

implementing digital promoting in rural areas. This study is confined to solely Chickballapura region.

Limitations: the end result of analysis depends on information provided by the respondents which can not be the true illustration of the population. Research is limited to the Chickballapura region only and that is why the results may not occur as often.

Conclusion

Rural market - one side that is still a market for many producers has the potential for many competitors. On the other hand, retailers are not ready to use digital marketing strategies in local markets. The current study presents those opportunities for retailers to take advantage of opportunities that are not available in the domestic market. But this research sheds light on the domestic market in general, another research can be done mainly on the product or service sectors to determine the feasibility of digital marketing in such areas.

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Ethics of Management Philosophies

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Abstract

Management, from a very simplistic perspective is about directing the company's resources, to meet the strategical master plan of the business. Nowadays, the work environment changed dramatically from how it looked 20 years ago or more, in terms of diversity and collaborated workforce. Here we can talk about migrating workforce, outsourcing companies or even integrating AI in daily business, intercultural structure implementing globalized end to end business solutions such as software solutions or conceptual strategic models. If in the past, people hired in a national company were a community relevant to its location, cross cultural environment workforce demands creating a coordinated approach in terms of strategy and resources conveying a sustainable business environment. One of the key aspects nowadays is to successfully manage the employee retention so that the business can meet its standards. All these changes and interdependencies require a refreshed approach described under the ethics of management philosophy.

Keywords: ethics, management, intercultural, strategy, management philosophy, ethics of management philosophy

Introduction

Why do we need a management philosophy? Because the most valuable resource within a company is the human factor and considering that a company's purpose is to maximize its profit, the company should act in two precise directions: producing value using economical strategies and also raising valuable employees.

Which are the means to raise valuable employees? How do we develop coherent and consolidated policies within an organization?

A modern company in order to find its most appropriate management strategy would do a good job abiding (UDHR, 1948) which sets directions for civil, cultural, economic, political and social rights, described under the Human Rights Conventions that evolved to a much higher degree of intricacy over the time.

Then let's look into the Management Theories that changed with time, from setting directions while transforming small manufactures into industrial productivity establishments to contemporary multicultural organizations.

Thus we can start from *The Manager*, by (Fayol, 1909) "A replacement should always be named in advance to replace the absent or delayed director Authority must always be represented".

Then *The Principles of Scientific Management* were stated by (Taylor, 1911) in the sense that "The remedy for this inefficiency lies in systematic management, rather than in searching for some unusual or extraordinary man."

Mayo (1945) was the one analysing behavior of people within the work environment, resulting in the Human Relations Theory explaining that "Management, in any continuously successful plant, is not related to single workers but always to working groups. [...] management succeeds (or fails) in proportion as it is accepted without reservation by the group as authority and leader."

Weber (1946/1958) was the one setting a clear direction saying that "Precision, speed, unambiguity, knowledge of the files, continuity, discretion, unity, strict subordination, reduction of friction and of material and personal costs" under *The Bureaucratic Theory*.

The Human Side of Enterprise where (McGregor, 1960/2006) describes *The X & Y Theory* that brings to our attention key aspects to the ethical concepts of management "Many of our attempts

to control behaviour [...] are in direct violation of human nature. [...] Discussion of the idea of controlling human behaviour raise justifiable apprehensions about possible manipulation and exploitation.”

Bertalanffy (1968) General System Theory sets common patterns “The real values of humanity are not those which it shares with biological entities, the function of an organism or a community of animals, but those which stem from the individual mind” .

The following concept went even into deeper perception, understanding motivational factors within the work environment in (Fiedler, 1970)’s Organizational Behavior and Human Performance "Leadership experience and leader performance - another hypothesis shot to hell".

Conceptual Analysis

1. Classical Management Theories

The purpose of this article is to raise awareness on how to produce sustainable policies and practices within the business organization having in mind the multicultural aspect of the work environment as it is present in all types of business organizations, from the smallest business establishments to the largest corporations worldwide. Therefore, the blend of globalized economic strategies with socio-cultural diversity and the management theories bring up to the means a manager applies to be successful in developing economic value of the company.

The Manager (Fayol, 1909) role would come with high responsibilities and commitments towards the company, the company’s clients and suppliers and also towards the company’s stockholders, board of directors, president, vice-president, CEO and from middle management to all workers. Looking at this task only, it is naturally that we will try to find a way to gather and manage all the party’s involved information in some structured manner. Therefore, Administrative Management Theory is meant to set order within a business organization by determining precisely who does what and to whom each employee reports to. Within this concept, employees are perceived as productive if they are specialised in their field of activity, so their work will improve due to their skills and the output of their job ensuing efficiency. The hierarchical chart should have been respected and thus responsibility became shared from the top manager to every designated

department manager to the last supervisor in charge in order to set authority and discipline among workers.

Of course, while creating the organizational chart there would be only one manager responsible for a designated department, and all managers reporting to their superior, this way setting unity in both command and direction. In order for the company to be prosperous the settled goals and strategies were for everyone in the company to follow as their core motivation, while not every one of them had to know the whole picture of the plan but only the information that would help them deliver their best outputs, limited within the organizational chart. The employees would have benefit the freedom of manifestation within the settled boundaries and the companies would promote unity and team work.

The managers should have had an appropriate attitude towards employees in both directions: severe or kind, adapting to the situations they were facing, so that the employee's turnover would remain low. The task that would apply to everyone in the company was to keep the work environment tidy and safe for everybody. Therefore, the manager's prestige is irreplaceable, and the organization cannot function without a manager, even if for a very short while.

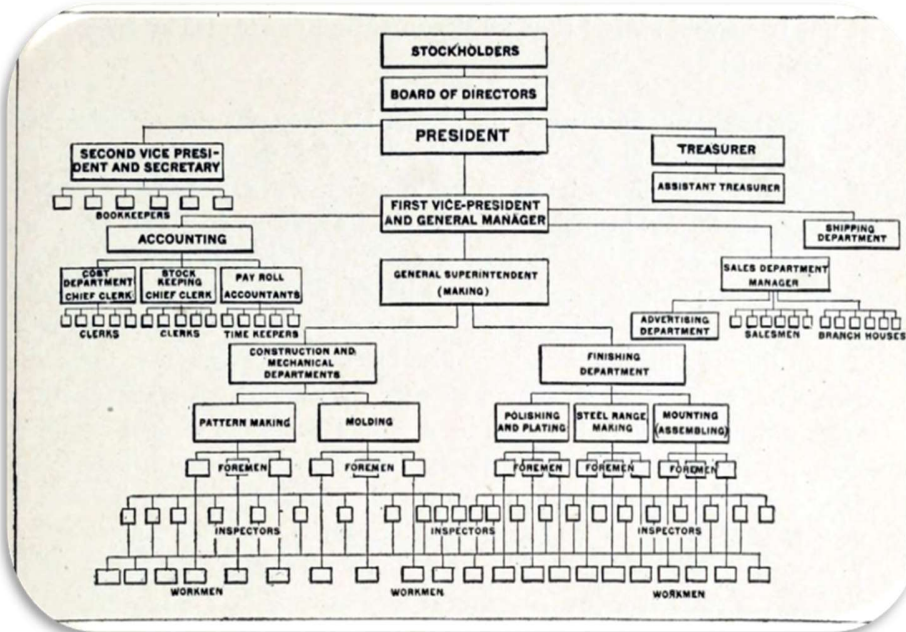


Figure 1 - Organization Chart of a large Company Manufacturing Stoves 1914

(Source: 1 - <https://courses.lumenlearning.com/wmintrobusiness/chapter/reading-management-theory/>)

For all these principles there is a very logical route-cause-effect as described below.

Figure 2 - Administrative Management Theory Dependencies

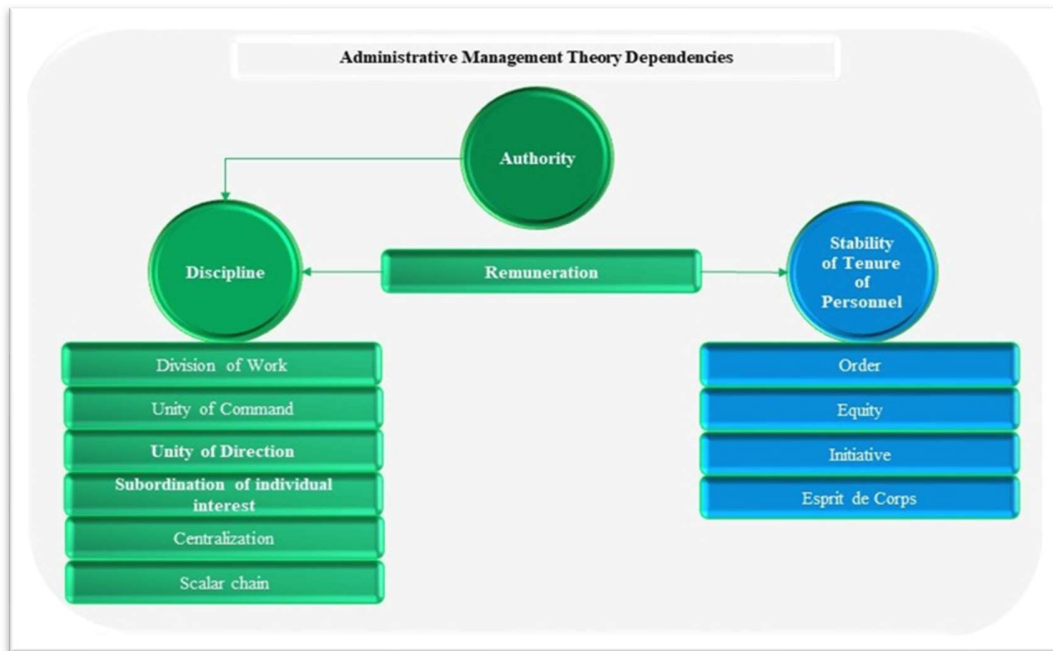
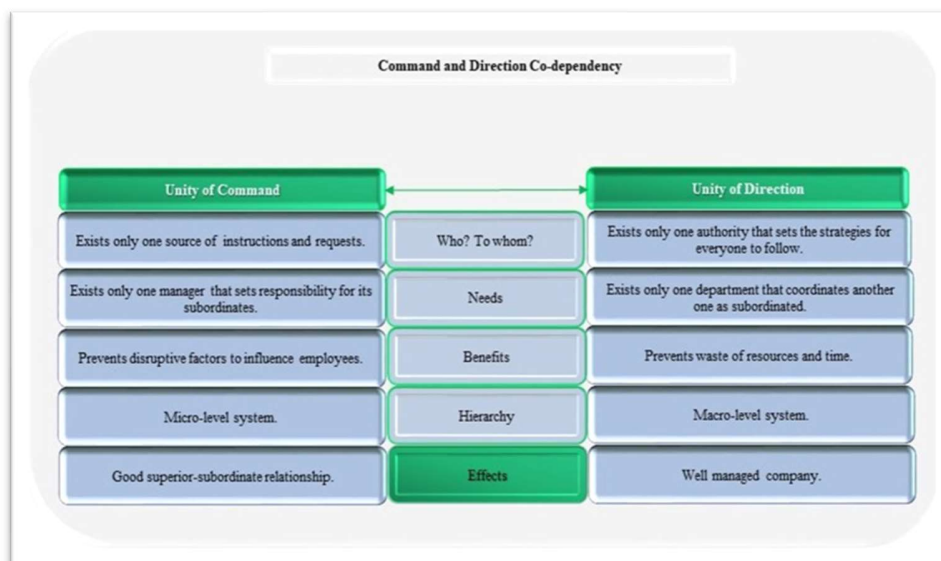


Figure 3 - Command and Direction Interdependency



Two years later (Taylor, 1911) brought more light on the way the settled order should be applied within The Principles of Scientific Management. This set of principles are meant to design the foundation of a manager's decision using science for every business process or sub process, harmony among employees should provide the best work environment, and that a mental revolution of both managers and subordinates in the sense that they all should work for the same goal which should be: maximise profits for the organization. Further on combining harmony with mental revolution we'll get to the next principle that says that managers and employees should find ground for cooperation in work environment. The individualism was seen disruptive, being a source of competition that was in the way of cooperation. The best productivity of an employee was seen as an effect of education as training on the job; also recruiting was proven to be best if selection would have been realised on scientific base, so that training would have a solid base thus maximised efficiency.

Mayo (1945) introduces the concept of community at the working place as a result of his Hawthorne studies developed into The Human Relations Theory. He showed that people at work should be treated as individuals, social people with different and unique type of needs and skills with desire to develop and growth. The high quality or efficient work was proven to be done by those employees who received attention and were encouraged to get involved. Human relations are "a study of human problems arising from organizational and interpersonal relations" as defined by (Merriam-Webster, since 1872). The most significant traits required to set the best human relations premises are: communication, negotiation, organization (self-discipline), conflict solving orientation and multitasking. The key findings of the research were that the most influential factor in productivity are the human relationships within the work environment.

The Bureaucratic Theory by (Weber, 1946/1958) actually seems to be a renewed concept of (Fayol, 1909)'s Administrative Management Theory, stating that strict order within the organization would have been maintained with clear rules in order for it to be successful; in such type of organization each employee knows their place and their tasks.

Figure 4 - Bureaucracy's Advantages

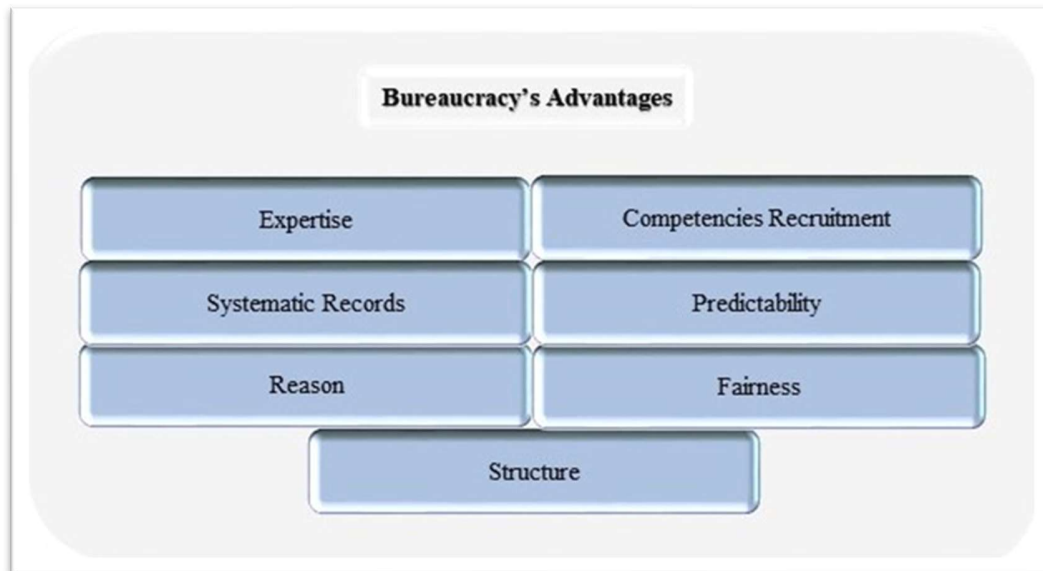
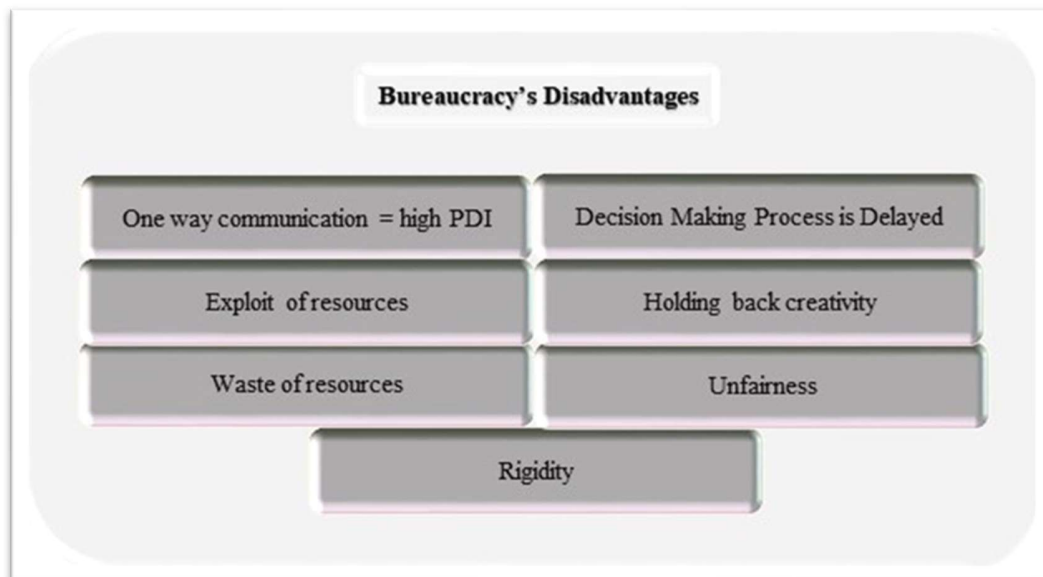


Figure 5 - Bureaucracy's Disadvantages



McGregor (1960/2006) took further the concept of human relations into profusely studies and meaning. The outcome was that the more valued and respected the employees are the more quality-effective is their work and also their sense of belonging to a well-respected entity providing responsibility and motivation. He was quite daring to talk about exploitation and manipulation in a work environment as consequence as using various means to controlling human behaviour yet setting premises for motivation and ethical approaches on human relations within a company under the term of human resources. Thus, he described two ways on employee motivation as perceived by managers into Management Theory X & Theory Y.

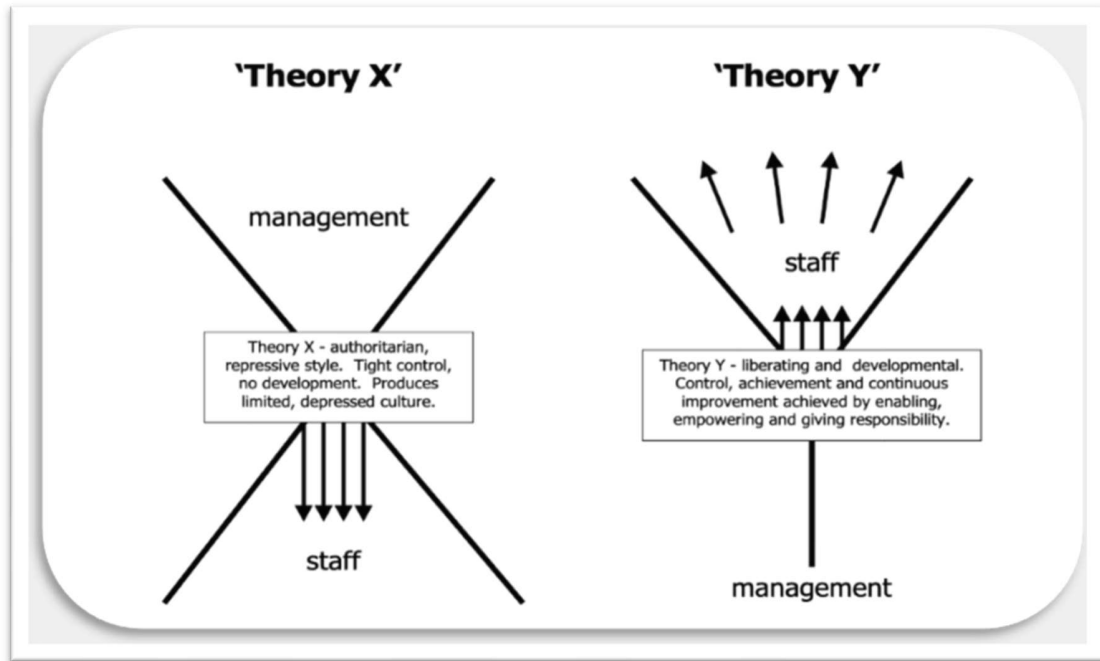
Within the Theory X we can find the following approach: most people don't really like to work and they will elude it if possible; as most people do not have ambition, sense of responsibility and leadership; most people are naive and resistant to changes; because most people are self-orientated they should be controlled and coerced in order to meet the organization's purposes; not too many people have a creative mind into solving any kind of problem that might occur within the work environment. The conclusion shows that often employees are irresponsible, unintelligent, uninterested, unable to adapt to the company's needs and therefore they should be controlled and directed. In this case the motivation of an employee is the money.

Within Theory Y, we can discover a totally different perspective on how the employee is perceived: most people do not perceive work as a hustle, are committed and responsible, with a sense of proactive attitude resulting in being creative at work.

This way the relationship between management and employees becomes a disciplined partnership where everyone works for the highest purpose of the organization; the managers delegate some of their tasks and also consult their subordinates in the decision making process; there are objectives set at all levels and scientific evaluation terms as settled from the start, helping everyone to broadening their professional path.

Figure 6 - Management Theory X & Theory Y

(Source: 2 - <https://www.businessballs.com/improving-workplace-performance/mcgregors-xy-theory-of-management/>)



Later on, Bertalanffy (1968) in General System Theory puts an accent on the individual, in the sense that within every system, each element has its role and importance, thus the efficiency of an organism reaches its highest potentials. In the case of humans this attitude may come only having the right mind-set into wellbeing and integration within the environment.

Fiedler (1970)'s Theory turns towards managers who are defined as leaders having the ability to adapt to a changing environment, not only the work environment but in all their situations.

Here is a breakdown table on the most effective leading style. The acronym LPC stands for Leader's Position Power.

Figure 7 - Breakdown of Most Effective Leader Style

(Source: 3 - <https://www.mindtools.com/pages/article/fiedler.htm>)

Leader-Member Relations	Task Structure	Leader's Position Power	Most Effective Leader
Good	Structured	Strong	Low LPC
Good	Structured	Weak	Low LPC
Good	Unstructured	Strong	Low LPC
Good	Unstructured	Weak	High LPC
Poor	Structured	Strong	High LPC
Poor	Structured	Weak	High LPC
Poor	Unstructured	Strong	High LPC
Poor	Unstructured	Weak	Low LPC

2. Ethics

“Ethics, also called moral philosophy, the discipline concerned with what is morally good and bad and morally right and wrong. The term is also applied to any system or theory of moral values or principles” as defined by (www.britannica.com - Peter Singer, 1999/2020). Ethics is a simple discipline and yet reaches a deep complexity as it starts with the common sense of each person, developed in our own principles that manifest in our behavior affecting not only our private life but also our professional environment. If what happens in our private life can remain private to some extent, our behavior in our professional environment directly affects our colleagues. Starting with only one employee that manifests a type of behavior in their professional environment it will affect several other employees that will manifest differently to the same initial stimulus. To put it allegorically, the reaction generated to a certain stimulus, produced by each and all the employees in a company, at the same time in a certain timeframe, looks like the domino effect replicated randomly and with different and unique intensity for each individual. This effect produces reactions to the initial stimulus, that does not get carried out backwards to its initiator but creates another

wave of reactions and so on and on, multiplied infinitely in the daily professional work environment. But we need to be focused, responsible and constantly alert while conducting our daily business giving the fact that we must be productive daily and any disturbing factor should be set aside. Therefore, in order to prevent, control and repress chaos or other types of disruptive behaviors we need rules and regulations gathered in a coherent document to set both boundaries and values that apply to each individual and should be abided by each individual, equally, without discrimination.

Ethics applies to individuals, companies, study disciplines, conceptual thesis, and beyond, so much that actually we could say that ethics happens at all levels of human being interaction, in all types of environment.

3. Writing a Management Philosophy

After studying the management discipline, ethics, the company and the market environment along with the strategy to follow, we should focus and choose on the best practices, as each of us perceive it differently, and decide the path to take. The Management Philosophy can be looked at as if it is a mission statement, a company's code of principles where the manager lays their own values.

The key is communication: simple, open, direct and clear towards and for everyone within the company. Therefore, we should define the functional attributes of the manager, integrated within the vision to be implemented. Then we should explain which type of relationship is expected to have between manager and employees also elucidating the manager's role. The relationship with employees would be for the best to stand within the leadership-strategy concept. Now for a better impact with the company's employees the manager should share some of his traits that support their vision, followed by the strategy or strategies that wants to implement within the work environment.

Thus, a good management philosophy has a good practitioner of inherent values and principles, also with an open mind so that they could adapt when needed in order to demonstrate their skills, empowering their employees with strength and motivation yet also delegating tasks if necessary.

A Management Philosophy should conclude showing how this chosen concept adopted within the global strategy are useful into the manager prosper professional life.

Conclusions

We can achieve business value by setting harmony between both external and internal factors, with economic and socio-cultural approaches, into coherent and consolidated policies creating a stable work environment. We are not talking about predefined templates in an equity relationship, in such case each factor has its precise role that is performed exactly the way it should because real life teaches us differently; therefore, harmony in a management perspective is about dealing with imperfect factors to create constant symbiosis in an unstable environment.

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