

International Multidisciplinary
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RNI MAHMUL/2011/38595

ISSN No.2231-5063

Golden Research Thoughts Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial board. Readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

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Research Paper

MANAGEMENT PHILOSOPHY FOR EXCELLENCE (Significant Changes in Management Philosophy)

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ABSTRACT

Management philosophy believes that every person has strength and weakness. The strength of every person is to be identified and they should be moulded into a group activity for organizational success.

Introduction:

A philosophy of management can be considered as a way of Management thinking. It consists of the attitudes, beliefs and concepts of an individual or a group, about Management. No one can Manage without having a Philosophy of Management. It is either implied or implicit. A person cannot Manage without some basic concepts. These concepts are believed and used and the reference is made to them from time to time. In short a Manager cannot operate in a Vacuum. There is some system of thought that prevails in a person's Management efforts. A Manager is required to exercise thinking, make decisions and take actions. As a result the Manager builds a pattern of judgements, Measures, tests and uses criteria which reveal true motives, the real objectives sought, the Psychological and social relations deemed appropriate and the general economic atmosphere that is preferred. To ignore Management Philosophy is to deny this character.

II. USE OF MANAGEMENT PHILOSOPHY :-

Three major advantages occur to a Manager in using a Management Philosophy :-

1. It helps to win effective support and followers.
2. It provides benchmarks and a foundation for managerial thinking.
3. It supplies a frame work within which a manager can commence thinking.

In the changing scientific and social conditions, one should have a basic knowledge regarding beliefs, which the management philosophy provides. New management challenges to which there are no tailor made solutions, must be met. Here Management Philosophy is useful. Management Philosophy will not only orient but also stimulate thinking process to effective and satisfactory solutions.

III. Present Management Philosophy :-

Present Management philosophy is based on six concepts :-

1. Management is a science but not a rule of thumb.
2. Management is Co-operation but not discord.
3. Management is a Harmony but not individualism.
4. All Management are man Management.
5. All relations are human relation.
6. All development are self development.

IV. DEVELOPMENT IN MANAGEMENT PHILOSOPHY :-

Over the decades various philosophies of Management have developed, flourished and given way to new philosophy. Some of them have been modified by the contemporary thought of a particular era. It is not possible to mention them in the exhaustive form. But in order to understand the nature of their make-ups, briefly these are outlined below:-

Some Managers give considerable weight to the importance of the individual, trust each employee by employing minimum rules and controls, make certain, the work for each person is not only meaningful but also rewarding, and fix responsibility with each employee.

Other Managers modify this by emphasizing rugged individualism, immense self-reliance, sanctity of decision, unity. Outstanding personal abilities appear necessary for this particular Philosophy to be used. The strong willed and powerful industrialist at the turn and beginning of the 20th century are examples of advocates of this particular Philosophy. More specifically Henry Ford may be cited.

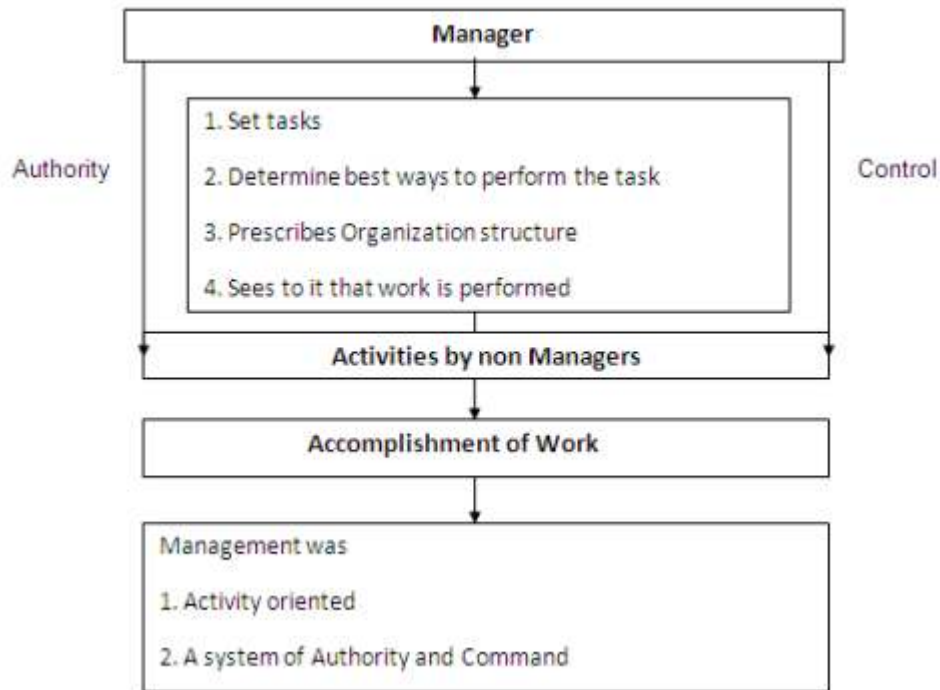
However, during recent years, Management followers giving emphasis to the Group have increased tremendously. Here a fundamental belief is to consider the group in all Managerial decisions and actions. This has resulted in activities like planning by groups, decision making by groups, extensive use of committees and consideration for a mutuality's of interests

between Management and non-management members. Social constraints, behavior and influence have been given greater recognitions.

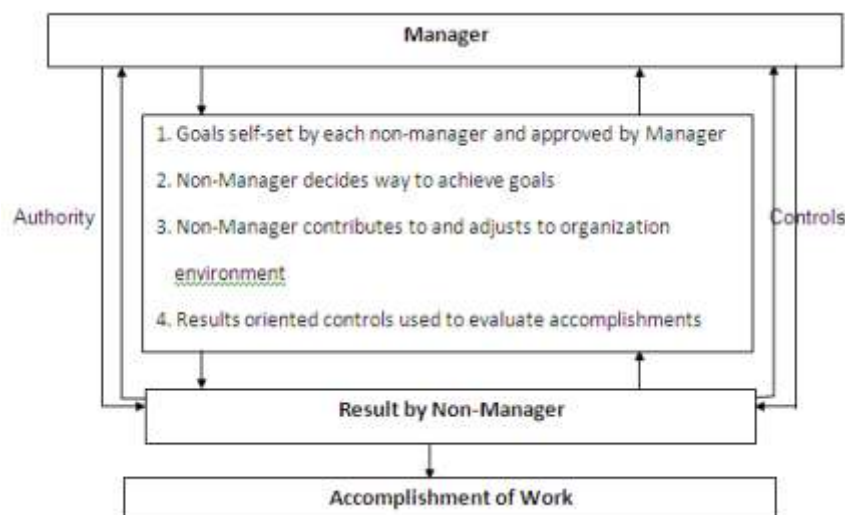
In additions to this, the influence of technological and environmental changes, have helped to shape other systems of thought for accomplishing desired results and resolving problems. As both these ingredients change and also our view points, certain Philosophies flourish while others shrivel.

V. SIGNICANT CHANGES IN MANAGEMENT PHILOSOPHY :-

Now we will see what prevailing philosophy was until about 1965 and in contract to it what is now developing. The former approach was based on command systems. The modes operandi of the manager was the power over the people. The Manager ran the whole show. “What issues and enforce the decision” was considered the key factor. The total concepts were activity oriented. The stress was given to what was done. The manager prescribed the organization structure, set the tasks of the non-management people, delegated decision making power, determined the best way to perform and exercised tight controls.



As against this, the emerging Management Philosophy is much broader than that of its predecessor. It is more relevant to the present day cultural understanding and the changing environment. It considers the current technological changes and opportunities. Here “Emphasis upon the decision making power of the manager” is being reduced and the emerging philosophy is oriented around the “Results desired”. In other words “Result desired” not “Activity oriented” is the coming theme.



Management is:-

1. Result oriented.
2. The Vital resource for obtaining predetermined results.

Another change is shift to the managerial goal sought and a softening of the means of management. That is more emphasis is being placed on what and why and less on how and when. The overall managerial evaluation is made in terms of whether the goals sought are worthwhile and less on the means of achieving them. Modern management has tremendous ability to accomplish stated goals. Many experts say that with the support of science and technology managers today have the knowledge and ability to achieve any desired result. Some feel we have a surplus of Management Means. The challenge is to use these means for worthwhile endeavors. What goals the managers seek and are these goals most desired such questions are influenced by the philosophy of management followed.

New concept believes that all persons are equally intelligent, the individual differences because of intensity difference in different components of intelligence, which decide the intelligence.

New philosophy believes that a human organization is a psyche-social system, which shows recognize the self-respect and dignity of its employees.

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