

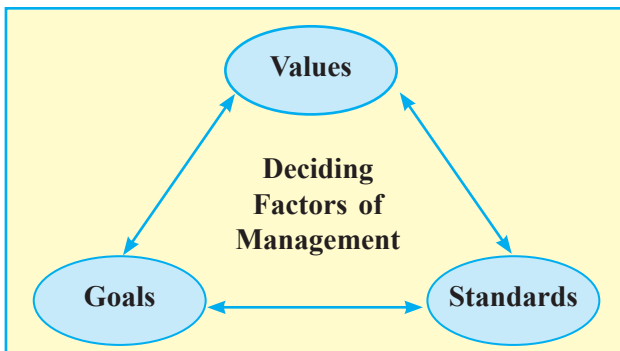
## 2. Factors Motivating Management

- 2.1 Values
- 2.2 Goals
- 2.3 Standards
- 2.4 Inter-relationship between values, goals, standards

### Do you know? : Meaning of values, goals and standards

Values, goals and standards are the deciding factors of management. Every family always finds various alternative ways and selects a particular alternative while performing various activities or solving problems.

Every family can find a number of ways (alternatives) of doing some activity or to solve problems. The alternative that is finally chosen for taking action is decided by certain factors. These factors direct us to select or reject particular course of action. We may not be aware of these factors or their commands on our decision making, but they are influencing us all the time. These factors are values, goals and standards.



### 2.1 Values :

#### Can you differentiate?

1. Value of education
2. Value of equipment and material

The term value means the importance or worth that is given to any object, situation, principle or idea. In our life, everyone gives more importance to certain things and so

they value those things. For example; love, friendship, loyalty, etc. The word 'value' is used in different context for example moral values, aesthetic value, instrumental value.

Values motivate human behaviour. They provide a base for judgement, discrimination and analysis. Because of these, we are able to make intelligent choice between different alternatives. They give meaning to our life. They are the one that provide us an answer when we have to make a choice between two or more alternatives. Values are the basic philosophy and motivating factor in our lives. It helps in deciding the course of action to be taken from a number of alternatives and also to decide which type of goals we should set for ourselves. Largely they answer the question of, why one makes a choice between two or more courses of action. They give the directions through the importance of an objects, situations, and ways of doing things.

Some common values, which are universally important are honesty, love, art, comfort, health, knowledge etc.

#### Definition :

**Nickell and Dorsey :** "Values grow out of human interactions and desires, they are the product of interactions between individual and some object as situations in his environment."

"The things in life that one considers right, desirable or worth while."

The basic motivating values of human behaviour are as follows :

**Let's find out :**

**a) Various types of values and its significance :**

- 1) **Love** : It is basic value in human relation.
- 2) **Health** : For physical and mental well-being.
- 3) **Ambition** : To get success in achievement.
- 4) **Comfort** : For making life as pleasant and agreeable for living.
- 5) **Knowledge and wisdom** : Search for truth.
- 6) **Technological satisfaction** : By Skilful workmanship.
- 7) **Play** : Creative and imaginative activities, sportsmanship and teamwork.
- 8) **Art** : The interest in beauty in all forms of expression.
- 9) **Religion** : To know basic philosophy of human life.
- 10) **Hospitality** : To get pleasure in entertaining the guest.

**Know this :**

**b) Characteristics of values :**

- Values are closely related to our life.
- They influence our behaviour, attitude, thinking and personality.
- A value is always important to the person who holds it.
- Values develop from many sources and are influenced by many factors.
- Values are self created and self developed.
- Values are always changing. They may get modified due to time and circumstances.
- Values do not change easily. They may change slowly and gradually after some years.

- The intensity of values vary from individual to individual.

**Question in my mind :**

**What are the different sources of values?**

**c) Sources of values :**

**Make a list and discuss :**

- **Family** : The values followed by families influence the children. Children inherit those values slowly. The families have a major responsibility for developing right kind of values among children. An atmosphere in the family should be such that children will pick up the appropriate values. As children imitate their elders they accept certain values like, affection, love, comfort, health, honesty, truthfulness and respect for others.
- **School** : Environment in the school affects the values of children. As the students belong to different environment, having different nature and various economic and social status, their values may differ. School thus has a major responsibility in developing the right kind of values in children like sympathy, co-operation, compromise, honesty etc.
- **Religion** : Religion influences values of individuals. Though most of the religions agree on certain values like love, honesty, empathy etc. there is a difference in values propagated by different religions.

**Can you find out ? :**

**What are different cultures followed in India?**

- **Culture** : Values differ in different culture and children accept the values of the culture in which they grow. For

example, Indian culture teaches children to respect elders and obey them.

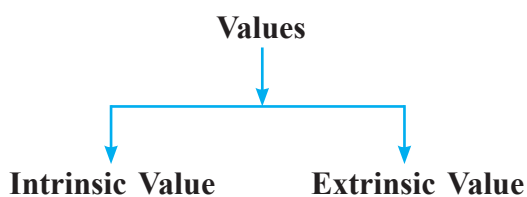
Thus values inculcate from various sources including community, experiences and the peer groups.

**Let's discuss :**

What common values are found in peer group?

**Type of Values :**

Values may be classified as follows :



- **Intrinsic Value :** Intrinsic values are important and desirable simply for their own sake. They are worthy of being sought for themselves. Intrinsic values stand alone and represent strong values that are important in themselves. They originate from philosophy of life of a family or individual. eg. Person enjoying sunset at the sea shore.
- **Extrinsic value :** An extrinsic value is a means of attaining other values or goals . These are sometimes called instrumental values. These may also be strong values but they help or assist an intrinsic value. For example, if a person values intelligence and education, the goal may be pursuing higher education. In this case, intelligence is intrinsic value in order to achieve that goal. Other values like sincerity, punctuality, hard work, regularity in attending classes and concentration in studies are instrumental or extrinsic values.

**Identify the Values :**

	Intrinsic value	Extrinsic value
Individual		
Family		
Peer group		
Neighbours		

**2.2 Goals :**

**Remember this :**

Goals are the desires or aims of the families or individuals who are willing to work for. A person who is inspired to do some task, most probably it is his/her goal. Goals are influenced by the social environment and the people around us may encourage or discourage us about the selection or attainment of goals.

Goals are created from our desires, values, experiences, environment and attitude. They are very important in our life. Each and every family puts in hard work to achieve the goal. Goals can also be achieved by effective management.

**Know this :**

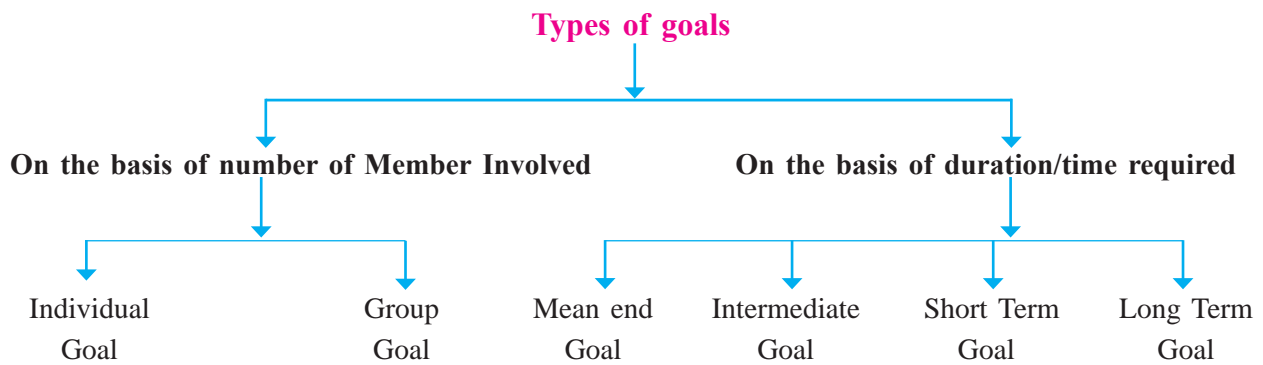
**Definition :**

**According to Melon and Melon :**

“Goals are the things we set out to accomplish a work to be reached and a purpose to be achieved.”

**According to Nickell and Dorsey :**

“Goals are nothing more than the end that individuals or families are willing to work for.”



**Identify the goals of siblings, peer group and self :**

- Writing a letter.
- Completion of H.S.S.C. standard.
- Going for a movie.
- Purchasing a house.
- Organizing a picnic.

**Goals are classified as follows :**

**A) On the basis of number of members involved :**

- **Individual goals :** These goals are decided by an individual. Every individual has various types of goals. The individual tends to work hard to achieve his/her goals. Individual goals taken quickly. For example, getting good marks in the exam , buying gift for friends.
- **Group goals :** Number of individuals are involved in this type of goals. Each and every group member works hard for the achievement of such goals. The role of group leader becomes important in motivating each group member; group goals take a long time. For example, arranging picnic, celebrating college day etc.

**B) On the basis of duration / time required for achievement :**

- **Means end goals :** The means end goals are lesser goals. They are the decisions, made or the steps taken to

attain intermediate goals. There are many means end goals that end in themselves and that are to be reached with a smaller number of activities. For example, when a woman wishes to keep her home attractive she sets an intermediate goals for herself, to achieve it, she sweeps the floor, cleans the dust, mops the floor, arranges the furniture. By combining these means end activities, she attains her intermediate goal.

- **Intermediate goals :** Intermediate goals are nothing but the link between short term and long term goals. They have definite characteristics and serve a purpose in your life time achievement. The time duration involved in intermediate goals is longer than the short term goals. Achievement of these goals is measured in terms of several months or years. For example; to complete graduation, students will require few years. During this course of study it is difficult to make out a class schedule for entire duration. They may not be as clearly defined as short term goals. Just like short term goals, these intermediate goals may help students in attaining long term goals.
- **Short term goals :** Short term goals are achieved in short span of time. These can be for a few hours, a day or a week. Short term goals are well defined and identified, as it is easy to form clear picture for them. These goals are always

large in number. Since they are well defined and it is easy to achieve them. For example; completing an assignment and going for shopping, etc.

- **Long term goals :** Long term goals are achieved in longer period of time. They are the goals that have real meaning to the family life. Long term goals may not always be clearly defined, since their achievement is not anticipated in the nearer future. They are more complex and their realization requires a combination of many activities and utilization of a lot of resources. Long term goals can also include more than one or more goals. For example; building a house, getting married etc.

**Use your brain :**

**List out your and your family goals :**

Mean end goal	
Short term goal	
Intermediate goal	
Long term goal	

**2.3 Standards :**

**Always remember :**

Standards serve as a measured criteria for measurement of objects or ways of doing things. They are what individuals and families will accept as adequate and worth working for. Standards sets the limit, which we accept in working towards a goal. These are more specific and easily seen as compared to values and goals.

A standard can be used as a scale for comparison. For example: living standards of middle class or upper class families. The pattern of work acceptable and agreeable to our minds is called standards.

**According to Nickel and Dorsey :**

“Standards are a set of measure of values stemming from our value patterns determining the amount and kind of interest in something and the satisfaction we receive.”

**According to Florence and Walker :**

“standards are considered as base of evaluation.”

**Classification of standards :**

**Let’s discuss :**

Gross and Crandal classified standards as :

- i) Conventional standards
- ii) Flexible standards
- iii) Individual standards

**i) Conventional standards :** Conventional standards are those patterns of work which are traditionally followed by the large number of community, which are accepted by individuals from generation to generation. They are fixed and can not be changed. If needed, the person will have to change to adjust to these standards but the standards cannot be changed for the person. For example; preparing sweets for Diwali.

**ii) Flexible standards :** In this type of standards, individual is a centre of attraction. Flexible standards allow us to fulfil our activities according to situations. Changes can be made in these standards according to human needs. Flexible standards give more freedom to our life which therefore becomes more relaxed.

For example, newly married woman wears ironed clothes, and after having children, most of the times it will be difficult to maintain this standard.

**iii) Individual standards :** The standard of every individual is usually fixed. These standards can be conventional or flexible because these have been chosen by an individual to comfort his/

her needs, ideas and convenience. Individual standards can be changed according to the situation and availability of resources. For example; performing yoga or meditation as a daily routine.

**List out :**

Conventional standards	
Flexible standards	
Individual standards	

**2.4 Inter-relationship between values, goals and standards :** These three factors are the deciding or motivating factors of management and they are interrelated.

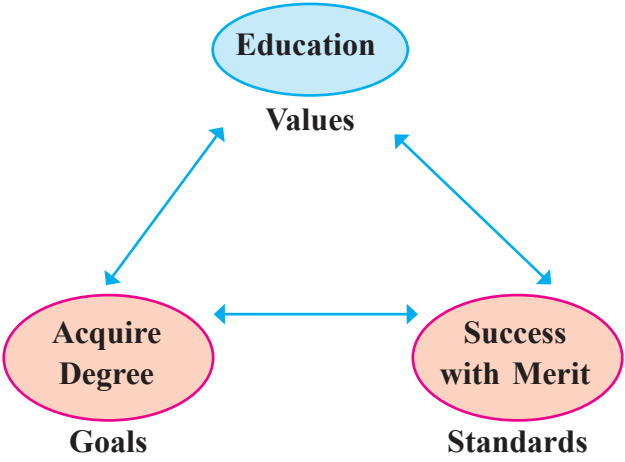


Figure 2.4 (a) Example shows inter-relationship between values, goals and standard.

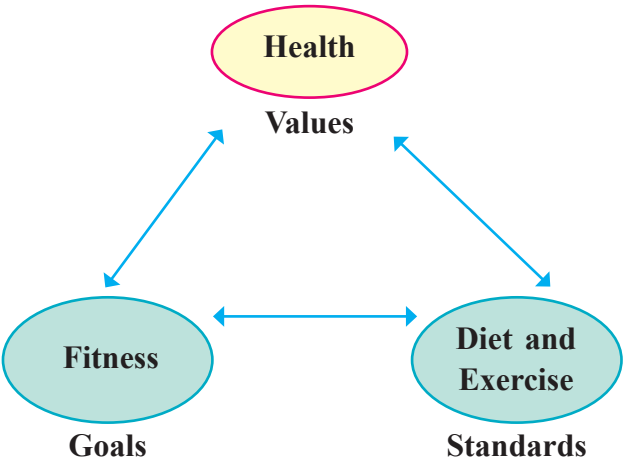


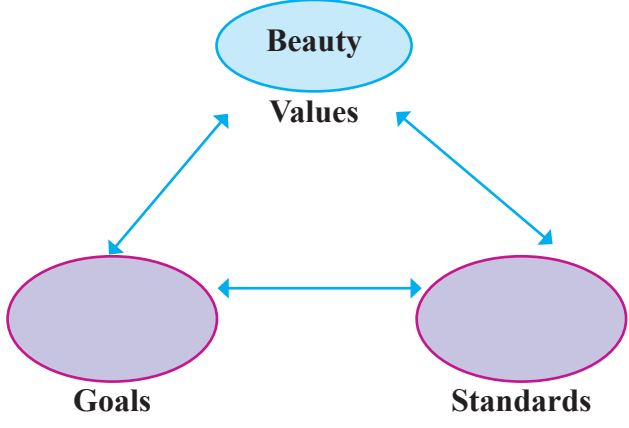
Figure 2.4 (b) Example shows interrelationship between values, goals and standard.

Values, goals, and standards are closely related concepts. Values are the prime motivating force in management. The values developed through family, neighbours, friends, society and environment etc. help to identify goals. Goals are set due to values and also help to select or choose particular standards. The goals and standards modify the values of a person. Values and goals work together to establish the standards. They help us to know which standards are fixed and which standards are flexible.

Values, goals and standards not only affect the way we lead our lives but they also affect our management process and decision making. Goals are decided before performing a task. Due to goals a person gets motivated. Therefore person is able to take proper decisions. It means, standards evaluate the work. In decision making these three factors, show the appropriate direction or path. For example, to learn flower arrangement is a goal of a student. Therefore, the student will try to practice it frequently and form the style of flower arrangement through which the standard of the student will be recognized and this reflects artistic value.

It is understood that values, goals and standards are interrelated even though these are different concepts. If these are properly interrelated in the task, success will be achieved. Therefore, these three deciding or motivating factors of management are interrelated.

Give an e.g. which shows the inter-relationship between values, standards and goals.



### Can You Recall?

- Values, goals, and standards are certain factors which influence our management process and decision making all the time.
- Value is the basic philosophy and motivational factor in our life.
- Values are classified as intrinsic and extrinsic.
- Goals are the things we set out to accomplish, a work to be reached and purpose to be achieved.
- Goals are divided into short term , long term, means end and intermediate goal.
- Standards are the pattern of work acceptable and agreeable in our minds.
- Standards are classified into conventional, flexible and individual standards.
- Conventional standards are fixed, rigid and can not be changed.
- Flexible standards can be adjusted to match the situation. Individual standards are fixed by himself.
- Values, goals and standards are closely related . Goals and standards are stem from values.

### Exercise

#### • Objective questions :

##### 1) Multiple choice questions.

1. Following are the motivating factors behind management process \_\_\_\_\_ .
  - a) planning, controlling, evaluation.
  - b) values, goals, standards.
  - c) goals, planning, evaluation.
2. Values that are important for their own sake are called, \_\_\_\_\_ .
  - a) intrinsic values
  - b) extrinsic values
  - c) instrumental values
3. A student stands first in examination is which type of example of goals.
  - a) individual
  - b) group
  - c) common
4. Conventional standards are basically in nature.
  - a) flexible
  - b) rigid
  - c) permanent

##### 2) Identify whether the following statements are True or False with reasons.

- a) Values decide our goals but not our standards.
- b) Standards can be seen more easily than values or goals.
- c) Conventional standards can not be changed easily.
- d) Every individual has the same goals.
- e) Flexible standards can never be changed.
- f) Values help in establishing goals and standards.

#### • Short Answer Questions :

##### 1) Differentiate between

- a) Short term goals and Long term goals
- b) Intrinsic values and Extrinsic values
- c) Conventional standards and Flexible standards
- d) Individual goals and group goals

##### 2) Write short notes on the following.

- a) Intrinsic value
- b) Extrinsic value
- c) Short term goal

- d) Intermediate goal
- e) Types of standards

- **Long Answer Questions.**

- a) Write the various sources of values.
- b) Write the characteristics and types of values.
- c) Define goals. Write types of goals.
- d) Define standards and explain the classification.

- **Projects / Assignment :**

- a) List out your values as a student.
- b) List out the goals set by a student.
- c) Give priority wise list of your own values.
- d) Find out the flexible and conventional standards for your family.

