**Social responsibilities of Management**

Social responsibilities of management is not a fashionable term as is generally believed. Nor has it been coined to make management more acceptable or legitimate. It is certainly a way of life.

**Areas of Social obligation**: The chief areas are as follows:

1. To efficiently utilize and conserve the national resources in general and the resources of concern in particular. Any relaxation in this respect may correctly be deemed as ‘social sin’. It is the obligation of management to support and vindicate society’s concern for rational utilization of its resources, and survival of its business institutions.
2. There are four important groups in society, whose interest it is the aim of management to promote.

(a) Owner of the business: e.g. Shareholders.. Under the present Companies act, the shareholders possess four very important rights in addition to the fundamental right of speaking and voting at company meetings:

(i) The right to pass the annual accounts

(ii) To declare dividend

(iii) To elect the directors of the company

(iv) To appoint the auditors of the company and fix their renumeration.

In India in the absence of any integrating organiztion the shareholders’, particularly the poor ones, rights are paper feasts - ineffective and illusory. For the growth of healthy and responsible business sector, it is essential that management makes earnest efforts to develop shareholders’ opinion and they should be made to take effective and active interest in the working of the company.

(b) The customer who has to be satisfied about the quality and price of the product. It is the fundamental right of the consumers to have greater and cheaper goods and it is the responsibility of the management to do so.

(c) The employees who depends upon the organization for livelihood. Employees are first human beings and only then workers. Hence it is the responsibility of management that their basic needs and dignity are not compromised.

(d) Society at large of which it must promote the general good. It is essential for example, that Government should have sufficient funds. As major contributors of taxes, it is the responsibility of management to provide funds to the exchequer.

1. To observe the rules of competitive game strictly.
2. To observe the law of the land as laid down by the government.
3. To support the socio-economic developmental policies of the government.
4. Problems of pollution, environmental degradation, technological unemployment, squalor, congestion, housing and crime in urban areas in which business firm are located, population explosion & family planning, depletion and degeneration of natural and other resources, community health etc. all fall within the orbit of social responsibility of management

**The following factors in the Indian socio-economic environment have lent added significance to the social responsibilities of business:**

1. The pledge of government to remove poverty and bring about a socialistic pattern of society in which private interest are subordinated to the national interest.
2. The pledge of the people of India to fulfill economic programme easily.
3. Development of professional management to fulfill the national socio-economic objectives.
4. Aspirations of working class.
5. Pressures from lending Institutions like bank and insurance companies.

**The need for developing the knowledge expertise in the country.**

**Management Roles.** In the late 1960s, Henry Mintzberg conducted a precise study of managers at work. He concluded that managers perform 10 different, but highly interrelated roles.

1. Management roles refer to specific categories of managerial behavior.

a. **Interpersonal roles** included figurehead, leadership, and liaison activities.

b. **Informational roles** included monitoring, disseminating, and spokesperson activities.

c. **Decisional roles** included those of entrepreneur, disturbance handler, resource allocator, and negotiator.

2. Follow‑up studies of Mintzberg’s role categories in different types of organizations and at different managerial levels within organizations have generally supported the notion that managers perform similar roles.

**Management Skills**. Managers need certain skills to perform the varied duties and activities associated with being a manager.

1. Robert L. Katz found through his research in the early 1970s that managers need three essential skills or competencies.

a. **Technical skills** are skills that include knowledge of and proficiency in a certain specialized field.

b. **Human skills** include the ability to work well with other people both individually and in a group.

c. **Conceptual skills** include the ability to think and to conceptualize about abstract and complex situations, to see the organization as a whole, and to understand the relationships among the various subunits, and to visualize how the organization fits into its broader environment.