

RESPONSIBLE MANAGEMENT THE NEW PARADIGM FOR THE BENEFIT OF SOCIETY

Dr.T.Lokeswara Rao

Associate Professor
School of Management Studies
GIET University, Gunupur, Odisha

Abstract: The emerging field of Responsible Management (RM) studies that Indicates better management with a focus on the quality of administrative law, as well as socio-economic, political, health and environmental benefits, both local and global. Responsible managers must be leaders of a varied group of individuals with different backgrounds. of responsible management has been investigated from a number of perspectives including: responsible leadership and responsible management education. Innovation is a powerful phenomenon, providing new products and services to society, raising living standards, and developing solutions to societal challenges, such as food security and climate change (Leach et al., 2012).

Keywords: Responsible Management, Environment, Society, Innovation.

Introduction

Responsible management has become a business authoritative in an era of growing governmental and public scrutiny of managerial practices and responsibility. Top-down attempts at emerging transparent codes of practice have been ineffective, particularly given the difficulties of aligning responsibility needs with traditional performance indicators. It can be described as seeking to balance the interests of the entire world (people, companies, and environment) to prosper for the benefit of both, current and future generations.

Indicates better management with a focus on the quality of administrative law, as well as socio-economic, political, health and environmental benefits, both local and global. The activities of modern businesses mean that it is connected with technology, and that society needs. How maintenance should be, no maintenance required. Mainstream for many current disorders in the world, including significant issues around the world such as economic, medical, educational, social, political injustice and environmental destruction Management fault. However, it was never envisaged that industries should create wealth in a manner that endangers the earth or society, or make people lose their work-life balance.

Henri Fayol introduced 14 Principles of Management, one of those Principles is Authority & Responsibility Principles. Liability can be identified from performance and agreements need to be made about this. In other words, authority and responsibility go together and they are like a head tail on either side of the same coin. The imbalance of authority and responsibility for the organization to achieve the general goals is a biggest problem, so, responsibility is utmost important if any organization.

Peter F. Drucker, responsible management itself is a pleonasm, an unnecessary accumulation of words not contributing to the overall meaning, such as “black darkness” or “burning fire.” Drucker sees responsibility for the social impact of one’s management activity as a natural core element of good management which does not need to be specifically mentioned. Paraphrasing Drucker’s words, managers must achieve positive social impact as one of their basic responsibilities to their organizations, actively detecting social needs and turning them into business opportunities

Responsible management- The concept

The concept of responsible management has been investigated from a number of perspectives including: responsible leadership (see for example Greige Frangieh & Khayr Yaacoub, 2017; Pless & Maak, 2011) and responsible management education (see for example Forray & Leigh, 2012; Hibbert & Cunliffe, 2015; Painter-Morland, 2015; Waddock, Rasche, Werhane, & Unruh, 2010). In the context of organisations, Laasch & Conway (2014) maintain that responsible management may be understood as ‘a type of management that assumes responsibility for the triple bottom line (sustainability), stakeholder value (responsibility) and moral dilemmas (ethics)’ (p. 25). The Triple Bottom Line (TBL)

(Elkington, 1998), continues to be used as a key organisational measure of sustainability performance and refers to the economic, social and environmental outcomes resulting from organisational work. This collective measure is often used as a signal by organisations of sustainable business practices (Isil & Hernke, 2017). This approach argues that an organisation (and managers at all levels) carries responsibility for creating value for stakeholders (workers, suppliers, customers, society, environment etc.) not only shareholders. In this approach, the actions of the organization extend to their supply networks (Branden- Jones, 2015) and beyond. What has also been identified is that managers in enacting organisational work to achieve TBL outcomes, may be faced with ethical dilemmas and potentially conflicting priorities (Pless & Maak, 2011)

The Responsible Management Process

Henry Mintzberg divided managerial roles into interpersonal, informational, and decisional ones. Managers interact with others, evaluate and pass on information, and make decisions. To avoid overlaps with coming sections, we will not elaborate on those roles

here but instead focus on managerial functions that jointly form the management process. Managerial functions are usually divided into four different types, which as a whole form the managerial process. The four functions, are planning, organizing, controlling, and leading. In former sections, we explained the origin of those functions.

Planning

What does the planning task of a responsible manager look like? Planning is the process of making decisions about goals and activities that will be pursued in the future. Planning tasks can be subdivided into strategic and decisional tasks. Managers need to draft an overall strategy, which is a plan to achieve competitive advantage.

Organizing

After planning, the second managerial task is to organize for performance. Organizing is the process of building the structure, systems, and culture that are needed to implement a strategy.¹⁶ Managers have the liberty to organize their own area of influence in a manner that best serves performance goals. Such organizational design prominently includes the topics of hierarchies, authority, job positions, and functions. Organizing also includes the task of identifying communication channels, assigning tasks and responsibilities, and establishing accountability.

Leading

Responsible managers must be leaders of a varied group of individuals with different backgrounds. A common understanding of leadership is the ability to influence others to attain goals. Goals may be understood as the goals of the leader's organization, the goals of the leader's followers, or both.¹⁸ The crucial question here is: Who are the followers? In mainstream leadership thinking, followers are usually understood as subordinate employees. For responsible leadership, such thinking has to be broadened to a stakeholder perspective.

Controlling

The last part of the management process is concerned with ensuring that aspired performance is achieved. Controlling is more complex in a responsible business than it is in mainstream business, since often responsible managers must translate intangible social, environmental, and ethical performance goals into measurable performance indicators.

Corporate Social Responsibility in India

The corporate social responsibility is the responsiveness of the Corporates towards the society in which they operate. The importance of CSR was recognised by the Indian government in the Companies Act 2013, which was passed by Parliament in August 2014. The Act remains salient and was the first Indian law to include provisions for expected CSR expenditures. According to the Act, companies with market capitalisation of over five billion Indian Rupees (INR) (approximately 60 million EUR) are expected to spend at least two percent of their annual net profits on CSR activities. Although they are free to invest this as they see fit, the funds must be utilised based on areas specified in Schedule VII of the Act, or deposited into a fund prescribed under the Schedule.

License to operate

Business has got to be responsible and accountable to society. If not, the licensee operate will be cancelled by the society. It is the license given by the people in the surrounding areas, to the corporate, to operate in a way that does not affect the people or their environment. Social License is not obtained from any court or Government. It is earned from the people of the community, the stakeholders of the project. A company is a social institution, having duties and responsibilities towards community in which it operates.

Responsible Management-as-Practice

The emerging field of responsible management (RM) studies the integration of sustainability, responsibility, and ethics in managerial practices. Therefore, turning to practice theories for the study of RM appears to hold great promise of conceptual and methodological contribution. Managerial practices are conceived as the agencement of heterogeneous elements (humans, nonhumans, more-than-humans, materials, and discourses) that achieve agency in their being interconnected. Thus, RM is understood as processual, relational, emergent, and sociometrical.

People responsible

Many natural disasters, political calamities, economic calamities, health calamities, are wreaking destruction on society in all its forms. All of the above disasters are caused by human (politicians, businessmen, doctors, employees, the general public) negligence. It is not entirely human negligence but it is clear to everyone that those who exploit the resources available in the society and use them for selfish. A lot of time has already passed and a lot of damage has also been done. Yet wealth creators, politicians, doctors,

employees, and the general public must change their policies and take responsible action to prevent damage to the environment, people and national wealth.

Responsible management of innovation in business

Innovation is a powerful phenomenon, providing new products and services to society, raising living standards, and developing solutions to societal challenges, such as food security and climate change (Leach et al., 2012). The potential for innovation to provide solutions to societal challenges, like an ageing population or climate change, explains why it receives much government support as well. For instance, innovations may provide economic benefits, and if designed correctly, environmental and social value too.

As innovation has increased in importance for business, and wider society, the functions that are involved in innovation have broadened. Generalist managers are likely to require at least an understanding of the key issues involved in 'responsible innovation', even where they are not directly involved in day-to-day issues.

Responsible entrepreneurs

Responsible entrepreneurs are a different class, looking for to change industries and even society itself. They challenge and refine cultural assumptions, laws, regulations, and even the processes of governance. This necessitates them to do and think far beyond what is usually mandatory of business leaders. The Responsible Entrepreneur offers a blueprint for this new kind of business leadership, describing the means by which any entrepreneur can pursue a higher order of work.

Entrepreneurs have the responsibility of creating value for customers, shareholders, and the community where their businesses are located; hence, they must consider the economic, social, and environmental consequences of their actions. Sustainability is rapidly being adopted as a key tool in business strategy to create new, and innovative best business practices. Sustainable business is significant in the life of a nation as it holds and promotes the economy of that nation to the next generation. Developing and underdeveloped countries, popularly referred to as Third World countries, are worse for early death of small and medium enterprises.

Responsible Leadership for Organizational Sustainability

Responsible leadership (RL) is becoming projecting and a novel thought with growing interest as a creator of value-based relationships with all the stakeholders within and outside the organization. The outdated outlook of RL is where a leader was portrayed as a influential individual demarcated significantly from the rest of others in the organization in terms of knowledge and capability. The role of leadership that changed the business view from a shareholder perception to a wider relationship of all the stakeholders for economic, environmental and societal advancements. RL is built on a moral context and the approach to the necessity of leadership is in terms of responsibility for organizational sustainability and overall development. Finally, a conceptual model is proposed on RL, describing the multiple dimensions leading to the outcomes in the changing business world.

Responsible teacher

Responsible teaching is about educating students as responsible citizens. That means focusing on the goals of child development and education and providing an education with values. It is argued that teaching is seen as a process by which teachers and students respond to each other in the context of cultural practices. In the process, teachers should try to stimulate development for the better. Teachers working in public schools send their children to private or corporate schools, depending on how well they understand the responsibilities of the school they work for Apart from that they only want their children to get government jobs. This casts doubt on the responsibility of teachers. Not only the teacher but also the government, parents and the society should be responsible for providing quality education to the students.

Bharatiya management: the new paradigm for Indian managers

The Indian way of management thinking and practice is unique and multi-faceted. Approximately termed 'Bharatiya Management', this approach draws from the country's ancient wisdom, spiritual thought, unique contemporary contexts and modern business practices in the region. Through relevant exemplifications, this paper emphasises the need for managers and management students in India to understand and internalise the enormous rich insights that Bharatiya Management has to offer, in addition to erudition management approaches from a Western framework so that they develop a holistic approach to managing businesses in India and also take it to the global platform. There is sufficient evidence that substantial work is available already that offer a 'Bharatiya' view and that there is opportunity for further research about management practices unique to the region. Curating earlier work in the area and creating indigenous content will establish Bharatiya Management in the future.

Sustainability management.

Sustainability first works with the assumption that resources are limited. Since resources are not permanent, sustainability seeks to meet current needs without compromising resources for future generations. When utilizing resources, one should think about the consequences of over-utilization of resources, future generation, long-term goals and the consequences of reaching those goals. For development to move from unsustainability to sustainability here, especially economic, educational, medical, political, environmental and societal, management must take place properly. This allows businesses that focus on sustainability to look beyond the next quarter earnings report and make broader, longer-term decisions with a focus on profit and loss.

New Times- New change paradigm

Times have reformed and this calls for a new way of managing change. The new change paradigm makes it possible to improve the quality of analysis and decisions while also significantly reducing the resistance to hang and introducing faster and simpler change processes.

Conclusion

The responsible management in organizations is possible and depends not only on the existence of an industry created for this purpose. Each area can incorporate the attributes of a responsible management in your activities. Upgrade managers so they can lead in pursuit of moral excellence and encourage these traits in their employees, who know their stakeholders and understand the local and global context, are part of the process of responsible management.

In responsible management new models are needed. So, individuals in the fields of entrepreneurs, politics, education, medicine, industry, defence, agriculture, etc. Must act responsibly for the benefit of society, while society is harmed by the irresponsibility of some. The society has already suffered a lot due to some people, but if they are not responsible then the consequences are so bad that the whole society is suffering. So, everyone should be involved in responsible management.

References:

1. Research Handbook of Responsible Management.
2. Biberman, J., Whitty, M., Robbins, L. (1999). Lessons from Oz: Balance and wholeness in organizations. *Journal of Organizational Change Management*, 12, 243–254.
3. Grunwald, A. 2011. Responsible innovation: bringing together technology assessment, applied ethics, and sts research, *Enterprise and Work Innovation Studies* 7: 9–31 [online], [cited 04.06.2016]. Available from Internet: www.itas.kit.edu/pub/v/2011/grun11c.pdf
4. *International Journal of Indian Culture and Business Management* 23(3):324-342
5. 2nd Edition of 'Principles of Responsible Management' (Textbook with SAGE),
6. Special Issue, *Journal o Business Ethics*: “Responsible Management Learning: Change and Innovation for sustainability, Ethics”
7. The new Indian Express Newspaper dated March 30,2022.