

MANAGEMENT GURUS

- F. W. Taylor
- Frank and Lillian Gilberth
- Elton Mayo
- Mary Parker Follett
- Henry Fayol
- Abraham Maslow
- Douglas McGregor
- Herbert L Simon
- H L Gantt
- Max Weber

- C I Barnard
- Eric Trist and Tavistock Group
- Peter F Drucker
- J McKinsey
- Rensis Likert
- Harold Koontz
- David McClelland
- Frederick Herzberg
- Chris Argyris
- Theodore Levitt
- Michal E Porter
- Ram Charan
- Coimbatore Krishna Prahalad.

MY THOUGHTS ON MANAGEMENT THOUGHT

- Of all the problems faced by management, finding ONE best management school of thought must surely be ranked as one of the most intractablethere is no single approach or theory relating to *management* and *organizations* that can be completely and unqualifiedly accepted as accounting for all the known facts, and there is no definite set of prescriptions that are unequivocally supported by research data.

Let us consider just one organizational phenomenon....

LEADERSHIP

- Leadership behavior is multidimensional. These dimensions are finite in number, and vary according to leader personality, the requirements of the task to be performed by him and his followers, and the organizational and physical environment in which he and they operate.

[Alan C. Filley and Robert J. House]

Decision-making

- “The process of selecting one action from a number of alternative courses of action is what I shall mean by decision.”

[Irwin D. J. Bross]

Creation of Utilities by Organizations

- “..... Man participates in organizations to fulfill some of his personal goals.”

[Rocco Carzo, Jr., and John N. Yanouzas]

Processes for Creating Utilities

- “The agents of production are commonly classed as Land, Labor, and Capital... it seems best sometimes to reckon (also) Organization apart as a distinct agent of production.”

[Alfred Marshall]

Viability of Organizations

“Time is a sort of river of passing events, and strong is its current; no sooner is a thing brought to sight than it is swept by and another takes its place, and this too will be swept away.”

[Marcus Aurelius (170 A.D.)]

Viability of Organizations (contd.)

‘There are two kinds of fools. One says, this is old, therefore it is good.’ The other says, ‘This is new, therefore it is better.’

[Dean Inge]

Some Environmental Challenges....

“The system is more apt to perish if it persists in seeking profits in socially unacceptable ways, because when things have become bad enough for us to be willing to use our political apparatus, *severe* remedies will be needed and even *severer* ones will have become popular.”

[Daniel H. Gray]

Towards Contingency Views of Organizations and Management

- Organizations are all pervasive in modern societies.
- They are an essential link to the accomplishments of complex goals.
- Without them the world as we know it - could not operate.
- As complexity grows and our world becomes more interdependent, the harmful effects of organizational malfunctioning become extremely critical.

- *Only when organizations DO NOT work well do we realize how dependent all of us are upon them and their effective management.....*

Individuals and Organizations

- The study of Organizations—Focus and Purpose.....the value of working together and the meaning of cooperation.....
- Whose interests does an organization serve?
- Coalition formation and Organizational Objectives
- “.....it helps to think of the organization as a means to participants’ goals and the participants as a means to the organization’s goals.” (Victor A. Thompson)

Some insights into Management and Organizations

- Formal organization starts with a goal.
- Trends in formal organization design....
 - “the organizational pattern necessary to operate in the electronics industry is not appropriate to doing business in manufacturing textile equipment and *vice versa.*”

Jay W. Lorsch and Paul R. Lawrence

INFORMAL ORGANIZATIONS

- “As factors in influencing human behavior, the formal and informal systems are not separable..... Without denying the danger of inconsistency and conflict between the formal and the informal systems, we would suggest that the social system is an effective determinant of their behavior, is a *SYNTHESIS* of both formal and informal elements.”

[E.W. Bakke]

BUREAUCRACY

- “A new game spawned by the times is simple and can be played by any number of people in any physical setting. It is called Bureaucracy, and it goes like this: The first person to move loses.”

- Joe Creason₁₆

BUREAUCRACY

“.....the revolutionary sometimes forgets in his despair over the bungling aspects of bureaucracy that in tearing down a bureaucracy, he will inevitably create another.”

Edwin Etherington

Scientific Management

- “The principal object of management should be to secure *maximum prosperity* for the employer, coupled with the maximum for each employee.”

Frederick W. Taylor

■ Every great idea..... has -
in actual fact - no
beginning but has always
been in existence
fundamentally.”

[Hermann Hesse]
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DEFINITIONS

5. **Transformation:** The individual is the offering.
4. **Experiences:** The encounter is the offering.
3. **Services:** The process is the offering.
2. **Goods:** The product is the offering.
1. **Commodities:** The material is the offering

Brand vs. Love Mark

- | | |
|---------------------------|-------------------------|
| ■ Information | Relationship |
| ■ Recognized by consumers | Loved by people |
| ■ Generic | Personal |
| ■ Presents a narrative | Creates a love story |
| ■ The promise of quality | The touch of sensuality |
| ■ Symbolic | Iconic |
| ■ Defined | Infused |
| ■ Statement | Story |
| ■ Defined attributes | Wrapped in a mystery |
| ■ Values | Spirit |
| ■ Advertising agency | Ideas company |
| ■ Professional | Passionately creative |

Eight Key Result Areas

1. MARKETING
2. INNOVATION
3. *PHYSICAL RESOURCES*
4. *FINANCIAL RESOURCES*
5. *HUMAN RESOURCES*
6. PRODUCTIVITY
7. SOCIAL RESPONSIBILITY
8. *PROFITABILITY (Peter F. Drucker)*

Narayana Murthy on Collaboration

- The development of a product or service might typically be split among countries, with experts in *America* defining the customer requirements; the *British* defining the product attributes; the *Australians* defining the technology architecture; the *Indians* doing the software development; the Germans or the *Japanese* doing the manufacturing; and the *Taiwanese* doing the packaging. This new business model will distribute high-quality jobs around the world and deepen international collaboration.

TEAM BUILDING

- GET THE RIGHT PEOPLE TOGETHER FOR
- A LARGE BLOCK OF UNINTERRUPTED TIME
- TO WORK ON HIGH-PRIORITY PROBLEMS OR OPPORTUNITIES THAT
- THEY HAVE IDENTIFIED AND THAT ARE WORKED ON
- IN WAYS THAT ARE STRUCTURED TO ENHANCE THE LIKELIHOOD OF
- REALISTIC SOLUTIONS AND ACTION PLANS THAT ARE
- IMPLEMENTED ENTHUSIASTICALLY AND
- FOLLOWED UP TO ASSESS ACTUAL VERSUS EXPECTED RESULTS.

(Bell and Rosenzweig on simple notions that underlie success)