



# Sociological Expression in the Discipline of Management: A Review

**Nishat Khan**

*Department of sociology, Aligarh Muslim University, India*

## **ABSTRACT**

*Everything changes with the passage of time. Sociological knowledge has becoming an ideal complement to management studies. Discussion in the paper is study of selected works including those of sociologists who contributed in the field of management on the emergence and improvement in the way of a broad and inclusive discipline of management that takes into account the assistance of the more humane approach of sociology. This paper is based on reflections and insights arising from the historical advancement in sociological assistance to managerial teaching in the past to its journey and significance in the current times. Broadness in the field of sociology has improved so much so that it has a lot to say about social structure of industrial institutions. Tried to found the answers of problems of complex and advance times' management in sociological expression.*

**Keywords-** *Sociological Expression, Management, Habitus, Organizations, Interaction*

## **1. INTRODUCTION**

The time and space are globalized. Every aspect of Education and profession is globalized. Similarly happens with the disciplines of studies including discipline of management. With times, upgradation is a requirement. With the increasing complexities in the internal affairs of the Organization arena or the discipline of management, looking at the alternative perspective became the need of the hour. A sociologist is not new to the discipline of management. The interface between discipline of management and the branch of sociology is like the interface between parasite and host. Discipline of management has theoretical understanding and justification plus less of symbolic capital and overload of economic capital. The discipline of management uses its economic capital to purchase symbolic capital via sociology. In some or other way concepts of discipline of management becomes the study of sociology. Max Weber's ideas on bureaucracy gives a sense to understand how organizations operate. Gender models in sociology assist in making sense of the persistence of the glass ceiling syndrome in organizations. Globalization theory enables one to grasp the essence of organizational changes arising from increased integration of global economy. Pierre Bourdieu's explanation of Habitus and field gives sensation to the management conceptual facts like HOC (Habitus Oriented Consulting) & OD (organizational Development). Sociological knowledge highlights the complexities, ambiguities and paradoxes of management and invites students to go beyond conventional approaches that over simplify the managerial experience. Sociological knowledge motivates openness to alternative perspectives constitutive of potentials of human experience based on their cultural settings.



## **2. NEED OF SOCIOLOGICAL EXPRESSION IN THE DISCIPLINE OF MANAGEMENT**

Gone are the days when the question used to arise that is it really the case that use of sociology in management teaching are so limited. The current time is looking at the aspects, the interference of sociology is there to provide a good amount of understanding of employees' sociological background to improve curriculum of management.

Baruch Shimoni, who acquired education in sociology and taught organization development as visiting scholar in School of Management, MIT, used the concept of habitus to overcome the dichotomist paradigm that dominates the field of organizational development(OD). He took help of Habitus Oriented Consulting(HOC) that understands the organizational problems as product of mutual relations between individuals' behavior and social structures. He was of the view that an understanding of organizational problems necessitates a search for the sociological roots of managers' thought and behavior. Managers or other dominant agents in organizations have cultural capital derived from their competencies i.e. in their language, knowledge and techniques that help them to run organizations. These managers can reproduce their habitus and their status as the controlling group of organization and exercise a certain degree of control over social relations in accordance to their specific needs and interests. Relying on sociological perspective, consultants can help managers to use not only the accepted discourses and practices that understand such junctures in terms of inner individual motivation and personal skill. Sociological expression can assist managers understand such junctures as the product of ongoing dialectical relations between individuals' diverse behavior and organizational social structure, their culture, their power relations and their practical knowledge.

## **3. EMERGENCE IN THE GLOBAL ARENA**

Inter-group conflict in industrial arena, interaction between higher authority to lower part of the bureaucracy or vice versa has been increasingly acknowledged in recent years, and one might reasonably expect recognition of this development in the teaching of management subjects in the universities. There is a considerable variation in the emergence of sociology in the discipline of management. difference. Sociology is no stranger to the curriculum of the American schools of business and management a state of affairs which clearly reflects the high standing of sociology in that country and also the strategic importance of Elton Mayo's appointment at the Harvard Business School. Indeed, the position of sociology in business and management education in the United States now seems to be such that it has passed beyond the point at which separate reference needs to be made to it in the curriculum. At the highest reaches of all, in institutions like the School of Industrial Management of the Massachusetts Institute of Technology, sociology may lose its separate identity in the interdisciplinary examination of executive behavior; but the relevance of things social and psychological to management processes is taken for granted.



In Britain, however, it is extremely rare to find sociology acknowledged as a key subject in management studies. There is still, it is true, a good deal of hesitation as to whether 'management' is a fit subject to be examined in a university classroom. In the face of such disappointing progress, it might be concluded that the grounds for pressing that sociology should be included in management studies are slender and unconvincing; but there are indications that some serious thinking is being done on the question, and there are also good practical reasons why sociology's claims should be given a hearing.

In some way or the other, the traces of the sociological expression have been found in university learning. In 1950, sociology has begun to found its way to university courses for personnel managers. One of the milestone in university arena was at Liverpool university where a diploma in industrial sociology may be taken either as preparation for managerial responsibilities in industrial or administrative organization or for a social research for which some previous university training was required. At Cardiff, there initiated a course taken for a pass degree in industrial relations and at London School of Economics, teaching sociology to personnel management takes form. After expansion of state sponsored social research in industry under the auspices of D.S.I.R. the scope of the research program has been wide and had included studies from management problems.

The work of Sociologists is giving a concentrated literature to offer help to management complexities. In 1956, The Power Elite, Mills was of the view that ordinary citizen is relatively powerless subject of manipulation of Business world. Where the direction of studies shifts to see the industrial field from the eyes of the employees and not managers.

#### **4.CURRENT TRENDS**

Sociological Concepts studied by Fernande Duatre has proved to be extremely successful when he went on to apply in the school of management at the university of western Sydney. He categorized and explored the relevance of four conceptual tools commonly used in sociology- Critical Thinking, Reflection, Reflexivity and Sociological imagination. Sociology can give a broader vision to management studies that is conventional and rational and a purely technical activity based of economic profits. Time suggest to be critical and not conventional as suggested by Duarte. Critical thinking also assists in bringing such issues in the front that are normally excluded from what Grey & Mitev (1995) described as a technicist approach to management education that is based on what management is assumed as a 'morally and politically neutral technical activity'.

Reflecting on management issues suggests review based on previous learning. Burrell's notion of iconoclastic critical thinking' is a good example of reflexivity. 'Sociological Imaginations' is a sociological study of organizational phenomena by American sociologist C. Wright Mills.

Several studies on the concepts of Habitus, Field, Capital and Doxa given by Pierre Bourdieu has been done. One such research by Jost Sieweke says about Bourdieu's input on such concepts those can be put into empirical research in Management and Organization Studies(MOS). The findings of the citation context analysis reveal that scholars of MOS take interest in the work of Pierre Bourdieu has increased over time but still are not reaching to his full potential that Bourdieu's concepts can provide to the discipline of management. Sieweke noticed that Bourdieu (2001) talks of human body the place through which society inscribes in the habitus.



Bodily postures learned by individuals are related to the social conditions like how a girl sits is completely different from her male counterpart.

## 5.CONCLUSION

Through the analysis of industrial institutions and their place in society the manager can become more conscious of the subtleties of the social environment in which he operates, and of the processes of social change which are forever reshaping it. Studying management leads managers to know about the profit of the venture, but the ones who has little knowledge of the society of their business arena often have appreciation of the most elementary facts about their own society in particular of the way in which the behavior of employees is closely linked to certain aspects of social structure as a whole. Borrowing from Berger, it can be said that sociological expression in management studies for a consciousness that 'looks for levels of reality other than those given in the official interpretation of society'. Critical posture is fundamentally important in the education of future managers to develop more humane, collaborative and ethical ways of learning the management techniques.

Social Research continues to provide illustrative material on industrial situations, as well as to develop the analysis of industrial problems and their social implications. It is about the perspective that takes into account both the managerial and employees' perspective. Through the study of importance of industrial institutions in society and the role play of sociological aspect in Industrial Institutions, managers can become more conscious of the subtleties of the social environment in which he operates, and of the processes of social change which are forever reshaping it.

## REFERENCES

- [1] W. E. Moore, *industrial relations and the social order* (Macmillan, New York, 1951).
- [2] E. V. Schneider, *industrial sociology* (Mc Graw-Hill, New York, 1957).
- [3] P. Berger, *invitation to sociology: a humanistic perspective*. (Penguin Books, Australia, 1971).
- [4] G. Burrell, *Ephemera: Critical dialogues on Organization*, *Ephemera*, 1(1), February 2001, 11-29.
- [5] C. Greyand and N. Mitev, Management education: A polemic, *Management Learning*, 26(1), (Sage 1995).
- [6] J. Klonsky and E. Strenski, *guide to writing sociology papers* (St Martins, New York, 1994).
- [7] C.W. Mills, *the sociological imagination*, (Penguin, London, 1973).
- [8] M. Reynolds, J. Burgoyne, Towards a critical management pedagogy, *management learning: integrating perspectives in theory and practice* (Sage Publication, London 1997).
- [9] M. Emirbayer, V. Johnson, Bourdieu and Organizational Analysis, *Theory and Society*, 37(1), 2008, 1-44.
- [10] J. Sieweke, Pierre Bourdieu in Management and organization studies- A citation context analysis and discussion of contributions, *Scandinavian Journal of Management*, 30, 2014, 532-543.
- [11] F. Duarte, What is a sociologist doing in a school of management? Reflections on the use of sociological concepts in management education, *Journal of University Teaching and Learning Practice*, 6(1), 2009.
- [12] J.H. Smith, Sociology and management Studies, *The British Journal of Sociology*, 11(2), 1960, 103-111.
- [13] B. Shimoni, A sociological perspective to organization development, *Organizational Dynamics*, 46, 2017, 165-170.