

Principles of Management
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Lecture – 03
Introduction to Management- III

Welcome, to this third lecture on Principles of Management. This course is the Fundamental Course. And, as I will be continuing the Principles of Management. What we discussed earlier was rewards and challenges of managers.

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REWARDS & CHALLENGES OF MANAGER	
Rewards	Challenges
<ul style="list-style-type: none">• Create a work environment in which organizational members can work to the best of their ability• Have opportunities to think creatively and use imagination• Help others find meaning and fulfillment in work• Support, coach, and nurture others• Work with a variety of people• Receive recognition and status in organization and community• Play a role in influencing organizational outcomes• Receive appropriate compensation in form of salaries, bonuses, and stock options• Good managers are needed by organizations	<ul style="list-style-type: none">• Do hard work• May have duties that are more clerical than managerial• Have to deal with a variety of personalities• Often have to make do with limited resources• Motivate workers in chaotic and uncertain situations• Successfully blend knowledge, skills, ambitions, and experiences of a diverse work group• Success depends on others' work performance

Source: Robbins, S.P. and Coulter, M. (2012), *Management*, Prentice Hall, New Jersey, USA.

We discussed about, what is a reward? How to create a work environment in which organizational members can work to the best of their ability. Then, we also discussed about the opportunities to think creatively and use imagination to help others, find meaning and fulfillment in work and support, coach, and nurture others.

Then, we also discussed about the challenges like hard work may have duties that are more clerical in nature than managerial, have to deal with a variety of personalities, often have to deal with limited resources.

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HOW THE MANAGER'S JOB IS CHANGING

- **Customer** is the king
 - Customers: the reason that organizations exist
 - Managing customer relationships is the responsibility of all managers and employees.
 - Consistent high quality customer service is essential for survival.
- **Innovation**
 - Doing things differently, exploring new territory, and taking risks
 - Managers should encourage employees to be aware of and act on opportunities for innovation.



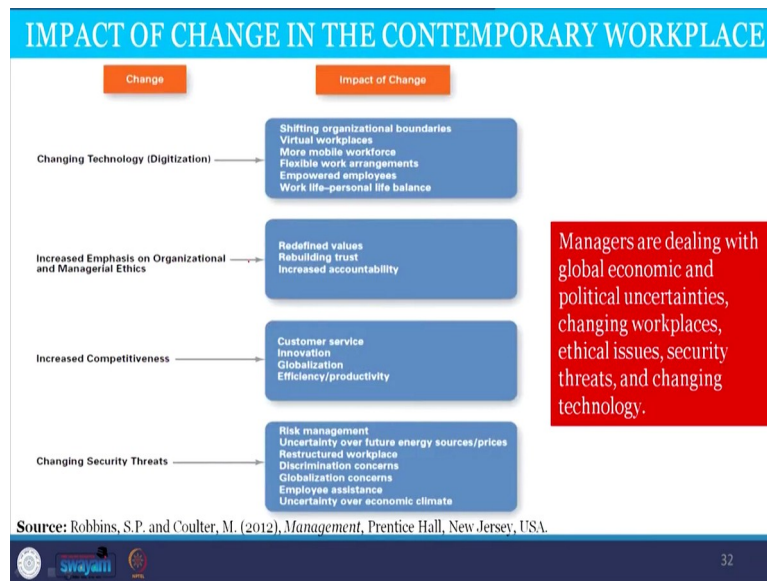
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So, carrying forward with the discussion of rewards and challenges of managers. We will move forward to the next slide or next discussion on how manager's job is changing? Manager's job is not the same as it was in the scientific management or in the time of industrial revolution.

Today, the concept is customer is the king. Customers are the reasons that organizations exist. Managing customer relationship is the prime importance and the responsibility of all managers and employees. Consistent high quality customer service is much given emphasis for survival of an organization. Innovation is also given importance, doing things differently thinking out of the box exploring a new territory and taking risk. Manager should encourage employees to be aware of and act on opportunities for innovation.

So, why the concept of customer is the king and innovation has emerged? Because, of the shift from business environment of stability to competition. Earlier the traditional organizations had less of competition and more of monopoly. So, there was no choice. And, today there is more competition, more preferences given to customers. And, as there is competition, more companies are focusing on customers. So, customers seek variety in the product and emphasis is on innovation.

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Impact of change in the contemporary workplace, changing technology, increasing emphasis on organizational and managerial ethics, increased competitiveness, changing security threats. Impact of these changes on organization.

Shifting organizational boundaries, as the technology has changed over a period of time. Digitization has resulted in a sea change in the workplace. There are no organizational boundaries or shifting of organizational boundaries. Traditional organizations had a different type of workplace.

Today, the concept of virtual workplace is coming into being. Workplace workforce mobility is also taking place. Now more mobile workforces and flexible work arrangement is empowering employees. Employees are more empowered, work life and personal life balance is given more emphasis.

So, as a result what has happened? There is a shift in the way the manager's work. The management viewpoint is changing due to the changes in organizational business environment. There is increased emphasis on organizational and managerial ethics. There is a redefinition of values, rebuilding trust, increased accountability, and increase in competitiveness.

So, more emphasis is given on customer service innovation, globalization, efficiency, and productivity. Changing security threats, because of security threats there is more emphasis on risk management, uncertainty over future energy sources, prices, restructured workplace, discrimination concerns, globalization concerns, employee assistance and uncertainty over

economic climate. So, managers are dealing with global economic and political uncertainties, changing workplaces, ethical issues, security threats and changing technologies.

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MANAGEMENT PRACTICES IN NEW WORKPLACE		
	The New Workplace	The Old Workplace
Characteristics		
Resources	Bits—information	Atoms—physical assets
Work	Flexible, virtual	Structured, localized
Workers	Empowered employees, free agents	Loyal employees
Forces on Organizations		
Technology	Digital, e-business	Mechanical
Markets	Global, including Internet	Local, domestic
Workforce	Diverse	Homogenous
Values	Change, speed	Stability, efficiency
Events	Turbulent, more frequent crises	Calm, predictable
Management Competencies		
Leadership	Dispersed, empowering	Autocratic
Focus	Connection to customers, employees	Profits
Doing Work	By teams	By individuals
Relationships	Collaboration	Conflict, competition
Design	Experimentation, learning organization	Efficient performance

Source: Daft, R. L. (2008), *Management* (8th edition), Thomson South-Western, Mason, USA.

Traditional mindset in THE NEW WORKPLACE has to give way for innovative management practices

Next we will discuss about management practices and their shift in the new workplace. How with changing environment? Technology organization and concern for ethics competitiveness, there is a change in management practice. Do they remain the same as in the traditional organizations or in old workplaces or the management practices have evolved over a period of time?

So, if you look at earlier times, the workplaces emphasized on physical assets and the work was structured, localized, workers or employees were more loyal. The forces which were working in the organizations technology was mechanical, markets were localized, workforce was homogeneous, and values were stable and efficient. Events were calm or there was less of competition or no competition or monopoly.

Management competencies of leadership focused on autocratic management style, focus was on profit and the workplace was more of individualistic in nature. Relationships were based on conflict and competition. Design of workplace emphasized on efficient performance.

However, the shift in the new workplace, there is more focus on information. Resources are information, work is more flexible and virtual, and workers are more empowered. They are free agents, they exercise autonomy and freedom.

The forces which are working in the organizations, technology, market, workforce, values, events, there is more emphasis on digital technology, e-business, and markets are globalized, rather than localized. There is inclusion of internet or e-commerce, workforce is diverse, values are changing and there is speed and efficiency of transactions efficiency. The emphasis is on speed and efficiency of transaction. Events are highly turbulent more frequent and there are also likely chances of crisis.

So, as a result there is more turbulence or there is more dynamism in the workforce. In the business environment, external environment, management competencies of leadership focus is more on dispersed or participative type of leadership style, more on empowerment, focus is on connecting to customers and employees. That means, the focus has shifted from profit to stakeholder relationship, networking, and customer relationship management.

There is more focus on team based or collaborative work, design, experimentation and learning organization. Emphasis is on continuous learning and development.

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SHIFT IN FOCUS OF MANAGEMENT: MAINSTREAM TO MULTISTREAM APOPROACH

- ❖ **Mainstream Approach:** Maximisation of Profit
- ❖ **Multistream Approach:**
 - Maximising benefits of multiple stakeholders (customers, suppliers, employees, investors, shareholders, and society)
 - Striking a balance to maintain ecological safety, social justice, and emphasis on human dignity and happiness
 - Addressing problems of workplace diversity
 - Inclusive approach

So, shift in focus of management from mainstream to multistream approach. The mainstream approach or the traditional organizations, emphasis was on maximization of profit. However, in the modern workplaces or in contemporary organizations, the emphasis is on multistream approach. That means, maximizing benefits of multiple stakeholders, be it the customers, suppliers, employees, investors, shareholders and the society at large.

So, there is more focus on relationship building, networking, and win resulting in win-win approach for all the stakeholders. Striking a balance to maintain ecological safety, social justice and emphasis on human dignity and happiness.

So, there is an overall shift from individualistic to individualistic approach towards relationship based approach. You can say the focus has shifted towards equity, the concern for equity, ecological balance, maintaining happiness or positive psychology, and addressing problems of workplace diversity.

Earlier the workplace focused on the homogeneity there was homogeneous workforce, but today because of globalization, because of the changing nature of workplace, there is more emphasis on diversity in the workplace, heterogeneous nature of workforce. And, overall the multistream approach talks about inclusive approach of all the stakeholders.

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CHARACTERISTICS OF MOST ADMIRABLE COMPANIES

DELIVERING VALUE TO OUR CUSTOMERS. We will further the tradition of American companies leading the way in meeting or exceeding customer expectations.

INVESTING IN OUR EMPLOYEES. This starts with compensating them fairly and providing important benefits. It also includes supporting them through training and education that help develop new skills for a rapidly changing world. We foster diversity and inclusion, dignity and respect.

DEALING FAIRLY AND ETHICALLY WITH OUR SUPPLIERS. We are dedicated to serving as good partners to the other companies, large and small, that help us meet our missions.

SUPPORTING THE COMMUNITIES IN WHICH WE WORK. We respect the people in our communities and protect the environment by embracing sustainable practices across our businesses.

GENERATING LONG-TERM VALUE FOR SHAREHOLDERS, WHO PROVIDE THE CAPITAL THAT ALLOWS COMPANIES TO INVEST, GROW AND INNOVATE. We are committed to transparency and effective engagement with shareholders.

From MAINSTREAM to MULTISTREAM orientation: The Purpose of A Corporation (Business Roundtable, 2019)

EACH OF OUR STAKEHOLDERS IS ESSENTIAL. WE COMMIT TO DELIVER VALUE TO ALL OF THEM, FOR THE FUTURE SUCCESS OF OUR COMPANIES, OUR COMMUNITIES AND OUR COUNTRY.

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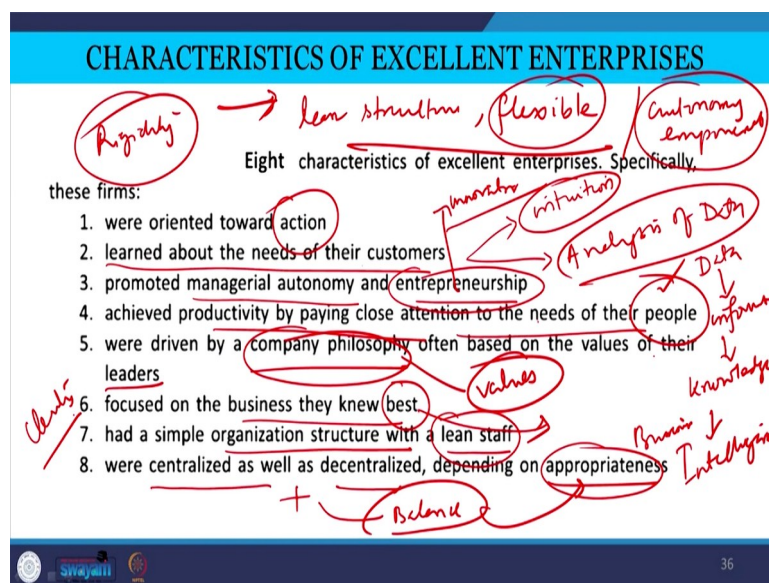
So, characteristics of most admired companies in contemporary organizations. The emphasis from mainstream to multistream approach the purpose is on delivering value to customers. In the multi stream approach the emphasis is on investing in employees, dealing fairly and ethically with suppliers, supporting the communities in which we work.

That means, there is a focus not only on the organizations profit or focus is on value to customers, on concern for employees, investment on employees, fair dealing fair and ethical

transactions with suppliers, generating long term value for shareholders, who provide capital, that allows companies to invest grow and innovate. So, innovation is the buzzword.

Maintaining stakeholder relationship or emphasis on customer relationship is now the focus of the multistream approach of management. Characteristics of excellent enterprises; eight characteristics of excellent enterprises or sustainable enterprises is they are more action oriented, they learnt about the needs of their customers, there is more sensitivity towards customer orientation.

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So, what is learning about customers; that means, the management is now no more institution based, the decisions are being taken based on analysis of data. Analysis of data procured or data gathered from the customers, which need to be interpreted.

Data helps in converting to information, information about the customer's needs, their levels of satisfaction, which is converted into knowledge, knowledge about the customers which helps in intelligent decision making, intelligence or business intelligence.

So, there is a shift in focus in from the traditional to the contemporary organizations. Earlier the focus as we discussed earlier it was mainstream, now the focus is on multistream approach with the concern for customer's, stakeholders as well as the organizations and a concern for society at large.

Promoted managerial autonomy and entrepreneurship, the enterprises in order to sustain and survive there is focus on entrepreneurship approach, or focus is on innovation, innovation risk taking and there is more managerial autonomy.

So, there has been a shift in focus from rigidity to more on a lean structure, which is flexible. There is more of flexibility and autonomy given to managers, autonomy or empowerment to the managers.

So, there has been so, these are shifted changes in the new workplaces, achieved productivity by paying close attention to the needs of the people. The prime importance is concern for people, but driven by a company philosophy, there is a philosophy on which the company is being run. So, there is emphasis on values, values which lead the organization often based on values of the leaders or the founders.

For example, Steve Jobs has laid the foundation of Apple. So, Apple is being run by the value system of Steve Jobs. So, he emphasizes on creativity, innovation and flexibility given to employees, empowerment and autonomy, which leads the organization and which is the reason behind sustainable business of Apple. Focused on the business they knew the best, what is the business of the company?

So, they focused on the business which they knew best, if a company is doing well in a particular segment. So, they just invest and they build on their own strength, organizational structure with lean staff. So, the emphasis is not hiring more number of people and creating complexity, but there should be focus on lean staff, or less number of staff with more flexibility and autonomy given to employees in all managerial levels.

They are centralized as well as decentralized. So, the organization no more is centralized, but there is also emphasis on say decentralization. So, there is an equal balance of centralization and decentralization, balance to be maintained depending on appropriateness. How appropriate or what is the demand of the organization?

So, conclusively there are eight characteristics of excellent enterprises. Those enterprises which are action oriented, which exhibit through their actions of what they mean to or what is their, what they intend to do? Learned about the needs of the customers, those who respond according to the needs of customers. They promote managerial autonomy and entrepreneurship; achieve productivity by paying attention to the needs of the people.

So, there is more of sensitivity towards the people's needs or the employee's needs, driven by a core philosophy or human values or value system, which drives the entire organization. Basically, these values are set by the leaders of the organization. Focused on businesses they knew the best their vision is very clear, which is communicated to all employees, which binds them all together in a work towards the group goal, or organizations or departmental goals.

There are simple structures with less number of employees and who have autonomy and freedom to exercise the freewill, were centralized as well as decentralized depending on appropriateness.

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MULTISTREAM APPROACH: REORIENTATION OF MANAGEMENT CONCEPT

Our Credo

WE BELIEVE THAT OUR FIRST RESPONSIBILITY IS TO THE DOCTORS, NURSES, HOSPITALS, MOTHERS, AND ALL OTHERS WHO USE OUR PRODUCTS.
OUR PRODUCTS MUST ALWAYS BE OF THE HIGHEST QUALITY.
WE MUST CONSTANTLY STRIVE TO REDUCE THE COST OF THESE PRODUCTS.
OUR ORDERS MUST BE PROMPTLY AND ACCURATELY FILLED.
OUR DEALERS MUST MAKE A FAIR PROFIT.

MULTISTREAM orientation in ACTION:
The Credo of Johnson & Johnson highlights the need of multi-stakeholder orientation

Johnson & Johnson

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So, take an example of Johnson and Johnson. So, in this we will be discussing about, why there is a focus on multistream approach; reorientation of management concept. Earlier as we have been discussing about the profit orientation of organizations and there is a shift in the contemporary business environment; regarding the focus on concern for people, planet, profitability and or the stakeholder approach, stakeholder relationship.

As taking an example of Johnson and Johnson as companies come across crisis like situations. And, the crisis may emerge because of factors, because of unknown reasons, because of crisis in the external environment, or because of certain factors according to the product or some of the visions of internal businesses.

So, one such example is of Johnson and Johnson has come across, a crisis like situation, at one point of time because of the defective product Tylenol. And, the company could overcome the Tylenol crisis because of the value system they had established. They believe that the first responsibility is towards their stakeholder's, doctors, nurses, hospitals, mothers and all those who use their products and products must always be of high quality.

So, their emphasis was not only just the product or profit maximization, quality products, stakeholder relationship and constantly strive to reduce the cost of these products. Cost minimization and orders must be promptly filled that they respond to the needs of the customers, customer sensitivity and dealers must make a fair profit.

So, that is a win-win approach for all, concern for people those who are associated with the organization be it the customer, the dealers, or the stakeholders like, the suppliers, the various, the hospitals, who are using the product, as well as minimizing the cost should not be too high. The cost as well as the quality there must be a balance between the two and overall which leads to a win-win approach.

If, the product is defective they must immediately take action to get the product corrected. So, correction of the defective product is the quick action taken by the organization, which will revive or which will help them maintain the brand image.

That means, the organization is not just concerned about the profit, but; however, there is a shift in the orientation of the organization. Reorientation of management concern, management concept from mainstream to multistream approach.

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The slide is titled "REORIENTATION OF MANAGEMENT" in a blue header. It contains four bullet points, each with handwritten red annotations. The first bullet point is "❖ Management skills and actions are key to helping organizations overcome crisis, be creative, inspired, and productive." with "be creative, inspired, and productive" underlined and "crisis" circled. The second bullet point is "❖ The future of work demands less command and control, more coordination and communication." with "less command and control" underlined and "coordination and communication" circled. The third bullet point is "❖ Differs from traditional mindset of top-down control to emphasize on sustainability with flexibility, human dignity, and stakeholder engagement." with "emphasize on sustainability" underlined and "flexibility, human dignity, and stakeholder engagement" circled. The fourth bullet point is "❖ Successful department and organizations just don't happen—they are managed (Daft, 2008)." with "they are managed" underlined. Handwritten red notes include "crisis" above the first point, "Sustainability" next to the third point, and "flexibility" next to the fourth point. The slide footer includes a logo, the text "Swajam", and the number "38".

REORIENTATION OF MANAGEMENT

- ❖ Management skills and actions are key to helping organizations overcome crisis, be creative, inspired, and productive.
- ❖ The future of work demands less command and control, more coordination and communication.
- ❖ Differs from traditional mindset of top-down control to emphasize on sustainability with flexibility, human dignity, and stakeholder engagement.
- ❖ Successful department and organizations just don't happen—they are managed (Daft, 2008).

What is reorientation of management? Management skills and actions are key to helping organizations overcome crisis. As discussed in the previous example, the Tylenol case. The Tylenol a painkiller product of Johnson and Johnson created a crisis, because of the consumption of the products, there were some reported deaths, which resulted in a fear like psychosis development in the customers.

So, immediate response strategy of the Johnson and Johnson was to withdraw all the products or dismantle all the products, which were available on the shelves. So, this was the immediate action taken by the company in order to overcome the crisis like situation. They are more creative, inspired and productive.

So, reorientation of management says, that skills and actions are key to helping organizations, overcome crisis like situation, to be more creative, to be more inspired and productive. The future of work demands less command and control.

There is no more command and control being exercised, but emphasis has shifted towards coordination and communication. The more you communicate with the external environment, the stakeholders, the customers, the people, within the organization there the organization is will be more sustainable.

So, sustainability cannot be acquired just by having emphasis on profit. It differs from traditional mindset of top down management, top down management to emphasis on sustainability, flexibility, human dignity and stakeholder engagement.

So, with these actions of organization there would be more emphasis on human dignity, emphasis on flexibility of workforce, leaner structure, which will lead to which will give more power to the employees and will lead to stakeholder engagement. Engagement of employees as well as the dealers, the suppliers and all will collectively work for the betterment of the corporate image and identity.

Successful departments and organizations just do not happen, they are managed. So, there is a management; that means, there the four principles of management, planning, organizing, directing, controlling help in management of organizations.

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The slide is titled "VALUE OF STUDYING MANAGEMENT IN CONTEMPORARY ENVIRONMENT". It contains a list of three points, each with a sub-bullet. Handwritten red notes are present: an arrow points from the word "universality" to the words "planning, organizing, directing, controlling"; the word "reality" is underlined; and the phrase "meaningfulness of work" is underlined.

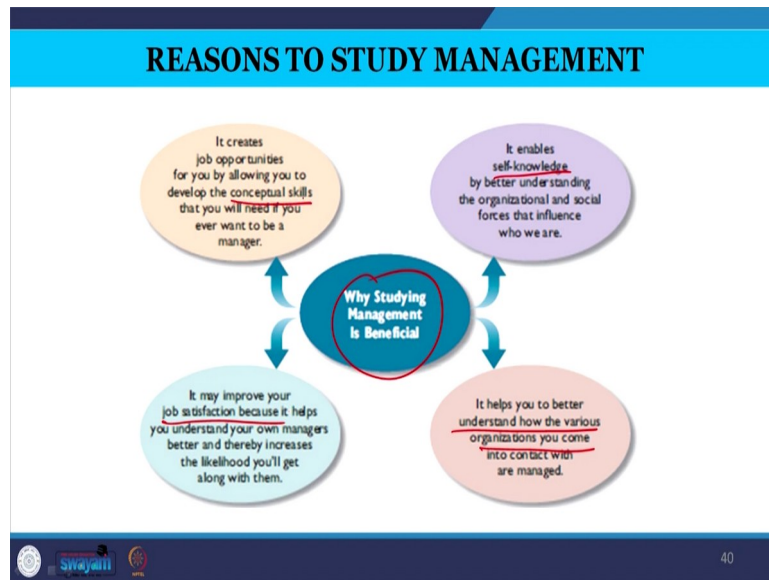
- The universality of management
 - Good management is needed in all organizations.
- The reality of work
 - Employees either manage or are managed.
- Rewards and of being a manager
 - Management offers challenging, exciting and creative opportunities for meaningfulness of work.
 - Successful managers receive significant monetary rewards for their efforts.

So, carrying forward this discussion of values of studying management in contemporary organizations. So, management is universally applicable in all organizations. Universality of management means the management principles are applicable to all organizations. Good management is needed in all organizations be it a profit center, nonprofit organizations, government and private organizations.

So, management principles of planning, organizing, directing and controlling is applicable in all organizations; directing, controlling is applicable in all organizations. The reality of work

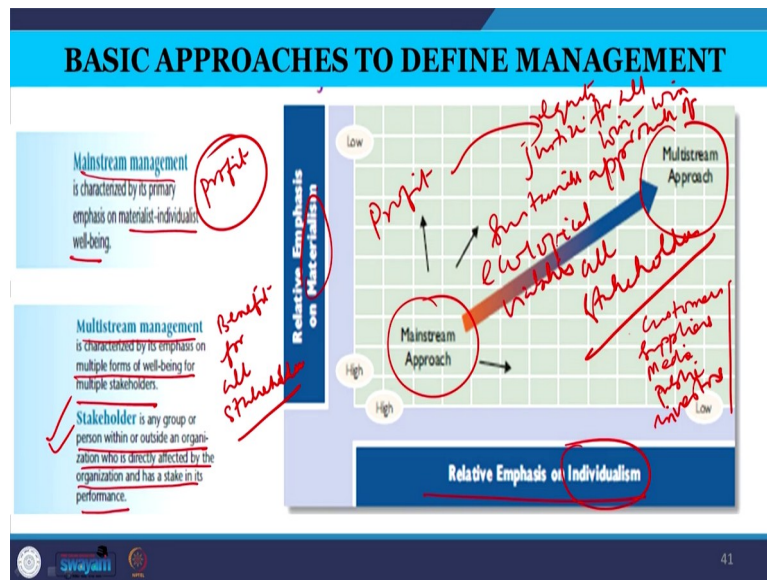
employees either manage or are being managed. Rewards of being a manager, management offers challenging exciting and creative opportunities for meaningful work. Successful managers receive monetary rewards for their efforts. So, there is always a reward for the work or task carried out by managers.

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Reasons for studying management concept why study management is beneficial, because it improves knowledge of a manager, it helps in improve improving the understanding of how various organizations work? It also improves the satisfaction of the managers and it increases the conceptual skills or conceptual ability of an individual.

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Basic approaches to define management; there is a relative emphasis; there are two approaches one is called mainstream approach and another is multistream management approach.

Mainstream approach emphasizes on materialistic individualistic well-being. Multistream approach emphasizes on multiple forms of wellbeing for multiple stakeholders. So, this is a prime focus of difference, the mainstream approach emphasizes on profit maximization. Multistream approach emphasizes on maximization of benefit for all stakeholders.

So, let us now define what is the point of difference between mainstream and multistream approach? If, we take two axis; the first one have having an emphasis on individualism and the second axis emphasizing on materialism.

So, on the basis of these two relative emphasis, emphasis on individualism and materialism, we get two different dimensions. The one which has or if you have a high or low dimension, the mainstream approach has a high of individualism and materialism. Whereas, a multistream approach has a low on materialism and low on individualism.

That is the concern is more towards win-win approach for all, win-win approach of all stakeholders. Stakeholder in any group of person is any group of person within or outside an organization, who is directly affected by organization or has a stake in the performance of the organization.

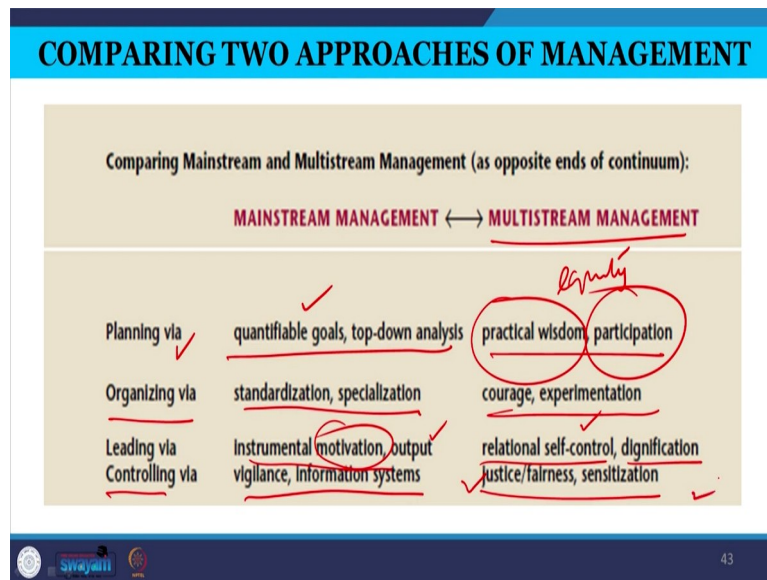
So, the stakeholders for multistream approach can be customers, suppliers could be the investors, stakeholders are investors, media, public at large. So, the concern is not just profit, concern has shifted from profit to equity, justice for all. So, there is a shift in focus. Concern is towards sustainability, sustainable ecological viability.

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Shift in Focus of Management: Mainstream to Multistream Approach	
Mainstream Approach	Multistream Approach
Concern for productivity, profitability and competitiveness. ✓	To achieve a balance among multiple forms of well being for multiple stakeholders. ✓ ❖ Social ✓ ❖ Ecological ✓ ❖ Spiritual ✓ ❖ Physical ✓ ❖ Aesthetic ✓

So, shift in focus of management from mainstream to multistream approach. Concern for productivity, mainstream approach focuses on productivity, profitability and competitiveness. As discussed earlier the focus is on profit maximization, more production or competitiveness to remain more competitive. Multistream approach emphasizes on balance between multiple forms of wellbeing of multiple stakeholders.

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So, social balance, ecological, spiritual, physical and aesthetic. Comparing two approaches of management, comparing mainstream and multistream approach as opposite ends of continuum. If, you look at the planning, organizing, directing and controlling functions, have they shifted in these two approaches? The focus of planning is to have a well-defined quantifiable goals.

There is more emphasis on top down approach with the top management exercising more control. Whereas, in the multistream approach there is a focus on participative nature of all the stakeholders, participative nature of managerial style, there is emphasis on practical wisdom or concern for equity and justice in the workplace.

Organizing, how the task is being organized? It is more standardized and specialized whereas, in case of multistream approach or the contemporary business organizations. In contemporary business organizations, there is more emphasis on more courage and experimentation, more of action reflection learning, leading instrumental motivation by reward you can motivate employees.

More result oriented approach where the managers lead in the in multistream approach through relational self-control by emphasizing on social relationship, dignification, intrinsic motivation, control is via vigilance or information systems, in case of mainstream approach. The control in is based on fairness, justice and sensitization.

So, the two approaches though the management functions remain the same; however, there is a shift in focus of the how the management functions are being exercised. Comparing mainstream and multistream management definitions.

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	Mainstream Approach	Multistream Approach
Management	The process of planning, organizing, leading, and controlling human and other organizational resources with the aim of achieving organizational goals efficiently and, therefore, effectively	The process of planning, organizing, leading, and controlling human and other organizational resources with the aim of achieving organizational goals virtuously and, therefore, effectively
Key ideas	Maximize productivity via self-interest	Nurture community via virtue <i>Core value ethics</i> <i>Collectivism</i>
Planning	Setting an organization's goals and strategies and deciding on the appropriate organizational resources required to enable achieving them	Working together to identify an organization's goals and strategies as well as the appropriate organizational resources required to enable achieving them
Key ideas	Measurable goals, top-down linear analysis	Practical wisdom, participation
Organizing	Assigning tasks and arranging resources to meet organizational goals	Ensuring that tasks are assigned and adequate resources are arranged to facilitate meeting organizational goals
Key ideas	Standardization, specialization, centralization	Courage, experimentation
Leading	Motivating others so that their work efforts serve to meet organizational goals	Working alongside others so that together everyone's work efforts serve to meet agreed-upon organizational goals
Key ideas	Instrumental motivation, output	Relational self-control, signification
Controlling	Monitoring organization members' performance, comparing it to standards, and taking corrective action to improve performance as necessary	Ensuring that actions of organizational members are just and consistent with the organization's underpinning values
Key ideas	Vigilance, information systems, value chains	Justice/fairness, sensitization, value loops

Mainstream approach management is a process of planning, organizing, leading and controlling human and other organizational resources with the aim of achieving organizational goals efficiently and effectively. Whereas, the new definition of management is process of planning, for organizing, directing and controlling, human and other resources with the aim of achieving organizational goals virtuously and there by effectively.

The key idea behind the mainstream approach is maximize productivity via self-interest. So, the self-interest is of prime concern, in the mainstream approach. Nurturing via community nurturing community via virtue. So, the focus is on core values on the value system, focus is on ethics; ethics drive an organization nurture community.

So, there is not just concern on the individual or individualistic approach, but collectivistic approach is given much emphasis. Planning setting an organizations goals and strategies, and deciding on appropriate resources required to enable achieving them. In case of multistream approach working together to identify working collectively for organizational goals, strategies as well as appropriate organizational resources is required to enable achieving them.

So, in case of the mainstream approach plan was being developed by the top management, the goals were set and they were dictated to the managers across the organization. Whereas, in the multistream approach the plans are collectively designed. The goals are participatory, and achieving organizational goals is being emphasized.

The key idea behind this is measurable goals top down linear analysis. The goals though they are measurable, but they there was a top down approach in attaining goals, whereas in case of multistream approach there is a focus on practical wisdom or more participation by all employees.

Organizing was arrangement of tasks and arranging resources to meet organizational goals, but in case of multistream approach ensuring that tasks are assigned and adequate resources are arranged to facilitate meeting goals. So, there is always an emphasis on collective approach to attaining goals. Ensure that tasks are being assigned and adequate resources are being arranged to facilitate, meeting goals.

Key idea is standardization, specialization, and centralization, and in multi stream approach, the focus is on courage, experimentation, leading, motivating others so, that work efforts have to meet the organizational goals. Motivation is based on instrumental rewards or result oriented.

And, in case of multistream approach, it is more on maintaining or giving importance to the human dignity, or recognizing the needs of individuals. It is more or less based on recognition or intrinsic motivation, intrinsic satisfaction, relationship building, relational self-concern, self-control is emphasized.

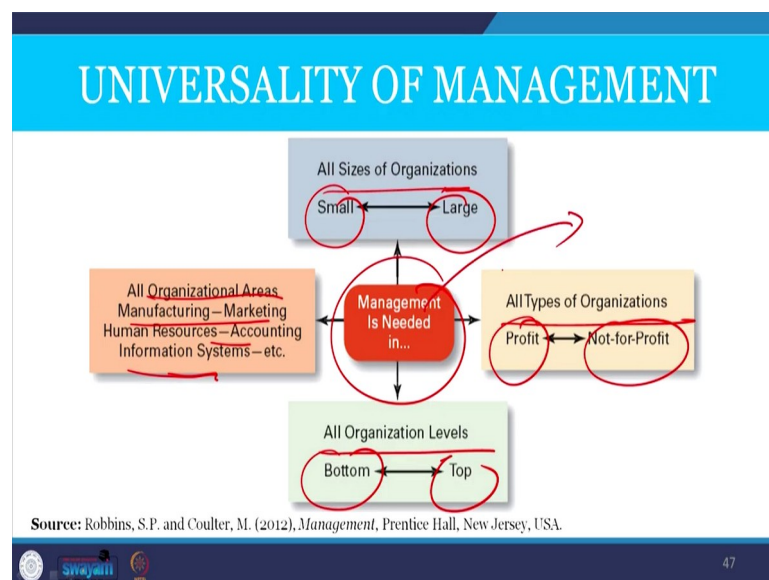
Controlling, monitoring organizational members' performance comparing standards and taking corrective actions to improve performance. So, control function basically emphasized on vigilance, information, value chain analysis. Whereas, ensuring that actions of organizational members are consistent with organizational values, focus is on justice fairness, sensitization and value loop.

Here, what we have discussed in the principles of management. We discussed, what is management? We have also discussed about the management functions, management skills required for a manager, and we also discussed about the managerial roles.

So, conclusively I would like to give an overview of principles of management. We discussed about the skills like, planning, organizing, leading and controlling. And we also we will further discuss about understanding the context of managers. In further lectures, we will discuss about historical evolution of management, task environment, and international relations, ethical and entrepreneurial nature.

So, we will be discussing about all these in more details, but what we learned here is managers, managerial roles are very important. For all organizations management helps in it is a process of providing a conducive environment for all managers to work efficiently and effectively towards the organizations goals.

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Universality of management talks about all sizes of organizations. Be it a small or large organizations all types of organizations, whether profit or nonprofit organizations. All organizations bottom to top or managerial, all organizational areas, manufacturing, marketing, human resource, human resources information systems, management is required in all these places. So, management concept is applicable everywhere. With this I would like to conclude here and there are some suggested reading materials.

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SUGGESTED READINGS

- ❖ Robbins, S.P. and Coulter, M. (2012), *Management*, Prentice Hall, New Jersey, USA.
- ❖ Daft, R. L. (2008), *Management* (8th edition), Thomson South-Western, Mason, USA.
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- ❖ Griffin, R. (2016), *Fundamentals of Management*, Cengage Learning, Boston, USA.
- ❖ Drucker, P.F. (1974), *Management: Task, Responsibilities, Practices*, Harper and Row, New York, USA.



You can refer to the textbooks like, Fundamentals of Management by Stephen Robbins Mary Coulter and then management by Daft and essentials of management by Koontz and Weihrich, then Management Fundamentals by Griffin R and Peter Drucker Management Task and Responsibilities. So, with this you can further enhance your fundamental concepts of management.

Thank you.