

COMPARATIVE ANALYSIS OF STRATEGIC MANAGEMENT IN ANCIENT JAIN COMMUNITY AND MODERN BUSINESS WORLD

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ABSTRACT

Strategic management is popularized as a modern management theory by the western scholars. In the management books we find the statement that "The origin of strategic management can be retraced to 1911, when Harvard Business School introduced an integrative course in management called 'Business policy' aimed at the creation of general management capability." (Azhar Kazmi, Adela Kazmi, 2016). But we miss the fact that 'Strategy in action' is available in ancient Indian scriptures too, which are atleast two to five thousand years old. We can open any ancient Indian scripture, be it Geeta, Mahabharata or Tirukkural, they are dotted with strategic management techniques. The author has attempted to explore ancient Jain Indian scripture to analyse if elements of strategic management are available in the ancient Jain scripture also. The focus will be on the religious Jain scripture 'Sthanag Sutra' and the relevance of strategic management techniques found in Sthanag Sutra is discussed in the paper.

Keywords: Strategic Management, Strategic Formulation, Sthanang Sutra, Levels of Strategic Management, Ancient Jain Community, Ancient Jain Literature.

Introduction

Research Questions

- Was strategic management a part of ancient Jain community's practices?
- What is the key difference between ancient Jain strategic management and the modern Strategic management?

Methods and Materials

For understanding the concept of modern strategic management, books and research papers written by various scholars like Schiffman and Kazmi etc. have been studied. Ancient Jain strategic management has been studied from the ancient Jain book- Sthanang Sutra and the commentaries written on it by various Jain scholars. Sthanang Sutra is a sacred book for the followers of Jainism. The book is divided into ten chapters and topics of the chapter are designed as per the classification or categorization of various topics and terms. For the purpose of analysis of modern strategic management levels, the researcher has taken the references from Fred R. David, Neil Ritson.

The strategic management models found in Sthanang Sutra and the modern strategic management will be compared to find the answers to the two research questions.

Comparative Analysis of Ancient Jain and the Modern Strategic Management

To draw the comparison between modern strategic management and ancient Jain system of strategic management, the following analysis will help in understanding the gap between the two approaches of strategic management: For understanding the strategic management of organizations or businesses in the ancient Jain community, we need to analyse the four sutras from the first Uddeshaka (Sub chapter) of the third Sthana (Chapter). The sutras are given below:

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Sutra 32: “तिविहा पुरिसा पण्णत्ता तंजहा उत्तम पुरिसा, मज्झिम पुरिसा, जहण्ण पुरिसा”

Meaning “There are three kinds of men- The best, The average, The lower level men.”

Sutra 33: “उत्तम पुरिसा तिविहा पण्णत्ता – तंजहा धम्म पुरिसा भोग पुरिसा, कम्म पुरिसा”

Meaning “The best men are (again) of three kinds- Men with high value, men with a desire to consume, men who work.”

Sutra 34: “मज्झिम पुरिसा तिविहा पण्णत्ता – तंजहा उग्गा, भोगा, राइण्णा”

Meaning “The average men are (again) of three kinds- Aggressive, with a desire to consume and ambassadors of the king

Sutra 35: “जहण्णा पुरिसा तिविहा पण्णत्ता – तंजहा दासा, भयणा, भाइल्लगा”

Meaning “Men at lower level are also of three types- servant, daily wagger and partners

The four sutras above explain three categories and nine subcategories of men. When this model of categorization of men or working men from the above sutras, we get the categorizations and sub categorizations of the workforce. They are - उत्तम पुरुष (High caliber workforce), मध्यम पुरुष (average caliber workforce), जघन्य पुरुष (Supervisory/lower level workforce). The types of men described in Sthanang Sutra compiles all kinds of executives, Managers and workers. Activities of all these men cover the scope of activities of a business unit and ultimately, activities of an economy, leading us to the activities of the nation. Above said categorization tells us that the strategic management of the three levels was implemented in the businesses in the era of Sthanang Sutra: 1. धर्माधिकारी (Spiritual leaders), 2. राज्याधिकारी (Administrative and Techno managerial level of employees) and 3. कर्मचारी (Managing and supervisory level of workers).

- उत्तम पुरुष (**Spiritual Leaders**): the first level of spiritual management was responsible for inculcating life values in the people which could be reflected in their work in the organizations. .
- मध्यम पुरुष (**Administrative and Techno Managerial level of Employees**): This level takes care of all the administrative activities of an organization or the economy. This level was taking care of the planning and directing the society as their managerial responsibilities; This can also be compared to the public sector of today's world which is responsible for public welfare.
- जघन्य पुरुष (**Managing and Supervisory Level**): The third level of management was more involved in directing and controlling who used to do the actual manual and physical work.

Employees at each of these levels used to strategize at their own level for the economy to prosper and society to develop.

The way religious preachers of Jain philosophy have defined the three levels of the Uttam Purusha, Madhyam Purusha and Jaghanya Purusha, this displays the association of values with business profits. Religion has acted as a coworker of the businesses in the Jain ancient era. If we use this categorization on the work force and their management, we get the three types of 'Uttam Purusha' (high caliber men)- 1. 'men with high value' in the organization, 2. 'men with a desire to consume' and 3. 'the men who actually work'. In Sthanang Sutra, three types of employees - Madhukar Muni defines them in the following words:

- उग्र पुरुष (**Men with High Value' in the Organization**): The one who takes care of the security of the people.
- भोग पुरुष (**Men with a Desire to Consume'**): The one, who preaches and takes care of rituals in the community.
- राजन्य पुरुष (**'The Men who Actually Work'**): Working close to the king or CEO

Further in Sthanang Sutra, three types of Jaghanya Purusha have been explained - दास (Dasa), भृतक (Bhritaka) and भागीदार (Bhagidar).

“जहण्ण पुरिसा तिविहा पण्णत्ता, तंजहा – दासा, भयणा, भाइल्लगा।” (पृष्ठ 203) मधुकर मुनि

Meaning that there are three types of Jaghanya Purusha – Dasa, Bhritaka and bhagidar. Madhukar Muni explains the three terms in the following words:

- दास (**Dasa**): Who can be bought with money.
- भृतक (**Bhritaka**): Daily wagger or salaried employee
- भागीदार (**Bhagidara**): These are partners who keep their share as per the decided percentage from the overall profit for a particular task

These भृतक (employees) are divided into four types: In first part of the fourth chapter of Sthanang Sutra, it is said,

“चत्तारि भयगा पण्णत्ता, तंजहा – दिवस भयए, जत्ताभयए, उच्चत्तभयए, कब्बालभयए।’ (4/1/147)

Meaning there are four types of Bhritaka- Diwas bhritak, yatra bhritaka, ucchatva bhritaka and kabbaad bhritaka:

- दिवस भृतक : who is paid daily as per the predecided task to be done. The labor today is paid according to this category of jaghanya purusha.
- यात्रा भृतक: The employees who will work on the way, perhaps these were the employees who were employed for the functioning of international trade between the two states, who used to take care of the goods when they were travelling from one port to another.
- उच्चत्व भृतक: Contract employees. These types of employees are used when they are hired for completion of a particular project/ task. This type of employees is popular even today.
- कब्बाड भृतक: work quantity wise payment is made to such employees. This category of Jaghanya Purusha can also be seen today.

The strategic management system given in Sthanang Sutra can be compared with the three levels of strategic management given by modern and western management scholars. We find the three levels of strategic management in their books on strategic management- **corporate strategic planning, business strategic planning and operational strategic planning**. Employees working at these three levels can be compared with the levels of employees shown in the sutra from Sthanang Sutra. The comparison is shown in the table below:

Table 1: Ancient and Modern Strategic Management

S. No.	Modern Strategic Management	Ancient Jain Strategic Management
1	Corporate strategic planning	उग्र (Ugra), भोग (Bhoga)
2	Business strategic planning	राजन्य (Rajanya)
3	Operational strategic planning	दास (Das), भृतक (Bhritak) and भागीदार (Bhaagidaar)

Source: Author's analysis on strategic planning and Sthanang Sutra

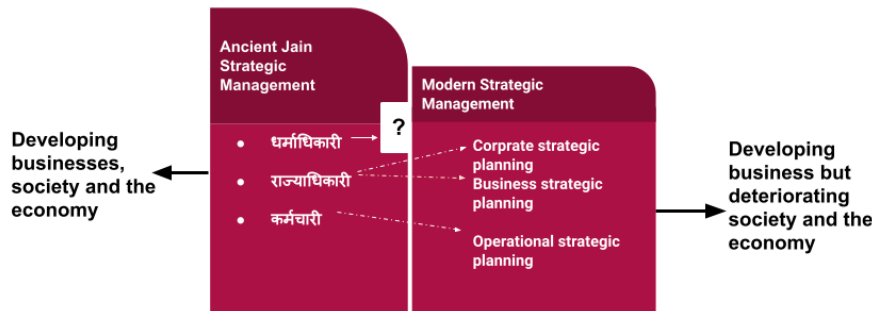
When we apply the above levels of employees strategic management in the modern economy of a nation, we find that the three modern levels consist of only two kinds of employees who are high, average and supervisory level workforce which fall under the category of कर्मचारी (Karmchhari) and राज्याधिकारी (Rajyadhikari), which lie under मध्यम (Madhyam) and जघन्य (Jaghanya) category. But the level of धर्माधिकारी (Dharmadhikari) who were responsible for upliftment of the morality and values in the other two levels of men, is seen missing in the modern strategic management.

Table 2: Gap Analysis of Modern and Ancient Jain Strategic implementation and Control

Ancient Category of the management levels	Modern Strategic Management Employees	Ancient Strategic management Employees	Gap Analysis
कर्मचारी (Karmchhari)	Operational and Business strategic planners	जघन्य (Jaghanya)	This level is found everywhere in the modern corporate world
राज्याधिकारी (Rajyadhikari)	Corporate strategic planners	मध्यम (Madhyam)	This level is also available in the modern corporate world
धर्माधिकारी (Dharmadhikari)	???????	उत्तम (Uttam)	This level is found missing in the modern corporate world

Source: Author's analysis on strategic management and Sthanang Sutra

From the Table 2, we see that there is no substitute available for the supreme level of evaluation and controlling authorities, the strategic evaluation, implementation and control is in the hands of कर्मचारी (Karmchhari) and राज्याधिकारी (Rajyadhikari) only. Social auditors, which is a newly introduced level of employees in the organizations, is also not working on enhancing the value system of the employees, but is working on enhancing the image of the organization with the help of CSR activities, which in turn increases the profit of the firm. They are not working as धर्माधिकारी (Dharmadhikari). Such a gap in our organizational management system has brought a loss of values in our businesses and hence the loss of values in the society. The western world where the spiritual level was not existing, has been facing issues like teenage pregnancies, incredible increase in criminality, drug addiction and the threat of fatal diseases like AIDS. The only motto of modern western management is productivity and production at any cost and the organizations are in the blind race of maximization of profits. The above explanation can be understood with the help of the following diagram:

Diagram 1: Flow of Development in Ancient Strategic Management

Source: Author's analysis on Strategic planning and Sthanang Sutra

The diagram explains how the third level धर्माधिकारी (Dharmadhikari) is not existing in the modern strategic planning today. Only the two levels, राज्याधिकारी (Rajyadhikari) and कर्मचारी (Karmachari) are found today, whose focus is business strategic planning and operational strategic planning. Both these levels work for either profit maximization or the wealth maximization. Where the third level Dharmadhikari which used to develop and maintain the values system of the organization is found missing. No replacement by the modern strategic managers or scholars has been made to fill the level of managers who used to inculcate the religious values in the employees which was responsible to maintain the balance between the profit, people and planet- that means the balance between profit and wealth maximization, public welfare and environment protection was well established and practiced successfully. Such a gap has led the economy towards deterioration.

How does Sthanang Sutra deal with Modern Strategic Elements?

According to Thomas L. Wheelen et. al, Strategic management is a set of managerial decisions and actions that help determine the long term performance of an organization. It includes environmental scanning (both internal and external), strategy formulation (strategic or long range planning), strategy implementation and, evaluation and control. In this particular study, the comparison of the elements of strategy implementation and control have been discussed, which provides us with a guideline framework for effective strategic implementation and control in the modern businesses. It is highly required that the management students today are familiarized with complete knowledge of strategic management. Just studying Western scholars may not expose them to the complete knowledge which consists of spiritual and life values based strategies, unless and until they also study Indian strategic management from ancient treasure of Indian literature.

Conclusion

Success of strategic management depends on implementation, evaluation and control of business activities. The trio of implementation, evaluation and control is addressed in the Sthanang strategic management with the authorizing employees at all the three levels. This approach is found missing in the modern strategic management. For the betterment of economies and the societies, we need to relook at the direction of modern strategic management systems and fill the gaps by authorizing the employees at all levels. The decision makers should also follow an approach in the businesses that inculcates spiritual values in the employees who take care of the business activities.

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