ST.XAVIER'SCOLLEGE, MAPUSA GOA

Report of Activity conducted in the Academic Year 2026-27

Name of Activity	Elephants in the Room - *A Look into the State of Work Cultures of Indian MSMEs* [Online Webinar]
Date/Duration	19th August 2026 11 AM - 12:30 PM (1.5hrs)
Venue	MA Part 1 and Part 2 Classroom (Room 421 and 422)
Name of organizing Department/Cell	Abbe Faria Post Graduate Department of Psychology
In collaboration with	
Name/s of Faculty Coordinator	Dr. Kshipra Vora Course Coordinator
Stratum of Event	MA Psychology Students
Name & details of Resource Person/s If any	Mr. Akar Gosrani Co-founder, Oswal Trading Company
Report	The academic seminar "Elephants in the Room - *A Look into the State of Work Cultures of Indian MSMEs*" convened postgraduate psychology students at St. Xavier's College to explore the intricate intersection of industrial-organizational psychology, cultural sociology and macroeconomics within the vast ecosystem of Indian Micro, Small and Medium Enterprises (MSMEs). Recognizing that MSMEs serve as the economic backbone of the nation, the speakers emphasized that examining these entities requires moving far beyond balance sheets and financial metrics to understand the human elements driving them. The session thoroughly unpacked the psychological frameworks governing workplace behavior, the unique complexities of family-run businesses, the persistent footprint of social stratification and how unprecedented global and economic shocks continually test the emotional and operational resilience of small-scale business owners and their workers.

The seminar dedicated substantial attention to family-run businesses, which make up a massive share of the Indian MSME landscape, bringing complex emotional and relational layers into commercial operations. These businesses constantly navigate a delicate tension between socio-emotional wealth, such as preserving family harmony, legacy, and social status, and pure economic efficiency, sometimes sacrificing market competitiveness to protect family dynamics. This tension frequently explodes into generational ideological clashes between veteran founders and their educated successors. The older generation, armed with tried-and-tested methods, relies heavily on gut feeling, historical risk-aversion, and personal networking, viewing rapid scaling or structural modernization as unnecessary gambles. Conversely,, younger successors pushing for digital transformation and formal corporate structures find themselves locked in identity friction with their elders. Compounding this is a broader knowledge disparity regarding industrialization; because industrial growth in India has historically been concentrated in specific urban corridors, formal business management knowledge remains poorly disseminated across Tier-2, Tier-3 and rural MSMEs, leaving younger successors isolated in their operational approaches.

The second half of the seminar shifted focus toward the macro-environmental shocks that have radically reshaped the survival landscape of Indian MSMEs in recent years. The COVID-19 pandemic served as a brutal Darwinian culling mechanism, forcing millions of traditional, rigid businesses to permanently shut down while compelling surviving enterprises to undergo rapid psychological and structural adaptation. Business owners had to pivot aggressively to digital tools, remote supply management, and hyper-flexible operating models to match radically altered consumer demands. Even as the economy stabilized, persistent inflationary pressures began to erode already thin profit margins, and because small businesses lack the massive bargaining power of large corporations, they struggled to pass rising costs onto consumers without losing their customer base.

Finally, the discussion integrated how modern geopolitical and domestic policy shifts trickle down to destabilize local operations. National policy initiatives, such as aggressive biofuel and ethanol blending mandates, create localized supply chain volatility and agricultural feedstock variations for allied small-scale manufacturing sectors. Simultaneously, prolonged geopolitical conflicts in West Asia, such as the Iran war, trigger sharp spikes in global crude oil prices, which directly inflate transportation, fertilizer, and manufacturing energy bills. For Indian MSMEs operating on razor-thin cash reserves, these combined external pressures translate into squeezed liquidity, higher borrowing costs, and severe imported cost-push inflation, proving that the psychological resilience of an entrepreneur is inextricably linked to

	global political stability.
Brochure/Poster	https://xavierscollegegoa.ac.in/wp-content/uploads/2026/09/Poster-on-Elephants-in-the-Room-A-Look-into-the-State-of-Work-Cultures-of-Indian-MSMEs-.pdf
Photographs	https://xavierscollegegoa.ac.in/wp-content/uploads/2026/09/photo-of-Elephants-in-the-Room-A-Look-into-the-State-of-Work-Cultures-of-Indian-MSMEs-.pdf
List of participants With signatures	https://xavierscollegegoa.ac.in/wp-content/uploads/2026/09/Attendance-of-Elephants-in-the-Room-A-Look-into-the-State-of-Work-Cultures-of-Indian-MSMEs-.pdf
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