

Name of the Programme	Fellow Programme in Management (Doctoral programme) at IIM- Ahmedabad
Course Title	Business History
Credits	1 Credit (Twenty Sessions of 75 minutes each)
Instructor	Chinmay Tumbe

**Rationale:**

“Business History” is important to understand the evolution of firms, markets and societies over time. It imparts a historical sensibility to contemporary issues, provides lessons from the past and broadens the horizon of the management scholar.

**Objectives:**

- To understand the evolution of modern business and different types of firms
- To engage with multiple themes on Indian business history such as business communities/groups and multinational firms
- To develop an appreciation of “history” and historical source materials in management studies

**Topics**

The course is divided in two parts. Part 1 introduces key concepts, events and business practices that mark the evolution of modern business at both a global and Indian scale. Part 2 reviews important themes noted in Indian business history.

Part 1: The Evolution of Modern Business: Introduction to Business History, Merchants and Mercantile Capitalism, The Transition to Industrial Capitalism, Big Business, Family Firms and Business Groups, Multinational Firms, State Owned Enterprises, Business Education & the Rise of the Managerial Class, Marketing and Distribution, Finance and Corporate Governance, Labour and Human Resource Management

Part 2: Themes in Indian Business History: Foreign capital and the managing agency system, Business communities and groups across time and space, Business & the Colonial State, Business & the Indian State, Transnational Indian Business

**Pedagogy**

The course will be taught through a combination of lectures and interactive sessions with class room discussions and presentations. Scholarly articles and books on business history, mostly published within the last decade, will be used extensively in this course.

**Assessment**

The break-up of the evaluation scheme is as follows:

Class Participation & Presentations: 30%, Term Paper: 70%

## **Part 1: The Evolution of Modern Business**

### **Session 1: Introduction to Business History**

- What is Business History?
- Business History's links with History, Economic Theory, Economic Development and Management Studies
- The contours of Indian business history

#### *Readings*

Tripathi, Dwijendra (2007), "Indian Business History: Fallacies of Interpretation", Lecture delivered at Godrej Archives, Mumbai, 9 October, 2007.

#### *Further Readings:*

Chapters 2-5 from *The Oxford Handbook of Business History*, edited by Geoffrey Jones and Jonathan Zeitlin, 2008.

### **Sessions 2 & 3: Merchants and Mercantile Capitalism**

- Merchants and trading networks, 1600-1850
- Merchants, Mercantile Capitalism and the State

#### *Readings*

Habib, Irfan. 2015. 'Trade and Merchants in Indian History,' *Studies in People's History*, Vol. 2 (1), pp. 2-8.

Prologue & Chapter 3 "Jamsetjee Jeejeebhoy" from Subramanian, Lakshmi. 2012. *Three Merchants of Bombay*. New Delhi: Penguin Allen Unwin.

Chapter 3 "Merchants" from Roy, Tirthankar. 2010. *Company of Kinsmen: Enterprise and Community in South Asian History, 1700-1940*. New Delhi: Oxford University Press.

Chapters 1-4 from Tripathi, Dwijendra & Jumani, Jyoti. 2007. *The Concise Oxford History of Indian Business*. New Delhi: Oxford University Press.

Chapter 2 "Foundations" of Jones, Geoffrey. 2000. *Merchants to Multinationals*. UK: Oxford University Press.

### **Sessions 4 & 5: The Transition to Industrial Capitalism**

- Origin of the joint stock company
- The East India Company
- The Industrial Revolution & Railroads
- Entrepreneurship and Rise of the Industrial Elite

#### *Readings*

Chapters 2 and 3, Pages 17-54, from Micklethwait, J. and Wooldridge, A. 2003. *The Company: A Short History of a Revolutionary Idea*. Random House Publishing Group.

Chapters 4,5,6, Pages 31-58 of Amatori, F and Colli, A. 2011. *Business History: Complexities and Comparisons*. Routledge.

Chapters 5-7 from Tripathi, Dwijendra & Jumani, Jyoti. 2007. *The Concise Oxford History of Indian Business*. New Delhi: Oxford University Press.

### **Session 6: Big Business**

- The growth of big business in India and abroad
- The Second Industrial Revolution
- Mergers in the 19<sup>th</sup> and early 20<sup>th</sup> century

#### *Readings*

Chapters 7 and 8, Pages 61-82 of Amatori, F and Colli, A. 2011. *Business History: Complexities and Comparisons*. Routledge.

Chapter 8 “Big Business” by Youssef Cassis in *The Oxford Handbook of Business History*, edited by Geoffrey Jones and Jonathan Zeitlin, 2008.

“Towards Maturity”, Chapter 8, Pages 91-110, from Tripathi, Dwijendra & Jumani, Jyoti. 2007. *The Concise Oxford History of Indian Business*. New Delhi: Oxford University Press.

Table 10.1, Page 179, from Tripathi, Dwijendra and Jumani, Jyoti. 2013. *The Oxford History of Contemporary Indian Business*. New Delhi: Oxford University Press.

### **Session 7: Family Business & Business Groups**

- Family oriented firms and practices
- Business groups outside India

#### *Readings*

Chapter 9 “Family Business” & Chapter 11 “Business Groups and Inter-firm Networks” from *The Oxford Handbook of Business History*, edited by Geoffrey Jones and Jonathan Zeitlin, 2008.

Chapters 16 “Japan”, Pages 171-182 of Amatori, F and Colli, A. 2011. *Business History: Complexities and Comparisons*. Routledge.

### **Session 8: Multinational Firms**

- Multinational enterprises
- Growth and Spread

#### *Readings*

Chapter 7 “Globalization” by Geoffrey Jones in *The Oxford Handbook of Business History*, edited by Geoffrey Jones and Jonathan Zeitlin, 2008.

Wilkins, Mira. “European and North American Multinationals, 1870-1914: Comparisons and Contrasts,” *Business History*, Vol. 30 (1), pp. 8-45.

## **Session 9: State Owned Enterprises**

- Rise and Fall of State Owned Enterprises in the Western World
- The experience of the Soviet Union and India

### *Readings*

Chapters 1 and 2 from Toninelli, P. A. (ed). 2008. *The Rise and Fall of State-Owned Enterprise in the Western World*. Cambridge: Cambridge University Press.

Chapter 15 “The Soviet Union”, pages 161-170, in Amatori, F and Colli, A. 2011. *Business History: Complexities and Comparisons*. Routledge.

Chapter 5 “Public Sector in the Nehru Era”, Chapter 6 (pp. 108-110), Chapter 8 (pp. 144-150), Chapter 10 (pp. 185-190), from Tripathi, Dwijendra & Jumani, Jyoti. 2013. *The Oxford History of Contemporary Indian Business*. New Delhi: OUP.

## **Session 10: Business Education & the Rise of the Managerial Class**

- The “Visible Hand”
- Business education and the Managerial Class in India

### *Readings*

Chapter 24 “Business Education” from *The Oxford Handbook of Business History*, edited by Geoffrey Jones and Jonathan Zeitlin, 2008.

Alfred D. Chandler, Jr., “The Emergence of Managerial Capitalism”, *Business History Review* 58, no. 4 (Winter 1984): 473-503.

Chapter 12 “Business Education and the Rise of a Managerial Class”, pp. 205-215, from Tripathi, Dwijendra & Jumani, Jyoti. 2013. *The Oxford History of Contemporary Indian Business*. New Delhi: Oxford University Press.

## **Session 11: Marketing & Distribution**

- Mass Consumption and Mass Markets
- Automobile Industry
- Branding and Advertising in India

### *Readings*

Chapter 17 “Marketing and Distribution” from *The Oxford Handbook of Business History*, edited by Geoffrey Jones and Jonathan Zeitlin, 2008.

“Henry Ford, Alfred Sloan and the Three Phases of Marketing,” Pages 266-295, by T. McCraw and R. Tedlow, in McCraw, T. ed. 1995. *Creating Modern Capitalism: How Entrepreneurs, Companies and Countries Triumphed in Three Industrial Revolutions*. Harvard University Press.

Haynes, Douglas. 2015. “Brand-Name Capitalism, Global Advertising, and the Making of Middle-Class Conjugality, 1918-1940.” Paper for the World Economic History Congress, Kyoto, August 2015, session on Indian Business History.

## **Sessions 12: Finance and Corporate Governance**

- Modern Finance, Banks and Financial Institutions
- Varieties of corporate governance structures

### *Readings*

Chapter 14, “Banking and Finance” and Chapter 20 “Corporate Governance” from *The Oxford Handbook of Business History*, edited by Geoffrey Jones and Jonathan Zeitlin, 2008.

## **Sessions 13: Labour and Human Resources Management**

- Human resource management
- U-Form and M-Form firms
- Women in the Labour Force
- Labour Unions

### *Readings*

Chapter 18, “Labor and Human Resources” from *The Oxford Handbook of Business History*, edited by Geoffrey Jones and Jonathan Zeitlin, 2008.

“The Multidivisional Corporation and Managerial Capitalism”, pages 101-111, in Amatori, F and Colli, A. 2011. *Business History: Complexities and Comparisons*. Routledge.

“The Changing Economic Roles of Women,” by Joyce Burnette in the *Routledge Handbook of Modern Economic History* edited by Robert Whaples and Randall Parker, 2013, pages 306-315.

“Anasuyaben Sarabhai Engages Ahmedabad’s Working Classes,” Chapter 4, pages 94-114 of Howard Spodek’s *Ahmedabad: Shock City of Twentieth-Century India*, 2011. Bloomington: Indiana University Press.

## Part 2: Themes in Indian Business History

### Session 14: Foreign Capital & the Managing Agency System

- The rise and fall of the managing agency system
- Foreign capital in India

#### *Readings*

Chapters 1 & 2 from Basu, S. K. 1958. *The Managing Agency System*. Calcutta: World Press.

Chapter 9 “Expatriates and Multinationals” from Tripathi, Dwijendra & Jumani, Jyoti. 2007. *The Concise Oxford History of Indian Business*. New Delhi: Oxford University Press.

Choudhary, Prithviraj and Khanna, Tarun. 2014. “Charting Dynamic Trajectories: Multinational Enterprises in India”, *Business History Review*, Vol. 88 (Spring Issue), pp. 133-169.

### Sessions 15 & 16: Business Communities and Groups across Time and Space

- Marwaris, Parsis, Gujaratis, Sindhis, Chettiars, Punjabis, Indian Muslim Business-persons and other communities
- The Rise of Business Groups
- India’s New Capitalists

#### *Readings*

Chapter 1 & 2 of Timberg, Thomas. 1978. *The Marwaris: From Traders to Industrialists*. New Delhi: Vikas.

Chapter 14 by Rajat Kanta Ray in Tripathi, Dwijendra (ed). 1984. *Business Communities in India: A Historical Perspective*. New Delhi: Manohar.

‘Foreword’, Chapter 5 on Kongunad Naidus and Gounders, Chapter 9 on minorities and Conclusion in Damodaran, Harish. 2008. *India’s New Capitalists: Caste, Business, and Industry in a Modern Nation*. Delhi: Orient Blackswan.

Iyer, Lakshmi, Khanna, Tarun and Ashutosh Varshney. 2013. “Caste and Entrepreneurship in India.” *Economic and Political Weekly*, Vol. 48 (6), pp. 52-60.

Iversen, Vegard and Tumbe, Chinmay. 2016. “Migration, Caste and Business History,” Work in progress research.

### **Session 17: Business and the Colonial State**

- Protectionism, Indian Business and Nationalism
- Business Associations and impact of the Great Depression
- Colonial Syndrome and Technology Choices

#### *Readings*

Pages 106-114 in Chapter 3 from Tomlinson, B. R. 2013. (Revised ed.) *The Economy of Modern India: From 1860 to the Twenty-First Century*. New Delhi: Cambridge University Press.

Chapter 3 “Business, Civil Disobedience and the Reforms, 1931-1935” from Markovits, Claude. 1985. *Indian Business and Nationalist Politics, 1931-1939*. Cambridge: Cambridge University Press.

Tripathi, Dwijendra. 1996. “Colonialism and Technology Choices in India: A Historical Overview,” *The Developing Economies*, Vol. 34 (1), pp. 80-97.

### **Session 18: Business and the Indian State**

- The Bombay Plan and Nehruvian Socialism
- Indira Gandhi’s Nationalization Policies
- Perspectives on Liberalization

#### *Readings*

Chapters 11-14 from Tripathi, Dwijendra & Jumani, Jyoti. 2007. *The Concise Oxford History of Indian Business*. New Delhi: Oxford University Press.

Kudaisya, Medha. 2014. “‘The Promise of Partnership’: Indian Business, the State, and the Bombay Plan of 1944.” *Business History Review*, Vol. 88 (Spring Issue), pp. 97-131.

### **Session 19: Transnational Indian Business**

- Indian business and Indian entrepreneurs outside India in the 20<sup>th</sup> century
- Merchant networks and Indian Multinationals
- Overseas Banking and Diamond sectors
- Overseas Expansion of the Birla’s
- The Internationalization of Indian Firms

#### *Readings*

Tumbe, Chinmay. 2015. “Transnational Indian Business in the Twentieth Century”, Paper for the World Economic History Congress, Kyoto, August 2015, session on Indian Business History.

Nayyar, D. 2008. “The Internationalization of Firms from India: Investment, Mergers and Acquisitions.” *Oxford Development Studies*. 36 (1): 111-121.

### **Session 20: Conclusion**

Summary of course contents and discussion of term papers.

**Further optional readings (not listed above)**

- Hazari, R. K. 1966. *The Structure of the Private Corporate Sector: A Study of Concentration, Ownership, and Control*. Bombay: Asia Publishing House.
- Buchanan, D. 1966. *The Development of Capitalist Enterprise in India*. London: Frank Cass.
- Rungta, R.S. 1970. *Rise of business corporations in India 1851-1900*. UK: Cambridge University Press.
- Bagchi, Amiya Kumar. 1972. *Private Investment in India, 1900-39*. Cambridge: Cambridge University Press.
- Mahadevan, R. 1978. "Pattern of Enterprise of Immigrant Entrepreneurs: A Study of Chettiers in Malaya, 1880-1930." *Economic & Political Weekly*, 13(4-5): 146.
- Mehta, M. 1991. *Indian Merchants and Entrepreneurs in Historical Perspective*. New Delhi: Academic Foundation.
- Ray, Rajat K. 1992. *Entrepreneurship and Industry in India, 1800-1947*. New Delhi: Oxford University Press.
- Kling, B. B. 1998. "Paternalism in Indian Labour: The Tata Iron and Steel Company of Jamshedpur," *International Labor and Working-Class History*, No. 53, pp. 69-87.
- Onk, Gijsbert. 2001. "Motor or Millstone? The Managing Agency System in Bombay and Ahmedabad, 1850-1930," *Indian Economic & Social History Review*, Vol. 38, pp. 419-452.
- Lala, R. M. 2004. *The Creation of Wealth: The Tatas from the 19<sup>th</sup> to the 21<sup>st</sup> Century*. New Delhi: Penguin.
- Kudaisya, Medha & Ng, C.K. 2006. (Eds.) *Chinese and Indian Business: Historical Antecedents*. Leiden: Brill.
- Sharma, Dinesh. 2008. *The Long Revolution: The Birth and Growth of India's IT Industry*. New Delhi: Harper Collins.
- Birla, Ritu. 2009. *Stages of Capital: Law, Culture, and Market Governance in Late Colonial India*. Durham, NC: Duke University Press.
- Kudaisya, Medha (ed.) 2011. *The Oxford India Anthology of Business History*. New Delhi: Oxford University Press.
- Kumar, K. et al. (2011), "Research on Business and Entrepreneurship History of India - Reflections on the State of the Art and Future Directions", *IIMB Working Paper, No. 329*.
- Anubhai, Prafull. 2011. *The IIMA Story: DNA of an Institution*. India: Random House and also from "IIMA: India's Management Athenaeum", a coffee-table book.
- Roy, Tirthankar. 2011. *The Economic History of India, 1857-1947*. New Delhi: OUP.
- Mazumdar, Surajit. 2011. "The State, Industrialization and Competition: A Re-assessment of India's leading business enterprises under dirigisme," *Economic History of Developing Regions*, Vol. 26 (2), pp. 33-54.



Majumdar, Sumit K. 2012. *India's Late, Late Industrial Revolution: Democratizing Entrepreneurship*. UK: Cambridge University Press.

Gupta, Bishnupriya. 2014. "Discrimination or Social Networks? Industrial Investment in Colonial India." *Journal of Economic History*, Vol. 74 (1), pp. 141-168.

Books published in Penguin India's Series on 'Story of Indian Business.'