CHAPTER II

AN OVERVIEW OF MANAGEMENT THEORIES

2.0 Introduction

In today's world, management has become a challenging task. New concepts, theories and techniques are emerging every day all over the world to solve problems related to leadership, human values, Corporate Social Responsibility, ethics and values, culture and many more management issues which are directly or indirectly affecting the sustainability and growth of organizations, employees and Nations. The culture of every country is different. Management concepts developed in Western countries have not given the same result in Indian context because Western management concepts are rooted in certain implicit assumptions (Vinayshil Gautam, 1993). When management processes and practices are inconsistent with values of employees, they are likely to feel frustrated and can hamper employees’ productivity. Indian organizations, employees and society, are facing several problems such as centralization of authority, stress, empowerment, low motivation, environmental issues, behavioural problems, health problem, work-life balance, accountability, conflict management, attrition etc. Work by many Indian scholars indicates that many of these problems have solutions in Indian culture and culture as a source for new solutions has not yet been fully realized. Three key ideas from Indian Management Thought viz. culture, ethics & values and spirituality, have been drawing attention of many scholars to find solutions for above indicated problems and issues that organizations are facing in contemporary context. In this chapter discussion is based on seven important pillars of management concepts. Selection of these parameters is based on current management issues/problems faced by Indian organizations, employees and society. This chapter takes a review of the evolution and development of management thought at global level.

2.1 Concepts and definitions of Management

Various reputed management thinkers gave different definitions of Management. Drucker (1990) "Management is the organizational process that includes strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve objectives, and measuring results. Management also includes recording and storing facts and information for later use or for others within the organization. Management is the art of knowing what you want to do and then seeing that it is done in the best and cheapest way Taylor (1992)
(Father of scientific Management). Management is a multipurpose organ that manages a business and manages Managers and manages Workers and work. - Management functions are not limited to managers and supervisors. Every member of the organization has some management and reporting functions as part of their job." (Hissom, 2009).

As per, American Management Association, “Management is guiding human and physical resources into dynamic organizational units which attain their objectives to the satisfaction of those served and with a high degree of morale and sense of attainment on the part of those rendering service.”

2.1 Evolution of Management thought

Max Weber (1864-1920): The Theory of Bureaucracy - Max Weber, born to a wealthy family that had strong political ties in Germany, became a sociologist, editor, consultant to government, and author. Because of his various positions, he experienced the social upheaval brought on by the Industrial Revolution. He saw the emerging forms of organization as having broad implications for managers and society. "Adhering to a perspective that viewed society as becoming increasingly rational in its activities, Weber believed that organizations would become instruments of efficiency if structured around certain guidelines." Weber constructed an ideal type so that he could study this movement towards rationality of organizations. He termed this ideal type a bureaucracy which described an organization in its most rational form. "Because of the emphasis on efficiency that had developed around the turn of the 20th century, many management scholars and practitioners interpreted Weber's writings on bureaucracy as a prescription for organizing. Weber, however, was more interested in developing his bureaucratic type as a method for comparing organizational forms across societies. While he did not believe any organization would perfectly conform to the dimensions that compose his bureaucratic model, Weber felt that some organizations would come closer than others." The closer to the bureaucratic type, the more rational society was becoming, and it was Weber's interest in the rationality of social life that directed his attention to the study of organizations." (Hahn, 2007)

Henri Fayol (1841-1925): Principles of Management - "Henri Fayol was a French mining engineer who spent many of his later years as an executive for a French coal and iron combine. In 1916, as director of the company, Fayol penned the book General and Industrial Management. In this book, Fayol classified the study of management into several functional areas which are still commonly used in executive training and corporate development programs. The functional areas identified by Fayol are planning, organizing, directing, coordinating, and controlling. Fayol set down specific principles for practicing managers to apply that he had found useful during his years as a manager.
He felt these principles could be used not only in business organizations but also in government, the military, religious organizations, and financial institutions. Fayol's principles were not meant to be exhaustive. Rather, his aim was to provide managers with the necessary building blocks to serve as guidelines for managerial activities. In sum, the principles emphasize efficiency, order, stability, and fairness. While they are now over 80 years old, they are very similar to principles still being applied by managers today. The problem with Fayol's principles of management knows when to apply them and how to adapt them to new situations” (Hahn, 2007).

**Taylor (1890-1940):** Scientific Management - At the turn of the century, the most notable organizations were large and industrialized and often included ongoing routine tasks that manufactured a variety of products. "The United States highly prized scientific and technical matters, including careful measurement and specification of activities and results. Management tended to be the same. Frederick Taylor developed the "scientific management theory” which espoused this careful specification and measurement of all organizational tasks. Tasks were standardized as much as possible. Workers were rewarded and punished. This approach appeared to work well for organizations with assembly lines and other mechanistic, routinized activities” (Carter McNamara, 2009). Taylor was considered the "father of management thought." He developed four principles to increase efficiency in the workplace based on his own experience and observations as a manufacturing manager (George, 2009, p. 43).

**The Gilbreths:** Time-and-Motion Study - Frank and Lillian Gilbreth refined time-and-motion study in the early twentieth century. "The Gilbreths' preferred "motion study" to Taylor's "time study," however the term "Time and Motion" has tended to stick in popular terminology. The Gilbreths studied the actions taken by workers at certain task with the aim of streamlining the processes involved. One of their most famous experiments involved analyzing the work of bricklayers and significantly reducing the number of "operations" involved. This change benefited both employer (increased productivity) and employee (decreased fatigue). The Gilbreths developed a categorization system for the different basic activities which went to make up a task. These were called Therbligs (an anagram of "Gilbreths"). The basic Therbligs numbered around 15 (the system developed over time) and included such actions as "find", "select" and "rest." Each of these was represented by an icon, for example an eye for "find." The activity of a worker could then be plotted on a Simo Chart ("Simultaneous Motion Chart") for optimization." (Mendham, 2008)

**Douglas McGregor:** Theory X and Theory Y - Douglas McGregor in his book, "The Human Side of Enterprise" published in 1960 has examined theories on behavior of individuals at work, and he has formulated two models which he calls Theory X and Theory Y. Theory X assumes that the
average human being has an inherent dislike of work and will avoid it if he can." It also assumes that people work only for money and security. "McGregor sees these two theories as two quite separate attitudes. Theory Y is difficult to put into practice on the shop floor in large mass production operations, but it can be used initially in the managing of managers and professionals." Theory Y is the opposite of theory X and states that some people, if they are committed to the objectives, see work as natural and will be self-directing. The manager's role with these people is to help them achieve their potential (Accel-Team, 2008)

**Enduring Characteristics:** The Big Five Personality Traits - The big five personality traits include openness, conscientiousness, extraversion, agreeableness, and negative affectivity (neuroticism). "Openness is a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience. People who are open to experience are intellectually curious, appreciative of art, and sensitive to beauty. Conscientiousness is a tendency to show self-discipline, act dutifully, and aim for achievement. It influences the way in which we control, regulate, and direct our impulses and includes the factor known as Need for Achievement. Extraversion is characterized by positive emotions, surgency, and the tendency to seek out stimulation and the company of others. Extraverts enjoy being with people, and are often perceived as full of energy. They tend to be enthusiastic, action-oriented individuals who are likely to say "Yes!" or "Let's go!" to opportunities for excitement. Agreeableness is a tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others. Agreeable people are generally considerate, friendly, generous, helpful, and willing to compromise their interests with others. Negative affectivity (neuroticism) is the tendency to experience negative emotions, such as anger, anxiety, or depression. Neurotics are more likely to interpret ordinary situations as threatening, and minor frustrations as hopelessly difficult. Their negative emotional reactions tend to persist for unusually long periods of time, which means they are often in a bad mood." (Big Five personality traits, 2009)

**2.3 Brief History on Western, Japanese and Indian theories of Management**

**2.3.1 Western Theories of Management: Historical Perspective**

Western management thought has been deeply influenced by ideas of Fredrick Taylor, Peter Drucker and Michael Porter. However, now a shift is taking place because of many new challenges such as knowledge revolution, social and environmental concerns, concerns of well-being etc. Because of such challenges ideas in management are moving beyond Taylor, Drucker and Porter and a new thinking is emerging in the Western paradigm of management. This new thinking is also getting influenced by ideas from the East. The following discussion provides a brief overview of
Western theories of management that acquired universal appeal. Only during recent years their limitations and universality have been questioned.

2.3.2 Scientific Management Theory (1890 - 1940)

Scientific Management focuses on worker and machine relationships. American engineer named Frederick Winslow Taylor published The Principles of Scientific Management, single-handedly creating “Taylorism”, the first modern Management “ism”. Inspired by the rise of the Industrial Age, Taylor encourages managers to think of their employees as specialized, replaceable components. By studying work methods and directing people more precisely, bosses could “secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee.”

Despite all criticism of Taylor’s scientific Management, his techniques continue in Management field in the form of new - Taylorian approaches to operations management.

2.3.3 Bureaucratic Management Theory (1930 - 1950)

2.3.4 Human Relations Movement and subsequent developments (1930 onwards)

Eventually, unions and government regulations reacted to the rather dehumanizing effects of these management theories. More attention was given to individuals and their unique capabilities in the organization. A major belief included that the organization would prosper if its workers prospered as well. The behavioral sciences played a strong role in helping to understand the needs of workers and how the needs of the organization and its workers could be better aligned. Various new theories including Theory X and Theory Y, were spawned, many based on the behavioral sciences.

2.3.5 Contemporary Theories of Management

Contingency Theory

Contingency theory asserts that when managers make decisions, they must take into account all aspects of the current situation and act on those aspects that are key to the situation at hand. Basically, it’s the approach that “it depends”. For example, the continuing effort to identify the best leadership or Management style might conclude that the best style depends on the situation.

Systems Theory
Systems theory has had a significant effect on Management science and understanding of organizations. A system is defined as a collection of parts unified to accomplish an overall goal. If one part of the system is removed, nature of the system is changed.

The impact of systems theory in Management is that writers, educators and consultants are helping managers to look at the organization from a broader and totality perspective. Systems theory has brought a new perspective for managers to interpret patterns and events in the workplace. They recognize the various parts of the organization, and, in particular, the interrelations of the parts, e.g. Coordination of central administration with its programs, engineering with manufacturing, supervisors with workers, etc. Systems theory is a major development in management thinking.

**Chaos Theory**

As chaotic and random as world events seem today, they seem as chaotic in organizations, too. Yet for decades, managers have acted on the basis that organizational events can always be controlled. A new theory (some say “science”), chaos theory, recognizes that events indeed are rarely controlled. Many chaos theorists (as do systems theorists) refer to biological systems when explaining their theory. They suggest that systems naturally go to more complexity, and as they do so, these systems become more volatile (or susceptible to cataclysmic events) and must expend more energy to maintain that complexity. As they expend more energy, they seek more structure to maintain stability. This trend continues until the system splits, combines with another complex system or falls apart entirely. This trend is what many see as the trend in life, in contemporary organizations and the world in general.

**2.4 Japanese Management Theories**

In current world, almost all management studies and books are providing segments on Japan Management Theory. This is due to the excellent economic performance by Japanese firms in global market. Western companies such as General Motors, Levi Strauss have analyzed Japanese management theory to enhance their market performances. The important features of Japanese Management theory imply a strong significance on participation in accordance with decision-making process and the related impact on collective responsibility. The whole procedure might consume more time but once all collective affirmations are made they are supported strongly. It is observed that a collective decision is much effective than a higher contested resolution. A target of long term goals and objectives is also an important aspect of Japanese management style.
2.4.1 Japan’s Postwar Evolution Theory

The first theory says that pre-history and culture has very less significance to the existing Japanese system of management that has evolved over the past sixty years. The theory emphasizes the fact that economic changes in Japan occurred during the rapid industrialization of Meiji terms (1867-1910), especially beyond World War II, during which the American practices of management were made known to Japanese companies. Thus the postwar evolution theory affirms that, most of the management business procedures were framed only after World War II and not during the pre-modern period of Japan. The theory confirms to be true in current management practices. The rice farm village colonies or the communities of pre-modern Japan shows core ethics of today’s business practices like paternalism and behaviors which are collective.

2.4.2 The Continuity Theory

The second theory called the Continuity theory argues that Japan’s current management practices are the core values of pre-modern Japan and provides explanations in reference to the cultural and historical core values of Japanese management. Some of the evident roots of attributes that relates to current management practices are the Confucian philosophy (respect to elders, faith and harmony), Buddhism (humble, work ethics, work for collective goodness), Bushido (commitment, duties, respect) and rice farm villages (patronizing, collection of behavior).

2.5 A Perspective on Indian Management

During the last four decades, academic scholars have increasingly realized the limitations of universal applicability of Western and/or Japanese Management theories and practices across all nations (e.g. Hofstede, 1980; Kiggundu, Jorgensen & Hafsi, 1983; Gopinath, 1998; Rousseau & Fried, 2001), which has led to a growing interest in Indian Management theories, i.e. relevant Management theories and practices based on local conditions and socio-cultural factors (Kanungo & Jaeger, 1990; Gopinath, 1998; Rousseau & Fried, 2001)

If we take historical perspective, it may be indicated that organizational focus is clearly visible in writings of Kautilaya and Gandhi. Kautilaya was dealing with management of Kingdom, while Gandhi provided a new organizational vision by envisioning Trusteeship model and Means-Ends relationship in achieving organizational goals. Subsequently in the Indian Ethos movement in 1980s & 1990s, there was a clear focus on organizations and how to improve effectiveness of
organizations on the basis of Indian ethos. 1990s onwards developments in Indian Management acquired a new perspective viz. synthesis of Western and Eastern models to arrive at New Age models of management and leadership (e.g. work of Prof. Subhash Sharma).

Sharma (2013) suggested the following presented in Table 2.1, tracing the influences on development of Indian Management through its transition from Kingdoms to Nation to Globalization.

Table 2.1: Development of Indian Management from Ancient to Contemporary times

| Vedic ---Kautilaya---Gandhi---Indian Ethos ---New Age models---India way --- New ManagementThinking (Synthesis approach) |
|---|---|---|---|---|---|---|
| (I) | (II) | (III) | (IV) | (V) | (VI) | (VII) |
| Ancient times | 20th century | 1980s onwards | 1990s onwards | 2010 … | Future |

Because of the limitations of implementation of American and Japanese Management in Indian cultural context, Indian Management thinkers and researches started working on Indian Management concepts. Chakraborty (1991, 1993, 1995, 1998, 2001) took the initiative to demonstrate the relevance of Indian concepts in organizational context and established Management Center for Human Values (MCHV) at IIM Calcutta in 1990s. Prof. Subhash Sharma, a leading management thinker contributed substantially to the development of Indian Management thought through his creative and thought provoking books and contributed to building institutions such as WISDOM (Women’s Institute for Studies in Development Oriented Management), Indus Business
Academy, Bangalore and Greater Noida, based on ideas and concepts rooted in grounded praxis and ‘India blend’ approaches to Management and Leadership. Researchers like Prof. J.B.P. Sinha, Prof. B. R. Virmani and Prof. Rajen Gupta demonstrated and introduced Indian Management concepts and theories in Indian organizational context. Dr. M.B. Athreya organized a series of conferences on Management and Shastras to explore Indian dimension in Management, which always attracted large participation from practitioners.

Chakraborty (1983, 1987, 1988, 1993, 1995, 1999) conducted many studies which are rooted in Vedantic knowledge available in Vedas and the Upanishads, which contains abstract and universalistic ideas of the cosmos and human existence. His work on ‘Guna’ theory of ‘Samkhya’ led him to propose a ‘giving model of motivation’ rather than the ‘needing models’ of Western psychologists like Maslow and McClelland. This guided by the fundamental belief that a man is born into this world with a fivefold debt, he proposed ‘wisdom based leadership’. Chakraborty (1991) makes a distinction between values as means and values as ends and identified 13 basic values culled out from indigenous religious Hindu and Buddhist texts as well as the works and lives of social thinkers in India like Swami Vivekananda, Mahatma Gandhi, Sri Aurobindo and Rabindranath Tagore. Management by Values concept based on 13 basic values drawn from indigenous Vedantic perspective helps executives to have a refined perception of human relationships, and hence, contributing to quality decision making process and management and transformation of organizations through these values.

Pareek (1981, 1988, and 2001) has contributed to the whole range of Management issues in a variety of organizations. His conceptualization of process oriented interventions for organizational development spells out the need to have Concepts of ‘extensive motivation’ and ‘dependency motivation’(Pareek, 1968), OCTAPACE organizational cultural having Openness (O), Collaboration (C), Trust (T), Authenticity (A), Pro-activity (P), Autonomy (A), Confrontation (C) and Experimentation (E). Pareek (1988) believes that each culture has its strength and weaknesses for developing modern organizations.

Virmani (1991) and Gupta (1991) observed contradictions and dualism between the professed policies and actual practices in Indian Management. Prof. Jai B.P. Sinha’s Nurturant-Task model is the blend of Indian familism with Western psychological principles and processes (Sinha, 1995). Effective leader-subordinate relationships are personalized and bound by shradha (deference) for the leaders who shows sneh (affection) and nurturance for her/his subordinates.


Prof. Subhash Sharma has also undertaken innovative experiments in teaching and spreading ideas of Indian Management through his well known and well documented innovations such as Candle Light experiment (1999,2013), Osmotic Meditation (2009) and Corporate Rhymes experiments (2010).

Prof. Subhash Sharma’s writings also provided conceptual foundations for establishment of some well known institutions in management such as Indian Institute of Plantation Management,
Bangalore, WISDOM (Women’s Institute for Studies in Development Oriented Management) at Banasthali University, Banasthali, Rajasthan and Indus Business Academy (IBA), Bangalore and Greater Noida. His ideas from his article, ‘“Newton to Nirvana: Science, Vigyan and Gyan’, were quoted by Honourable Judges of Supreme Court of India in a Supreme Court Judgment of July 03, 2013 ( Maharshi Mahesh Yogi Vedic Vishwavidyalaya Vs. State of M.P. & Ors. [Civil Appeal No.6736 of 2004]. Fakkir Mohamed Ibrahim Kalifulla, J.1., accessible on, http://www.advocatekhoj.com/library/judgments/announcement.php?WID=3644)."

In addition to above mentioned thinkers and scholars, several other scholars such as Panduranga Bhatta (Ashokan model of Leadership), Daniel Albuquerque (Sri Aurobindo in Board room), G. P. Gupta (Management by consciousness), Debashish Chatterjee (Workship model of leadership), G.P. Rao (Humanizing Management), Ipshita Bansal (Indian Psycho-philosophic thought and Management), Neetu Jain (Jainism & Management), Gopalkrishna (Buddhism and Contemporary Management), Jaya Srivastava (Gandhi & contemporary management systems), Mala Kapadia (Heart skills), Meera Chalravorty (Colours of mind), Ananta Giri (Practical spirituality), Hasmukh Adhia (Yoga way of life) and others have made distinctive contributions towards development of Indian Management.

Panda and Gupta (2007) provide a Meta-Review of organizational research in India and provide the following summary (presented in Table 1), with respect to development of Indian concepts in Management & Leadership.

Sharma (2015) in his article, Globalizing Indian Thought through Indian Management Knowledge Tree, reviews the development of Indian Management since establishment of IIMs in 1960s. Using the metaphor of Knowledge Tree, he traces the seeding, development and growth of Indian Management Knowledge Tree, nurtured by Indian management thinkers, scholars, researcher and practitioners.

2.6 Philosophical and Conceptual Foundations of Three Paradigms in Management

Sharma (2012) in his article, Three Paradigms in Management: American, Japanese and Indian, an analysis of key aspects of management in these three paradigms. According to Sharma,“ Key aspects of three paradigms viz. American, Japanese and Indian can be understood in terms following three levels:

- Philosophical Foundations
Foundational Philosophy of three paradigms represents the meta-vision of the paradigm. It could be viewed in terms of following dimensions:

1. Vision of Life
2. Influencing Thinkers
3. Dominant Ethos
4. Foundational Theories

American paradigm’s Vision of Life, is rooted in Struggle for Existence and Survival of the Fittest. Japanese paradigm’s Vision of Life, is rooted in Struggle for Betterment and Indian paradigm’s Vision of Life is rooted in Struggle for values and recognizing co-existence and the fact that everything in nature is interconnected and we owe our existence because other things exist. Accordingly, influencing thinkers include Darwin in case of American paradigm, Zen philosophers in case of Japanese paradigm and Vedantik and other social thinkers, such as Vivekananda, Gandhi and Aurobindo in case of Indian paradigm (Chakraborty, 2003). This is also reflected in terms of dominant ethos of these paradigms viz. spirit to dominate in case of American paradigm, spirit to improve in case of Japanese paradigm and knowledge seeking and social concerns & social purpose in case of Indian paradigm.

It may also be indicated that Japanese Management introduced the notion of super-ordinate goals thereby taking us beyond Peter Drucker and his Management by Objective (MBO) idea as an overarching idea. Super-ordinate goals also reflect the idea of Higher Objectives. Indian Management thinkers suggested the need to link Management with the ‘Purpose of Existence’ and introduced the notion of HOPE (Higher Order Purpose of Existence, Sharma, 2007, p.177) as an overarching idea for developing institutions and organizations with society-centric approach. Thus, three thought currents have roots in Objectives, Super-ordinate Goals and Purpose of Existence as foundational basis for development of management concepts and associated tools and techniques.

Above indicated thought processes are also reflected in terms of foundational theories defining the respective paradigms. American paradigm is based on Theory X and Theory Y and Maslow’s Hierarchy of Needs as a basic concept. Japanese Management is based on Theory Z and the idea of continuous improvement- Kaizen. Indian paradigm is based on Theory K (Theory of collective
energy of community and thereby collective advantage, Sharma 1998) and the idea of ‘Basket of Needs’ (Sharma 1996 & 2006, p. 96) and Nurturant Task Leadership (Sinha, 1980).

Leadership dynamics of the three paradigms is reflected in terms of decision making approaches. As a result of Western Enlightenment tradition, American paradigm is largely dominated by Head i.e. rationality perspective of decision making. Accordingly, its tools and techniques have been developed on the basis of rational approach to decision making. Because of Zen influences, Japanese paradigm emphasizes Head coupled with Heart approach. Its tools and techniques such as quality circles etc. reflect a combination of rationality and intuition. Indian paradigm because of spiritual heritage, consciously or unconsciously reflects a combination of Head, Heart and Consciousness (Spirituality) with greater reliance on Heart and Consciousness. Incorporation of the consciousness dimension (spiritual dimension) in decision making, relationships, communication processes etc. represents the essence of the Indian paradigm or the ‘India Way’ (2010). In fact need for ‘Joining of Heart and Spirit’ (JHS) is being felt in all walks of life.

Three paradigms can also be viewed from the viewpoint of sustainability. As the awareness of sustainability is spreading, American paradigm is slowly responding to it. The idea of Triple Bottom line is making some inroads, however, American paradigm has not yet moved beyond the ‘Balanced Scorecard’ to ‘Holistic Performance Scorecard’ (Sharma, 2007, p. 503). Japanese paradigm is evolving towards sustainability because of Zen influences and in case of Indian paradigm, idea of sustainability is inherent in its spiritual traditions and has some new ideas to offer."

His analysis is presented in Table 2.1.

Table 2.1 : Key Aspects of Three Paradigms in Management

<table>
<thead>
<tr>
<th>Key aspects</th>
<th>American</th>
<th>Japanese</th>
<th>Indian</th>
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<tbody>
<tr>
<td>Vision of Life</td>
<td>Struggle for existence</td>
<td>Struggle for betterment</td>
<td>Struggle for Values</td>
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<td></td>
<td>Survival for fittest</td>
<td>recognizing coexistence</td>
<td>(Adjustment Approach)</td>
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<tr>
<td>Influencing</td>
<td>Darwin …</td>
<td>Zen Philosophers</td>
<td>Vednatik &amp;Other Social Thinkers, Vivekananda, Gandhi,Aurobindo</td>
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2.7 Summary

Management is the process of integrating functions that include planning, organizing, leading, and controlling of an organization. There are three levels of management: Top, middle, and first line. There are several theories pertaining to management. They include the scientific management theory, the administrative management theory, the behavioral management theory, and the organizational environment theory. The scientific management theory covers F. W. Taylor's scientific management and the Gilbreths who refined Taylor's analysis of work movements and made many contributions to time-and-motion study. The administrative management theory covers Max Weber's theory of bureaucracy and Fayol's principles of management. The behavioral management theory covers the work of Mary Parker Follett who serves as the "mother of thought," and the Hawthorne Studies. The organizational environment theory covers the open-system view
and the contingency theory. Personality traits, values, attitudes, moods, emotions, and culture all play a big part in management and organizational goals.

The chapter provides a general overview of various theories and models of contemporary management both from Western concept and Indian scenario. It can be observed that majority of the models are largely from Western countries and only few are from Asia. There are some from Japanese management and some from Indian management. However, during recent years several Indian Management models have been developed, and with India emerging as a significant player at the global level, these models will have not only national visibility but also global visibility. The subsequent chapter discusses contribution of Indian Management thinkers, Gurus, scholars and researchers, in the field of management in Indian cultural and spiritual context. Their work provides a basis for future development of Indian Management.