

Additional Dimensions to Management Science

Prof. N.S. Ramaswamy*

The Management function existed from the time man became civilized. But the study of Management function and its elaboration into principles and concepts started only 100 years ago. In India, Management has largely permeated only into the Corporate Sector, employing about 5 million workers. The Government Sector, employing 20 million are not seriously following Management principles. Similarly, the 300 million workers in the unorganised sector do not get any benefit of Management science.

Scholars in Management have also given a limited meaning to Management Science, namely organizing groups of people for achieving given objectives and targets by directing, motivating and controlling them. Management is an all-pervasive function inherent in all human thoughts, words, attitudes, behaviour, decisions and actions. In fact,

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every activity in all specializations has a Management component or function, such as, Engineer-Manager, Doctor-Manager, Secretary-Manager, Hotel-Manager, Teacher-Manager, etc. Every individual has to manage himself first. He has to manage his body and mind by maintaining good physical and mental health. He has to organize habits and life system by taking exercise, moderation in food and work, controlling negative tendencies and impulses, fostering good habits, cultivating positive thinking, helping all and hurting none, suppressing egoism and pride, etc. That particular function, which relates itself to entities – situations, events and transactions, man, animal and nature - can all be termed as Management. Prime Minister is a political

* The author, a Padmabhushan and National Professor of India-Management, is the Founder Director of IIM(B), a revered management guru of India whose India Century Mission focus on application of management science with ethics embedded to it, so that every Manager will turn a catalyst for holistic improvement of wealth generating and development activities as well as the environment. - E-mail: indheritage@hotmail.com

manager. A scientist is a scientist manager. A Vice Chancellor is an educationist and also a manager of faculty, staff and students. A PM or scientist can do good or bad to society, depending on their values in the management component of their jobs.

Mankind has progressed through concurrent application of Technology and management in all specialization and corresponding activities. Technology is neutral and value-free. Its application can be for good or bad, depending on the motive or objective, which is dependent on the Management component of the activity. A scientific discovery like nuclear science can be used for destroying or helping mankind, which will be determined by the values of the Management component of the leader-Scientists, bureaucrats, professionals, technologists and all those involved in the chain. Of course, the leader or PM decides the direction of good or bad. Almost always they look at every situation from their selfish point of view (individual's, organizations', nations' or religions', etc). Management, in that sense, leans heavily on selfish point of view.

Traditionally, Management Science has drawn concepts and principles from social science disciplines, such as, Politics for exercise of power, Economics for investment and profit, Sociology for dealing with different kinds of people, Anthropology to take care of generic characteristics of communities, Psychology for morale and motivation, Law to enforce order and norms, Logic to ensure that people respond rationally to situations, Statistics for evaluating probabilities and market research, Mathematics for the communication sciences, Industrial engineering for improved methods of operations, etc. However, additional dimensions to Management are essential so that managers function in a 'humanistic' manner towards others, who are working above and below them, as well as making sure that their actions do not adversely affect society culturally or economically.

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crisis. Nature is being exploited, since entrepreneurs and managers are not seriously concerned with the adverse effects of exploitation of Nature. Pollution of air and water has assumed dangerous proportions. Social costs of many policies of the corporate sector and Government are not assessed, or kept hidden from the public. One third of animal and plant species have been wiped out. Earth is no longer able to produce plant life due to application of inorganic fertilizers and pesticides. Thus, the Management components of all segments of specialists and professions are causing adverse effects on the community.

Even in family life and social relations, there is perceptible degeneration of values. Families are breaking down. India is one of the most corrupt countries in the world, in spite of intense religiosity and inherited preaching of ethical values from religious scriptures. In the commercial environment, all relationships and transactions have become commercial, with negative impact, such as greed, avarice, exploitation, etc. Even words, such as 'love' and 'affection' are losing their original meaning. For the sake of increasing viewership and readership, media is indulging in vulgar sex and brutal violence. All these are the result of lack of values in the Management component of producers.

Management is the aggregation of principles and concepts, drawn from all social science disciplines. Therefore, in order to make leaders and managers better human beings, it is essential to incorporate additional dimensions to Management Science, which will enable them not only to perform better, but also act ethically and morally in their transactions and relationships.

Knowledge, skills and competence are being emphasized in education, HRD training and assessment. Character is as important as competence. Culture means self restraint and concern for other entities, consisting of fellow-men, animals and nature's endowments. Commitment and dedication to worthy goals and noble lives need

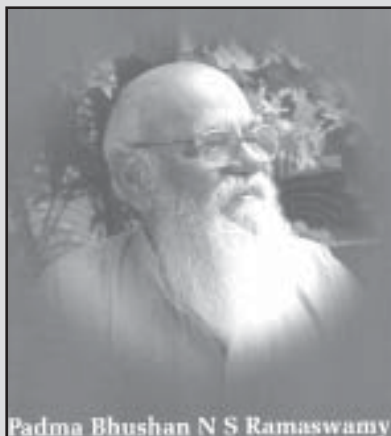
incorporation of “a set value systems” in the managerial agenda. Therefore, it is proposed that additional dimensions be introduced into the conventional Management thinking. Important values and ideals are ethics, morals, humanism, culture, character, philosophy, spirituality, yoga, meditation, fasting, silence, harmony, law of causation, law of order, art, literature, aesthetics, history, etc. Even prayer, indebtedness to the Infinite, gratitude, faith etc, would increase confidence and courage as well as happiness and peace of mind.

First of all, the body itself has to be managed by exercises and regular hours of work and relaxation, eating proper food at fixed intervals, moderation, awareness of what one does, etc. Man means mind. Objects outside have no ability to give pleasure or pain. Everything depends on the mind. Mind has to be purified by constant practice through good thoughts and attitudes, which would result in right action. The Ten Commandments, the Sermon of the Mount, the Eight Codes of Conduct of Buddha and teachings of ancient saints and sages of India are all relevant, in fact a must, for Management thinking. Purifying the Mind, rather than manipulating it (and

of others) for gaining selfish ends, can only result in sorrow.

Ultimate aim of work is achieving a good quality of life, which cannot be obtained by traditional Management concepts. Objective of mankind is to remove sorrow and suffering and to attain happiness and peace. For this, it is essential that HRD programmes should add on ethical and moral values as well as religiosity and spirituality, yoga and meditation, etc.

Managers ought to realize that world is a set of opposites “Good-bad, joy-sorrow, etc”. Also, there is inequity in life. Some are born poor and sick, while others are healthy and rich. Some succeed, while others fail. Besides competence, character, culture and commitment (which are essential), there is another element, called “Luck, destiny, etc”, called ‘Parabdha’ in Indian philosophy, which is the result of actions done in past lives. One can reduce or regulate this unknown element, by following good values, pursuit of worthy goals, leading an ideal life and finally prayer to the Infinite. These essential characteristics can be bracketed as “ETHICS.”



Padma Bhushan N S Ramaswamy

Prof.N.S.Ramaswamy
Chairman, Indian Heritage Academy

HR Training Programmes of IHA

The Indian Heritage Academy (IHA) has already conducted innumerable programmes all over the country for the Corporate Sector as well as for Engineering and Management institutions. Over 2000 faculty and 8000 students as well as hundreds of managers have been covered. The effect has been extraordinarily good. Participants have discovered on their own, a purpose and meaning to life as well as a new direction to attitude and action by pursuing worthy goals and ideals. These concepts have been proved in practice. By following such principles, managers get better peace of mind, sleep better, develop immunity and also live longer. They don't burn out, as at present, due to stress, anxiety, fear and alienation.

Work ought to get a new meaning and approach. Work is now labour. Work should be a source of joy. IHA's HRD programmes attempt this approach.

IHA's programmes give such new concepts and techniques, with which managers can perform equally well, if not better, as well as achieve a better quality of life, both at work and at home. By developing multiple activities and getting involved in social and cultural pursuits, managers develop holistically in the secular and spiritual paths.

For further details IHA's HRD Programme Manager (Mr. S. Krishnan) can be contacted over phone: 25530304, Mobile: 9845545576; e-mail: indianheritage@hotmail.com; web: www.heritage-cartman.co.in; postal address: 870, 17E Main, Koramangala 6th Block, Bangalore 560095.