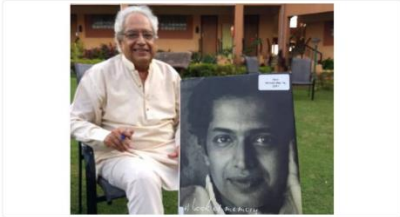


“Oral Histories: Sudhir Kakar”

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Oral Histories >> Sudhir Kakar

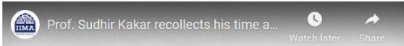


PREVIOUS Sudhir Kakar, Research Staff & Faculty (1968-71) **NEXT**

Sudhir Kakar (1938-2024) was an eminent psychoanalyst, writer and novelist who was associated with IIMA in the 1960s, first as a research staff member and later as a faculty in the Organizational Behaviour Area from 1968 to 1971. His life, including his experience at IIMA, was chronicled in his autobiography in 2014, *A Book of Memory*. In his interview, he recollected other aspects of IIMA including his relationship with the key institution builders.

Interview recorded on 7th December, 2018.

Watch the Video Snippets



Source: IIMA Archives

Oral History Page: <https://archives.iima.ac.in/oralhistory/Sudhir-Kakar.html>

Video Snippet: [Prof. Sudhir Kakar recollects his time at IIMA in the 1960s](#)

"Fellows"

Fellows

In addition to the 10 Fellows appointed during the previous year, 8 Research Fellows were appointed during the year. They are :

(7)

			<u>Field</u>
1)	Shri D.N. Desai	::	Finance
2)	Shri S.C. Gupta	::	Production
3)	Shri Sudhir Kakar * ✓	::	Agri-business & Co-operatives
4)	Shri S.P. Kashyap	::	Economic Development
5)	Shri S.C. Mehta	::	Marketing
6)	Shri N. Venkatarao	::	Economic Analysis
7)	Shri A.V.S. Narayanan ✓	::	Agri-Business & Co-operatives
8)	Shri K. J. Kothari ✓	::	Agri-Business & Co-operatives

Source: 3rd Annual Report, 1964-65, IIMA Archives

“Appointments”

FACULTY AND RESEARCH STAFF

Appointments

The following faculty appointments were made during 1968-69 :

Name	Designation	Specialization	Date of Joining
Dr. C. P. Rao	Asst. Professor	Marketing	21-6-1968
Dr. Subhash Jain	Professor	Marketing	27-6-1968
Dr. N. Joshi	Asst. Professor	Economics	29-6-1968
Dr. C. Rangarajan	Professor	Economics	29-6-1968
Dr. J. K. Satia	Asst. Professor	Production	9-7-1968
Dr. N. S. Kambo	Asst. Professor	Quantitative Methods	18-7-1968
Dr. S. Kakar	Asst. Professor	Organizational Behaviour	24-10-1968

"FUNCTIONAL PROGRAMMES & PROJECTS COMPLETED"

FUNCTIONAL PROGRAMMES

Programme for Trainers May 24 — June 13, 1970

This programme was meant for trainers in organizations and individuals who were already in the training field, were likely to take up assignments in the training area, or were having primary responsibility for management development in their organizations. From 29 organizations, 36 executives attended the programme.

The course content covered the following three aspects : (1) Learning environment and the training process, (2) training in relation to organizational processes and problems, and (3) providing opportunities to the participants for practising their learning.

The faculty consisted of Profs. Kamla Chowdhry, Ishwar Dayal, Pulin Garg, **Sudhir Kakar**, Baldev R. Sharma, and Tarun Sheth (Co-ordinator).

PROJECTS COMPLETED

1. Authority and the Individual

*Prof. Sudhir **Kakar**.*

Sponsor : Indian Institute of Management, Ahmedabad.

Objective : Determining the specific nature of authority relationships in Indian organizations as they are influenced by the social and historical factors as well as child rearing practices peculiar to the Indian society.

The project was completed in May 1971, and the report is available.

*For details of research projects conducted by the CMA, see Part V.

The following 32 members of the faculty undertook consultation work during 1970-71 :

R. Balachandra	S. C. Kuchhal
K. Balakrishnan	G. R. Kulkarni
S. K. Bhattacharyya	M. M. Malya
Kamla Chowdhry	Ravi J. Matthai
Ishwar Dayal	S. C. Mehta
D. K. Desai	V. L. Mote
G. M. Desai	C. N. S. Nambudiri
V. R. Gaikwad	Samuel Paul
Pulin K. Garg	Keshav Prasad
P. S. George	C. Rangarajan
V. K. Gupta	C. P. Rao
B. K. Hegde	S. A. Seshan
Subhash Jain	B. G. Shah
Nandini U. Joshi	B. R. Sharma
Sudhir Kekar	K. L. Varshneya
J. G. Krishnappa	C. D. Wadhva

"RESEARCH AND PUBLICATIONS JULY 1967- JUNE 1974"

**RESEARCH AND PUBLICATIONS
JULY 1967 — JUNE 1974**



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**INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD**

A. RESEARCH PROJECTS COMPLETED

Organizational Behaviour

- | | | |
|--------|--|--------|
| A15. | A Study of Change in Self Concept
(Ishwar Dayal and Mirza S. Saiyadain) | (1968) |
| **A16. | Occupational Values and Business
(Baldev R. Sharma) | (1970) |
| **A17. | Authority and the Individual
(Sudhir Kakar) | (1971) |
| A18. | Premier Automobiles Ltd.
(Baldev R. Sharma) | (1972) |
| * A19. | A Study of Negotiation Behaviour
(Sasi Misra and Amarlal H. Kalro) | (1974) |

Management Education and Educational Systems

- | | | |
|-----------------|--|--------|
| A58. | Selection for Management Education :
Post-Graduate Programme 1964-66 and 1965-67
(K. K. Anand) | (1969) |
| *A59. | Costs and Returns in Management Education
(Samuel Paul) | (1970) |
| *A60. | A Study of Change and Innovation in
Indian Universities
(Kamla Chowdhry, Sudhir Kakar, and Baldev R. Sharma) | (1970) |
| A61. | Effectiveness of Post-Gradute Programme
(B. K. Hegde, Baldev R. Sharma, and C. N. S. Nambudiri) | (1973) |
| **A62. | National Loan Scholarship Scheme : An Evaluation
of the Implementation of the National Loan
Scholarship Scheme of the Government of India
(A Pilot Study in Gujarat)
(Suresh C. Kuchhal) | (1973) |
| A63. | Evaluation of Impact of Training in IIMA
(Pulin K. Garg and Sasi Misra) | (1974) |

E. BOOKS

- E1. Aggarwal, S. C. *Maintenance Management*. Gurgaon : Prabhu Book Service, 1968.
- E2. Anand, K. K.; and Dixit, L. M. *Executive Compensation : A Research Study*. Madras : Madras Management Association, 1969.
- E3. Balachandra, R. *Production Management : Text and Cases*. (See under Hegde)
- E4. Chowdhry, Kamla. *Change-in-Organizations*. Bombay : Lalvani Publishing House, 1970.
- E5. ———— and Kakar, Sudhir. *Understanding Organizational Behaviour : Cases and Concepts*. Bombay : Tata McGraw-Hill Publishing Co. Ltd., 1971.
- E6. ————. *Conflict and Choice : Indian Youth in a Changing Society*. (See under Kakar)
- E7. Dayal, Ishwar. *Management Training in Organizations : Text, Cases and Simulated Exercises*. New Delhi : Prentice-Hall of India Pvt. Ltd., 1970.
- E8. ————. *New Concepts in Management*. Bombay : Lalvani Publishing House, 1970.
- E9. ———— and Adhikari, Kamini. *Organization and Administration: A Book of Readings*. Bombay : Progressive Corporation Pvt. Ltd., 1969.
- E10. ———— and Sharma, Baldev R. *Strike of Supervisory Staff in the State Bank of India. Ibid.*, 1971.
- E11. ————; Srivastava, Suresh; and Alfred, Theodore M. *Anatomy of a Strike: A Systems Application to Understanding Events in an Organization*. Bombay and New Delhi : Somaiya Publications Pvt. Ltd., 1972.
- E12. Desai, B. M.; and Desai, M. D. *The New Strategy of Agricultural Development in Operation : A Case Study of the Kaira District in Gujarat*. Bombay : Thacker and Co. Ltd., 1969.
- E13. Desai, D. K. *Preliminary Report of the Working Group of Nuclear-Powered Agro-Industrial Complex*. Bombay : Bhabha Atomic Research Centre, 1968.
- E14. ————. *Pesticides Market Studies*. Vols. I-V and VII-X. New Delhi : Pesticides Association of India, 1971 and 1972.

- Desai, Guntant M.; and Belavady, Bhavani (eds.). *Proceedings of the Nutrition Society of India: Seminar on Social and Economic Aspects of Nutrition*. Hyderabad: Nutrition Society of India, 1974.
- Dixit, L. M. *Executive Compensation*. (See under Anand)
- Gaikwad, V. R. *Small Farmers: State Policy and Programmes Implementation*. Hyderabad: National Institute of Community Development, 1971.
- . *Water Utilization and Agricultural Development in Western Uttar Pradesh*. (See under Gupta)
- Gandhi, J. S.; and Kulbhushan, Lakhanpal. *Socio-Economic Study of Village Mithapur*. Delhi: Manager of Publications, 1969.
- Gandhi, Ved P. *Some Aspects of India's Tax Structure: An Economic Analysis*. Bombay: Vora & Co. Publishers Ltd., 1970.
- George, P. S.; and King, G. A. *Consumer Demand for Food Commodities in the United States with Projections for 1980*. Berkeley, California: Division of Agricultural Sciences, California University, 1971.
- . *Water Utilization and Agricultural Development in Western Uttar Pradesh*. (See under Gupta)
- Gupta, V. K.; George, P. S.; and Gaikwad, V. R. *Water Utilization and Agricultural Development in the Western Uttar Pradesh*. Bombay: Agro-Industrial Complex Study Group, Bhabha Atomic Research Centre, 1971.
- Hegde, B. K.; Copen, Melvyn R.; Belachandra, R.; and Nambudiri, C. N. S. *Production Management: Text and Cases*. New Delhi: Prentice Hall of India, 1972.
- Joshi, Nandini U. *The Benefits of Civil Aviation to the Indian Economy*. Geneva: International Air Transport Association, 1972.
- Kakar, Sudhir. *Frederick Taylor: A Study in Personality and Innovation*. Cambridge, Mass.: MIT Press, 1970.
- . *Personality and Authority in Work: The Dynamics of Subordinate Behaviour in an Indian Organization*. Bombay and New Delhi: Somaiya Publications Pvt. Ltd., 1974.
- and Chowdhry, Kamla. *Conflict and Choice: Indian Youth in a Changing Society*. *Ibid.*, 1970.
- . *Understanding Organizational Behaviour: Cases and Concepts*. (See under Chowdhry)
- Kashyap, S. P. *Prospects of "Gujarat-67" Cotton as an Import Substitute*. Ahmedabad: Balgovind Prakashan, 1969.
- Kuchhal, S. C. *Corporation Finance: Principles and Problems*. 10th ed. Allahabad: Chaitanya Publishing House, 1973.

"ALUMNUS, VOL. 20, NO. 3, SEPTEMBER 1988"



ALUMNUS

VOL. 20, NO. 3, SEPTEMBER 1988

The central graphic is a collage of overlapping paper scraps on a dark blue background. It features several text elements:

- A white scrap with a grid pattern containing the words "MANAGEMENT", "PROCRA", and "DEVELO".
- A blue scrap with the text "Middle Management Course" in white.
- A light blue scrap with the text "SENIOR EXECUTIVES COURSE" in black.
- A large tan scrap with the text "Top Management Programme" in red cursive.
- A small blue scrap with the text "3-TP" in white.
- A white scrap with the text "an integrated executive training programme" in black.

At the bottom right, a diagonal tan banner contains the following text:

3-Tier Programme : Special Report
Alumni Seminar — Reunion
February 10-12, 1989 at IIMA

"1971, Prof. Sudhir Kakar"

SPECIAL REPORT

MEMBERS OF FACULTY PROGRAMME OF THE 3-TIER

1964 Prof. Kamla Chowdhry* Prof. Neil H. Borden Prof. Franklin E. Folts Prof. Harry L. Hansen Prof. Warren Haynes	Prof. M. Meenakshi Malya* Prof. V. L. Mote Prof. Samuel Paul Prof. B. G. Shah Prof. Arthur N. Turner	Prof. Kamla Chowdhry Prof. B. K. Hegde Prof. S. C. Kuchhal Prof. G. R. Kulkarni Prof. Ravi J. Matthai Prof. S. C. Mehta Prof. V. L. Mote Prof. C. N. S. Nambudiri Prof. Samuel Paul Prof. Keshav Prasad* Prof. Suresh A. Seshan* Prof. Baldev R. Sharma Prof. N. R. Sheth	Prof. Pramod Verma Prof. M. N. Vora 1976 Prof. S. K. Bhattacharya Prof. J. C. Camillus Prof. Pulin K. Garg Prof. Akkanad M. Isaac Prof. Mohan Kaul* Prof. G. R. Kulkarni Prof. M. Meenakshi Malya Prof. Arun Monappa* Prof. V. L. Mote Prof. K. R. Srinivasa Murthy Prof. Nitin R. Patel Prof. C. Rangarajan Prof. Mirza S. Saiyadain Prof. J. K. Satia Prof. N. R. Sheth* Prof. M. N. Vora
1965 Prof. Kamla Chowdhry* Prof. Neil H. Borden Prof. Franklin E. Folts Prof. Harry L. Hansen Prof. Warren Haynes Prof. B. K. Hegde Prof. Samuel Paul Prof. Rolf P. Lyntas Prof. Udai Pareek	1970 Prof. Kamla Chowdhry* Prof. John Dearden Prof. G. R. Kulkarni Prof. M. Meenakshi Malya* Prof. A. D. Moodie Prof. V. L. Mote Prof. Samuel Paul Prof. John I. Reynolds Prof. Suresh A. Seshan Prof. Tarun Sheth Prof. R. Subramanyan	1974 Prof. Prafull Anubhai Prof. J. C. Camillus Prof. Pulin K. Garg Prof. Akkanad M. Isaac Prof. Rakesh Khurana Prof. S. C. Kuchhal* Prof. Meenakshi M. Malya* Prof. V. L. Mote Prof. C. N. S. Nambudiri Prof. Keshav Prasad Prof. C. Rangarajan Prof. J. K. Satia Prof. Suresh A. Seshan* Prof. B. R. Sharma Prof. N. R. Sheth Prof. Dalip S. Swamy Prof. Pramod Verma Prof. M. N. Vora Prof. C. D. Wadhva	Prof. Nitin R. Patel Prof. C. Rangarajan Prof. Mirza S. Saiyadain Prof. J. K. Satia Prof. N. R. Sheth* Prof. M. N. Vora 1977 Prof. Labdhi Bhandari Prof. S. K. Bhattacharya Prof. Gunvant M. Desai Prof. G. S. Gupta Prof. V. Jaikumar Prof. Abhinandan K. Jain* Prof. Amarlal H. Kalro* Prof. Mohan Kaul Prof. Sasi Misra Prof. Arun Monappa Prof. Udai Pareek* Prof. Nitin R. Patel Prof. Samuel Paul Prof. C. K. Prahalad Prof. C. Rangarajan Prof. Suresh A. Seshan Prof. N. R. Sheth Prof. M. G. Subrahmanyam Prof. V. S. Vyas
1966 Prof. S. K. Bhattacharya Prof. Kamla Chowdhry Prof. Franklin E. Folts Prof. Harry L. Hansen Prof. B. K. Hegde* Prof. Rossal Johnson Prof. Robert L. Masson Prof. Samuel Paul	1971 Prof. K. Balakrishnan Prof. S. K. Bhattacharya Prof. Kamla K. Chowdhry Prof. Subrata Sen Gupta Prof. B. K. Hegde* Prof. Sudhir Kakar Prof. S. C. Kuchhal Prof. G. R. Kulkarni Prof. V. L. Mote Prof. T. S. Nagarajan Prof. Samuel Paul Prof. N. R. Sheth Prof. Robert L. Williams	1975 Prof. S. K. Bhattacharya Prof. Pulin K. Garg Prof. Akkanad M. Isaac Prof. Mohan Kaul* Prof. G. R. Kulkarni Prof. M. Meenakshi Malya Prof. Arun Monappa* Prof. V. L. Mote Prof. K. R. Sreenivasa Murthy Prof. Udai Pareek Prof. Samuel Paul Prof. C. Rangarajan Prof. Mirza S. Saiyadain Prof. J. K. Satia Prof. Suresh A. Seshan Prof. N. R. Sheth*	Prof. M. N. Vora 1978 Prof. Labdhi Bhandari Prof. S. C. Bhatnagar Prof. Bakul Dholakia Prof. G. S. Gupta Prof. Abhinandan K. Jain* Prof. Amarlal H. Kalro* Prof. Mohan Kaul Prof. Sasi Misra Prof. Arun Monappa
1967 Prof. S. K. Bhattacharya* Prof. Malathi Bolar Prof. Kamla Chowdhry Prof. John Dearden Prof. Wilbur B. England Prof. Franklin E. Folts Prof. B. K. Hegde Prof. V. L. Mote Prof. B. G. Shah	1972 Prof. R. Balachandra Prof. S. K. Bhattacharya Prof. Kamla Chowdhry Prof. S. C. Kuchhal Prof. G. R. Kulkarni* Prof. Ravi J. Matthai Prof. S. C. Mehta Prof. V. L. Mote Prof. C. N. S. Nambudiri Prof. Samuel Paul Prof. Keshav Prasad Prof. Suresh A. Seshan Prof. Baldev R. Sharma Prof. N. R. Sheth	1973 Prof. Prafull Anubhai Prof. S. K. Bhattacharya	
1968 Prof. S. C. Aggarwal Prof. R. Balachandra Prof. S. K. Bhattacharya Prof. Ishwar Dayal Prof. Franklin E. Folts Prof. Martin V. Marshall Prof. V. L. Mote* Prof. B. G. Shah Prof. Prafull A. Shah			
1969 Prof. S. K. Bhattacharya Prof. Kamla Chowdhry Prof. Harry L. Hansen			

organise it, the changes in faculty and the coordinators probably were not that crucial.

In the initial years, as I said before, there was an overlap between the middle management course and the senior management seminar and between the senior management seminar and the top management conference. Slowly we had to give up this overlap as the number of participants and organisations

increased because of lack of availability for such a large number of hotel rooms and other facilities.

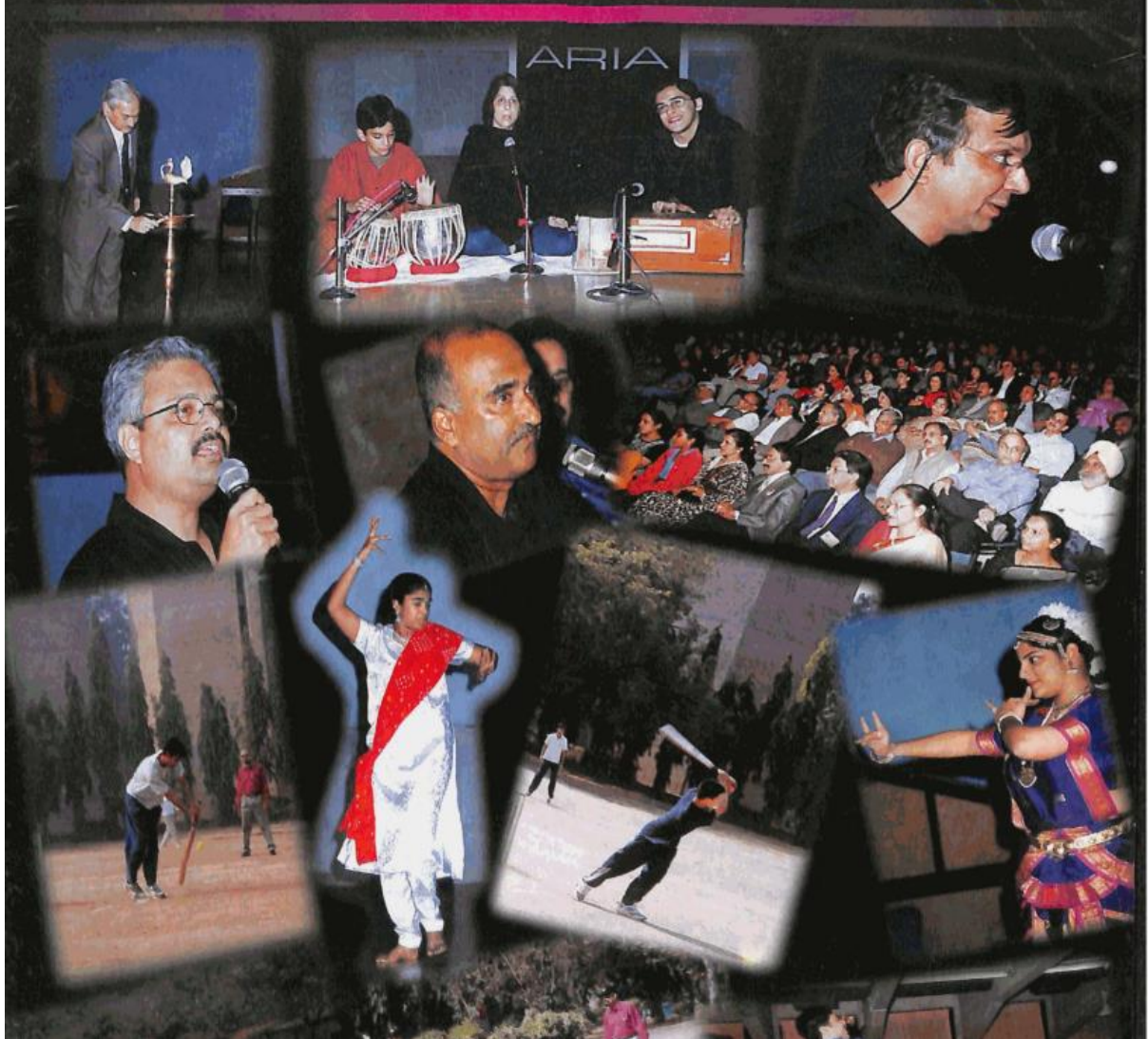
Obviously the case material became more and more Indian as the case writing activity picked up at the Institute. In fact we wrote couple of integrated case series on Indian organisations to provide a thorough discussion as a capstone exercise to the participants

"ALUMNUS, VOL. 35, NO. 1, FEBRUARY 2003"



ALUMNUS

VOL. 35 NO. 1 FEBRUARY 2003



INSTITUTE LECTURE SERIES

Speaking on "Hindu-Muslim Violence: Psychological Reflections", Prof. Sudhir Kakar, Vikram Sarabhai Foundation, New Delhi said that for many decades, academics had been trying to identify the causes of Hindu-Muslim violence, which as is a complex demographic, political, economic, historical, social and psychological phenomenon. In any case, all or most of the causes seem to be present in every riot.

"The conflict between the two communities that leads to violent clashes is believed to have less to do with religion than with 'communalism'. Communalism is a specifically Indian concept which signifies a strong identification with a community of believers which not only has religious affiliation but also social, political and especially economic interests in common", he stated.

Looking at the Hindu image of the Muslim, Prof. Kakar pointed out that the two chief components of the Hindu image were that of the powerful and the animal-like Muslim. "In contrast to the self-image of the Muslim who is compassionate, the Hindu is seen as cruel and without a trace of pity by the Muslims. The latter feel baffled and hurt at the thought of being unwanted in the country of their birth," he mentioned.

"Empirically, there is some evidence in a thirty-five-year-old study that a situation of actual conflict between India and Pakistan is a stressful affair for Indian Muslims which makes them emotionally close ranks," said Prof. Kakar. "Yet, in spite of increased Hindu hostility toward Muslims during the actual period of warfare, Indian Muslims do not feel any closer to their Pakistani coreligionists but in fact feel more distant toward them than in the period preceding the outbreak of hostilities... Among the poorer Muslims, I was acutely aware of a weary



resignation in their dislike of the Hindus".

The reasons why Muslims are the hated out-group for the Hindus (and vice versa) rather than the Sikhs, Parsis, or Christians in India, or the 'modern West' outside the country, according to Prof. Kakar, have not only to do with the sheer size of the Muslim minority which can thus withstand the absorptive pressure of the Hindu majority. They also lie in certain social-psychological axioms on scapegoating and displacement of aggression.

"As Hindus and Muslims begin to see each other as stereotypes, perceiving each other in terms of shared category characteristics rather than their personal, idiosyncratic natures, an inevitable homogenisation and depersonalisation follows. Conversations couched in terms of group categories, 'Look at what the Hindus are doing!', 'The Muslims have crossed all limits!', increase markedly. However, at the one extreme there are always some Hindus and Muslims, whose personal identity is not overwhelmed by their communal identity even in the worst phases of a violent conflict", pointed out Prof. Kakar. "These are persons who wear their group identity lightly and are capable of acts of compassion and self-sacrifice, such as sav-

ing members of the 'enemy' group from the fury of a rampaging mob even at considerable danger to their own physical safety. On the other extreme there are others – the fanatics – whose behaviour, even in times of peace is dictated by their communal identity, an armor that is rarely taken off".

In both communities, communal identities also tended to be less salient for women than men, a difference that seemed to be rooted in their developmental histories, he informed. "The establishment of an inherently violent communal identity is decisively propelled by religious-political demagogues who stoke persecution anxiety and by the circulation of rumors which further activate the paranoid potential through the imagery of the body in imminent danger of extinction. With the establishment of the primacy of the communal identity, a new morality that sanctions arson, looting and killing of the male members of the enemy group takes hold".

"One knows that violence is imminent from the content of rumours that begin to circulate in the two communities. The rumors, with slight variations, are curiously unchanging from one riot to the other", said Prof. Kakar. "Large stocks of weapons, acid and other materials needed for manufacturing bombs stored in the underground cellar of religious places, armed enemy agents seen parachuting into the city at night are two such perennial rumors. But the more insidious ones, heightening persecution anxiety and further helping to release our paranoid potential have to do with dangers to the body that come from substances normally considered benevolent: Muslims (or Hindus) having bribed milk vendors to poison the milk, Muslims (or Hindus) breaking into grocery shops and mixing powdered glass with the salt".

NEWS AND EVENTS OF THE INSTITUTE

"At the high point of a riot, the content of the rumours is at its most threatening and the speed at which they circulate at its highest. For it is at this particular time when three of the four conditions for the generation and transmission of rumours — personal anxiety, general uncertainty, and topical importance — are at their highest level. The fourth condition, credulity, is no longer in operation since at high levels of anxiety, disbelief in rumour is suspended, that is, rumours will be believed regardless how far-fetched".

According to Prof. Kakar, each time violence between religious groups occurred in India or in some other part of the subcontinent, the reach and spread of modern communications ensured that a vast number of people were soon aware of the incident. Each

riot and its aftermath raised afresh the issue of an individual's identification with his religious group and brought it up to the surface of consciousness. This awareness may be fleeting for some, lasted over a period of time for others, but the process was almost always accompanied by a pre-conscious self-interrogation on the significance of the religious community for one's sense of identity and the intensity of emotion with which this community is invested. For varying periods of time, individuals consciously experienced their identity through their religious group rather than through groups based on caste, language, region or occupation and were thus susceptible to the expression of what Prof. Kakar has called a "communal" identify".

From his study in poverty stricken neighborhoods of Hyderabad, with a long history of riots between religious groups and the presence of all the conditions for violence, Prof. Kakar said that it was encouraging to see how many Hindus and Muslims have continued to resist a permanent identity switch returning to their traditional religious identify and its morality once the violence was over.

Source: IIMA Archives