



Studying the personal specifications of the directors in Kalileh & Damneh

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ABSTRACT

Divine management, is a management based on recognizing the truth of humanity and his rank that is actualized through managing the hearts. This type of management is special for prophets and his followers; to withdraw human out of animal rank and import him to divine one, from darkness to light and towards God. Using special individual and divine specifications, prophet direct human towards God, their management is based on respecting and against contempt, Moses like management against Pharaoh. In evaluating system of prophets, human and his reality, is the perfecting point for all creatures. Writers and poets of Persian classic literature using these religious lessons, have prepared a -perfect managing course for dynamism of the society, the idea that Henry Faiol (1841-1925) the French theorist, Stephen Robins the theorist of management science and Robert Kentz the author of influential skills and the former president of Porx Company, HerodlKontez, CirilOdanel, and finally Heinz Miehrisch the authors of "Management principles" and Donald Kondal the managing director of Pepsi Cola and others emphasized the same years after. In the present paper it is attempted that personal specifications of managers in Kalileh & Damneh book are studied using the theories of some management science theorists to open a new way against the researchers for the Persian literature.

Key words: special specifications of the manager, kalileh & damneh, Henry Faiol, Robert Kentz, Robins.

INTRODUCTION

Perhaps it is impossible to determine a special date for start of thinking in managers and their specifications. Of course, studying the institutes that are managed by Muslims, Judas and Greeks and Italians, we could learn many things. Although, in accordance to the findings of J. M. SheferTizoji and Stephen Out the authors of Organization Theory books, Aristotle was the first person who spoke about the importance of culture in managing systems. IbnTimeh used scientific method for counting the administrative principles of Islamic Organizations and Machiavelli in his final studies introduced the ways of using power to the world.

Studying the different resources of ancient world, we read in trip out (A part of Old Testament- Chapter 18) that Shoaib father-in-law of Moses blamed him that he must have formed an organization and placed the related responsibilities on the shoulders of judges and others.

In verse 25 of the same resource, Moses accepts his suggestion, selects competent men from among them, and appoints them as head for groups of thousand, hundred, fifty and ten people. However, Moses himself solved the hard issues and his authorities solved the small problems. This main standpoint in management, exists in under the title of "Management on exceptions" of Aristotle in ancient era for a manager and says,

"The director who is aware of the needs and could support them. Somebody could be a good director who could direct a musician band, a family a city and an army." (Xenophon, 1869)

Socrates introduces the duties of governmental and private presidents, discusses them, and emphasizes their special points.

Although drowning in Knowledge Sea of the formers such as IbnTimeh and Socrates is full of pleasure, however those who have studied the roots of management believe that it roots in production systems and establishment of economic centers. Thus, authors and poets of Persian literature, using Quranic issues have prepared a perfect and dynamic management rules that theorists of management science achieved them many years later.

Understanding the individual behaviors by studying the role of psychology in organizational behavior is possible, and as Stephen P Robins believes, the role of psychology could be divided to four categories of insight, personality, understanding and learning.

Now, studying one of the masterpieces of Persian literature (Kalileh & Damneh) from the standpoint of personality of directors we would study the compatibility of theories and some other theories.

Kalileh & Damneh; is among the knowledge books that has collected the ideas of old and experienced people and it is written for their sons and is respected for many centuries and learned many things from it.

Although the original book is Indian and its name was "PancheTantereh" however, NasrollahMonshi in his translation of the work did not observe the fidelity and his translation was a free one. It deserves to mention that this great masterpiece is written by the aim of managing a society and recognizing the specification of individuals that is necessary for a director.

NasrollahMonshi lived in the era of Ghaznavis, and he was the secretary of Bahram the King of Ghaznavies. The book is one of practical knowledge books and especially pays special attention to country and society managing that after many years other theorists prepared and theorized them for present era.

Robert Kentz the famous theorist of management science in his book "Influential skills" page 23 believes that four skills are necessary for directors as human, technical, understanding and planning skills.

Directors must be able to design valuable practical skills considering the facts.

Other French theorist, Henry Faiol (1841-1925) has a similar standpoint as Kentz. He started his life as mining engineer. He spent all his life in a company and when he was 47, he became the director of the same company and after his seventy-seventh birthday, he was retired. When he took the responsibility, the company was in bankruptcy; however, under his scientific management the company obtained great success.

His job creating success brought great fame for him and when in 1916 he published his work on management, eternalized his name in the history forever. 2

The researchers of the US believe that Henry Faiol that was the director of a mining company from 1888 to 1918 is one of the oldest and perfect theories in managing affairs.

During three years and as a director of the company and through nurturing different concepts, he changed a bankrupt company to one of the biggest companies of the France. Most of his works are applicable and are influential in current management. In order to introduce the work of Faiol, he is considered as father of management process. 3

In order to develop the general theories, Faiol declared that management must be studied from a scientific standpoint. In this regard, a scientific method must be followed that Descartes the French philosopher used it in 1637. As ZigridHonke in his PhD dissertation refers, Iranian mathematician Omar Khayyam in his mathematical ideas influenced Descartes. Descartes scientific method used the following issues in his works.

1. What in the world does take its roots from experimental documents?
2. Why a phenomenon behaves in a determined way?
3. Why we must classify the data of a phenomenon in the world?

Following Descartes, Faiol like Persian literary men believes that the aim of the research is to prepare the ground for different events that could predict the future strategies.

THE PERSONAL SPECIFICATION OF A DIRECTOR FROM THE STANDPOINT OF MANAGEMENT SCIENCE AND ITS COMPATIBILITY WITH INSTRUCTIONS OF KALILEH & DAMNEH

Robert Kentz believes that working with people, doing group works, creating evenness and harmony in an environment that everybody states his beliefs freely, is among the human skills of a director.

Henry Ford the director of Ford Company and Donald Kendal the director of Pepsi Cola describe the dignity and personality of director as the most important factor.

Faiol believes that the moral and ethical specifications of the managers of the organizations must be as follows; moral power and stability, moral and ethical principles, desire for accepting the responsibility, having creation power, being exact and having discrimination nature, being in peace with necessities of time and environment, having suitable speech and behavior and having glory and loyalty to others to draw the respect of others.

In Kalileh & Damneh it is suggested that directors must have high moral and ethical abilities.

a. "The stability and dignity makes kings more acceptable, if morality is along with religion and patience, with a small anger the world never is destroyed and people never feel hatred."

(Kalileh & Damneh, The chapter of kings and clergymen)

If some elements makes instability and it were not be important from the standpoint of government, there would be no attempt to solve it, an individual who is not able to state his ideas freely, would rebel and achieving managerial aims would turn difficult.

The authors of Kalileh & Damneh believe that nature, dignity, kindness, justice, grace, generosity, patience and keeping secrets are among the most important moral qualities of rulers that ignoring them brings unwanted results.

“Three things could not be ignored except by will of power, the deeds of Sultan and sea trade, and overcoming the enemy and men of thought say that it is good to praise the men of power; to be among the kind rulers or respected men of knowledge.” (Kalileh & Damneh, 2536, 67)

The bases of primary researches that is carried out by manager and his behaviors shows that they have relations i.e. the insight of manager is a function. Thinking about goodness makes the deeds better.

As Robert Kentz and Henry Faiol believe moral power and stability, respecting other, generosity and bravery of the director makes the bases of a system more firm and these are obvious in the works of the authors of Kalileh & Damneh;

Attraction is different from beauty. It is possible that a person does not have attractive face, but his appearance is attractive and vice versa. Being attractive is an acquisition and important factor in directors. Faiol believe that a director must have power and physical energy along with an attractive face. It is emphasized in the Persian literary texts. In Kalileh & Damneh a lion which is selected as the ruler of the forest is both the symbol of power and health and a sample of beauty and attraction.

“I could not be free from the revenge of other kings, being at the service of him is like a year for me, my weakness is obvious and his glory is powerful.” (Kalileh & Damneh, 2536, 293)

One of other necessary skills for directors is the ability to solve the problems that Robert Kentz notes it as “understanding skill”. He believes that a manager must have ability to recognize the important elements to establish relations between the elements.

As he believes, directors must be able to understand the issues, recognize the affairs, and determine the relations and methods for any action and measuring the methods along with the power of judgment. The director must never feel tiredness in following the affairs and never replace the thinking solidity with logic.

Obviously, literature has some duties that through them missions find their meaning and it includes preparing strategies for prosperity and success, determining the limitations and keeping secrets to avoid the violators. It is emphasized in all parts of Kalileh & Damneh;

“If king maintains his secrets and have suitable viziers, people would afraid of him, and his dignity would prevent all wrongs and awarding the good doers would be an obligation and punishing the violators would be a must. King must award anybody who deserves and nothing could remove this glory, and they all would serve him, since world is a betraying one and world oppressor.” (Kalileh & Damneh, 2536, 200)

In the chapter of kings and clergymen, they are introduced as the authorities of world, stability and logic.

It is taken for granted that the mind quality and using the logical ideas and consulting the intellectuals in removing the problems could create prosperity for society.

Harold Kontez, CirilOanel and HeintzVihrischin their book, “The principles of management”, introduce the bases of leading and management in four basic elements:

1. The ability of using power influentially and with sense of responsibility
2. The ability of understanding the human senses in different eras and situations from different motivating forces
3. The ability of empowering the others
4. The ability of taking measures for affairs that creates proper space for motivation and reaction against motivations

As Faiol believes these types of abilities include the issues that do not have relation with special duties of the organization, however the leading and managing abilities necessitate them. Having a general understanding from modern science form the bases of mentioned knowledge.

In Persian texts especially in Kalileh & Damneh, the knowledge of director is not related only to his managing knowledge, however if he is the Alexander of the era, consulting the men of knowledge is useful for him.

“And when the king observed my art he would be interested to keep me rather me to serve him.” (Kalileh & Damneh, 2536, 66)

As it was mentioned, Robert Kentz believes the technical skills to be necessary for directors and using them would raise the aims of the organization and create jobs.

In Kalileh & Damneh it is emphasized that anybody who has not understood the aims of the organization and is not familiar with his duties, does not deserve to be a leader and if somebody does not have these condition, the inferior never trust him and would go after a deserved one.

The weakest of the kings is the one who ignores the results of the works, and does not pay attention to the significant issues, when there is a devastating event he takes refuge and when situation is lost and enemy found the opportunity sentences the friends and blames them.

It is necessary for directors to compensate the problems and avoid the success of enemy and handle the issues with policy and never open the way for enemy, since the ideas of old and forces of youth carry out all works. The property without trade and science without negotiation is void.

This specification is the most valuable factor for a director. Of course, selecting the first rank authorities and evaluating the results is impossible considering their past management, since these individuals are without experience and regarding the successes of former directors, we could select the higher and regular directors.

As Faiol believes, having experience along with executing the special duties is obtained by individual's special works. Therefore, professional experiences are obtained through time. As it is observed in Kalileh & Damneh,

"Lion the king of forest attempted to select an assistant, he invited jackal that was famous to be God-fearing and tested him. After several days, he told: I heard that thou are the best in devotion and we want to trust and raise thou, thus thou are our friend and among the specials.

Jackal answered: kings deserve for significant affairs and they select the best assistants, I am not aware of these issues that I do not have any experience.

"Since we wish, do not bother yourself," the lion said.

Lion made a contract with him and trusted the treasury to him.

His friendship was harsh for friends of lion, and started animosity with jackal. They accused him of rubbery. Lion turned angry and ordered to kill jackal.

The mother of lion became aware of jackal's innocence and warned the son of precipitation. Lion accepted his mother and thought about the issue and released jackal and punished the enemies. However, it was a great experience for him. 1

As it is mentioned, the inexperienced jackal learned many experiences while executing his duties. In fact, in the first stage jackal was only a witness to the events and did not have any experience in creating events.

"Lion said, it could not be because of his weakness, and he never is enchanted, since a harsh wind never breaks a weak plant and only the strong trees collapse. Higher ones and kings only know the higher and guilty ones rather the real enemy and never use their glory for everybody. Since kindness is only for those who value it."(Kalileh & Damneh, 2536, 72)

If we accept these points, thus people would be divided to three groups as follows:

Rare ones who create events

Many who witness the events

The majority who ignore the events

Consequently, directors are employed or selected to create events. Gary Delsler believes the point. Desler believes that a director as a type has a specification that necessarily does not mean management, but have relation with the personality of the director.

Reymond Katel a member to psychology association of The US believes that personality theory aims to predict human behavior in different situations, in other word it includes the issues that allows us t predict what would be our behavior in special conditions.

In environments that we witness the reduction of motivation among personnel, we must not be surprised since employers ignore the laws and do immoral acts. If in a managerial system the ruler or manager ignores the moral behaviors and does not pay attention to beauties as a capital in social life, the society would go to decline.

Aalst, awareness and beauty is the root and capital of life, all creatures is common in this sense. Only human achieves understanding and recognition. If human is educated one, this management is obtained. The ability to analyze the past and predict the future is only for humans and for those who have released themselves from the conditions of past. Achieving this place is impossible without leadership.

Literature in addition to artistic perfection is the result of nation's thoughts and heritages. Since literature is used everywhere and human achieves a genre from time to time. S/he attempts to state all knowledge in terms of fluent sentences.

CONCLUSION

As it is observed, the psychologists and literary men recognize different types and personalities and management knowledge suggests special persons for managerial posts. Considering that specifications of the managers is the same in Kalileh & Damneh and theories of Faiol, Robert Kentz, Harold Kontez and others, we could conclude that the literary men of Persian literature have known the dimensions of human psyche for many centuries.

The main subject of the present research is focusing on the personal specifications and individual responsibilities that in selecting a director must be considered since progress is not a random one.

Kalileh & Damneh is the laboratory of social events and guidance light for people that is both a predicator and leader. It is the duty of the authors to transfer this cultural heritage to next generation if it is restated in a fluent and beautiful language to understand the past and seize the future.

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