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DIMENSIONS OF MANAGEMENT AND CHALLENGES OF THESE DIMENSIONS

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ABSTRACT

There are various dimensional is of management. Human resource management is one of the crucial part of management, planning, staffing, directing, training, welfare et cetera are the various areas of management. The management of company or factory takes the care of all these aspects to maintain work culture the company. The details about the same is discussed the in this paper.

KEYWORDS :challenges, time management, human resource management, technology advancement, training, assessment, budgeting, controlling, guiding.

INTRODUCTION :

Introduction As a concept, management education was first developed in the USA, where collegiate business education, which came to be referred to as MBA programs, was seen as relevant to the world of business. It all started in 1881 with the founding of the Wharton School of Finance and Economy at the University of Pennsylvania (Pierson 1959). Then in 1906, the first well-known fullfledged management school was established by Harvard University. Others followed suit. What inspired the founders of Harvard Business School, Wharton School, the Tuck School and the likes in the early 1900s was the notion of professionalism. It is not until a few decades ago, however, that management education gained prom-



Human Resource Management (HRM)

inence. MBAs had over the years gone through roadblocks in terms of acceptance, visibility and credibility in the eyes of the corporate world (Vijayasathy 2004). The rise of the MBA status is closely linked to the emergence of professionalism in the corporate sector. The competitive global business environment and its increasing magnitude have paved the way for a significant increase in the demand for management graduates. This demand from the employment market has in turn led to a significant expansion of management education across the world; its exponential growth being evidenced by the spurt in the number of business schools from both the private and public sector. Today, though, from a wealth-creating economy point of view, the challenge of management education is to develop new skills, including 'employability' skills and the expertise needed to undertake 'knowledge work'. Investment in knowledge and skills brings direct economic returns to individuals and society (Scottish Executive 2005). People who gain knowledge, skills and competencies through learning will invariably

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contribute to the economic development of nations. Management education thus plays a vital role in enhancing competitiveness in a global knowledge society. This paper attempts to articulate a mechanism to stimulate the development of new curricular elements, methods and programs that synthesize the effective concepts and features of an international management education model. It provides a critical analysis of teaching and learning in management education, so that business schools respond to current paradigms.

1. Goal Management Education Over the last decade, management education has been challenged by the increasingly competitive environment brought about by globalization and internationalization. Corporations have come to view management education as having become too theoretical and not practical enough, and graduates as being illequipped for the kind of corporate leadership sorely needed (Bennis et al. 2005). In short, there is a widening gap between the level of skills and competency which corporation expect and the skills developed by business schools. Hence, the need for modern business schools to transform themselves and operate as centers for knowledge and skill creation, adaptation and dissemination. Today, management education should aim at developing a holistic personality capable of maintaining a balance among contradictory demands, taking charge of functional responsibilities, being accountable for one's action, and contributing to creating a desirable future for businesses in particular and the economy as a whole. The ultimate goal of management education is to prepare students to achieve professional success in business management. Keeping in view this larger purpose of management education, business schools should thus focus on developing a number of aptitudes and skills (Chandra 2009). Specifically, they should:

- Develop state-of-the-art domain knowledge, skills and competencies;
- Impart generic skills transferable across domains and situations - creativity, innovation, problem-solving, strategic thinking and communication;
- Build thinking-ability skills and emphasize cognitive development (conceptualization, analysis, synthesis) dealing with abstraction;
- Foster a spirit of inquiry and critical evaluation of and experimentation with new ideas, information, approaches, assumptions and frames of reference;
- Inculcate research ability, research value, and methodological rigor;
- Cultivate one's ability to learn on one's own and instigate learning how to learn, autonomous learning, life-long learning and one's ability to reflect one's own learning process;
- Promote original thinking and the critical examination of prevailing concepts as opposed to merely conforming to existing notions and approaches;
- Generate cross functional perspectives and mind sets, systemic orientation, and system thinking;
- Build one's ability to convert ideas into practice – delineating, planning, implementing and evaluating ideas and concepts;
- Instill professional and human values; Further the right and relevant attitude to row and learn and an openness to change;
- Teach behavioral skills like cooperation, collaboration, team work and inter-personal competence;

Creativity is the most versatile part of productivity in any field. The hi-tech world today is the world man conceived in his mind ages back and projected them into reality through creativity. Without creativity/creative skills, the world would have been a stupefied monument with no techi-days of the century seeing the light of day! The intense parade of such glorious times became possible with the advent of the commercial world taking an earnest plunge into what can be called tech- transition. The tempo of this transition needed to be organized and manipulated to the advantage of each commercial

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venture. And this in turn needed to be well- organized, planned, controlled and streamlined from well within the organization pertaining to its set goals and objectives. This could be ascertained only by the ideologies of management techniques. Management, thereby is yet another creativity—creative problem solving precisely. This creative problem solving is accomplished through four functions of management: planning, organizing, leading and controlling. The intended result is the use of an organization's resources in a way that accomplishes its mission and objectives. Management Excel is about changing people not about changing businesses. The word 'change' here is in lieu of a 'transformation' where we change people by helping them improve their management skills. Our expectation is that with these tools, they are then likely to change their businesses or give their business a complete tuned-to-the-times facelift.

DEFINITIONS OF MANAGEMENT

The basic tenets of Management reveal how diverse and varied workforce and skills operate and cooperate to bring about success and progress to any company or commercial effort. The measures are goal-riveted and the outcome is wholly performance-oriented such that there's no room for any slipshod error which could only reflect on weak managerial skills. Therefore, Management thinking itself is quite stoic, specially, in its training to deal with challenges, which alone could help hold up norms and simultaneously remain flexible to changing trends and above all assist in solving crises of any sort:

TO RECALL A FEW

"Management is the art of getting things done through and with people in formally organized groups. It is the art of creating the environment in which people can perform and individuals could cooperate towards attaining of groups goals. It is the art of removing blocks to such performance, a way of optimizing efficiency in reaching goals." — Harold Koonlz

Management is principally the task of planning, coordinating, motivating and controlling the efforts of others towards a specific objective." — James L. Lundy

"Management is a distinct process consisting of planning, organizing, actuating and controlling, performed to determine and accomplish stated objectives by the use of human being and other resources." — George R. Terry

IMPORTANCE OF MANAGEMENT THEORY

Skilled application of management theory in an ideal and appropriate manner enhances worker attitude and work environment (people) setting the organization to being more productive. An entrepreneur invests money with the notion of returns. And in order to attain this, he needs to select the right man for the right job. He is then obliged to create a conducive working environment in order to attain optimum productivity. To maximize employee productivity and learning how to manage or rather tackle cooperative skills is the key purpose of management theory.

Multifarious methods are available to handle commercial, employment or company situations. But it takes an efficient manager to analyze and employ the best strategy while handling them and also while extracting work so that only least number of problems are encountered during such operations. By tuning to the finest of business strategies and new work trends closely retaining and adhering to management principles or guidelines, a manager can solve these problems smoothly and efficiently.

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They can also predict the results of their actions or efforts with confidence. As said by G.R. Terry, "Principles of management are to a manager as a 'table of strength' of materials is to a civil engineer." According to Koontz and O'Donnell, the principles of management are important and useful on account of the following reasons:

1 To Enhance Managerial Efficiency:

Management principles provide guidelines to managers as to how they should operate in different situations. This leads to smooth functioning of the organization which in turn enhances managerial efficiency.

2 Comprehend the Nature of Management:

A sound knowledge of management principles helps to identify the efficiency level of a manager's job, cull out the scope of his duties, highlight the point to which his service could be utilized.

3 To Train Managers:

In the words of Henri Fayol, "Management principles are necessary to train and educate future managers." Without this organized body of knowledge, it would not be possible to train people for managerial positions.

4 To Facilitate Research:

Management Principles help to amplify knowledge and carry out further research in the field of management. It provides new strategies and imaginations to the organization.

5 To Coordinate Material and Human Resources:

Management principles widen the scope for (help to make) optimum utilization of natural resources. They also help to coordinate the material and human resources for the accomplishment of common objectives.

MANAGEMENT SCIENCE OR ART

Management is the bone of contention between Art and Science. While it has been claimed that management is an art struggling to become a science by a few, there are a few others who contend that the formal study of management began as a science but has been contaminated by too many factors from various disciplines, thus making it best — a soft science. Actually management is an eclectic discipline with elements of both art and science, as any practicing managers will confirm.

MANAGEMENT SCIENCE

There is a body of objective, yet incomplete knowledge, that is believed to be the best thinking on the subject of management. Management science is a body of systematized knowledge accumulated and accepted with reference to the understanding of general truths concerning management. Management science is expansive, more flexible and vulnerable to changes or alterations that may vary from time to time, pertaining to marketing/commercial trends while the case is not so in Physical Science. Physical science such as math or chemistry is comprehensive or accurate. Physical science deals with non-human entity, and it is this inclusion of the human element that raises questions in some minds about management qualifying as a pure science. For instance, in strictly identical circumstances or situations, two different individuals need not necessarily think, act or react in an identical way. The response stimuli in each individual could differ drastically and sometimes even differ to an incomprehensible extent based on each individual's psychological, social response or individuality too. Therefore, management will never become pure a science as the physical sciences, but great strides have been taken (made) in systematizing knowledge and generalizing certain truths which will be evident in the coming chapters. Management is indeed a social science, a term that

accurately describes its true nature.

MANAGEMENT ART

The art of management is a manifestation of personal creative power plus a projection of individual/team skills in performance. As far as each company's success rate is concerned, the entire scheme of activities is a continuous process. This process involves constant analysis, research, problem identification and error rectification wherein the contemplation of the problems, events and possibilities develops personal creative powers on one hand, while, experience, observation, and study of results contribute to better efficiency and skilled performance on the other. In other words, management art involves envisioning an orderly whole from chaotic parts, communicating the vision, (and) thereby making provisions for achieving the goals. It is the "art of arts" because it organizes and uses the human talents.

SCIENCE AND ART IN MANAGEMENT PRACTICE

If science teaches one to know, art teaches one to do. Whereas Managers ought to be a combination of both being able to know and being able to do things efficiently and effectively to be successful. Such that, they are indeed a unique scientific and artistic combination in practice. However, quite often, the old say — "knowledge is power" is true only in its application. Those whom we meet happen to be people who are very intelligent but lazy and unwilling to apply their knowledge to solving problems and accomplishing objectives.

In a certain sense, it can be said that the art of management begins where the science of management stops. Facts are first used, "the known" is given preference, and data owned tangibles are considered. These scientific aids are pursued to their limits, but in any given case they may seem inadequate. It is then that the manager should be able to rise up to the need and turn to artistic managerial abilities to perform what is called a skilled performance. Deciding to move ahead at one time rather than at another or to act even though all desirable data are lacking or inadequate show the involvement of the art of management.

FUNCTIONS OF MANAGEMENT

However, new or old, small or big, any organization needs to run smoothly and its work atmosphere has to be conducive in order to achieve its set goals and objectives. Management concepts were developed and implemented for this singular purpose. There are four basic management concepts that allow any organization to handle the tactical, planned and set decisions. The four basic functions of the management are in fact set to have a controlled plan over the preventive measures.

The task of a manager comprises of planning, organizing, directing, and controlling the resources of an organization and lies in utilizing them in the optimum possible way. These resources include people and positions, employees and technology, materials and supplies, facilities and equipments, information, and money. These functions are goal-directed, interrelated and interdependent. While Planning involves devising strategies in accordance with the goals of the organization, Organizing involves arranging the necessary resources to execute the plan. Directing involves guiding, leading, and overseeing employees to achieve organizational goals. Controlling involves verifying whether the final performance or outcome matches the initial plan. In short, it is the process of creating structure, establishing relationships, and allocating resources to accomplish the goals of the organization. If initiatives and performances do not render the anticipated results or do not provide a concurrence to the plan, then the manager holds the responsibility of taking corrective

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measures to make sure that this does not recur thereafter. What makes the manager's position demanding is its automatic exposure to work in a dynamic environment where he must anticipate, adapt and be adept at taking challenges in his stride.

PLANNING

What makes planning vital is the impact of today's decisions on the future. It is the fundamental function of management from which the other four stems. The need for planning is often apparent after the fact. However, it is easy to postpone planning in a short-term effort. But it is essential to understand that postponement of planning, especially, plagues labor-oriented hands on managers. The organizing, staffing, leading and controlling functions stem from the planning function. The manager is ready to organize and staff only after goals and plans are set to reach the goals placed ahead. Likewise, the leading function, influencing the behavior of the employees in the organization,, depend on the goals to be achieved. However, the final accomplishment of goals and standards are urged by the norms of the controlling function, that are in turn based on the planning function. Undoubtedly, the planning function provides the goals and standards that drive the controlling function. Strategic planning is the process by which the organization's strategies are determined and in the process, three basic questions are answered:

Where are we now?

Where do we want to be?

How do we get there?

ORGANIZING

Organizing is establishing the internal organizational structure of the business. The focus is on division, coordination, and control of tasks and the flow of information within the organization. Managers distribute responsibility and authority to job holders in this function of management.

Each organization has an organizational structure. By action and/or inaction, managers structure businesses. Ideally, in developing an organizational structure and distributing authority, managers' decisions reflect the mission, objectives, goals and tactics that grow out of the planning function. Specifically, they decide:

Division of labor

Delegation of authority

Departmentation

Span of control

Coordination

Any management, for that matter, should be able to make these decisions in any organization that has more than two people. However small the task may not be simple.

STAFFING

Staffing is considered like a cornerstone of an organisation. The organizations vision comes true on having a right set of personnel. It facilitates the achievement of organizational goals by attracting applications and enables to select individuals whose goals are congruent to the organizational goals. One of the most crucial thing in staffing is, we need to analyse the climate of organization and select the candidate. If we fail in it, it leads to high level of attrition rate and inefficiency and low productivity. Staffing requirements in an organization change according to the external environment as well. For example, with changes in technology, there is a need to hire workers who can work in an environment

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of high technology demands. Staffing, which is a managerial function, influences other managerial functions such as leading and controlling. For example, in the present-day culture of teamwork, it is important to select and train managers to be good team leaders who will be able to make people to work together and achieve organizational goals. Similarly, the selection of quality managers enhances the controlling function in organizations.

An organization's success to a great extent depends on the staff existing with them. Staffing includes three activities

Recruitment: attracting the potential candidates

Selection: shortlisting the candidates

Induction and Orientation: making the candidate familiar with the new working system and the methodology to be adopted.

DIRECTING

One of the basic function of the manager is to motivate and lead the employees. In order to influence an employee, one of the basic quality need is excellent communication skills. The main motive of directing an employee is to the attain organizational goals. For this depending on level we need to possess different skills by which we are able to move ahead, i.e., conceptual, human, technical and design skills.

CONTROLLING

The term 'control' has different connotation in different contexts. With regards to management context, it refers to the evaluation of performance and the execution of corrective actions to accomplish organizational goals. Many a times control is often linked to 'supervision'. Supervision, on the other hand is a part of control; it is intended to identify deviations from the established standards of performance.

The modern concept of control envisages a system which not only provides a historical record of what has happened to the business as a whole but also helps in tracking out the issues that led to such a scenario and further provides strategies which would enable the management to take corrective steps, if there is any deviation from the plan. It also enables managers to identify trends in costs, markets, and other aspects of the business, and acts as a guide for future action.

Controlling is like monitoring where by the planned activities are not getting deviated. Thus, control ensures that what is done is what is intended. It should be exercised by everyone in the organization.

NEED FOR LEVELS OF MANAGEMENT

If an organization needs to function effectively, a proper organization structure is required. This structure comprises of people/staff with varied experience and exposure. The nature of management continues to remain the same, whether the organization is to be managed as a family, a club or an enterprise. For effective and efficient function of an organization, the task is divided into three levels, i.e., Top, Middle and Lower levels of management. Each level has its own roles and responsibilities and ultimately helps in making the organization's vision come true. Top level authorities such as vice president, heads of department, etc., help in formulating policies and decision making. Those at the Middle level act as a link between the top and the lower. While the lower level management focuses more on operational activities.

MANAGERIAL SKILLS

To perform the desired function discussed in earlier part, a manager needs to possess skills which can be divided into three categories as follows:

MANAGEMENT SKILLS:

A manager can excel in his profession only if he possess a blend of three skills conceptual, human and technical skills. The composition may vary according to the level of the employee. Conceptual skills are needed for managers at top level. They view the organization as a whole and formulate the policies and practices according to the vision of the organization. Management is the art of getting the work done and it is done through human beings. To get optimum productivity, a manager needs to motivate his employees. Human skills helps in enhancing the interpersonal relations and there by getting the work done in the optimum possible way. Human skills are needed at all levels. Technical skill is needed mainly at the supervisory level. Possessing of technical skills helps in guiding the employees and overcoming the lacunas they possess in their work. In other words, it is the ability of to use tools and possessing specialized knowledge to carry out an activity.

DESIGN SKILLS:

Design skills refer to the ability of a person to find solutions to problems in ways that would benefit the organization. Top managers should not only recognize a problem but also suggest ways to overcome them. If they too merely view only the problem, then they become obviously mere "problem watchers," and will prove to be ineffective. Managers at upper organizational levels should be able to design a rational and feasible solution to the problem by considering the various internal and external factors.

MANAGERIAL ROLES

The concept of "managerial role" was first introduced into the analysis of managerial work by Henry Mintzberg 1973. By the role, he understood "a set of certain behavioral rules associated with a concrete organization or post" (18, p.36). Just like the characters of some play, managers, too, often perform different roles bound by their position. One can't help but remember the famous lines, 'All world is a stage, and men and women are mere players.'¹

Thus, in addition to functions of management as parameters of managerial activities, there appeared one more unit — managerial role. We will dweli upon the differences in the two later on, and (now we) presently concern ourselves with the classification of roles grouped into the three blocks: interpersonal, informational and decisional roles.

TABLE 1 MANAGERIAL ROLES ACCORDING TO HENRY MINTZBERG

Interpersonal Roles		
	Description of actions	Examples from managerial practice requiring activation of corresponding roles
Figurehead	Symbolic leader of the organization performing duties of social and legal character	Attending ribbon-cutting ceremonies, hosting receptions, presentations and other activities associated with the figurehead
Leader	Motivating subordinates, interaction with them, selection and training of employees	Virtually all managerial operations involving subordinates
Liaison	Establishing contacts with managers and specialists of other divisions and organizations, informing subordinates of these	Business correspondence, participation in meetings with representatives of other divisions (organizations)
Informational Roles		
Figurehead	Collecting various data relevant to adequate work	Handling incoming correspondence, periodical surveys, attending seminars and exhibitions, research tours
Leader	Transmitting information obtained from both external sources and employees to interested people inside the	Dissemination of information letters and digests, interviewing, informing subordinates of the agreements reached
Liaison	Transmitting information on the organization's plan's, current situation and achievements of the	Compiling and disseminating information letters and circulars, participation in meetings with progress reports
Decisional Roles		
Entrepreneur (initiator of change)	Seeking opportunities to develop processes both inside the organization and in the systems of interaction with other divisions and structures, initiates	Participation in meetings involving debating and decision making on perspective issues, and also in meetings dedicated to implementation of innovations
Disturbance handler	Taking care of the organizations, correcting ongoing activities, assuming responsibility when factors threatening normal work of the organization emerge	Debating and decision making on strategic current issues concerning ways of overcoming crisis situations
Resource allocator	Deciding on expenditure of the organization's physical, financial and human resources	Drawing up and approving schedules, plans, estimates and budgets; controlling their execution
Negotiator (mediator)	Representing the organization in all important negotiations	Conducting negotiations, establishing official links between the organization and other companies
Source: http://tdecollege.dcccd.edu/mginH374/book_contents/loverview/managerial_roles/mgrl_roles.htm Changing Roles of Management and the Challenges of Today's Manager		

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We live in an extraordinary era. Never before was the competition so intense, opportunities so huge and challenges so daunting. It is because of one significant phenomenon — globalization. As Lord Krishna tells Arjuna in The Bhagavad Gita, "If you fail to do what is to be done, others will follow your behavior, because people look up to you as you are their leader, whether you like it or not". In modern times, the best example of leadership-by-example was Mahatma Gandhi, the father of our nation. In every act of his, he walked the talk and practiced the precept. No wonder, he had the trust, confidence and support of every Indian in his objective to achieve India's independence through non-violence.

BE A GREAT LEADER

A successful manager must be a great leader. Let me briefly define management and leadership. Management is about how best to accomplish an agreed objective. Leadership is about deciding a laudable, exciting and aspirational objective. A leader is a 'change agent' and his primary goal is to raise the aspirations, hopes, enthusiasm, energy and confidence of his people so that they believe and act according to the adage — A plausible impossibility is better than a convincing possibility. For a corporation, an institution or even a nation to succeed, leaders must create a powerful vision, lead their people from the forefront, help them move towards that vision, empathize with them, understand their psyche, fuel their hopes and keep their aspirations high. If you want to be a great leader, remember and act according to the words of Robert Kennedy who said: Most people see things as they are and wonder why. [.dream of things that never were and say why not?

BUILD A STRONG VALUE SYSTEM

A strong value system based on leadership-by-example, integrity, fairness, honesty, transparency and good work ethics is essential to energize people. It is best to follow this golden rule in every action — Would I accept this behavior towards me is an earnest question one can put to oneself in this context? Good corporate governance rests on the value fabric of a corporation. Corporate governance is about maximizing shareholder value legally, ethically and on a sustainable basis, while ensuring fairness to every stakeholder — the company's customers, employees, investors, vendor partners, the government, and the community-at-large.

PRACTICE TEAMWORK AND MERITOCRACY

We live in a complex world that requires multiple competencies and hard work to succeed. However, no individual possesses either the skills or the stamina to handle all aspects of a task. Hence, teamwork is crucial. A manager must enhance the confidence, enthusiasm, energy and hopes of his team members. A manager must practice meritocracy and must be transparent in all his transactions. He must use data in every transaction to arrive at decisions and start every transaction on a zero base. Doing so would help a manager to keep the energy and enthusiasm of the team at higher levels.

BE GENEROUS

Confident people attract good talent. Generosity is a sign of confidence. A successful manager is always generous and shares the credit for his achievements with every one of his team members. He follows the adage: Praise in public and criticize in private is a tact every person in the managerial cadre should be able to practice. Such a manager makes his people feel an inch taller in his presence. Demonstrate speed in imagination and decision making, take risks and excel at execution. It is generally evident that people with quick and confident decision making capabilities rarely fail. Opportunities

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come to people who are quick to make up their minds and embrace challenges. Even a slight show of vacillation from a manager creates confusion in the minds of his team members and most often derails progress.

RESPECT AND LEVERAGE OTHER CULTURES

Diverse and inclusive organizations succeed in vitality, innovation and problem solving by leveraging their multicultural strengths. Managers should learn to appreciate nuances, strengths, aspirations, opportunities, motivations and challenges of other cultures. Unless a corporation understands the local context, it is unlikely to be successful globally.

ENJOY LIFE

Excellence in work leads to excellence in life and vice versa. Unless one is a happy person at home, he or she fails to be a happy person in the office. Success in life is when others' eyes light up when you walk in to a room, and your eyes light up when you are with other people. Like the view management is an art by itself, it's an art too to take life in our stride and enjoy it. to keep oneself happy and smile a lot, to create a light-hearted atmosphere at the workplace, to share a joke or two with colleagues and thereby make colleagues and family happy. Above all, to remember to 'take your work seriously but not yourself!'

SUMMARY

Thus, Management is the process of designing and maintaining the environment for efficiently accomplishing the selected aims. Managers carry out the functions of planning, organizing, staffing, leading and controlling. Managing is an essential activity at all organizational levels; however, the managerial skills required vary at each organizational levels. The goal of all managers is to create a surplus. Excellent companies exploit the innovative trends of information technology in vogue in the 21st century to their advantage and adapt a great deal from globalisation. In this changing world, a manager needs should be dynamic and be able to apply in apt time. He should possess the qualities of a great leader and be able to build strong value system. Manager should be able to practice teamwork and meritocracy. He should be a person with epithetical in nature where by he is able to feel the pulse of his team members. Last but not the least, a man who enjoys his life.

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