

Survey on the Principles of Organization and Coordination in “Nasihatol Muluk” (Counseling Kings) of Imam Mohammad Ghazali

Parvaneh Adelzadeh, Fariba Nooshafarini

Department of Persian Literature and Foreign Languages, Tabriz Branch, Islamic Azad University, Tabriz, Iran

ABSTRACT

This article investigates Abu Hamed Mohammed Ben Mohammad Ghazali Tusi's attitudes toward principles of organization and coordination in “Nasihat al Muluk” (counseling kings). Opinions of “Henry Fayol”, “Herold Qntez” and “Robert Qntez” about management are also studied. Sociology, anthropology and criticism of the government styles contribute significant part of Persian literature. Literature of a nation expresses its cultural and racial characteristics obviously. So, employment of the management approaches demands confirmation and interpretation of literature with current trends and social requirements. Management is based on identification of methods of execution of rules, humanity principles and perception of personal affairs. Management guides an organization toward optimal goals by employing techniques and tools. By study of Imam Ghazali's ideas about the principles of organization and coordination, a vigilant reader concludes that Persian literature reflects all aspects of Iranians social life and it involves valuable materials for research.

KEYWORDS: Principles of management, Organization, Coordination, Counseling Kings, Imam Ghazali

INTRODUCTION

No success can be attributed to fate, but success is a conscious use of specific principles (Fishler, 2000). So, since collaboration and team work is considered necessary in an organization, so individuals should identify their roles and dependency on other colleagues in order to be efficient. Identification of the role is important in business and public affairs like football and symphony orchestra. Planning and implementation of this principle requires roles and responsibility taking of management of the organization (Abasszadegan, 1994).

Organizing involves activities for achieving goals that determine responsibility of the managers and their authority and readiness for horizontal and vertical coordination. An organizational structure should be designed so that the roles, responsible individuals and consequences are defined and barriers are eliminated and communication network is established for achievement of the goals (ibid). In management field, organizing is a process that it is tried to achieve goals by division of duties and establishing of team work (Rezaian, 2007). The aim of manager is to develop the organization to prevent from conflicting, wasting time and redoing the affairs (Akrami & Pashaei, 2011). In an organization, duties, authorities, posts and manner of facilitation and communication are specified. Organizing is a continuous activity and it is not exclusive to primary planning (Alvani, 2007). Individuals could improve organization by awareness of their roles in promotion of affairs in all commercial, industrial, sport and other sectors. Management is responsible for planning and holding of organizational duties. In an organizational post, the goals and duties should be identified accurately. It is necessary for an organization to eliminate barriers resulted from implicitness and unreliability of appointments, communication networks and decision makings. Organizing is a periodical activity and it involves planning and categorization of duties, occupations and posts. So it can be said that organizing is a process that activities are defined and relations are established

(Seyed Javadian, 2009). Although, organization science is in its childhood to propose reliable rules but there are individuals responsible for management affairs. It is believed that there are rules by general usage with inexact execution so they could not be considered as scientific rules. They are indicators employed for efficient organization.

According to Fayol, manager duties are as follows:

- 1- arrangement of human force and materials for achieving plans
- 2- establishing organization official structure (hierarchical and management unity) for authority and coordination of activities

- 3- defining duties and encouragement and persuasion of employers for acceptance of responsibility and innovation
- 4- applying principles and holding discipline in order to manage the organization by competence managers (Nikoo Egbal, 2008).

Since management depends on the quality of coaching of the manager, it can be inferred that an organizational structure plays an important role in establishing an environment for efficient management. Accordingly, organization involves techniques and methods for promotion of coaching. In case of support of managers by authorities, it can be claimed that specialist activities are conducted in organization structure (Pashaei and et al, 2012).

In order to have rational goals and promote efficiency, an organization aims to:

- 1- unity of goals: an organizational structure will be effective by empowerment of individuals in playing their roles in achieving goals.
- 2- organization efficiency principle: an efficient organization has a structure that goals are achieved by low cost and less unwanted consequences.

Reasons for organization

The reason for establishing organizational structure is confinement of management scope. In other case, an organization has one manager and it does not need to organizational structure.

- ***Principle of management scope***: the number of forces controlled by a successful manager is limited and real number of these forces depends on effects of related variables.

Organization structure: authority

Delegating authority is done when the transfer takes place in more than one place and time (Bakhtiari, 2000). Organizational authority empowers organizational structure and a manager supervises on activities of groups and facilities units by his authority. The manager provides an environment reflecting individuals' performance. Some useful principles are as follows:

-Hierarchical principle: an organizational communication system will be effective by explicit hierarchy of authorities and duties for decision making from up to bottom posts.

-Delegation of authority according to considered consequences: activities of efficient management should be adjusted to delegated authorities.

-***Specified responsibility principle***: subordinates responsibility is defined and chief managers and supervisors could not avoid their responsibilities.

- ***Principle of fitness of authority with responsibility***: responsibility should not be more or less than capabilities of the managers.

- ***Principle of management unity***: conflicts about directions are reduced by significant relationship between personal reporting and chief management, and individuals become responsible for consequences.

- ***Principle of authority scope***: authority scope necessities decision making accordingly and the conflicts could not be referred to upper levels.

Categorization of activities based on organization unit

Organization necessities a structure for organizational units, although there are principles in this case, but principle of specification of duty is important.

-***Principle of specification of duty***: by defined activities and duties in an organizational unit and specific relationship between information offering and other posts, the responsible manager could play competent role. Each manager must apply a precise supervision over the employees to prevent the under-control management system from being failed. In addition, a manager cannot weasel out of the responsibilities of the works which have been done by employed agents (Akrami & Pashaei, 2011).

Organization process

Principles of delegation of authority in organization units are fundamental facts about organizing process. These principles are considered in two aspects of categorization of authority and activities. There are other principles about organization process that managers could understand fitness of structure with organization process criterion.

- ***Principle of balance***:

The balance: in any structure, there should be a balance or equilibrium. There should be a balance in using principals so we will be sure about overall effectiveness of the system in aspect of providing aim in aspect of organization goals (Pashaei, 2001). Balance in organizational structure and application of principles and solutions for assurance of efficient structure and achievement of goals seems necessary.

- ***Principle of flexibility***: the goals are achieved in an optimal way by flexible organizational structure.

-Principle of fitness of management: organizational structure helps managers to promote their performance, so their authority is increased. There is a balance in all aspects of management duties (balance is necessary between inefficiency of management scope and inefficiency of communication networks and multiplicity of management and benefits of specialism and fitness of authority of organizational forces and service providers). Saving in establishment of specialists' team and organizational units and benefits of appointment of responsible and semi independent units based on product and geographical zone seem necessary. Application of theory of management depends on special conditions. According to flexibility principle, methods and tools should be employed in each structure (every foreign and domestic organization moves toward its goals). An organization using flexible tools encounters with risk of lack of resistance against challenges of changes in economic, technologic, biologic, political and social factors because of resistance against changes and complexity of the solutions and mistakes in organizational units. Since management depends on coaching quality, it can be inferred that organizational structure should be established in an environment by efficient management. Organization contributes technology or methods for empowerment of coaching.

Nasihah-al-Muluk (Counseling kings)

Nasihah-al-Muluk (Counseling kings) was written by Imam Mohammad Ghazali Tusi, the writer of valuable books of "Alchemy of happiness" and Ihya'ul ulumuddin (The Revival of Religious Sciences). (Counseling kings, 1972) "Counseling kings" has been considered by scholars and managers because of its writing styles, eloquence and originality of old Persian prose and also its religious and mysticism aspects from practical wisdom viewpoint involving personal and social affairs, religious and administrative customs and expression of people and kings virtual behaviors. "Counseling kings" is important from literature and ethics perspective among old Persian prose books and it is significant because of counseling kings according to morality and behavior and conduct of old Iranian kings and greats. Indeed it reflects sciences, literature and culture of old Iran. This book is divided into two sections: first section consists of preface involving seven parts as an independent epistle and second section involving seven parts. Part one discusses about justice, politics and manner of kings and biography and history of old kings. Part two refers to policy making of the ministers. Part three discusses statues of secretaries and their duties. Part four is about kings' ambition. Part five discusses about rationality and vision of scholars. Part six points to wisdom and rational people. Part seven discusses about women characteristics and their good and evil deeds. Although, there are similarities in these sections according to record and originality of the Persian prose, simplicity and fluency and composition and also narrating tales and moral issues, there are differences between these sections; every section involves own specifications. The first section consists of two parts about religious beliefs, rules and customs and the other involves moral recommendations for management, governance and justice. There is a chapter about blame of world and necessity of avoiding world temporary pleasures and attention to eternal world. The second section discusses on all aspects of morality involving elements of practical vision like ethics, domestic economy and policy making. Religious affairs and rules and also blaming of world and materialism are not referred in this section. This section discusses about manner of kings governance and friendship and fight with enemies of past governors of Iran. Indeed, it indicates thoughts and spirituality and morality and it is representative of old Iran culture and civilization and chart of previous governors of Iran. This book was translated into Arabic by title of "Al-Tabar al Masbok" after one century.

Analysis

Organization means setting and establishing formation of a human group. In Fayol opinion, followings are considered in organization:

- a- ordered formation
- b- unity of management
- c- specification of duties
- d- correct decision making (Alimohamadi, 1999).

Coordination, organization and leadership are the same and they are not considered separately. "Unless scholars define administrative organization as collaboration network and specify manager duty as facilitator of the activities". According to some authors, Fayol was in mistake in separating facilitation duty from other duties. This subject was natural and comprehensible for Professor Herold Qntze and Professor Siril O'danel. According to these scholars, Fayol has considered coordination as subset of management duties (Abasszadegan, 1994).

1-Considering subordinate needs

“Attention to subordinates and meeting their needs is superior to praying”. The sixth principle is that: who does not despise subordinates needs and avoid the risk of waiting and does not pray unless meet subordinates needs and this conduct is superior to all prayers” (ibid).

Tale

One day Omar Abdul Aziz avoids investigation of people complains in order to pray and he goes home to rest. His son says: it is probable that you die at this moment and you have a subordinate waiting for you to judge and you could not respond him and blame yourself in resurrection day (ibid).

2- Security and welfare

The ruler should try to provide security and develop his country.

“In Anoshirvan period, if a person lost his money, nobody even powerful individuals could not take it except the owner of money” (ibid). Anoshirvan in letter to his subordinates emphasizes on development of the country and announces that he will punish the governor of destroyed cities.

3-Caravans security

It is necessary to secure merchants, travelers and caravans. Since they are representative of the country travel in other countries and express the rulers conduct to other people, so they impact on attitude of people and governors toward their political discipline and affect on political, economic, cultural and social relations.

“Abdollah Rahman ben Ouf quotes that one night Omar asked me and said: a caravan is in Medina and their goods should not be stolen. He said me “you sleep and I am awake. He was awake all night” (ibid).

4-Considering the defenseless people

The ruler should plan to investigate problems of defenseless and miserable people directly and rapidly. Omar said “I should plan to improve people life since there are many poor that they could not complain and I should travel around my territory and observe their statues and meet their needs and it is better for me than other virtues” (ibid).

5-Considering widows and orphans

Ghazali narrates a tale about attention to widows and orphans and avoiding their evil pray. This tale is also narrated in Khajeh Nizamulmakek’s “politics” book and it is referred to Imam Ali (peace be upon him) in some narratives. Zeyd ben Aslam says: “one night I saw Omar walking in “Assas” and I accompanied him and I said: can I walk with you? We left the city and saw fire and a widow with three children crying. The woman put the pot on the fire and complains about Omar that he is full and we are hungry. When Omar heard he went near and asked her to sit. The woman said we are coming from far and we are hungry. Omar asked about the pot, she said it is water and I wanted to calm down my children. Omar returned and bought flour and meat and gave to woman. I said: give them me, I will give her. He said: this time you take it but who takes my sin burden. The woman thanked. Omar prepared food and gave children food and asked woman does not blame him since he was unaware” (ibid).

6-Protection of king and people

A king should consider that life of people depends on him and he should try to protect himself and his people and appoint individuals to protect him and manage affairs. “It is better that the king protect himself since life of most people depends on him. If the king does not protect himself, he oppresses his people and he should not ignore affairs. He should change his bedroom frequently. It is narrated that Khsroparviz ran away from Bahram-e-Chobine and he said although running away is blamed but I should protect my people if I die many people will die because of my death” (ibid).

7-Help to famine-stricken people

The king should eliminate people shortage during natural incidents like famine and he should also prevent oppressors.” The king ought to help his people during trouble and he should give them food and prevent oppression since when people is in trouble, some individuals hoard and people blames the king. Previous kings prevented famine and helped their people” (ibid).

8-Careful selection of minister for protection kingship

By explicit definition of responsibility and authority and obvious relationship among posts, the responsible could be competent in meeting organizational needs. Employing incompetent individuals leads to problems in management. “The king sustains from unjust order and evil intention” (ibid). Anoshirvan says: the unjust order is to fight where war is unnecessary and it increases expenditure and kills people. A king who orders without hesitation, he is like a cloud that comes but it does not rain”(ibid).

Conclusion

The analysis of “counseling kings” shows that Ghazali has considered not only artistic aspect, literary terms and imagination but also he has considered social, political and administrative aspects. By studying his attitudes, it can be concluded that organization and coordination involve affairs like considering subordinates needs, providing security and welfare, protection of caravans and travelers, considering defenseless people, help to miserable people, careful selection of minister for holding kingship. It should be pointed that Iranian culture and literature involve complete theories and thoughts. Different prose and verse texts and other literary genres are result of autistics perfection and scientific, cultural, historical and management heritage. Literature narrates past and present statues in order to form future and achieve its goal. So in addition to attractions of literature, it can be referred to its social nature, leadership and responsibility taking. By investigation on Ghazali exalted attitudes, it can be concluded that he had comprehensible attitude toward his society and he could identify problems and offer solutions for problems. Ghazali has considered organization and coordination as duties of management and he has referred to considering subordinates needs, providing security and welfare, protection of caravans and travelers, considering defenseless people, help to miserable people, careful selection of minister for holding kingship.

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