CONTENTS

Preface ix
Acknowledgements xiii

1. INTRODUCTION 1–5
References 5

2. INDIAN ECONOMIC MODELS 6–83

2.1 Ancient Indian Economy 6
2.1.1 World GDP during 0 CE 7
2.1.2 Indian Economy Since the Ancient Periods 9
2.1.3 Agriculture and Food Production 9
2.1.4 Industry 12
2.1.5 Trade 14
2.1.6 Other Critical Sectors 16
2.1.7 Predominance of the Indian Economy 22
2.1.8 Ethics in Economics 23
2.1.9 Government and Business 25
2.1.10 Character and Principles in Business and Trade 27
2.1.11 Superior Society Backed by Economic Prosperity 27
2.1.12 GDP of India and Other Countries/Regions from 0 CE to 1700 29

2.2 Indian Economy under the British 33
2.2.1 GDP of India and Other Countries (1700–1950) 35
2.2.2 Industry 39
2.2.3 Agriculture 43
2.2.4 Trade 45
2.2.5 Economic Drain 48
2.2.6 Was the Industrial Revolution Based on Indian Resources? 52
2.2.7 India Made a Debtor Nation for the First Time in History 53
2.2.8 Economy Shattered to Pieces 54
2.2.9 Poverty and Famine 57
2.2.10 Education—The Beautiful Tree Perished 59
2.2.11 Fatal Attack on the Economic Spirit of India 61

2.3 Indian Economy after Independence 62
2.3.1 Growth During 1950s to 1980s 65
2.4 Indian Economy During the Recent Decades 66
2.4.1 Economic Growth in Recent Decades 67
2.4.2 India in the Top League 68
2.4.3 Share of India and Other Major Countries in World Gross National Income (GNI) 69
2.4.4 Society-driven Economy 71
2.4.5 Growth Started with Independence 72
2.4.6 Unique Indian Models 73

References 75

3. OTHER ECONOMIC MODELS 84–112
3.1 Popular Western Models 84
3.1.1 Capitalism 86
3.1.2 Communism 95
3.2 Other Models 97
3.3 Universality of Western Models 101
3.3.1 Weber on Capitalism 103
3.3.2 Buddhist Economics 103
3.3.3 Impact of Culture on Economic Development 105
3.3.4 Impact of History on Economic Development 106
3.3.5 Economic Systems Consistent with Different Cultural Traditions 106
3.3.6 Economy of Permanence 107
3.4 Conclusion 108

References 109

4. BASIC FEATURES OF DIFFERENT ECONOMIC MODELS 113–154
4.1 Features of the Indian Economic Model 113
4.1.1 Family Base 113
4.1.2 High Level of Savings 116
4.1.3 Self-employment as the Base 120
4.1.4 Highly Entrepreneurial 123
4.1.5 Non-corporate Sector as the Core 125
4.1.6 Community Orientation and Social Capital 128
4.1.7 Faith and Relationship 132
4.1.8 Society-driven and Not State-dependent 134
4.1.9 Driven by Norms and Values 135
4.2 Features of Western Models 137
4.2.1 Individualism 137
4.2.2 Consumerism and the Decline of Savings 141
4.2.3 State Dependence 145
4.2.4 Market as the Core 146
4.2.5 Contract-based Relationships 147
4.2.6 Need for Formal Rules and Regulations in Transactions 148
4.2.7 Unsustainable Foundations 148
4.3 Different Approaches and Different Models 150

References 150
5. TYPES OF BUSINESS MODELS 155–160

5.1 Western Business Models 155
5.2 Eastern Business Models 156
5.3 Universality of Models 157

References 160

6. INDIAN BUSINESS MODELS 161–202

6.1 Business in Ancient India 161
6.2 Business During the British Domination 164
6.3 Business in Independent India 166
6.4 Business Models During the Present Period 168
   6.4.1 Non-corporate Sector 168
   6.4.2 Clusters 175
   6.4.3 Corporate Sector 190

References 197

7. BASIC FEATURES OF DIFFERENT BUSINESS MODELS 203–236

7.1 Basic Features of Indian Business Models 203
   7.1.1 Family Orientation 203
   7.1.2 Dominance of the Non-corporate Sector 208
   7.1.3 Generation of Funds from Own and Close Sources 210
   7.1.4 Community Drive 216
   7.1.5 Relationship, Faith and Goodwill as the Base 221
   7.1.6 Less Dependence on State 223
   7.1.7 Risk-bearing Nature 225

7.2 Basic Features of Western Business Models 225
   7.2.1 Individualistic 225
   7.2.2 Dominance of the Corporate Sector 227
   7.2.3 Contract-based Transactions 229
   7.2.4 Risk-diverting Nature 229
   7.2.5 Large-scale Absence of Ethical Orientation 230

7.3 Unique Nature of Indian Business Models 231

References 232

8. MANAGEMENT MODELS 237–260

8.1 Management Models of West and East 237
8.2 Western Management Models 238
   8.2.1 Flaws in the Western Models 239
   8.2.2 Do Only the Western Models Lead to Success? 241

8.3 Indian Management Models 241
   8.3.1 Indian Management 242
   8.3.2 Functioning Management Models 249
   8.3.3 Modern Management Education in India 254
   8.3.4 Need for India-oriented Approach 256

References 257
## 9. EMERGING INDIA

9.1 India as an Emerging Economic Power  261

- 9.1.1 Opinions on India  262
- 9.1.2 Increasing Number of Cross-border Acquisitions  266
- 9.1.3 Indians in Knowledge Sectors  267
- 9.1.4 Advantage of Population  268
- 9.1.5 Highest Growth Rates Expected  269
- 9.1.6 Capability for Much More—The Unrealized Potentials and the Unrecognized Talents  269

9.2 Need to Understand the Performing Models  270

9.3 Indian Models for the Twenty-First Century  278

References  282

## 10. CONCLUSION

References  290

## BIBLIOGRAPHY

Books, Journals and Papers  291
Reports  298
Government of India Publications  300
Newspapers  300
Magazines  301
Other Publications  302
Surveys  302
Interviews and Speeches  303
Website  303

## NAME INDEX

## SUBJECT INDEX