

# A Comparatively Study Review on Different Paradigms Management Style

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**Abstract:** Now a day the management is every sector in the world follows either individualistic or collectivistic culture in the association/organization based upon the management method adopted by the association/ organization. In Individualistic culture the different prioritize their own personal deeds and liberty .Management pay more attention for available the opportunities, in instruction to improve and fulfill their ambitions. In this situation individuals are encouraged by self-interest and self-sufficiency, and are disinclined to contribute in group action unless their efforts are accepted. A comparative study of different paradigms management style in India, USA, Japan and China indicated that in all four countries, quality practices were considered to be important.

Management performs association and its mainly based on the different styles exist in Dis-similar culture, may be they are effective now but may not be in the future applicable, for the reason that they perform are not unique or not universal or not without any critics .We have observed in the recent preceding the introduction of various management theories and management styles.

**Index Term:** Total Quality Management, Definition, Management Style, Quality Control

## I. INTRODUCTION

Management is an adapting action disorganized human and physical resources are useful and effective results. So management deals with seeking, setting and reaching objects. For the success of an group, individual or organization generally depends on the effectiveness of management. Although its importance to every organization, management is one of the most nebulous and at the same time the most ubiquitous occupations in all cultures being found in the homes, churches, governments and economic responsibility of all peoples. Since an unrecognized situation in 1900, management has increased today. The central activity of our economy and age – a powerful and advanced force on which our society depends on material support and national welfare. Unavoidably management becomes a group strength to produce its own dynamic within the management tasks such as differences of struggle, opinion, selective perception for power, and communication difficulties. These changing aspects along with the objectives of the organization, the operating framework and key choices in the past give rise to the typical management culture known as management style. These type of Management styles are profoundly subjective by the social culture in which the organizations operate. Specialists have debated that the American, the Japanese, the Korean, the China, the Indian, the British have distinctive management styles (K. N. Prodip, 1995) [1]. These paper presents only the American (U.S.A), the Japanese, the China and the India management style.

From assessment to study about quality control to total quality management. The assessment use to guarantee traditionalism to specific requirements dates back to the middle Ages. For occurrence, Craft Guilds recognized standards to discriminate their things and precaution the reputation of their trade. Expert craftsmen performed examination and preparations were made right at the workbench. Then complete the early years of low-volume manufacturing, informal inspection of goods and arbitrary review of worker output sufficed. Though, as organizations and manufacture produces became larger during the Industrial Revolution, the necessity for “quality control” through more operative operations became evident [3].

Since in 1911, the concept of quality acquired a massive increase forward when Frederick W. Taylor published ‘The Principles of Scientific Management’, by statistical theory to deliver a framework for improving worker efficiency in industrial organizations. Frederick W. Taylor presented some important concepts, excluding [4]:

- 1) Focusing in of Functional: significant and assigning tasks to be performed under ordinary conditions (through examination as just one of the tasks)
- 2) Analysis of process for time and motion to increase productivity.
- 3) Control of Quality (through assessment of the final product) formalized as a different function conducted by entities not directly involved in the manufacture process.

Frederick Taylor’s contributions are to recognize as originators to numerous engineering tools and time cycle reduction methods still in use today. However Taylor concentrated on gain productivity, since in the 1920s, Dr. Walter Shewhart presented control of quality as a practical purpose rooted in process, rather than relying strictly on responsive measures resulting from assessment. Relating statistical theory to the quality management, he developed the first modern control chart and validated that reducing variation in the process information to a good standard of end products. Dr. Walter Shewhart also founded the Shewhart Learning and Progress Cycle, which comprises four main continuous steps leading to total quality improvement [5]: Plan (What is needed), Do (it), Check (Study that it work) and Act (to correct problems).

After some time is amended by Deming as the PDSA (Plan-Do-Study-Act) cycle see in the **figure 1**. He acceptance that continuous evaluation of management practices – as well as the preparedness of management to implemented new ideas and disregard unsupported ones – form the theoretical basis for several of today’s quality management methodologies.

Dr. Walter Shewhart’s statistical control techniques were accepted by the War Department for the production of weapons during World War-II, however engineers in U.S.A private industry were slow to accept his methods. As a consistent authority to

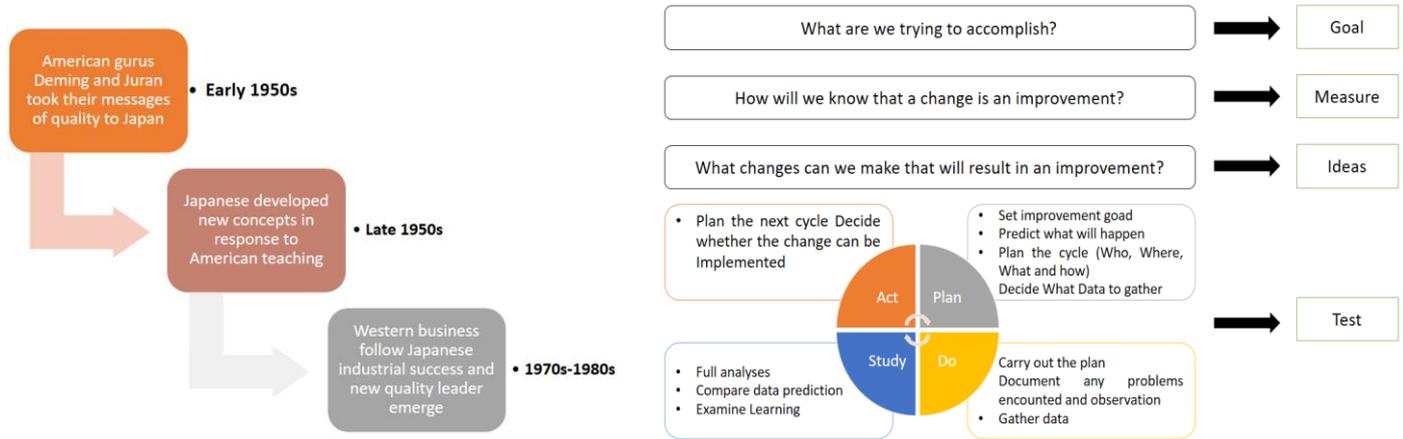


Figure 1 PDSA Cycle

the military, Dr. Walter Shewhart’s was asked by Gen. MacArthur to support in the post-war rebuilding of Japanese industry. In his place, Dr. Walter Shewhart suggested his Western Electric apprentices W. Edwards Deming and Joseph Juran to forefront the effort [6].

**II. STUDY THE OBJECTIVES**

The main objective of the study is to assess the values of the management associating style. The specific study of the objectives are:

- A) To make a study on the management styles.
- B) To make an outline of management style.
- C) To show the comparison of management style, and
- D) To give recommendations and policy suggestions for the application of management style in the management environment.

**III. OVERVIEW OF TRADITIONAL MANAGEMENT STYLES**

**Process of Management:** Handling something is the performance of Management. Innovative problem solving is applied by Management. This innovative problem solving is accomplished through the purposes of management. Problem solving is the process designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims (Koontz and Weihrich, 2000) [9]. **Planning** is the continuing process of developing the business' mission and purposes and determining how they will be accomplished. Planning consist of both the comprehensive view of the organization for example its mission, and the narrowest, the approach for accomplishing a specific goal. **Organizing** is the inner organizational structure of the organization. Organizational focus is on coordination, division and tasks control , the flow of information within the organization. **Staffing** is satisfying and keeping filled with experienced persons of all positions in the business. In these function, some specific activities are included like considering of recruiting , hiring , training , evaluating and compensating. In their family business, staffing excludes all paid and unpaid positions held by family members including the owner. **Directing** is manipulating the people through the performance of communication, motivation, group dynamics, leadership and discipline. The directing of determination is to channel the behaviour of all personnel, to achieve the organization's objectives and mission, while consecutively helping them in accomplishing their own career objectives. **Controlling** is the last-step of process of creating performance and standard based on the company's objectives, measuring and reporting actual performance, comparing the two and corrective of taking or preventive action as necessary. All these functions include in creative problem solving **Figure 2 of the Management Process** (Weihrich and Koontz, 2000):

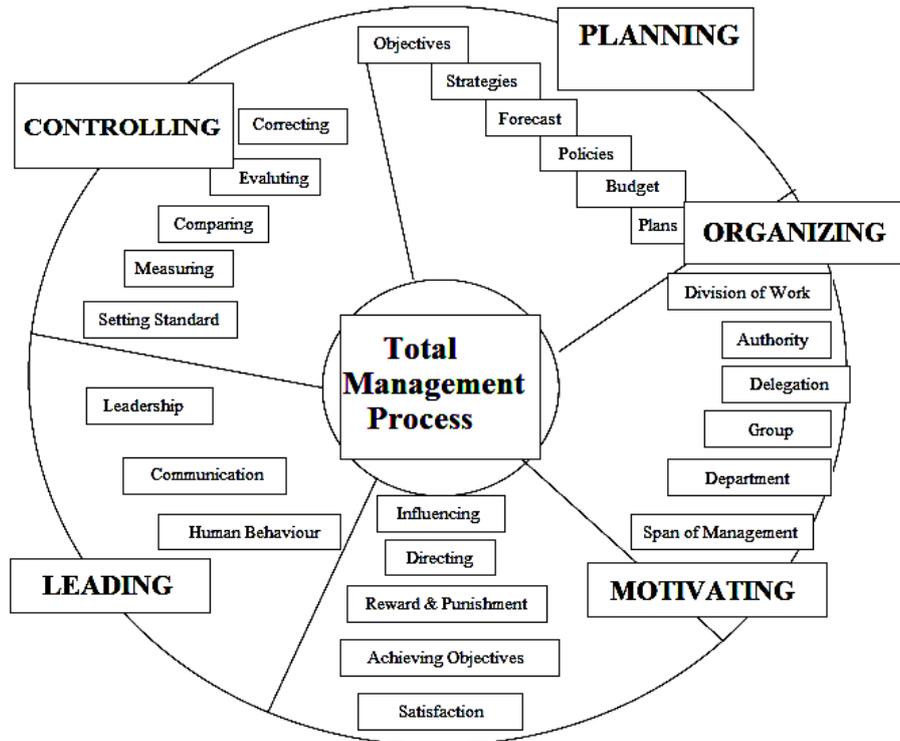


Figure 2 Management Function

**2. Styles OF Traditional Management:**

Styles of traditional management are different management thinking and principles developed by management experts in different eternities to be a successful manager. Through the world change , views of people are changed through the philosophy and are continuously changing . These philosophy of changing environment is the best management thinker and successful manager of developed country, introducing different styles of management is considered as a established method of organizational success.

What is meaning of a management style?

A management style is a “In which way a manager works to achieve their goals”. Management style includes the way that a manager delegates, plans, organizes, decisions make and manages their staff. Management styles can vary widely dependent on the company, management level, industry, country, and culture, as well as the person themself. The actual manager is someone who can adjust their management style in response to different aspects while keeping their focus on successfully achieving targets.

The following are the different management styles that are well known in the globalize world are as follow:

- I) Management styles of Japanese
- II) Management style of American (U.S.A)
- III) Management style of Chinese
- IV) Management Style of Indian

Subsequently their management style is different from each other but the value of management are not different. All the above mentioned management styles are discussed with their appearances here.

**1. Management Style of Japanese**

The traditional cultural behaviors of Japanese people have permeated in them a perception, a conviction and a performance at workplace congenial for high efficiency, fast industrialization and innovation. In difference to the western uniqueness, the “Groupism” of the Japanese creates them more compliant, contributive, supportive to the others in the group and hence the organization (Chang, 1982) [2]. In General appearances of Japanese management are: “Japanese takes doubt, uncertainty and failure as much more of a given organization life (Pascale and Athos, 1981)”. Additional expert group determined that management style of Japanese was based on the organization and philosophy culture that emphasize (Lee,1987). Hard work for common aims, Two way communication, Consultative decision making , Long term planning, Allocation of overall objectives of the organization by the employees at all stages, Beginning harmony and loyalty between works and organization and showing a degree of concern for people and their values [2].

Additional traditional management is specialized in recognizing some behavior of Japanese management style, that are: **Planning:** Extended term adapted. **Decision making:** Cooperatively, running of decision from top to bottom (in case of social decision), running of decision from bottom to top (in case of non-social decision), decision making process is slow but application is more effective. **Organizing:** Commercial structural culture is well known by comfortable organization and responsibility of cooperative. **Staffing:** Employment is taking place at all the level of entry, that is life time employment common in companies, elevation based on long term performance and loyalty to the company. **Leading:** Protective style of leadership is leader, applicable acting as a social organizer and a group member. **Controlling:** Peers Control, Group focus, performance and extensive use of Quality control circles (Rahman & Islam, 2010) [8].

## 2. Management Style of American (U.S.A)

Management style of American can be described as unusual in approach, so far as managers are responsible for the assessments made within their responsibility areas. While essential decisions strength of deliberated in open forum, the eventual responsibility for the significances of the decision lies with the supervisor — support or seeming compromise will evaporate when things go wrong. Consequently, these managers are more likely to disregard the thoughts of subordinates than managers in other, more agreement or compromise- oriented cultures. This can observably lead to frustrations, which can sometimes seems to boil over in meeting situations. The 20<sup>th</sup> century , the quality movement of the west initiated in the United States. Pater of scientific management (Wehrich and Koontz, 2000) [9] is one of the first efforts of the movement that is done by Frederick Winslow Taylor who presented the new approach to improve the work of Unskilled workers in developed organizations known as The western management style is not still at all. The western management characterized by different interpretations which are currently applicable in different organizations.

**Planning:** Focused on Short term; **Decision making:** Importance of individual decision making, decision initiated at the top and flowing down, decision making process swift but application process is slow; **Organizing:** Formal administrative organizational structure, specific responsibility and accountability; **Staffing:** secured Job is not possible; promotion is consider on short term performance, principally based on individual performance, loyalty to the profession; **Leading:** Order of leadership is appropriate, leader performing as a decision maker and head of the group; **Controlling:** Superior Control, Attention on individual performance, Imperfect use of quality control circles.

## 3. Management Style of Chinese

Nowadays China is deliberated as a leading in developed as a globalized world among the truly developed country. Behind the achievement of the Chinese there is a certain management factors which is playing a significant character for assisting Chinese to be a unique one in the traditional inexpensive world. Chinese Management style is not described as an exclusive one but the grouping of Japanese and American management. The subsequent features of Chinese management style are exposed by (Wehrich and Koontz, 2000) [9].

**Planning:** orientation of Long term and short term; **Decision making:** Committees Decision making; at the top often Individual, run of decision is top to bottom, decision making process slow and execution of process also slow associate with Japanese and American management style. **Organizing:** Prescribed administrative organizational structure, individual and collective responsibility and accountability; **Staffing:** Secured by Jo, promotion based on performance, potential ability, and performance, lack of loyalty to the company and profession; **Leading:** Instruction style of leadership is Appropriate (relation of parent with child), Leader acting as a group head (committee); **Controlling:** group Control by leader (Superior), group focus as well as individual performance, limited use of quality control circles.

## 4. Management Style of Indian

There is additional way of understanding the development of management thought viz. Since 1970s, American management dominated the field of management assumed. Consequently, with the success of Japanese corporations, Japanese management idea is developed. In recent years Indian management idea has been emerging as a success result of Indian companies particularly Indian Information technology (IT) businesses as well as from the soft power exhibited by many successful Indian spiritual movements. A current book, “The India Way” (Cappelli, Singh, Useen & Singh, 2010) [10], summaries some characteristic features of Indian management styles. Added scholar captured the inspiration of India’s soft power through its spiritual movements. As a outcome of such developments, over the past century, “one best way” methodology is popularized by American management style has given way to “pluralist management style” recognizing the multiple of approaches to management and leadership. Furthermore, globalization with its interdependence through nations has brought a spotlight on culture. Japanese management style appeared from its cultural roots and Indian management style pursues its rootedness in the knowledge-seeking philosophy and spiritual heritage. Indian management may also be specified that American management had roots in Taylorian techniques that were suitable to production techniques of the gathering line and hard power view of the world. Today’s world has developed more complex and has become knowledge obsessed and a soft power view is taking the imagination of the world. There is also force on organizations to move towards environmental compassion and a society-centric approach in their functioning.

Indian management style with its ethical fundamentals is now appropriate for such a framework. In fact, in the “traditional world” that managers are facing, moral and social goals are becoming important in addition to financial aims. This is also important to a search for new paradigms to overcome some of the faults of existing dominant paradigms. In 2007, Sharma’s book, “Innovative Mantras in Corporate Corridors captured these ideas in terms of Kola, Kaizen and Knowledge representations, reflecting the essence of American (U.S.A), Japanese and Indian management style approaches. Resulting of Kola from “Cola” is analytical of a competitive approach based on the aggressive approach to every decision-making activity to ensure the existence of the brand across the world. Kola also reflects priority of economic goals over moral and social goals. The Kaizen method to management style is based on incessant improvement and focuses on quality. Kaizen method is given a Knowledge metaphor indicates achieving competitive advantage based on talent and information.

Recent year in Indian management, the focus is on information as “Information seeking philosophy” represents the spirit of Indian philosophy and has defined India for ages. So these three paradigms represent three different types of CEOs viz. Kola-focused CEOs, Kaizen- focused CEOs and knowledge- focused CEOs who are creative progressive and gradual (CEO) leaders. In the upcoming corporations may essential a new breed of CEOs who will knowledge of the Kola, Kaizen and also Knowledge approaches for managing corporations. Three paradigms Kola, Kaizen and Knowledge define the DNA of American, Japanese and Indian management style. Still, as indicated three paradigms, for new modest advantage we need a “Recombined DNA” in the form of the K3 model of management and leadership. K<sub>3</sub> model can be denoted by K3 formula is [11]:  $K_3 = Kola * Kaizen * Knowledge$

**Planning:** Focus on achieving Objective and only in goal direction, Every activity necessity to planned before it is actually applicable, continuous process, Logical activity, Goal Setting, Premises developing; **Organization:** Identification and proper division of work, divided into Departmentalization, given their duties by Assignment; **staffing:** helps to staffing in discovering and obtaining competent personnel for various job, it makes higher performance, by placing right person to right job, helps to ensure best of the human resources.

However all traditional management styles are not same but interpretations are also not different . Each management style has common objective , the growth of productivity through the appropriate application of human resources known as internal people of the secure. Performs of management is depend on the specific culture region. By the changes of time for traditional management style also modify their views to manage with the changes and changing will continue even in the future to get a greater satisfaction.

#### **Iv Comparison of Indian, American, Japanese & Chinese Management Styles:**

**Table 1 Planning of Indian, American, Japanese & Chinese Management Styles**

<b>Term</b>	<b>Indian</b>	<b>American</b>	<b>Japanese</b>	<b>Chinese</b>
Term for Planning	Long	Short	Long	Long and Short
Decision Making	Government/ authorized person	Individual	Group	the committees
Involvement	Authorized person	Few Person	numerous people	committees
Level of Decision Making	Slow	Fast	Slow	slow
Decision Execution	Slow	Slow	Fast	slow

**Table 2 Organizing of Indian, American, Japanese & Chinese Management Styles**

<b>Term</b>	<b>Indian</b>	<b>American</b>	<b>Japanese</b>	<b>Chinese</b>
Responsibility	Cooperative and answerability	Individual and answerability	Cooperative and answerability	Cooperative and answerability
Structure of Organization	Formal	Simplicity and require of decision	Easygoing	Formal
Common Culture of Organization	Healthy	Privation	Healthy	Healthy
Identification	Little modest spirit in the direction of other	Occupation somewhat that with company	Economical spirit to other	Economical spirit to other

**Table 3 Staffing System of Indian, American, Japanese & Chinese Management Styles**

<b>Term</b>	<b>Indian</b>	<b>American</b>	<b>Japanese</b>	<b>Chinese</b>
Recruitment Process	Varied	Hiring the staff from whole the school and from the companies	Hiring only Yong people	Hiring staff only their Skilled based
Life time Employment	corporate in large companies	Regular in company charge	corporate in large companies	Regular in company charge
Progression and higher preferred	Slow	Rapid	Rapid	Rapid
Loyalty to staff	company	Profession	company	Absence of company and profession

**Table 4 Leading of Indian, American, Japanese & Chinese Management Styles**

<b>Term</b>	<b>Indian</b>	<b>American</b>	<b>Japanese</b>	<b>Chinese</b>
Leader performed as	common facilitator and group member	result maker	common facilitator and group member	common facilitator and group member
Team Work	Mutual value of assistance	Instruction style only	Mutual value of assistance	Instruction style only
Importance on	self	transparency	harmony	Given education & training
Communication Level	top to down	top to down	Bottom-top	top to down

**Table 5 Controlling System of Indian, American, Japanese & Chinese Management Styles**

<b>Term</b>	<b>Indian</b>	<b>American</b>	<b>Japanese</b>	<b>Chinese</b>
Decision of control	Superior	Superior	Superior	Group leader
Control performance on	group	separate	Group	separate
Responsibility of Person	Fix	Fix	Valid Person	Fix
Use of circles for quality control	Limited	Limited	Extensive	Limited

#### **VII. CONCLUSION**

The appropriate use of conflict-handling style in daily decision making is one of numerous challenges to manager's face and the appropriate selection of conflict-handling style is subjective both by the individual and the work situation. As the results of this study paper presented that managers favorite problem solving style of conflict resolution. Manager has a positive association with all styles of leadership. The succeeding preferred style of conflict to resolve is positive style; it also has a positive

relationship with all leadership styles. In this paper Compromising and accepting styles are also used by leaders for conflict management. Avoiding management style either has no association or has given negative relationship with leadership. All organization has emphasized that the best goal in resolving conflict is making a Win–Win solution for all involved. Yet, a win-win result is not possible in every situation. Most important the choice of the appropriate resolution of conflict depends on many factors, such as the condition, the urgency of time required to make the decision, the control and status of the client involved, the importance of the issue to involved client and the maturity of the individuals involved in the conflict [5].

Positive management style of conflict is seen as a cooperative, creative problem-solving process, in which the conflict is defined as a mutual problem to be solved. The preferred one of the styles, as reflected in the paper, are Collaborative styles. It means making a Win– Win solution for all involved by responsively and easily discussion of the problems and involvement opinions about which there is a difference. The caparisons suggest that the manager’s leadership style for planning, organizing, controlling, leading and staffing. A Manager should identify which management style qualities and skills or solutions strategy is most appropriate for each situation. The paper also present the importance that groups and/or individuals avoid becoming frequently committed to any one strategy, instead remaining skilled at each of them, mainly when trying to attain improved environment or personal power.

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