Management

Concepts & Approaches

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To my Father,

Late Asok Pratap Roy

B.Sc. (S.X.C., C.U.), MBA in Business Management (IISWBM, C.U.).

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Preface

It’s been many years that I used to sit in the balcony of my house at Salt Lake City, Kolkata, West Bengal, India and dream of writing on management. A study of management makes a student a generalist. The student can apply her/ his knowledge of this discipline on each and every sphere of life. There is no limitation; there is no barrier when it comes to application of this knowledge. Thus, as a student and later on as an author, I was always drawn towards this discipline.

An added advantage in my life was having a father who was an MBA. My father, Late Asok Pratap Roy got his bachelor’s degree in Science from St. Xavier’s College, Calcutta, affiliated to University of Calcutta. Then he completed his MBA from IISWBM, Kolkata with specialization in Business Management. He went ahead to play a long innings of about thirty nine years with an American company. Subsequently he worked as an IR and PM consultant. So, getting an opportunity to be a son to a father like him made my life easier. I was naturally drawn towards management. I remain indebted to my father for everything that he did for me.

As a child, I heard him discussing at home his office problems and the solutions that he provided. Often he used to link the theories with what he did. Obviously, at that phase of my life, I used to be reluctant to be present there when he used to start his discussions, mostly with my mother who is not an MBA. But, as I started growing up, I started to enjoy those talks. I followed the footsteps of my father and joined St. Xavier’s College, Kolkata and got my bachelor’s degree. My professors, some of them world famous in their field, were people who could hypnotize their students during the class hours. I forgot my sense of time while listening to them. Later on when I joined TASMAC, University of Wales and Himalayan University for my higher studies and research, the same magic continued. It was great to come in contact with the professors who also became reasons for my growing consciousness about management. And, so what followed in my life was this book.

Please feel free to point out the unintended mistakes. I would be happy to receive any sort of feedback from you.

Best regards,

Dr. Anamitra Roy

Salt Lake City, Kolkata, West Bengal, India.

27 June, 2026.

Chapter 1
Management

1.1 Management: Basic Concept & Evolution

There was a time when man was leading a life which was not much different from the lives of the beasts. With the passage of time, a tectonic shift came in man's life. Man realized that staying alone invited problems, whereas staying in a herd helped him to solve many problems. Thus, the idea of making a society came in human minds. From living a life where he was alone and had to do everything by his hands, man for the first time in history started staying in a group comprised of many other men.

The introduction of agriculture changed man's life further. Dependence was established mainly on the help from others. When there was a group working for one common cause, there were frictions and collisions among the members of that group. Thus, there was a necessity to control the men who were working for the common cause. This had to be done so that maximum advantage could be reaped from their efforts. This art of managing men and getting things done by others started the journey of management as an activity.

With the course of time, man started with what came to be known as industry. Industrialization implied that the available resources had to be utilized for producing similar finished products. Thus, the concept of division of labour emerged. According to this concept, different jobs have to be assigned to different individuals as per their line of interest. Hence, division of labour highlighted the importance of controlling others so that the job could be done through them. So, management did not just become static after becoming an activity, a field of study, it gradually became a profession, a gate towards leadership development and then towards a field of research for constant further development. It became an important aspect of human lives.

1.2 Definition of Management

Management is defined as the art and science of getting jobs done through others in order to meet a common objective(s).

One thing constant about management is that it is constantly going through an evolution. Thus, at different stages of time, different characteristics of management were highlighted. Various thinkers and theorists have framed definitions of management by paying importance to its different characteristics. So, it is nearly impossible to frame one definition of management. Its scope and nature are too wide for framing one definition. For example, economists look at management as a factor of production. Sociologists look at management as a class or group of people united for a common cause. Practitioners opine that management is a system of authority.

Below are discussed some of the important definitions of management.

A management is a distinct process of planning, organising, actuating and controlling: utilising in each both science and art, and followed in order to accomplish predetermined objectives.
George R. Terry (1909-1977).

Management is the art of getting things done through others and with formally organised groups.
Harold Koontz (1909-1984).

Management may be defined as the process by means of which the purpose and objectives of a particular human group are determined, clarified and effectuated.
Management is a multipurpose organ that manages a business and manages managers and manages workers and work.
Peter Ferdinand Drucker (1909-2005).

Management is the art of knowing what you want to do and then seeing that they do it in the best and the cheapest way.
Frederick Winslow Taylor (1856-1915).

Management is the art of getting things done through people.
Mary Parker Follett (1868-1933).

Management is the art of getting things done through the efforts of other people.
Lawrence A. Appley (1904-1997).

To manage is to forecast and plan, to organize, to command, to coordinate and to control.
Henri Fayol (1841-1925).

Management is concerned with seeing that the job gets done; its tasks all centred on planning and guiding the operation that are going on in the enterprise.
Edward Francis Leopold Brech (1909-2006).

1.3 Nature and Scope of Management

From the discussion in the above portion, it is clear that it is impossible to come up with one definition of management. As a discipline of study it is vast. And, what is interesting is that with growing research and development, everyday newer and newer topics are getting incorporated within this field. That is contributing heavily towards changing its nature from time to time and increasing the scope of management. So, it is essential to study the nature and scope of management. Without a study of the nature and scope of management, it will be difficult to get a grasp of this subject.

According to some thinkers, there are broadly three important areas in management. These include the process, the combined outcome and the people. Frederick Harbison (1912-1976) and Charles A. Myers (1913-2000) expressed the concept of management in three facets. These included an economic resource, a system of authority, and an elite class of a society.

A discussion on the nature and scope of management is pursued below –

Coordination of Different Elements

A business has different elements. These days, they are indicated as seven 'M's. These 'M's include man, money, materials, machinery, methods, market and motivation. Management helps to bring coordination among these elements. The sole purpose behind this is to help in the existence of the business.

Work Process

In any business, there is a plan. Then that plan has to be implemented so that the business can reach its pre-determined objectives. Thus, businesses involve different types of activities. Management helps to design the flow of these activities, periodically review whether the objectives are being met or not and then design a process of rewarding the people who have primarily worked for meeting the objectives.

Work Efficiency

Nowadays, the span of operations has increased in any business. This has happened due to the excessive use of internet. The world has become a smaller place.

So, a business needs managers who have management education. They are specialised in dealing with problems and solving them. These managers increase the work efficiency of the organization by application of management principles and ideas. Thus, management increases the work efficiency of the organization.

Store of Knowledge

Management is a massive store of knowledge. In today's world, research plays a significant role in this discipline. Theses researches help to come up with new theories and ideas. There are institutions coming up in different corners of the world which specialize in imparting management education. These are called B-Schools. Some of the well-known B-Schools of India include IIM(A), IIM(B), IIM(C), ISB (Hyderabad), IIFT etc. Periodicals, research journals and magazines on management are published. Some of the well-known research journals include The Business Age, SCMS Indian Journal of Management, AIMA Journal of Management and Research, Indian Journal of Marketing and Indian Journal of Finance. There are professional bodies like NIPM, AIMA, Calcutta Management Association and many others where managers and professional from different levels of management meet and discuss about various growth strategies and innovative ideas.

System of Authority

Whenever a task is assigned to a manager, she/ he always breaks down the entire complex work into small fragments. Then those fragments are assigned to different people or different groups of people in the organization. This way, managers delegate the responsibility to their subordinates and apply authority on them. According to Harbison (1912-1976) and Myers (1913-2000), "Management is a rule-making and role-enforcing body and the subordinates always comply with directions of their superiors."

Universality

There is a strong misconception about management. People who do not have management education think that management principles can be applied only in the field of business. In reality, that is not the case. In most fields when a task has to be done and certain objectives have to be met; the task and the objectives have to be approached following the same principles and methods. These are the management principles and methods. Thus, it can be said that there is universality about management. In other words, it can be said that management principles and methods can be applied in all types of field, whether it is business, politics, sociological, economical, or of any other type.

Harmonization of Diversity

Any sort of activity is performed within the society. The society has different types of people. That's why, in any sort of activity, there are different types of interest groups. For example, the owners expect to earn highest amount of profits. Employees expect to earn high salaries and wages. The creditors expect quick and easy payment systems. The government expects highest amount of taxes. It's an important part of the job profile of a management professional to plan a harmonization between the various interest groups and their interests.

Continuity

The biggest challenge for any business is to maintain its continuity. Therefore, the management has to primarily look into this. The management has to plan and implement the plan to maintain the continuity of the business.

Mixture of Art and Science

There are certain areas of management which are based on fixed principles. That is why, management is a science. The application of these principles does not vary. They are always fixed.

On the contrary, there are certain areas of management, where individuality plays a significant role. For example, application of the theories of management may vary from manager to manager. That's why, in certain areas of management there is nothing fixed. That's why, management is called an art.

1.4 Socio-Economic and Cultural Significance of Management

In a modern day business, the role of the management is of supreme significance. This is applicable irrespective of the line of the business, size of the business, location of the business and other factors associated with the business. Many a time, it is seen that the calibre of the management makes a difference in earning success. Here, we can cite the examples of some European countries. There are countries in Europe that are small in geographical size and lack the availability of different types of resources. In spite of this, these countries are affluent and progressing. The question arises in this context, is that how is that possible. This is possible because of the management and leadership provided by the government. It is due to the calibre of the management of the government that the limited resources are used optimally. That is ensuring the presence of an affluent economy and a constant progression towards success. Thus, under no situation we can neglect the importance or significance of management. A discussion has been pursued below.

Creation of Good Work Environment

Any business involves the association of many humans. These people get involved with the business with varied set of interests. Sometimes these interests collide with each other. That creates friction among the human resources of the business. This is followed by lack of motivation and finally disruption. Here, management can play a vital role. It is comparable to the head of a human body. Just like, the head gives direction to the human body; similarly, management can also give direction to the business. It can help the business achieve its objectives. This is done by building coordination between the various elements of the business and creating a good work environment. In modern day businesses, it is seen that management arranges motivation talks by motivational speakers, manifestation sessions and yoga classes to help the employees maintain the desired degree of physical fitness. The ultimate objective behind all these is to create a good work environment.

A Massive Work Process

It has already been discussed that the role of management is of supreme significance in the success of the organization.

Any organization is run with the objective of meeting some already decided objectives. There are hindrances that pull back the organization in its journey of attaining the objectives. At that time, the management has to play the role of the saviour. It has to tackle these hindrances. That ensures that management as an activity becomes a massive work process.

Harmonization of Various Interests

It has been mentioned many times, that any business involves different interest groups. Sometimes, the interests and objectives of these interest groups are contradictory to each other. This is the area from where the collision starts. That finally leads to disruption. For example, the creditors would like to get their payments as quickly as possible. On the other hand, the management of the business would like to delay payments just to maintain the cash balance in their hands in case of any emergency. For the management, it is important to bring a harmonization between these groups. The management cannot leave one group. It has to run the show with all the groups. Thus, bringing a harmonization of various interests in order to achieve the goals and objectives of the business forms an important area of the significance of management. In the words of Peter Ferdinand Drucker (1909-2005), “To manage a business is to balance a variety of needs and goals.”

Establishment of Industrial Peace

The management has to recruit the human resources depending on their capabilities. The salaries and wages have to be paid in time. Many times, motivational speakers are brought in to keep the staff motivated. Health and hygiene conditions have to be maintained within the work place to keep employees happy. Compliance of laws has to be ensured. Good behaviour has to be exhibited towards employees and customers. These are various ways of maintaining industrial peace. Management has to always be cautious about whether industrial peace is getting disturbed or not.

Solution of Different Problems

Management is a rule making and rule enforcing body. While managing a business, the managers have to delegate their responsibility to their subordinates. When these subordinates face problems, it is the role of the managers to provide them with solutions and ideas. This is one way of exercising their leadership. Thus, the problems are solved. So, in most cases it is seen that managers are not specialists. They are generalists. They have to provide solutions of different problems.

Overall Development

Any business operates with many objectives. It's important to produce a good work environment so that employees remain satisfied while working. At the same time, it is important to ensure satisfaction of the customers. From time to time, the management has to take a note of the customers' changing demands. Then they have to design the products accordingly. The management has to purchase higher level and more advanced technology to ensure bigger profitability of the business. The success of a business depends on the efficiency of the business. If the management is able to look after these matters, that will ensure overall development of the business. New employment opportunities will be created as a result of it. There will be an improvement in the standard of living. Inflation can be controlled. Thus, the community as a whole will be benefitted.

So, looking after all the aspects of the business and contributing to the overall development of the society is an important area of the management.

Encountering Competition

In the modern day world, competition is an important aspect of life. There is not a single field where there will be no competition. An efficient management will ensure optimum utilization of resources and development of new superior products from time to time. That helps the organization to combat competition.

Universal Application

The management principles and techniques are designed not only for a particular field, but for all walks of life. These are mostly general principles and techniques.

It is a common belief that management is only for the business field. However, in reality, the case is something different. Management is for every field of life. It is applicable in case of all types of institutions and organizations. In the words of George R. Terry (1909-1977), "Management process can be universally applied."

Other Marketable Contributions

When businesses are managed properly with the help of management tools and principles, then that has an influence in other spheres of life. General standard of living improves. Workers get wages regularly. There is enough scope of enjoying leisure. All these have a positive impact on the economy.

Importance to the Developing Countries

There are many developing countries in the world. Examples include India, Pakistan, Bangladesh, Sri Lanka etc. In these countries, economic development is a challenge. Management helps to run businesses smoothly and thus, directs a country towards economic prosperity and development. Hence, management is of supreme significance to a developing country. It helps to create ways and means of economic welfare through formation of business undertakings, production of goods as per the requirements, bringing changes in agriculture, managing the vicious circle of poverty.

Significance from Cultural Viewpoint

There are various types of organizations. Some are profit oriented, whereas, others are social or cultural development oriented. In many modern day organizations, it can be seen that the management conducts seminars, workshops, sessions by fitness experts, motivational speakers and demonstration coaches. They provide books and magazines to employees. Universities, schools, institutes and colleges provide research and study sabbaticals to their employees. In India, major IT organizations provide games and cultural facilities to their employees. All these, have a positive impact on employee morale. Employees feel happy and inspired when they are provided facilities like this. Moreover, there is one more angle to it. Providing such facilities to employees not only helps to build an image of the organization, but also for the country. Here, the examples of the Scandinavian countries can be cited. Countries like Sweden, Norway and Finland are particularly well known for the job environment, social security and pleasure they give to the employees. That's why, in most cases these countries rank high in happiness index.

Thus, from the discussion written above, it can be concluded that management plays an active role in changing social, economic and cultural aspects. Management is important to all types of organizations.

1.5 Is Management an Art or Science or Both?

One of the most important areas of debate, discussion and research in the field of management has been that whether management is an art or a science. Apart from this, there is also another school of thought that management is a mixture of both.

C.I. Barnard (1886-1961) has discussed about art and science. According to him an art tries to meet an effective end. It creates situations that would not come without deliberate effort to create them. Thus, in other words, it can be said that art produces the foundation for the future. The function of science on the other hand is to explain phenomenon, the event and the situations of the past. A science does not aim to produce specific events, effects or situations, but explanations. Another important characteristic of science is that it explains to the extent it is significant.

So, it can be said that science gives us knowledge and art is the practical application of the acquired knowledge. It chalks out the path following which an activity has to be performed. When an activity has to be performed there are many things that come in between. Examples include sentiments, emotions, judgements, spontaneity and many others. Combination of all these produces an art. Hence, art may also be called a technique of working or performing.

The history of management is as old as mankind itself. That is why, it is sometimes said that management is oldest of arts and the youngest of sciences.

The function of management is to get things done by people. The problem is that there is no uniformity in human behaviour. There cannot be a ready-made formula for understanding or controlling human behaviour. That is why; management theories and thoughts regarding human behaviour change from time to time and vary from circumstances to circumstances. So, it may be called an art.

The application of practical knowledge is the main purpose of art. So, if generalized management principles and theories are applied in every situation, then success may not be achieved. Thus, management principles and theories have to be altered from situation to situation in order to make it effective. Moreover, application of these principles and theories depend largely on the intelligence, judgement and skill of the person doing it. Thus, there is no universality about management. A method which is gold for one organization may be poison for another and vice versa. This proves that management is an art.

In reality, it can be seen that there are so many managers and leaders around us who did not have any formal management education. Still, they are successful in their professional areas. Thus, personal intelligence and capacity of an individual decides her/ his success to a huge extent. There is no fixed path that can make managers or leaders successful. This also proves that management is an art.

If we study history from the very dawn of civilization, it can be seen that different empires were built on different principles. Different kingdoms flourished on different ideologies. The Pyramids of Egypt, the caves of Ajanta and Elora, the hanging garden of Babylon and many other such places were built through different ways. This difference is the essence of management. It proves that management is an art. It is the application of already acquired knowledge in different situations.

From the above discussion, it is clear that there are some valid reasons for establishing management as an art. But, this fact also cannot be denied that management has some characteristics that match with those of science. So, let’s pursue a discussion on that.

A science is created through evolution. Evolution depends on time. So, a science is also created over a period of time. It’s through years of observation and experiments that a science is created. Thus, science does not come into shape within a short span of time. It takes a long time to give shape to a science. The knowledge gets refined from period to period. Thus, science gives us what we call pure refined knowledge. This is the same way that knowledge is created in the field of management. It's through a process of evolution, over a period of time that the theories of management come into shape. So, there are many similarities between science and management. The process by which knowledge is generated is the same in both the cases. Also, in both the cases that process takes a long time as it is observation and experiment oriented. Moreover, in both the cases, every stage is backed by logic and reasoning.

In a science, past experience has no value. With the change in time, changes take place in every sphere of life. The same thing happens in management. There is always a possibility of growth and development of a new trend and innovations. So, past experience is of no value.

In management, when forecasting is pursued, it is pursued on the basis of a scientific approach of decision making. Moreover, in such forecasting and decision making there are no personal influences and biases involved.

Thus, considering all the discussion pursued above, it may be concluded that the arguments framed in both the approaches, tell us that the characteristics of science as well art are found in management.

Management as a discipline of study depends on science for knowledge generation and how in real life managers and leaders are going to implement those ideas depends on art. So, management is both a science as well as an art. It's a mixture of the two.

1.6 Management as a Profession

One of the most important areas of debate and research in the field of management has been that whether this should be called a profession or not. In order to get an answer of this question, it is important to understand the meaning of the word 'profession'. From a general standpoint, it can be said that the word 'profession' means 'a vocational service'. By rendering such professional service, a person can earn her/ his living. For example, a doctor treats patients and gets a fee in return. That fee is by which the doctor makes her/ his living. However, this sort of an explanation of the word 'profession' does not define it from all possible angles. This is because not all work or vocational work can be regarded as profession. Here, let us cite the example of a beggar's income. A beggar uses his begging bowl to earn his income. Through that income, a beggar makes her/ his living. But, we have to remember that a beggar's income is dependent on the mercy of someone else. The beggar is not earning his income. Therefore, we cannot say that begging is a profession. In order to be a profession, the professional concerned has to sell her/ his time and services. Depending on mercy does not make that activity a profession. Therefore, in order to frame a workable definition of the word 'profession' it is important to consider various factors. On consideration of these factors, a definition of this word has been framed and that is as follows:

A profession is an activity, in which a person uses a specialized skill to earn an income and self-satisfaction.

This skill can be earned through training. The person who enters a profession also has to keep in consideration the factors like development of the society and following of ethics.

L. A. Appley (1904-1997) analysed the concept of professional management. He came up with five conditions. These are as follows: (a) conscious about work, its basic procedure and other relevant matters, (b) specification of special skill for its application, (c) recognition of helping tool in case of such application, (d) specification of personal qualification and (e) special work process in its actualization.

L. A. Allen (1919-1964) specified a few characteristics of a professional. According to him, a professional should be (a) an expert in planning, organising, leading and controlling others' activities, (b) accomplishment of tasks through proper use of knowledge and (c) maintenance of proper standard in the case of moral idealism and its use as fixed up by any modern recognised institution.

Kenneth Richmond Andrews (1916-2005) observed the problem of professionalization of management. He said that if management has to be regarded as a profession, then the five following characteristics are important – (a) proper application, (b) knowledge, (c) social responsibility, (d) self-control and (e) social process.

In the view of the above discussion, it is clear that management should possess some characteristics in order to be treated as a profession.

A discussion on these is as follows:

Existence of Knowledge

In order to enter a profession and stay in that profession for a long time, it is important to possess specialized knowledge about that profession. For example, when one wants to become a doctor, she/ he will have to get admitted in a medical college and pass the necessary examinations, earn a degree and then enter that profession. Through rigorous and meticulous practice over the years, that individual may stay in that profession. This same way, one has to enter the management profession, if management has to be treated as a profession.

Acquiring Special Knowledge

There are various types of institutions in every country of the world. These institutions are affiliated to some specialized bodies. They follow a designed curriculum. After the training and knowledge is imparted, the students of these institutions have to appear for examinations. It's only after passing the examinations and fulfilling all other criterion, that the student completes education and gets the certificate of completion of education. Then that student can enter and think of staying in that profession. This same method of acquiring specialized knowledge has to be followed in the field of management also. It is then only that management can be treated as a profession.

Practical Application

A researcher collects primary data. That data is analysed and interpreted to reach conclusions. It is on the basis of those conclusions that recommendations are formed. This is the way that researches are pursued. This is the way that theories are framed on the basis of researches pursued. Then books are written on the basis of those theories. Students study from those books, earn knowledge, appear for the exams and earn their final degrees. Then, these students enter a profession. When they are working in that profession, it is then that the student applies all the theories that were learned. Thus, those theories find practical application once again. So, a theory is not something that a theorist frames while sitting at home. There cannot be anything more practical than a theory.

In the field of management also, the same way has to be followed in order to treat management as a profession.

Ethics

There are professional bodies in the field of management like National Institute of Personnel Management, Calcutta Management Association, All India Management Association and many others. Such bodies come up with a code of conduct and revise them from time to time. For any professional, it is essential to follow the code of conducts issued by such bodies. When they follow those codes of conduct, they are believed to be following ethics. Ethics is important to establish an activity as a profession.

Social Responsibility

In a modern day society, a professional is measured by the services she/ he render in their related fields. But, apart from that, they are also measured by their contributions for the society. Discharging of social responsibility is of utmost importance if an activity has to be considered a profession.

How far these characteristics are applicable to management as a profession?

When we are talking about management as a profession, we are talking in the context of India. Under no circumstances, we can forget that India is a developing country. Here, not only businesses, but society as a whole is unorganized. Therefore, to organize knowledge and make it available to people in the field of management is a difficult task. It's true that these days, we have institutions and universities imparting management education in this country. However, we must also remember that this is a nascent phase of management education and research in India. So, Indian management education does not rank highly in the world rankings. Moreover, like all developing countries, political and social biases exist to disturb formation of knowledge in this and related fields. Historically, a significant segment of the Indian managerial workforce comprised professionals who entered organizations due to practical experience or immediate employment needs rather than specialized management degrees. This empirical, experience-led approach meant that operations frequently relied on localized business wisdom and time-tested operational practices. While highly adaptive, this reliance on traditional frameworks occasionally created challenges when domestic enterprises began competing directly with global multinational standards.

Usually, existing theories are applied in real life. Then scientists and researchers observe the results. They collect the primary data. That data is analysed. Then conclusions are reached. After that, recommendations are framed. It is on the basis of such researches that corollaries of the existing theories are formed. When these corollaries are applied in reality, there are deviations. Scientists and researchers study these deviations. Then new theories are formed on the basis of the study of those deviations. In a developing country like India, this is not the way management theories are framed. In fact, there are no management theories. There are only certain ways of doing a work. Those ways get followed by managers in this country. So, what most managers do is not what has been told to them to do by scientists and researchers. Most managers just blindly follow what was being done from time immemorial. So, value is not attached to collection of primary data. Like all other developing nations, there is political and social bias which influences the way managers think, react and act. A primary challenge remains the equitable democratization of management education. India boasts premier, globally recognized institutions such as the Indian Institutes of Management (IIMs) and the Indian School of Business (ISB). However, the highly competitive entrance thresholds and structural costs associated with these elite tiers mean that elite corporate training remains intensely selective. While government-mandated reservation quotas and extensive need-based scholarship programs actively work to bridge this divide, the sheer scale of the population means that top-tier professional access remains a premium milestone. Ultimately, management in India is a profession in transition.

There are specialized management bodies and institutes. They release certain ways of doing things and codes of conduct to be followed by managers. The problem is that since India is a developing economy, life is difficult here. Managers have to literally struggle to maintain their existence in the system. Not too many businesses in this country have professionalism. Apart from this, there is one more factor that has hampered the growth of businesses in this country. Most business, particularly the small and medium scale ones are managed by family members. So, irrespective of the performance of a manager, the family members working there will get a raise in the pay package and they will be entitled to get promoted in the hierarchy. This has been the situation for millenniums. So, these systems cannot be changed in a day. Indian businesses mostly stand on emotions, rather than business logic. That’s why, even if management bodies and specialized institutions release codes of conduct, they are not regarded highly by Indian managers. Indian managers most of the time have to follow what their reporting authorities tell them to do. The managers cannot go against what has been told to them because most of the time their reporting authority is a relative of the owner and probably, the future owner. Under the circumstances, which can sometimes limit the independent execution of objective professional standards or formal ethical frameworks.

Modern Indian corporate governance frameworks and strict mandates—such as the legally required Corporate Social Responsibility (CSR) allocations under Section 135 of the Companies Act—have firmly embedded ethics and social development into the core business strategy.

Thus, from the discussion pursued above, it is clear that the process of development of business knowledge is faulty. There is no dependence of managers on specialized knowledge. Management theories don’t find any practical application. In most cases, Indian managers are forced to follow what their reporting authorities say and not consider being in the path of ethics or contribute social development. Hence, management as a profession in this country is a myth. It's nowhere close to reality. Indian businesses are run on the basis of the fancies and whims of the owner and not on any scientific logic.

1.7 Functions of Management

Most topics in management are debatable. It is difficult to reach a concrete answer or a solution. This is because almost every topic in this discipline of study can be looked at from multiple angles. That's why, when it comes to a topic like functions of management, there is ample scope for arguments and discussions. Different scientists and researchers have talked and written about different sets of functions of management. They had considered their experience and knowledge, mixed with perceptions, which developed from the situations they were in. A discussion on the concepts of a few scientists is shared below.

"To manage is to forecast and plan, to organise, to command, to coordinate and control."
Henri Fayol (1841-1925).

According to Koontz and O'Donnell, the functions of management are "planning, organising, directing, staffing and controlling." Luther Halsey Gullick (1892-1993) was a great American social scientist and author on public administration. He used the expression 'PODSCORB' to describe the functions of management. Here, 'P' stands for planning, 'O' for organising, 'D' for directing, 'S' for staffing, 'CO' for coordinating, 'R' for reporting and 'B' for budgeting. L. A. Allen (1919-1964) proposed that planning, organising, coordinating, motivating and controlling are the basic functions of management.

Thus, from the above written discussion it is evident that planning, organising, directing, motivating, coordinating, controlling are the main functions of management. But, in order to perform these functions smoothly and diligently, there is a requirement of a few ancillary functions like staffing, innovating, communicating and representing. A discussion on the scope of these functions has been pursued below.

Planning

The first and foremost function of management is to plan. Planning decides the future path of action. It's true that many times, one hundred percent of the plan cannot be followed in reality. At that time, the intelligence, common sense, experience and knowledge of the manager is used to decide how much can be deviated from the plan.

The former American President, General Dwight D. Eisenhower (1890-1969) remarked, "Plans are nothing, planning is everything."

The great American scientist, author, inventor, philosopher and diplomat, Benjamin Franklin (1706-1790) said, "By failing to prepare, you are preparing to fail."

The great American author on Personnel Management, Alan Lakein wrote, “Planning is bringing the future into the present so that you can do something about it now.”

The famous Spanish painter, Pablo Picasso (1881-1973) was of the opinion that our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act.

Organising

The next step after planning is organising. This is the first step when the already chalked out plan starts to get implemented. Organising is the structure created to give a successful form to all the combined efforts.

A well-known English writer, Alan Alexander Milne (1882-1956) once remarked, “Organising is what you do before you do something, so that when you do it, it is not all mixed up.”

American politician, Nancy Pelosi (1940-till date) said, “Organise, don’t agonize.”

World famous organising expert, Andrew Mellen (1985-till date) said, “Being organized isn’t about getting rid of everything you own or trying to become a different person: it’s about living the way you want to live, but better.”

Famous American educator, author, businessman, and speaker, Stephen Covey (1932-2012) wrote, “Once you have a clear idea of your priorities ... organize around them.”

Directing

This is that function of management by which a manager gives direction to the people working in her/ his team so that the objectives are met. Directing a team includes telling the members the type of flow of the work and the technique that has to be adopted. Thus, ‘directing’ is used synonymously with guiding, inspiring, instructing and commanding.

Famous American author, entrepreneur and motivational speaker, Jim Rohn (1930-2009) wrote, “You cannot change your destination overnight, but you can change your direction overnight.”

American stand-up comic, actor and activist, Irwin Corey (1914-2017) wrote, “If we don’t change direction soon, we’ll end up where we are going.”

Motivation

Motivation means the creation of enthusiasm for the people who are working. Motivated people wait for the working hours to start. They are happy to work. They feel relaxed when they work. There is a positive vibe around them when they are working. It’s important to motivate people because there is a saying that motivated people can run faster than jumbo jets.

L.A. Allen (1919-1964) wrote, “The work a manager performed to inspire, encourage and impel people to take a required action is called motivation.”

William G. Scott (1932- till date) has defined motivation as “a process of stimulating people to action to accomplish desired goals.”

A noted professor of administration at the University of Alabama, Dalton E. McFarland wrote that "Motivation refers to the way in which urges, drives, desires, aspirations, strivings, needs direct, control or explain the behaviour of human beings."

Coordination

When a job has to be done by many people or many groups of people, then it is important to make everyone believe in the common goal for which they are working. This process is called coordinating or harmonizing. Coordination is of supreme significance to build integrity. Without integrity, everyone in the organization will move with their goals and they will start to neglect the common objective. Such sort of separatist approach will not help individuals or organizations to grow.

Famous French philosopher and mathematician, Auguste Comte (1798-1857) wrote, "Every science consists in the coordination of facts; if the different observations were entirely isolated, there would be no science."

Renowned American chemist, Dr. Richard Smalley (1943-2005) highlighted the importance of coordination when he wrote, "Diamond, for all its great beauty, is not nearly as interesting as the hexagonal plane of graphite. It is not nearly as interesting because we live in a three-dimensional space, and in diamond, each atom is surrounded in all three dimensions in space by a full coordination."

The famous French tennis player, Gael Monfils (1986-till date) said, "I was very creative when I was a kid. Doing so much stuff, I think that creates a different coordination."

CEO of Mayflower-Plymouth, Hendrith Vanlon Smith Jr. Said, "Cooperation, collaboration and coordination are together more powerful than competition."

Controlling

Unusually, a plan is devised and then the job proceeds. In reality, it is often seen that there is a necessity to estimate whether the proceedings are as per the plan or not. If the proceedings are not as per the plan, then it is extremely important to find the areas where the proceedings are not as per the plan and then provide with remedial measures. This entire process is called controlling. Controlling is considered an important function of management. Without control, it is difficult to estimate whether the job proceedings are as per the plan or not.

Peter F. Drucker (1909-2005) wrote, "Work is a process, and any process needs to be controlled."

William Stephen Belichick (born 1952) is a legendary American Football coach. He once said, "What we can control is our performance and our execution ..."

American actor, film maker and painter, Sylvester Stallone (born 1946) said, "Success is usually the culmination of controlling failure."

Famous American business executive, Jack Welch (1935-2020) said, "Control your own destiny or someone else will."

Staffing

Staffing is one of the most important functions of management. Just devising a plan is not enough. All organisations require people to perform the tasks as per the plan. The process of getting the right people for the right job is called staffing.

American businessman and author, Lawrence Arthur Bossidy (1935-2025) always emphasised on staffing. He wrote, “I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies.”

Peter Drucker (1909-2005) highlighted the impact of staffing when he wrote, “The core of management is to make people capable of joint performance.”

American businessman, Ray Kroc (1902-1984) laid importance on staffing when he wrote, “You’re only as good as the people you hire.”

Innovating

The modern day business world is constantly changing. So, in order to cope in such an ever changing business world, it is important to bring in new ideas. This is called innovation. Innovation may be brought in by developing new products, usage of new technology, providing training to the existing staff, searching new markets etc.

Steve Jobs (1955-2011) wrote, “Innovation distinguishes between a leader and a follower.”

Denise E. Morrison (born 1954) is an American business executive. While highlighting the pre requisite for bringing innovation, she said, “Innovation requires an experimental mindset.”

German born American economist, Theodore Levitt (1925-2006) wrote, “Creativity is thinking up new things. Innovation is doing new things.”

Peter Drucker (1909-2005) wrote, “Innovation opportunities do not come with the tempest but with the rustling of the breeze.’

Communicating

In this portion, so many functions of management have been touched. The question arises that how do these functions work? They have to be communicated. Without proper communication, no proper function of management can work and that is the importance of communication.

The importance of proper communication has been highlighted by Stephen Covey (1932-2012) when he wrote, “Most people do not listen with the intent to understand, they listen with the intent to reply.”

Christopher Morley (1890-1957) went one step ahead and wrote, “There is only one rule for being good talkers ... learn to listen.”

George Bernard Shaw (1856-1950) wrote, “The single biggest problem in communication is the illusion that it has taken place.”

Simon Sinek (born 1973) wrote, “Communication is not about speaking what we think. Communication is about ensuring others hear what we mean.”

Representation

This word 'representation' is often used nowadays synonymously with the word 'presentation'. It refers to the image of the business being presented to the society as a whole and its stakeholders. It is an important function of business managers to participate in meetings, seminars, workshops, conferences and other image building measures to build an image of the business. They have to explain the business strategies, principles, methods, plans, targets, aims, objectives of the business.

1.8 The Author's Perspectives

I have worked for more than seven years as a management professional in tier one educational and vocational training institutions. During this tenure, I was surprised to see that people from different educational and skill backgrounds were working for the employer. I had a similar experience when I was studying management in my higher studies. There also I had classmates from different academic and professional backgrounds. This made me realize that management is for everyone. Irrespective of the background and domain experience, anybody can study and work in this field. Different types of people view management as a profession and as a discipline of study from different standpoints. So, it is impossible to frame one definition of management. This is the reason that management has so many definitions which were framed from so many perspectives.

My father, Late Asok Pratap Roy was an MBA from IISWBM (1968) and worked as a management professional for thirty nine years in an American company from 1962 to 2001. He had his own perspective. I got PGDBA from University of Wales in 2016 and MBA from HU in 2017. I have my own perspectives. Over the years, I saw that the perspectives of my father and me never matched. They were totally different. I realized that the challenges and difficulties in different points of time are different. So, it is impossible for management to remain static. This profession and this discipline of study are always going through an evolution. It is as if an effort to match with the changing times. That made me reach the conclusions that management is always going through an evolution.

I got PGDBF from HSIS India. Then I completed a management program called GPBL with specialization in Marketing and pursued a Fellowship Program in Marketing at TASMAC School of Business. After that I obtained PGDBA in Marketing from University of Wales and MBA from HU. When I was getting admitted to these courses, every time, I had a passion that was driving me. I wanted to study a subject. Astonishingly, when the course of study commenced, I found that I was being taught a number of other disciplines, too. At that phase of my life, I could not understand the linkage between my favourite subject and the others that were getting taught to me. As a student, I thought they were useless. I thought that it was wastage of a time to study those disciplines. I thought that those were irrelevant. Let me cite a simple example here. I got Post Graduate Diploma in Business Finance (PGDBF). This was mainly on Finance. But, I was also taught Marketing, Statistics, Computer Software and Hardware and many other disciplines. Now, the question that always haunted me as a student was the necessity of studying Marketing, if my area of specialization, was Finance.

After the completion of each of these courses, I was working as a professional. Sometimes, during the period of study also, I was working as a professional. In my workplace, I was never assigned tasks by my, the then reporting authorities following my academic qualifications or interest. The tasks were always assigned to me as per they arose. So, when I was a faculty of Financial Accounting in HARDSOFT Information Systems, apart from teaching assignments, I was also given the responsibility of counselling prospective students. I remember, the director personally took me to seminars in various colleges across the length and breadth of Kolkata. I was the main speaker in those seminars. Then, there was a problem regarding filing of taxes. I was given the responsibility of contacting the chartered accountant. For this purpose, I had to visit the chartered accountant in his office at the central part of the city and get the problem solved. At times, as a young man I used to think that why was I doing all these. I wanted to become a faculty of finance or related domains. But, I was also counselling students, settling the grievances of the existing students, helping the director to identify the new avenues of business, settling tax related problems. The question was a 'why'. It was at a later stage that I realized that all management professionals have to go through this. Management as a discipline of study is aimed to make you a generalist and not a specialist. To be honest, as a management professional, you are supposed to know everything and literally 'everything'.

This is just an account of what I have learned over the years in connection with what has been written in this chapter. The objective of that is when a reader will go through this chapter and read my experiences, the reader will learn in a few hours which took me to learn in about fifteen years. The objective is to save time. The objective is to contribute to the progress of the civilization.

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Chapter 2
Approaches to Management Thought

2.1 Evolution of Management

If we make an effort to study the history of management, it can be seen that management is not an old discipline of study. The journey started after the success of the Industrial Revolution in England. With the advent of globalization, the nature of business, trade and commerce also started changing and expanding in the developing countries of Asia, Africa and Latin America. It is then, that management commenced its journey as a discipline of study and profession in many parts of the world. It's during this period that management was given a scientific form. It became a study of primary data and secondary data contributing to decision making in real life. Thus, management started to experience applied researches which aimed at solving real life problems. And, then the fundamental researches started. These contributed towards knowledge development and knowledge generation. This is how; management became a field of study and research. It became a profession in many parts of the world.

Prior to that management existed. It's not that management did not exist. But, it existed in another form. Management was never the scientific management from the dawn of the human civilization. It lacked universality. When man was progressing from the periods when he was living in the caves to the periods when he started a social life, agriculture became an important part of man's life. The problem started when surplus food crops were being produced. Man needed proper leadership to take control of the surplus and distribute the yield among the members of the group/ tribe/ village/ district etc. There was a need of appropriate leadership and thus, commenced the journey of practice of managerial principles. But, there was no effort to give these thoughts a solid shape. There were only disintegrated thoughts and principles. That's why; management existed in these times only as an art. Its use and practice varied and kept on varying until, machines were discovered. When machines were discovered and the volume of production increased manifolds, man needed leaders to take charge of the resources used for production, to control the humans engaged in the production process and distribute the finished products. It's then that the thoughts of scientific management started taking birth. Funeral after funeral, management theories started getting formed and advanced with passing times.

Thus, what can be concluded is that management thoughts and studies were never constant. The only thing constant in these, were the constant change that was ensuring the operation of a process of evolution. From an art, management became a science. Today, this stream of education has established itself as an art as well as a science.

Modern thinkers have classified the stages of development of management into three. These are the ancient age, the medieval age and the modern age. A discussion on these stages of development of management is pursued below.

2.2 The Ancient Age

In the ancient age, management was generally regarded as a form of personal leadership exercising and development. It mainly spoke about habits and rituals which could make a man successful as a leader. If we study the history of some of the world's earliest civilizations, we can see that in Indus Valley, Egypt, Babylon and Mesopotamia, there were buildings built, wars won, societies developed and all these could not have happened in the absence of management. But, it was not a study or a profession those days. It was only a process of inculcating a behavioural style so that the leader could be obeyed as a leader. It was about 2000 B.C. It was the time of the famous emperor of Babylon, Hammurabi. This period saw a code getting prepared. That manual contained rules for running the government, minimum wages for workers, administration and many other topics that touched the leader's (in this case emperor's) life. Historically speaking, it is believed that Jethro, the father of Moses was the first management consultant. He taught Moses how to develop as a person and delegate authority.

If we are talking about the ancient phase of development of management, it would be wrong to exclude Mesopotamia. Here, there were a group of temple priests. They collected huge amounts of wealth from common people who wanted to offer prayers in the temple. So, these priests developed and followed some accounting principles to maintain the record of the wealth collected. These priests were knowledgeable enough to give advice and direction to people whenever they needed.

In ancient China, Laotzu was a keeper of archives. He was a philosopher and founder of the religion of Taoism. Laotzu provided common people with sound advice whenever they needed. It was Laotzu who for the first time advised people to divide and delegate work among people as per their capabilities. He also wrote about reviewing performances and on the basis of the appraisal providing rewards and punishments. This system is widely followed across the world even today.

It was about 321 B.C. that a book was written in India. The book was called Arthashastra. The author's name was Kautilya. He was the Prime Minister of Chandragupta Maurya and prior to that a professor in Taxila University. The book contained directives about running the government and creation of a strong national economy.

In the later periods, the Greeks and Romans also contributed heavily in the development of management. Eminent personalities from Greece included-

Xenophon (**estimated 430 B.C. to 354 B.C.**) was known as father of management science. He was the first man to point out that management develops skills which are different from technical skills.

Socrates (470-399 B.C.) wrote that management is a science that helps in developing personal skills. He mainly highlighted on data collection and critical analysis.

Plato (427-347 B.C.) wrote about specialization and division of labour. In his work, 'The Republic', he wrote that all human are not the same. They should be assigned work as per their interest.

Aristotle (384-322 B.C.) highlighted on management ethics. He was the first man in the world to write on organizational strategy.

Pericles (495-429 B.C.) was a believer in democratic leadership. He was a strong believer that resource utilization can reach the optimum heights when the government is democratic.
An eminent personality from Rome was Marcus Aurelius (121-180 A.D.). He was a Roman Emperor. Apart from this, he was also a philosopher. He reflected on ethical management and responsibilities of leaders.
The Romans also contributed heavily in building organizational hierarchy, law and quality control of products. The Roman civilization saw standardizing measures, weights and coinage systems.
This ancient phase of development of management was mainly based on observations pursued in the previous ages. That's why, most of the time it could be seen that the eminent personalities who contributed towards knowledge development in this era were not very young age wise. They were old or middle aged. This is because observation takes a long time and then knowledge generation from it takes an even longer period of time. So, this phase was long. The process of development of management was slow. Interestingly, society had patience to wait and so the slow process survived. This was the phase which was laying down the foundation for the factory system of production in the next phase. Politically, this was the phase when the foundations for building democracies were being laid down so that resources could be used optimally in the upcoming phase, thereby laying the path for commencement of mass scale of production. From the point of view of leadership development, this was the phase when path was being framed for development of leaders who would rise to leadership depending on their skills and not on their physical strength. Economically, this was the phase when foundations were being laid for specializations leading to national development.

2.3 The Medieval Age

The medieval age was totally different from the ancient age. In the ancient age, the world experienced the introduction of management thoughts. In the medieval age, these thoughts were starting to reap results. There were individualized efforts. That's why, in this period we got many names who contributed towards development of management. This is the phase in History when man started to live in towns. Every community level concept or phenomenon was getting developed during this phase. Fairs, markets, trading companies, agricultural communities, crafts and handicrafts became associated with the civilization. So, the process of developing management talents commenced.
William 1 was a ruthless person, but, he was an able ruler. He can be called a serious contributor in administration.
Sir Issac Newton, the famous British scientist was a manager of a British mint. His discoveries and innovations were changing the world.
During the ruling period of King Charles II, Samuel Pepys showed his talent by organizing the navy.
Florence Nightingale, better known in History as 'The Lady with the Lamp' contributed towards medical administration and exercising of human touch.

In 1796, James Watt and Boulton took charge of Soho Engineering Foundry of Great Britain. Watt was in charge of administration. Boulton was in charge of commercial activities. Together, they developed many managerial techniques like market research, forecasting, planned machine lay out, production planning, standardizing of production process, calculation of cost and profit for each machine and department, training and development of workers and executives, work study and payments, scientific recruitment etc.

Robert Owen took the responsibility of textile mills in Scotland from 1800 to 1828. He was mainly concerned with researches in personnel management. He is considered as the father of cooperative and trade union movement. Owen is remembered in History for improving working conditions and providing meals to workers. Owen was the proponent of the idea that an investment in personnel will earn dividends in the long run.

Charles Babbage was a professor of Mathematics from 1829 to 1839 in Cambridge University. Babbage is most remembered for his publication, 'On the Economy of Machinery and Manufacturers' (1832). Babbage was a strong proponent of division of labour. He emphasised on human relations inside a factory. He was the inventor of an analytical engine. He is remembered for his contributions in Engineering and Costing.

Henri Varnum Poor was the editor of the 'American Railroad Journal'. He watched the progress of American railroad system. He wanted a modern management system in which employees would have clear responsibility and accountability.

Henri Robinson Towne was the president of Yale and Town Manufacturing Company. He published a paper named 'The Engineer as an Accountant' in 1886. He advocated management as a separate field of study and motivated engineering professionals to study management. Towne emphasised the combination of engineers, economists and industrial managers.

If we study the history of this era, we can see that the significant names who contributed in the development of management were mostly either British or American. These were the two parts of the world at that time, which were in the forefront of development. These countries had already set up colonies directly or indirectly. So, they were using these colonies for their supply of resources. Hence, there was no problem regarding the supply of resources. That's why; the management developers of this era did not put much thought to resource generation, preservation, supply and utilization. Their thoughts revolved in the development of production systems and leadership that would guide those working in the production systems. This was the period that was developing the world to walk into a phase when factory system of mass/ large scale of production would become a common practice. From a political standpoint, this was the phase when the European nations and America were developed. They were developing ambitions of maintaining their colonies in the upcoming periods. The main objective behind this sort of an ambition being that colonies would be supplying the resources and would also provide market opportunities of selling finished products at an abnormally high price. So, it can be said that it was a political ambition that was guiding development of management theories and thoughts in this era. The imperialistic powers had to maintain their production lines. So, the focus of the management theorists and thinkers was mainly on production and maintaining the motivation levels of the workers. The imperialistic powers were sure of the continuance of their domination on the developing parts of the world.

2.4 The Modern Age

The modern age is an interesting phase of management development. In this age, no importance is paid to ideas and thoughts. Research has been selected as the way to find out answers of questions. That's why, data has to be collected. Then that data has to be analysed. On the basis of the analysis, conclusions are reached. Finally, the conclusions give rise to recommendations. This is the way problems are solved and this is the way that theories are framed. In this age, management theories have become an important part of management education. Students and scholars apply these theories in various types of real life situations and then they get an access to new corollaries and new theories. B-schools, colleges and universities are following this model of management education. In this era, rigorous scientific research serves as the primary mechanism for solving organizational problems and building new theories. Data collection, analysis, and peer-reviewed testing form the bedrock of contemporary business education, shifting the discipline from a purely intuitive art to a data-driven science where leadership capabilities are systematically cultivated within global business schools. Emerging economies, including India, have actively embraced this empirical model. However, data collection in transitioning markets frequently faces distinct structural challenges due to the vast size of the unorganized and informal economic sectors. Rather than relying entirely on standardized Western data models, contemporary researchers in developing nations actively work to refine methodology frameworks to account for local market nuances, ensuring that emerging management concepts gain significant global recognition and academic validity.

In this phase, the focus is on scientific research. So, individual contributors are not frequently prevalent in this field, any more.

Globalization has had a tremendous impact on development of management. It's a new phenomenon which is about fifty or sixty years old. With the advent of globalization, the whole world has become a small place and so trade and commerce have become easier to pursue. That's why; there is a sudden spike in entrepreneurship. Today, many institutes and universities have designed their study materials and the academic course in such a way that it instigates entrepreneurship. Unlike the yesteryears, we don't have a caste or community who wants to become a businessman today. Today's business world is dominated by entrepreneurs, many of whom are first generation entrepreneurs. Entrepreneurship has become an important portion of the study of management and leadership. This is the age when entrepreneurs are regarded as leaders. This rising importance of entrepreneurship has provided the study of management with a new dimension.

While discussing about the development of management in the modern era, under no circumstances, we can forget the impact of the recently concluded pandemic. COVID has changed the world. Management is a social science that deals with manmade energies and forces. So, management being a part of human life was forced to change during the pandemic. The pandemic period was something that most of us who were living in those times had not experienced anything like that previously. Neither, did we ever imagine that we would walk into situations like those. So, there was an element of surprise in life during the pandemic. Man did not have a reply to the questions thrown at him during that period. When isolation became the answer, man chose technology to remain connected. Thus, technology became an important part of man's life. What is interesting is that technology became an important part of man's life even in technologically backward countries and parts of the world. Thus, technology became a part of every discipline of study. Management was not an exception. Management also got dependent on technology. Today's managers and leaders have to be technologically sound, apart from acquiring education and skills in their domain. Technology has changed the way leadership is looked at. Today, leaders can address millions without moving an inch. Today, leaders may deal with issues which are geographically far away from where they are physically.

In conclusion, it can be pointed out that management development in the modern era has got new dimensions. In these times, we don't get individualized contribution like the previous ages. More interestingly, politics does not solely influence the development of management. There are a wide bouquet of social sciences like Sociology and Economics that are active in this regard. More importantly, because management has become data driven, it's scientific management that has taken over the world. Management in the previous era was mostly individualistic opinion and perception oriented. So, it was more or less an art. Its application varied from person to person. With the introduction of scientific management, there is universality about management. Today, there are fixed rules and regulations regarding application of the managerial theories. In this era, management besides being an art is also a science. Scientific management dominates the world of managerial and leadership implementations.

So, this modern era is the era when for the first time, management has become a fully data driven decision making process.

2.5 Approaches or Schools of Management Thought

We are living in times when management has become a discipline of study and a profession. So there have been efforts to organize the thoughts and perceptions in this field. That sort of an effort helped us to classify the approaches or schools of management thought.

Warren Haynes and Joseph L. Massie (1961) came up with seven approaches. These are 1) quantitative approach, 2) managerial Economics, 3) management accounting, 4) universality in management, 5) scientific management, 6) human relations and 7) behavioural sciences.

William H. Newman, Charles E. Summer and E. Kirby Warren (1972) spoke about four approaches. These are 1) productivity approach, 2) behavioural approach, 3) rationalistic approach and 4) institutional approach.

George R. Terry (1909-1979) classified the approaches into six categories. These are 1) management by custom school, 2) scientific management school, 3) human behaviour school, 4) social system school, 5) system management school and 6) decision management school.

Harold Koontz (1909-1984) classified the approaches into six divisions. These are 1) the management process school, 2) the empirical school, 3) the human behaviour school, 4) the social systems school, 5) decision theory school and 6) mathematical school.

In this era, approaches or schools of management thought have been classified into four classifications. These are 1) Classical Approach (1900-1930), 2) Neo-Classical Approach (1930-1960) and 3) Modern Approach (1960-till now) and 4) Post Modern Approach (2020- till date).

A discussion on these four approaches is as follows:

Classical Approach (1900-1930)

The proponents of classical approach were more concerned with the functions and principles of management. They were less concerned with the market, the factors affecting sales, human behaviour affecting organizations and motivation driving the work force. These proponents were more concerned with the input output relations. They considered the organisation as a machine. Most emphasis was given on division of labour and coordination of the various activities in the business unit.

If we study the business scenario in that period, we can see that this was the period after the success of Industrial Revolution. So, production was considered important in these times. There was mostly large scale manufacturing units. The challenge was to maintain a smooth flow of operations in the manufacturing units. Naturally, the thoughts were diverted towards individual and group efficiency, towards the internals aspects of the organization affecting production.

Traditional or classical theory of organisation is based upon contribution from a number of sources. These are scientific management, administrative management, the bureaucratic model, micro Economics and public administration.

Management thoughts were mostly focussed on job content, organization structure, division of labour, functions of management, satisfaction and simplification of the work force, specialization of labourers, standardization of the work process and importance on psychological needs of workers.

According to scientists, the traditional or classical approach stands on three pillars. These are – 1) scientific management, 2) bureaucratic management and 3) administration management.

Neo-Classical Approach (1930-1960)

The classical approach was mostly concerned with the mechanical aspects of manufacturing. So, the classical approach did not give much importance to some real behavioural aspects of an organization. This paved the way to research on those aspects in the neo classical approach. So, the neo classical approach started investigating on the human behavioural aspects of an organization. It has to be said that this approach finds its base in classical theories. This approach is a modified, improved, advanced, progressive and extended form of the classical approach.

The main base of this approach is analysis of ‘man’. The neo classical approach considers human resources more important than the other factors of production like land, labour, capital, technology etc. This is because humans have satisfaction, dissatisfaction, fear, anxiety, depression, urges, needs etc. The proponents of the neo classical approach believed that man is most important and that man can be and should be analysed. It was always believed that if due attention is given to the hopes and ambitions of workers then they can stay motivated and motivated people can ‘run faster than professional athletes’. The main function of management is to get things done by others. So, if human behaviour cannot be analysed, then it is impossible to drive them in a path which will fetch organizational success and glory. It will become impossible to get the work done by them.

The main difference between the classical approach and the neo classical approach is that the classical approach studied the management of resources and factors of production whereas; the neo classical approach studied the management of human resources. Thus, the neo classical approach can be called a sociological and psychological approach. It studied individual and group behaviour. It studied impact of individual and group behaviour on the work process.

The most important feature of a classical approach is that the assumption that a business organization is not just a technical and economical system. It has to be treated as a social system.

No employee in an organization can be motivated by payments of salary, wages and other monetary incentives. It is important to take care of the sociological and psychological wants. The neo classical approach paved the way for democratic leadership and erased the possibility of success through authoritarian leadership. This is because it is almost impossible to satisfy the sociological and psychological wants of a man through autocratic leadership.

The neo classical approach believed in a two way communication between management and workers.

It is important for the management to develop social skills and not just technical skills. This is because the neo classical approach considers man as a living machine.

This approach has given birth to some management theories. The foremost ones among them are the human relations approach and the human behavioural school.

Modern Approach (1960-2020)

The neo classical approach took care of the sociological and psychological wants of man.

Thus, it can be seen that almost all the factors of production were considered in the classical approach and neo classical approach. So, all businesses had solutions to problems arising from factors of production. And, all business had a similar approach to the factors of production.

This was the phase when the entire business world was confused about trying to develop a competitive edge to combat business competition. This was the phase when the businesses wanted to create something unique to keep itself ahead of others. But, the question was how to do it. In the classical and neo classical approach deliberately universality was created and celebrated. There was nothing different from each other. Almost all businesses had a similar face.

When all the factors of production have been considered, then what new can be done or developed by a business to stand ahead of her competitors. It was then that the study of markets and forces in markets commenced. It was then that the study of consumer psychology, their wants, needs, demands, tastes and preferences commenced and then came the designing/ development of products accordingly. It was then that the study of securing attention of consumers started through advertising and propaganda. It was then that the study of distributing the products started. So, markets and market phenomena became important in deciding the competitive edge of businesses.

In the later phase, when globalization reached even the economically backward countries of the world, markets kept on expanding. For every business, the numbers of customers kept on increasing. At that time, machines like computers were being widely used in different nook and corners of the world.

Thus the modern approach of management concentrated on studying the markets, consumers and machines like computers.

This approach of management cannot be called an extension of the neo classical approach, though it followed immediately after that approach.

There was a relationship between the classical and neo classical approach. The neo classical approach was an extension of the former. In both these approaches, different factors of production were being given importance. This is because the world was more or less similar during these phases. The world changed totally during the modern phase. The base of the modern approach changed drastically. The base became markets and market forces oriented. It was as if all businesses were looking outside. So, the modern approach became a different approach. It was not connected to anything done previously. It was altogether different. Thus, the modern approach is not a part of the 'herd'. There is uniqueness about this approach. It builds uniqueness.

Post Modern Approach (2020- till now)

In the year 2020, the human civilization was hit by the deadliest pandemic in history. That altogether shook the foundations of literally everything and turned the world upside down. In order to combat the threats put forward by the pandemic man looked towards technology. Today, 'technology' is the buzz word. It's the tool that forms the foundation of leadership. When a leader has to devise a plan, technology is required. When the plan has to be implemented, technology is required. For communication, technology is required. For collecting feedback about whether everything is working out as per the plan, technology is required. So, the most important characteristic feature of leadership in this era is that a leader should be tech savvy. In the current times, we cannot have a leader who is not tech savvy. Here, we can cite the example of India's political scenario. Elections are held regularly in India. These days, political parties are paying equal weight to online campaigning. In the recently concluded 2026 elections in West Bengal, a heavy campaigning process was observed which was online and also through social media. If a seller wants to sell a product today, that has to be done on the basis of 'like' and 'recommendations' it has earned in social media. Thus, the most important media of advertising and communication today is the social media. To begin with, it is cost effective. To add furthermore, it is visible always. Even when the seller sleeps or takes rest, the advertisements and reviews are visible. It is impossible to imagine or define life in this era without social media or technology. This is the first phase of history when people have more reel friends than real friends.

Under the circumstances, the post-modern approach has defined utilization of theories in a new way. In all the previous ages, we had management theories and managers/ leaders implemented those theories in case of all types of organizations. But, the picture is different in the current approach. We cannot forget that management theories are going through an evolution. That process of evolution was visible in the classical approach, neo classical approach and modern approach. Now, in the post-modern approach, we can say that most of these theories have reached a stage of maturity. But, evolution cannot stop. It will always go on. So, in the post modern era we are observing that management theories are not getting implemented in all types of organizations. Managers/ leaders have stopped generalizing theories. They are treating each and every case as different. So, the theories are getting altered as per the requirements of the case. We can use the word 'customization' in this context. It is as if the theories are getting customized for each and every case. The question arises that what are the possible causes of this sort of customization of theories or the need for it. One possible school of thought may be that management knowledge was getting accumulated in an organized manner since 1900. It's been more than one hundred years that process is going on. Now, mankind has reached a phase when they have the expertise and abilities to customize that knowledge. That is not an easy task. So, mankind took such a long time to reach the point from where they can customize management theories. Another school of thought highlights on political events of the 1940s, 50, 60s. These were the decades when many countries got their independence and many countries accepted democracy as the path. As a result, of that, a strong individuality kept on brewing in the political scenario of the whole world, till it reached a phase when the management theories cannot be implemented in a generalized manner. That's why; the need of their customization arose.

To conclude this segment we can say that the post-modern approach of management commenced since 2020. It has been just a few years. In these few years, this school of management thought has laid a profound impression on us. We are customizing theories and becoming tech savvy. It would be interesting to observe the changes that will be fetched in the upcoming years.

One possible change that we can expect is that the sudden emergence of COVID made us tech savvy. We are more comfortable in handling machines than handling human resources. It's usually seen that we lose the ability to do something if we don't do it for a long period of time. So, with the emergence of times when man is tech savvy, we would lose our emotional quotient to handle humans. As a result, democracy will keep on getting paler and paler in most parts of the world. In near future, we might see the rise of autocratic leadership in many nations, which may be expected to destroy the much celebrated individuality of the current period.

2.6 The Author's Perspectives

Today, in every academic course, importance is given to the approaches to management thought. When we go through any book written on management we can see that the author/s has/ have used a lot of words to write about this topic. What is interesting is that everywhere it can be seen that a time frame is attached to management thoughts. We prefer to agree with that time frame most of the times. However, if we study the topic carefully, it can be seen that the time frame was not the same for every part of the world. For example, generally it is believed that the classical school of management commenced in 1900 and went on till 1930. That was the case in the developed parts of the world. That's not the case in India. India got her independence in 1947. Prior to that, though there were industries and businesses, as such there were no schools of management thoughts. This was a dependent nation. Imperialism that was controlling India had converted her into a raw material producing nation. So, there were literally no management thoughts prevailing. It was only after independence, that India started to walk on her feet. At that time commenced the classical school of management approach in India. So, for India, it can be said that the classical school of management thought commenced in 1947 and continued probably till 1970. The time has come when we start to realize that everything that we read in a book of management does not suit us or is not written from our standpoint. Most of the time, these are written from the standpoint of the developed nations. With time, gaps are getting marginalized between developed and developing nations in many parameters. So, there is an urgency to write management books that will reflect the notions of different parts of the world, and not just a few countries.

In the next chapter, we shall try to explore the approaches to management thought from an Indian standpoint.

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Chapter 3
Approaches to Management Thought: An Indian Perspective

3.1 Evolution of Management in India

India is one of the earliest civilizations of the world. The Indus Valley civilization is about five thousand years old. After that, India was occupied and her political control was in the hands of outsiders for about a millennium. At the end, came the period of British occupation. It was about two hundred and fifty years that the British ruled India. Through an intense freedom struggle, India achieved freedom, though she was partitioned and that was one of the most horrible phases of her history. So, when we study the evolution of management in India what is easily visible is how ideas and schools of thought from many other countries got amalgamated with those from India. Finally, it produced a new Indian way of management, new Indian management theories, concepts, conventions and principles.

Thus, Indian management theories and thoughts have survived the challenges thrown towards them for millenniums.

So, the story of evolution of management in India is the story of constant challenges thrown at her because of her constantly changing political scenario. This is an evidence of how politics has constantly influenced the evolution of management in this nation.

Let’s dive into the various phases of management development in India.

3.2 The Ancient Age

It is difficult to understand or estimate the ancient age of management development in India. History tells us that the Indus Valley civilization is about five thousand years old. History does not tell us much about the state of affairs in this country prior to that. So, does that mean that there was no human being or no society existing in this country before the commencement of the Indus Valley civilization? That is not a realistic proposition. We can scientifically arrive at that sort of a conclusion because the Indus Valley Civilization was an urban civilization. Technically, it is not possible that there was no rural civilization before the urban civilization. It never happened anywhere that civilization started as an urban civilization. So, there must have been civilization before the flourishing of the Indus Valley civilization. But, we don’t have much evidence to talk about that. India is a country that was always attacked by foreigners. The history of this country mostly speaks about invasions and conquests by people from outside this country. So, there is a strong possibility that all evidence were destroyed. They were vandalized. That’s why, whenever we start to talk about civilization in India, we always start from the Indus Valley civilization. In a way, it would not be wrong to say that we are forced to start from the Indus Valley civilization. And, even if we start from there, there is plenty of evidence of managerial thoughts in the designing of the houses, streets, rendering of municipal facilities and many other aspects. The problem is that history has not been kind to India. That's why, we don't know much about anything prior to the Indus Valley civilization. Surprisingly, we don't know much about the Indus Valley civilization also. We are not sure about why, when and how it came to an end. So, the history of management development in India is hazy. It is as if we are getting filtered history. And, strangely we don't know who is responsible for filtering it. So, whenever we are asked to write or speak about history of management development in India, we start from Kautilya's Arthashastra, though nobody is sure about the timeline of its writing and publication. Some historians are of the idea that it was written between 4 century B.C. and 2 century B.C.

Kautilya was formerly a professor of Public Administration, Politics, Management and Economics in ancient Taxila (Takshashila) University. His prominent student was Chandragupta Maurya, the foundational architect of the Mauryan Empire. Kautilya got associated with Chandragupta. And, as Chandragupta Maurya rose to glory, fame and power, Kautilya became his Prime Minister. In Arthashastra, Kautilya wrote in details about leadership, management, administration, territory, public finance, army and allies. These came to be known as the seven pillars of the state (Saptanga). Kautilya also wrote about the organizational structure of the government, human resource management and recruitment. He was a believer in the idea of right man for the right job.

Now, in India, social scientists are not sure about when this book was written. However, they prefer to believe a tentative time of its writing. The question that arises is that there is no trace of any organized and documented management thought prior to the publication of this book. Roughly speaking, this book was written about two thousand four hundred years ago. But, civilization in this country has been traced as far back as five thousand years ago. So, there is a gap of about two thousand six hundred years during which, historians could not trace any management thought. So, how did civilizations flourish in the periods before the writing of Arthashastra? How did man build cities about two thousand six hundred years before the writing of Arthashastra? Hence, the picture is hazy, as it has been already written, here. We can also conclude that the picture is incomplete. Therefore, for the time being we have to or rather we are forced to believe that management development started in this country with the hands of Kautilya. We are as if dictated to believe that there was no management development in India prior to Kautilya's arrival.

3.3 The Medieval Age

In the previous segment we read that there is not much documentation regarding management development in India in the ancient ages. The essence of the same during this era was abolition of differences between the sacred and the secular, between the physical and the spiritual. But this could not be carried on in the medieval ages. There were strong political reasons behind that. If spirituality dominated management development in this country, in the ancient ages, we can surely say that politics dominated the same in the medieval ages. There were constant invasions and conquests. In fact, in reality, it is difficult to count the numbers of conquests and invasions during this period. India was injured and wounded by the foreigners. India was plundered and looted by the foreigners. That continuously kept on changing the geographical maps of India. As a result, more than internal development, development of management was pursued through elements that reached India from outside. This was a strange phase when India was losing her individuality which was created after the hard work of the last two/ three millenniums. She was taking the shape of the outsiders who settled here.

In the sector of administration and bureaucracy, the Mansabdari system was introduced by Emperor Akbar. This was an early system of public administration through job classification.

The central government was run by separate departments. For example, the Wizarat looked after the finances. The Ariz-i-Mumalik looked after the military. This was the first phase in the history of India when there was an accountability of the local bodies towards the central government. Thus, there was strong centralization of power. This is something that is not typically Indian. In the previous era, there was strong decentralization of power, particularly during the Gupta period.

There was standardization established in the measurement of land and yielded crops.

There were merchant bodies established in places like Surat, Calicut and Varanasi. They regulated commercial activities. Such bodies introduced hundis (bills of exchange/ negotiable instruments).

The rulers of Delhi (particularly the Tughlaqs and Mughals) started water conservation. It was used throughout the year mainly for irrigation. Thus, the scarcity of water was taken care of during this period.

India saw the construction of some of the most famous forts and massive structures during this period.

Far from being dismissed by modern scholars, this transitional phase is highly regarded by management historians for laying foundational public administration and fiscal management baselines. The harmonization of localized commerce with large-scale imperial logistics provided a crucial evolution in the broader timeline of Indian organizational thought.

3.4 The Modern Age

The modern age has been the first age in Indian history when management development has been documented properly. So, we can write or speak about this age, without any hesitation or confusion.

This age of development commenced when India was just a photo copy of theories and practices followed in the West. But, as times progressed, India changed. Management development came to be defined in this country by respecting her individuality and own requirements. Thus, we started getting a new dimension of management thoughts and approaches. These thoughts and approaches were the result of detailed researches pursued in ground reality of this nation. Many of these researches did not have any roots in their western counterparts. The models being developed are localized and tech driven. Most importantly, now India has reached a stage when the West does not force her to follow their models and theories. India proudly showcases her models and theories. Indian thoughts and approaches to management are respected. Today, management development in this nation focuses on speed, digitization, transparent governance and integration of India's socio–economic-political beliefs.

Bridges are being built to amalgamate traditional Indian wisdom with modern management. India concentrates in building the institutions of democracy, financial stability and practicing of management thoughts and approaches. Digital literacy and upskilling of the population are key areas of concentration. B-Schools have been set up in every nook and corner of this country that is following a modern day curriculum.

Therefore, it is now safe to conclude that Indian management thoughts and approaches are contributing towards enrichment of global management thoughts and approaches. Indian management teachers can now embrace the world as they find acceptance everywhere. India has been providing many nations with help. For example, India is trying to establish corporate governance in countries like Afghanistan. India is providing many countries of African Union with financial help.

However, a persistent developmental objective remains the wider democratization of premium management education across diverse socioeconomic strata. While education at premier private institutions involves substantial financial investment, India's public educational sector actively bridges this gap. Through strict government-mandated reservation quotas for marginalized categories, comprehensive need-based scholarships, and accessible educational credit systems, public business schools continuously work to ensure that professional training is accessible to meritorious students from economically backward backgrounds.

The most important difference between management development in this country in the modern age and the other previous ages has been the acceptance of ancient Indian wisdom with the Western approaches, thereby producing an Indian perspective of management.

The most important difference between management development in this country in the modern era and the same in the global context has been the numbers of people who benefitted. India is the most populous country in the world. So, management development in this country has ensured that the benefits reach about one hundred and forty five crore population.

3.5 Approaches or Schools of Management Thought

Just like the other countries of the world, Indian management approaches and schools of management thought is also going through an evolution. Unlike many other countries, the process of evolution in India has been speedy. This was because this nation did not have any other choice. India had to take care of her vast human resource pool. On being surrounded by hostile neighbours on many sides, India had to develop militarily to keep herself protected. To feed her huge population, India had to become self-sufficient in food crop production. To maintain the world's largest democracy, India had to develop institutions of democracy. In the process, management thoughts and approaches in this country have been going through an evolution which was extremely fast. There is no confusion about this that what many other countries have achieved in centuries India has achieved that and reached that stage within less than a century.

Management authors classify the approaches to schools of management thought and approaches in this country into four classifications. These are as follows – 1) The Classical Approach (1947-1990), 2) The Neo Classical Approach (1991- 2014), 3) The Modern Approach (2014-2020) and 4) The Post Modern Approach (2020- till now).

A discussion on these is as follows.

Classical Approach (1947-1990)

India gained independence in 1947. It was after about one thousand years that this nation became free from the hands of the oppressors and tyrants. India was tired when she got her independence. This was a tattered and shattered nation through partition and exploitation of centuries. A sluggish economy made her every step mighty difficult. India was backward. India was not anywhere politically, economically, sociologically, educationally, militarily. Thus, started a phase when India started to experience a new age of management thoughts and approaches. This was the era when this nation started to build her. First efforts were given politically. India started to solve the problems of partition and refugees. Then the international borders were closed. The army, the navy, the air force were given defined responsibilities. The election commission, the judiciary, the schools, colleges and universities were modernized. The process of setting up the IITs and IIMs started.

The Constitution came into effective use from 26 January, 1950. When the Constitution was getting written, the founding fathers of the Constitution had to remember that India was going to get herself ruled for the first time in history by her. They also had to remember that this is the nation of differences and variety. The founding fathers under the leadership of Dr. B.R. Ambedkar came up with a Constitution that celebrates the differences and varieties existing in every part of this huge nation.

Immediately after independence, India faced challenges of managing a nearly collapsing economy. The Planning Commission was set up. To protect, the future of the citizens, The Life Insurance Corporation of India was set up. To control her food crisis, India went ahead with Green Revolution. High yielding varieties (HYV) of seeds were used in this project. It was after about a millennium that India became self-sufficient in food crop production. Then came Operation Flood that made India self-sufficient in milk and milk products production.

India started her nuclear program under the leadership of Dr. Homi Jehangir Bhaba.

Banks were nationalized to give support to the economy. Decentralization of power started as the state governments were given important duties from time to time.

This was the phase which tested India's military power as this nation was repeatedly attacked by her hostile neighbours. And, in almost every case, India's military stood strong and protected her borders.

Thus, this was the phase when India's leadership was tested by the foreign powers. Internally, they had to keep on building the pillars of democracy that makes this nation, even today, the world's largest democracy.
Thus, this was the phase of building of foundations for the upcoming periods. Challenges were manifold. India was depending on the principles of democracy and personal liberty to combat the challenges.

Neo Classical Approach (1991-2014)

This was the phase when there was a gigantic change in development of India's management thoughts and approaches. The foundations were ready. The leadership had to ensure smooth operation of the foundations and look towards making this nation a regional superpower. The 'Liberalization, Privatization and Globalization' (LPG) opened the doors and windows of India. There was a breadth of fresh air in Indian business, trade and commerce. India had the whole world to conquer and the whole world wanted to be in one place. That was India. This was the era when India started to flex her muscles for the first time in probably one thousand years. India was getting treated with utmost importance in world forums. Indian leadership was getting respected by the superpowers. India's military strength and management was enough to maintain her regional supremacy. India's executives were fetching appreciation from around the globe. Thus, management thoughts and approaches in this era concentrated on growth and development, as India kept on becoming a technology driven modern and progressive country.

Modern Approach (2014-2020)

This was the shortest phase of development of India's management thoughts and approaches. This phase lasted for about six to seven years. Still, it is an important phase because this was the phase when India could maintain the continuity of her growth and expansion. At the same time, India started to look to gather valuable ancient wisdom from her history. This was the era when India's position was solidified in the global arena with the rise of political powers within the country that focussed on nationalism. Thus, management thoughts and approaches in this age revolved around developing friendship with global superpowers through strategic foreign policies. This was the period when India's focus shifted from managing political problems to mostly economic problems so that India could enjoy supremacy at the global level.
When we study the modern approach in the global context, we can see that the period lasted for about sixty years from 1960-2020. Interestingly, when we study the same in the context of India, we can see that it lasted for about six to seven years from 2014 to 2020. So, it would not be wrong to say that what most countries achieved in sixty years, India could achieve the same in about six to seven years. So, although, this was the shortest phase, yet, this was the phase when India experienced the fastest development. This was the phase that put India ahead of many nations. That's why; the leaders who provided leadership during this phase are respected heavily.

This was the phase when India's management thoughts and approaches confidently started to look themselves as global level players.

Post Modern Approach (2020-till now)

The post-modern approach commenced with the global pandemic, which presented unprecedented operational and economic disruptions across the sub-continent. While traditional in-person field data collection faced immediate logistical challenges, this era acted as an unexpected catalyst for management research, accelerating the study of remote work models, digital supply chains, and organizational resilience. As India efficiently navigated this disruptive phase, the core focus of domestic management thoughts rapidly shifted toward global scaling and international strategy. Having built a resilient internal foundation, contemporary Indian management principles are now heavily directed toward establishing domestic enterprises as major players on the world stage, actively influencing international corporate standards.

3.6 The Author's Perspectives

Evolution is common if one wants to study management thoughts and approaches, whether at a global level or at a micro level. What is interesting was that the way India was making progress during the modern approach and the post-modern approach. The jump from the modern approach to the post-modern approach has been one of the smallest in the world, one of the shortest involvements of time in the world.

When a country starts its journey, usually problems are political and economical. The nature of the problems gradually shifts from that to strategy making for growth and development. If we consider the journey of India we can see that has happened. Today, India actively pursues a permanent seat in the United Nations Security Council, has successfully hosted the historic G20 Summit. Today, India has reached the moon. Today, India is thinking of upskilling a major portion of her population. So, management thoughts and approaches in India have aligned themselves with the global players. Still, they are maintaining their individuality. And, that is why; Indian management theories and case studies are getting accepted worldwide. This has happened for the first time in the history of independent India.

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Chapter 4
Scientific Management

4.1 Introduction

The classical approach of management introduced a new expression. It is 'Scientific Management'. Scientific management is followed worldwide even today and that is why, there was a need to write a separate chapter on this topic.

Scientific management rests on the principle that a scientific method is to be adopted in studying an organization. So, observations and experiments play a vital role in this sort of an approach. These would give rise to collection of information, arranging them sequentially and analysing them to reach conclusions. F. W. Taylor (1856-1915) was the main proponent of this school of management. Some other scientists also helped Taylor. Among them are H. L. Gantt (1861-1919), Frank Gilbreth (1868-1924) and Lilian Gilbreth (1878-1972), Harrington Emerson (1853-1931) and M. L. Cooke (1872-1960).

It was Taylor who came up with a definition of scientific management. He wrote, "Scientific Management is knowing exactly what you want men to do and seeing that they do it in the best and cheapest way."

4.2 Contributions of Taylor

Frederick Winslow Taylor is called the Father of Scientific Management. It was he who told that it is important to look at an organization from a scientific standpoint. At the age of eighteen, Taylor started his professional career. He began as an apprentice in Enterprise Hydraulic Works in Philadelphia, U.S.A. Taylor worked there for four years. He observed the unfavourable conditions of work. According to him the management there was inefficient. There was a need of understanding between the management and the workers.

At the age of twenty two, he joined Midvale Steel Company. When he was twenty eight, there he was promoted to the designation of Chief Engineer. Though he had passed the Harvard University entrance examinations years earlier, forced adjustments due to deteriorating eyesight led him to abandon law tracks for a technical trade. While working at Midvale, he completed his higher academic credentials by earning a Bachelor's degree in Mechanical Engineering from the Stevens Institute of Technology in 1883, studying diligently at night via correspondence. In 1898, he brought this unique blend of academic theory and shop floor experience to the Bethlehem Steel Company as an industrial consultant. There he carried on his scientific investigation and observation of studying organizations. Since, 1901, he devoted his full time in studying, authoring and discussing fundamental concepts of management. He published a paper titled 'Piece Rate System'. This paper was presented to the American Society of Mechanical Engineers in 1895. In 1903, an enlarged version of this book was published in the form of a book titled 'Shop Management'. In 1911, another book was published by Taylor. This came to be known as 'The Principles of Scientific Management'. This is considered a Bible of scientific management. Taylor made his name as the main proponent of scientific management. So, scientific management is sometimes called 'Taylorism'.

4.3 Importance of Scientific Management

If we want to understand the importance of scientific management, we have to understand the situation prevailing in the industrial sector prior to the introduction of the same. At that time, there was no scientific approach to work and judgement. Experience and biased opinion were used as the pillars of understanding and judgement. As a consequence, it was difficult to reach the targeted ends. Moreover, optimum utilization of resources and proper management of the factors of production remained a distant dream. There was enough scope of research, development of theories and implementation of those theories in industries to improve work conditions and control the psyche of the workers.

When Taylor came up with the concept of scientific management, optimum utilization of resources were ensured. Also, proper management of the factors of production was pursued. That immediately reduced wastages and decreased the cost of production. Indirectly, that contributed in profit generation and profit enhancement. Thus, Taylorism highlighted on measuring everything possible and expressing them in numbers. In this regard, it is important to point out that Taylor was not in favour of static principles. While framing his concept and theory of scientific management, Frederick Taylor believed that the requirements and objectives of industries change from time to time. That is why; there is an urgent need to change the concept and theory of scientific management from time to time.

Taylor's scientific management is about development of a science about organizations and its relations with workers. It's about a scientific process of recruitment of workers, their education and development.

Taylor's scientific management is about creation of an enriching relationship between the management and the workers. The base of this theory is that work performance of workers may be improved by creation of a good job environment.

Taylor's thoughts and ideas brought about revolutionary changes in management and industrial engineering. It ensured framing of a plan and studying the deviations from the plan. He commenced the study of standard time for various types of work. In order to control the interest of the workers in their work, Taylor focused on recruitment of workers as per their interest areas. He highlighted on training of human resources to keep them happy and motivated. Taylor believed in a cordial relation between the reporting authority and the subordinates. For this, he suggested a system of incentives.

Thus, we can conclude that the success of Taylor's scientific management was because of two reasons. Initially, he stressed on measuring of every possible thing in an industry. That brought about a new dimension in resource utilization. Then he also incorporated the psychological requirements of workers and creation of a good job environment. Thus, there is a mathematical side in scientific management. Then, there is also a behavioural side in it.

The business world was never static. It has changed a lot due to globalization and introduction of digitization. So, in many cases we find that Taylor's scientific management cannot be applied in reality. Let us cite an example here. Taylor was a great believer in creation of a proper job environment. These days, online work constitutes an important portion of the total work in any industry. Particularly, the COVID pandemic has changed the world a lot. Since its inception, technology has taken over in also technologically backward nations. Hence, the idea of creation of a favourable physical job environment does not rest on the employer. This is an area where Taylorism falls short. However, we cannot deny the fact that it was Taylor who first provided a scientific approach to management. Through introduction of scientific management, Taylor made management unbiased. We cannot throw away the way he showed us to look at organizations, the way he taught us to collect the data and analyse the same to reach conclusions. And, that is the importance of scientific management.

Many of what has been said by Taylor has got obsolete. But, the road he showed us remains the road that we use in management researches even now.

4.4. Principles of Scientific Management

On studying Taylor's scientific management, we can see that this theory or school of thought had mainly two angles. One is the numerical angle. Taylor emphasised on collection of data, analysis of it and then reaching conclusions to solve problems. On the other hand, Taylor also focused on the behavioural aspects of work environments and relationship between employer and employees.

In this discussion, let us start with the human aspect first.

Recruitment

In the human aspect, Taylor laid utmost emphasis on recruitment. According to Taylor, recruitment should be on a scientific basis. The right man will have to be selected for the right job. In order to select the right man, it is extremely important for the recruiter to understand her/ his psyche, the needs, the interests, the preferences, the tastes and choices. In order to be doubly sure about these mental aspects of a person, the recruiter may double verify. Taylor was of the opinion that if incompetent workers are selected, then scientific management is not being incorporated in that business unit.

Training

In spite of taking precautionary measures during recruitment, it is seen that after working for a long time, a worker may lose touch. This may happen due to many reasons. The skill of the worker may get obsolete. The worker may get bored after working in the same sector for a long time. There may be problems with co-workers. The worker may not be able to accept the changes in working conditions, technology, requirements of the management. In order to combat these challenges, it is extremely important to arrange for training programs for workers from time to time. That is why, these days whenever an account is opened in professional networking sites like LinkedIn, we can see the presence of so many trainers, motivational coaches, manifestation coaches etc.

Job Analysis

Taylor was always in favour of job analysis. In this theory, he wrote that when a worker has to move less, then less fatigue is caused. Less time is underutilized. So, he suggested time study, motion study and fatigue study.

Time study involves the determination of time required for completion of each smaller unit.

Motion study is the study of movements by which the unnecessary motion of the machine or operator can be minimised.

Fatigue study is the computation of time limit till which a worker can work continuously without getting tired to the degree that tiredness affects performance.

Incentive

Taylor used incentives as a motivational tool. According to him, efficiency can be classified into many classifications. For each classification, there should be a proposed incentive.

This system introduced by Taylor is followed in many industries even today, particularly in concept sales and product sales where it is easy to identify and classify efficiency on the basis of the numbers of units sold.

Specialized supervision

This is one of the most important propositions of Taylorism. Specialized supervision is required for each and every department. According to Taylor there has to be eight persons for this. He came up with eight terminologies which are 'gang boss', 'speed boss', repair boss', 'supervisor', 'route clerk', 'instruction card clerk', 'time and cost clerk' and 'shop disciplinarian'. The former are related with mainly operations. The later four are connected to mainly planning.

Relationship

Taylor suggested development and maintenance of a sound relationship between workers and managers. He believed that respect and honour has to be given to both the groups by both the groups. He referred to this as a 'bilateral mental revolution'.

Now, let us come to the numerical aspects or non-human aspects of scientific management.

Separation of Planning from Implementation

It is extremely important for a worker to plan the work. The worker should find out what tools are required to implement the plan. Then the worker has to plan how the work has to be approached. Taylor was a strong believer on the idea that planning is the first step of performing any work and it is only after planning that the plan may be implemented. So, he was always in favour of segregating planning form implementation.

Standardization

Taylor was of the opinion that when an employer demands work of a certain standard from the employees, then the employer has to give corresponding standard of technology and raw materials to them. In a different manner, it can be said that standardization starts with the inputs of the employer and then comes the efforts of the employees. In order to maintain standardization from both the angles, it is important to fix the standards before the work commences.

Economy

One of the key aspects of Taylor's scientific management is that whenever any effort is being put, that effort should have the profitability and economical aspects into consideration. Taylor was of the opinion that an improvement cannot be called improvement unless it increases profitability or considers the economical aspects. That is why, Taylor highlighted on cost control as a tool of improvement.

The Principle of Exception

It is seen that the workers write about many things in their reports. Out of these, some are important and some are not so important. While working in the floor, it becomes difficult to segregate between the important and the unimportant. When the manager receives the report, the manager should concentrate on the important areas only. The manager should leave the unimportant areas and let the workers themselves solve those problems. This has two advantages. To begin with, the manager will be able to focus mainly on the important issues. To add furthermore, when the manager leaves the unimportant issues for the workers, they will get to exercise their leadership skills while solving those problems. Thus, the manager is keeping a way open to create future leaders or managers.

4.5 Merits of Scientific Management

There is no doubt about the benefits that have been fetched by Taylor's scientific management in the industrial world. The basic objective of the principles of scientific management is to increase efficiency in production.

A discussion on the merits of scientific management is pursued below-

Increase in Production

According to scientific management, the workers are recruited following a scientific principle. So, it can be expected that the workers will be motivated and they will showcase a higher degree of efficiency, thereby increasing overall production.

Removing Wastage of Time

Time study, motion study and fatigue study are important elements of scientific management. These mainly aim at reducing or removing wastage of time.

Reduction in Cost of Production

According to this principle, workers are recruited as per their line of interest/ skill earned. So, they stay motivated and increase efficiency. That ensures optimum utilization of resources. In turn that ensures a reduction in cost of production.

Time Element

There is a focus on recruitment in Taylor's scientific management. Since, employees are recruited as per their line of interest, they increase efficiency. Thus, more is produced at less time. This is one of the primary merits of this theory.

4.6 Demerits of Scientific Management

The time frame when scientific management was introduced by Taylor was different compared to today's time frame. That's why, over the years some drawbacks of this theory were also observed. A discussion on those is as follows-

Suitable for Manufacturing

Taylor's theory of scientific management is mainly suitable for manufacturing. Its overall aim is to produce more in less time. In the last one hundred years the population of the Earth has increased manifold. That has paved the path for development of service industries. This theory of scientific management is almost impossible to apply in service industries. It has no connection with customer handling and creation of markets.

Efficiency Orientation

Scientific management has an efficiency orientation. It tries to increase efficiency of production. But, that is not the only aspect involved with modern businesses. Modern businesses are also concerned with customer creation and retention, marketing of products, digitization, distribution channel development and many other issues. Taylor's scientific management says nothing about these important matters involved with businesses in this era.

Increase of Cost of Production

The theory of scientific management mainly aimed at reducing cost of production and to a huge extent it was also successful in reaching its objective. However, there is an inherent fault in the foundations of this theory. Scientific management tells us that recruitment has to be as per the line of interest of the worker. Thus, it promotes specializations. When industries tried to adopt this model of recruitment, they had to recruit more workers in the form of experts. Those experts were demanding more salary. Moreover, they were not ready to perform tasks which were not in their line of interests. Thus, in the end, there was an increase in the cost of production.

Pressure on Workers

According to this theory, workers were recruited and given tasks as per their line of interest. That ensured production of more in less time. It was observed that when more was getting manufactured, the management started to demand more and set higher targets. That put an additional pressure on the workers. It reduced their mental and physical fitness. Ultimately, it was observed that their productivity was going down.

Payment of Differential Piece Rate

In this system, the workers were getting paid as per a differential piece rate. That more often than not instigates dissatisfaction in the workplace.

Monotony of Work

As per this theory, work is assigned to a worker on the basis of his line of interest. So, one worker always gets the same work. After doing that same work for years, the worker may get bored. That reduces the productivity of the worker.

Displacement of Labor via Automation

The theory of scientific management focuses heavily on optimizing human manual efficiency. However, the subsequent rise of advanced technology and industrial automation introduced machinery that could outproduce human labour exponentially. In the modern era, businesses often prioritize capital investments in high-tech machinery rather than holding onto labour-intensive setups. This shift toward automation frequently leads to the retrenchment (downsizing) of workers, a systemic consequence that challenges the traditional Taylorist focus on human-centric shop-floor optimization.

Impact on Trade Unionism

When scientific management is applied to a manufacturing unit, one group of workers will get paid more than the other groups. So, the group that gets paid more does not want to be a part of the trade union movements. On the contrary, the groups that get paid less want to follow the trade union leaders. But, the problem is that they are not that important for the management. So, they always have less bargaining power.

It was observed that application of Taylor's scientific management diminished the bargaining powers of the trade unions.

4.7 Criticisms of Scientific Management

In section 4.5 of this chapter we discussed about the merits of scientific management. In section 4.6 of this chapter we discussed about the demerits of scientific management. For an average person, after reading these two sections, it becomes difficult to understand that whether scientific management has to be adopted or not. Moreover, in the initial stages many industrialists were attracted towards it. With the passage of time, drawbacks kept on getting prominent. So, today we need to understand this theory critically. Hence, what pursues now is a criticism of this theory.

When we are trying to criticize this theory, it has to be looked at from multiple standpoints.

Let us first criticise scientific management from the point of view of the business owners.

It has already been explained in section 4.6 that how adoption of scientific management increases the cost of recruitment, establishes industrial disruption within the enterprise and cannot be applied in all types of businesses. But, apart from that, it is also true that primary data collection has to be done in the way it has been mentioned in this theory. That data has to be analysed and conclusions reached by following this theory.

Now, let us look at this from the standpoint of the managers.

In reality, most managers are not fond of scientific management. It establishes a system and managers to a huge extent have to share their importance when scientific management is adopted. In fact, the performance of the managers also becomes easily visible and measurable. So, when scientific management is adopted managers come under the scanner. Moreover, recruitment becomes complicated. Managers just cannot recruit anybody and everybody. They have to find out candidates who have interest aligned with the task they are supposed to perform once they get recruited. Moreover, it has already been stated that scientific management creates disruption among employees. Then, it becomes the responsibility of the managers to control that disruption and ensure smooth operations.

However, this is also true that on adoption of scientific management, a manager establishes a system. The system runs even when the manager is on a holiday. Managers who are good performers themselves prefer this sort of a system because the possibility of their recognition and earning rewards magnifies manifolds. Therefore, in order to adopt scientific management a manager has to be a good performer himself.

Now, if we study the same from the point of view of workers, we can see that enterprises adopting scientific management pressurize their workers to produce more and more. Now, this is a problem for workers, whether they are good or bad performers. No human being can surpass their basic human energy levels while working. Again, since division of labour is inspired through scientific management, it ensures that workers get the same job. Irrespective of the degree of interest that the worker may be having in that job, after doing it for years, that starts to feel boring. There is a strong possibility that the worker may lose interest in that job, eventually bringing down the interest and efficiency levels. Moreover, since different workers showcasing different levels of efficiency get different wages and salaries that create confusion and dissatisfaction. There is another important drawback of scientific management. In this system, a worker gets a job in line of her/ his interest. So, workers never really get the opportunity to do something else, to explore something new. Due to changes in technology and methods, sometimes the old methods get obsolete. At that time, workers who were used only in the old methods develop a chance of losing their employment.

Apart from the above mentioned drawbacks, we have to say that scientific management can work as a motivational tool. Workers who are good performers develop the possibility of earning higher levels of compensation. Moreover, good performers get highlighted in this system easily. It reduces bias. So, possibility of getting promoted through organizational hierarchy increases many times. But, having said all that, this is for sure that in order to enjoy the benefits of scientific management a worker has to be a good performer.

The problem with Taylor's scientific management is that the proposer had designed it mainly for a manufacturing unit. So, in today's world, where we see so many different types of businesses, in most cases this theory or the principles of it cannot be implemented. Taylor was mainly concerned with increasing efficiency and decreasing cost of production. Now, management is not only about that. It's also about customer creation, customer retention through CRM, purchases, sales, digitization, developing a competitive edge for the business and many other aspects. So, the time has come when we have to treat Taylor's scientific management as a foundation. We cannot treat it as a final epitome. It's important to pursue researches to make this thought applicable in case of all types of business units. There is no denying the fact that scientific management increases efficiency, decreases cost of production, increases profit, reduces bias and acts as a motivational tool. Now, when the modern day researches would pursue on scientific management, the researches would be complicated. These researches will be aiming to solve a problem. Thus, there is a chance that these researches will be applied researches. Moreover, pursuing of such researches is a time consuming process. More importantly, these researches cannot stop. The business world is constantly undergoing changes. So, the theory of scientific management also has to constantly undergo changes to maintain its relevance. In other words, we can say that the theory of scientific management has to go through a constant evolution. There is no way to escape this evolution.

4.8 The Author's Perspectives

I have a little more than seven years of executive experience. In these times, I had the good fortune to work with two employers. My first stint was with an information systems enterprise. In this organization, I joined as a faculty of Accounting. This organization was a localized business partner of a prominent national IT conglomerate and a major multinational telecommunications firm, and it was one of the largest distributors of data cards in eastern India. After a few months from the date of joining, I expressed my gratitude to the Executive Director and interest for the post of the Centre Manager/ Manager Operations. I was eventually promoted to the post of Manager Operations after three months. As a part of the management of the organization, I was supposed to conduct classes, look after student enrolments, students' grievances, periodical up gradation of the faculty members, maintenance of the infrastructure, advise the director(s) on business policies, recruitment of faculties, staff grievances and many other aspects of running the centre. Two years after working, I was also given the responsibility to look after the data card distribution business of a sister concern. In this wing of the organization, my core responsibility was to look after business acquisition and recruitment of sales personnel. It was for about four years and four months that I worked in this organization.

Primarily, what I saw was that the ownership group was not fully focused on structured policy framing, systematic implementation, or assessing the responses of the staff members when administrative choices were made. With utter shock I discovered that there was no method of preserving any data. So, taking a decision became difficult. I found that the only way to solve this problem was to introduce scientific management. Unfortunately, I did not get the necessary support from the administration. Instead, management introduced an internal coordinator from their own circle who assumed centralized control over the operational affairs. He was getting into everybody's domain and acting as a boss. It was a difficult phase. The administration had given that individual the power to direct criticism at everyone while holding me strictly accountable for any systemic failures. It was as if when things were going right the credit was being given to him and when things were not going right, the discredit was being given to me. I did not have any clue about how to manage this situation. There was no system. There was no scientific management.

The top management of the organization was only talking about profit maximization. I failed to make them understand that profit maximization can happen as a result of a few systematically designed processes. If the processes are not followed, then nobody can ensure profit maximization. There was friction in every department. As a result, the agitated staffs started to resign one by one. When operational continuity faced serious threats, that coordinator was removed and I was back to where I should have been. I reached the conclusion that a small/ medium business remains that way because most of the time the owners/ top management are interested to maintain their absolute control on the business. They lack the knowledge of any sort of scientific management. In this organization, most of my directors had fewer formal higher academic credentials in management than me, and there was a point of time when I felt a deep professional disconnect with their methods. I thought in my mind that there was no point in wasting time there. It was a difficult phase of my life when I started to apply to other organizations.

And, suddenly there was a ray of hope. I got a call from a premier, large-scale vocational training institution. I went to the interview. I was selected as a Senior Executive. This was a different domain for me. I was given the responsibility of looking after the franchisee operations and development. As I started to work here, my experiences were taking a highly similar shape as I had with my previous employer. Here also, the top administration preferred centralized control mechanisms over formalized scientific management frameworks. Now, this business was different compared to the business of my previous employer. My first employer was running a medium sized business. This institution was different; it was one of modern India's largest vocational training networks with an active student pool of about one hundred thousand students. But, here also my experience was more or less same. I realized that the size of the business does not matter. Whether the management is following scientific management or not depends on the education and experiences of the top management. That is why; in all my future endeavours I always advised business owners/ top management members to constantly develop themselves through education and training.

It was after working here for almost three years that I resigned from the institution. I got myself admitted to a doctoral program in management. At the same time, I started an education business with a more illustrious business partner. We also started with a research foundation. My life changed after the commencement of these entrepreneurial ventures. I realized that no business unit can ever be free from business problems. Problems are a way of life and we shall have the knowledge to tackle them. Many a times, it happens that we cannot overcome the problem. We are forced to live with the problem and then with time, the problem minimizes. This is life. This is the way to a successful business. In our business, we have employed scientific management. These are not units where we use our energy to pull ourselves down. We use our energy to lift ourselves up. When one of the partners goes up, both of us go up.

So, what differentiated between my executive experience and entrepreneurial experience is the will. I have repeatedly written this and said an umpteenth time that just willing to maintain control in your business, will make you lose control. Instead, you should think of uplifting the organization and helping each other. I have realized that an organization is as good as its people. Therefore, recruitment or absorption is very important. If you want to build your biceps you have to exercise your arms. You cannot build your biceps if you are not exercising your arms. Similarly, if you want to build a business, you have to work for it. You cannot do something else and then hope that your business will develop. Thus, the two reasons behind the success of a business is your association and will to succeed. No outside association can substitute for your own direct structural commitment to scale the business.

In conclusion, I want to point out that there is no way for any business in today's world, other than scientific management. You will have to study and find out avenues of reducing costs, you will have to keep your people motivated.

I remember once talking to a director in that vocational institution. He was particularly well known for keeping his men with him for years. It was an informal meeting in his office. I asked him that how he kept people associated with him. He smiled and said that may be he cannot give them a high salary but he respected and honoured them. This meeting taught me that if you want to become a leader, there is no other way, you have to love them. Gautama told about this. Christ told about this. The great prophet, Mohammad told about this. Sages and monks have been highlighting this for millenniums. The question is that who is listening. Well, the world needs love and probably only love, yet nobody is ready to love.

So, love what you do. I have seen rarely people succeed if they do not love what they are doing. Love people around you. That's one way of keeping yourself positive.

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Chapter 5
Management in the Current Era: Trends and Techniques

5.1 Management in the Current Era: Importance of Studying

The current era is a lot different from the previous eras.

India's first Prime Minister, Pandit Jawaharlal Nehru once visited Saugor University in October, 1952 for a convocation lecture. While lecturing, he was talking about how his times were a lot different from the previous ages. He pointed out that in all the previous ages, the means of transportation was same. Man was riding on a camel or a horse or bullock carts. Animal power was the main source of power. But, things changed in his times. Man was driving a motor car. He learnt to derive power from other sources also. So, sometimes in History, ages like that come when everything literally changes.

The current era is one such era. It is a lot different from the previous ages. There is a wide bouquet of factors that have contributed heavily towards building these changes. Economic globalization made it easy to connect to different parts of the world. The numbers of the failed states increased rapidly in Asia and Africa, thereby contributing to diminishing peace around this planet. The environmental hazards increased due to mishandling of the environment and lack of optimum utilization of resources. Last, but by no means the least, the emergence of epidemics and a pandemic like COVID turned the world upside down.

Everything changed in these times. That included social structures, organization of institutions, nature of relationships, man's perceptions. Management is a social science. It is a study of forces and energies created by man. So, it also had to change. This brought changes in leadership, administration, human behaviour and nature of interactions in the market. That's why, in this era, so many researches are getting pursued on management, change management and leadership. It is important to study and understand management in the current era, the changes in it and estimate the directions it may take in the upcoming times.

5.2 Features of Management in the Current Era

In the current era, management is no more a mere discipline of study that deals with execution of some tasks. It has become a way of life. It is more concerned with establishing agility, bringing innovations through research and development and ensuring holistic empathy. The most challenging task of today's leaders is to balance between data driven decision making and carry on with human touch, establishing relations and fostering periodical expansion. That's why; every leader in today's era is a motivational speaker, a manifestation coach, a visionary, a marketer, a relationship expert, a friend, a manager and a guide.

Features of management in the current era include ensuring empathy and overall well-being, establishing data driven agility and constant learning.

5.3 Advantages of the Current Era

There is no doubt about the fact that management has become a complex phenomenon in the ongoing times. That's why a manager or a leader has to do a lot of things within a small span of time. A lot is expected from them.

A manager or a leader is said to be efficient when she/ he knows how to do the job. A manager or a leader is said to be effective when she/ he knows how to do the job within the smallest possible chunk of time. The era that we are living in is more concerned with measuring effectiveness. That's why; whenever somebody's performance is measured it is always measured against time. So, the only resource that is scarce in this era is time.

Fortunately, today's managers and leaders can afford to rest on technology to save time. This is an important advantage of this era. However, that has also become an important feature of leadership today. The current generation of leaders have to be technologically sound in order to exercise their managerial or leadership skills.

Another important advantage of this era is that a manager or a leader can have an access to the latest researches and development in their field through professional networking sites and sites for scientists and scholars like ResearchGate (RG), Google Scholar, PubMed and many others. There is an easy access to professional institutions like NIPM, Calcutta Management Association etc. So, rarely, today's managers or leaders suffer from lack of knowledge. They have an easy access to institutions, universities and online education for further knowledge and skill development.

5.4 Problems of the Current Era

There has been no period in History when there were no problems. This period is also not an exception to this rule. The current times are filled with problems. Problems and complexities have become an important essence of life, management and leadership in this era.

Today, managers and leaders have technology as an assistant. So, they are performing more and that has increased our expectations from them. Just being a specialist does not ensure that somebody can become a manager or a leader in this era. A manager or a leader nowadays has to be a generalist. They literally have to know and do 'everything'. This is the reason that we can see so much stress among managers and leaders of the current era. Suddenly, we have created a time when we mostly see physically and mentally unfit human resources around us. They are managing us and supposed to take care of our interests, both long term and short term.

Today's businesses depend on continuous change and agility. In order to cope with the current situation, managers and leaders of this generation have to get involved with constant learning. Constant learning requires financial resources as well as time.

Apart from these managing skill gaps, talent retention, handling hybrid and remote teams have evolved as serious challenges of the ongoing times.

5.5 What the Future Looks Like

Management was a profession in the developed parts of the world and that was the picture for a long time. In the developing countries, it has traditionally functioned as a profession for the elite and upper classes that constitute a small portion of the total population. What is interesting is that in developed as well as in developing countries, access to management skills and education remains in the hands of the elite and upper classes. Management education is expensive as a commodity. So, in most cases except the economically elite and upper classes, not too many people can afford it.

Management is a tool of success, relationship building, economic development and ensuring personal growth. Because of structural and economic barriers, the broader distribution of this knowledge has faced limitations, keeping the primary access heavily concentrated.

Management helps to take decisions. Since access to management skills and education often remained within specific socioeconomic strata, those individuals naturally became the primary decision makers of the society, the movers and shakers of the organizational world.

However, this traditional picture has been given a strong jolt.

With the rise of democracy in many parts of the world, the less privileged sections of the society have also become highly important. In a democracy, in order to be in power, a ruler or leader needs a certain number of votes. Those numbers cannot be reached by the numbers of members of elite or upper classes of the society only. That is why a political party or a leader needs all sections of the society to achieve or hold on to power.

When these emerging sections of society are not fully integrated into corporate decision-making structures, it can create organizational and social friction. Historically, less-represented sections have been directed or commanded to execute complex tasks without being provided a broader understanding of the underlying decision-making frameworks. Without formal training, they frequently have to follow the strategic directives of upper management. They face these gaps primarily because they have faced barriers to entry regarding advanced management education. This sort of uneven social order faces continuous pressure in the modern world. This is one of the reasons that we can see so many structural transformations, labour movements, and institutional reforms in many parts of the world today. Such movements are eventually challenging the operational continuity of traditional administrative structures.

Therefore, what can be anticipated to happen in the future is that the access to management education and decision making will not remain exclusive to affluent classes. It will automatically permeate to the broader economic classes as well, as they actively advocate for educational equity. So, more than the core content, the targeted sections of the society for management education will change. If the targeted customers of this commodity change, then there will be a requirement of changing the distribution pattern and pricing of it. There has to be cheaper and easier avenues of distribution of management education. That is why today we see so much usage of instructional technology and open-access platforms. With time, this is going to increase. Interestingly, this digital democratization is going to increase even in technologically transitioning nations.

As the pricing of management education becomes a significant factor in its institutional adoption, we may expect the importance of management accountants and cost-optimization experts to reach a new high in the future. Thus, the biggest change in management in the future will be instigated in management education. There will be changes in segmentation and targeting of learners. There will be gigantic changes in the distribution of this educational product. There will be changes in the pricing models of it.

In order to implement these changes, the global educational market will focus strictly on peaceful changes in market demand, digital delivery systems (like MOOCs), and competitive pricing frameworks to expand access smoothly.

Moreover, as administrative access expands, a wider diversity of stakeholders will be involved in decision making. All classes of the society will increasingly participate in organizational decision making. Historically, the world saw the elite or upper classes making decisions, and most of these decisions were naturally aligned with their interests. In the future, we are going to see all the classes participating in decisions and trying to shape policies in their favour. These shifts can introduce complex social cross-currents and operational conflicts. Consequently, rigid traditional management models may face limitations in resolving these multi-layered conflicts on their own. The world will increasingly rely on adaptive strategic negotiation and collaborative organizational frameworks to balance these varied interests.

However, that does not mean the end of the road for management. Management will still continue to prove its usefulness in personality development and individual growth. As social and economic friction rises between the various levels of the society, management will become an important tool in the hands of the life coaches and corporate wellness professionals. Individuals will require the help of these professionals to protect themselves from anxiety, workplace depression, structural fear, and stress.

When organizational and social complexities are on a rise, management may be expected to play a vital role in managing human resources. In the future, public and institutional funds will increasingly flow towards the development of the middle and lower economic classes because of their sheer numbers. So, management principles may be expected to play an active and vital role in modern public administration and state-level governance.

Right now, everywhere we can see a highly data-centric decision-making process winning over. As the world transitions toward empowering the lower sections of the society, we will see a heightened demand for deeply empathetic and human-centric decision-making frameworks. Because grassroots teams may initially require time to build advanced technical expertise in raw data analytics and data preservation, the direct human touch will emerge as a vital ingredient of effective management.

As power gaps will narrow between the rich, middle and lower classes, organizational transparency will make it challenging for legacy asset holders to isolate themselves or their corporate wealth from public accountability. They must adapt to these new disclosure rules so that they remain aligned with modern corporate governance standards. In the near future, management as a discipline of study will be used to frame advanced organizational theories for these specific transitions.

As gaps will narrow between the different sections of the society, management may aid heavily in the process of adapting human behavioural patterns to collaborative environments. In this new paradigm, fewer people can be simply directed or commanded. Instead, people-centric strategies and human-touch-oriented behavioural techniques will be used profusely to drive shared organizational success.

5.6 The Author's Perspectives

In this chapter, I have written that agility has become an important characteristic feature of management in the current era. Let me cite a real life example. My wife works in one of the largest real estate companies of India, PS Group. In May 2026, she attended a meeting of the top management of the organization. The directors requested the employees to get trained for Artificial Intelligence (AI). They are expecting to significantly improve the agility and operational efficiency of the organization when the employees get trained in AI.

Now, let me address an existing confusion.

In chapter 1, under segment 1.6, and in subsequent analysis, I noted that early executive leadership tracks were disproportionately accessible to specific socioeconomic segments. The contemporary landscape, however, is experiencing a massive democratization of management practices. The transition from an exclusive discipline to a universally adopted career path is an active, ongoing evolution. Therefore, characterizing management in developing regions as an evolving profession highlights this critical transition, celebrating the rapid, mass-scale absorption of formal business education across all levels of the modern workforce.

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Chapter 6
Entrepreneurship: A New Trend in Management

6.1 Introduction

Entrepreneurship in our daily life refers to a risk taker. Risk is an integral element of life. So, risk has to be taken by everyone at every sphere of life. But, when we use the word 'entrepreneur', we mean risk takers in the field of businesses.

In this era of internet technology, it is by a single click that we can access the whole world and all the successful people in the world. That is why, life styles of rich and successful people have become highly viewed around the world in this era. When we watch the life styles of such people, we want to be like them. It is natural that we want to have a life like them. However, that is not easy to achieve. The whole world cannot fit inside the top 1% of the world population. In our effort, we listen to what is being said and written by this top 1% of the population. These days, almost everywhere in the internet we find rich men like Richard Branson, Warren Buffet, the Ambanis, the Adanis, Jeff Bezos, Bill Gates and many others are stressing on entrepreneurship. It has become a popular idea that if you want to be rich then your money should be working hard even when you are resting, sleeping or holidaying. The question is that how is that possible. In most jobs in the world, the income depends on attendance primarily. So, if one is resting, sleeping or holidaying, then how that person can keep on earning and becoming rich. The answer to this is entrepreneurship. Rich people buy objects, forces and energies that generate further income. That's why; they don't have to be present somewhere for their income. They can afford to sleep rest or holiday and that also for a long period of time. On the contrary, it is seen that most people usually take up a job. They have to be present in the office, in front of the eyes of their employer. So, their income depends on attendance. They cannot rest, sleep or holiday for a long time. That is why, they do not become rich most of the time.

It is a fact of life that the rich are mostly entrepreneurs. Surprisingly, this logic can be applied in most parts of the world. And, that is the reason for the growing importance and popularity of entrepreneurship. This is the reason that everybody wants to become an entrepreneur today.

6.2 History of Entrepreneurship

The history of entrepreneurship can be traced back to the times when the whole world was dependent on the barter economy. This was about seventeen thousand to twenty thousand years ago. Products mostly included animal skin, food, old fashioned tools etc. The entrepreneurs would try to gather more of the products and then exchange them at a profit. Thus, they kept on earning/ gathering/ accumulating more of saleable/ exchangeable commodities. That made them richer and more powerful than most other people of their times. After this, came a time in history, when man tamed animals. So, animal power was used for travelling to other places. So traders went to other places to exchange their commodities with other commodities. It was 3,000 B.C. The early traders of

Mesopotamia organized caravans that carried their commodities to other far way places. During the medieval ages entrepreneurs formed trading guilds and bodies that helped them to set up organized and documented trading relations with far off places. This was also the period when trade was based on credit for the first time in human History.

The seventeenth and eighteenth century saw the French economists like Richard Cantillon and Jean Baptiste Say come up with definitions of the term 'entrepreneur'. An entrepreneur was defined as a risk taker involved with shifting or transfer of economic resources from a low profit zone to a high profit zone.

The eighteenth and nineteenth century saw the world experience a revolution in industrialization. James Watt invented the steam engine, which catalysed the shift from small-scale crafting to large-scale factory production. This not only increased the volume of production but significantly impacted the speed of it. This was the period when distribution channel networks were being framed to reach the products to consumers wherever they were.

The twentieth century saw the introduction of mechanized mass production by pioneers like Henry Ford, alongside the rise of American industrialists like Andrew Carnegie and John D. Rockefeller. Such people helped in giving a shape to organizations in that era. This was also the time when marketing was gaining importance as a social science. Research and development became a significant portion of businesses.

The next period came to be known as the tech era. With the emergence of the Silicon Valley in U.S.A. personalities like Bill Gates and Steve Jobs took tech innovations to every household. This period saw the rise of small start-ups that were dependent on technology. They started to give a jolt to the big industries. Big industries operated with massive capital investments and high structural overheads, relying on economies of scale to control per-unit costs. On the contrary, in small startups, initial structural costs were lower, allowing for leaner operations and greater financial agility compared to established industrial giants

Thus, it can be concluded that the history of entrepreneurship dates from about twenty thousand years ago to the recent past. Interestingly, there have been gigantic changes in the characteristics of entrepreneurs. We shall discuss about those in the upcoming portions.

6.3 Characteristics of Entrepreneurship

When we are in a job, most of the time a set of duties is assigned to us. It becomes our job profile to perform those duties. On the basis of our performance, we are judged and accordingly rewarded. This process of judgement has a technical name. In the language of Human Resource Management it is called 'performance appraisal'. The rewards may come in various forms like retention hike of salary, promotion or both together.

The picture entirely changes when we are in a business, playing the role of an entrepreneur. In most cases, in small and medium businesses the entrepreneur does not have any luxury of getting the job done by others. The entrepreneur is the person who has to do it. That's why; the job of the entrepreneur is that of a generalist. The entrepreneur has to know literally 'everything' and do 'everything' possible for the business. The entrepreneur is not a specialist. He does not have the luxury of sticking to only one job or one part of the entire job. He has to understand 'everything' and have knowledge about 'everything'. It sounds strange but this is the way life is. An entrepreneur cannot say that his academic background is finance and so she/ he do not want to get into marketing. An entrepreneur has to play the role of the strategist and also the executive. So, the most important characteristic feature of an entrepreneur is that an entrepreneur is a generalist. In large businesses, the entrepreneur has people with her/ him. So, she/ he can rely on others to get the job done. That does not allow the entrepreneur in such business units to be a specialist. The responsibility of 'everything' ultimately rests on the entrepreneur. So, in such businesses also the entrepreneur has to be a generalist.

Now, a generalist has to do everything in the business. That becomes a demanding job. So, the entrepreneur has to be physically and mentally fit.

In order to be physically and mentally fit, an entrepreneur has to be a master of setting priorities. Balancing operational demands with strategic growth requires strict discipline, especially since every professional operates within the same twenty-four hours a day. Most entrepreneurs become entrepreneurs because they prioritized difficulties and pain over immediate enjoyment and leisure.

Today's business world is constantly changing. So, entrepreneurs have to remain alert. This alertness comes from being physically fit. More of it comes from having knowledge about the business and the product. The problem with the ongoing times is that knowledge in this era is not fixed. It's also changing itself constantly. That's why; entrepreneurs in this era are the ones who are engaged in constant learning. May be that we come across entrepreneurs who are busy with their businesses and so they don't have time to get admitted to a university or institute. That does not stop them from learning. The whole world is an institute for them. They are engaged in constant learning about their line of business and the product.

The pandemic has forced entrepreneurs to have technological fluency and digital adaptation. They depend on agility as an important factor connected to their performance.

6.4 Future of Entrepreneurship

In the previous portions of this chapter, it has been discussed that entrepreneurship is not a modern idea. This existed thousands of years ago. It is flourishing now. So, the question remains only about the future of it.

In the future, we are going to walk into a highly digitized business environment. In such an environment, it would be easy to generate and preserve data about the business. This will be applicable to even small and medium sized businesses. All entrepreneurs in all types of businesses will have data with them. That will enable to take decisions on the basis of analysis of that data. So, the essence of entrepreneurship in the future will be data driven and digital adaptation.

It would probably not be a surprise if we see this picture even in the technologically backward nations. Technology will always remain an important ingredient of life even in the economically and technologically backward nations of Asia, Africa, and Latin America. This is simply because application of technology helps in cost reduction. No business will be able to neglect this aspect.

These days, there are a lot of talks around the world about AI replacing humans in different types of jobs. This remains debatable whether that day will come or not. But, where there is no need for debate is that in future entrepreneurs will have data with them and they will be taking decisions on the basis of the analysis of the data. They may be analysing that data with the help of AI, but there is no doubt that the human element cannot be replaced in that analysis and decision making process. Thus, entrepreneurship in future will be based on the multiplier effect. There will be coaches and teachers who will teach entrepreneurs the methods and processes that will help them choose which option to implement.

Usage of technology in all types of businesses will automatically speed up the process of operations. In the near future and future, we may see the emergence of a large number of young entrepreneurs who would be able to match up with that speed.

In conclusion, it can be pointed out that the future of entrepreneurship looks bright. It would be digitized, yet human.

6.5 The Author's Perspectives

I have a feeling that in the next ten or twenty years we are going to see a turmoil in the entrepreneurial landscape of the world. Let me try to explain why I think so.

The whole world can already see the infiltration of internet technology in every sphere of our lives. That is why; there is a flow of motivational videos and videos about how to develop wealth. Many of these videos suggest that entrepreneurship is an easy way of building wealth. Now, there is no doubt about that. And, this is the reason that everybody wants to be an entrepreneur today. The question is that can everybody become an entrepreneur. The answer is an obvious 'no'. Not everybody can become an entrepreneur. Only people having the knowledge of that line of business can become one. But, today you choose any line of business in your geographical area, you will eventually see too many entrepreneurs have entered that avenue. I have personally felt that although many people do not have any idea about that business, still they enter that business world. It's because they want to be wealthy. Surprisingly, most businesses today have low entry barrier. That is why; we can see a lot of people getting into a business just because they want to be rich. After a few years, when they suffer from lack of knowledge about that line of business, they have already incurred losses and they want to come out of it. And, finally they come out of it. So, who survives in the market? The only entrepreneurs who have knowledge about that line of business survive. This is more or less the picture which is similar to the picture that was given to us by Professor Michael Porter in his Theory of Five Forces. I feel that we are going through that phase when entry barriers are low in most businesses. So, many new entrepreneurs are entering businesses without any knowledge. They want to be rich and so they are entering businesses. They are always talking about earning profits. I am not saying that they should not. Profits are an integral aspect of any business. No business in the world can survive in the absence of profits. But, profits are not the sole reason for the survival of a business. An entrepreneur, who is looking at the long run wants to create loyal customers, wants to keep on designing the product and its delivery channels according to the constant change in the tastes and preferences of the customers, concentrates in holding on to the human assets of the organization, ensures cost cut off and optimum utilization of resources. So, just a profit centric view will not help a business survive in the long run in today's times. It's about holding on to the wealth of the organization and building relationships.

So, sooner or later we are going to walk into that phase when many of these people will leave the market and the only survivors will be the 'champion' players, the seasoned players. When that happens, the market may experience a cyclical contraction as unviable business models exit the space before the industry stabilizes. This cyclical shakeout reflects standard economic correction principles.

I was once attending a webinar by one of my teachers, Professor Anamitra Chatterjee. He is an accredited executive coach. During the webinar, I asked him what he meant by an economic recession. The answer that he came up with, still now rings in my ears. He said that you have a certain amount of resources and you use those resources to generate an income. During an economic recession, when you use the same amount of resources, you generate a smaller income. If I follow that definition, I can see that we are navigating towards a highly competitive environment that acts as a natural market filter. As unviable ventures face structural challenges, it serves as a critical evolutionary phase for contemporary commerce.

During these shifting cycles, the corporate world will increasingly rely on sophisticated strategic consultants, risk management frameworks, and executive mentors to build organizational resilience. Rather than a purely disruptive phase, this economic transition highlights the vital importance of professional management education. It serves as a necessary baseline to transform trial-and-error operations into sustainable, data-vetted corporate entities capable of navigating macroeconomic volatility.

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Chapter 7
The Story of My Life

7.1 Introduction

I am not a Helen Keller fan. I have not read much of her writings. Still, I did not get a better name to start this chapter. Let me make this clear at the onset that this is the chapter about my experiences as a management student, a management professional and an entrepreneur. So, I have named it this way. This is the name that best suits my life and experiences. In this chapter, I shall discuss the management concepts and approaches that I have developed over a span of about twenty years.

I am an important person in the story of my life. This is because I did not give much importance or share much importance with others. I kept the responsibility of everything that happened in my life in my hands, along with the responsibility of everything that did not happen. That is why; this is the story of my life. There are not too many people in this story except me. I am the hero of this story and I am the villain of this story for a major portion. I am responsible for my success and also for my failures. I am the author of my story and for a long time I was the only spectator/ reader of my story.

It's been a while that this thought was ringing in my mind. I wanted to write about my experiences. But, it was not clear to me that from where I should begin. The story of my life actually commenced before my birth. However, I don't want to make it that complicated. Let me start it from 2007.

2007 was a beautiful year. India won the first T20 world cup under the captaincy of Mahendra Singh Dhoni. I watched every match that India played. As India kept on wining in that tournament, there was a repercussion of India's success in me. I felt positive.

I have already written it here that my late Dad, Asok Pratap Roy worked in M/s Union Carbide for about thirty nine years. While working in the Taratola branch of Kolkata, my Dad had the opportunity of working with a personnel manager of that branch. His name was Ashok Kumar DeBahumik. After a few years, DeBhaumik joined some other organization and my Dad lost his touch with that man. Dad retired from his professional commitments in 2001 and soon he came in contact with DeBhaumik after many years. I am not one hundred percent sure about how that happened. But, it suddenly happened. It was in 2006 that my Dad took me to Debhaumik's place which was just ten minutes of driving distance from our home at Salt Lake City, Kolkata, and introduced me to him. Though I did not understand much about him in the first meeting with him, yet I was semi impressed with him. In fact, I was a little confused. I did not know whether to be impressed or not get impressed with him. Any way, it was after about a year that I got a call from him in a monsoon morning of August, 2007. Nature was at her highest level of being kind to us. There was a heavy downpour since last night. After getting the call, I reached his place. He called one of his known persons. Her name was Ms. Vasundhara Sharma. She was a young lady pursuing her MBA in an institute in Salt Lake City. DeBhaumik asked me to tutor her for Accountancy, Finance Management and some other disciplines.

Ms. Sharma told me that she will bring some other students from her institute. I was happy to get this assignment. I was charging them a bare minimum and my teaching room at the ground floor of my house remained full with students almost for the next two years. I was earning a good amount of money every month, though it has to be said that the amount was not a handsome one. Yet, I was happy because I did not have to go anywhere. Staying back at home, I was earning and more importantly, I was teaching something that was elementary level matter to a bachelor's degree holder of commerce like me. But, you know there are some souls who find comfortable boring. I wanted to join a job. I wanted to be a post graduate in management. I wanted to see the world. So, as a bachelor's degree holder I was tutoring students pursuing master degrees but, it was not making me happy after sometime. Thus, I entered the next phase of my life. In the next segment of this chapter, I shall discuss about that.

This phase taught me something important. The most important man in this phase of my life other than me was Debhaumik. He kept on promising me that he will help me to find a job, he will guide me at every stage of life and get higher education. He kept on promising all these for about three years. Just like many politicians, he also broke these promises. In this time, I never received any help or guidance from him. Thus, I realized that I have to write my story. I am the architect of my fortune. I cannot depend on anyone else to write my story. The pen and paper has to be acquired and put to use by me.

Apart from this, DeBhaumik also taught me that there will be unscrupulous men around you. There will be people with absolutely no sense of Ethics. That's why; I have tried my best to maintain my sense of Ethics when I became a management professional and later an entrepreneur.

7.2 The Story of My Hard Days and Soft Nights

Now, let me begin this phase from 2008. It was December, 2008. At 12 o' clock on 31 December, I was in my room. That was a cold winter night. As the New Year was setting in, the whole world was welcoming the year. There was a lull in my life. As if it was a pause. I was silent in my room. It was a night of confusion. There was no clue about what 2009 had kept in store for me.

It was August, 2009. Salman Rushdie, the great author once said that when thought becomes excessively painful, action seems to be the finest remedy. It was August, 2009. I decided to fetch some radical changes in my life. With that idea, I got myself admitted to a prominent national technology and training academy in Salt Lake City, located about fifteen minutes of walking distance from my home, to pursue a Diploma in Financial Accounting. The first class was conducted by the regional branch director. He was a courteous, professional individual who communicated with refined academic articulation. Three days a week, I used to visit that institute in the evening for my classes, learning directly from the director. I was enjoying this phase of my life. Suddenly, one evening, when I went to the institute I found the director in a pensive mood. He was worried and tensed. I asked him about the reason for his worry. He said that he was soon leaving for Gujarat for some business deal.

He would be staying there for about a month. There was another student with the name of Suman. He had got admitted to the same course. Suman needs to finish the course quickly. The director was also his teacher. Since, he would not be conducting classes for the next one month; Suman would be facing a lot of problems in an attempt to finish the course quickly. The director suddenly came up with an idea during this conversation. He told me to conduct Suman's classes. I was surprised. I was myself one of the students. How could I conduct the class? The director counselled me for about an hour. I was then ready for my new assignment. I joined the institute as a part time faculty of financial accounting. I had limited knowledge. I could use that to teach Suman. Suman was a good student. He gave me many happy hours of revising what I enjoyed doing. It was January, 2010. I expressed my gratitude to the director and my wish to take up the post of a full time faculty, though I was still then a student of the institute. The director was kind enough. I was absorbed as a full time faculty and my new assignment commenced from the 22 of March, 2010. I had to sit for my exam on 27 April, 2010. This was always a special date. I appeared for the exam on my mother's birthday. I cleared the exam with flying colours. This happened for the first time in the history of that institute that a full time faculty was himself getting his diploma while working there. Interestingly, Suman and me, we appeared for the exam on the same day. I always believed that such things would be embarrassing for me. Just the opposite happened. This episode gave me a lot of confidence which I utilized in the years to come. It was May, 2010, I was happy with my assignment. Once again, history repeated in my life. I found comfortable boring. I talked to the director and expressed my desire to work as a centre manager. Today, many years after that, when I think of those times, I am myself surprised with my courage. Almost two months in a job, gave me the confidence to approach the director and ask him to make me the centre manager. What followed was a sweet phase of my life. I was the centre manager from 1 June, 2010. Now, my responsibilities got inflated manifolds. I was not just conducting classes of financial accounting. I was also responsible for student admissions. This was my first assignment with 'buying'. This assignment gave me a fantastic opportunity to study buying behaviour of students while getting admitted to a course. I was happy. I was satisfied. This is what I wanted to do. I was leading my dream life. Slowly and gradually, I was getting rid of the unnecessary human resources. This was followed by recruitment of new team members. All these gave me so much confidence that I got myself admitted to a management program called Global Program in Business Leadership (GPBL) at TASMAC. This was a B-School in Sector V of Salt Lake City. So, five days a week from Monday to Friday, I was working as a centre manager. On weekends, I was attending classes in TASMAC. It was a tough phase but, I was enjoying it.

It was March, 2011. I was leading a team of fifteen people. My confidence was sky high. These fifteen people included not only teaching personnel but also three non-teaching personnel. I was framing business policies, marketing strategies, developing infrastructure and organizing development programs for the faculty of the institute. The director was also happy with my performance. However, stable operational environments are rarely permanent. The corporate structure shifted when the branch director integrated an external coordinator into the immediate leadership team. This coordinator lacked contextual experience in the education sector and began implementing highly centralized, uncoordinated decisions. Because of internal promoter-led hierarchies, accountability metrics were misaligned, and the operational milestones our team had systematically built began to experience friction. I found myself excluded from strategic administrative meetings, navigating a stark daily contrast: experiencing intense operational disrespect during the corporate workweek, followed by deep academic validation and respect for my developing management philosophies from my faculties during the weekends. What an amazing phase of my life this was. My days in the institute were filled with confusion. When I would come back home, my evenings and nights would become soft and dreamy. What a contrast I was going through! This contrast did not teach me much. I just learnt that such contrasts are the essence of life. We have to go through these.

A significant structural turnaround commenced in early 2012 when the coordinator transitioned out of the organization. Operational authority was restored, and I resumed my primary center management functions. However, this turbulent phase delivered a vital lesson in human behaviour and organizational boundaries: an employee must maintain an objective distance, realizing that corporate infrastructure belongs to the enterprise rather than the individual. With a heightened professional maturity, I focused on long-term career growth, successfully completing my GPBL program on December 13, 2012.

Soon, I ended up being in Cardiff, United Kingdom at the University of Wales for a PGDBA (Marketing). The director of the national IT group was launching an expanded digital distribution framework in direct association with a prominent multinational telecommunications provider, and he offered me the opportunity to lead that strategic wing. However, my long-term career vision had structurally evolved. I returned from the University of Wales having successfully fulfilled my postgraduate objectives. Now, formally educated in advanced management paradigms, I felt prepared to navigate a much broader corporate landscape. The training center environment, which had once served as an ideal operational foundation, no longer matched my expanded professional trajectory. I felt ready to face the world.

I remained with that organization for approximately four years and four months. Throughout this tenure, I fully realized the profound importance of formal higher education in shaping administrative vision. The regional branch director operated primarily from an empirical, science-based undergraduate background. Once I attained my postgraduate credentials from a premier British university, a distinct structural gap emerged between our administrative philosophies. I found it increasingly difficult to align my structured methodologies with a leadership model that relied heavily on intuitive, localized decisions. Strategic management becomes sustainable only when leadership possesses the formal knowledge to connect real-world data with established corporate theories, moving beyond subjective approaches.

Later, many times, I felt like contacting him. Unfortunately, it was just a feeling, not a strong urge. Today, our professional paths have naturally diverged, yet I remain profoundly respectful of his role in my journey. He was the leader who provided my initial break in professional management, facilitating my first academic diploma and granting the professional study sabbatical that ultimately transformed my career trajectory. Reflecting on how I would present myself if our paths crossed today, I would welcome the opportunity to discuss the critical evolution of contemporary commerce. I would share how modern businesses increasingly depend on scientific knowledge, rigorous logic, and structured processes to survive, rather than localized intuition.

7.3 The Phase of Developing Skills to Run a Business

I got my certificates from TASMAC and University of Wales. It was a satisfying and enriching phase of my life. Once again, history repeated in my life. Comfortable was becoming boring. I wanted a bigger environment, a better professional opportunity. Consequently, I applied to a large-scale national vocational training institute, securing a position as a Senior Executive for Operations and Development, managing academic training centers and school projects. I worked within this framework for nearly three years, consistently delivering top-tier performance metrics.

Recognizing my operational efficiency, the executive board subsequently expanded my portfolio to include corporate communications and institutional placement drives. In this capacity, I spearheaded the launch of multiple new franchisee training ecosystems, facilitating their end-to-end operational development. While my previous management role was confined to a single branch center, I was now structurally responsible for an expansive network where thirty-eight individual center heads reported to my office. This expansion marked a massive, transformative leap in my professional career.

While working in this organization, I experienced the bottlenecks created by a centralized decision making system. So, I developed a liking for decentralized systems.

In this institute, I met Assistant Director Coordination, Dr. A. Puri. She was the person who was primarily responsible for instigating the seeds of a doctoral dream.

So, again history repeated herself in my life. A good salary, a secured job, respect in the workplace ... these all became boring. I was mentally somewhere else. I wanted to be a doctorate. So, one fine day, I resigned.

7.4 Entrepreneurship

A resignation from a secured job invites more problems than it solves. It's true in most cases. It's not true in my case. Dr. Puri and I started our new academic business. It is a tutorial. We tutor students from the fifth standard to post graduation. It's been more than ten years that we are continuing with this business. In this phase, I got admitted to a doctoral program in Himalayan University in 2017, the moment after which I quit my job. I completed my PhD in Management in 2021. Our business and we have survived a pandemic, the uncertainties created by a pandemic.

My professional journey commenced as the centre manager of an education centre. Then, I joined a tire one institute where thirty eight centre heads at one point of time were reporting to me. Today, I am the joint owner of my own centre. The biggest satisfaction of being an entrepreneur is that we have employed scientific management in our business. We have divided responsibilities amongst ourselves as per our comfort zone and line of interest. We create and preserve the necessary data. That helps us to analyse the data and reach at a scientific conclusion. We don't run the business on our fancies and whims. We don't believe in centralization. We are decentralized.

This phase of life as an entrepreneur has been built on the principles of constant learning. In this phase, I have authored and co-authored about twelve international publications, attended more than twenty five webinars from across the world, attended national and international conferences and seminars, joined the board of reviewers of about twelve international journals, tutored students from all over India and the journey continues. Forget all the statistics, is the continuity of the journey itself not a great confidence booster?

Notes

Dr. Anamitra Roy
Ph.D.

Dr. Anamitra Roy has a Ph.D. in Management from Himalayan University, India.

His first professional assignment was in HARDSOFT Information Systems. Few months after joining, he was promoted to the post of Manager Operations. Thus, his primary focus was on student enrolments. While working there he pursued a Fellowship Program in TASMAC. This research was based on a comparative analysis of two branches of CMC Ltd. with focus on student enrolments. In his second stint, with George Telegraph, he worked in Franchisee Operations and Development, which helped him to get deeper knowledge about students' perceptions and buying behaviour.

During the 7+ years of his executive experience, Dr. Roy observed the career threats. With the objective to save such sagging careers, he chose to pursue an applied research for his Ph.D. on maintenance of continuity of professional careers.

Today, Dr. Roy is a full time educator with more than sixteen years of experience in this domain. He works as the Director of Concept Research Foundation and Concept Tutorial. He is connected to many international research journals as a member of the board of reviewers.

In his leisure, he enjoys reading and travelling.