

Investigation of the Management Attitudes in Beihagi History

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ABSTRACT

Organizations are foundations of today's societies and management plays an important role in survival, growth and destruction of organizations, the manager directs the organization toward optimal conditions and he tries to improve his workplace. Persian literature is full of management concepts and most of the literary greats had governmental posts and they expressed management styles directly in verse and prose or as story and proverbs, so it can be studied governance, peace and war and rulers characteristics in these works. Iranian society like other civilized societies has own characteristics and since there is a direct relationship between management and culture, so it is necessary to identify Iranian culture in order to institutionalize the management styles and discover special rules. Thus management styles are employed by interpretation and confirmation of literature with requirements of the societies and social demands.

KEYWORDS: Management principles, Beihagi history, Planning, Organizing, Control and Supervision.

INTRODUCTION

Management is necessary in all social affairs. Today's world is an organizational world and we spend most part of our life in organizations. We work in an organization and use other organization products and services. Some organizations are big and complex like governmental, industrial organizations, universities and some of them are small and simple like private organization, students unions and even family. Each organization offers several and special services and these services are offered by different individuals. So, life and survival of a society depend on organizations. Performance of organizations depends of management of rules. Selection of a competent manager will solve the main problems of an organization, today's world has accepted changes and correct management styles especially chief and middle managers styles have been employed in a regular and defined structure as an important factor. Indeed, there are many factors required for survival of an organization like management and coaching styles, knowledge and management attitude, organizational structure and coordination, planning and supervision. The literary greats considered management in their verse and prose, story and proverbs. It is necessary to consider these recommendations and study samples of management styles in Beihagi history and compare the similarities in our society.

Theoretical principles

In today's world all affairs are conducted by organizations and they depend on personal and group works. Individuals' performance effects on quality of activities and as a result on management and society affairs. Managers play an important role in development of an organization. Management is a common concept required for every meaningful and organized work. Alegeband offers definitions of management as art of doing activities by others (Fault,1924);conversion of information into practice that this conversion is called decision making (Forester,1962, quoted by Albarniz, 1975); coordination personal and team work in order to achieve collective goals (Dafei and etal,1971); establishing effective environment for team work (Qntez & O'denell,1972); coordination of human and material resources in order to achieve goals (Kast and Rezonovick,1974)(general management, 2008:9). Some scholars define management as a process of achieving goals in effective way by others .Efficiency is achievement of goals by employing fewer resources. In this definition, efficiency is important part of management and it describes the relationship between input and output. More input leads to more efficiency and it causes to increase efficiency of a manger.

Management is main activity of human being. Since formation of groups, management has become integrated part of group for coordination of activities. A society could be socialist by emphasize on groups. Theory of management and its function need to disciplines and a discipline provides a set of dependent elements. These sets can be part of automobile motor or biologic element like parts of human body and even they can be theoretical like

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continuity of general concepts, principles and technologies of management. By this explanation management involves process of planning and preservation of environment for collaboration of individuals and achievement of goals efficiently.

Management is defined as follows:

-individuals as manager do duties of management (planning, organizing, arranging human force, coaching and control).

-management is necessary in all organized collaboration in all organizational levels.

-the goal of all managers should be promotion. The managers should establish an environment to achieve goals by less cost and time.

-all managers have the same goal.

-productivity is the common issue for all managers and it involves efficiency and efficacy.

-incompetent management leads to failure.

“Management is an art like other practical and applied fields (like pharmacology, music, engineering and basketball). It is defined as act according to current situations. An organization is progressed by using organized elements in management. Such knowledge leads to science. So, management is an art; defined knowledge about manner of implementation that can be called science. Science and art are compatible words and they complement each other” (Principles of management, 2009:10).

Management knowledge was categorized based on duties of planning, organizing, employing human force, leadership and supervision. These duties provide useful structure for identification and recognition of management. Every new research idea is categorized easily in this categorization. Thus selected management scopes are planning, organizing, employing of human force, leadership and supervision.

Planning: it motivates creating new phenomenon, although some future events are predictable, but unpredicted events could interfere in the plans. The goals are achieved by planning. For preparing background compatible to practice, announcement and directing individuals is necessary. In a useful teamwork awareness of goals and activities seems necessary (Principles of management, v.1, 2009:77-78).

Organizing and coordination: as an architect dividing duties among workers, a manager also divides works among employees (Pashaei and et al, 2012, 165). Organizing involves followings-determination of activities necessary to achieving goals; 2-categorization of activities in organizational sectors 3-appointing managers for each sector; 4-authority for activity; 5-coordination of activities and authority and relations in horizontal and vertical lines of an organization.

Employing human force: employing human force involves elements of determination of working requirements, effort to investigation the current status, finding competent individuals, evaluation of competency of the candidates and employees” (Principles of management, 2009:81).

Leadership: leadership means being among people and effort to achieve goals of team according to demand of people. The leadership deals with human aspect of management. All managers accept that their main problems are rooted in people’s attitudes and behaviors. Competent managers are also competent leaders. Since leadership denotes obedience and people tend to follow the person who meets their needs. Thus, leadership involves motivation, styles and strategies of leadership and communication (ibid: 82).

Control and supervision: supervision means measuring and improvement of subordinates’ efforts in order to compatibility of activities with plans. Supervision means comparing functions with goals and plans and finding incorrect parts, correcting them and helping implementation of the plans. Although planning is done prior than supervision, but plans could not be implemented spontaneously. Indeed, plans guide managers toward employment of resources for achieving goals; thus affairs are inspected in order to compatibility of activities with plans.

Coordination: most of the scholars consider coordination as a separated duty of the management. It is better to say that coordination is essence of management, since personal efforts are coordinated in order to obtain group goals. Each duty of management is exercise for facilitation of activities. Even in a church or Christian organization, most individuals interpret the same benefits in different ways and they try to reach the common goal. So, the manager should coordinate those activities, goals and methods (Principles of management, v.1, 2009:84).

Beihagi

Abolfazl Beihagi was secretary of Sultan Mahmud to period of Sultan Farokhzad on the behalf of Abu Nasr Ben Moshkan. He left his post after end of Sultan Farkhozad kingdom. He was born in Hares Abad and studied in Neishapur. He was apprentice of Abu Nasr Ben Moshkan as a secretary of Sultan Mahmud palace in youth. He was considered by Abu Nasr and learned rules of writing; he progressed so that could write letters of caliphates and Turkish rulers and neighbor rulers from draft of Abu Nasr. It is inferred that he was a calligrapher. Beihagi was so honest and competent that he became responsible for treasury. According to professor Fayaz, treasury was a place that important documents were held there. Beihagi was protected by king during final years of his kingship against

BoSahl Zozani, the head of Divan. In period of Abdoll Rashid Mahmud, uncle of Masoud the seventh ruler of Ghaznavi, he was head of Divan. In this period he was imprisoned due to jealousy of other officers. In 444 AH When Togrol, the escaped servant of Mahmud, rebelled against Sultan Abdul Rashid, Beihagi and some other officers were imprisoned in a fort. After releasing, he composed history of Beihagi. In history of Masoudi in 450 he refers to his solitude. According to historians and experts, Beihagi has employed scientific style in writing of history. He studied credible history books in Ghaznavi's Divan and wrote daily events on the calendars and used reliable people narratives.

It can be referred to 1-Beihagi history: Masoudi history 2-Mahmudi or Yaamni history 3-Zinatoal ketab. In Beihagi history all ethical, geographical, cultural and historical specifications and writing style have been consider. In this research, it was tried to investigate management characteristics. Management aspects of this book have not been studied.

METHODOLOGY

This research was conducted by library method and it is descriptive and analytical. The data were analyzed as interpretation and in some parts it has critical approach.

Analysis

Management principles in Beihagi history

Principle of planning: necessity of planning in organizations is obvious. It can be said that planning is as important as breath for an organization. Since lack of planning causes to difficulties and problems and killing time to solve those problems.

Priority of activities: according to the principles of management, the mangers should prioritize their activities. When Sultan Mahmud died Sultan Mohammad coroneted by Ali Garib, since Sultan Masoud was in war, his aunt wrote a letter and wanted him to return.

“Sultan knows that his brother could not coronate, since this family has many enemies. The treasure and family are in danger. This is your father's promise and you should hurry. You attack other states because of your father's magnificent when his death become obvious our statues is changed and the important subject is Gaznin, Khorasan and others are secondary. You should hurry in order to protect this kingship (Beihagi history, 2009:12). According to the mentioned letter, Masoud's aunt was aware of the principle of planning and opportunities and goals. **Principle of counseling:** counseling is using others ideas and logic.

“He could counsel without being affecting and decide rationally .He counseled with grates for returning Marve and appointed Khajeh Hussein Michael for arrangement and camping in Marve way near army”.

Policy making and taking responsibility: the results show that success of an organization depends on planning based on commitment and responsibility taking and implemantion by competent individuals. When Ahmad Abdoll Samad saw that Kharazmshah became wounded he said: it is better to hesitate and send spies. The spies told that Ali Tagin was lost and probably he will ask for cease. They decided to arrange the army and appointed a messenger to ask cease and rest.

“I told it is necessary to ask the heads of the army and pretend that we will attack ,then appoint a person as a messenger of enemy that demands cease. So Kharazmshah could rest and Kharazmshah accepted this proposition”(ibid:486).

Considering realities: truth should be considered in planning; the planners should aware from social cultural, political and economic conditions and decide accordingly. In other words, the policy makers should study the media for implementation of the plans. When Sultan Masoud offered title of Sheikh Hamid to Bosah Hamdavi, Khajeh Ahmad was upset and Bonasr explains the reason for this title and says Khajeh should not blame me since it is order of Sultan. I will send the letter of Khajeh to Sultan. When Khajeh Ahmad hears this message he considers his mistake.

“Khajeh Bonasr is right and it is better to cover this subject. I hope that Khajeh advise me and I will accept”(ibid: 619).

Principle of organization and coordination

Social security: the leader is a policy maker in planning of targets and he interferes in implementation of these polices. Polices could be made directly by the leader or by his subordinates. Social security is necessary in these plans. When Sultan decided to go to India he asked his subordinates and they referred to minster and he said that it should be secure Khorasan against Turks and then go to India and Ghaza.

Organization and arrangement of war: the ruler should fight by enemy among the army and he should secure his body. The attack should be prevented at night and the army should be arranged for domination on enemy. In war between Hajaj Yusef and Zobeir, Hajaj arranged his army to surround Zobeir army.

Arrangement of Divans: When the properties of Hasanak were confiscated Beihagi arranged members of court and explained their duties. Sultan said Khajeh: we should go to Tarem that Hassanak and his property will be brought there. All his property should be transferred to me .He went there by his officers, aristocrats, Khajeh Abull Gasem, Bosahal Zozani and Bosahl Hamd.

Principle of employing human force: when Sultan Mavdoud wanted to go Hiban as successor of Sultan Masoud, it was decided to write a letter and determine officers and their duties. "The ruler ought to determine his subordinates' duties and determine his servants and army officers and Divan secretaries. He should specify time of journey and settlement and treasury, clothes and journey expenditure" (ibid: 989).

Appointment of competent individuals: the ruler should appoint competent individuals. Bosahal reads Sultan's message: Khajeh was suffered in my father's period. He was pleased us. I wonder he is alive and he should accept this duty and train officers to arrange affairs" (ibid:201).

Appointment of loyal and honest individuals: Loyal and honest individuals should be appointed. The honest people consider organization benefit. "When Khajeh Ahmnad Miemandi explained his ministry conditions to Sultan Masoud he requested Boshal and Bo Nasr Moshkan and sent letters to them. When Bonasr Moshkan asked the reason he replied that he wants a honest person and counsels him" (ibid:202). Generally speaking, appointment could be considered as element of organization and coordination.

Principle of leadership and management

Technical skill: Robert Kenz suggests three skills as characteristics of managers: technical skill, skill of using techniques and tools; a manager should be able to work in order to supervise activities. Technical skill empowers the management .Masoud was one of the skilled and aware kings. "Sultan Masoud went to the place from Koshak in Abdalla to coronate. The divans and monuments had been constructed there. During one year that I was there passages, shops and other monuments were constructed by order of the king. Many architects worked there; a new monument was constructed in Ghaznien. Entrance and square were also constructed in Neishapur. He built many barrack. He was skilled"(Beihagi history:198). **Familiarity with latest sciences and different languages:** In Beihagi history, it is referred to familiarity of Masoud with political and engineering sciences and sport. He was familiar with Arabic and Persian. Familiarity with foreign language is an advantage for a manager. When Rasoul Khalipheh brought a letter Bonas translated it into Persians. Sultan Masoud was familiar with both Languages. "Sultan said: I heard, he ordered Bonasr give it by Persian version. He read it elegantly and wrote what my master translated in old Persian and Tuzi in letter from Baghdad"(ibid:444).

Rationality: wisdom and justice are necessary for a manager and leader. Beihagi refers to this subject: "know that people are called in their language and heart becomes powerful and weak by hearing and seeing. A person could not feel happiness and sorrow without seeing good and bad. Eye and ear are spies of heart. Heart judges according to what it sees and hears. The heart should counsel with wisdom that it is ruler of justices for this reason people are greedy for the past and future events" (ibid:1098).

Principle of control and supervision

Control and supervision are the main duties of a manager, so that other components of management are deficit and inaccurate by lack of control and supervision(Akrami and Pashaei, 2011:2453). The efficacy and efficiency of resources and members are increased by control(Seyed Javadin, 2009:877). Supervision means comparing functions with goals and plans and showing incorrect parts and correcting them and helping to correct implementation of the plans. "Khajeh Ahmad Hassan was revenged in last year's; he captured Abul Gasem several times and investigated him. Sultan sent Bonasr to Khajeh Ahmnad's home to investigate his affairs and prevent his damage. He sent Abdos to prevent his torture. Abdos said: you are patient let us to punish him and he released him. "Abdos said: The king says that Khajeh is suffering and depressed and investigated Abul Gasem affairs. Nobody could take treasury properties. What you want from Abul Gasem write and he will give you properties until sunset"(ibid:500).

Supervision of governors: a letter was sent from Khorasan that Turks are in states and they plundered Ton. AbuAl Hassan Eragi the governor of Kurds and Arabs is drunk all day and night in Heart and he oppresses people. He sent a servant with a group of Kurds and Arabs toward Turks without insufficient information and many people were killed and captured. Sultan becomes sad and asked Vizer and appointed him as governor of Khorasan. Supervision and investigation are duties of a manager and ruler. When Kharazshah ordered to attack on Bokhara, another army was jointed to the army. He ordered to his court officers to prevent oppression people and enemy. "Be careful about oppression on people in our and enemy territories and when you reach to army of Altontash serve them and obey

them and do not oppose” (ibid:480).**Supervision of treasury:** If treasury is not supervised the expenditure and earning of the ruler is not specified and this leads to trouble. When Sultan Mohammad was in Kohtiz fort a messenger came from Sultan Masoud. Sultan wanted to investigate properties of his brother according to sympathy and friendship. “We should investigate your properties and you never suspect, we will be in Balkh in the winter and return to Ghazni in the spring. So properties, gold, coins and clothes should be returned in treasury and the treasury should be protected by Begtgin and the affairs should be investigated”(ibid:60).

Conclusion

In Persian literature our great scholars were familiar with management since they were in the courts and they were acquainted with management affairs and tried to refer them in verse and prose. In Beihagi History the management principles were considered and they were divided into different categories in the stories in elegant way; for example counseling, responsibility taking and realities have been considered in principles of planning. Social security, organization of war and arrangement of army and Divans have been considered in principles of organization and coordination. Careful appointment of individuals and selection of loyal and honest people have been considered in principle of employment of human force. Technical skill, familiarity with latest sciences and different languages has been referred in principles of leadership and management and supervision and control of treasury have been considered in principles of control and supervision. In order to employ value oriented management system and Iranian managements it is necessary to extract cultural roots from literature and implement the old styles in new way. Beihagi history involves wealthy management principles that they could be implemented as management system in the society.

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