

Management: Evolution and Application in Our Environment

Bashir Ahmad *

Abstract

This article is to understand management theories, principles and techniques in the historical perspective and explore viability of their application in our environment. The management as subject of arts and science together has revolutionised the world as we see it today. In Pakistan, we lack in understanding the management as well as its application. The reason is that it emerged as a discipline predominantly in the Western World based on their studies. We as learners and followers of the modern knowledge of management, try to apply this knowledge as conceived by the western writers for their people. Contrarily, our people have different background, education standards and socio-political environment. Accordingly, the knowledge has to be translated and transformed to make it applicable to our system of working. The other area of our concern is that we have to make our people understand the modern knowledge and its application prerequisites. Only then this knowledge shall be beneficial to us. The paper highlights both aspects of the issue and suggests a 3M formula which is basically the integration of three main factors of all predictive activities i.e. men, machines and material. It affords due emphasis on 'learn not only to theorise, but to apply'. Knowledge without its application is mere wastage of time and effort.

Keywords: Management, Industrial Revolution, Scientific Management, Behavioural Management, Modern Management

Management is nothing but arranging and organising the means to perform better. It is instinctive to every living being to organize one-self and arrange surroundings to facilitate comfort living. For this purpose, the living beings excel in influencing the environment in the desired direction. In the obtaining scientific world, management is regarded as a

* Dr. Bashir Ahmad, Gwadar Institute of Technology, Gwadar, Balochistan.
Email:bashirahmad127@yahoo.com

distinct process encompassing activities of planning, organizing, actuating and controlling to determine and accomplish certain preset and designed objectives. (Terry & Franklin, 1982, p. 4)

There have been debates on management being a science or art. It is science, as one would like to see the outcome of his managerial skills in the form of some quantifiable or mathematical form. At the same time, we know that management predominantly involves human element with intangible aspirations which makes it an art. However, in its applicability, management attains and maintains the characteristics of quantifications as well as qualifications. Therefore we can say that essence of management is combination of science as well as art. It encompasses the instinctive potentials to arrange the means to produce results which could desirably be assessed in the form of some measurable quantities. Where at some point in time, management qualifies certain credentials of new ideas and way forward, at later stages, it also sets the stage for tangible results. Management therefore can be regarded a social science which employs the human talent to undertake productive activities, may it be in tangible or intangible form. In its application, management is an art of getting people together to accomplish desired goals and objectives. According to Marry Parker Follett, management is the art of getting things done through people. (Barrette, n.d.)

The end product of management is in the form of something new as additional. Therefore, the inherent characteristic of management is creativity which comes through systematically approaching the issue for a logical conclusion. The notion of reason is fundamental to discovery, which according to Kant, comes when one ceases to depend on any external impulse as basis of belief. (McKenna, 1999, p. 10) Management without discovering new ways and means for multiplicity of effects is over-run by the developments around and left to stagnation. We also understand that all creative activities have motives behind, which are the prime movers. These prime movers are outcome oriented and management is like software which harnesses the skills of all involved in the organization to produce results. The management is therefore, concerned with the application of skills and knowledge, not merely their attainment as happens in some of the other disciplines. In its true spirit, knowledge alone is therefore no more power; its application to attain certain objectives is rather power. Management as software is force multiplier, which on one hand integrates the skills of various fields and on the other side; it organizes the means to affect coherence for orderly and systematic functioning of organizations.

Management in Pre-industrial Era

Management is neither a new subject nor a discovery which appeared suddenly. It existed since creation of universe, particularly the mankind. According to Judeo-Christian, Prophet Noah and Abraham (Alahemisalam) and their followers undertook management as an art to organize men and material for their optimum employment and consequently the outputs. (Genesis-Bible) Through superior management of large number of people and natural resources, they accomplished variety of their objectives which included governance, developing cities and social fabrics of society and building arks as well as winning battles. Similarly ancient literature on management reflects Jethro, the father-in-law of Prophet Moses (Alehisalam) as the first management consultant. Prophet Moses (Alehisalam) learnt from him the concept of delegation, management by exception and degree of control required for a productive management. (Exodus-Bible)

Thereafter old civilization of Mesopotamia and Western Europe developed excellent man-management skills to handle political affairs and developing infrastructure including communication means. They also introduced the bookkeeping systems, the concept on which even today, the modern management rests its accountability and evaluation mechanism. (McKenna, 1999, p. 10-11) The management of Church contributed tremendously in the art of managing men and resources. Since there was no major shift in the means of production, the management as an art remained stable for centuries until it was shaken by Industrial Revolution in Europe. (McKenna, 1999)

Industrial Revolution and Management Theories

Earlier to Industrial Revolution, human hands were the centres of all activities related to production, hence the focus of management. The Industrial Revolution substituted human hands with machine power in all the major physical activities to a large extent. Steam engine, the prime mover of machine power altogether changed the entire picture of productive functioning. Accordingly the mechanical power in industries and transportation means relegated the human hands to lower importance in production related functioning and activities and so happened in management, the focus shifted to making best use of machine power. (Terry & Franklin, 1982, p. 19-20) It also affected the economic cycle of production which was hitherto-fore from producers to consumers and then back to industries. After the Industrial Revolution, it rather separated the producers from the consumers. In the early and middle stages of the industrial revolution, single individuals or families were the owners of most of the business. Therefore, centralised control of strategic

management and decision making was deemed essential for survival of the firm and perhaps for the family as well. With this centralised arrangement of ownership, leadership and strategic decision making, a military type command and control approach was adopted in most of the business organizations. This type of arrangement in the management worked well till end of 19th century and thereafter it could not sustain due to increased level of competition particularly in production and business related organizations. (McKenna, 1999, p. 10-12)

The Industrial Revolution necessitated scientific inquiries into the practices of management. The requirement of management inquiries was to improve worker's productivity. In order to give a solution to the problem, which arose out of the desire for more production under the competitive market environment, Charles Babbage, known as patron saint of operational research in early 1500s, excelled on work measurement, cost determination, profit sharing and bonus plans. Charles Babbage's research work on management led to mathematical approach in this field, where costs and benefits were to be made more measurable to give assurance to the investors about the prospects of success. (Terry & Franklin, 1982, p. 20)

James Montgomery, a textile factory owner-manager in early 1600s has been the first industrialist manager who wrote on management. (Terry & Franklin, 1982, p. 21) His ideas were though more of technical in nature; however it helped to address the problems of planning, organizing and controlling the men and material to a great extent. Contrary to James Montgomery, Robert Owens, one of the contemporaries of James Montgomery, opposed division of labour on the basis of specialization. He rather emphasized on mutual cooperation in the factories and preferred workers to be the generalists. At the same time, Andrew Ure approached the management from another angle i.e. finding solution to cultural shocks due to rapid industrialization through education and training of the managers. Similarly Charles Dupin referred to teaching broader management skills in the colleges, which provided a fundamental approach towards formal education of management. Introduction of railroads accelerated the business activities which ultimately affected organizational functioning. In 1815, Colonel John Stevens developed first railroad charter on which Daniel Mc Collum and Henry Varnum Poor further built at the intellectual tiers. Their efforts carved out three fundamental resolves: systematic organizational management, intimate communication for effective control and recording of communication for subsequent analysis and decisions. (Terry & Franklin, 1982, p. 22) Another dimension of this era was that industrialization gave rise to the requirement of specialization and

accordingly division of work and working hands. Consequently, it also demanded disciplined and obedient workers.

By the close of 19th century, the management had been developed and practiced largely on scientific lines. However it differed from individual to individual and worked on varying experiences. The industry owners were mostly the managers and writers of management literature. The two world wars provided triggering impulses to the strategic management thought process as both involved maintenance of men and material at grand scales. However the formal and exclusive study of management started with Frederick W Taylor, through the Scientific Management School of Thought. This was followed by series of formal studies on management in the form of various theories and schools of thoughts like Behavioural School of Thought, Social Systems Management, Contingency Management, Decisional Management, Quantitative Measurement and Management Process etcetera. A brief insight of these schools of thought is necessary to understand developments which took place in the intellectual plane of management over a period of about last 130 years.

Scientific Management School of Thought

Frederick W Taylor's scientific management in the late 19th century focused on finding out solution of labours' problems through individual incentives. He rightly pointed out that in the past; man was first whereas in future, system will be the first. His approach was methodical and he believed in measuring input – output to the best possible accurate levels, "Science, not thumb of rule" according to Frederick W Taylor shall best describe the management in times to come. (Mejia, Balkin & Cardy, 2008) One of the main effects of industrial revolution was that working hands were put out of jobs as machines alone could do more than what a large number of workers used to do and that too in a much refined and faster way. This created divergence of interest between the working hands and management which predominantly comprises of factory owners. Taylor's conclusion was that slowly workers had soldiered themselves as faster work would mean end of their jobs. Therefore even the machine operators would maintain a steady pace to sustain prolonged production. At the same time, the practice of daily wages left no incentive to working hands. These trends broke the relationship between workers and the management. Whereas, the management became more materialistic in approach, the workforce dissociated themselves from the quality as well as quantity of work process, became job centric and opportunity seekers so as to earn more from wherever they could. Under these circumstances, Frederick W Taylor called for blending the interest

of labour and management on the basis of mutual rewards. Along with this, he also emphasised on developing best possible work methods. This approach worked well only for organizations with assembly lines and other mechanistic – routinised activities. Followers of Frederick Taylor like Henri Fayal, Carl Barth, Henry Gantt, Frank Gilbreth, Harrington Emerson and Morris Cooke made useful contributions in providing management solutions through the scientific methods. (Terry & Franklin, 1982, p. 22-23)

Scientific method is actually a systematic and to an extent materialistic approach towards identification of the problems, investigations to develop solutions and undertaking adjustments during implementation stages of the decisions. Its essence is developing inquiring mind to attain more knowledge, finding out facts and establishing mutual relationships which lead to better understanding among managers and non-managers. Taylorism proved to be a revolution against self assessment in management which was hitherto personality centric, evolved around factory owners cum managers.

Scientific Management School of thought appreciated and elevated the status of managers; however working hands did not get the due share of the appreciation. Therefore it remained more of mathematical cum mechanical process and science to enhance production. The human side of organizational management remained neglected. (McKenna, 1999, p. 54-59)

Behavioural Management School of Thought

In 1930s, Elton Mayo and Fritz Roethlisberger introduced behavioural thought process which focused on human relations and social skills to develop supportive work environment. Elton Mayo rather became the first management legend in 1932 to question the behavioural assumptions of scientific management. Behavioural School of Thought emphasized that the management does not do, it gets others to do. They laid due emphasis on understanding the psychology of human beings to determine best possible conditions where he could contribute to the optimum. This school of thought rather professed mutual understanding to make happy work - team under pleasant environment. (McKenna, 1999, p. 61-63)

Hugo Munsterberg, Mary Parker Follett, Chester Barnard and Chris Argyris made useful contribution in the behavioural management. The studies by these intellectuals - experts concluded that human factors were often more important than physical conditions in moving employees to a greater degree of productivity. They viewed individuals as socio-psychological beings and main task of the managers was to

understand and satisfy psychological needs of their workforce. In order to comprehend the psychological behaviour of men at work, Behavioural School of Thought found participation of individuals most rewarding. Opinion seeking and collective participation of management and working hands provides ownership and spirit-de-corps. Conflict resolution through various ways and means is another facet of this school of thought, which enhances the efficiency of individuals through removal of mutual irritants of the people at work. (Terry & Franklin, 1982, p. 24)

Social Management School of Thought

Slowly realization got strengthened that organizations would prosper only when their workers have required degree of prosperity. The Social School of Thought viewed management as cultural interrelationship and emphasized on the essence of interaction and cooperation among social entities. Its philosophy focused on removing irritants and dissatisfactions among the workers through communication and cooperation to attain their willing contributions. Departing from the Frederick Taylor's scientific management, the social school of thought rather emphasized on four fundamental factors in the management: environment subsystem, social subsystem, technical subsystem and organizational design. (The Free Encyclopedia Site, 2010, p. 4-5)

Max Weber in particular and Rensis Liket, Kurt Lewin, Abraham Maslow and Fred Herzberg in general contributed tremendously in social relations to increase work output. Maslow's needs' theory published in his book 'Motivation and Personality' provides a framework to attain and maintain employees' commitment. The research work concluded by these intellectuals highlighted that learning is best facilitated when there is a conflict between immediate concrete experience and detached analysis within the individual. (The Free Encyclopedia Site, 2010, p. 25)

Systems Management School of Thought

This school of thought took management as a system with input and output modules. It is like a scientific mechanism where inputs are processed inside a structure and output obtained. In its approach, the systems management school of thought is closer to the scientific school of thought. Obviously quality of output is dependent upon the processing expertise of the system. Chester Barnard, Russle Ackoff and William Scott worked on systems' management and made useful contributions. (Terry & Franklin, 1982, p. 25)

The systems management school of thought took enterprise as an organism with its internal parts interacting to achieve certain established

goals and external view interplaying with the environment. The environment here includes respective government policies, customers of various products, weather conditions and suppliers of the raw material. The job of the manager is to integrate internal and external mechanism to achieve overall objectives of the enterprise.

Contingency Management School of Thought

Contingency management is a systems' approach to manage organizations. Also referred to as situational management, it takes into account particular scenario with varying factors and then carryout their analysis to serve as guide for subsequent similar situations. In simpler form, it means determining certain fundamentals upon which the desired output is contingent upon. It provides choices of easy and simple solutions to the problems. (The Free Encyclopedia Site, 2010, p. 4-5)

Scholars like Fremont Kast, Daniel Katz and Robert Kahn have positively contributed to contingency management in their intellectual pursuits. Contingency management basically provides alternatives to pursue the desired objectives through multiple means. (McKenna, 1999, p. 66)

Decisional Management School of Thought

Philosophy of the decisional management school is based on skills of decision making by the managers. A manager is required to make decisions about what is to be achieved and how to proceed to attain that. Looking at the whole process of management, it appears as all the human activities end up at decision making. The focus of this school of thought at times is limited to marginal utility and economic behaviour. Herbert Simon, Luther Gulick and Lyndall Urwick have contributed tremendously in the decision making school of thought. In fact without decision making, there can be no activity and way forward in any organization. (Terry & Franklin, 1982, p. 29)

Quantitative Measurement School of Thought

Quantitative Measurement School regards management measurable in some mathematical form which facilitates decision making. In the obtaining commercial environment, decision making in correct time frame is very crucial. For this purpose the managers need analysis in quantitative and measurable form which makes the process calculative and expeditious. Therefore this school of thought uses mathematical models like probability and sampling etcetera to present their analysis including forecasting in quantifiable forms. The process, followed by quantitative school of thought, facilitates in solving the complex

problems thereby eliminating the risk to a great extent and increasing probability of success. (Terry & Franklin, 1982, p. 26)

Management Process School of Thought

Management Process School regards management as an activity made of certain sub-activities. It provides simpler solutions to complex issues as it starts from smaller to bigger and easier to difficult. In order to solve a bigger problem, according to management process school of thought, divide it into small segments which can be dealt with separately. Thereafter find out solution of each segment and combine all to attain a wholesome response to the management challenge. The conventional management process includes planning, organizing, actuating and controlling. (Terry & Franklin, 1982, p. 32-33) Here planning basically focuses on determining objectives and courses of action, best suited to achieve the desired bench marks. The term organizing pertains to management of men and material, further it includes division of work and work-force as well as facilitating the process. Actuating is related to developing working relationship and getting the best out of each member of the team. Finally controlling is to canalise the activities of men at work to make the whole process systematic and relevant to the final objectives of the organization. In actual sense, these four functions of the management are interrelated and do not perform in isolation as independent modules.

What Management Does or Should Do?

Management has many facets to effect performance of individuals as well as organizations. It is like software which runs the mechanism of functionalities. The basic factor in attaining multiple outputs is optimal employment of the three fundamental factors of productive activities i.e. men, machines and material. The entire management is interplay of these three factors for optimum organizational outputs. The management harnesses actions and reactions of men and machines for their optimum integrated utilisation.

In the employment of human resource, role of the management is to ensure selection of competent and the best suited manpower for the job in terms of their temperament and technical know-how as well as requisite education standards. After the selection of right personnel for the right jobs, the seasoned management embarks upon their training. Training is of two kinds i.e. general know-how and work ethics to develop ownership and spirit-de-corps and hardcore professional training to attain requisite proficiency in handling the concerned production unit or department. In nutshell, the training musters groups of individuals

who are made aware of the work environment and efficient enough to avail opportunities and face organizational challenges. Through superior employment of human resource, the management focuses on enhancing efficiency in quality and requisite quantity corresponding to the resource mobilization and employment. (Summers, 1999, p. 134)

In the old British Military traditions, there was a saying which holds equally relevant and good for management as well even today. The saying was that “it is not the gun but man behind the gun” meaning by that mental and physical agility of man (gunner) decides effectiveness of the gun. In any organization efficient, skilled and loyal manpower has a predominant role in achieving its objectives. Whereas for technical and subsystems’ handling, there is requirement of proficient workforce; at the decision making level, there is a team of managers who instills vision to move the organization in the required direction. Therefore, an organization has to have a visionary executive / top management to make decisions and coordinate activities of other organs of the organization. So it is the decision making management behind the organization as a whole, composed of individuals who need to be suitably selected, accustomed and trained. Thereafter this management holds the responsibility to select and train suitable individuals down the ladder which includes middle management as well as the workforce.

The most important thing in the entire process of selection and training is that individuals have to be specialists of respective fields. In order to make the training cost effective, selection of suitable individuals is important in terms of their basic education of the desired discipline, knack for a specific field, natural talent and past experience. Within the organisation, training is basically for polishing the talent and making the individuals accustomed to the outfit. Organizations prefer specialisation for obvious reasons of proficient handling of mechanical means, expeditious resolution of legal matters and sustaining quality outputs. Additionally specialisation is focused, requires less resources to train an individual for a specific job, easy for the individual to learn the skills and time saving at the workplace.

All human beings have been blessed with distinguished strengths and potentials for specific field of excellence. At the same time, they have certain weaknesses as well. It is the management which maintains and employs the best human resource for optimum outputs according to aforementioned criteria. For example some individuals have knack for application of technology hence are good in technical handling of mechanical means. Certain individuals have inherent administrative and leadership acumen and some are good in innovations / creative things. The management employs all these categories of human resource

according to their natural talent and degree of expertise. Once at work, the management maintains momentum of work through knitting of individual efforts into one integrated whole.

The second main factor in optimal organizational functioning is employment of machines. It is the machines which brought in a revolution in the industrial production and consequently management of men and material. The mechanical means and automobile changed the entire spectrum of human life including values, codes of conduct and ethics. Appropriate use of machines / mechanical means not only reduces time, it also brings in refinement and superior quality in management as well as production. Application of modern technology is fundamental to the success of effective management. However the point to bear in mind is that machines are not substitutes of human hands in entirety. They have rather their own role to play in management which is in terms of organising and maintaining data, its analysis for forecasting, easy access to the modern knowledge and reaching to the customers in real time under competitive market environment. Understanding the modern technology and its application has become essential rather pre-requisite to the success of management at all levels. The management as a mechanism decides to employ mechanical means to the extent and level desired and integrates men and machines for their optimum utilisation.

Utilization of material means is the third main aspect of an efficient management. Material means are basically the hardware on which management builds production and outputs. Their correct use ensures economy thereby making the whole process sustainable over longer periods of time. Conversely inappropriate employment of such resources makes the output cost prohibitive and unsustainable. An effective management organizes the means in such a way that their minimum possible use gives the optimum output. Here appropriate utilization of material resources means actually their perseverance which gives longer life to the organization in particular.

If we look at the whole phenomenon of employing factors of outputs in organizations, it becomes evident that it is basically the integration of men, machines and material (3Ms) to produce the optimum results. The management, particularly the middle and top tiers ensure multiplying effects in the employment of factors of production. The bottom line in such an approach is to employ only the required quantity or numbers. Inappropriate use of resources is always due to mismanagement which leads to cost prohibitive production. So, it is the right individual for the right job with optimum use of appropriate mechanical means and cost effective utilization of material means which makes the managements succeed.

Management is a subject of our daily concerns. Each one of us is a manager at one or the other level. Individually we try to organize ourselves and our resources so as to draw maximum benefits while living within means. In a family, the family-head is a manager to tailor the social and financial obligations according to availability of resources. As a senior manager, the family head organizes teamwork and employ members of the family, mechanical means and material resources to draw maximum benefits and live with all the possible comforts. Similar is the case of managing organisations at varying scales. The management improves our daily lives through creation of activities, appropriately availing opportunities and employing the means at our disposal to their optimum. Therefore management has to have proactive approach and accordingly a functioning and operating philosophy, may it be implied or implicit. The management as an organism has to think, make decisions and take actions.

There are two approaches to decision making at any level of management i.e. individual centric and group – consultative process. Both have their merits and demerits and are invariably applied under varying environment of professional expertise of the manager, time available to exploit the opportunity and availability of resources. Individual centric approach facilitates quick decision making, centralised management of men and material and speedy exploitation of fleeting opportunities. However it does not make a system and remains functional with certain individuals only. In the absence of sole individual – manager, the process stalls and management collapses. A management is considered collapsed when it is unable to answer the questions like ‘what to do now’ under a confronted situation. On the other hand, ‘group – consultative approach’ is a slow process particularly in decision making however has broad base in forecasting, strategic planning and continuation in functioning even in the absence of key management-individuals. The management dictates as to which approach should be followed under the given environment.

Problem solving and dispute resolution in an organization is essential for optimum output. It is done through authority – leadership, making necessary changes in the organizational structure. Resistance to change is a natural phenomenon. However an enterprising modern management is dynamic in approach and affects changes in organising the human resource and other means of production. Removal of irritants at the work places has multiplying effects which is done in many ways like offering incentives to the disciplined and honest human resource, removal of unproductive working hands and developing socially and morally viable environment to fulfill their socio-psychological needs.

Dictates of Modern Management

Under the obtaining environment, modern management is expeditious in decision making for obvious reasons, proactive in approach and undertakes various functions simultaneously in view of competitive market environment. Therefore it employs state of the art technological means for efficient handling of human resource, optimal utilization of mechanical means and sustainable use of available material sources. For efficient management of human resource, data management systems maintain requisite information about individuals to include their educational background, previous experience and expertise, socio – cultural peculiarities, skills of certain fields and future employment prospects. Modern technology also facilitates integration of mechanical means to include their automation and continuation in processing productive activities. Similarly financial management of the organizations includes cost–benefit analysis / prospects and ledger maintenance for the legal requirements and future references. All these activities use modern technology for cost effective employment of men, machines and material.

In order to operate the technological means supporting the management, it requires educated and proficient human resource to handle those. Modern management therefore requires skilled manpower, educated on the fundamentals of scientific knowledge that is not only conversant with computer and related accessories, also proficient in handling the management support systems. (McKenna, 1999, p. 85) Similarly it is the era of specialisation and skills of the required fields. Mere general knowledge, based on theory (only) does not work. In management, it is the application of knowledge which is to be made visible and output oriented. Starting from labour part of the organization up-to top management / chief executive all have to be masters of their respective fields; therefore suitably educated and trained. This means that a simple diploma holder having specialisation of a particular field may have to be preferred over higher degree holder in general educational disciplines. The dictates of modern management for the employment of men and consequently the machines – material are as enumerated in the following paragraphs:

- Modern management is knowledge based and predominantly so the know-how on latest development in the field of science and technology for effective employment of technological means. Therefore it demands human resource which is well equipped with the modern knowledge and has requisite expertise in handling the management support systems. An illiterate and

further more ill trained human resource is drag on the resources of organizations.

- The management under obtaining environment warrants specialisation in the respective fields – disciplines. Therefore, the scope is focused and demands proficiency in handling technical and non-technical subjects alike. Specialisation is based on fundamental principles and know-how of the respective field. For example a computer operator has to have the basic knowledge of fundamentals on which it works. Similarly a machine operator would be proficient only if he understands the basic principles on which it has been designed. The theory forms the basis of practical handling and attaining proficiencies, is the basic principle of maintaining expertise in the respective fields, the specialisation.
- In order to exploit the fleeting opportunities under competitive environment, the modern management is required to take plausible and timely decisions. Therefore the middle and top management has to be quick in analysing the situation, developing future strategy and taking decisions. This is possible when all concerned appointments are well versed with the latest developments and capable of correctly evaluating threats and opportunities for a viable course of action. In order to facilitate the evaluation process, modern management is required to be well equipped with technological means - support systems. At the same time, it is also required to be conceptualised on collective vision, rather than depending on one or few individuals.
- The modern vibrant management has to set goals and mobilise resources to achieve objectives set by the organizations. For this purpose the management has to make human efforts more productive. An effective management brings order in the efforts by coordination and integration. The management therefore acts as a process of systematising knowledge. Being a social science, the management acquires requisite knowledge – information and proceeds to undertake productive activities. Its principles are: proactive stance, practical in nature, relevant to the environment, consistent in approach and flexible to affect changes during the conduct stage. At the same time, a dynamic management needs to change with the change in life style of the society as a whole and values. More education, better information systems and improved technology pays in the application of management tools and support systems.

Peculiarities and State of Our Human Resource - Society

There are two main issues with the subject under discussion here i.e. socio-psycho make up of our society in Pakistan and secondly state of their education cum intellectual growth. The performance of management in organizations is greatly dependent upon the human resource and consequently these two factors. We have socio-psycho peculiarities which flow from our cultural traditions, economic compulsions, religious obligations and the social system we are part of. The accumulated effects of all these factors make our human resource peculiar with certain characteristics as given below:-

- Our human resource lives in a family bound system with few working hands and rest of the family members dependent on them. Along with the work at respective places, in addition to own wife and children, we are also obliged to look after our aging - ailing parents, younger brothers - sisters and other near / dear relations. We are accustomed to attend their marriage ceremonies, death events and other family issues with relative more importance. This is how our human resource is socially interwoven and follows its moral obligations. While at work, their pains and sorrows become our sensitivities. Being entangled in so many relations of obligations, the individual worker represents a group he is part of and cannot be detached.
- The workforce has distinct characteristics of respective regions and areas according to their social setup, language, customs and values. At their work places, they feel comfortable within the similar groups; may it be on the basis of language, caste – creed or region. Similarly our rural and urban human resource has further different and peculiar characteristics. The rural background manpower is comparatively less cultured, has low education standards but they are more robust – can sustain hardship of all kinds. On the contrary, the urban human resource is comparatively better educated, proficient in office (soft) work environment and mostly stalls in working out workable options for the confronted situations. They are slow in decision making and reluctant to accept risks as compared to rural background individuals who venture to take difficult decisions and own them.
- Our human resource have strong religious feelings, rather the work-force is inflexible on that account and have divided themselves into various sects and groups / schools of thought. By and large, the human resource feels comfortable within own group of religious inclination. Majority have a narrow vision of

religion, however strongly attached to it. Individuals as part of the management would like to follow their religious rituals without any external hindrance irrespective of work hours of the organization.

- Owing to the low literacy rate, we have narrow base of basic education, particularly of scientific knowledge. Within the curriculum, our focus remains on remembering the theory part of it whereas most important aspect of practical is left to lower shade of preference. Resultantly the graduates remain oblivious of practical implications of the knowledge, they attain through remembrance. To some extent they learn application of knowledge once confronted with (such like) situations during their job. In this way they rather stall / slow down the functioning of their respective organisations.
- Our human resource is by and large poor in time management. With less or no work, we are leisure seeking people. Even while at work, we do not keep to the timings. We follow timings when it is forced upon us and tend to relax if remain unchecked over a longer period of time.
- Poly technical institutes are the mother sources of our skilled manpower which are neither sufficient in numbers to meet the ever increasing requirement of technically trained manpower nor do they have requisite training facilities for practical training in the respective disciplines. Therefore, to meet the requirement of technically trained individuals, our organizations induct manpower from the general education schools and train them. The low education standards particularly of the public sector schools make even the training cost prohibit. At the same time we lack internship training facilities due to which our human resource remains deficient of practical and on job training. This is the reason that we face the problem of deficient specialised working hands.
- Due to government's policy of low spending on public sector development programme including education, a common citizen does not have access to facilities which modern technology offers. Consequently majority of the populace remains oblivious of the technological developments and once on job to operate the management support system they feel shy of handling the relevant equipment. At the same time, in view of the declining economic state over the years and overwhelming population growth, poverty has increased manifold which has resulted into under - nourished working hands.

- Comparatively less educated and under skilled human resource lacks confidence at individual levels, therefore they perform better under group working environment. The working hands need lot of close supervision to monitor and guide them in the right direction. In this way, our human resource mostly presents unskilled – slave like labour force that requires guidance at every stage of their functioning.

Application of Modern Management in Our Environment – A Way Forward

Attaining Compatible Basic Education Standards

In the functioning paradigm of organisations, there are two conflicting requirements – dictates of the modern management in our environment: firstly, use of technological means and secondly incompatible human resource to handle the management support systems. As eluded in the earlier part of this study, modern technology supports the management in maintaining necessary information and data, its analysis, coordination – integration of the means and decision making. It demands equally aware, agile, intelligent and proficient human resource to handle the technological means. In order to make up the deficiency in this regards, we need to undertake following measures:

- Revamp our education system to make it relevant to the application of knowledge. The focus should shift to creativity instead of reproducing the textbook passages. The centre of gravity of the education system should ultimately be the development of expertise in respective fields. Actions should reflect knowledge, not words only as the saying goes” actions speak louder than words”. The curriculum should be based on finding out solutions of the problems through independent thought process.
- In order to enhance the technical handling capacity of our human resource, there is a need to undertake two fundamental measures i.e. enhancing numbers of Poly Technical Institutes (bringing them down to town levels) and provision of necessary equipment to impart effective training to the students. It is only through Poly Technical Institutes that we can improve our work productivity in the respective fields, make our management proficient and effective, reduce unemployment and consequently reduce social evils / crimes in the society.
- The management should be included in the syllabi as a subject starting from our primary schools – education system. In that

initially, we start from self management disciplines with a psychological input to organise our inner selves – leading to systematising the thought process. This is necessary because most of the time your actions reflect your inner – the mindset cum thought process. The self management should follow disciplines like work place management – your study table organization, time management, instrument management – computer handling for example and sociability subjects like working in a group, setting own goals in relation with the activities of the peers and planning to attain those. Thereafter the scope of management education should grow in capacity as one moves in higher pedestal of formal education. Similarly in Poly Technical Institutes, management be made part of every subject including technical and non-technical curriculum alike. Management is part of religious obligations as well from where we should learn a lesson. It specifically includes subjects like time management, order and discipline and organising the means to accrue maximum benefits for our comfort living.

Making Modern Management Applicable in Our Environment

When we look at the management theories by various scholars, almost all of western origin, it appears difficult to apply those in our environment. The reason is that those theories were developed by the western writers with specific requirements of their time in mind according to the kind of human resource, technological means and material sources available. Even after that, there has been tremendous progress in the development of modern techniques and ways to make the management more and more effective. However all of those developments took place in the Western World and particularly in United States of America. These writings provide modern knowledge and techniques on management starting from the household to mega projects' management of private and public sectors. Their application in our environment is possible with due regards to the socio-psycho make up of our society and sensitivities of our people. We cannot apply those principles as a straightway solution to our management problems. Their fundamentals have to be understood and methodologies developed which are in consonance with our socio-psycho profile. Therefore inference from the above discussion is that modern knowledge on management is a blessing, the only thing we have to do is to make it adaptable to our people at the application stage. Dr Allama Muhammad Iqbal made a thought provoking and plausible comment on the modern knowledge while addressing the Muslims when he said “approach modern knowledge with a respect but independent

attitude”. (Iqbal, 2006, p. viii) We need to adopt certain measures for multiplying positive effects on our human resource, salient of which are given in the following paragraphs steps:-

- Make the management principles as eluded by various scholars over a period of time simple, understandable, practicable and adaptable in our environment. This can be easily done provided we understand the essence of these principles in the spirit of their applicability and characteristics – peculiarities of human resource, we have. Furthermore we need to understand fundamentals of management in our national – native languages. This would facilitate their understanding and application in letter and spirit.
- A strong, effective and balanced middle and top management goes a long way in building mutually befitting relations amongst various segments of the organisations. There is a need to impart necessary training especially to the middle management for enhancing their understanding of the work environment, decision making and finding out solution to the problems through innovative means. At the same time, it is only through middle management that one can remove irritants at the work place, develop consultative culture – participative approach and excel in mutually supporting group actions for the achievement of organizational objectives.
- We need to spend more time and resources for the training of our workforce at the initial stage. This will accrue benefits in terms of quantity and quality of work during the application of their knowledge for productive activities. Therefore the management would require a focus on selection of competent human resource, their effective training and talent retention
- The management would require keeping in mind the obligations our worker has towards his family including parents and near relatives for the provision of healthcare, recognition in the society and other incentives.
- Adjust working hours and days keeping in mind the religious obligations of our human resource to include time for prayers, some regards for the month of fasting and other related events.
- We need to make the management accountable at each level and stage of organisational functioning. This would lead to the habit of analysis and evaluation of every activity which takes place in the organisation. Simplicity in understanding and application would accrue benefits.

Management as Part of Life at All Levels

We take management as something over and above our daily lives, whereas actually it is not, it is rather part of our routine functioning. As a society we need to adopt management in our daily lives and day to day working. It includes self management i.e. to manage ones resources, clarity of thought process – clear direction to proceed with a balanced way of life and managing individuals' affairs affecting others in the society. Following steps would help individuals and the society as part of our routine lives, not as something additional from somewhere outside:-

- The management should start from the house; to include management of study place and timings, organising books and related material for studies and thereafter elementary management in the schools. At the same time as highlighted earlier, management should get into our education system right from the beginning. It should be developed progressively as our children move up the ladder in higher classes.
- In our practical lives, then comes the management of our workplaces, may it be the office, laboratory, workstation or the field work. There has to be a system working every where and at every level. The main areas of management in this regards includes management of time – punctuality which must be inculcated in our organizations at every level, management of work itself i.e. organising the assignment in hand according to priorities cum urgency, management of workplace – organising all the necessary tools for the impending work, documentation of various activities for future references, inculcating the habit of writing down minor details which one has to undertake in the given sequence and finally keeping time for friends and the family.

Learning Management in Interactive Mode

Our literacy rate is very low, further more with low education standards, our human resource needs more training time to make them understand the subject. Therefore, it is more appropriate to instil the practical aspects in our training methodology and education system. While imparting training we need to focus on interactive mode instead of lecturing. Interactive mode encourages discussion and consequently new ideas to tackle an issue from different angles. New ideas mean innovation, which forms the basis of successful management in the obtaining environment.

Short Courses on Management for Specific Subjects

Instead of going into long courses on management including theorems; it is more appropriate and practical to put our human resource

into short duration courses on specific subjects. The courses like house keeping, kitchen management, office management, organizing the workplace, management of working relations within organizations, forecasting, evaluating the case studies and making recommendations are going to be much more useful for our low skill and less educated human resource. In this way we shall facilitate our less educated human resource to attain skills on the specified job and at the same time these courses encourage specialisation which is requirement of the time under modern management.

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