5.1 The concept of management is universal and very old.
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5.3 Management has grown quantitatively, but not qualitatively, feel experts.
5.4 Study of student’s perception about quality of management education (also implies quality of management students) By Pankaj Tiwari,
5.5 UdyojakWha, Written by Dr. Sudhir Rasingkar
5.6 India 2020, A vision for the new Millennium authored by A.P. J. Abdul kalam with Y. S. Rajan
Introduction: I have read following articles. I give below important part related to my research study. My research study subjects falls in Management area, hence I feel it is important to study Universal principles of management. They are the basics, so very important. My understanding about article is also mentioned at the end.

5.1 The concept of management is universal and very old.
I give below important points related to my research study.
1. Since the pre-scientific management period, i.e., prior to 1880 there has been a leading concept that management is an inborn ability. It is a traditional approach.
2. Today management is considered not only as an inborn ability but as an acquired ability. In the words of Ordway Tead, "Managers are both born and made."
3. Management as an Art, or Science or Both
4. In the words of George R. Terry, "Art is bringing about of a desired result through the application of skill." Art is, thus, skillful application of knowledge which entirely depends on the inherent capacity of a person which comes from within a person and is learned from practice and experience.
5. In the words of Ernest Dale, "Management is considered as an art rather than science mainly because managerial skills are a personnel possession and is intuitive."
6. Learning and perfecting management skills has little to do with external knowledge simply because management skills and characteristics are universal to all applications
7. Basically, management involves five components; planning, organizing, staffing, leading, and controlling. The intended result of good management is achieved by coordinating an organization’s resources in ways that accomplish its mission and objectives.
8. Establishing the internal organizational structure of the organization, filling and keeping with qualified people in all positions of the business; influencing people's behavior through motivation, communication, group dynamics, leadership and discipline. Furthermore, establishing performance standards based on the firm's objectives; measuring and reporting actual performance, comparing the two, and taking corrective or
preventive action as necessary. Some of these - for many, innate characteristics - are empathy, compassion, insight, and a keen intuitive sense.

9. The concept of universal management approach holds that organizational management principles are universal and can be applied worldwide. The approach takes for granted that organizational management principles can be applied to all kinds of organizations including for profit and nonprofit organizations, governmental and non-governmental organizations, local and international organizations, small, medium and large organizations among others. They can be applied to all levels of management namely lower level, medium level and high level without any strategic innovation because they are all pervasive!

10. In order to understand the prevalence of similarities and differences in market features, it is necessary to study and analyze the environments into which the management activities are done. It includes such as political factor, economic factor, social culture factor, technological factor and legal factors. It also requires studying and analyzing the micro environments like competitors, suppliers, customers, employees and pressure groups (groups with special interests).

The concept of organizational management

11. In particular, the concept of organizational management environment refers to the surroundings or conditions in which managerial activities are undertaken. It could also mean the surroundings or conditions into which economic activities are performed and organizations are established and operates. Generally the concept refers to the surroundings into which social and managerial processes take place whereby economic stakeholders (individuals / households / firms / government and its agencies) obtain what they need and want through creating values (products or services) and exchanging them with something of value in monetary terms with others.

In organizational management perspectives, the concept environment can be classified depending on the reason for undertaking such as classification. But generally organizational management environment can be classified under two classification based on their origin where aspects such as internal environment and external environment are yielded. Similarly, another classification can be made based on their controllability where the outcome can be controllable and uncontrollable environment. (1)
The Researcher’s Comments - Management as art or science is discussed. Management as inborn skill or acquired skill is also explained. Research student feels that it is an Art reason being they are personnel skills and possessions. Basic functions of management are also mentioned in short.

The concept of universal management approach is based on the assumption that it is applicable to all types of management and at all levels. The study of outside environmental factors (Political-social-economical and government policies) and inside factors is important.

The concept of organizational management environment is useful to understand the surroundings or conditions (outside and inside) in which an organizations operates and economic activities (like producing goods and services) are done.

Two methods of classification under the concept environment, is based on study of internal environment and external environment and other based on the outcome controllable or not controllable is explained at the end.

5.2 Management studies are of recent origin but management is as old as man’s need for organizing work and activities.

Introduction: - This article provides information about history of management. It tells about Interlinks between different departments of organizations and their importance in building complete organization. I selected this article because it is important for my research study.

I give below important points from the article related to my research study.

1. Management studies are of recent origin but management is as old as man’s need for organizing work and activities. Management has emerged as new ‘discipline ‘in recent times.

2. Whether Management is a Science or an Art has been resolved by saying that Management is the “oldest of the arts and youngest of the sciences”.

3. It, not only deals with the theory and practice of production of goods and services but also with development and deployment of human resource.

4. Historically, Management Studies have their origin in the body of knowledge stemming from industrial engineering.
5. It is not only the scope but also the nature of Management that demands proper understanding. How the various “parts” of an organization relate to their “whole” and what contribution they make to its efficient and productive working are important issues. Looked at from these considerations, an organization needs to devise standards for measuring its performance.

6. Stanley Vance has defined Management as simply the process of decision-making and control over actions of human beings for the attainment of pre-determined goals.

7. Lawrence Appley says it is the “accomplishment results” through others.

8. According to John Mee, management is the art of maximizing results and minimizing efforts for securing maximum happiness and prosperity for the employees and the employer and giving the public best possible service. (2)

The Researcher’s Comments – Formal management education has only 60 years of history in India. It was practiced since the beginning of mankind. Principles of management were used since the start of human development but they appeared as part of study in Management books in last 200 years in abroad and 60 years in India. This article shows importance of HRD in management studies. Article ends with various definitions of management. Management defined as obtaining maximum results with minimum efforts or input is most simple definition according research student.

5.3 Management has grown quantitatively, but not qualitatively and contributed too little to the labour-rich but skill-poor economy, feel experts

Introduction:-The Rani Channamma University, Belgaum, had organized a seminar on the issue ‘Management Education-Road Ahead’ and with a view to assess the present situation and explore ways and means to restructure the system to make it meaningful, effective and productive. The discussion in the seminar was quite useful and informs precisely why quality of management graduates is not satisfactory. What are the means and ways to improve quality, so that MBA’s will be accepted in market? I strongly carry belief that quality of management students produced (MBA, PGDM, MMS,) has direct
relation to career opportunities for management students. After globalization service sector has dominated other sectors and has resulted in tremendous demand for management education. Please refer to point no. 8 in following article. I also wish to prove same in hypothesis 2.

At the end of the article there are important comments. Since this article has direct relation to career opportunities for management students, it is very important for me research work.

I give below important points from the article related to my research study.

1. Is ‘management education' in India in crisis?
2. Will the mushrooming of management institutions help the stream tide over the crisis?
   And,
3. How sensitive are these institutions and authorities concerned to the problems and challenges that have already started bothering it?
4. Too many attractive, lucrative and competent jobs are chasing very few individuals, who are highly talented, skilled and dynamic. An average student finds it difficult to sail through the acid tests of the corporate sector.
5. The element of professionalism, an important ingredient towards building managers, is not taught by institutions imparting management education. Communication skills for students from rural areas are like climbing the Himalayas.

Saleable product

7. Like professional education, management education has become a saleable product. From Kashmir to Kanyakumari and from Amritsar to Singur, more than 4,000 institutions have emerged in the management education landscape.
8. Globalization gave a big boost to the economy while the service sector came to dominate other sectors. This has necessitated the demand for management education. The Indian landscape of management education is composed of the following:

Role of AICTE

9. In the last five years, the AICTE, by granting permission to more institutions, also allowed increase in the intake of students by more than 300 per cent.
10. Thus, these figures reveal that the AICTE adopted a quantitative expansion strategy but paid inadequate attention to quality of management education.
11. Further, among 4,000 plus institutions sanctioned by AICTE, Andhra Pradesh has 945, Uttar Pradesh 459, Maharashtra 419, Tamil Nadu 389, Madhya Pradesh 215 and Karnataka 209. Experts feel that AICTE's policy is liberal in according permission to start institutions and increase intake.

12. Institutions enter the management education scenario with the intention of making quick profits as against contributing their bit to the field with some genuine concern.

13. Institutions imparting management education neglected quality and concentrated on quantity.

Lapses

14. Lapses in the curriculum up gradation and banking on some core subjects and niche electives added to the problems.

15. The element of 'skill quotient' is not appropriately addressed to add value to the education. Faculty members with industrial experience are less in numbers to share their expertise.

16. The former Chairman of the University Grant Commission, Arun Nigavekar, who addressed the delegates at the seminar, observed that under the changed circumstances it becomes inevitable to shun the old curriculum in management education and prepare CEOs by directing them to set goals and develop necessary skills to pursue them.

17. Citing the results of a survey conducted by the University of Michigan based on the interview with 1,500 executives, he said it was found that the subject to be learnt changed on priority. But the same subject became redundant. (3)

The Researcher’s Comments - Article describes why quality is more important than quantity. It says MBAs and other management graduates are looked as saleable products like other professional education. (Medicine, Engineering, Law, Architecture etc.) Research student feels that Management is life going activity and it is way of life.

Article mentions Role of AICTE to improve this situation. It suggests that AICTE should not act as license giving authority but can provide guidance to improve quality. Change in syllabus and adequate number of teaching faculty with industrial experience will surely improve quality of management education. Rejecting unrequired (Redundant) subjects from syllabus and adding new ones relevant to current market requirements
(e.g. computers advanced knowledge, ERP, SAP,) is essential and important to improve quality of management education.

5.4 Study of student’s perception about quality of management education (also implies quality of management students)

Introduction: - Paper given below having title “study of student’s perception about quality of management education (also implies quality of management students) in private autonomous management institutes and university run management departments” has direct relation to the research subject. Paper includes important conclusion that university run management institutes are far better in imparting management education. They produce superior quality management students than private management institutes. It also says that university management departments also have much better infrastructure than unaided private management institutes. This conclusion is very difficult to digest, because generally, we find that private management institutes are placed in huge pane of glass and sky touching towers. Paper also says that gender has not shown any effect on perception of quality of management education in private institutes and university management departments. Paper provides insight for improving quality of management education.

Given below is the synopsis of the paper –

Due to liberalization and the globalization various multinational companies have entered in India and have increased the demand of professional managers. To meet the increasing demand of professional managers, the government has given approval to various private management institutes and private universities offering variety of management courses like MBA (Masters of Business Administration), PGDM (Post Graduate Programmes in Management) but these Institutes have not developed the necessary infrastructure required for running such courses and due to which the quality of management education is deteriorating. A total of 156 students have responded to self reported questionnaire that measured five dimensions of quality of management education. A comparison has been made between the private management institutes and the university management department on the various dimensions of quality of management education.
The results have shown that the perception of students about the quality of management education in government department is better as compared to private institutes and Gender has not shown any effect on the perception of students about the equality of management education. The study provides insight to management for improving the quality of management education in private institutes. (4)

The Researcher’s Comments - Research papers concludes that quality of management education in government department (University departments) is better as compared to private institutes. This is not full truth. There are many private management institutes who impart quality management education. Quality perception is free from gender difference is also important conclusion.

5.5 UdyojakWha , Written by Dr. Sudhir Rashingkar.
5.6 India 2020, A vision for the new Millennium authored by A.P. J. Abdul kalamwith Y. S. Rajan

Introduction –These two books i.e. 5.5 and 5.6 are also related to the Research Study. Both books contain information on importance of Service sector. India 2020 has chapter titled “Service As Peoples wealth” In this chapter there is subtitle “India and the Services Sector.” It says Service sector alone contributes 40% of GDP, other two sectors are Manufacturing ( GDP contribution 25%), and Agricultural ( GDP contribution 32%).Service sector requires little investment in capital equipment. .This is also important reason for rapid growth of service sector in India in coming years in India.. Scientific development of Agricultural and manufacturing sector In India in coming years will also result in expansion of service sector in India. This sector is likely to produce enormous employment opportunities. This sector will also provide new career options in coming years.

Both books give Extensive list of services in different fields given below is list and brief description. of each field.

Some of the sectors considered to be of great value for India in the TIFAC reports are:
1. Financial services
2. Marketing communication services (i.e. advertising, media, consultancy and infotainment)
3. Marketing logistics, trading and distribution
4. Trade promotion services
5. Human resources development
6. Technical and management consultancy
7. Testing, certification and calibration services
8. Government administration
9. Security services

There are also other important activities. To name a few:
1. Repair and maintenance
2. Tourism and hotels
3. Leisure and sports resorts
4. Cultural activities
5. Old age care services
6. Preventive health care services

I shall find out a few sectors to assess future requirements.

**Financial services**

The financial sector includes a large number of institutions such as commercial banks, financial term lending banks, insurance companies, capital markets like the stock exchange and so on.

In the last twenty-five years the number of branches of commercial banks increased sevenfold, to about 65000 in 1995. Aggregate deposits of commercial banks have increased by two and a half times in the last six years, to Rs.4500 billion in January 1996. Despite voluminous growth in the banking and insurance sectors, processing and transactions have been carried out by largely manual means. A national network of banking and the insurance business have to emerge. The problem in the bulk of our village communities is to generate money and make it available to workers.
Marketing communication services
Marketing communication which comprises services such as advertising, market research and entertainment, depends primarily on the stage of economic development and the nature of the target groups. Market research and market communication have so far been confined to a handful of consumer goods like soaps, cosmetics, toothpastes, beverage, and select food products. They are now being applied to white goods like television sets, refrigerators and washing machines. In rural areas too the purchase of these goods is on the increase.
The sale of an increased volume of product would also create a trend of market segmentation for high quality products. People would demand newer features, like greater user friendliness or greater portability or better aesthetics or looks.
It is very interesting to note that as the physical production in the agriculture and manufacturing sector expands; the demands on marketing communication grow, thus providing people additional employment opportunities.

Other service sectors like
1. Marketing logistics, trading and distribution
2. Trade promotion services
3. Human resources development
4. Technical and management consultancy
5. Testing, certification and calibration services
6. Government administration
7. Security services
8. Hotel, travel, Tourism, Repairs and maintenance, Old age care and child care centers, Health Services, Marriage Bureaus

This list is endless and as said earlier these sectors will provide infinite employment opportunities and career options. We have seen only a few major possibilities in the above Descriptions. This is an area, which can grow depending on the imagination and enterprise of our people. For example by 2010, India will have a large number of old persons, who would be well –to –do and staying alone because their children may be in different parts of India and the world. The whole set of services required for them will be an essential social concern. It can also be a good business.
Given below is brief overview of the vision which we envisage for 2020 for our people.

1. India should become a developed nation by 2020

2. A developed India means that India will be one of the five biggest economic powers.

3. Capitalize on the agricultural core strengths to establish a major value –adding agro – food Industry based on cereals, milk, fruits, and vegetables ,to generate domestic wealth . Also , India a major exporter of value added agro-food products . Agro – food industry and distribution systems should increasingly be productive and efficient agriculture.

4. A number of engineering industries and service businesses to grow around the agro – food Sector

5. India to capitalize on the vast mineral wealth to emerge as a major technological global power in various advanced and commercial materials steel ,titanium, aluminum, rare earths.

6. Indian chemical industry to be transformed into a global technological innovator in clean Processes and specialty chemicals, and new drugs and pharmaceuticals ; a major business should be created Indian marine resources are to be transformed into economic strength

7. There is to be resources of Indian engineering industry: machine tools, textiles, foundry, electrical, machinery, and transport – equipment . India is to become a net exporter of technology by 2020 in these areas and an important world leader in embodied software field of flexible manufacturing and intelligent manufacturing.

8. India should emerge as a global leader in the services sector with its vast and skilled human resources base being its core strength. The services will range from the simple to the most sophisticated ones using the emerging digital revolution. The services sector is not only to be money – spinner but will also employ a good proportion of our people often in self-skills to super skills. (5)

The Researcher’s Comments – In order to achieve the vision, several crucial actions need to be taken to ensure speedier growth of infrastructure: energy, quality electric power in particular, roads, Waterways, airways, telecommunication, ports, etc. Several short term measures and some unconventional steps need to be taken. The long term action should be aimed at providing world class facilities for all parts of India. Rural connectivity is crucial even in the short run if the boom in agriculture and agro food
sector is to be utilized fully. In addition, the progress in information technologies is leading to the possibility of very advanced world class industries and businesses being established in a village. Highly creative projects in software, information technology, design and other creative work can in fact be better done in a rural environment which has good facilities and good facilities and good connectivity. The persons who live there should have access to the latest information available globally if they have to be creative and current. Such connectivity can be provided by electronic means even today. Research student is very optimistic about dream for 2020 and is quite confident about dreams seen by our visionaries and will be turned in to reality soon. If this confidence works out then there would be explosion of career and employment opportunities. This will automatically prove hypothesis 1, 2 and 3 of research study. This is the reason behind studying these two books and making an attempt to take review And include them in background study.

References:
   5.2 Article - Management studies are of recent origin but management is as old as man’s need for organizing work and activities.
   5.3 Article -Management has grown quantitatively, but not qualitatively, and contributed too little to the labour-rich but skill-poor economy, feel experts
   5.4 Article - Study of student’s perception about quality of management education (also implies quality of management students)