Modern Management Techniques in Persian Literature A Search through Beyhaghi History and Farokhi, Onsori, and Manuchehri Poetry

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Abstract: The traditional view of Persian literature as a source of pleasure has given way to examination of their utility. This change of attitude stems from this belief that literature is the reflection of culture, manner, rites, and circumstances of a certain community in a given period. Literature unravels the hidden layers of cultural dimensions and the type of interactions that existed among various strata in a given society. It provides accounts of living styles, religious beliefs, spiritual rites, ethical standards, philosophical views, economic ideology, governance doctrines, and management styles. Such a view entails the reexamination of literature by new and different approaches. This will create opportunities for myriad interdisciplinary research. The objective of this type of research shall be the discovery of patterns that could help problem solving through the development of interdisciplinary cooperation. The knowledge base then available to poets and writers was reflected in their literary works in spite of limitations of various fields in the past. This article is a comparative study of the prose and poetic works of fourth and early fifth centuries AH (Ghaznavi Era) looking for traces of modern management thinking. The objective is to review the management techniques used during the study period as part of the domestication process that is taking place in various scientific fields. This is a minor attempt to substantiate the comprehensiveness of Persian literature and the knowledge base of Persian authors in various fields. This is a wide open area of research requiring the attention of practitioners. This study is a library search conducted by reviewing and taking notes from the existing relevant sources. It examines the artistic presentation of management and leadership theories and responsibilities in Persian literary works. The findings of this study revealed different aspects of modern management techniques carefully expressed in form of poetry or prose.

Keywords: Interdisciplinary Research, Onsori, Beyhaghi History, Organizing, Decision Making

Introduction

Human is a social being with two agendas: one is to maintain relations with others, and the other to influence others and take affects from them. Human as a member of society is not able and is not interested to carry a lonely life to take care of own affairs and attend to own needs. Human is neither capable of solving his entire problems nor can he satisfy his own needs, single handedly. He has an inherent tendency to live a social life. Social life forces the individual to stay in contact with other community members.

Language is the first tool used by human for making contact with others. It is used to transfer knowledge from one person to other and from others. Language reveals the internal state of an individual. Human uses language to communicate with a listener. He also uses language to maintain a long lasting relation with the listener. A lasting relation is possible only when a person can influence another. Maintaining a lasting relation with others and influencing them require a formal language. Thoughtful words should be uttered so pleasantly to encourage a listener to act according to the speaker's intentions. Literature provides individuals with a penetrating and courteous language. It can be instrumental in making an effective communication (Amiri, 1371/1992, p. 3).

Some believe literature is limited to a few lines of poetry or a literary prose that express the personal feelings and emotions of the writer or poet. It is true that a literary work is the reflection of author's thinking. Writers and poets are members of society. They influence their community through their literary

language. They also take influence from their surroundings. The current situation and conditions affect the way they express their feelings and ideas. Human as a social being cannot live an isolated life to avoid social changes. That the why literature in any country is the reflection of individual and group activities, ceremonies, behaviors, efforts, and ideas (Ranjbar Kalhoroodi, 1383/2004, pp. 2-3).

Outstanding authors and poets such as Onsori, Farrokhi, Manoochehri, and Beihaghi lived during Ghaznavid era. Their valuable works are left as bequest to us in the form of outstanding collections. Their writings contain various scholarly works, especially in human sciences, that remain valid today.

What we obtain from literature depends on what we are looking for. If we were to look at literature only for pleasure or amusement, we would be focusing on its aesthetic values. If we were to consider literature for its benefits and look at it as something specially raised from society and culture, then, we would be looking at it as subjects with social and political values. This line of argument explains why Persian literature has been subject to renewed attention. This new attention encourages us to change our attitudes and take another way of looking at literature. That is to look for new meanings in lines of poetry and prose.

This study looks at Persian literature during Ghaznavid era from the management point of view. Management activities and responsibilities of that period do not fit in the theories and models that are common today. Management practices in that period did not have the divisions and classifications as it is common today in modern management.

Management Principles and Responsibilities

When we take a new look at the history of human life and his creation, we find that management in its general form has a history as long as human being. Some researchers relate management background to early days of human being. They believe that the art of management came to being with the formation of family units (Rezaiee'an, 1388/2009, p. 35). Family unit was the first organization and its head was the first manager. The management scope expanded with the formation of social groups, villages, townships, cities, and states (Ranjbar Kalhoroodi, 1383/2004, pp. 36). Management is now a required necessity of our daily life.

Modern management was developed after the industrial revolution which took place in England from 1700 to 1785. Rapid population growth created the need for flea markets and supply of consumable goods (Rezaiee'an, 1388/2009, p. 35). Technological development and inventions had huge effects on the industry and commerce (Seyed Javadin, 1384/2005,

p. 57). Management became a subject of study as a separate academic field in 1881 (Niroomand, 1383/2004, p. 40).

There are many definitions of management. One definition states that management is the arts and science of coordinating activities in an organization in order to utilize the organizational resources toward predefined objectives. Another definition divides management in terms of its functions such as planning, organizing, coordinating, etc. (Alvani, 1388/2009, p. 12).

Henri Fayol was the first person who defined and described management responsibilities. He divided management process into five main activities: 1) planning, 2) organizing, 3) managing, 4) coordinating, and 5) controlling (Alaghe Band, 1385/2006, p. 17). Another division of management responsibilities lists them as planning, organizing, decision making, supervising, controlling, managing, and communicating.

Planning

Planning is an important management function. It is like a path that leads an organization toward reaching its objectives. It is impossible to reach objectives without a defined path. Managers cannot effectively organize people and resources without proper planning (Stoner, 1386/2007, p. 443). Peter Drucker believed that planning involved the determination of proper objectives and selection of the suitable path, way, tool, or method for achieving the objectives (Stoner, 1386/2007, p. 396).

No mention of planning in today's official and documented form was found in the reference books from Ghaznavid era used in this study. Therefore, we concluded that a formal planning did not exist in that period. If there were any planning in that period it was not in the form of contemporary division into comprehensive (strategic) plan and operational plan with a single person responsible for supervision of its implementation.

During middle ages, the ruler was the sole decision maker for activities at every level. He took upon himself to make plans for his territory. He may have had advisors and ministers. But, he would make any decision he found expedient and that decision would be become subject to immediate implementation.

Most of the planning that took place during Ghaznavid era was about how to safeguard regimen from attacks by other local rulers and surrounding governments; or, how to expand the ruling area by conquering the neighboring communities. Most of the planning carried out in that period was limited to how to manage the conflicts, how to carry out the attack, and how to win the battle. This type of planning was generally operational instead of long term strategic

plan. An attribute of operational plan was its ongoing implementation. That was why the ruler spent most of the time in wars and away from his ruling base.

Operational Planning

Operational planning comes after establishment of the overall plan. It is for the implementation of the short-term organizational programs. Operational objectives substitute the overall objectives. The devised approach for achieving operational objectives is broken down into a series of projected activities. The objectives are broken down into secondary objectives and mapped into the operational plan. The ways to achieve the operational plan are documented step by step in details (Alvani, 1371/1992, p. 26).

This type of planning was common and used frequently in Ghaznavid government:

> *Sultan Masood told Ostadom Bu Nasr: "We ordered whatever orders were necessary. We will start moving toward Balkh this week in order to reach there this winter. Whatever needs to be done to Khans of Turkestan shall be done. We will study the situation there. Khajeh Ahmad Hassan will arrive to take over as Minister. Next, we will embark on going to Ghaznain."* (Beihaghi, 1384/2006, p. 87).

The following is the orders and plans made by Sultan Masood on the occasion of his father's death. He wrote statements to dignitaries, military commanders, and courtiers all over his territory to point out their responsibilities:

> *We answered, and assured Ali, dignitaries, and military forces. We ordered to keep brother in fortress as a precaution. We ordered Ali and army to appear at our court…….Many letters went out to inform everyone close or afar in our territory, including Ray and the armies stationed there, that our orders became finalized……We sent a messenger to Khalifeh. Letters were written to inform them about the situation and our orders. We sent letters to my brother's son and others in Ray and mountains all the way to the end of Halvan to inform them about what to be done. We told everyone in proper, simple, and clear language that we will send someone there as the ruler to take over the territory we have annexed..."* (Ibid, p. 95)

The following text is a sample operational planning for operations and middle managers during conflict with enemy. When the army commander Ahmad Ali Nooshtgin was stationed in Nayshaboor, Toosian attacked Nayshaboor because of an old animosity. Ahmad Ali Nooshtgin used military tactic, deception, and plan to defeat Toosian, who had attacked Nayshaboor in large numbers from every direction.

> *Ahmad kept three hundred cavalry in hiding along the city walls and told them to remain prepared and alert waiting for his order. "When Toosian are close enough, I will go forward to confront them, then, in a right moment I will turn around and retreat. They will think that we are escaping so they will follow us. I will continue our retreat with them following us till they cross your position. Then, I will turn around and confront them. Once we are totally engaged and you hear Nayshaboorians' drums and horns, leave your hiding and ambush the enemy… I believe we will conquer the enemy with this plan". Cavalry promised that they would do so. They followed the plan and conquered the enemy. They killed many and captured many. They made a triumphant return to Neyshaboor with lots of booty including horses and arms …"* (ibid, p. 553)

Written Plans

In the following text, after appointment of Amad Yenaltgin to army chief in India, when Amir Masood gave him all his orders, Minister Khaje Ahmad Hassan told Yenaltgin to do according to the mutual agreement. Orders given to keep army in alert in order to control dissident groups plus the orders about how to arrange forces are clear examples of planning.

> *Amir (Sultan), God blesses him, ordered Sepah Salar (Army Commander) Ali Daye to move to Toos. He also ordered him to send out Belgatgin to Sarakhs and Talieh to study the position of Turkmans … Letters went out with Kalanjar and Mojammazan to alert everyone to stand attentive. He sent a strong army to Dehestan to stay at Robat and guard the roads. Letters also went out to Nesa and Bavard to people and Shahneh (police force) in that area ordering them to obey Sepah Salar Ali and Hajeb Belgatgin.* (ibid, pp. 474-475)

Verbal Orders

Tarikh Bayhaghi contains many examples of planning. Every time Sultan would appoint someone as governor or army commander, he would issue

orders. These orders contained plans that were given to the person verbally. For example:

> And [Amir Masood] told Khaje Ahmad Hassan to finish all that remains to be done, because he would go to Ghaznayn this week. So, they finished everything. As he decided to leave, he told Khaje Ahmad Hassan to stay in Balkh for one week. "Many people have remained in Balkh including officers, judges, policemen, and petitioners. Listen to them, take care of their requests, and send them back home. Then, come to Baqlan to join us. We will spend some times on the way to Samagn and other places for hunting and leisure. Khaje carefully followed the orders and reported to Sultan when he finished his assignments. (ibid, p. 319).
>
> The great Khaje Ahmad Hassan would accept people every day in Court. He would work until the time of noon prayer. I was with his writers and would write anything he would say. I would give out Sultan's gifts including clothes and moneys. After the prayer, the strangers returned and invited writers and relatives and me to lunch. After lunch, we returned to work. This was what we did for a week until all tasks were taken care of. I learned a lot. (ibid, p. 321)

After appointment of Tash Farash as Army Chief, Amir Masood called a private meeting with Tash Farash, Kajeh Ahmad Hassan, Kajeh Bu Nasr Shakan, and Bu Sahl Zozani to explain plans and orders for that territory and spell out his responsibilities.

> Amir gave many instructions to Tash Farash about Ray and Mountains and said that: stay in Nayshaboor for three months until the appointed army arrives there. We ordered all the tribes to come with all the Turkamans to Nayshaboor. Khomar Tash Hajeb is their chief. Try to do all I told you because they do not have good intentions and we are sure of that. He assured Turkamanan, handed over the responsibility to Khomar Tash, and left for Ray. (Ibid, p. 348).

Organizing

Organizing is the process for work division, ranking, and defining relationships intended to achieve given objectives (Seyyed Javadin, 2005, p. 254).

What we know about the number of Ghaznavian military forces, is what we found in Farrokhi Collection. Farrokhi mentioned that the number in one of the conflicts was more than thirty six thousand cavalry and one hundred and thirty three infantry, plus thousands of elephants (Farrokhi, 1238, p. 65).

Due to limited facilities and scarce resources, this size army required very careful organization and planning to avoid possible problems. It was necessary to carefully follow the organizational details including appointment of commanders, hierarchical orders, job descriptions, and work division in order to keep the army ready for conflict and to guarantee victory. Victories achieved by Mahmood and Masood Ghaznavi armies were due to careful and systematic organization, planning, and decision making. Another contributor to army success was perfect carry out of responsibilities by officers. These victories are reflected in the collections of courtier writers and poets of that time.

Basic Organization

We point out to two common types of organization, namely, organization based on task or objective (Alvani, 1992, p. 62), and organization based on time schedule.

Organization Based on Task (Objective)

In this type of organization, functions are divided based on task. Every function performs tasks that are different from tasks of other functions. For this type of organization, the overall tasks or objectives are divided into sub-tasks or secondary objectives. The division process continues for as long as logically possible (ibid, p. 62). This is the oldest and the most common organizational approach and is still used in many organizations, especially, for operational functions (Rezaiee'an, 2009, p. 305).

The following statements clearly describe job responsibilities and the qualifications of the persons who would take over the jobs:

> Khaje Ahmad Hassan will take over the ministry. (Bayhaghi, 2005, p. 87).
> Amir called Obeyd ul-Lah to come forward. He asked him if he was going to the house of ministry. He answered, yes. Asked Obeyd ul-Lah what was his position at the time of his father? Obeyd ul-Lah said that he was the messenger for Sarakhs. Amir told Obeyd ul-Lah that he would give him the same job. (Ibid, p. 177)

Appointing logistical job to Bu Sahl Zoozani and courtier job to Bu Sahl Hamdavi:

> "[Kajeh] sent a confidential message to Amir stating that the logistical job became vacant. The same way he spoke to God, he declared that Bu Sahl Zoozani was a respectful and competent man. If Amir saw fit, he was to call Bu

Sahl Zoozani and give him the job. That was his best advice… Amir called Bu Sahl… and Bu Sahl accepted the job." (Ibid, p. 196)

The next day, Bu Sahl Hamdavi who had been dismissed as minister, was dressed for the position of head of courtier. The four persons who had this job before him were his students like everybody else who was engaged in the courtier. (Ibid, p. 196)

At this point, there is a mention of Hajeb. Every time a letter was received at courtier, the messenger was not allowed to go directly to Sultan. The letter was given to a certain person (Hajeb) to take to Sultan:

Amir, God blesses him, climbed the horse, Hajeb came forward and delivered a letter. Amir took the letter and read it. (Ibid, p. 29)

The following statement is a reference to job division:

When it was decided that Ahamd Ali Noshtgin to become Vali (governor) and commander in chief, Bulfaraj-e Parsi the main officer of army prepared job responsibilities, the list of properties to be given to him, and orders to be signed and stamped … Amir asked for logistical man to come and he came. (Ibid, p. 555)

After appointment of Tash Farash as commander in chief of Ray, Amir Masood called a private meeting with Tash Farash, Khaje Ahmad Hassan, Khaje Bu Nasr Sheka, and Bu Sahl Zoozani to explain Tash Jarash his orders and plans for that territory and define his job responsibilities:

Amir gave many instructions to Tash Farash about Ray and Mountains and said that: stay in Nayshaboor for three months until the appointed army arrives there. We ordered all the tribes to come with all the Turkamans to Nayshaboor. Khomar Tash Hajeb is their chief. Try to do all I told you because they do not have good intentions and we are sure of that. He assured Turkamanan, handed over the responsibility to Khomar Tash, and left for Ray. (Ibid, p. 348).

Organization Based on Time Schedule

This organizational approach groups tasks based on their time table. This is the oldest organizational approach and usually used for the lower levels of organization. For example, engaging employees in shifts was very common (Rezaiee'an, 2009, p. 315)

Beyhaghi history is full of references made to *Nobatian* who were employees who worked according to certain time schedule.

Shift Workers of Courtier:

It was so that no other persons besides nobatian remained at Sultan's Court (Bayhaghi, 2005, p. 191).

Shift Hajeban:

[He] ordered that shift Hajeb to go to Bu Sahl house. (Ibid, p. 415)

Shift Hajeb mounted him on a horse. (Ibid, p. 415)

Shift Writers:

The next day was my shift, so I came to court. (Ibid, p. 793)

I am Bul Fazl standing at order because it is my shift. My boss Bu Nasr has not yet come." (Ibid, p. 511)

It was my (Bayhaghi's) shift to work at courtier. (Ibid, p. 812)

When we received this news, the shift writer called on Khaje Bu Nasr. (Ibid, p. 629)

Shift Soldiers:

Courtier servants sat at the door. Many infantries stood guard at courtier in shifts. (Ibid, p. 508)

Shift Servant:

"*A servant who was called Shift Nooshtgin from those servants whom Amir Mahmood brought with him…*" (Ibid, p. 527)

These samples show that those mentioned had specific responsibilities that were different from others. Jobs like minister, writer, messenger, guard, logistics, and the like are examples of what could be considered as organizational division based on responsibility.

Decision Making

Decision making is an important management responsibility that takes place on an ongoing basis in any organization. Some management scholars believe that decision making is a management responsibility. Some others like Herbert Simon believe that decision making is synonymous to management. In their view, managers constantly make decisions through planning, organizing, employee selection and appointment, operation supervision and control (Seyyed Javadin, 2005, p. 201).

Decision making is a managerial function. The other management functions including planning, organizing, supervision, and control are the outcomes of the decision making process. Managers identify plan objectives and approaches through continued decision making. A manager defines strategy, policies, and procedures through decision making.

Other managerial tasks include decision making on employee penalty, reward, recruitment, transfer, and/or dismissal (Ibid, p. 201). The following are examples of decision making in organizational management and leadership during Ghaznavi era.

Wise Decision Making

The following is an example of wise decision made to keep a valuable employee who had committed misconduct.

One day, Faqih Bubakr Hasisi out of drunkenness insulted one of servants of Vazir Khaje Ahmad Hassan, beat him badly, tore up his clothes, and called his master bad names. Khaje Ahmad Hassan heard about the incident and asked Amir Masood to punish Hasiri. Amir Masood decided that both of them were important to his organization with critical positions. Therefore, he made a wise decision to act in such a way to keep both of them. He made Hasiri to realize he had made a mistake without offending him. Meantime, he satisfied his minister Khaje Ahmad Hassan. This is a sample of wise management and decision making in an organization and shows that managers in that period were aware of management techniques.

> *But, this wise Shah was grateful… he made a decision and called the Grand Hajeb and ordered him to take Hassiri and his son to Khaje's house with Jallad (executioner) and lashes. Amir sentenced them to one thousand lashes each so that nobody ever dared call Khaje with anything other than good names.* (Bayhaghi, 2005, p. 203)

This order was made by Amir Masood to punish Hassiri in appearance. Meanwhile, Amir sent Bu Nasr Meshkan to talk to Khaje in private and calm him down in order to forgive Hassiri.

> *[Amir Masood] said Hajeb to go and calm Khaje because wisdom so required that Khaje not to be offended because of Hassiri's misconduct. Amir also said that, he was so indebted to Hassiri that no other companions of his father earned such indebtedness, so I never allow Khaje to destroy such royal servant and his son in revenge* (Ibid, pp. 204-205)

Bu Nasr Meshkan talked to Khaje and Khaje accepted Bu Nasr's intercession and forgave Hassiri and his son.

> *As Khaje heard this from me [Bu Nasr Meshkan], dropped his head and thought for a while. He realized that I am not telling this on my own because he was not such a person who would not realize the truth. [Khaje] said that I*

> *forgave them on your mediation* (Ibid, p. 207)

That was the way Amir calmed Vazir without disappoint him and prevented the humiliation of one of his royal and valuable servants.

Strategic Decision Making

Amir Masood was engage in a conflict to take over Sepahan and other neighboring areas when his father passed away. When he received a letter from his aunt, he assigned his tasks to his deputies and left for Ghaznayn, the center of government, to take over the crown and depose his brother Amir Mohammad. This was a strategic decision.

> *Now, we have another problem to deal with and an important task to take care of. So, we are going back to Khorasan because the Great King passed away and government functions are left unattended. Doing the main task has higher priority than minor task, especially when it is a long way away and we may lose the opportunity. (Bayhaghi, 2005, p. 16)*
> *We have conquered many territories with war. Although they are important, yet, they are secondary. Staying occupied with secondary tasks and not attending the main one is not wise. The right thing to do now is to go to Nayshaboor and Herat in a hurry to attend our main task.* (Ibid, p. 19)

A Point to Remember

We have to address one wrong belief that all presented in the poem collections about Kings are poet imaginations and exaggerations without relevant truth. But, we reject this idea by stating that running big cities that Ghaznavian concurred at the time required huge human resource. Managing that number of people would demand wisdom and proper policies (Yoosefi, 1994, p. 236).

The vast territory ruled by Ghaznavian was taken from Samanian Dynasty. Logic so indicates that managing such a vast area needed planning and strong management, which required administration and management of strong and competent personalities on top positions. References made in poem collections from evidences and statistics of the number of armed forces, wars, huge military operations, and continual victories indicate that what is depicted of Kings' personalities in the literary works are not all poetry exaggerations and/or depictions. They rather indicate that kings had the attributed properties and qualities and poets used own imaginations with some exaggerations to present clear pictures of these qualities in form poetry". (Safa, 1987, v. 2, p. 354)

What can we seen in literary works of this period is a reflection of Khorasani style. One characteristic of Khorasani style of poetry during fourth and fifth centuries was presentation of nature or description of places and historical events. Poets in this period were all courtiers and were often close to Shah and the center of policy making. They would present their observations of military campaigns and the related activities in victory letters and eulogiums. Their poetry style included illustrations and detailed descriptions based on their imagination, observations, and information. What is left now clearly depicts the situation in that period (Yoosefi, 1994, p. 379).

Organizational Management and Leadership

Supervision of human resources of an organization is one of the main management responsibilities (Seyyed Javadin, 2005, p. 315). Some management scholars believe that the success of a manger depends on his ability to manage the human resources (Reza'eeian, 2009, p. 423). One of management theories is personal traits of managers. This theory provides a list of natural traits of managers (Alvani,, 1992, p. 112). Those who subscribe to this theory believe that leaders have special and superior traits (Reza'eeian, 2009, p. 425). Leaders are superior individuals with God given traits that made them suitable for the leadership position (Alvani, 1992, p. 112). That is the reason that Farrokhi and other courtier poets elevated the position of Sultan Mahmood to the level of a God's Messenger with attributed miracles and virtuous.

For example, Farrokhi wrote a poem to describe Sultan Mahmood's return from Soomenat. He explained that Sultan crossed a vast sea and landed in a vast desert. King thought that crossing this desert would be troublesome for the army. He decided that the right way was on the left, so they turned left. After one or two miles, Sultan suddenly regretted the way he chosen. So, he stopped and from the right came a glow. All saw that Sultan followed the light until the next day when the army camp appeared. Army was saved from suffering of thirst (Yoosefi, 1994, p. 365).

Bayhaghi History mentioned the same event and stated. "It is true, because kings' nature and their habits and moods are different from others. What they see cannot be seen by others." (Bayhaghi, 2005, p. 324) Sultan Mahmood and Sultan Masood were thought to be superior to others in all fields including engineering. Bayhaghi thought that "they were exceptional in engineering field especially in geometry" (Ibid, p. 652). Or in moral, "no one had seen any king more generous and merciful than him." (Ibid, p. 529) In writing ability, "he wrote in such a way that no one could write any better." (Ibid, p. 164) Or in modesty, "Amir Masood was full of modesty

and mercy." (Ibid, p.156) Or in Military operations, "Amir, God blesses him, was very intelligent in military operations." (Ibid, p. 758) There is no doubt about some levels of exaggeration in these statements. Considering the size of their government, it is normal to believe that they were above normal individuals.

Control and Supervision

Control is a function where anticipated activities are compared to actual outcomes. When there are differences and deviations from what were expected, then, corrections are called for. (Alvani, 1992, p. 88)

Control was integrated in a complex format in Ghaznavid courtier. Espionage and control was part of Ghaznavid government system. It involved from the highest ruling position, i.e. the King, all the way to the lowest levels. No one was immune from espionage and the reporting system. For example, Sultan Mahmood had assigned a spy for his son Masood. Likewise, Masood had assigned several spies for his father Sultan Mahmood. They were among his servants and companions including Nooshtgin, his nearest servant. This was the only way they could control their dynasty when considering the vast and heterogeneous territory under Ghaznavid rule and the absence of advanced communication facilities that was required for managing such an organization.

Control by Way of Messengers

Control by way of sending messenger was a clear and obvious way of control:

> On 15th day of this month, messengers came from Turkestan sent by individuals close to Khaje Bulghasem Hassiri and Bu Taher Tabbani (Bayhaghi, 2005, p. 460).
> Amir Masood and Manoochehr Qaboos, governer of Gorgan and Tabarestan had very secret correspondences when he was in Herat and now. A man by the name of Hassan Mohaddeth was sent to Amir Masood to engage as writer and sometimes would bring and take letters and messages (Ibid, p. 162).

Control by Way of Secret Spies

> At this time, secret spies sent information from Bokhara that Ali Tagin is restless and collecting public help to gather an army (Ibid, p. 430).
> From those secret spies who were sent in hidden to Nesa received letters informing that …. (Ibid, p. 636).

Control and Supervision by Way of Servants

> When Vali (governer) decided to oppose the Shah, he declared his

intention. Shah assigned one of his mercenary to kill him. So he was murdered by one of his own servants. Now, everything is under one rule from Bahire to Forqan (Onsori, p. 218).

Communication

Communication is divided in three classes based on the level the information was communicated from in an organization:

1- Vertical Communication
2- Horizontal Communication
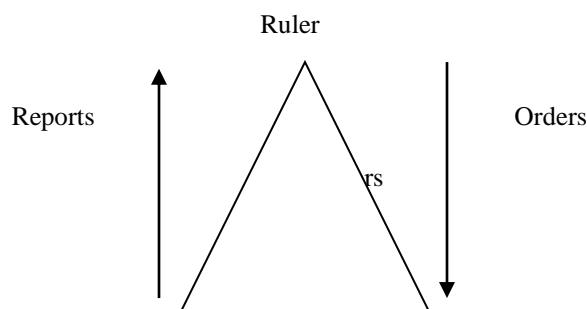3- Diagonal Communication

Vertical Communication

Vertical communication is the common way of communication in hierarchical an organization. There are two types of vertical communication: top-down and bottom-up. The objective of top-down communication is leading, educating, notifying, and ordering from higher ranks to lower employees. The objectives of bottom-up communication are reporting, suggesting, explaining, and requesting.

Vertical communication has some inherent problems that reduce its effectiveness. For example, in a bottom-up communication when an employee finds out that his superior may show a negative reaction to the information, he will not send the information or will change it to his superior's liking. In top-down communication, managers do not provide sufficient and real information to employees which can cause distrust among them (Alvan, 1992, p. 164).

In reference to the communication classification, one can conclude that communication in Gaznavid Courtier were mostly vertical. The leader was solely responsible for management of different functions. Management was in the form of leadership by orders, in such as way that the leader would issue orders and everybody had to follow them (Amiri, 1992, p. 34). The only communication from subordinates was in the form of sending out reports.

Communication Style (Ibid, p. 34)

All information sent by reporters and spies stationed all over territory would eventually reach the House of Communication (Basoreth, 2005, p. 89) and the messages would be delivered to Shah from this house. All the orders issued by Shah plus written and verbal messages from subordinates to Shah represented vertical communication. The followings are some examples:

Orders:

When Amir Shahab al-Doleh were to leave Damqan, he sent out letters to Khorasan Army Chief, Qazi Hajeb, also to judges, dignitaries, officials and officers (Bayhaghi, 2005, p. 39).

On the occasion of the orders issued by Amir Masood to Hajeb Ghazi:

After letters arrived, Bakhitash Mesra, Hajeb Ghazi, and others went seriously to work (Ibid, p. 40).

Reports

We sent out messengers with Sini. They returned with letters about any issue which was discussed (ibid, p. 641).
My letters received today from Ray (ibid, p. 44).
Amir Masood became very jubilant when learned about the content of the letters (ibid p. 68).

Horizontal Communication

This type of communication takes place at the same level in an organization. It takes place through procedures and methods of task performance between members of a division or between various working groups and members of different divisions in the rank and file.

This type of communication improves moral among employees and increases coordination between divisions and employees of equal ranking. It could also provide problems within an organization. For example, unnecessary extension of horizontal communication could create superficial coalitions

and unofficial agitating groups (Rezaiee'an, 2009, p. 476).

We regard any letter sent out by anyone other than Shah as horizontal communication.

The following text is about a confidential message from Bu Abdolah Hatami to Bu Nasr, the director of Masood Message House (their positions could be considered at the same organizational level).

> *One day I [Bu Nasr Meshkan] was at home, I was told a traveler is at the door and has an important message ... I told to bring him over. He came and asked for privacy. He opened his cane and brought out and gave me a small letter from Bu Abdullah Hatami addressed to me* (Bayhaghi, 2005, pp. 410-411).

Diagonal Communication

As an example of diagonal communication in an organization, Abu al-Hassan Aghili mediated for Altoontash to Sultan Masood.

> *Abu al-Hassan Aghili told Sultan about Altoontash and Sultan spoke of him nicely…. Abu al-Hassan informed Altoontash about the outcome* (Ibid, p. 97).

Also Bu Nasr Meshkan informed Altoontash through his secretary:

> *Bu Nasr Meshkan also informed Altoontash secratory what he had heard* (Ibid, p. 97).

Altoontash secret communiqué was given to Bu Nasr Meshkan by his secretary:

> *At night time, Bu Nasr dispatched his secretary to inform me that Bu Nasr has sent out a secret message to me* (Ibid, p. 98).

All espionages and monitoring could be considered samples of diagonal and non-official communications, i.e. officials would appoint informers and monitors based on their positions in the organization.

The following statement describes unofficial communication outside of the defined organizational hierarchy:

> *He [Amir Masood] also was personally a good Sultan. If everything would remain so, nothing bad would happen; but outside Khaje Ahmad Hassan circle, there were hidden ministers who didn't care what was good for kingdom and acted for their own benefits. They would do pleasant thing to attract the attention of Shah especially the young ones* (Ibid, p. 236).

Conclusion

Persian literature, especially during classical period, covers different scientific fields including philosophy, mysticism, sociology, policy, management, and the like. Therefore, it can be a suitable subject of interdisciplinary research.

We examined Ghaznavid Era literary works from management principles point of view. We used management principles including classical, neoclassical, and modern management thinking as the base of our research. Then we searched through Persian literary works to find any subject related to management that would map into our management principle base. What we found from hidden layers of poetry and prose contradicts those individuals who believe that literature has no practical applications.

We divide sciences into two groups: production and consumption. The production group includes all theoretical and subjective sciences that are used for offering rules. This group includes physics, chemistry, mathematics, etc. The consumption group uses the outcome of the first group. Management and politics are two fields of study that are member of the consumption group. Literature also has its own theories and rules which can help management to reach its final destiny (Amiri, 1992, p. 30).

The result of this study shows that a search through and review of our classical literature from different points of view are called for in order to expand our knowledge boundaries and obtain theories and rules that could help our consumption sciences.

Because the governing approach of Iranian rulers and kings was based on dictatorship, his continuous involvement in setting up management responsibilities is apparent in our literature. The literature is the evident proof of how dictatorship had spread out throughout the government establishment like cancer.

Suggestions

1) Propaganda is one instrument available for continued promotion of objectives in any government, organization, or group. Proficiency in language and delivering speech is an advertising tools used for promotion and justification of ideas and plans of the centers of power.

   Many noble and great scholars have written about the importance of language. A word may sometimes put out the flame of a spreading revolt that cannot be resolved by any force. A statement may destroy a world or violate someone's rights. These statements show the significant role of literature and underline the reason why organizations should use writers and speakers in their organizations.

2) The influence of fluent and clear language and speaking ability on audience in apparent to everyone. One of the properties of successful managers is the ability to communicate with a clear and penetrating language. One of the sources that can help managers in this endeavor is Persian literature. It is a source that can contribute to motivation of human resources in achieving organizational objectives. The study of literature can be included in on-the-job training programs offered for different organizational levels.

3) Considering the undeniable role of literature in management practices, especially in management of human resource as a strategic source of any organization, we propose a course by the name of "management principles in old literary texts" to be offered to management students. We also propose workshops for organizational managers and leaders for an opportunity to compare modern management techniques and Iranian Islamic management techniques. This undertaking will provide a base for domestication of management field in Iran.

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