

6. BEST MANAGEMENT

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Abstract

This paper does not talk about the superlatives of management as its title may imply. It is based on a talk to a group of Principals from engineering, pharmacy and polytechnic colleges organized as part of training under the Technical Education Quality Improvement Programme which the author was invited to deliver. Drawing from Indian scriptures, management literature and his personal experiences the author proposes that the onus of managing technical education lies on one's oneself driven by super-ordinate goal as there is "अयोग्य : पुरुषो नास्ति" none incapable, inefficient or ineligible and the connectionist theory of learning acts in full glow.

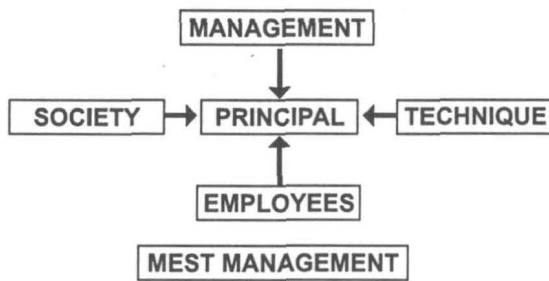
INTRODUCTION

The way people act is called as behavior. A little disorder in it causes disturbances both internal and external leading to stress. A stressed mind occupies time more for non-issues and diverts it from focused application on issues resulting into loss of efficiency and the tasks at hand get suffered giving an impression of shortage of time. Thus behavior management, stress management and time management observe an obvious relationship and interconnection in an order such that a disorder in behavior breeds stress that punches the time line resulting into a complete chaos. It is this understanding that prompted the author to title this paper as BEST MANAGEMENT - BEhavior, Stress, Time Management i.e. BEST Management lest to impress upon the readers with the superlatives of management or to deliberate upon management of the Brihanmumbai Electricity Supply and Transport that the "BEST" popularly stands for.

BE -	Behavior
S -	Stress
T -	Time Management

A little further contemplation on the issue suggests that the head of a technical educational institution, that the Principal has to do a tight rope dance between MANAGEMENT on the east, to the EMPLOYEE on the west the SOCIETY on the left and to the TECHNIQUES (rules, regulations, govt. university, AICTE, UGC etc.) on the right. Hence they are more engaged in MEST Management yet wishing to yield BEST Management. MEST or BEST, it is the nest of behavior that does not permit them the rest. It is towards this end that this article attempts to submit a few lessons drawn from Indian scriptures, management literature and the personal experiences of the author.

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MANAGEMENT LESSON FROM INDIAN SCRIPTURES

Let's commence with a universal lesson that the rich treasure of Indian scripture forwards to us as quoted below:

अमन्त्रम् अक्षरम् नास्ति, नास्ति मूलम् न औषधम्।
अयोग्यः पुरुषो नास्ति, योजकः तत्र दुर्लभः॥

*Amantram aksharam nasti,
Nasti mulam na aushadham;
Ayogah purusho nasti,
Yojakah tatra durlabhah:*

MEANING THEREBY

There is no letter in the script that is not a mantra, a chanting, a principle; what we need is a Pandit, a scholar to pronounce it. There is no root / plant without medicinal value; what we need is a doctor to diagnose it. There is none in this world who is ineligible, inefficient, ineffective; what we need is a MANAGER who manifests it. Let's therefore approach people with firm belief within that they are *ayogyah nasti*. We emit desired behavior from them once our approach is right. The onus lies therefore on us.

The management literature suggests two classes of people – “The Managing Class” and “The Managed Class”. The managing class is the class of decision maker, trend setter and problem shooter where as the managed class which rest belongs to is the actor (on our decisions), followers (of our set trends) and

cleaners after we shoot the problem. Hence the connectionist theory of Stimulus – Response applies here where they respond to, and only to, our stimuli. The onus therefore lies on us, once again.

AUTHORITY VERSUS RESPONSIBILITY

A very popular proverb reads Rules of management, “Rule No. – 1: The Boss is always right. Rule No. – 2: If he is wrong refer to rule no. – 1.” Great are those institutions that are run according to rule no. – 1. For the Boss to be always right he has to be supreme, the almighty, and the divinity within. It is generally noticed that one realizes **Authority** when it selflessly harms one, and one realizes a **Responsibility** when it selflessly helps one. It does not mean that a responsible person is not an authority in an organization and vice-versa The “Iron law of oligarchy” works here. The rule no. – 1 denotes the extreme sense of responsibility in the Boss. The opposite is true with the institutions where rule no. – 2 applies. Here the Boss is always wrong but referring to rule no. – 1 immunizes him – it's the extreme sense of authority in the Boss. May God save such institutions and God hasn't ... examples are plenty.

It is worth sharing a story here in this context – the story of brains of boss.

BRAINS OF BOSS

When the body was first made, all the parts wanted to be Boss. The brain said, “I should be Boss because I control the whole body's responses and functions.” The feet said, “We should be Boss as we carry the brain about and get him to where he wants to go.” The Hands said, “We should be the Boss because we do all the work and earn all the money.” And so it went on and on with the heart, the lungs and the eyes until finally the asshole spoke up. All the parts laughed at the idea of the asshole being the Boss. Promptly, the asshole went on strike, blocked itself up and refused to work. Within a short time the eyes became crossed, the hands clenched, the feet twitched, the heart and lungs

began to panic and the brain fevered. Eventually they all decided that the asshole should be the Boss, so the motion was passed. All the other parts did all the work while the Boss just sat and passed out the shit!

MANAGEMENT LESSON

The management lesson drawn from this story is, "You don't need brains to be a Boss - any asshole will do".

It hints out at the disorder in behaviour. It leads to stress. And so let's turn to stress management.

MANAGEMENT PREMISES

The author firmly believes that such stress originates around the invalid premises on which we base our thinking and practices are based. These are:

- a. Everything can be understood and dealt with in material terms.
- b. Science and Technology can solve all problems.
- c. Man is a machine designed to maximize utility.
- d. Religion is a set of irrational, dogmatic and divisive beliefs.
- e. The people are a bundle of need waiting to be met.

These are all wrong premises. A new paradigm is needed based on following premises:

- a. Life has both material and spiritual aspects.
- b. Man is a spiritual being with higher aims and purposes.
- c. Science cannot deal with issues of motivation and purpose.

- d. It is religion that has civilized the character of man.
- e. The people have innate potential and capacities which must be developed.

The conclusion is that the people have innate potential and capacities which must be developed. It is thus reconfirming the aforesaid approach of "*ayogyah purusho nasti*". This stops stress to breed.

PRINCIPLE OF PRIORITY

Yet, if this permeates to mismanagement of time, here is worth sharing another story that carries a lesson in time management. This is a story about a teacher demonstrating in the class with the help of a glass jar. He puts tennis balls into the jar to its full and asks the students. Can any more be put?" He gets the answer in negative. He then brings small stone chips and puts them too into it to its full and again asks them. Is it full now? He gets the answer in affirmation. He now calls for a bowl of sands and starts putting them too into it while shaking the jar in between, turns his head towards the students to repeat his question. Now at least it is completely full is the answer he gets. To the surprise of the students he put out two cups full of tea from below the table and started pouring it in the jar. The sand of the jar absorbed the liquid tea as well. The lesson is that you prioritize your work and you find plenty of time to finish them and still enjoy a cup of tea with some one towards the end of the day.

WORK IS WORSHIP

The fact of the matter is that "Work is Worship".

- Work done in the spirit of service is a form of worship.
- Considering our work a way to demonstrate our love for God through service to humanity raises the standards we set for our work. We will no longer be content with an average

PRIORITIZING WORK

- ✓ Not necessary on first-cum-first basis
- ✓ Not also necessarily on the basis of its importance
- ✓ Thumb rule
- ✓ Merit-cum-Seniority
 - ✓ Tennis ball first
 - ✓ Stone chips next
 - ✓ Sand thereafter
 - ✓ Relax and share a cup of tea

performance, but will try to excel in everything that we do.

CONCLUSION

Thus we proceed, so we progress and prosper holding the flag of our institution high, higher and highest. *Srimad Bhagvad Gita* in its last verse of eighteenth chapter quotes:

**यत्र योगेश्वरः कृष्णा यत्र पार्थो धनुर्धरः
तत्र श्रीर्विजयो भुतिर्धुवा नीतिर्मतिर्मम॥**

*Yatra yogeshwarah krishna
yatra partho dhanurdharah;
Tatra shrivijayo bhutih
dhruva nitirmatirmama:*

What it needs therefore is to be guided by, as McKinsey puts it in its 7-S framework, super-ordinate goal. In conclusion it may hence be quoted here a Marathi *abhang* as below:

**सदासर्वभावे घडो तुझी सेवा।
हीच आस देवा गजानना॥
घडो तुझी सेवा हीच आस देवा,
घडो तुझी सेवा हीच आस देवा।**

*Sadasarvbhave ghado tujhi seva
Heech aas deva Gajanana
ghado tujhi seva, heech aas deva
ghado tujhi seva, heech aas deva*

