

Principles Of Management Anna University Printable PDF

principles of management anna university serve as a foundational guide for students and professionals seeking to understand the core concepts that drive effective organizational operations. These principles are essential for developing managerial skills, enhancing decision-making capabilities, and fostering organizational growth. Anna University, a prestigious technical university located in Tamil Nadu, India, emphasizes these principles in its management curriculum to prepare students for real-world business challenges. This comprehensive article explores the fundamental principles of management as taught at Anna University, highlighting their significance, application, and relevance in today's dynamic business environment.

Understanding Principles of Management at Anna University

Management principles are universal guidelines that help managers plan, organize, lead, and control organizational resources efficiently and effectively. Anna University incorporates these principles into its syllabus to ensure students grasp the core concepts that underpin successful management practices. The principles serve as a compass, guiding managers in making ethical, strategic, and operational decisions.

Core Principles of Management

The principles of management taught at Anna University are based on classic and modern management theories, integrating both timeless insights and contemporary practices. Below are some of the most important principles:

1. Division of Work

- Specialization enhances efficiency by allowing employees to focus on specific tasks.
- It leads to increased productivity and skill development.

2. Authority and Responsibility

- Managers must have the authority to give orders and make decisions.
- Responsibility accompanies authority, ensuring accountability for tasks assigned.

3. Discipline

- Clear rules and respectful adherence are vital for smooth organizational functioning.
- Discipline fosters trust and promotes a productive work environment.

4. Unity of Command

- Employees should receive instructions from only one superior.
- This prevents confusion and conflicting instructions.

5. Unity of Direction

- Activities with similar objectives should be grouped under a common manager.
- Ensures coordinated efforts towards organizational goals.

6. Subordination of Individual Interests

- Organizational goals take precedence over individual interests.
- Promotes teamwork and collective success.

7. Remuneration

- Fair compensation motivates employees and boosts morale.
- Ensures equitable reward for work done.

8. Centralization and Decentralization

- Balance between decision-making authority at different levels.
- Depends on organizational size, scope, and environment.

9. Scalar Chain

- Clear line of authority from top management to lower levels.
- Facilitates smooth communication and delegation.

10. Order

- Proper arrangement of resources and personnel.
- Enhances efficiency and reduces wastage.

11. Equity

- Fairness in treatment and discipline fosters loyalty.
- Builds a positive organizational culture.

12. Stability of Tenure

- Job security promotes loyalty and reduces turnover.
- Encourages employees to perform effectively.

13. Initiative

- Encouraging employees to take initiative fosters innovation.
- Boosts morale and engagement.

14. Esprit de Corps

- Promoting team spirit enhances cooperation.
- Fosters unity and collective effort.

Application of Management Principles in Anna University

The management principles taught at Anna University are not merely theoretical concepts but are deeply integrated into practical applications. Students learn how these principles can be applied in various organizational contexts, from manufacturing firms to service industries.

Case Studies and Practical Examples

- Project Management: Applying division of work and unity of direction to streamline project execution.

- Organizational Structure: Designing hierarchies that respect scalar chain and unity of command.
- Human Resource Management: Ensuring fairness (equity), job security (stability of tenure), and motivation (remuneration and initiative).

Skills Development

Students are encouraged to develop managerial skills such as:

- Leadership
- Decision-making
- Communication
- Problem-solving
- Ethical judgment

These skills are cultivated through simulations, internships, and case analyses aligned with the principles of management.

Relevance of Principles of Management Today

In the fast-changing landscape of global business, these management principles remain relevant because they provide a stable foundation amidst change. They help organizations adapt and innovate while maintaining core values and operational efficiency.

Adapting Principles to Modern Business

- Flexibility: Modern organizations emphasize flexible structures, yet still adhere to principles like unity of command and discipline.
- Technology Integration: Applying principles such as effective communication (scalar chain) through digital tools.
- Globalization: Balancing centralization and decentralization to manage diverse teams across geographies.
- Ethical Practices: Upholding fairness and equity in all dealings, especially in multicultural environments.

Key Benefits of Understanding Management Principles at Anna University

- Enhanced Decision-Making Skills: Applying well-established principles to solve complex

organizational problems.

- Improved Organizational Efficiency: Streamlining processes based on core management concepts.
- Leadership Development: Building strong leadership qualities rooted in ethical and strategic principles.
- Career Advancement: Gaining a competitive edge through a solid understanding of management fundamentals.

Conclusion

The principles of management taught at Anna University form the bedrock of effective organizational leadership and management. By understanding and applying these principles—such as division of work, authority and responsibility, discipline, and unity of command—students and managers can foster sustainable growth, operational excellence, and a positive work culture. In today's dynamic and competitive environment, these timeless principles continue to serve as valuable guides, ensuring organizations remain adaptable, ethical, and successful. Aspiring managers trained under Anna University's curriculum are well-equipped to navigate the complexities of modern business, leveraging these foundational principles for long-term success.

Principles of Management Anna University is a foundational course that equips students with essential concepts and frameworks for effective organizational leadership and administration. As one of the core subjects in business and management programs at Anna University, this course aims to develop students' understanding of the fundamental principles that underpin successful management practices. It blends theoretical insights with practical applications, preparing students to navigate complex organizational environments confidently.

Introduction to Principles of Management

The Principles of Management serve as the backbone of any organizational operation, providing structured guidance on how to plan, organize, lead, and control resources efficiently. At Anna University, this course introduces students to the core functions of management, emphasizing the importance of developing managerial skills that are adaptable to various industries and organizational sizes.

Features of the Course:

- Focus on foundational management theories and principles
- Emphasis on real-world applications and case studies
- Integration of contemporary management challenges such as globalization, technological changes, and ethical considerations

Importance:

Understanding these principles helps aspiring managers make informed decisions, foster teamwork, and drive organizational success. It also cultivates critical thinking and strategic planning skills essential for leadership roles.

Historical Evolution of Management Principles

A comprehensive understanding of management principles requires knowledge of their historical development. The course traces the evolution from early classical approaches to modern management theories.

Classical Management Theories

- Scientific Management (Frederick Taylor): Focused on optimizing work efficiency through scientific analysis.
- Administrative Theory (Henri Fayol): Emphasized organizational structure and management functions.
- Bureaucratic Management (Max Weber): Advocated for a formalized hierarchy and standardized procedures.

Modern Management Theories

- Human Relations Movement: Recognized the importance of employee motivation and group dynamics.
- Systems Theory: Viewed organizations as interrelated systems working towards common goals.
- Contingency Approach: Suggested management practices vary based on situational factors.

Pros:

- Provides a historical perspective to appreciate current practices
- Helps in understanding why certain principles are foundational today

Cons:

- Overemphasis on outdated theories can lead to rigidity
- Modern complexities require adaptation beyond classical approaches

Fundamental Principles of Management

The course emphasizes several core principles that guide managers in decision-making and organizational functioning.

Unity of Command

- Each employee should receive instructions from only one superior.
- Avoids confusion and conflicting instructions.

Division of Work

- Tasks should be divided among individuals to enhance efficiency.
- Promotes specialization and expertise.

Discipline

- Employees should adhere to organizational rules and agreements.
- Fosters a respectful and orderly work environment.

Unity of Direction

- All activities should be aligned towards common objectives.
- Ensures coordinated efforts across departments.

Subordination of Individual Interest

- Organizational goals take precedence over individual interests.
- Encourages team cohesion and shared purpose.

Features:

- These principles promote clarity, efficiency, and order within organizations.
- They serve as a guideline for structuring management practices.

Pros:

- Facilitate smooth organizational operations
- Improve communication and coordination

Cons:

- May be too rigid in dynamic or innovative environments
- Can suppress individual creativity if applied excessively

Functions of Management

The course elaborates on the classic functions of management: Planning, Organizing, Leading, and Controlling.

Planning

- Involves setting objectives and determining the best course of action.
- Critical for proactive decision-making.

Organizing

- Arranging resources and tasks to implement plans effectively.
- Establishes organizational structure and authority relationships.

Leading

- Motivating and directing employees to achieve organizational goals.
- Involves communication, motivation, and leadership skills.

Controlling

- Monitoring progress and taking corrective actions as needed.
- Ensures that objectives are met efficiently.

Features:

- These functions are interconnected and cyclical.
- Effective management depends on balancing all four functions.

Pros:

- Provides a clear framework for managerial activities
- Enhances organizational effectiveness

Cons:

- Overemphasis on one function can create gaps
- Requires flexibility in dynamic environments

Management Skills and Roles

An essential part of the course involves understanding the skills required by managers and their roles within organizations.

Management Skills

- Technical Skills: Proficiency in specific tasks and techniques.
- Human Skills: Ability to work effectively with people.
- Conceptual Skills: Ability to see the organization as a whole and analyze complex situations.

Managerial Roles (Mintzberg's Roles)

- Interpersonal Roles: Figurehead, leader, liaison
- Informational Roles: Monitor, disseminator, spokesperson
- Decisional Roles: Entrepreneur, disturbance handler, resource allocator, negotiator

Features:

- Recognizes that managers perform multiple roles simultaneously.

- Highlights the importance of soft skills alongside technical expertise.

Pros:

- Encourages holistic development of managerial capabilities
- Prepares students for diverse organizational situations

Cons:

- Balancing multiple roles can be challenging
- Requires ongoing skill development

Organizational Structure and Design

Understanding how organizations are structured is vital for effective management.

Types of Organizational Structures

- Functional Structure: Divided based on functions such as marketing, finance, HR.
- Divisional Structure: Based on products, markets, or geography.
- Matrix Structure: Combines functional and divisional approaches.

Principles of Organizational Design

- Clarity in authority and responsibility
- Flexibility to adapt to changes
- Coordination among departments

Features:

- Different structures serve different organizational needs.
- Flexibility enhances responsiveness to market changes.

Pros:

- Clear reporting lines improve accountability
- Specialization increases efficiency

Cons:

- Complex structures can create communication issues
- Overly rigid designs may hinder innovation

Leadership and Motivation Principles

Effective management is deeply rooted in leadership qualities and motivation strategies.

Leadership Styles

- Autocratic
- Democratic
- Laissez-faire
- Transformational

Motivation Theories

- Maslow's Hierarchy of Needs
- Herzberg's Two-Factor Theory
- McGregor's Theory X and Theory Y

Features:

- Different situations call for different leadership styles.
- Motivation theories help tailor approaches to employee needs.

Pros:

- Enhances employee engagement
- Improves productivity and morale

Cons:

- Misapplication can demotivate staff
- Requires understanding individual differences

Controlling and Decision-Making

The principle of controlling involves establishing performance standards and measuring actual performance.

Steps in Control Process

- Setting performance standards
- Measuring actual performance
- Comparing performance with standards
- Taking corrective actions

Decision-Making Process

- Identify the problem
- Gather information
- Develop alternatives
- Choose the best alternative
- Implement and evaluate

Features:

- Data-driven and systematic
- Critical for adapting to changing circumstances

Pros:

- Prevents deviations from goals
- Promotes continuous improvement

Cons:

- Can be time-consuming

- Over-reliance on data may overlook intuition

Conclusion

The Principles of Management course at Anna University provides a comprehensive overview of the fundamental concepts that underpin effective organizational management. By exploring historical developments, core principles, functions, roles, structures, leadership, motivation, and control, students are equipped with a broad toolkit for tackling real-world management challenges. While the course emphasizes traditional principles, it also encourages adaptability and critical thinking to address contemporary organizational dynamics.

Overall, the course's strengths include:

- Solid foundational knowledge
- Practical case studies and real-world relevance
- Development of essential managerial skills

However, some limitations are:

- Potential rigidity of classical principles in modern fast-changing environments
- The need for continuous updating to include emerging management trends like agile practices, digital transformation, and sustainability

In sum, Principles of Management at Anna University offers a valuable starting point for students aspiring to become effective managers. It lays a strong theoretical foundation while fostering practical insights, making it an indispensable part of management education.

Question What are the key principles of management taught at Anna University? The key principles include planning, organizing, staffing, directing, and controlling, which form the foundation of effective management practices taught at Anna University. How does Anna University incorporate ethical principles in management education? Anna University emphasizes ethical principles such as integrity, honesty, fairness, and social responsibility through case studies, ethics courses, and industry interactions to prepare students for responsible management roles. What role do leadership principles play in Anna University's management curriculum? Leadership principles are central to the curriculum, focusing on developing skills like decision-making, motivation, communication, and team management to cultivate effective leaders. How does Anna University address the principles of scientific management in its coursework? The university covers scientific management by teaching methods to improve efficiency, work-study techniques, and the importance of standardization and specialization in organizational processes. In what ways does Anna University integrate modern

management principles such as sustainability and innovation? Anna University integrates these principles through specialized courses, industry projects, and research initiatives that promote sustainable practices, innovation, and adaptability in management strategies.

Related keywords: management principles, anna university management syllabus, organizational behavior, leadership skills, strategic management, decision making, planning and control, business ethics, human resource management, operational management

PRINCIPLES LIFE AND WORK

Principles Life and Work: A Guide to Building a Fulfilling and Successful Life

In today's fast-paced and constantly changing world, having clear principles in life and work is more important than ever. Principles serve as the foundational values and beliefs that guide our decisions, behaviors, and interactions. They act as a compass, helping us navigate challenges, make consistent choices, and achieve personal and professional fulfillment. Understanding and applying core principles in both life and work can lead to greater clarity, integrity, and success.

Understanding Principles Life and Work

Principles in life and work are the fundamental truths or beliefs that influence our actions and attitudes. Unlike goals or objectives, which are specific outcomes we strive for, principles are enduring and universal. They provide a moral and ethical framework that shapes our character and guides our interactions.

Having strong principles helps:

- Maintain integrity and authenticity
- Build trust and credibility
- Make consistent and ethical decisions
- Foster resilience during difficult times
- Achieve long-term satisfaction and success

The Importance of Principles in Life and Work

Applying principles is essential because it aligns our actions with our core values. This alignment creates a sense of purpose and direction, increasing motivation and commitment. Moreover,

principles help us:

- Cultivate discipline and self-control
- Develop healthy relationships
- Make difficult decisions with confidence
- Enhance reputation and credibility
- Lead a life of meaning and integrity

In the workplace, principles contribute to a positive organizational culture, promote ethical behavior, and drive sustainable success. In personal life, they foster self-awareness, emotional resilience, and genuine happiness.

Core Principles for a Fulfilling Life

While principles can vary based on individual values, some universal principles can guide anyone toward a more meaningful life:

1. Integrity

Being honest and transparent in all dealings builds trust and self-respect. Integrity entails doing the right thing even when no one is watching.

2. Respect

Valuing others' perspectives, boundaries, and dignity fosters healthy relationships and a compassionate mindset.

3. Responsibility

Taking ownership of your actions and their outcomes encourages accountability and personal growth.

4. Gratitude

Practicing gratitude shifts focus from what is lacking to what is abundant, enhancing well-being and contentment.

5. Compassion

Showing kindness and understanding toward others promotes empathy and social harmony.

6. Continuous Growth

Embracing lifelong learning and self-improvement helps adapt to change and achieve personal potential.

Principles for Effective Work and Career Success

In addition to personal principles, specific values in work can significantly impact professional success and satisfaction:

1. Excellence

Striving for quality and mastery in your work fosters pride and creates value.

2. Accountability

Owning your responsibilities and results builds trust with colleagues and clients.

3. Collaboration

Working effectively with others enhances creativity, problem-solving, and innovation.

4. Adaptability

Being open to change and learning new skills ensures relevance in a dynamic environment.

5. Ethical Conduct

Upholding honesty, fairness, and respect maintains integrity and a positive reputation.

6. Customer Focus

Prioritizing client needs and satisfaction leads to loyalty and business growth.

Developing and Living Your Principles

Having principles is one thing; living by them consistently is another. Here are strategies to embed principles into your daily life and work:

1. Clarify Your Core Values

Reflect on what matters most to you. Write down your core beliefs and principles to create a clear personal or professional manifesto.

2. Set Intentional Goals Aligned with Principles

Ensure your goals reflect your principles. For example, if integrity is vital, set goals around honesty and transparency.

3. Practice Self-Reflection

Regularly evaluate your actions and decisions. Ask yourself if they align with your principles.

4. Seek Role Models and Mentors

Learn from individuals who exemplify strong principles and integrity.

5. Make Ethical Decisions

When faced with dilemmas, consider what aligns with your core principles before acting.

6. Embrace Accountability

Hold yourself responsible for living according to your principles and learn from mistakes.

Challenges in Upholding Principles

Living by principles may sometimes be challenging, especially when faced with pressure, temptation, or conflicting interests. Common obstacles include:

- External pressures to compromise values for short-term gains
- Fear of rejection or criticism
- Lack of confidence or clarity about principles
- Habitual behaviors that conflict with core beliefs

Overcoming these challenges requires courage, self-awareness, and a commitment to authenticity. Remember, consistency in principles builds character and long-term respect.

Benefits of a Principles-Driven Life and Work

Adopting principles as the foundation of your life and work offers numerous benefits:

- Increased trust and credibility from others
- Greater resilience in adversity
- Enhanced decision-making clarity
- Personal integrity and inner peace
- Stronger relationships and networks
- Long-term fulfillment and success

A principles-driven approach aligns your actions with your true self, leading to a more authentic, meaningful, and rewarding life.

Conclusion

Principles of life and work form the bedrock of a meaningful and successful existence. They serve as guiding lights that help us navigate complex situations, uphold integrity, and stay true to our values. Building awareness of your core principles, actively practicing them, and overcoming challenges ensures that your personal and professional life remain aligned with what truly matters.

Remember, cultivating principles is an ongoing process. As you grow and evolve, so too should your understanding and application of your core values. Embrace this journey of self-discovery and integrity, and you will find yourself living a life filled with purpose, respect, and genuine success.

Principles of Life and Work: A Comprehensive Guide to Navigating Success and Fulfillment

In a world characterized by rapid change and unpredictable challenges, understanding and adopting core principles of life and work can serve as a compass for personal growth, professional success, and overall well-being. These principles are timeless truths and guiding standards that help individuals make consistent, ethical, and effective decisions, fostering resilience and purpose. Whether you're seeking to improve your personal life, advance your career, or find a balanced approach to both, grounding yourself in solid principles can create a foundation for sustained fulfillment and achievement.

The Significance of Principles in Life and Work

Principles act as the internal compass that guides your choices, behaviors, and interactions. They shape your character, influence your relationships, and determine your professional trajectory. In essence, principles provide clarity amidst chaos, helping you:

- Make ethical decisions aligned with your values
- Build trust and credibility with others
- Stay resilient during setbacks and failures

- Cultivate a growth mindset and continuous learning
- Achieve consistency and integrity in actions

Understanding these principles and integrating them into everyday life ensures you are not merely reacting to circumstances but proactively shaping your destiny.

Core Principles of Life

Living a principled life involves adhering to values that promote personal integrity, purpose, and happiness. Below are some fundamental principles that underpin a meaningful and balanced existence.

- Authenticity and Self-Awareness

Authenticity entails being true to yourself, embracing your unique qualities, and living in alignment with your core values. Self-awareness complements this by understanding your strengths, weaknesses, passions, and motivations.

- Know what truly matters to you
- Avoid pretending to be someone you're not
- Regularly reflect on your actions and goals

- Growth and Continuous Learning

A commitment to personal growth involves seeking knowledge, developing new skills, and embracing change.

- Cultivate curiosity
- View failures as opportunities to learn
- Stay open to feedback and adapt accordingly

- Compassion and Empathy

Building meaningful relationships requires understanding others' perspectives and showing kindness.

- Practice active listening
- Show genuine concern for others? well-being
- Offer help without expecting immediate reciprocation

- Resilience and Perseverance

Life inevitably presents challenges; resilience allows you to bounce back stronger.

- Develop mental toughness
- Maintain optimism during adversity
- Focus on long-term goals rather than short-term setbacks

- Gratitude and Contentment

Appreciating what you have fosters happiness and reduces stress.

- Keep a gratitude journal
- Celebrate small victories
- Avoid comparison and envy

Principles of Work

Principles in the professional realm are essential for building a successful, ethical, and fulfilling career. They guide behavior, decision-making, and interactions with colleagues, clients, and stakeholders.

- Integrity and Honesty

Trust is the cornerstone of professional relationships.

- Be truthful in your communications
- Own your mistakes and rectify them
- Uphold ethical standards, even when inconvenient

- Excellence and Accountability

Striving for high standards and taking responsibility for your work fosters reputation and trust.

- Deliver quality consistently
- Meet deadlines and commitments
- Accept constructive criticism and improve

- Collaboration and Teamwork

Most achievements are the result of effective teamwork.

- Respect diverse perspectives
- Communicate openly
- Support colleagues and share credit

- Innovation and Adaptability

The ability to innovate and adapt is vital in a dynamic environment.

- Embrace change proactively
- Seek creative solutions
- Stay updated with industry trends and technologies

- Leadership and Influence

Good leaders inspire and motivate others.

- Lead by example
- Empower others to excel
- Make decisions based on fairness and vision

Integrating Principles into Daily Life and Work

Adopting principles is not a one-time event but a continuous process. Here are strategies to embed them into your daily routines:

- Clarify Your Core Values

Identify what principles resonate most with you and write them down.

- Reflect on role models and mentors
- Prioritize your list of core principles
- Revisit and revise periodically

- Set Intentional Goals

Align your goals with your principles to ensure consistency.

- Establish SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals
- Break down long-term visions into actionable steps
- Regularly assess progress

- Practice Mindfulness and Reflection

Daily or weekly reflection helps reinforce your principles.

- Keep a journal of experiences and lessons learned
- Meditate or practice mindfulness to stay present
- Adjust behaviors that are misaligned with your values

- Seek Feedback and Mentorship

Other perspectives can help you stay true to your principles.

- Engage with mentors or coaches
- Be open to constructive criticism

- Use feedback as a growth tool

- Lead by Example

Whether in personal relationships or professional settings, demonstrate your principles through actions.

- Be consistent in ethics and behavior
- Inspire others through your integrity
- Create a culture of principles in your team or community

Challenges in Upholding Principles

While principles are vital, adhering to them isn't always straightforward. Common challenges include:

- External pressures to compromise ethics for success
- Conflicting principles that require prioritization
- Fear of criticism or rejection
- Temptations to take shortcuts or cut corners

Overcoming these challenges involves unwavering commitment, self-discipline, and a clear understanding of your purpose. Remember, short-term compromises can undermine long-term trust and fulfillment.

The Benefits of Living by Principles

Adopting and consistently practicing principles yields numerous benefits:

- Enhanced Trustworthiness: Others see you as reliable and ethical.
- Greater Self-Respect: Living authentically boosts self-esteem.
- Resilience in Adversity: Principles serve as anchors during tough times.
- Clarity of Purpose: Clear principles provide direction and motivation.
- Legacy and Impact: Principles shape the way you influence others and contribute to society.

Conclusion: The Path to a Principled Life and Work

In essence, principles of life and work are the foundational truths that guide us toward authenticity, growth, integrity, and fulfillment. They serve as a moral compass, helping navigate complex decisions, foster meaningful relationships, and build a legacy of trust and excellence. While challenges are inevitable, a steadfast commitment to core principles ensures you stay aligned with your values and purpose.

Living by principles is a continuous journey—one that demands reflection, practice, and resilience. As you integrate these guiding standards into your daily routines, you'll find that success is not just measured by achievements but also by the integrity and authenticity of your character. Embrace these principles, and they will serve as your steadfast companions on the path to a fulfilling life and impactful work.

Question What are the fundamental principles that guide a successful life? Core principles include integrity, continuous learning, resilience, gratitude, and maintaining a positive mindset, which collectively foster personal growth and fulfillment. How can applying principles of work ethic improve career success? A strong work ethic—characterized by punctuality, responsibility, dedication, and perseverance—builds trust, enhances productivity, and opens up opportunities for advancement. Why is integrity important in both life and work? Integrity fosters trust and credibility, which are essential for meaningful relationships and professional reputation, leading to long-term success and respect. How does setting principles influence decision-making? Having clear principles provides a moral compass, helping individuals make consistent, ethical decisions aligned with their values even in challenging situations. What role does resilience play in balancing life principles and work challenges? Resilience enables individuals to recover from setbacks, adapt to change, and maintain focus on their core principles amidst adversity. How can mindfulness contribute to living by principles in daily life? Mindfulness cultivates awareness and intentionality, allowing individuals to act in accordance with their principles and respond thoughtfully rather than react impulsively. What is the relationship between purpose-driven work and personal principles? Purpose-driven work aligns with personal principles, creating a sense of meaning and motivation that enhances both job satisfaction and overall well-being. How can organizations foster principles-based cultures? Organizations can promote core values through transparent leadership, ethical policies, recognition of principled behavior, and embedding principles into their mission and practices.

Related keywords: values, ethics, integrity, discipline, balance, motivation, productivity, goal-setting, time-management, leadership

Read the full article online: [Principles life and work](#)