

ANCIENT JAIN MODEL OF VALUES BASED BUSINESS MANAGEMENT OBTAINED FROM AWASHYAK SUTRA

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Abstract

Values and virtues have been the backbone of ancient Indian economy. Religious philosophies of India like Hinduism, Buddhism, and Jainism etc. have been imbuing individual values in the followers which were being practiced in the economic sphere also. This way India has had a practice of taking values from the micro (individual) level to the macro (economic) level. Even today, the culture of any country is denoted by the values of its citizens. The paper is an attempt to explore Jain values system from their literature and to analyze if they were having any kind of effect on their business activities. A model based on the relationship between these values and business management practices will be the research outcome of the paper. If we rediscover such successful values-based business management models and bring them into practice today, it may lie down a stone for building an honest, transparent and prosperous economy in the country which will lead to a developed economy. The western scholars have developed value-based business management model, so a comparative analysis of both the models will also be drawn to understand the differences and similarities between both the systems.

Keywords : Value, price, values, value-based management, values-based management, value-based businesses, Value addition, Jain philosophy, Jain literature.

What are values?

Values refer to a dual meaning, one is materialistic by nature while the other is spiritualistic. On one side if value means something that can be given or taken as a price, the other meaning of value is quiet personal which affects the social and spiritual platforms. Let us try to understand the first meaning first. In the words of Ben Cohen and Mal Warwick, "Two things determine value: what someone gives up and what that person gets in return? "They apply this definition of value on the buyer and his perception and conclude that "Price is what buyer pays and value is what they receive."

M. Kidder's view is also worth quoting here where he says, "The word "value" refers to the inherent worth and quality of a thing or an idea, and we often talk about valuing a challenging job, a comfortable lifestyle, or even a well-made piece of clothingValues that most people agree have a moral or ethical aspect In this sense, these values are actually much the same as what we mean by 'virtues'."

Kidder also adds that the word value is both a noun and a verb; it has inherent in it not only the concept of goodness- like virtue - but also the act of wanting, desiring or personally 'valuing' something. So, the choice of the term 'values' is about tone and positioning, as well as literal definition."

According to Martin Seligman, "Confucious, Aristotle, Aquinas, The Bushido Samurai code, the Bhagawad Gita , and other venerable traditions disagree on the details but all of these codes include six core virtues." Martin's thorough studies give us six core values - wisdom, courage, humanity, justice, temperance and transcendence while Kidder gives us a set of five shared values: honesty, respect, responsibility, fairness and compassion.

Model of Value Based management

According to Timothy Koller, "VBM aligns a company's overall aspirations, analytical techniques, and management processes with the key drivers of value. "But somehow he does not take it as a staff driven exercise. And declares that the purpose of value-based management is improved economic performance of an organization. In this model, the management philosophy works on maximization of value in the five dimensions- employees, customers, community, suppliers and the company itself. The companies try to enhance value by various measures like improving the quality of life in their communities, investing the profits for social or environmental cause. The companies use these value creation methods to distinguish their brand from other brands.

This is recently that authors like Ben Cohen and Mal Warwick have started talking about values-based businesses. But purpose of their approach is also economic benefit, as the book's name suggests; "Values Driven Business: How to Change the World, Make Money and have Fun". So, value and value creation have one purpose only- that is profit, fun and reputation.

RESEARCH GAP

The literature that was reviewed for this paper, discusses value-based management, where it talks about employee benefits and social or environmental cause, but with the purpose of economic benefit. While author is trying to develop a model, which is based on the set of values given in ancient Jain literature. The only book, which has been explored for the purpose is Jain (sthanakwasi sect) Pratikraman described in the 'Awashyak

Sutra'. The Sutra was compiled by ancient Jain head preachers and is being recited regularly by Jain followers even today. Some strict Jain followers recite it twice every day, a few do it once a day, many do it twice fortnightly or once fortnightly, but all Jain followers recite it at least once in a year on their forgiveness day- 'Samvatsari'.

It's not that Indian literature like Mahabharata and Bhagwad Gita has not been explored for Values system, but somehow, Jain literature has not been studied the same way, while each and every piece of ancient Jain literature is also dotted with concepts of management. Hence the author has attempted to explore one piece of Jain literature and develop a management model, based on Jain values system.

METHODS AND MATERIALS

As discussed above, for value-based management, western scholars' like Ben Cohen, Mal Warwick, Timothy Koller, John Martin etc. have been studied, for values-based management Indian spiritual work has been explored from Jain community and thus the model has been developed.

VALUES DESCRIBED IN ANCIENT JAIN LITERATURE - AWASHYAK SUTRA

Ancient Jain society and economy, both were operating on the basis of values, taught and given by Lord Mahavira in the era 510 B.C. For the purpose of this paper, the values given the 'Awashyak Sutra' have been analyzed. The list of values has been extracted from the set of five prohibitions - 'अतिचार' given in the pratikraman. For five vows, there five prohibitions, hence $5 \times 5 = 25$ prohibitions, apart from these there are 15 kinds of businesses which are also prohibited for a Jain follower. Following vows have been considered to develop the values-based model of business management

1. First vow in the Awashyak Sutra is 'प्राणातिपात विरमण व्रत' (Partial vow of non - Violence). Five prohibitions of this vow are:
 - बंधे - If hurt someone by tying him/her tight (kept someone in prison etc.)
 - वहे - If inflicted pains and injuries to someone
 - छविच्छेये - If injured someone physically or cut some part of the body
 - अद्भारे - If I overload someone (with workload or weight etc.)
 - भक्षपाणविच्छेये - Stopped someone from taking food or water
2. Second vow is 'मृषावाद विरमण व्रत' meaning the vow of 'Truth'. Five prohibitions of this vow are:
 - सहस्रभक्खाणे - If I blamed someone without giving him/her any chance of clarification
 - रहस्यभक्खाणे - If I exposed some secret of others
 - सपतिमंतभेए - If I exposed my spouse/master in front of others
 - मोसो वयेसे - If I preached/taught wrong principles
 - कूडलेहकरणे - If I wrote/published articles on wrong philosophies/wrongly
3. Third vow is 'अदत्तादान' meaning the vow of non-stealing. Five prohibitions of this vow are:
 - तेनाहडे - Purchased or took stolen goods
 - तक्करप्यओगे - Not to trade stolen or smuggled goods/helping someone in stealing
 - कूड तुल्लकूड माणे - To sell as per correct measurement and weight
 - विरुद्धरज्जाईकम्मे - If acted against the law of state
 - तप्पडिकुवगववहारे - Mixed low-quality goods with finer goods and sold them at the rate of finer goods
4. The fourth vow is 'मैथुन विरमण व्रत' meaning vow of celibacy. Following are the five prohibitions of this vow and ones supposed to apologize to his soul:
 - इत्तारियपरिगहियामणे - If I was engaged in extramarital relationship with someone else's spouse
 - अपरिगहियामणे - If I was engaged in extramarital relationship with unmarried man/woman
 - अणंगकीडा - If I was indulged in illicit sensual/sexual activities
 - परविवाहकरणे - If I was indulging in matching the wedding relationships of others
 - कामभोगतिव्वाभिलासे - If I was indulging in intensifying desires of passion
5. The fifth vow is परिग्रह परिमाण meaning limiting one's possessions. Five prohibitions for this vow are:
 - खित्तवत्थुप्पमाणाइकम्मे - If I accumulated land and things beyond preset limit decided by me.
 - हिरणसुवण्णप्पमाणाइकम्मे If I accumulated gold and silver (Precious metals) beyond preset limit decided by me.
 - धणघणप्पमाणाइकम्मे - If I accumulated money and grains etc. beyond preset limit decided by me.
 - दोप्पयत्तुप्पयप्पमाणाइकम्मे - If I accumulated living beings with two feet and four feet beyond preset limit decided by me. (In the modern context, it may be considered as two wheelers and four wheelers and slaves/servants etc.)
 - कुप्पप्पमाणाइकम्मे - If I accumulated less or non-precious metals beyond preset limit decided by me.

LIST OF BUSINESS VALUE(S) FOR A JAIN FOLLOWER FROM AWASHYAK SUTRA

If above five vows and their five restrictions are applied in the corporate culture or businesses, they can be translated as the following business values:

- False documentation should be prohibited in the process of paying taxes, imports, exports, transactions and agreements etc. (कूडलेहकरणे)
- No one is to be tied against his/ser will (बंधे)
 - No employee should be punished severely
 - No employee should be kept in the office as a slave, should be given enough work space and freedom.
- Employees should not be overloaded with work. (वहे)
- Employees should be provided with proper lunch time during the work hours (भत्तपाणविच्छेये)
- Not to encourage extra marital relationship in offices with married (wo)men. In the modern social environment, since men and women possess equity in the society, hence the term woman has been replaced by wo/man. (इत्तारियपरिगहियागमणे)
- Not to encourage extra marital relationship in offices with unmarried (wo)men. (अपरिगहियागमणे)
- Not to arouse uncontrollable sexual emotions at workplace. (अणगकीडा)
- Secrets of employee/employers should not be shared with others. (सहस्सभक्खाणे)
- Not to tell business related lies (रहस्सभक्खाणे)
- Not to purchase stolen goods for business. (तेनाहडे)
- Not to trade stolen or smuggled goods. (तक्करप्पओगे)
- One should not act against the rules and regulations laid down by the Government. This would include (विरुद्धरज्जाईकम्मे)
 - Paying the taxes fully on time
 - Adherence to rules laid down for import/export and corporates strictly
- To sell as per correct measurement and weight (कूड तुल्लकूड माणे)
- Mixed low-quality goods with finer goods and sold them at the rate of finer goods (तप्पडिरुगववहारे)
- Resources like land, gold, silver, animals, petrol etc. Should be limited with due care, no wastage of these natural resources in the business to be encouraged. (खित्तवत्थुप्पमाणाइकम्मे, हिरणसुवण्णप्पमाणाइकम्मे, धणधणप्पमाणाइकम्मे, दोप्पयचुप्पयप्पमाणाइकम्मे, कुप्पयप्पमाणाइकम्मे)

Jain Model of Values Based Management System

The values explored from the vows and the restrictions of these five vows must have affected the corporate performance of that era, as it is reflected from the nature of these values. For example, no purchase of stolen goods will prohibit the businessman from trading of these stolen goods also. Not to tell lies in written or verbal form will stop the practitioner of Jain philosophy from preparing false documents. Hence an appropriate model can be derived which is based on these values which may fit into modern categorization of organizational management. The model developed is given below:

Diagram 1: Ancient Jain Model of Values based Business Management

Human Resource Management	<ul style="list-style-type: none"> बंधे वहे छविच्छेये अडभारे भत्तपाणविच्छेये सहस्सभक्खाणे 	<ul style="list-style-type: none"> No employee should be treated as slaves No employee should be punished severely No employee should be kept in the office as a slave Employees should not be overloaded with work. Employees should be provided with proper lunch time during the work hours Secrets of employee/employers should not be shared with others.
Work Culture Management	<ul style="list-style-type: none"> विरुद्धरज्जाईकम्मे कूडलेहकरणे इत्तारियपरिगहियागमणे, अपरिगहियागमणे काम भोगतिव्वाभिलासे तक्करप्पओगे 	<ul style="list-style-type: none"> One should not act against the rules and regulations laid down by the Government False documentation should be prohibited Not to encourage extra marital relationship in offices with married or unmarried (wo)men. Not to be indulged in intensifying sexual desires at work place Not to purchase stolen/smuggled goods for profit
Resource Management Environment	<ul style="list-style-type: none"> खित्तवत्थुप्पमाणाइकम्मे हिरणसुवण्णप्पमाणाइकम्मे - धणधणप्पमाणाइकम्मे दोप्पयचुप्पयप्पमाणाइकम्मे कुप्पयप्पमाणाइकम्मे 	<ul style="list-style-type: none"> Resources like land, gold, silver, animals, petrol etc. Should be limited with due care, no wastage of these natural resources in the business to be encouraged.
Honesty and Transparency	<ul style="list-style-type: none"> तेनाहडे तक्करप्पओगे कूडतुल्लकूडमाणे विरुद्धरज्जाईकम्मे तप्पडिरुगववहारे 	<ul style="list-style-type: none"> Not to Purchase and/or trade stolen goods Not to trade stolen/smuggled goods or help someone in stealing To measure and weigh correctly while selling/trading Always follow the rules and regulations laid down by the Government Not to mix low quality goods with finer goods and sell them at the rate of finer goods

Source: Awashyak Sutra and Author's analysis

Comparative analysis of Value Based Management and Values Based Management

Values based business management system is a modern concept while values-based management system is an age old, rather ancient concept of business management. There is a possibility that the deterioration in values was a reason of failure of values-based management as the effect of individual values stopped reflecting in the corporate performance. Hence the western world developed a new value creation system with an economic benefit approach, which became more acceptable. Not following the values was giving the feeling of guilt, while creation of value was bringing a sense of achievement, so it was accepted easily by individuals also. Moreover, the significant industry changes in the recent scenario also generated the need of a changed business model. Before going further, we should take a halt and draw a comparative analysis between the two business management models, looking at their differences and similarities:

Table 1: Comparative analysis of value based and values-based management

Characteristics	Modern Value Based Management	Ancient Jain Values based Management
Origin	Western management literature/Literature based on western management thought	Ancient Jain literature/Literature based on ancient Jain management thought
Purpose	Value creation/maximization for economic benefit	Harmony in the world and life balance for world peace
Procedure	Inside the organization	Inside the heart of an individual
Scope	Stakeholders and community	The entire economy
Non-financial goals	Customer satisfaction, product innovation, employee satisfaction etc.	Moral uplift of an individual and the society
Financial goals	Boost earning per share, Increased ROI	No financial goals, increased ROI comes as a bi-product

Source: Author's analysis

The above analysis differentiates the two models- Value based management and values-based management. We find that approach of both the models is quite different, if values-based management system is intrinsic by nature, the value based is extrinsic by nature. They vary in terms of their origin, scope, procedure and purpose. If one is aiming at the profit maximization, the other model profit is not the focus, but spiritual uplift is.

FINDINGS

- The ancient people also had a thorough understanding of the concepts of business management, just that the terminology is different. Jain literature uses Prakrit or Sanskrit terminology while modern scholars use English terminology. For example, 'false documentation' was named as 'कूडलेहकरणे'. 'Smuggling' as 'तस्करी'.
- Value based Management model and values-based management - both the models are entirely different and should not be mistaken to be the same.

SUGGESTIONS AND RECOMMENDATIONS

India possesses a treasure of values in its citizens' daily practices and old/ancient literature preserved with the followers of various religious philosophies. We, as Indians should open up the treasure again and start practicing old tested values and practices for honest and transparent social and organizational culture. Only then we will have the harmony, balance and peace back to businesses and human lives.

CONTRIBUTION

- As stated above, the research may open a new threshold for learning of management concepts which are based on the values and virtues given by our family and social environment.
- If values-based management system is implemented at macro level, the world will become a better place to live in.

- This paper may be a call to all other religious philosophies also who have better business models in their ancient heritage of literature than the models we are using today.

CONCLUSION

The research is focused around Jain values and their application in the various business environments. The values-based model of business management is available in the ancient Jain literature which is different from the modern value-based management system. Further scope of research can be to compile the values-based business models of all the religious philosophies of India/Asia and develop a universally accepted business model which leads to harmony in human lives.

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