

- **Henri Fayol** believed that management should ensure that there was discipline in the workplace to prevent slack or disobedience
- **Charles Handy**
 - credited as the second most influential management thinker. He argues that trying to define a manager is less meaningful than examining what a manager actually does
- **Peter F. Drucker**
 - father of modern management.
 - He believed that people are the key to success of a business.
 - argued that managers should not get too involved in the daily activities of employees as he believed that they must have knowledge in certain areas than their line manager or other colleagues. Decentralization is encouraged in the workplace.

Common characteristics present in most effective managers

- **Intelligence:** good level of intelligence
 - Managers who think that they are more intelligent or have poor people skills often find that they do not get along very well with their subordinates.
- **Initiative**
 - managers and leaders need to be proactive, creative and able to take on risks in order to identify business opportunities

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