

## STAGES OF DEVELOPMENT OF MANAGEMENT: CHARACTERISTICS OF MANAGEMENT IN ANCIENT CHINA AND INDIA

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### Abstract

In this article, the history of the development of management in ancient times, the development of management ideas, and its specific features are reflected. Also, the demands placed on the management and the managers and supervisors by the mature thinkers of their time were expressed. Philosophical views, ancient works that contributed to the development of management, and opinions on management were briefly analyzed.

**Keywords.** Management, ancient times, ancient China, ancient India, Confucianism, Laws of Manu, Artashastra.

Today, one of the important stages of educational preparation of specialists in the field of management is the study of the history of management. At the same time, representatives of the future field of management should study not individual theories developed in a certain country or at any stage of historical development, but the general theoretical and historical experience of management in many countries and peoples from primitive times to modern management. It is necessary to get acquainted not only with modern, but also with ideas and theories of management developed several hundred or even thousands of years ago, because this allows to better understand the form of development of management practice.

Knowing the past experience helps to better understand the characteristics of the modern development period and predict future development. In the context of the formation of the national business culture, special attention should be paid to the study of historical experience.

Today, it is clear to everyone that management is a subject of study in many sciences, including natural sciences, and that it is the function of biological, social, and technical systems that ensure the maintenance of their structure and support a certain type of activity. In its most general form, management is interpreted as a purposeful, planned, coordinated and deliberately organized process that helps to achieve maximum results with minimum expenditure of resources, efforts and time.

The emergence of management goes back to the time when mankind appeared. At this point, the question clearly arises, to which periods does the history of management development correspond? What did it look like before our time? We know that in ancient times, people lived as a tribe, and at that time there was a need to protect the tribe from foreign military invasions, defend their lands, conduct internal and external relations of the community, and hold discussions on various issues. In order to fulfill these tasks, team members appointed a team leader from among

themselves. Thus, the development of social and economic relations led to the emergence of people who deserve special respect in society. They were not constantly busy in the production process, but only exercised control and leadership over social and economic life.

It should be emphasized that the first states appeared between ancient Egypt and the Two Rivers (Tigris and Euphrates) 5,000 years ago. Then the system of statehood was formed one after another 4-3.5 thousand years ago in the regions of Greece, Asia Minor, Iran, South Caucasus, India, China and Central Asia. A certain share was added to management in ancient times, 400 years before our era, Socrates formulated the principle of universality of management. In 325 BC, Alexander the Great first established a "headquarters" as a command center for military operations.

Old organizations have a certain structure, in which the levels of management are separated. Large political organizations existed, and kings and generals served as their leaders, managers, storekeepers, drivers of goods, overseers of work, governors of territories and treasurers, and helped to ensure the functioning of these organizations<sup>1</sup>. As a result of the above-mentioned factors, the socio-economic basis of management was formed.

**Ancient China.** In China, a clear management system was formed early enough. The monarch ruled the state through an official apparatus consisting of several levels, each of which in turn contained managers and functions. In ancient China, more than 3 thousand years ago, ideas were expressed that have not lost their relevance today. Ancient Chinese management thought reached its peak in the second half of the 1st millennium BC. It was during this period that the main directions of management thought were formed. Examples of such directions are Confucianism, Moism, Legalism and Taoism.

Administratively, it was a centralized empire for most of its history, ruled by an emperor. It relied on a widespread and well-structured bureaucratic apparatus operating in and around the capital. Undoubtedly, this "loyalty" to the chosen scheme is explained not only by respect for Confucian "ancestral ethics", but also by the success and efficiency of the existing imperial government system.

**Confucianism.** One of the most famous philosophical movements in ancient China is Confucianism. Its founder is the ancient Chinese thinker Confucius (551–479 BC)<sup>2</sup>. The main source of Confucianism is the collection of "Conversations and Judgments" compiled by Confucius' disciples after his death. Until 1949, Confucianism was the official political doctrine of China.

The main methodological guidelines of Confucian management theory:

- the divine and natural principle of authority;
- the patriarchal-paternalistic concept of the state, according to which the state is a huge family: the ruler is the father, the older brothers are officials, the younger ones are workers;
- the goal of state and royal power is the common good of the family;
- the principle of old age, i.e. respect for elders and filial piety;
- the principle of social and political inequality in society - "ordinary", "low" and "young" must obey "elders" and "best";
- strict formalization and organization of any activity, everyone must perform their duties and be in their assigned place and position;

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<sup>1</sup> Yuldoshev N.K., Nabokov V.I. "Management nazariyasi". Darslik. T.TDIU, 2013. - 9 b

<sup>2</sup> Confucius means "Venerable Master Kun". In turn, the name Kun Fuzi is actually a nickname given to Kun Tzu by his students.

- principle of virtue - applies to all people related to management;
- obedience to strict standards of senior managers, such as sense of duty and justice, pursuit of knowledge, loyalty, respect for elders, humane treatment of subordinates;
- each person's desire for moral perfection.

Although Confucius did not have a clear and detailed scheme for the organization of government, he put forward a number of ideas that formed the basis of Chinese statehood.

In general, the management ideas of Confucius can be summarized as follows:

1. Management should be carried out only on the basis of laws.
2. The manager must adhere to clear moral principles, one of the main of which is the rule "Do not do to others what you would not like to do to yourself." Violations of these principles represent the main causes of conflicts and antagonisms between the rulers and the ruled.
3. It is not possible to govern only by creating new cruel laws. In this way, it can arouse fear and potential preparation for crime, but it cannot achieve moral renewal. Only managing people based on their intellectual and moral development can make people ashamed of their bad deeds.
4. Society should be built on the basis of a strict hierarchical principle that ensures a clear division of labor and the obligations of people.
5. Effective management is carried out only on the basis of learning from past experience and constant learning about new ones.

The pamphlet "Interviews and Judgments" deals with the following specific practical recommendations in the field of personnel management:

- attract virtuous and capable people to the administration;
- forgive subordinates for minor mistakes;
- make decisions slowly and express your opinion carefully; avoid danger and act with caution;
- not to overburden oneself with trifles;

If you can't prove it, don't talk<sup>3</sup>.

Within the framework of Confucianism, the issues of assessing the effectiveness of socio-economic activity were considered. According to Confucius and his followers, such indicators can be: social stability of society, saving costs, reducing taxes and increasing public welfare, accumulation of surplus in society.

Ancient India. Ancient India made a great contribution to the development of management thinking. With the formation of the state, which lasted for many years, the administrative apparatus developed. The highest positions of administrative power were occupied by representatives of the nobility. A characteristic feature of India is the strict division of society into estates, which also performed administrative and regulatory functions. The class hierarchy, power and governance system established in the country is reflected in a number of literary works such as Mahabharata, Bhagavad Gita, Ramayana, Laws of Manu, Arthashastra (Political Science or Science of Profitability).

"Laws of Manu" is a collection of laws covering all aspects of ancient Indian life. This treatise was created over a period of 400 years - from the 2nd century BC to the 2nd century AD. The Laws of Manu deals with the principles of government in times of peace and war, the aims of royal power, the

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<sup>3</sup> История менеджмента: учебное пособие / Е.П. Костенко, Е.В. Михалкина; Южный федеральный университет. – Ростов-на-Дону: Издательство Южного федерального университета, 2014. – с 52

qualities a ruler should possess, and the management of personnel. The need for personnel is evaluated, the principles of personnel selection and placement are formulated, and examples of features of reward systems and management styles are given.

For nearly two thousand years, the "Laws of Manu" served as the basis of centralized state power and administration and the law regulating the socio-legal status of people. The most famous ancient Indian treatise is the Arthashastra written by Kautilya (Chanakya) in 321 BC. Kautilya Chandragupta was a ruler of the Maurya dynasty.

The Arthashastra consists of 15 sections or books, divided in turn into sections and chapters, and is regarded as a rational guide to the "science of government". It contains the most important information about the state and its politics, interstate relations, the foundations of Indian state administration are studied, and recommendations are made for the establishment and maintenance of political, economic and social order in the country. Recommendations were also sent directly to the kings, such as planning public affairs, taking measures for personal protection, choosing a priest, advisers, establishing relations with their sons, sending ambassadors and "groups of secret agents" to neighboring countries.

The king and high officials appointed to rule the country must serve three main purposes or guidelines in human life: legitimacy, profit, and sentiment.<sup>4</sup>

The first part of the Arthashastra, On the Rules of Conduct, begins with an introductory chapter that describes the treatise as "a single policy manual drawn from extracts from the many political manuals composed by the ancient teachers for the conquest and protection of lands."

It also describes the rules of conduct for kings, sons of kings, and ambassadors. In Chapter XIX, "The Duties of the King", it is said that the king should contribute to the development of his country (build asphalt roads, drain swamps, protect the population, etc.) and be active. "When the king is active, his servants are active after him. If the king is inactive, then it will destroy his work and he will be hated by his subordinates. Therefore, let the king, who is always diligent in his work, order what is necessary. If there is no tension in the work, it cannot be denied that the work achieved and the work to be done will be destroyed. The fruition and fulfillment of material blessings is achieved by the intensity of work". The ideal characteristics of a king are justice, generosity and faithfulness to the word.

At the same time, this booklet "Duties of Supervisors", especially the duties of a large number of supervisors in industry, trade, agriculture, military affairs, as well as the supervisor of weights and measures, the supervisor of taxes and duties, the duties of officials, and the mayor of the city are reflected.

The section entitled "On Court Proceedings" mainly deals with cases related to issues of economic activity. In particular, the conclusion of transactions, including property, financial, labor, as well as the fulfillment of mutual obligations, including employers and employees, marriage, matters related to the distribution of property, formalization of contracts and debt collection, etc. The fourth section is devoted to issues of criminal law on "removal of obstacles", as well as measures of prevention and provision of natural disasters. In the fifth section, "Using Complex Means", much attention is paid to the main element that binds the national economy - the collection of taxes and the search for other

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<sup>4</sup> Изложение взглядов каутиля основано на работе Арташастры или «Политологии». – Москва: Наука, 1993. 793 p.

ways to fill the treasury of the ruler in a difficult situation. The ruler, who had no treasury, was advised to raise funds to replenish it. A quarter of grain products and a sixth of forest products and half of some products were taken for the peasants. This section devoted to issues of state welfare is important. At the beginning of the chapter, welfare, peace, labor and their mutual relations are defined. The seventh and most of the remaining parts are mainly devoted to foreign policy issues, peaceful and military methods of its implementation, internal and external security problems, secret methods of fighting against opponents.

Thus, the development of management was influenced primarily by the development of humanity, the development of agriculture, and then a high level of division of labor, various socio-economic political activities had an impact on the comprehensive development of management.

In particular, the development of management ideas and the formation of the main directions of management thought in one of the ancient countries, China and India, made it possible to create management ethics and create a holistic view of the formation and development of management theories.

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