

Meaning and Concept of Management

The English word management is derived from a French word mesnagement. Practice of modern management originates from the 16th century. It is the act of getting people together to accomplish desired goals using available resources efficiently and effectively. It comprises planning, organizing, directing, and controlling. It is a set of activities directed at an organization's resource with the aim of achieving organizational goals in an efficient and effective manner.

Management is the art of getting things done through people. It coordinates activities so that they are completed efficiently and effectively with and through other people. It comprises a series of actions that lead to the accomplishment of objectives of the organization.

According to **Association of Mechanical Engineers**, the U.S.A., management is the art and science of preparing, organizing, and directing human efforts applied to control the forces and utilize the materials of nature for the benefits to man.

Management brings together all six Ms i.e. men (or women), money, machine, materials, methods, and market. Good management is basic to start a business, growing a business, and maintaining a business once it has achieved some measures of success. Management is a universal activity which is equally applicable in all types of organization whether social, religious or business and industrial. There are two concepts of management. They are functional concept and leadership concept.

Functional Concept

According to functional concept, the act of planning, organizing, directing, staffing, and controlling is known as management. It gives importance to the functions of management.

According to **Louis Allen**, “Management is what a manager does.”

According to **Henri Fayol**, “Management is to manage is to forecast and to plan, to organize, to command, to co-ordinate, and to control.”

Leadership Concept

According to leadership concept, the act of providing leadership to organization for the achievement of its goal is known as management.

According to **Koontz & Donnell**, “Management is the art of getting things done through and with the people informally organized groups.”⁷

According to **Mary Parker Follet**, “Management is the art of getting things done through people.”

In conclusion, management is a process of planning, organizing, directing, and controlling the available resources of an organization to pursue the goals of organization. It is an art of getting things done through people for the achievement of goals. Principles of management have been universally applied. It is essential for organizational effectiveness. Good management achieves the organizational objectives with the best use of all kinds of available resources.

Characteristics of Management

1. **Management is a process** Management is a process of planning, organizing, directing, and controlling. It is a going process. The role of managers and other staff becomes very important in the process of management. It relates to the achievement of organizational goals.
2. **Group activity** The significance of management is the group participation but not individualization. A group of persons involved in planning, organizing, directing, and controlling. Hence, management is a group effort and group activity.
3. **Goal oriented** An organization has its certain purpose/s or goals. Managerial activities are conducted in order to achieve these purposes/goals. The purposes of an organization are formed by the chief executive with the participation of subordinate managers and employees. But the level-wise and departmental goals are formed by related managers. The number of goals is based on the nature of organization. Organizational goals may be implied or expressed. There is no organization without purpose.
4. **Art, Science, and Profession** As management presents everything in easy and attractive way, it is an art. And as management can apply the principles of science in practice for the achievement of organizational goal, it is science. As the qualities of art and science are found in management, it is art and science. So, a manager should play both the roles of an artist and a scientist. Management is a profession. It is not necessary that the owner himself should be manager or the manager should himself be the owner. There is separate existence of labor, management, and capital in the modern firms. Any person having managerial skills, experience, and efficiency can be a manager. Professional knowledge is essential to be a successful manager.
5. **Universal application** Management is a universal activity, applied to any form of activity, economic or other. Its principles are universally applied. It is necessary in all kinds of big or small businesses, social, religious, political, etc. organizations. So, management is universal.
6. **Separate entity** It is a scientific system or art to have works done by others. It is conducted remaining under the rules and regulations. Authorities and responsibilities are clearly defined. The identity and existence of organization is not connected with the existence of

managers or employees. So, the organization and management have separate existence or entity.

7. **Multi-dimensional** It is management of works, management of people, and management of operation. Every organization is established for doing some works, like a school provides education, a hospital treats patients, a factory produces goods, etc. Of these, no work can be completed satisfactorily without management. Each organization is established for doing some works and the same is conducted by people. Hence, it is necessary to manage the people so that the work can be accomplished in a better way. To achieve the goals of an organization many operations or activities need to be conducted such as production, sale, purchase, finance, accounting, research and development, etc.
8. **Dynamic activity** It adjusts itself to the regularly changing environment such as economic, political-legal, socio - cultural and technological. In this context, it can be rightly said that nothing is external in management. It manages dynamic environment.
9. **Authority system** Management is also a collective activity. Organizational works are executed collectively. Management is the result of participation of all individuals. So, all the individuals related to organization become active to achieve the collective goal. The authorities and responsibilities of all the individuals of any organization are clearly defined by which they are directed.

Principles of Management

1. **Principle of policy making** Clear policy is necessary for effective management. The policies should be applicable and acceptable. It should be encouraged to the employees who involve in policy implementation.
2. **Principle of balance** It is essential for organizational effectiveness. The Chief Executive Officer (CEO) should take proper steps to balance at all levels and in all departments of the organization. There should be balance in authorities and responsibilities. Authority means the right of a superior to give order to his/her subordinates and responsibility means obligation for performance and results.
3. **Principle of planning.** It involves the creation and maintenance of a plan. As such, planning is a fundamental property of intelligent behavior. This thoughtful process is essential to the creation and refinement of a plan, or integration of it with other plans; that is, it combines forecasting of developments with the preparation of scenarios of how to react to them.
4. **Principle of co-operation** Co-operation is the action or process of working together to the same result. It enhances mutual trust and respect by which it becomes easy to achieve organizational goal. Management structure should be prepared in such a way that there is mutual co-operation and respect among employees, departments, and levels.
5. **Principle of leadership** There should be effective and dynamic leadership to achieve organizational goal. The leadership motivates employees towards efficient and effective

performance. It establishes effective communication links. Effective leadership promotes mutual friendship, co-operation, and trust.

6. **Principle of authority and responsibility** Authority means the right of a superior to give order to his/her subordinates and responsibility means obligation for performance and results. This principle suggests that there must be parity between authority and responsibility. They are co-existent and go together and are two sides of the same coin and the authority must be equal with responsibility. Adequate authority should be given to the employees to make them responsible towards their works. Without authority no one becomes ready s to bear responsibility.
7. **Principle of exception** According to this principle, the Chief Executive Officer (CEO) should be left free from the functions of day to-day or regular nature. The CEO should not waste his/her precious time in regular nature works except in exceptional cases. He/she should spend time in the managerial issues such as strategic decisions, policy making, planning, and so on.
8. **Principle of financial incentive** To motivate employees at work, to develop feeling of mutual co-operation, to enhance profitability of organization, to bear social responsibility, etc. are the important purposes of any business organization. For the achievement of such purposes, the manager should be able to utilize entire ability by fully satisfying employees. So, they should be given different financial incentives such as attractive salary, fringe benefits, and other financial packages.
10. **Principle of specialization** Specialization reduces production cost of production and increases productivity and quality of product.
11. **Principle of simplicity** Management is the act of doing organizational activities in a simple way. If the official procedures become lengthy and complex, performance does not get effectiveness. There should not be red-tapism or unnecessary legal procedures. The process of production also should be simple.
12. **Principle of individual effectiveness** Employee should be individually capable and efficient to achieve organizational goals. Employees' individual effectiveness is must. Refreshment training, good human relation, quality of work life, etc. should be provided to increase of individual effectiveness of the employees.
13. **Principle of improvement** Improvement is the process of getting better than previous. It is never ending process. The structure of management should be made flexible so that it can be improved according the need of time and situation.
14. **Principle of right person at right place** Recruitment and selection system should be scientific to be right person at right place at right time. This principle ensures productivity and effectiveness of the organization. Knowledge, skills, and ability (KSA) should be considered to assigned right job.
15. **Principle of controlling** It is a process of monitoring performance and taking action to ensure desired results. It is a process that measures and directs the actual performance against the planned goals of the organization.

Process of Management

1. **Planning and decision making** This is the phase of objective setting and directing how to achieve them. Planning should be made on the basis of adequate, reliable, and up-to-date information. The manager must have experience and knowledge to make effective planning. Due the lack of effective planning, it becomes difficult for the manager to organize, lead, and control. Decision making is one of the parts of planning process which includes the task of selecting the best alternative from two or more than two alternatives. It comes together with planning.
2. **Organizing and staffing.** Organizing is the function of management which follows planning. It refers to the relationship between people, work, and resources used to achieve the common objectives. It includes identification of activities, departmentally organizing the activities, classifying the authority, and coordination between authority and responsibility. Organization is such a dynamic process, which brings the people together and makes them work collectively for the achievement of common objective. Staffing is one of the most important functions of management. In fact, it is the process of filling vacant position by appointing the right personnel at the right job, at the right time.
3. **Leading** It is a process of influence in which an employee can enlist the aid and support of others in the accomplishment of a common task. It is an art of getting someone else to do something you want done because he/she wants to do it. Effective leadership needs for the organizational effectiveness. So, the managers should possess ability to provide effective leadership. An effective leader is a person who does the following: (i) creates an inspiring vision of the future, (ii) motivates and inspires people to engage with that vision, (iii) manages delivery of the vision, and (iv) coaches and builds a team; so that it is more effective at achieving the vision. Leadership is compulsory in all levels of management. So, the managers of all levels should develop leadership quality and should provide effective leadership to the subordinates.
4. **Controlling.** It consists of verifying whether everything occurs in conformities with the plans adopted, instructions issued, and principles established. It ensures that there is effective and efficient utilization of organizational resources so as to achieve the planned goals. Controlling measures the deviation of actual performance from the standard performance, discovers the causes of such deviations, and helps in taking corrective actions. Planning and controlling cannot be taken as separate subjects, they come together.

Functions of Management

1. **Planning and decision making** Planning is a course of action preparing to achieve specific goals. It is just like a road-map. It is a process of setting goals and outlining tasks and schedules to accomplish the goals. It involves several activities such as defining goals, establishing strategies for achieving these goals and developing plans to integrate and co-ordinate activities. It derives help from past events and anticipates actions for the future. It is the mental processes of choosing best alternatives among several alternatives (two or more than two alternatives) based on the values and preferences of the decision maker. It is a reasoning or emotional process that can be rational or irrational. It is regarded as a problem-solving activity.
2. **Organizing and staffing**

Organizing is a function of management. It is a process of defining and grouping the activities of the organization and establishing the authority relationships among them. It consists of grouping activities, departmentalization, and coordination. It depends on the mastery of several important concepts: work specialization, chain of command, authority, delegation, span of control, and centralization versus decentralization. Organizing follows planning and synchronizes resources such as human, physical, financial, and informational.

Staffing is also an important function of management. It is process of acquiring people and assigning jobs to them. It is human resources management function in an organization. It ensures qualified, efficient, experienced, and skilled personnel. The staffing function involves -recruitment and selection, socialization, training and development and performance appraisal. Staffing function of management ensures right person at right place at right time.
3. **Leading** It is a process of providing leadership. It is an art of getting job from and with others. It is essential for the organizational effectiveness. Leading is the most challenging of all managerial activities. The leading function involves several activities such as motivation, communication, direction, co-ordination, and supervision.
 - **Motivation** is an act of stimulating employees to get a desired course of action, to push the right button to get desired action. It is force that causes an individual to behave in a specific way. Motivation can be positive and negative. People can be motivated through financial or non-financial incentives. A motivated person works hard at a job but a de-motivated person does not.
 - **Communication** is an exchange of information, facts, ideas, feeling, or emotion by two or more persons. It can be written, oral, or symbolic. It is two-way traffic. Effective communication is very essential for organizational effectiveness.
 - **Direction** is the guidance of an action or operation for organizational performance. It requires all levels of management. Direction maintains good human relation. It motivates personnel for the goal achievement of the organization.

- **Coordination** is the synchronization and integration of activities, responsibilities, and command and control structures to ensure that the resources of an organization are used most efficiently in pursuit of the specified objectives? Co-ordination links the different activities of the various departments of the organization. There should be effective coordination among goals, activities, and resources. A good leadership can make effective co-ordination in an organization.
- **Supervision** is the direction of people at work. It is the act of watching over the work or tasks of a person or group. It is the act of giving instructions on what is to be done to the employees, monitoring their efforts and holding them accountable for specific results. Supervisors should have leadership and managerial qualities to make effective supervision.
- 4. **Controlling** It is an act of comparing actual performance with standard and taking corrective actions (if required). It is a systematic exercise which is called as a process of checking actual performance against the standards with a view to ensuring adequate progress and also recording such experience as is gained as a contribution to possible future needs. Suitability, quickness, simplicity, forward looking, flexibility, etc. are the crucial elements of the controlling. It facilitates coordination and helps in planning. Planning and controlling are two inseparable functions of management. Without planning, controlling is meaningless and without controlling, planning is useless.

Importance of Management

1. **Acquisition and utilization of resources** Management acquires and utilizes available resources such as human resource, physical resource, financial resource, and informational resource for the achievement of organizational goals efficiently and effectively.
2. **Facing the environmental challenges** Organization is affected by external environmental forces. They provide threats and opportunities to the organization. The management plays an important role to face environmental threats and utilize opportunities in time.
3. **Dynamic approach** It does not accept dogmatic principles. It develops new concepts and principles. Thus, the subject of management has stridden forward in a shorter time. Management is essential to be able to face challenges and meet demands of time.
4. **Effective coordination** Effective coordination should be maintained among activities, departments, levels, and employees in order to achieve organizational goal. To attain effective coordination, the organizational interests are integrated. As the management does such work effectively, this subject has been proved very important.
5. **Problem solving** Management solves managerial and non-managerial problems. It uses different kinds of methods, models, tools, and techniques to solve the problems. It develops different alternatives to solve the problems and presents new ideas and approaches to choose the best alternative. Thus, management is an important subject.
6. **Personality development** Management helps to develop personality of executives, managers, and other employees. It has developed principles in the human resource management and it conducts trainings and development programs, researches, seminars,

workshops and so on. Thus, management has 'appeared as an important subject. It also provides career development opportunities.

7. **Effective controlling** Management compares actual performance with standard and takes corrective actions as per necessity Controlling facilitates coordination and helps in planning. Planning and controlling are two inseparable functions of management. Without planning, controlling is meaningless and without controlling, planning is useless

MANAGERIAL HIERARCHY

1. **Top level management** Top level management is the supreme body of an organization. The top level management consists of Board of Directors (BOD), Chairperson, General Manager (GM), Chief Executive Officer (CEO), and Managing Director (MD). Top level management performs higher level job such as executive coaching, change management, leadership, delegation, and empowerment. It sets vision, mission, and goals and it develops strategies of the organization. It has the right of acquiring other companies, investing in research and development, entering or abandoning markets, and so on. Top level managers are responsible for controlling and overseeing the entire organization. They can be those who are enthusiastic, optimistic, and ambitious to be top persons, hopeful to work for a long time, able to make the management effective, and have clear concept, program, sufficient knowledge, quality, and experience. So, the top management is very important level. In the absence of this level, the managerial functions such as planning, organizing, leading, and controlling are impossible.
2. **Middle level management** Middle level management consists of Plant Managers, Departmental Managers, Division Heads, and Functional Managers. Middle level managers are primarily responsible for implementing the policies and plans developed by top managers. They have to follow the instructions of top level managers and guide to the first line managers or supervisors. These managers act at an intermediary between top-level management and low level management. Problem solving, team building, talent development, and performance management are the main functions of middle level management. Thus, middle level management has an important role in the entire management of an organization.
3. **Low level management** Low level management is also known as the first line management. This level consists of Supervisors, Coordinator, Foremen, and Office Managers. Low level managers focus on controlling and directing. They supervise and co-ordinate the activities of employees or workers. Low level managers develop morale of employees or workers. This level maintains a link between workers and middle level managers. Low level managers typically spend a large portion of their time in supervising the activities of employees/labors/workers. Thus, emotional intelligence and coaching for performance are the main responsibility of low level managers. Lower level managers serve as role models for the employees or workers. The low level of management is the center of faith of all workers and the place to express complains. Thus, the low level management has also an

important role for the achievement of organizational goal. This level is directly related to performances. So, this level has direct concern to carry out works according to plans.

TYPES OF MANAGERS

1. On the Basis of Level

- **Top Level Managers:** President, Chairperson, Chief Executive Officer (CEO), General Manager, Managing Director, etc. come under top level managers. They form organizational vision, mission, goals, strategies, and policies. They represent the organization, and meet government bodies, other organization and deal with them on behalf of the organization. Top level managers remain busy in meeting and telephoning. They focused on market positioning through long-range strategic planning.
- **Middle Level Managers:** Plant Manager, Operating Managers, Divisional Heads, Coordinators, etc. come under middle level managers. Middle level managers deal with decision making within their area of responsibility and implementing policies, programs, and plans determined by the top level managers that will meet the strategic objectives of the organization. Besides this, their responsibility is also to supervise and co-ordinate the activities of First-line Managers.
- **Lower Level Managers:** Lower level Managers are also known as first line Managers, Supervisor, Coordinator, Foreman and Office Managers, etc. come under first-line managers or lower level managers. They work under the direction of top and middle level managers and supervise the performances of employees. The role of first-line managers becomes very important in a business organization. Low level managers directly manage the workers and take responsibility for the day-to-day operations of the business. They prioritize the tasks necessary to implement the projects determined by middle managers, which are in turn part of a long-range strategic plan.

2. On the Basis of Area

- **Marketing Managers:** Marketing Manager is a manager whose primary task is to manage the marketing resources of a business. A marketing manager can be in charge of a single product or brand, or can be a general manager responsible for a broad array of products and services." They create customers so that they can buy goods and services of the organization. New product development, promotion, and distribution are the main functions of Marketing Managers.
- **Financial Managers:** A Financial Manager is a person, who is responsible for the financial health of an organization. He/she produce financial reports, direct investment activities, and develop strategies and plans for the long-term financial goals of the organization.
- **Operations Managers:** Operations Manager involves overseeing and having responsibility for all the activities in the organization which contribute to the effective production of goods and services. Depending on the organizational structure, the exact nature of tasks that are classified under the operations function may differ from business to business. However, the following activities are usually applicable to all types of operations: Understanding strategic

objectives, developing an operations strategy, designing the operation's products, services and processes, planning and controlling, and improving the performance of operation.

- **Human Resource Managers:** The manager who deals with human resource in an organization is called Human Resource Manager. Human resource planning, recruiting, selecting, placement, training, and development, remuneration management, rewards and punishments, etc. are the functions of human resource manager.
- **Administrative Managers:** Administrative Manager does the administrative functions of an organization. He/she ensures that there is effective information flow and that resources are employed efficiently throughout a business. Administrative Managers generally work with a large array of people. Depending on the organization, Administrative Managers may be involved in a variety of responsibilities such as business planning, project management, finance, human resources, office and facilities management, and clerical tasks.

MANAGERIAL SKILLS

1. **Technical skills** Technical skills involve knowledge of and proficiency in certain specialized field such as engineering, computers, accounting, or manufacturing. These skills are more important at low level managers or first line managers since these managers are dealing directly with employees doing the organizational work.¹⁷ Middle and top level managers also should have technical skills. If they have technical skills, it becomes easy to make employees work systematically and instruct them successfully.
2. **Human skills** Human skills involve the ability to work with other people both individually or in group. Because managers deal directly with people, this skill is crucial. Managers with good human skills are able to get the best out of their people. They know how to communicate, motivate, lead, and inspire enthusiasm and trust. These skills are equally important low level managers, middle level managers, and top level managers. Human skills such as the ability to work together with others, co-operative effort, team works, discipline, motivation, conflict management, agreement, communication, coordination, leadership, etc. create feeling of security and an easy environment for the expression of ideas. So, it is necessary to develop equal human skill in all level managers.
3. **Conceptual skills** Conceptual skill is essential to top level managers. They must have to think and to conceptualize about abstract and complex situations. Using these skills, top level managers must be able to see the organization as a whole, understand the relationships among various subunits, and visualize how the organization fits into its broader environment. Conceptual skills are most important at the top level management.¹⁹ They should be able to identify problems and address them independently. But it is better to have such skills to the middle and low level managers.

MANAGERIAL ROLES

Managerial roles of the manager are very crucial for the prosperity of the organization. The role may be different according to nature, size, and external environment of the organization. The specific managerial roles of managers are as follows:

1. **Interpersonal role** A manager has to play interpersonal role in an organization. To take part in different functions and meetings, hear employees' complaints, monitor, motivate them towards works, and represent in different activities on behalf of organizations, etc. are the interpersonal roles of a manager. Thus, it is clear that the manager is the figurehead, leader, and liaison of a business organization.
 - **Figurehead role:** As a figurehead, you have social, ceremonial, and legal responsibilities. People look up to you as a figurehead.
 - **Leader role:** As a leader, you must provide leadership for your team, your department, or your organization.
 - **Liaison role:** As a liaison, you must communicate with internal and external contacts. You need to be able to network effectively on behalf of your organization
2. **Informational roles** A manager has to play an informational role in an organization. He/she should work as an information monitor, as an information disseminator, and as a spokesperson.
 - **Monitor role:** As a monitor, you regularly seek out information related to your organization and industry, looking for relevant changes in the environment. You also monitor your team, in terms of both their productivity and their well-being.
 - **Disseminator role:** As a disseminator, you communicate potentially useful information to your colleagues and your team.
 - **Spokesperson role:** As a spokesperson, managers represent and speak for their organization. In this role you're responsible for transmitting information about your organization and its goals to the people outside it. The manager should be fully well-informed and act as an information collector and disseminator both inside and outside the organization.
3. **Decisional roles** A manager has to play a decisional role in an organization. The responsibility of taking quick and rational a decision about all affairs lies in the manager. So, a manager should work as entrepreneur, a disturbance handler, a resource allocator, and negotiator.
 - **Entrepreneur:** As an entrepreneur, you create and control change within the organization. This means solving problems, generating new ideas, and implementing them. Manager works as a venture creator.
 - **Disturbance handler:** As disturbance handler, you must handle the disputes within organization very carefully.

- **Resource allocator:** As a resource allocator, you'll also need to determine where organizational resources are best applied. This involves allocating funding as well as assigning staff and other organizational resources.
- **Negotiator:** As a negotiator, you may be needed to take part in, and direct, important negotiations within your team, department, or organization.

MANAGEMENT: AS AN ART, A SCIENCE, AND A PROFESSION

Management as an Art Art is an application of knowledge and skill to get the desired results. It is an ability through which anything can be presented in simple and beautiful way. Practical knowledge, personal skill, perfection through practice, creativity, goal-oriented, etc.-are the specific characteristics of art.

- **Practical knowledge:** Theory is not sufficient to be an art, it requires practical knowledge. A manager can never be successful just by obtaining degree in management; he/she must have practical knowledge on management principles.
- **Personal skill:** Every manager has his/her own way of managing things based on his/her knowledge, experience, and skill like in an artist.
- **Perfection through practice:** Art also requires practice. It makes people perfect. Every manager or artist becomes more and more proficient through regular practice.
- **Creativity:** Creativity is another characteristic of art. An artist must have creative. The same creativity should be an managers too. Creativity combines human and other resources in a useful way so as to achieve desired results.
- **Goal-oriented:** Management is directed towards the accomplishment of pre-determined goals. Managers use available resources such as human, financial, physical, and technological to achieve pre-determined goals or purposes like an artist.

Thus, management is an art. It is goal oriented. It requires practical knowledge, personal skill, and creativity. If the person has no art, he/she cannot be a successful manager only by securing higher marks in the examination of management subject. He/she should have efficiency to bring the knowledge into practice. Otherwise, it becomes impossible to solve managerial problems. In the absence of art, it is impossible to make plans, organize, co-ordinate, motivate the employees to work, make effective communication, and control.

Management as a Science

Science is a systematic knowledge. Scientific principles represent basic truth about a particular field of enquiry. These principles may be applied in all situations, at all time, and at all places. Universally accepted principles, test of validity, experimentation, cause and effect relationship, etc. are the characteristics of a science.

- **Universally accepted principles:** Scientific principles are universally accepted. They represent basic truth about a particular field of enquiry. These principles may be applied in all situations, at all time, and at all places.
- **Test of validity: Another principle of science is test of validity and predictability.** Validity of scientific principles can be tested at any time. Each time these tests will give same result.
- **Experimentation:** Scientific principles are derived through scientific investigation and observation.
- **Cause and effect relationship:** It is another principle of science. The principles of science lay down cause and effect relationship between various variables.

Management is a science, but ,it is an ideal science or social science, because its principles are affected by environmental elements. Management cannot be taken as the real science .like physics, chemistry, or biology. However, it can be called as science because it has the characters of science. But it is social science.

Management as a Profession Management is also a profession. A profession may be defined as a job that requires specialized knowledge and intensive academic preparations to which entry is regulated by a representative body.It is not compulsory to be the owner for being the manager of an organization. The person having special knowledge, ability, and skill can be the manager. Thus, the management is getting recognition as a profession.

- **Systematized body of knowledge:** Profession needs systematic or specialized Knowledge. Management is a systematic knowledge. All its facts are based on proof. Its principles have been derived through observations and experiments.
- **Formal education and training:** Formal education and training are necessary to be a professional. Nobody can take up any profession in the absence of special knowledge. Formal education and trainings are needed for management. Many famous institutions have already been established to provide formal education and training in management in the world. Tribhuvan University and Kathmandu University provide formal education and practical knowledge in management. Nepal Management Association (MAN) and Personnel Administrative Training Institution provide workshops, seminars, and training on management. In Nepal also, there are lots of managers having formal education in management and training on the same subject. MAN declares the best manager of the year each year. So, management can be taken as profession.
- **Social obligations:** A profession is a source of livelihood but professionals are primarily motivated by the desire to serve the society. Their actions are influenced by social norms and values. Anti-social activity is not a profession. The activity saturated by social elements is a profession. So, it is not to hesitate to call management a profession, because social elements exist in management. It conducts activities for the welfare and promotion of society. So, management has been accepted as a noble profession by human society.

- **Acquisition of knowledge and competence application:** The principles proved only through experience, experiments, and observations are insufficient to be a profession. Such principles should be practical and agreeable as knowledge. In this context, the principles of management are supposed to be as a profession. They can be taken as knowledge and be easily applied into practice, due to which the managers are getting success in management.
- **Self-control:** The persons involved in profession need self-control. To follow existing laws and maintain strict discipline in their working field are their essential aspects. Similarly, the persons who are involved in management also need self-control and discipline. To obey existing laws, rules, and regulations is the essential aspect of management. So, management can be taken as a profession.

EMERGING CHALLENGES FOR MANAGEMENT

1. **Social responsibility** An organization should be responsible towards stakeholders such as shareholders, employees, consumers, society, and nation. Previously, social responsibility had become the subject of discussion or an optional one; there was time to argue against social responsibility. But the time has changed now. It has become compulsory, not the subject for discussion. The environmentalists, human right association, civil society, consumers' association, and others have begun to take interest in this subject. So, social responsibility has appeared as a challenge for management. The manager has to have broad outlook towards social responsibility.
2. **Business ethics** Management should be very careful to business ethics or morality. Business ethics should be shown in price, quality, labeling, advertisement, etc. of products or services. Similarly, the society and consumers should not be negatively impressed. Specially, the management should be careful towards black marketing, creating scarcity, pollution, and so on. False spread should not be encouraged and should not come to unhealthy competition. The time has come to show business ethics or morality with undaunted courage by management.
3. **Cultural diversity** Cultural diversity is the quality of diverse or different cultures. Education, communication, and mobility of employees or labor having different races, languages, costumes, fashion, and living style bring changes in cultural diversity. Nepal is a country that is culturally highly diverse. Changing cultural diversity is great challenges to the modern management.
4. **Foresightedness** The development of information technology has restructured the world. It has change the world in one global village. Regional and local political alliances have been made. Competition is not limited to local markets but it has become worldwide. Thus, the managers need foresightedness, which is taken as a new challenge to management.
5. **Development of technology** Development of technologies has brought swiftness, simplicity, and effectiveness in managerial functions of the management. For example, the development of management information technology has provided an easy access to

complete, reliable, and up-to-date to information. Similarly other technologies have been developed in other sectors of management. The management should use such technologies in an effective way. It has also appeared as a challenge to the modern management.

6. **Globalization** Globalization is a process of interaction and integration among the people, companies, and governments of different nations. Now, globalization is not new. A wave of globalization is sweeping through. World Bank, International Monetary Fund, World Trade Organization, etc. are providing support to globalization. International strategic alliances have been formed among business organizations. This has compelled managers to think in the global form. Thus, globalization also has appeared being a challenge to management.
7. **Change management** Change makes things different. It is not a negative thing. Rather it is the most important aspect of new innovation. Thus, change should be managed effectively. Business organization should identify and analyze the elements that affect change. Change management is a systematic approach to dealing with a change, both from the perspective of an organization and on the individual level. A somewhat ambiguous term, change management has at least three different aspects, including: adapting to change, controlling change, and effecting change. So, it has also appeared as a challenge to management. Generally, labor union restricts the change in an organization.
8. **Quality assurance** Quality Assurance (QA) is a way of preventing mistakes or defects in manufactured products and avoiding problems when delivering services to customers. In former days there was little competition. Customers also had no access to information. The level of their consciousness was low. So, the business organizations were not aware on quality. But, nowadays the quality has become a compulsory. A business organization should assure the customers about the quality of their products. The business can win the competition by enhancing the quality of products or services. So, every business organization should assure the customers by enhancing the quality of their products or services.
9. **Workforce diversity.** It the similarities and differences among employees working in the organization in terms of age, cultural background, physical abilities and disabilities, race, religion, and sex. It is important to understand how these dimensions affect in performance, motivation, success, and interactions with others. Increasing workforce diversity means that the organizations are becoming more heterogeneous mix of gender, age, ethnicity, and sexual orientation. Workforce diversity strengthens cultural values within the organization, enhances corporate reputation, retains highly talented people, improves motivation, efficiency, and improves creativity; enhance service level and customer satisfaction. Thus, management should understand the workforce diversity to get these benefits. Good management of workforce diversity is very essential in modern organizations.
10. **Workforce empowerment** Empowerment of the employee is the process of allowing employees openly share suggestions and ideas about their work and make them able to work effectively and efficiently. It is a strategy and philosophy that enables employees to make decisions about their jobs. It helps employees own their work and take responsibility for

their results. Empowerment of the employee is very essential because empowered employees are motivated, committed, and loyal towards jobs and organizations. They are eager to share ideas and can serve as strong ambassadors for their organization and they have sense of ownership. Thus, management has to empower to its employees.

- 11. Learning organization** It is one in which people at all levels individually or collectively increases their knowledge and capacity. It is based on learning from experience and experiment. It acquires knowledge and innovates fast enough to survive in a rapidly changing environment. Systems thinking, personal mastery, mental models, shared vision, openness, creativeness, and team learning are the main aspects of learning organization. Learning organization creates a culture that encourages and supports continuous employee learning, critical thinking, and risk taking with new ideas. It disseminates the new knowledge throughout the organization for incorporation into day-to-day activities. Thus, management has to provide environment for continuous learning.
- 12. Organizational structure** An organizational structure defines how activities such as departmentalization, coordination, and supervision are directed towards the achievement of organizational goals. There are two perspective of organizational structure namely, mechanistic and organic organization. Mechanistic organization is characterized by its highly centralized authority, formalized working procedures and specialized functions, whereas organic organization is characterized by flatness, low specialization and more decentralization. Mechanistic organization works in predictable and stable environment and organic organization works in unpredictable and dynamic environment. The business environment is ever changing and dynamic. Thus, management should apply appropriate structure to cope the changing and dynamic environment.