

CRITICAL BOOK REVIEW

Future Directions In Management, Edited by Sorab Sadri and Urvashi Makkar, Published by Bharati Publications Ghaziabad and priced at Rs 1250 in hardback.

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This book suitably entitled **Future Directions in Management** is a compilation of thirty chapters which are concerned on ethics, governance, excellence, sustainability, and global issues related to. What makes this book different is that each chapter has been “commissioned” and authors were specifically requested to contribute to the grand design crafted by the editors. The editors, the authors and the publishers deserve all the kudos for this splendid effort.

The study of social environment, especially ethical behaviour of humans, and its inclusion in management practices is very important in implementing business models for the success and prosperity of global society in 21st century. Major technological advancements of 21st century have begun to change social values and social expectations in our day to day performance of various functions. The use of telecommunication and information technology in people’s daily lives has almost changed society’s perspectives in solving even difficult problems and has brought society much closer to each other. But the major impact of internet and wireless technology has been on the

implementing good business practices more effectively and in a transparent fashion.

This book is not designed to serve as a text book but will surely be an excellent source of reference for master’s and doctoral students. All the chapters of the book are written by distinguished faculty who are experts in their own discipline. Putting this vast knowledge at one place is a commendable effort of Dr. Sorab Sadri who convinced all the authors to prepare chapters for this book. It is comprehensive compilation of various chapters on “best environmental practices” to help individual managers to make efforts in developing sustainable systems for the society. It has been very well edited and the credit for that I am told goes to Dr Urvashi Makkar.

This book is written in two parts. The first part concentrates on theoretical studies conducted by various authors on ethics, ethics and religion, corporate governance and excellence, and sustainability. The second part concentrates on empirical studies on ethics and professional values, ethical practices in service industry, ethics of data mining, ethics in medical profession and patents, and ethics in human resource development and leadership. For example the first chapter of the book is written by Prof. Jayashree Sadri and the purpose of this chapter is to define morality and its role in developing good ethics in the society and removes the confusion on the use of different definitions defining values, morals and ethics. In this chapter, she tries to make a distinction

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between values, morals and ethics based on her research which she carried for more than ten years is an excellent presentation on ethics.

Chapter two of the book is written by Prof. M.S. Bagwan and is an excellent review on the subject "rationalist ethics. Prof. Bagwan uses the process of liberation and social consciousness to study overall societal values that leads to societal ethics. His approach is to study a process when administrative power or controls move from the hand of a ruler to the bureaucrat then to the middle-man and finally goes into the hands of those who deliver goods and services to the society which depend heavily on ethical behaviour and governance. This results in bringing the value of ethical behaviour on human resources management and corporate social responsibility, excellence and sustainability. This is very well written chapter in defining rational ethical behaviour of human beings. Detailed literature review survey shows that excellent work has been done on ethics in the last three decades in India. This literature survey also indicates that the fact that the heart, soul and mind must work in unison as per the Vedantic philosophy to strengthen authors arguments. Chapter three is a brief treatment of professional ethics written by Dr. Ravi Kiran and Prof. Prashant Mehta. Both agree that moral values have a greater social element to human values and tend to have a broad acceptance by society. Good motivation in the society is based on ideas of right values. Both have defined professional ethics as professional morals. They further add that if we accuse someone of being unethical, it is equivalent of calling him/her unprofessional and may well be taken as a significant insult by an individual. Chapter four is a philosophical cum schematic attempt to lay down a bridge between Chakraborty's soul based school and Sadri's mind based school of ethics.

Chapters five, six and seven on Spiritualism and Religion authored respectively by Dr Tiwari (on Hinduism), Mr Hashimali Sayed and Dr Sheikh Haroon (on Islam), Mr Boman Bharucha and Adv Amit Bhowmik (on Zoroastrianism) are well researched and well presented. They are fine

testimonies of the width and depth of knowledge of the authors and can be used as pedestals for further research by scholars. Chapter eight concentrates on corporate spirituality in the modern era and is written by Dr. Aruna Khasgiwala, Dr. Jagdish Solanki, and Prof Ila Pandya. The authors have made it very clear that spirituality does not mean religion. Religions are manmade concepts while spirituality means knowing the consciousness within and connecting with the divine force which is irreligious. Spirituality does not mean abandoning your desires like food, luxury but going beyond them and gradually transforming oneself into a watcher (drishta). The great Albert Einstein had once remarked: "When I read the Bhagavad-Gita and reflect about how God created this universe everything else seems so superfluous". According to all these authors, a spiritual leader leads with love as a basis for his leadership, works selflessly and displays humility. The values displayed by such leaders form the foundation for organizational culture, and their higher purpose of making a difference to society becomes the organization's driving force. In spiritual organizations, values are not something to be framed and hung on the wall. An employee with an evolved spiritual intelligence is a believer and practitioner of universal values like concern for universal well-being, responsibility, love, truth, righteousness, non-violence, and inner peace that are at the core of spirituality.

The dialectic between business ethics and corporate governance is high lighted rather neatly. Chapters nine, ten and eleven posit the precise position of Governance in the corporate context. In these, Dr. Farida Virani links Ethics to Governance, Dr. S.N. Tara and Dr. D.Y. Patil discuss Governance in the international context leaving it to Dr. Sunita Shama to bring the relevance of this facet home to India. Advocates A.K. Bhowmik and S. Sarkari thereafter take up the issue of national governance and raise some very important but awkward questions. It would appear that neither is the importance of corporate governance nor is the dialectic of ethics and governance overlooked by the editors. The

contributors have no doubt risen to the occasion and delivered proof of superb logic deep understanding of objective social reality.

The principle argument of the book in that business ethics and corporate governance combine to create the basis for organisational excellence and in Chapters thirteen, fourteen fifteen and sixteen, the authors have driven this argument home and treated excellence from various perspectives. Dr. Tara and Col. Sharma link Excellence to Governance, Prof. Jayashree extends upon her earlier argument that has become the basis of this collection of papers, Dr. Shelja Jose presents an Indian model of Excellence and Dr. Shamira Malekar speaks of Spiritual Leadership as a repository and embodiment of Excellence.

The transition from excellence to sustainability has been very deftly made by the editors and by the authors who delivered quality output. Chapter seventeen by Dr. Sharukh Tara and Col. Anil Sharma is an excellent presentation on "organizational excellence and sustainability". Economic freedom in the society on the basis of real freedom comes from organisational excellence and business sustainability and those we also believe ought to be predicated on the twin pillars of managerial ethics and corporate governance. Good corporate governance is a must for organisational excellence. This chapter is divided into four parts. The first part of the chapter shows how corporate governance improves the organisation's brand image and hence the social acceptability of its product and service. The second part describes how corporate social responsibility helps to promote excellence. The third defines excellence in terms of social ramifications of corporate interventions. The fourth part of the chapter uses good set of methodologies to show how excellence governance leads to sustainable economic systems.

Chapter eighteen focuses on green initiatives for sustainable development and is written by internationally known experts Dr. Sunita

Nambiyar and Dr. Jagdish Solanki. Much of the contents of this chapter have been the focus of their research and consultancy experience on Green Initiatives initiated in the State of Gujarat between 2003 and 2012 where a total of seventeen recommendations were made to HR Managers on the basis of this research. Many small to medium size companies have followed our recommendations during the past two years and benefitted substantially from this research. This is one of the chapters of this book that drew my attention in the green initiative taken in India because of my interest in environmental stewardship and green engineering. Unless the present generation does something to protect the environment, the future of next generations will be at risk. The authors of this text are very correct in concluding that "we are holding this environment in trust for future generations and social ethics is the need of the hour and it needs an out of the box social governance which is environment friendly and economically sustainable. In addition, I appreciate some of the statistics given by the authors of this chapter such as: i) the annual growth in the population of the world is estimated at additional 80 million people to feed per year, ii) about 20,000 million tons less topsoil to produce food every year, iii) by the year 2000, fish production by water bodies will fall by 10 to 15 million tons per year especially in case of salmon and cod, iv) by the year 2100, global temperatures will rise by 1° to 3.5°C because global warming. This simply tells us that unless we did something differently and changed our ethics towards environmental enhancement, sustainability of the planet will be at risk. Authors further say that "migration seems to be the only option as climate takes control of our future lives". Pictures of a nuclear winter and a natural Armageddon are not difficult to conjure up.

Sustainability and economy are twin elements of global stability. About twenty-five years ago, it was a popular belief that the goals of economic development and environmental sustainability were mutually exclusive. Today, this view has largely given way to a belief that we need a better

understanding between economic development and the global environment. The first and foremost component of a comprehensive environmental-assessment policy is that economic development be environmentally sound and sustainable. Nothing illustrates better how ecological sustainability challenges us all than the link between population and development.

Although population growth rates have been declining recently, by 2050 the planet could have 9 billion people, almost double the population at the turn of the twenty-first century. This will add enormous stress on available land, water and other natural resources and preservation of the quality of natural resources would require well thought out man agent systems and sound policies, especially for landscapes that are heavily populated. The impact of increased population will be severe on the environmental quality of land and water resources. Also, science based information would be needed to understand the land and water resource degradation processes from intensive agriculture, especially in areas of the world where major water bodies are showing signs of hypoxia. Development of sustainable systems will be necessary to restore the already damaged ecosystems and sound principles of science and technology would need to be applied to minimize further environmental degradation. If we look at the global picture on resources, we see a frightening outlook. The impact of this increased population on the environment will be severe. As much as 95% of world population growth is projected for developing countries which, by 2050, will have 87% of world population. This will add enormous stress on the available soil, water, mineral, and energy resources for domestic, industrial, and agricultural use while simultaneously increasing the pressure to maintain environmental quality and preserve our ecosystems.

Maintaining a good standard of living for this growing population will require a renewable water resources capacity of 1000 m³ per person

per year. China and India are developing future water resources management plans on renewable water supplies of 500 and 250 m³ per person per year, respectively, to sustain their economics. Many other countries have less renewable water resources for their economic growth. In contrast with population growth, water resources are finite. An increasing population will require more food and in many areas will mean more depletion and pollution of water resources. This might result in less water available for industrial and municipal demands. In 1900, 90% of all water used in the world was for irrigation; in 2000 it has fallen to about 60%. These data indicate that we must grow more food with less water, using more intensive agriculture and fertilizers and pesticides. Farmers use pesticides to keep grasses and insects at bay and fertilizers to help crops grow better. For years it was believed that these chemicals would either remain on the ground surface of agricultural fields or would degrade before they could reach the groundwater and/or surface water. However, drinking water supplies have been found to contain nitrates, nearly all of which may have come from fertilizers. Besides NO₃-N, some common pesticides have also been found in ground and surface water. Since the first discovery of a pesticide in groundwater in 1979, 46 pesticides have been found to contaminate groundwater as a result of normal agricultural use and preservation of the quality of water bodies would require good water management systems and incentive based policies. Therefore, strong ethics are important in solving these complex environmental degradation problems of the society and to have better management systems for a sustainable world.

In the second part of this book, especially in chapters twenty one through twenty five, authors have reported vast amount research conducted on the relationship between ethics and professional values and governance. Chapters twenty five, twenty six and twenty seven concentrate on the impact and relationship of ethics on medical and journalism professions. These two chapters give in depth studies on

ethics and professionalism. Chapters twenty eight, and twenty nine are concentrating on ethical issues of intellectual property and human resource management issues which are key issues of management scholarship and workforce. The last chapter thirty reports studies on leadership issues as it relates to traditional wisdom on imbining ethics.

The Prologue sets the tone of the book and the Epilogue eloquently rounds it off. Overall, I am very impressed with the quality of chapters

written by distinguished group of scholars and will recommend this book to all teachers and students of business schools. It is a great compilation of research conducted either by authors themselves or reported by authors. This should be a good reference to future scholars who are interested to conduct research in the fields of ethics, religion, spirituality, governance, excellence and sustainability. I will surely recommend this book to be in every university library and for every scholar in management and social sciences to read it at least once.