that opens the meaning circuits for real (not rote) learning to happen. While most education focuses on cramming in more information, balance requires time to explore and assimilate the inner experience to create personal understanding. This is the crucial difference between learning that promotes information or deeper knowledge and mastery.

What does inner development look like in education? A school that teaches mindfulness practices such as quiet time, meditation, contemplative reflection; regularly takes learner into nature; honours learner's feelings with time for personal discussions and includes support to navigate friendship on a regular weekly basis. Learner need teachers to ask questions and listen to answers, to share with them, to create a safe community environment where differences and contrarian views are accepted and success and failure are both valued. This builds a deep sense of self that can't be so easily shaken by the inevitable challenges of life. This is an education that nurtures the inner life of the learner and brings their development back into balance.

I know that what parents most want for their children is happiness. But what is happiness? The right kind of education, while encouraging the learning of skills, should accomplish something of far greater importance. Learning should help us to understand the full process of life and becoming a conscious human being. What we learn isn't just so we can be successful and make money, but how we can ultimately serve. Balanced inner and outer development lead a person intrinsically towards service. The Director of an amazing school promoting inner development of kids told me that the highest aim of education is service. In the words of Albert Schweitzer: "I don't know what your destiny will be, but one thing I know: the only ones among you who will be really happy are those who have sought and found how to serve."

American culture has become very unbalanced, and their schools are a reflection of

that. With the over emphasis on skill learning and technology at the expense of the arts and development of physical capacities, the lack of attention on teaching life skills including health, and the almost complete absence of focus on the spiritual or inner aspects of their very beings, children and the adults they become are living unbalanced lives. The result are the illnesses of this culture: health problems, depression, divorce, violence, selfishness, greed and materialism. For this to change we have to balance the inner and outer development of children, but also find small ways to model this ourselves. Usually, this means tending to our inner lives such as taking walks or going camping, meditating, talking about our real feelings, reading poetry, spending quiet time reflecting inwardly, doing hobbies that bring us joy and tending to our physical well-being. No adult can teach a child balance unless they are working to create balance in their own life
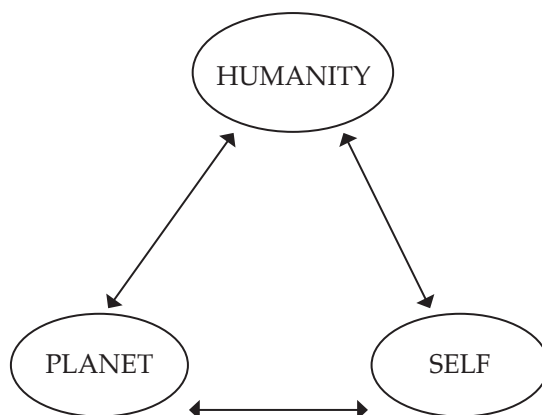
Innovating Education Together

The goal with which it starts with is making the consumer – the students – the priority. Students, parents, educators and communities must have a valued voice in the design process of developing learning environments that will prepare for the future."What if we lifted up the voices of the communities we seek to serve, and leveraged them to generate a user experience, a learner experience, that is informed by students and parents, by teachers and school leaders, by middle class and modest income families?." Our spending should focus on community engagement activities, designed to catalyse discussion around current education issues, the future of education, and creating inclusive economies. We should bring together a cross-section of stakeholders – from parents and faith-leaders to policy makers and leaders in business and industry – to learn together to ensure that all students are prepared to either get a good job or create one.

Who – and What – Are We Designing For?

The "who" can't be somebody else's kid.

The narrative that college is becoming less relevant, that we can equip students with apprenticeships and industry badges and credentials so that, when a young adult graduates she can get a living-wage job and make a good life for herself, is often promoted by those working to design the future of learning. But many of us are still preparing our kids for four-year University, and encouraging them to forgo the very opportunities we are designing for others. And what does success look like? Being unable to distinguish or predict life outcomes based on a person's race, gender, or economic status. The designers embrace the challenge to be more thoughtful, bold, creative, and more inclusive. Since we can't predict all of the skills needed to succeed in tomorrow's workforce, our charge is to equip students with mental agility... and a mind-set toward a lifetime of continuous learning, retooling, and re-orientation for the ever-adjusting world around them. Ultimately, success means "being unable to distinguish or predict life outcomes based on a person's race, gender, or economic status."

The Tripod Model

CONNECTION TO		
HUMANITY	**PLANET**	**SELF**
• Multi-cultural, multi-age, multi-generational education that fosters respect, tolerance, and appreciation for human diversity • Communication skills • Leadership and team work • The Arts: Theatre, Music, Dance, Art • Service • Community: connecting school and home through parent involvement and parent education	• Stewardship: caretakers and guardians of the earth and animals • Individual and group learning about the world through an integrated, in-depth curriculum • Personal relationship to nature • Ability to experience qualities and invisible sources of energy available in the natural world • Environmental and outdoor education • Life skills for simple, sustainable living	• Self-knowledge: awareness, acceptance, observation, understanding & expression of self • Contemplative practices to contact inner calm • Time for inner reflections on life's meaning and bigger questions of existence • Physical fitness: experiencing the body's potentials and capacities, and creating the foundation for life long health • Support in the pursuit of passions and interests • Self-discipline and energy management

Once we try to relate the Tripod Model to a Human Adaptive Brain, we understand what stimulates a thriving, holistic, integrated brain.

• Sensory stimulation and complexity (time in nature)

• A full range of human experience

• Exercise, fresh air, good nutrition

• Hard work, challenges with diversity that develop a love of effort

• Process – setting goals that build step by step

• Mindfulness that builds mind-body connection and deep inner reflection

• The full range of human feelings that lead to self-insight and empathy for others

Over the last 30 years several researchers are conducting neurological and genetic research into the bases of learning. A key finding of those researches is that in each one of us, there is a genetically implanted Learning Code that is represented by over 7000 genes which influence all the child's brain functions.

A large percentage of these genes must be turned on before they can create long-term memory, motivation or lasting behavioural change.

The reason so many things in our world from education and health care to psychology and personal development, are not living up to our expectations, is because most of those who build the strategies to get people to learn, motivate and transform are unaware of this scientific based Learning Code. Few institutions across the globe endeavour to understand this science, so that a child can develop brain structures that allow them to unlock their unique brilliance, share it with the world and live a life of curiosity, reliance, and joy.

Some Basic Brain Sciences

1. At birth, the human brain has in place only a relatively small proportion of the trillions of synapses it will eventually have. Synaptic connections are added to the brain in two basic ways:

2. The nervous system sets up a large number of connections; experience then

plays on this network, selecting the appropriate connections and removing the inappropriate ones (pruning). This happens up through adolescence.

3. Synapse addition operates throughout the entire human life span and is especially important in later life. This process is not only sensitive to experience, it is actually driven by experience.

4. Experience automatically stimulates approximately 95% of all neurons that provide the massive neural firing that is the basis for all long-term memory. Verbal presentation in general fires only 5-10% of neurons.

5. Memory is not a single event but a process: information, action, feedback, incubation. Traditional learning is focused on information.

Essence of Education

"Education is simply the soul of a society as it passes from one generation to another."

– G.K. Chesterton

Education is the imparting and acquiring of knowledge through teaching and learning, especially at a school or similar institution. The earliest educational processes involved sharing information about gathering food and providing shelter; making weapons and other tools; learning language; and acquiring the values, behaviour, and religious rites or practices of a given culture. Before the invention of reading and writing, people lived in an environment in which they struggled to survive against natural forces, animals, and other humans. To survive, preliterate people developed skills that grew into cultural and educational patterns. Education developed from the human struggle for survival and enlightenment. It may be formal or informal. Informal education refers to the general social process by which human beings acquire the knowledge and skills needed to function in their culture. Formal education refers to the process by which teachers instruct students in courses of study within institutions. Talking of

the modern day education, one feels proud; of saying yes I am an educated person. Formally or informally all of us are educated. Education is the equipping with knowledge. The overall development of mind, body and soul is the real education. Carter G. Woodson once said "For me, education means to inspire people to live more abundantly, to learn to begin with life as they find it and make it better."

Modern Day Education
The Pros

Modern day education is aided with a variety of technology, computers, projectors, internet, and many more. Diverse knowledge is being spread among the people. Everything that can be simplified has been made simpler. Science has explored every aspect of life. There is much to learn and more to assimilate. Internet provides abysmal knowledge. There is no end to it. One can learn everything he wishes to. Every topic has developed into a subject.

New inventions and discoveries have revealed the unknown world to us more variedly. Once a new aspect is discovered, hundreds of heads start babbling over it, and you get a dogma from hearsay. Not only our planet but the whole universe has become accessible.

Now we have good and learned teachers to impart us with knowledge of what they know. Every one is a master in his field. We and our children are getting taught by professionals of their field. Presently our education is based on making us the best in our area of interest, to help us reach our goals more easily. More of the fact based knowledge is being grasped by us. What we learn helps us in our career and in our profession. Professionalism is deep-rooted in our society and this education makes us so.

Skill-development and vocational education has added a new feather to the modern system of education. There is something to learn for everyone. Even an infant these days goes to a kindergarten. And a little grown, mentally and physically is promoted to a Montessori. Everything is being categorized,

be it a primary, middle, a higher secondary or graduate school. We have temples of education known by a familiar word the "university". Whatsoever we are getting educated day by day and what's good about is that it's a never-ending process.

Rightly said by Aristotle, "Education is an ornament in prosperity and a refugee in adversity." is what everybody feels now.

The Cons

Well, that was the positive side, but every story has two telling. Of all the virtue, our education system has developed into mere schooling now. New trends are being developed which are far more a baloney that boon. Albert Einstein once said "Education is that which remains, if one has forgotten everything one learned in school."

Firstly our education is confined to schools and colleges. It has become a process of spoon feeding. "Spoon feeding in the long run teaches us nothing but the shape of the spoon" were the words of E.M. Forster. We are being fed with facts and knowledge. Not art, not books, but life itself is the true basis of teaching and learning. Cramming of facts and dates, hi-fi mathematical formulas, theories and doctrines should be at college levels when one has chosen his area of interest. What will the history pay a doctor or a mathematician, or medical terms to a historian?

Secondly, an art can only be learned from a workshop of those who are earning their bread from it. Modern education has spread more ignorance than knowledge. Most of the women even don't know, where, the fabric they are wearing, came from. The word "How" is missing in our world which causes ignorance."Education…has produced a vast population able to read but unable to distinguish what is worth reading." says G. M. Trevelyan**.**

Thirdly all education is bad which is not self-education. Presently, children after school are sent to tuitions. This is a clear question mark on the ability of school teacher. Homework

tutorials are mushrooming up in our society. Students are thought of like they can't do anything on their own and so are sent even to do the homework. Our schoolings got a lot of loop-holes. They guide us through a well catered pathway which finally leads to professionalism. Homework is a waste of time, if it is to repeat class work done today or to be repeated as class work to be done tomorrow.

Our schooling does not leave us with time to get educated. Mark Twain once said that" I have never let my schooling interfere with my education". Our child's normal routine has become to wake up early, brush up their minds with light reading, go to school, then go to tuition and finally come home and do the homework.

Finally our education is producing machines out of pupil. They read books, they speak books and they do books. Discussing in class lead to complications, which remains as confusions for a life time if left untreated. Vladimir Nabokov**,** a U.S critic, poet and novelist says "Discussion in class, which means letting twenty young blockheads and two cocky neurotics discuss something that neither their teacher nor they know."

So, it's a matter of debate that our education system is fallacious or fair.

Reasons of failure of our Modern Education System

Once upon a time, enthusiasts designed a formal education system to meet the economic demands of the industrial revolution. Fast forward to today and, with the current global economic climate, it seems apparent that the now established education system is unable to meet the needs of our hyper-connected society – a society that is in a constant state of evolution. Let's examine the problems that prevent our education system from being sustainable.

1. **Parents are not involved enough.** Of all the things out of the control of teachers, this one is perhaps the most frustrating.

Time spent in the classroom is simply not enough for teachers to instruct every student, to teach them what they need to know. There must, inevitably, be some interaction outside school hours. Of course, students at a socio-economic disadvantage often struggle in school, particularly if parents lack higher levels of education. But students from middle and upper class families aren't off the hook, either. The demands of careers and an over-dependence on schools put higher-class kids at risk too when it comes to the lack of parental involvement in academics.

2. **Schools are closing left and right.** It's been a rough year for public schools. Many have found themselves on the chopping block. Parents, students and communities as a whole feel targeted, even if school board members are quick to cite unbiased numbers. There is no concrete way to declare a winner in these cases, either. Sometimes, a school closing is simply inevitable but communities should first look for other solutions. Instead of shutting down underutilized public schools – icons of the community – districts should consider other neighbourhood uses, such as a community centre or adult education classes. Closing public schools should not be a short-sighted procedure. The decision should focus on the only investment that really matters: a quality public education for all our nation's children.

3. **Our schools are overcrowded.** The smaller the class, the better the individual student experience. At a time where children need more attention than ever to succeed, overcrowded classrooms are making it even tougher to learn and tougher still for teachers to be effective.

4. **Technology comes with its downsides.** I am an advocate for technology in the classroom. I think that ignoring the educational opportunities that technology has afforded us puts kids at a disadvantage. Being said, screen culture overall has made

the jobs of teachers much more difficult. Education has become synonymous with entertainment in many ways. Parents are quick to download educational games as soon as kids have the dexterity to operate a touch screen, and with the best of intentions. The quick-hit way that children are learning academics before and during their K-12 careers makes it even more difficult for teachers to keep up in the classroom setting, particularly since each student's knowledge base and technological savvy varies.

5. **There is a lack of diversity in gifted education.** The "talented and gifted" label is one bestowed upon the brightest and most advanced students. Beginning in early elementary grades, Transfer Admission Guarantee (TAG) programs separate student peers for the sake of individualized learning initiatives. Though the ideology is sound, the practice of it is often a monotone. District schools need to find ways to better recognize different types of learning talent and look beyond the typical "gifted" student model. The national push to make talented and gifted programs better mirror the contemporary and ever-evolving student body is a step in the right direction. Real change happens on a smaller scale though – in individual districts, schools and TAG programs. That progress must start with understanding of the makeup of a particular student body and include innovative ways to include all students in TAG learning initiatives.

6. **School spending is stagnant, even in our improving economy.** As any economy continues to improve, one area is still feeling the squeeze from the recession years: K-12 public school spending. If we cannot find the funding for our public schools, how can we expect things like the achievement gap to close or high school graduation rates to rise? It was understandable that budgets had to be slashed when the bottom dropped out of the economy. Now we are in a more stable

place, though, it is time to get back to funding what matters most: the education of our K-12 students.

7. **We are still using the teacher training methods of yesterday.** With respect to the students of the past, modern classrooms are full of sophisticated youngsters that show up with a detailed view of the world formed from more than home life experiences. Instant access to information from instant a child can press a touchscreen on a Smartphone and widespread socialization from as young as six weeks old in the form of childcare atmospheres – kids arrive at Kindergarten with less naivety than previous generations. Teachers don't, in other words, get a clean slate. Instead, they get young minds cluttered with random information and ideas, all of which need fostering or remediating.

8. **There is a lack of teacher education innovation.** It stands to reason that if students are changing, teachers must change too. More specifically, it is time to modify teacher education to reflect the demands of the modern K – 12 classrooms. There are policy and practice changes taking place all over the world – many driven by teachers – that address the cultural shifts in the classroom. Public education across the globe needs teachers who are better trained to meet the needs of specific student populations, understand the necessary role of distance learning, and are willing to speak up to facilitate classroom change. Without these teachers, effective reform to meet global demand is not possible.

9. **Some students are lost to the school-to-prison pipeline.** Sadly, over half of young men who attend urban high schools do not earn a University degree. Of these dropouts, too, nearly 60 percent will go to prison at some point. Perhaps there is no real connection between these two statistics, or the eerily similar ones. Are these young people bad apples, destined to fail academically and then to live a life of crime? If some of the theories of genetic predisposition are true, perhaps these young men never stood a chance at success and have simply accepted their lots in life. But what if those answers, all of them, are just cop-outs? What if scoffing at a connection between a strong education and a life lived on the straight and narrow is an easy way to bypass the real issues in K-12 learning? Students who are at risk of dropping out of high school or turning to crime need more than a good report card. They need alternative suggestions on living a life that rises above their current circumstances. For a young person to truly have a shot at an honest life, he or she has to believe in the value of an education and its impact on good citizenship. That belief system has to come from direct conversations about making smart choices with trusted adults and peers.

10. **There is a nationwide college-gender gap, and surprisingly, we are not focusing on it.** If you have been following education hot button issues for any length of time, you've likely read about the nationwide push to better encourage girls in areas like science, technology, engineering and math (STEM). The thought is that by showing young women that these topics are just as appropriate for them as their male peers, more women will find lasting careers in these traditionally male-dominated fields. I'm all for more women in the STEM workplace but with all this focus in one area, are educators neglecting an even larger gender gap issue? I wonder how much of this trend is based on practicality and how much is based on a lingering social convention that women need to "prove" themselves when it comes to the workforce. Do women simply need a degree to land a job in any field? If so, the opposite is certainly not true for men – at least not yet. Will the young men in our classrooms today have a worse quality of life if they do not attend college – or will it be about the same?

11. **We still do not know how to handle high school dropouts.** It seems that every time the issue of high school dropouts is discussed, statistics tell us that high school dropouts fall below the poverty line. It's clear that an University degree is in fact the ticket to higher earnings, at least on a collective level. The negative financial ramifications of dropping out of high school cannot be denied, but the way they are over-emphasized seems like a worn-out tactic to me. Instead of focusing on students as earners, we really need to value them as learners so that we can encourage them to finish their high school education.

12. **We have not achieved education equity.** Equity in education has long been an ideal. It's an ideal celebrated in a variety of contexts, too. Even the Founding Fathers celebrated education as an ideal – something to which every citizen ought to be entitled. Unfortunately, though, the practice of equity in education has been less than effective. Equity, in the end, is a difficult ideal to maintain and many strategies attempting to maintain it have fallen far short in the implementation. To achieve equity, school systems need to have an approach for analysing findings about recommended shifts in learning approaches and objectives. These approaches should also help teachers and administrators understand not what they have to avoid but what it is that they can do to achieve optimal equity moving forward.

13. **Technology brings a whole new dimension to cheating.** Academic dishonesty is nothing new. As long as there have been homework assignments and tests, there have been cheaters. The way that cheating looks has changed over time, though. Technology has made it easier than ever. Perhaps the most interesting caveat of modern-day cheating in classrooms is that students often do not think they have done anything wrong. Schools must develop anti-cheating policies that include technology and those policies must be updated consistently. Teachers must stay vigilant, too, when it comes to what their students are doing in classrooms and how technology could be playing a negative role in the learning process. Parents must also talk to their kids about the appropriate ways to find academic answers and alert them to unethical behaviours that may seem innocent in their own eyes.

14. **We still struggle with making teacher tenure benefit both students and teachers.** One of the most contested points of teacher contracts is the issue of tenure. Hard-line education reformers argue that tenure protects under performing teachers, which ends up punishing the students. Teachers unions challenge (among other reasons) that with the ever-changing landscape of K-12 education, including evaluation systems, tenure is necessary to protect the jobs of excellent teachers who could otherwise be ousted unfairly. It can often be a sticking point – and one that can lead to costly time out of classrooms. Now, I'm not suggesting that teachers just "give up" but I would support adjusting the expectations for tenure. It seems an appropriate step in the right direction for teachers in all types of schools. That energy then can be redirected towards realistic and helpful stipulations in teachers' contracts that benefit the entire industry.

15. **More of our schools need to consider year-round schooling.** Does it work? The traditional school year, with roughly three months of vacation days every summer and winter taken together, was first implemented when America was an agricultural society. The time off was not implemented to accommodate contemporary concerns, like children needing "down time" to decompress and "be kids." The system was born out of economic necessity. In fact, the first schools that went against the summers-off version of the academic calendar were in urban areas that did not revolve around the

agricultural calendar. As early as the mid-1800s. It was much later, however, that the idea as a whole gained momentum. Overall, year-round schooling seems to show a slight advantage academically to students enrolled, but the numbers of students are not high enough to really get a good read on it at this point. What does seem clear, however, is that at-risk students do far better without a long summer break, and other students are not harmed by the year-round schedule.

16. **We are still wrestling the achievement gap.** Earlier this month, the U.S. Department of Education released student performance data in its National Assessment for Educational Progress report. The data is compiled every two years and it assesses reading and math achievements for fourth and eighth graders. This particular report also outlines differences between students based on racial and socioeconomic demographics. The data points to the places in the U.S. that still struggle with inequality in student opportunity and performance, otherwise known as the achievement gap. The achievement gap will likely always exist in some capacity, in much the same way that the U.S. high school dropout rate will likely never make it down to zero. This doesn't mean it is a lost cause, of course. Every student who succeeds, from any demographic, is another victory in K-12 education and it benefits society as a whole. Better recognition by every educator, parent and citizen of the true problem that exists is a start; actionable programs are the next step.

17. **We need to consider how school security measures affect students.** In theory, parents and educators would do anything to keep students safe, whether those students are pre-Kindergartners or wrapping up a college career. Nothing is too outlandish or over-the-top when it comes to protecting our kids and young adults. Metal detectors, security cameras, more police presence in school hallways, gated campuses – they all work toward the end goal of sheltering students and their educators, protecting some of the most vulnerable of our citizens. Emotions aside, though, how much does school security really increase actual safety? Do school security efforts actually hinder the learning experience? It sounds good to taut the virtues of tighter policies on school campuses but is it all just empty rhetoric? Given the fact that state spending per student is lower than at the start of the recession, how much should schools shell out on security costs? Perhaps the best investment we can make to safeguard our students and educators is in personal vigilance. Perhaps less reliance on so-called safety measures would lead to higher alertness.

18. **We need to make assistive technology more available for students with disabilities.** A key to improving the educational experience for students with disabilities is better accommodations in schools and continued improvements in assistive technology. Assistive technology in K-12 classrooms, by definition, is designed to "improve the functional capabilities of a child with a disability." While the word "technology" automatically conjures up images of cutting-edge electronics, some assistive technology is possible with just simple accommodations. Whether high-tech or simple in design, assistive technology has the ability to transform the learning experiences for the children who benefit. Assistive technology is important for providing a sound education for K-12 students with disabilities but benefits the greater good of the country, too. Nearly one-fourth of a specific student population is not being properly served and with so many technological advances, that is a number I believe can drop. Assistive technology in simple and complex platforms has the ability to lift the entire educational experience and provide a better life foundation for K-12 students with disabilities.

Some of these reasons are well-known and long-standing issues. However, others—such as the emergence of a screen culture—are new and even present somewhat unexpected challenges. However, the nature of each issue does not matter. All of them are standing in the way of our becoming globally competitive.

Fundamental Problems with Education System in India

With my own experience, I have jot down ten fundamental problems with education system in our country.

1. Education System Promotes Rat Race

Our education system basically promotes rat race among our children. They have to read and mug-up entire text book without any understanding of it. So a student who scores 90 out of 100 and comes first actually remains a rat. I mean to say he or she does not have any analytical skills that a child must have. It is time to change our education system.

2. Education Does Not Builds Persona of a Child

Unfortunately our education system is not helping to develop persona of a child. Remember, it is personality that is more important than academic qualification. As I said earlier, our system demands good numbers from a child in an exam not to show his personality. Hence a child is not well exposed to outer world and he or she might not be able to develop a personality. So this is another flaw in our education system.

3. No Critical Analysis, only Following the Establishment

Our children are not able to do critical analysis of anything, for example our history, culture and religion. They take the line of establishment or the views of predominant majority. They are simply not able to look things from their own perspective. If you want a society should become a lot better than we must develop a culture of looking at things critically. We are simply failing at this because of our education system. Children must learn to criticize our own culture and other established narratives.

4. Too Much Parochialism Rather Global Outlook

Our education teaches too much of nationalism and it could create a negative mind-set in our younger generation. Loving your country is good thing but just blind love is dangerous. In our schools children are not able to get a global outlook. It means how to see yourself that you are actually a global citizen rather confined to a place or a country. I myself was not able to feel that I am a cosmopolitan rather I was thought to become a jingoistic.

5. Teachers Themselves are Not Trained and Efficient

To make things worse, our teachers themselves are not sufficiently trained to teach kids. They do not have proper training that how they are going to impart values in children that are going to change the future of the country. If they can teach properly then the government does not have enough salary to pay. Hence, to improve our education system teachers should be better trained and more importantly better paid. You cannot imagine a country without respecting teachers.

6. Medium of Language of our Education System

This is also a big problem that needs to be addressed. We are not able to decide on the medium of language of our education system. Still emphasize is given on English where majority of children cannot understand the language. So how does they are going to understand what teachers are teaching. Moreover, subjects like mathematics, physics and arts have nothing to do with the medium of communication. Hence, over-emphasis on English could be wrong.

7. Education Given is Irrelevant to Job-Market

This is perhaps the most apparent failure of our education system that after completing graduation in any discipline students are not able to get jobs. It is simply because skills that are required in a job market are simply not present in a fresh graduate. All that a student is taught in his entire school and college life is almost redundant for job markets. Skill that is required by them is not taught in schools and colleges. Hence our education system is needed to be revamped and must be designed according to our economic policies.

8. Missing Innovation & Creation because Only Aping West

If we talk about the privileged children in India then even they are not able to innovate and create new things. Although they have everything that a child need but still they lack something in them. What they are doing is only aping western culture and not being able to do something new. On the one hand children are not able to go to schools and on other hand, if they are going then are not able to innovate or solve the problems that the country is facing. Hence, this is yet another fundamental problem with our education system.

9. Students Happy in Getting a High Salared Job but Lacks Ambition to Become Entrepreneur

Now, in college campuses it has become a common thing that every young student is interested in a getting a job that pays them well. However, they would never like to become an entrepreneur. This lack of ambition does not allow our country to excel in any field. This attitude of our children making them slaves of few multinational companies. Therefore our education system should be designed to make our children a successful entrepreneurs rather going for a salaried job.

10. Gross Failure of Our Education System to End Social Disparity

The last but not the least failure of our education system is after so many years it has not being able to reduce social disparity in our country. In fact, social disparity has gone up. It is such a shame that education itself has become a tool for creating divisions. A child of a rich parent would get good education and a child of poor parent cannot afford even a basic education. Government should intervene and make education its prime responsibility.

Conclusion

Our Strategic Thinking towards redefining our education system should measure up to the promise we have made to improve academic and life outcomes for all students. The education for the future must begin to invest in amplifying the voices of those who have the greatest stake in all of the work that we do and how we do to align our own self with humanity and planet.

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New Ideas in Strategic Thinking and Management: Alternate Perspective

Meera Chakravorty

Professor, Jain University, Bangalore

Abstract

The concept regarding strategic thinking is a much discussed topic though the important distinctions between alternate perceptions become necessary as the scenario in the business world constantly changes. The market always anticipates an aggressive behavior. Is it always necessary? The point is, when people are demanding universal humanism, can an alternate perspective become an historical invariant which can give some respite from the market-violence. Not only in the areas of religious understanding but also in social, cultural and political and economic studies, the people's concerns have been frequently for articulation of hegemonic- negation and for critiquing the conventional approaches. This holds good also for the business schools of thoughts. The various sources of ancient Indian wisdom and other sources render the arguments to show that the underlying socio-political and cultural aspects of harmony in life are central to the conception of people-oriented thinking which is not abstract and can as a matter of fact be actualized.

Key Words: Leadership, alternate, business, market, humanism.

Writings on strategic thinking occupy a central place in the tradition of business literature all around the world. However, the objective of this paper is to approach the essential framework in order to add an important dimension to this tradition. It appears that many western writers writing on the concept of the strategic thinking are not much aware of the Indian reflections in particular and have not expressed a dialectic of related thoughts. Claiming to stand for a radical expression of equality, the western tradition seems to falter here pitiably, hence, there is a need to draw critical attention to this neglect it appears. It's preoccupation with it's own understanding reiterates the proverbial saying that ignorance is bliss. The concept of strategic management must be intended to be in question since the scenario in the business world constantly changes. In 2017, in Indus Business Academy, Michael Zirkler, School of Applied Sciences, Zurich, Switzerland, had asked: "Is there an Indian Business Management?"

Emphasis in this article will be on an alternate category of thought necessary to understand the management- strategies question, but before that it is desirable to point out that a kind of an inquisitiveness regarding the scenario describing Indian trade and strategies of business, is reflected in the above question and it is welcome. Given that India was colonized and that the colonized were 'natives' and' ignorant' as referred to by the British, it may be a little too much to expect that colonial capitalism would identify itself with such natives and have trade relations or business. This perhaps appears as shocking as when it is mentioned that one of such native Indian, Rabindranath Tagore, whose grandfather was in shipping business was the recipient of 'Knighthood. Tagore himself had received the Nobel prize in literature. Besides, he also received the Knighthood from the colonial masters, which of course, he returned after the bloody incident in Jallianwalabagh which did not go down very well in the history of those who claimed that the sun of their empire never ever sets. In the absence of modern-day technology and communication, a lot of information and knowledge could not be disseminated regarding business strategies initiated at that time, however, as the records regarding that period may be available in the archive of the British Museum which will show the various business deals and transactions with the Indian companies, these can be pointed out as the beginning of the initiatives by the Indian business houses.

What generally are reflected in the writings on strategic management in various theories are how a transformational management can be achieved or how organizational management would create an effective leadership by unleashing the hidden talent of the leader. Towards this direction, the established groups like GILD (Global Institute for Leadership Development), Leadership Accelerator Webinar Series and such others regularly advertising through Websites, emphasize and claim to produce great management skills and leaders who would never fail. This especially seem to draw critical attentions as they appear to represent a kind of linear thinking, preoccupied with the idea of capitalism which can only deliver such results which tend to erase several values like the spirit of equality, humanism and non-violence as against the selfish interest to sustain the strategies of market-economy catering to vested interests consequently destroying communities all over the world. This surely gives rise to lot of controversies and as Andrei Marmor says: "Sometimes the best way to understand a …question is by way of looking at the controversies that exist about it's answers."[1] To the question, why 'people' as an important component is not included in the management strategy, there is neither a clear cut answer nor a positive disposition to the idea itself. Including human agency in the strategies enables us to examine the challenges in social process and in the long run enhances productivity, hence the significance of this strategy.

The human component is important because, in Indian tradition wealth or 'Artha' as the

term used in the ancient wisdom for wealth a means of livelihood, is one of the goals to be achieved in life as the pursuit of dharma or ethical values can depend on it.[2] This is an important deviation from the present day goal which negates the livelihood concept to earn wealth and therefore to allow devastation of communities by amassing wealth to support only individual gains. It is very significant to point out that this conceptualization totally negates selfhood to people who are not leaders of the companies. The Indian way of responding to this challenge has been very humane as seen in early Indian reflections. Kaytilya (321 BC), the code-maker regarding the state of affairs is distinctly clear on this issue of humanizing 'business', though the term business was not used then. However, the business-behavior in any period of time in history has to be responsible in framing policies and strategies considering people's life and way of living. In this context, I want to mention that for the sake of a better communication, the term 'business' may be used in the following contexts. Kautilya explains the necessity of a superintendent to supervise all trade and business negotiations, titled as 'Panyadhaksha'. This is in addition to the post of 'Samsthadhyaksha' or the superintendent of market.[3] Along with this code of rules, we also find foreign visitors like Megasthenes, who visited during the period of emperor Chandragupta Maurya (321 B C E), records in his 'Indica', the documents regarding the 'merchants' guild termed as 'Sreni', providing a historical significance of the then business-society. Historian R.C. Majumdar mentions that though the rules and regulations of the guild are not much discussed every craft of every trade appears to have it's own guild.[4]

Coming to the British India, the colonial India was under the impression that colonialism and business were heroic deeds and only possible by a 'superior race' like the British while at the same time they were busy in exploiting the riches of the colonized, 'barbarian' subjects. It was exactly at this juncture that

they realized the business acumen in the enterprising Dwarkanath Tagore (1794-1846), the grandfather of the Nobel laureate Rabindranath Tagore, who was one of the major industrialists of the colonized India. The so called historic silence of the native Indian business community was broken with a capacity to advance their business skills not just at home but also at other places like China. Dwarakanath played a pioneering role in setting up a string of commercial ventures like banking, insurance and shipping companies in partnership with British traders. In 1828, he became the first Indian bank director. In 1829, he founded Union Bank in Calcutta. He also helped found the first [5] Anglo-Indian Managing Agency … that ran jute mills, coal mines, tea plantations etc.[6], called Carr, Tagore and Company. In 1832, Dwarkanath Tagore purchased the first Indian coal mine in Runiganj which eventually became the Bengal Coal Company. He not only provided the capital but also engaged himself in strategies involving in selection of partners, avenue of investments and in other strategies required for the company.[7] "Cursetjee Rustomjee (1937-1981) was yet another Parsi businessman to settle in Calcutta with his family who bought the erstwhile Calcutta Docking Company (now Kidderpore Docks) and also started an insurance firm, a paper mill and a cotton gin." [8] By contextualizing these historical evidences we may note how in their efforts to do business with the British and other companies Indians did effectively and strategically manage a deliberate balance and could afford to earn substantial wealth which was recognized by the British administration when it offered the prestigious title of 'Prince' for instance, to Dwarkanath Tagore. Parsis like Dinshaw Petit and J N Tata made strategic investments in industries and involved with England and China doing business in raw-cotton. However, these business ventures were attempted in a situation when a centralized power system was operational. The British rule could negotiate business with the 'native' Indian businessmen at their whims and fancies. Only, those who would support the government

could get some privileges. Hence, in their strategies, the above business personalities appear to have become generally the exporters of raw materials for the industries in Britain. The British did not pave way for any kind of modernization of industry during their rule. Dadabhai Naoroji (1825-1917), a renowned Parsi businessman gives a depiction of this situation in his paper' Poverty of India' written in 1976.[9] In 1912, J N Tata founded the steel industry in Jamshedpur, India.

Today, the Tata company has adopted a people-friendly strategy by taking a step to market Nano cars, which is not only affordable but also environment friendly as it offers a low carbon solution. Tata Consultancy Services Limited (TCS), internationally reputed for IT consulting services, has become immensely popular by combining business with service to people. One such attempt of TCS is Computer Based Functional Literacy to the adult educational programme. "Tata companies have evolved a collective commitment to evolving stronger connections between their values and first-in- class business practice- not by putting either one ahead of the other, but by finding mutually beneficial bridges between them. 'In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of it's existence'. JamsetJi N. Tata (Founder,Tata Group, 1868)".[10] Thus, it should be a commonplace assumption that all these entrepreneurs would have had insights and acumen in managerial strategies without which their business empires would not have been created. There are other Indian business companies which have impressive strategies regularly reviewed by them. Hence, it should be a commonplace assumption that all these entrepreneurs must have had insights in managerial strategies and acumen without which their business empires would not have thrived. What is important is that some of these companies over the years have continued to demonstrate their stronghold to prove that their management skills are not inevitably inferior to other companies around the world. In fact, beginning their business in the early

19th century in a racist-political environment, is an overwhelmingly praiseworthy act because the colonial regime consistently denied the Indians their subjectivity referring to them as 'natives', 'barbarians', 'uncivilized' and so on using them like the very 'products' to meet their end. This is how exactly many countries in the world which have colonized other countries have viewed them, realizing little that ideas about equality race, class, ethnicity etc. contradict democratic values and ways of living.

Despite the fact that quite a few Indian business tycoons in present day India have been purchasing not just the shares in the foreign companies but actually buying companies, are not highlighted for whatever reasons not known to anyone. Surely they cannot lack in managerial strategies and dynamics in building leadership because they approach this in a different manner. From viewing business as product-oriented to come to view it as cause-oriented with a non-linear approach, many contemporary business companies have endowed people with subjectivity and identity. Juxtaposed to the view which is linear and caters to ethno-centric superiority complex, is the idea which grants inclusivity trust, and which grants subjectivity to people irrespective of race, class, ethnicity and so on and must be emphasized. The success stories of the companies like The Tata Group of Companies, the Godrej, the Infosys, The Wipro India, and so on lie in this approach. Mr. Narayana Murthy of Infosys had already declared that it's possible to follow ethics in business. These entrepreneurs' people-oriented approach, their unorthodox attitudes have increasingly contributed to a prolonged business relation with people, creating a stable and loyal bond. In a recent speech at Harvard Business School, author Chimamanda Ngozi Adichie strongly emphasized that the future leaders must 'bend themselves towards truth'. She further added that 'people must be treated as people not as an abstract' and that 'though all people are flawed yet they have remarkable potentials'

to bring in transformation. This observation is very significant in this context. No stable institution can be built on lies. The Godrej, the Tatas, the Infosys and Wipro, all have stable reputation for not lying to people about their products. They are perfectly aware that lying will ultimately fail and make people hostile to their companies. "Sometimes, the hardest task is to tell us our truth", points out Chimamanda commenting on leadership qualities: "We ought to openly question ourselves. Self-doubt can save us from self-complacency. Self-doubt is necessary to do away with imbalances that we may carry with ourselves, while self-belief is necessary to go ahead towards our goal". [11]

Why is this so important, if one may ask, then it will be better to remind what happened during the crisis of 2007-2008, the great recession caused by 'economic meltdown' considered by many economists to have been the worst financial crisis since the Great Depression of 1930s.[12] While explaining the causes for such crisis the experts mentioned many in which the following is noteworthy and justifies the grounds argued above: " The Financial Crisis Inquiry Commission concluded that the financial crisis was avoidable and was caused by widespread failures in financial regulation and supervision, dramatic failures of corporate governance and risk management at many systematically important financial institutions, a combination of excessive borrowing, risky investments, and lack of transparency by financial institutions". [13] The recent Tesla enquiry in USA, and Nirav Modi and Vijay Mallya cases in India, reiterate how important is the transparency quotient. This makes it amply evident how leadership strategies, if not infused with a critical skepticism about company's performance combined with transparency will not be able to contextualize it's own success and realize the same because this is crucial for planning manifold strategies as well. There has been much hue and cry about the inevitability of the 'success' of company, that success is 'the' object of an enterprise in business and the underlying belief is that by hook or crook it must be achieved. That

failure is more or less equally important is not generally emphasized. The assumption that the only relevant purpose is to make money makes the business communities overlook the fact of how deeply it affects the human geography. J.K. Rowling, now a famous millionaire besides being a successful author, in her address to students, pointed out how important are the benefits of failure because failure leads to success. Therefore the category of failure is here very important, as it coaxes one to attempt other ways to experiment guided by a strong desire to be determined in his/her venture. It can show the business communities alternative modes of thinking strategies, alternative ways of engaging with people to earn their faith, a crucial component of new thinking in business.

 In this context, it is worth mentioning how serving people with concern is an important aspect in business –behavior. In an interaction with students in which Bill Gate explains: "It is inequity that people suffers from and…that in this age of technology it should be possible to remove all kinds of inequity….Every life is valuable…that is why Melinda and I have this foundation…because the market does not want to save lives and governments are not concerned much about them either… but we can force market to incline to people so that it can serve people…"[14] Given the fact that individuals like Bill Gate, Mark Zuckerberg, Steve Job are college drop-out, one can see how their dynamic imagination, determination and humanitarian concerns have been exemplary. It is therefore distinctly evident from their practices and ways of life that people's concern should be the priority, and also that one can surely build an argument which can culminate in the contradiction of the market formulas. In Fanon's terminology, people cannot be in the 'zone of non-being'.[15] This approach finds ample support in the Upanishads*, in which the idea of 'universal humanism' is reflected upon seriously by using the terminology self/selfhood. A study of this can help the people-oriented approach in building leadership. It's this

very source which has helped Gandhi, Tagore and individuals like them to have emerged as people's leader. The reconstruction of micro- economy which has impact on macro-economy was envisaged importantly by such leadership. Both Tagore and Gandhi have worked towards rejuvenating the process of micro-economy. An equally interesting popular series on British TV Channel 4 known as the 'Undercover-Boss' brought the fact openly to explain how such concerns can offer important insights to business development [16] and that how concerns of selfhood and agency have power to respond to challenges that may suddenly pose a problem.

The concept of selfhood points out that the notion of universal humanity is immanent in all human beings and it should be made possible to realize this in such a way that the very thought of displacing humans as products would appear absolutely preposterous if subjectivity, agency and significance are excluded from the business ventures. A leader with a vision has always taken decisions for radical departure in any challenging ventures besides responding to the humanitarian concerns. In 2005, the Indian Institute of Management (Ahmedabad), featured a case study on the Mumbai-Dabbawallas from a management perspective of logistics. In 2010, Harvard Business School added the same case study , 'The Dabbawalla System: On-Time Delivery, Every Time' to their compendium for it's high level of service with a low cost simple operating system.[17] The recent ventures by the Patanjali Ayuervedic Ltd.** brand established by Yoga expert Baba Ramdev in 2006 would soon become similar case- studies by the management schools as Patanjali has now become a billion dollar company. It is possible to argue how human agency can be put to go through the ordeal of challenges and how selfhood can reassure to determine a course of action based on the principle of utility. It is important to remember how Steve Job, mentioned above, a college drop-out had learned calligraphy earlier not knowing what was it's practical application

going to be, found out how even apparently unimportant things can transform life. As he narrates this to the students' gathering in a prestigious institution, he explained how after some years while developing Macintosh computer calligraphy did wonders in designing the computer in 'Apple'. After sometime he was fired (by the same company in which he developed Macintosh) as he had hired a person to lighten the burden of work but fell out because of differences of opinion. Saddened by the incident, he realized what was important to him was what he loved to do such work in the IT area, that he loved what he did. So, he decided to be a 'beginner again'. 'Next' was his next company and then he created 'Pixer'. 'The Toy Story' created by Pixer became immensely popular and now it is the most successful animation studio in the world. In a dramatic turn of events, Steve narrates how Apple invited him back to join the company and he continued.[18] Hence, it is evident how service to humanity, concern for people-oriented thinking with an enterprising vision can go a long way to bring the credit to the business venture ultimately.

Added to the concern mentioned above, there should also be an attempt to examine the issue of 'transparency' as part of the strategic management thinking, recollecting what Chimamanda very pertinently presented. Her observation is supported by an analysis similar to the idea which provides insight into the approach of Indian wisdom which sees existence itself as truth. Existence ('Sat in Sanskrit, Satya or truth is derived from Sat) is self-evident and therefore, truth. One experiences one's existence as true. One witnesses it, feels it, it's factual. As the great Indian philosopher Shankara (8th Century A D) explains in his interpretation on the understanding of existence both as ontology and as experience, he says: " No one experiences as I don't exist".[19] This ideology facilitates the concept of truth or transparency through 'power of self' termed as 'Atma-shakti'. Transparency will introduce critical skepticism by contextualizing the company's

performance allowing scrutinization of it's own way of work. Implied in this skepticism, is the suggestion that the companies can return to deliberative process, noting how their efforts to create trust in people's existential situations, succeeded. The business companies can do this in their own way. As transparency will build people's faith they will in turn be loyal to them. Following this simple formula, Godrej, Tata , Wipro and such companies have gained immensely. This is also a Gandhian approach. The approach of the business companies generally is that the secrecy is to be maintained necessarily. However, on a further reflection, it may appear that the argument for transparency overshadows the argument for secrecy. The business companies can do this in their own way, for instance, by being transparent except in some very select areas where they think secrecy is absolutely imperative. Gandhian leadership interestingly, is a good example for transparency. Gandhi would publicly discuss about a move and invite people to exploit their potentialities for a positive change. His strategies would allow him to take people with him in his enterprise. When he thought of challenging the British cotton merchants, he gave a call for boycotting British clothes, making the colonists suffer economically. Through his action, Gandhi also attempted to restore the human agency and subjectivity and attempted to protest against their denial of participation in power-structure. This action of Gandhi helped people believe in themselves restoring their collective agency for change to act with determination. Pointing out it's importance, historian Tapan Roychaudhuri makes a significant comment: "Gandhi recognized an age-old culture hidden under an encrustation of crudity in rural India….The self-governing, self-sufficient and harmonious village communities of yore were the institutional bulwark of this ancient culture….Thus in terms of human values it was superior in every way to the competitive, materialistic and violence-prone civilization of modern Europe."[20]

The resonance of this trend of thinking is found in the recent writings of Subhash Sharma. In one of his models of management studies he has emphasized on the concept of self explaining four forces of a society calling it a new social vision of sacro-civic nation. He says: " There are four fundamental forces that influence us in our day to day existence, viz. force of market, force of state, force of people and force of self (spirituality). Thus market, state, people and self constitute the driving forces influencing the destiny of individuals, nations, and global society."[21] It may imply from Sharma's model that relating to self perhaps opens the possibility to an understanding of what the state of the society should be at the core since this would induce to have a refrain on greed and in turn on violence. The principle of self related to human dignity and freedom cannot be subject to any domination, even market domination, but if it is dominated somehow because of an active confrontation the enterprise is bound to suffer which will certainly be not desirable. To avoid such confrontations, Gandhi adopted the path of non-violence. He said emphatically: "The nature of my non-violence towards my brother cannot be different from that of my non-violence to the universe."[22] It is important to note how the commitment to human dignity and freedom helps in actualizing the prospect of prosperity for the enterprises. In Gandhian expectation, an enterprise is not supposed to be a place where there should be a constant struggle for freedom. It has to be a place of service. Highlighting on the emphasis on service, he said therefore that: "Everybody admits that sacrifice of self is infinitely superior to sacrifice of others."[23] The extensiveness of Gandhi's commitment to this ideology is observed impressively by Alan Axelrod when he says: " In our business and financial world, which has been widely discredited for rapacious and reckless greed, the idea of the 'servant-leader' has emerged as an ideal of entrepreneurial and corporate governance, as valued as it is elusive. Called by Gandhi as passive resistance, love –force or, soul- force (atma-shakti), it is a form of leadership that secures 'rights of personal suffering'. [24]

This kind of alternative can be found in the earlier times also which may appear rare but which is very impressive compared to the situations that prevailed at that time. For instance, Robert Owen's (1771-1858) way of leading an enterprise was quite unique. A philanthropic and, a social reformer, he took may measures to improve not only the work conditions of his employees but also started a kind of co-operative besides a night school for them. "Owen tested his social and economic ideas at New Lanark (Scotland) where he won the confidence of his workers and continued to have great success due to the improved efficiency at the mill. The community also earned an international reputation. Social reformers, statesmen, and royals, including the future Tsar Nicholas I of Russia, visited New Lanark to study it's operational and educational methods."[25] Owen's strength actually lies in humanizing work conditions. He found that the mill-owners were more caring for their machineries than the employees they recruited. His importance lies with his efforts in humanizing the work. Such cases justify that the idea of experimenting with alternatives that can allow the leadership development to go for new dynamics by becoming a central lens for understanding emerging challenges. In other words, building business-empires with a kind of holistic attitude will only increase the potential energy of the company concerned.

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BOOK REVIEWS

Quantum Bridge between Science and Spirituality: Towards a New Geometry of Consciousness

Reviewed by

Vaishali Agarwal

Associate Professor, Indus Business Academy, Bangalore

Convergence of Science and Spirituality in Wake of New Reality

Science and spirituality has been considered as two different routes of development for human race and society around. At one point of time when mankind was seeking growth they took the scientific journey and moved away from religion and spirituality. Now when world outside has become too chaotic human beings resort to inner peace and spiritual contentment for holistic development.

In this book, the author has compiled his previously published research work in the form of five chapters to draw upon a new framework which will provide a quantum bridge to bring both science and spirituality together to understand the reality around.

The first chapter of this book **'Quantum Bridge between Science and Spirituality: Towards a New Geometry of Consciousness'** opens with the scientific and rishi approach to consciousness. The author has given a new meaning to symbols and ideas (plus, multiplication, spiral, symbol 'T', infinity, chakras, matrix, rainbow, shunya etc.) to understand the geometry of consciousness. An analogy between the symbols of science and spirituality is presented such as medical symbol of science is similar to Kundalini structure in spirituality. This chapter concludes with the application of geometry of consciousness to social sciences and social studies. This chapter fascinate the readers with the understanding of simple yet powerful connections which exist between the two sides of bridge i.e. science and spirituality.

The next chapter of the book **'Light in my heart'**, expresses the relationship between Einstein equation of energy and Subhash Sharma (1999) spiritual equation which suggests the evolution to nirvana. This chapter explores the idea of light both in terms of poetic imagination and an equation. The author has depicted the evolution of human being from a 'Shunya' and from Darwin theory of existence to Divine theory of being.

In the chapter, **'Kailash vision: integrating science and spirituality'** author has used several acronyms such as NDA, BABA, MELT, and GOD etc. to explain the connectivity between science and spirituality. This chapter also highlights the association between Divine Operation System (DOS) laws and Knowledge roots and how an understanding of these help us in better understanding of order-disorder dynamics within social, organization, national and world context. The readers can experience the shift between the thought process in terms of 'from Newton to Nirvana'; 'from Darwin to Divinity'; 'from horse power to higher power'; and towards the development of 'sacro-spiritual society from sacro-civic society'.

The fourth chapter **'Rishi (re-see) route to reality'** brings the idea of two routes to reality. The one which starts with scientific methodology of hypothesis formulation to validation and the other which begins with the exploration of self. This chapter enables

the readers to discover the underlying connectivity between scientific and spiritual routes to reality with the help of wisdom equation, patterns of brain waves, and a matrix view of reality: Shankra's snake or rope matrix. The practical applications of bridging the gap between two different routes to reality are presented in terms of concept of sacro-civic society, beyond scientification of man: from alienation to integration, and integral therapy.

The last chapter **'Quantum Vedanta: towards a future convergence of science and spirituality'** help the readers to understand and appreciate the linkages between science and spirituality across the three levels of reality: matter, mind and consciousness. The author has explained both the scientific and spiritual definition of GOD and how they are connected. The lessons from Vedanta helps the readers to identify the interconnectedness between 'time and space' elements of science and 'time, space and consciousness' elements of spirituality. The effect of spirituality on some of the leading scientists and their work is captured in the author's articulation. This chapter and book concludes by emphasising the relevance of converging and complementing the books on science and spirituality and crossing the bridge to reach 'Universal Spiritual Consciousness'.

This book instils interest and curiosity for the readers that how two distinct aspects of life and reality could get converge into one to attain holistic development.
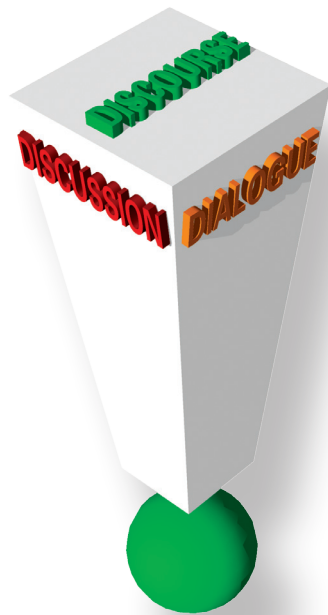
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Bengaluru Campus

Lakshmipura, Thataguni Post, Kanakapura Main Road
Bengaluru - 560 062. India

•Ph: +91-80-2608 3764 / 770 / 709   •Fax: +91-80-2608 3708 / 717
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