

# Changing Paradigms in the Concept of Management Due to Globalization

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## ABSTRACT

*Few things touch our daily life as much as organizations do. We depend on organizations for education, employment, food, clothing, shelter, health, wealth, recreation, travel and much more. They touch every aspect of human life, from birth-to-death. In fact, life becomes unlivable sans organizations. But most of us have a casual attitude towards organizations. We notice their importance when they fail to deliver their goods and services to us. Globalization of business can have a profound impact on the decision-making processes of managers responsible for making these complex interrelated decisions. The discipline of Management is on the threshold of radical rethinking. In today's competitive scenario, organizations will have to reorient themselves to meet the new challenges. This paper includes importance, the role of management in today's changing world environment, changes affecting managerial functions and emerging issues and challenges in it. The way managers perform can have a direct impact on the effectiveness as well as the efficiency of global manager's decision-making. The crux of the issue is that a global orientation to decision-making is poised as being significantly different from decision processes use by managers in a multinational context.*

**Keywords:** *empowerment, entrepreneurship, globalization, innovation, management, quality, responsibility, sustainability.*

## I. INTRODUCTION

Managing is one of the most important human activities. From the time human beings began forming social organizations to accomplish aims and objectives they could not accomplish as individuals, managing has been essential to ensure the coordination of individual efforts. As society continuously relied on group effort, and as many organized groups have become large, the task of managers has been increasing in importance and complexity. Henceforth, managerial theory has become crucial in the way managers manage complex organizations. Business environment is changing rapidly in today's corporate world. In early years of current management era manager were supposed to work exclusively with equipment, data and systems; performing traditional tasks. But scenario of management responsibilities has been changed significantly and today's

manger faces issues like cross training, personnel management, interdepartmental communication and widening job scope.

## II. THE EVOLUTIONARY CONTEXT

The best minds in management were thoughtful and precise in identifying the management challenges of the 21<sup>st</sup> century. Most of them are part of the new and emerging paradigm in management, in the growing management literature on this subject. However what is lacking in the discussion is a clear and precise understanding of the change or evolutionary transition which humanity as a whole is going through. As the intuitive and evolutionary thinkers like Sri Aurobindo and Teil-hard-de-Chardin have pointed out, the main evolutionary challenge facing humanity is the growth of consciousness from the rational, divisive and analytical consciousness of the mind towards the unitive, holistic and intuitive consciousness of the Spirit. The ultimate goal of this evolution is towards the creation or establishment of a Global Consciousness, wherein humanity discovers its inner spiritual unity. Sri Aurobindo called this higher consciousness as the “Gnostic” or “supramental” consciousness and Teil-hard-de-Chardin named it as the “Omega Point” beyond the rational mind. This is the deeper and inner significance of the present trends towards globalization, which is moving towards, not exactly a global society or a global government, but a global consciousness. The path to this global consciousness is through a system of values, education and culture which leads to a moral, psychological and spiritual development of the individual and collectivity. When this global consciousness expresses itself in the outer life it will lead to a global civilization, governed and united by the principle of a free, rich, harmonious and mutually complementing diversity.

This is the inner imperative of the future evolution of mankind. In the external world, the main thrust of the evolutionary drive of Nature seems to be towards greater distributive justice which means greater diffusion of knowledge, power, wealth and culture into the masses, especially those who are suppressed or exploited in the previous cycles of evolution. This evolutionary thrust is expressing itself in the emerging society through the following movements:

1. Increasing empowerment and participation of woman, with more and more woman entering into the professional world and raising to leadership position.
2. Greater empowerment and participation of those workers in the lower levels of the corporate hierarchy.
3. Thrust towards inclusive growth, economic upliftment of the poorer section of the society, people participation in development, and a greater focus on minorities.

## III. THE INTEGRAL VIEW

These are the inner and outer evolutionary imperatives of the future. Those individuals or groups—organisations, communities or nations—who are able to successfully achieve or implement this evolutionary transition will gain evolutionary advantage over others and will be the leaders of the future.

The implications of this future evolutionary imperative for business and management can be

First, **in the domain of vision, mission and values** organizations have to discover a higher purpose which can inspire and trigger this higher evolution within the organization.

Second, **in the domain of Human Resources Development**, there must be a greater attention to the development of the moral, aesthetic, intuitive and spiritual faculties and potentialities of employees which will lead to their higher evolution.

Third, **in the domain of Organizational Development**, creating a corporate environment and culture which felicitates this higher evolution among employees and also helps them to express this inner and higher growth in the outer life. In this task, building consciously an organizational community governed by the values of French revolution: liberty, equality and fraternity, will be a great help. This means reinventing the values of democracy at the organizational level. In this task, the corporate world can perhaps do a better job than the political world because of two reasons: first, in our modern age the world of business is much more dynamic, efficient and innovative, with a much greater capacity for organization and execution than the world of politics; second it is easier to implement or organize the triple values in the smaller space of an organization than on the larger scale in a nation. However, the key to a practical synthesis of the triple value lies in the third, Fraternity or more specifically an inner fraternity in the mind, heart and soul of people or in other words, unity of consciousness.

Fourth, **in the domain of corporate social responsibility**, there must be a greater integration of the corporation with the community, which means a more creative deployment of the expertise and resources of the corporation for the development of the surrounding community as a whole.

Fifth, **in the domain of sustainability**, a more integral attunement of the corporate life with the laws and way of Nature in the physical as well as psychological and spiritual dimensions.

The management challenges presented by Gary Hamel provide a reasonably accurate guide for managers in understanding the problems and possibilities confronting the future of business and management. However they have to be viewed in a more and evolutionary perspective. The challenges in the five domains which we have outlined earlier provide such a deeper and broader perspective

The world is experiencing a technology-driven transformation that is bigger than the industrial revolution. Just like the change to management brought about by industrial practices, the digital age is forcing organizations to rethink how they manage and organize to create and distribute value.

There are three big trends emerging:

- 1. The rising power and responsibility of the individual** as work (and who does the work) becomes more transparent.
- 2. Commoditizing access to markets**, making it easier for individuals and small firms to find work. This reduces the risk of leaving full-time employment and makes it difficult for large organizations to retain talent.
- 3. The increase of loosely coupled groups**, connected by purpose. These groups can develop and deliver value more efficiently than hierarchically structured organizations.

#### IV. THE PRESENT ROLE OF MANAGEMENT

The world scenario shows that we are in the midst of political, economic, social and cultural and technological sweeping changes taking place especially in the aftermath of the September 11, 2001 events. There are various international events like the terrorists attack on the World Trade Centre, New York, and the Nuclear War threat from Pakistan and so on, which is definitely affecting the domestic scenario. Organizations are looking out for inspired leadership and people with far-away vision to bring about fundamental changes both within and outside the firm in order to grow, build and excel in the twenty first century.

Managers are persons who are required to reach their goals through other people at the place where they work that is the organization. In present day's highly competitive and demanding work place they are required to display their good interpersonal skills by making decisions, allocate resources and lead and direct others activities to achieve and attain their goals. Traditionally, we have been following the five management functions written by Henry Fayol. These management functions included Planning, Organizing, Commanding, Coordinating and Controlling.

**Planning** involves decision making by selecting the courses of action which a firm and every department will follow.

**Organizing** involves the establishing of an intentional structure of roles for all persons within the enterprise in order to accomplish the goals.

**Commanding** means through effective leadership, managers are required to command and influence employees so that they will strive willingly and enthusiastically towards achieving the organisation and group goals.

**Coordinating** is the essence of management. This means the manager has to strive towards the achievement of harmony of individuals efforts towards the accomplishment of group goals.

**Controlling** refers to measuring and correcting performance of subordinates against goals and thereby ensuring accomplishment of the plans. This means based on the feedback, appropriate adjustments have to be made where outcomes have deviated from expectations.

In the industrial age, managers *directed and controlled* the work of "hired hands." In our post-industrial era, managers operate more like facilitators. Instead of allocating resources like passive, hands-off investors – that is, without much thinking — they bring the right people together, engage them in planning the work and coordinate the execution. Like customers, they monitor the progress of projects, but they may listen more often than provide one-way direction. In this context, the act of controlling morphs into coaching, facilitating, nurturing and developing. The conventional managerial functions of planning, organizing, directing and controlling become a shared activity or ones that are completely delegated, depending on the context. Management adapts to meet current needs rather than hangs on to obsolete industrial-age preconceptions.

## V. EMERGING MANAGEMENT ISSUES AND CHALLENGES

The business environment since a couple of decades has witnessed a radical change mainly due to rapid development in transportation and communication network, innovation of new knowledge, globalization of business, a combination of multi-cultured professionals and so on. Therefore, managers must be able to adjust to the new emerging challenges. The following are the major challenges for the management:

1. **Globalization:** The introduction of the network in transportation, communication, and economic interdependency has tied the people of the world together and causing the globe to shrink. Any quality product or service produced in one part of a country can easily reach all parts of the world without any restriction or barriers. Especially, multinational companies are global players in business not only to survive but also to run proper business operation. Globalization brings the concept of keen competition among the entrepreneurs of the world. Therefore, present managers have to work by considering the global perspective. They must be innovative and adjustable according to the changing environment.

2. **Development of Environmentalism:** Environmental issues are major issues in management these days. These issues involve deforestation, global warming, and depletion of ozone layer, toxic waste, and pollution of land, air, and water. These environmental issues may not be a matter of interest to an enterprise, especially in developing countries like Nepal. But, these matters draw the attention of different social, business and political institutions. The mainstream of politicians and social activists around the world has picked up the environmental banners. The green movement has spread in Europe, North America and other parts of the world to maintain the environmental ecology. Therefore, the present managers have the challenge to develop creative ways to make a profit without harming the environment in the process of production.

3. **Quality and Productivity:** Quality and productivity are also emerging issues of the business world in the present scenario. In the past, many managers assumed that they could increase output only by decreasing quality. However, present managers have come to the conclusion that such an assumption is almost always wrong. They have recognized that quality and productivity are inter-related to each other. The introduction of quality enhancement program provides broadly three positive results to the management. Firstly, the number of defects will be decreased causing the low return of defects from customers. Secondly, when the number of defects goes down, the involvement of resources to rework on the defectives will decrease resulting in minimized wastage of resources. Thirdly, when employees become responsible for maintaining quality, it reduces the need for quality inspectors as a result of which efficiency and effectiveness of the organization will improve. The maximization of productivity ultimately minimizes per unit cost of output.

4. **Ethics and Responsibility:** Ethics and social responsibility have become growing concerns for managers today. Ethics is an individual's personal beliefs about what constitute right and wrong. It is developed through family, experience, personal values and morals, and situational factors. The most vital ethical concern of modern

managers is to know how an organization treats employees, how employees treat the organization and also how the organization treats other economic agents like customers, competitors, suppliers, unions etc. It is a part of the managerial function to use leadership, culture, training, codes and guidelines to help employees and other economic agents to maintain ethical behavior, which is ever changing.

Although the concept of social responsibility has developed from the entrepreneurial era, more stress is being given in present times. Social responsibility is the set of obligations that an organization has to fulfill towards the society.

**5. Workforce Diversity:** Workforce diversity is an increasing trend in the organization because of change in population dimension. There are several dimensions of diversification; however, the important ones are age, gender, and ethnicity. The overall age of the workforce is increasing. Similarly, more women are also getting involved in the workplace. The diversification in the workforce can affect an organization differently. From one angle, it can be the source of cost advantage, the source of resource acquisition, marketing, creativity, problem solving and system of flexibility. From another angle, it could be a source of conflict in an organization.

**6. Innovation and Change:** The innovation of new knowledge to fulfill the expectations of stakeholders is increasing day by day. It has become a fact of everyday life for everyone in business operation. At present, management change is a critical challenge to the competitors, customers, employees, suppliers, and lenders. It is an important responsibility of managers to handle such change in a scientific and practical way. They have to improve the quality of products and service to fulfill the changing need of customers. Besides, managers can use a variety of tools to harmonize the working environment of the organization like an implementation of the reward system, development of entrepreneurship, and organization culture.

**7. Empowerment of Employees:** Employees are the major element of the internal environment of an organization. When managers and employees embrace the same values and have the same goals, it becomes convenient to achieve organizational objectives. To maintain the mutual relation between managers and employees, it is essential to delegate the decision-making authority to subordinate level of employees, which is a challenging task. At present, employees have become more powerful due to decentralized authority and labor unions affiliated to political parties. This has been a serious problem for many organizations. The top level managers have to delegate authority to subordinates not only to work related decision but also to maintain full control over the work perform. The employees are in-charge of their work and can perform their work themselves according to their convenience.

**8. Knowledge Management:** In this competitive environment, knowledge has become power. The society expects new ideas, new things, and creativity in product or service from any organization. To fulfill such social expectations, the manager has to accumulate knowledge and ideas from all members involved in the

organization. A model manager must be flexible to manage knowledge and should also consider the situational factor.

**9. Technological Development:** Today, technological development is an ever growing process. Technological development tends to increase the aspirations and expectations of customers, investors, competitors, employees and other stakeholders of an organization. It develops the concept of the competitive environment among the producers and suppliers. Modern means of communication should be used to transform information with customers.

The most important challenge of the managers is to identify and predict the ever developing new technology. The management of technology is a newly emerged aspect in the field of management. It is the responsibility of the managers to keep pace with the changes in technology and grab the opportunity to make the business success. They have to modify products and services on the basis of the changing needs of customers.

**10. Multi-Cultural Effects:** Innovation of modern communication and transportation system has tied the multi-cultured people together. They work together to meet their common and professional objectives even if they have different traditions, values, social attitudes, religious belief and living approach. The involvement of cross-cultural professionals in organizations is continuously increasing. Management is effective only when it is able to maintain coordination among multi-cultural professionals.

## VI.ROLE OF MANAGERS

Managers run large corporations as well as entrepreneurial start-ups. They are found in government departments, not-for-profit agencies, museums, schools and even such nontraditional organizations as political campaigns and consumer cooperatives. Managers can also be found doing managerial work in every country around the globe. No matter where managers are found and what gender they are, the fact is that managers have exciting and challenging jobs. Following are the few well known changes due to which manager job is affecting.

**Challenges Faced By Manager:** Management can be a tough and often thankless job. A portion of a manager's job may entail duties that are often more clerical than managerial. Managers often have to deal with a variety of personalities. It can be a challenge to motivate workers in the face of uncertainty. With the fast changing world, we need to cope up with things that could hinder the development of one's managerial skills. Here are the most common challenges faced by manager and how to solve them.

**Employee Motivation:** Motivating the employees and maintaining their morale is essential for every business. However, this is only possible when any grievances of employees are adequately addressed while ensuring the company's interests. This is a significant challenge faced by management, especially in today's economy where

the ever increasing cost of living leads to increased employee dissatisfaction, which is difficult to handle when the cost of doing business is rising rapidly.

**Recruitment:** Hiring the right people for the right job is a tough task. Analyzing the skills required for a particular job and searching through the multitude of resumes to find the perfect match is a challenge for any management.

**Market changes:** Keeping a constant watch on market trends and evolving the business to adequately match the consumers' demands is another challenging responsibility.

## VII.ROLE OF GLOBALIZATION:

A major environmental change that has taken place in the last fifteen years is the globalization of business. The world has become a global village and business has become global in character. Organizations are venturing beyond national boundaries in the pursuit of business opportunities. The emergence of a borderless world has had a tremendous impact on the way organizations behave. They are no longer insulated from foreign competition, and this has forced organizations to examine cost efficiencies, structure, job design, human capital, and many other sources of effectiveness and competitiveness.

Responding to globalization is becoming more and more important; this result in redefining business model. Today change is happening at a rate that does not afford organizations the luxury of managing one major change at a time. Today managers are facing two questions because of globalization, how does relentless change redefine the nature of management and the structure of an enterprise? And what role should management play in re-shaping the enterprise?

## VIII.ROLE OF TECHNOLOGY:

Technology has had a tremendous impact upon the global business environment. Communication, transportation and production efficiency are various areas of business which have been enhanced by the development and improvement of technology. As continual enhancements are made, the world continues to "grow smaller" and businesses have further reach than ever.

**Computers:**The most important technological development to impact the global business environment is the world of computers. There are various programs which help maintain records of inventories and shipments. Email allows for instantaneous communication almost anywhere in the world. Besides its speed, email is easily forwarded and retained. The communication in the global business environment is improved with the use of email. The impact of computers on the global business environment is wide-ranging and also includes the

Internet, which is a useful tool for international companies. By using the Internet, companies across the world can perform research and learn more about partners and suppliers.

**Conference Calls and Video Conferencing:** Conference calls allow people in multiple locations to be involved in the same conversation. Video conferencing provides the same service, but with the added benefit of all parties being able to actually see each other. Both of these forms of communication have a definite impact on the global business environment. With either form of technology, a parent company in China can have a conversation with a raw material supplier in Pakistan and a manufacturing plant in Taiwan. This improves communication on a global scale and enables all parties to understand specific plans and agreements.

**Shipment Tracking:** Corporations now have the ability to track shipments virtually anywhere across the world. Global Positioning Systems (GPS) allow accurate tracking. The implication of this technology on the global business environment is the ability to let customers know exactly where their shipments are at any given time. This technology creates secure relationships within the global business field.

## **IX.ROLE OF COMPETITION:**

Competition has intensified for many organizations over the last decade, primarily as a result of the business. Competitors fill a need for business owners by keeping them on the cutting edge. Without competitors, a business would have no reason to keep prices in check. It would create a monopoly which is never good in any society. When two competitors compete for business, the markets (customers) are the ones who decide who they will patronize with their dollars. Prices are usually the first element people choose when deciding which business or product to go with.

### **Role of Ethical and Social Responsibility:**

Many consumers and social advocates believe that businesses should not make a profit but also consider the social implications of their activities. Social responsibility is a business's obligation to maximize its positive impact and minimize its negative impact on society. Although many people use the terms social responsibility and ethics interchangeably, they do not mean the same thing. Business ethics relates to an individual's or a work group's decisions that society evaluates as right or wrong, whereas social responsibility is a broader concept that concerns the impact of the entire business's activities on society. From an ethical perspective, for example, we may be concerned about a health care organization or practitioner over-charging the provincial government for medical services. From a social responsibility perspective, we might be concerned about the impact that this overcharging will have on the ability of the health care system to provide adequate services for all citizens.

The most basic ethical and social responsibility concerns have been codified as laws and regulations that encourage businesses to conform to society's standards, values, and attitudes. At a minimum, managers are expected to obey these laws and regulations. Most legal issues arise as choices that society deems unethical, irresponsible, or otherwise unacceptable. However, all actions deemed unethical by society are not necessarily illegal, and both legal and ethical concerns change over time. Business law refers to the laws and regulations that govern the conduct of business. Many problems and conflicts in business can be avoided if owners, managers, and employees know more about business law and the legal system. Business ethics, social responsibility, and laws together act as a compliance system requiring that businesses and employees act responsibly in society

**The Role of Manager Re-Invented:**The modern manager needs to get work done through engaged, self-managing knowledge workers, who are a far cry from the “hired hands” of the industrial age. The role of today’s manager can be illustrated by four analogies. Today’s managers need to behave something like:

1. **Managers as investors**

Managers allocate resources to obtain the best return, like investors. Their effectiveness is based on how well they use their resources. But managers differ from investors in two respects. First, knowledge workers want a say in what work they do, so any allocation needs to be negotiated, not decided unilaterally, as an investor would do with his or her money. Second, managers actively develop people, so they are not as arms-length from the people they manage as are investors.

2. **Managers as customers**

As employees become more engaged their status changes, from simply being hired hands to being more like self-employed business people supplying services to internal customers. In this relationship, employees can be more proactive and able to identify the needs of managers. Indeed, astute employees might see needs that managers overlook. This interaction involves two-way communication and negotiation, not one-way, top-down directing. Also, enterprising employees might devise new services to “sell” to their managers as a way of advancing their careers (building their business).For example, whenever employees contribute ideas for process improvements to their bosses, they can be framed, condescendingly, as suggestion-box material or, more appropriately, as attempts by employees to sell their services to management. Employees who suggest a better way of managing some part of the business and offer to do it themselves can, in steps, transform their roles into something new. By thinking of themselves as operators of a business, and serving their bosses as customers, employees become more empowered to manage their own careers. When high-demand knowledge workers are in short supply, they have more power than their customer (the boss). Such employees can easily move to new customers and, being knowledgeable, they might offer more advice to their boss (customer) rather than the other way around. So much for the belief that power resides only at the top and all direction flows top-down.

### 3. **Managers as sports coaches**

Professional golfers have coaches and managers. The latter help them with their business matters, sponsorships and travel arrangements. However, this manager cannot fire the golfer; it is the other way around. A sports manager is a facilitator, coordinator and advisor, with no power to direct or control the golfer. Modern business managers are moving in this direction, although they will always be able to fire the employees they manage. Still, when managing rare, expensive talent, they cannot fire them without carefully weighing the consequences. In any case, modern managers do more coaching and less directing, so they need to behave more like coaches than industrial-age managers.

### 4. **Managers as partners**

As the power of knowledge workers grows, they become more like partners than “hired hands.” Toyota and other smart companies forge partnerships with external suppliers. Employees are, similarly, internal suppliers and partners. Still, suppliers and employees can be fired, unlike real partners, who must agree on an appropriate severance.

## **X.MANAGEMENT AT THE CROSS ROADS**

Management as a profession has come to a dead-end. The emerging and future world of business and management will bring new challenges which require an altogether different paradigm of management. After an intense debate and discussion, the leading management minds which gathered at the conference organized by Management Lab, charted a list of twenty-five challenges facing 21<sup>st</sup> century managers and corporate leaders. We cannot reproduce the entire list in this brief review. For the purpose of our present discussion, we may classify the essence of these challenges into four categories:

### 1. **Rethinking the philosophical foundations of management towards a higher and nobler purpose**

“Ensure that the work of management serves a higher purpose” is the first in the list of management challenges. Gary Hamel rightly points out that the traditional goal of maximizing shareholder wealth is “inadequate in many respects” because it “lacks the power to fully mobilize human energies.” And therefore, “tomorrow’s management practices must focus on the achievement of socially significant and noble goal.”

However in the corporate world it is not enough to have noble and inspiring goals. The company should also be innovative and adaptable. This requires broadening the mental horizons of management with insights from “fields as diverse as anthropology, political science, urban planning and theology.” There must also be a radical change in the language and practice of management from mundane and uninspiring terminology or ideals like “efficiency”, or “advantage”, to “deeper, soul stirring ideals such as honor, truth, love, justice and beauty” which have “long inspired human beings to extraordinary achievements and can no longer be relegated to the fringe of management.”

## 2. Redesigning the organization into a more open, democratic and inclusive community

There must be a greater sharing and diffusion of power, knowledge, information into all the members of the organization at every level of the corporate ladder, which means greater empowerment of the people in the lower levels of hierarchy, especially with the front-line employees who are in direct contact with the customer. Strategy-making should move away from a top-down process done and imposed on all by an elite few at the upper levels of the organization towards a bottom-up process which enables every employee to participate in evolving the strategy. Similarly decision-making, problem-solving and innovation systems of the organization must be able to harness the “collective wisdom of the entire organisation.”

## 3. Rethinking leadership and control towards a more equitable self-managing power-structure

Leaders of the future must be able to create an environment which leads to self-management and self-discipline among the employees rather than an imposed control from about through compliance to rules, or fear of punishment. The leader must be able to create a high-trust culture which unleashes the creativity of people. He or she must rely less on authority or position and more on shared vision, values and purpose. Regarding hierarchy, Gary Hamel states: “The traditional organizational pyramid must be replaced by a natural hierarchy where status and influence correspond to contribution rather than position.”

## 4. Reinventing management education and training towards a more right-brain thinking

The traditional management education and training relies heavily on left-brain thinking, deductive reasoning and analytical thinking. The managers of the future require a different set of skills based on the functioning of the right-brain like holistic or systems thinking, intuitive problem-solving and value-driven decision-making.

## XI. CONCLUSION

Management is much more than what managers simply do to get work done through employees. Today, we can manage ourselves, our time and many other activities that don't require one to have a formal managerial role or even to manage people. This is why today, the *function* of management, as distinct from the role of the manager, has become everyone's business. The truth is that the role of the “manager” is only a *particular application* of management, not the whole story of managing. A broader perspective avoids the negative connotations so commonly attributed to management, such as controlling and restricting people. Moreover, employee engagement, especially with respect to innovative knowledge workers, cannot become a reality until we move beyond our industrial-age definition of a manager.

To achieve the level of innovation required for competitive advantage today, we need to achieve a better balance of power throughout organizations. Employees need to be more fully engaged in making strategic decisions, and in planning and organizing more of their own work. To break the stranglehold of the “organization-as-person metaphor,” employees need to share in strategic thinking. Such ownership is the only way to achieve deep engagement. As a result, managers need to do less telling and, as facilitators, do more asking, as in “What do you think?” There is a trend to view leadership in facilitative terms, but this is really leadership usurping management's territory. Drawing solutions out of employees is a management technique, not a demonstration of

leadership. Competitive advantage depends on ridding ourselves of industrial age notions of leadership and management.

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