Remote Management: The Newly Emerging Style of Management

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Abstract: This study attempts to introduce up-to-date thoughts on management discipline and profession incorporating concepts, views, and tools of public and business literature in the light of current realities of electronic era. It adopts open systems, futurist, and interdisciplinary and logically practical perspective on management. The study presented a concise analysis of the historical dialectic on traditional and somewhat ongoing discussions on public/business interrelationships. It has suggested the so-called (Remote Management) as an emerging futurist model of management in the context of digital era. Remote management incorporates current realities including globalization, democratization, privatization, high-tech and knowledge centered world into the discipline and profession of management. Basic features of remote management include diffused organizational structures, performance-focus, remote space locations, remote control systems, and professional codes of ethics, technology-centered work systems, and huge capital investment in technology and human resources. Practical experience and evidence showed gradual movement towards remote management applications in the form of e-family mechanisms (e-government, e-commerce, etc.). The study recommended a comprehensive restructuring of management thought and practices on the basis of strategic planning and thinking and environment analysis.

Key words: Distance workplace, electronic management, remote management, virtual teams

INTRODUCTION

This study probes the dialectic nature of public/business administration relationships. It attempts to close the traditional gap between the two fields of knowledge and professions. Universal drastic socio-economic, political, administrative, technological, and knowledge and information transformations dictate new vision of management in both public and private sectors. This new vision of management represents an intellectual challenge for academicians and professionals in public as well as business administration. Managerial thought and practice has witnessed great transformations in the last decades. The pace of transformation has been drastically accelerated by the dawn of the new millennium. It was deeply activated by major societal and universal philosophical and structural changes including globalization, democratization, privatization, and knowledge and technology revolution. These developments have raised questions related to the identity of public and business administration in the context of new millennium. Academicians and policy makers in both public and private sectors participate in ongoing and heated discussions on the subject matter. These discussions take various forms including research, studies, seminars, conferences, and formal meetings. The end-goal of these discussions is to reach solid and practical understanding of the identity of the field and profession of

management in both public and private sectors. That is, to reconstruct these fields of knowledge and draw their professional lines and interrelationships in the light of new realities dictated by the above mentioned changes.

Staples *et al*. (2006) shown clear trends towards increased virtual work and greater reliance on technology. They indicated the need for further research to learn more about virtual organizations. They also recognized the research difficulties regarding galloping technological change and serious challenges associated with it. New organizational structures, specifically virtual structure, are challenging traditional management thinking (Staples *et al*., 2006).

Figure 1 illustrates the relationship between traditional business and public administration and remote management style. A clear gap exists between business and public administration in the traditional management philosophy and applications. Such gap is supposed to be closed in the emerging new style of management (Remote Management). The gap is closed by new management philosophy and applications stimulated by new digital era.

Importance of the study: The importance of this study stems from its attempt to contribute to efforts related to reconstruction of the field and profession of management in the light of new realities forced by ongoing universal transformations. It tries to reconceptualize management thought and practice and redesign the shape and identity
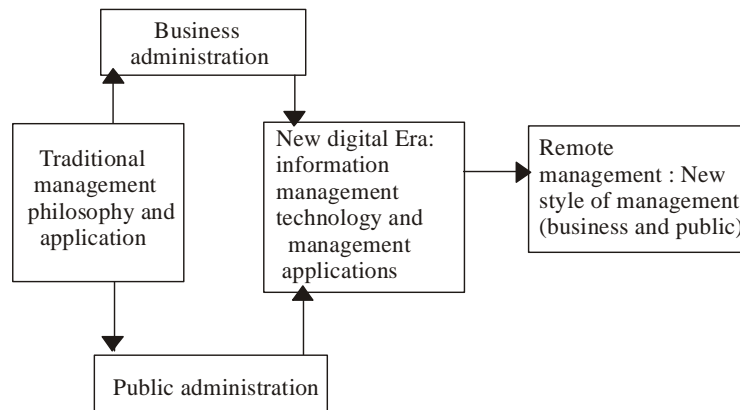
Fig. 1: Conceptual model shows relationship between traditional business and public administration and remote management

of management in both public and private sectors as complementary functional systems. This study is futurist in nature since it suggests the so-called (Remote Management) as a model of future management in both sectors. This model will hopefully close the traditional gap between public and business administration. The suggested model shall make the government organizations act like a professional business and shall make the business firms operate socially responsible.

Major objectives of this study: Major objectives of this study are:
* Pointing out new realities posed by universal transformations affecting the field and profession of management in both public and private sectors.
* Drawing the shape and identity of management (Public & Business) and highlighting basic features of management in the new millennium.
* Proposing some recommendations for academicians and policy makers related to the enhancement of the field and profession of management.

METHODOLOGY

The notion of this study came to my interest in the last few years. It was motivated by new changes and challenges in the digital society. The study is an attempt to incorporate theories and applications of management into new forms of service delivery. The study employs descriptive-analytical approach to achieve its objectives. It relies on up-to-date references found mainly on the Internet in order to cover the most recent developments on the subject matter. The focus of the study covers concise and brief review of literature in the context of environmental analysis. Special attention will be given to new realities induced by universal transformations including globalization, democratization, privatization and

technological innovation and their reflections on management thought, structure and behavior. Conclusions and proposals contributing to adapting and redesigning the field and profession of management are to be given at the end of the study.

LITERATURE REVIEW

It is neither the objective of this study nor practically possible to provide full and extensive reviews of the history of management thought or practices. Yet it will include brief coverage of major and most related studies on the subject matter. Roots of modern management thought and practice might be traced as more than one century ago. The focus of this study will be on the most recent developments in management (Public & private) emphasizing its future identity as an academic field and applied profession. Following is a brief review of major relevant studies:

Thompson and Ingraham (1996) showed the necessity for public administration to make structural adaptations in the light of changing environment. These adaptations include restructuring of the public sector role and objectives, institutions, legislation's, work systems and climate, and means of evaluations and control.

Jin and Qian (1998) has suggested the application of the principle of Public Private Partnership (PPP) as a way of improving effectiveness and efficiency of the public sector as well as enhancing accountability and responsibility in organizations. PPP has witnessed, according to the study, great progress in rural China. Jin and Qian (1998) study is in line with Ramamurti (2000) which suggested a multi-level privatization model for increasing public sector efficiency through strategic restructuring in order to fit new realities.

Hood (1991) and Frederickson (1996) study shared views on public sector reforms by which the traditional

bureaucratic image of public administration should be changed and replaced by new image based on more effective, responsive, accountable and transparent administration.

Various studies on E-government (Deloitte, 2000; Dean, 2000; Teeter, 2000; West, 2000) presented the concept of e-government and practical evidence and experience with regards to applications of e-government especially in the United States of America and United Kingdom. These studies have shown the significance, feasibility, and problems of e-government. They agreed that the EG is an appropriate response to universal transformations those related to technological innovations and globalization. Nevertheless, e-government is still emerging and facing many difficulties and requires long-range strategic planning in order to succeed, according to these studies.

Klay (1999) showed the importance of environmental analysis in designing academic programs in public administration and management. Environment analysis should include transformations in the field and the professional future of graduates and institutional framework of academic programs. The study emphasized continuous strategic thinking and planning of academic programs based on vision and future opportunities and constraints. It also called for incorporation of graduate's qualities with globalization and technological innovations.

Hughes and O'Neill study (2000) indicated new practical style of public management applied in Australian State of Victoria that is similar to a business-like management style. This new style included professional management standards, result oriented controls, increased competition and flexibility in hiring and motivations.

The common roots of public/business administration: Public administration shares the same ground with business administration and they are rooted in the science and art of management. Both streams of management emerged in the context of related social sciences such as law, politics, economics, sociology, and psychology. They incorporate theories, concepts and tools from various social sciences thus characterized by interdisciplinary nature. Public and business administration are integrated social sciences and professional arts. They are considered sciences since they employ solid scientific methodology in accumulation of managerial theories and knowledge. They are also arts since they need skills and know-how capabilities in managerial practices. Management is generally a profession, which has its own norms, values, ethics, and legal and technical standards. It is a total and integrated open system of theories, concepts, tools, and accumulative knowledge. Openness of management (public & business) science and profession makes it responsive to the various developments in its

environment. Therefore, the identity, shape, and functional role of public and business administration vary according to the total situation surrounding them. Management has been developed step by step taking its traditional shape at the beginning while taking new different shapes in every stage on the road of continuous development. Management has modified its shape and identity in order to be responsive and to fit changing situations. However, the basic traditional image of management has dominated its structure and behavior until recent years of its development. In the last few years, management has been developed taking off its traditional dress (image) and replacing it with a totally different technology and knowledge-centered type of management. The emerging personality of management (science/ profession/ public/ business) is progressively developing. The focus of this study will be on the current emerging trend in management as an academic discipline and profession. The discriminative gap between public and business administration should but is fastly closing. The new emerging identity of management in the new millennium may not easily distinguishing public from business administration since they share the common and overwhelming character of technology and knowledge-centered type of management. It is suggested in this paper to call the emerging type of management (Remote Management) referring to its new indiscriminative identity i.e., no significance difference may be made between public and business administration as professional fields or academic disciplines. Nevertheless, positively distinguished functional role, values, goals, policies, mechanisms, legal and institutional framework of the two integrated and complementary faces of management (public & business) should be recognized. Full discussion of the suggested model of management (RM), its environmental context, features, implications and requirements will follow in the next pages.

The context of remote management: Needless to say that management is a dynamic open system. It exists within a complex and changing environment. Management is in continuous and active interaction with its environment. It reshapes its identity to fit changing circumstances. To understand changing and emerging identity of management, it is necessary to undertake environment analysis. Change is a fact of life. Most often, it takes Nonlinear direction with no clear-cut beginning or end. (Moran and Avergun, 1997).

Contemporary environment is witnessing galloping developments including globalization, democratization, privatization, technological innovations, knowledge and information revolution, and total societal transformations.

Globalization of the different parts of the world whether likes it or not is becoming a reality. Societies are

increasingly and widely connected to each other as different corners of huge city. Highly sophisticated transport and communications systems have eased the process of globalization and accelerated its pace. Globalization has its pros and cons, supporters and opponents, opportunities and restraints, requirements and implications. Regardless of these aspects of globalization, which goes beyond the scope, and objectives of this study, it affects management structure and behavior.

Globalization of the world requires new concepts, structures, mechanisms, and updated legal and institutional framework. In technology and knowledge centered and led societies, management has to reshape its total personality. Real world is truly and fastly becoming virtual world making traditional management styles outdated and useless. Effective management systems should be reconceptualized in order to cope with globalization of the world. Organizational effectiveness, growth and survival need innovative management structures and mechanisms. Globalization drastically increases market competition, interrelationship problems, and side effects, legal Disputes and many other issues which require managerial adaptations.

Democratization movement has also affected management thought and practice by means of making it more responsive to public expectations and societal transformations. Not only political democracy but democratic management styles and practices are also required by society at large. This creates pressures on management to become more accountable, responsible, responsive, and transparent in its all endeavors. Democratization should lead to wider participation in decision making, distributed power, decentralized structures, better control mechanisms, and improved organizational climate in general. (Denhardt, 1999).

Privatization policies and programs have made traditional management thought and practices outdated and require urgent reform in the light of world transformations in the various fields and sectors of society. Privatization increases pressures on both public and private management to be more responsive, effective and efficient, innovative, accountable, and able to absorb and take advantage of up-to-date technology and knowledge revolution. Privatization is not a mere replacement of government by private ownership or management rather it is a total system and philosophy of managing public interest. Therefore, it require a comprehensive restructuring of traditional management thought and practices (Ramamurti, 2000).

Technology, knowledge and information accumulation has created a two-fold dilemma that is how to manage and how to take advantage of huge quantity and quality of knowledge and information. Modern society is described as knowledge society as an indication of the great value of knowledge and information, which are considered an asset, and a source of power. Accelerated pace of technological innovation and related knowledge and information repositories have created serious challenges for management of public as well as private sectors. These challenges include building knowledge repositories, ways of achieving it, and enhancement of its environment and management. (Rowley, 1999).

Drastic and speedy societal transformations including demographic, values, norms, ethical changes and ways of life have raised public expectations of public and private organizations. Management of all modern organizations should live up to these public expectations and make the necessary adaptations to fit the needs and requirements of changing society. Unprecedented changes in the total structure of modern society have led to deterministic restructuring of organization theory and practices in both public and private sectors. (Holzer, 1999; Frederickson, 1999).

Emerging remote management: It is assumed that the above mentioned contextual transformations have radical impact on the nature and identity of management (theory & practice/public & business) making the traditional gap between the two basic streams of management (public & business) too narrow and restricted to their functional roles, values, policies, goals, and legal and institutional framework. That is to say that internal management of any public or private organization is alike and no significant difference in technical or professional functioning should be found between them in this respect. Both public and business management should share two basic elements of a successful organization i.e. business-like behavior as well as responsible conduct in the light of public interest and legal legitimacy. Public and business management should not be viewed as mutually exclusive rather each of them has its distinguished functional but complementary role with the other. Suggested remote management model requires comprehensive restructuring of management thought, discipline, and practices. Academic programs in public and business administration should be reconsidered by means of strategic planning, environment analysis, incorporating new realities and creating effective institutions to serve the public interest. Academic lines between management fields of knowledge and other related disciplines should be light and transparent. Common background should surpass narrow specialization by means of incorporating theories, concepts, tools, and comprehensive knowledge and technology from all and every related disciplines. No concrete generalization can be made in the early stages of

the emerging remote management model. Remote management refers to the process in which the controlling device is not physically attached to the actual unit. Remote management system includes communication method, level of control, operator training and performance issues. The basic motives for remote management system include improved safety and increased productivity. (Francois, 2011)

Remote management model is based on the following assumptions:

- Integrated open systems view of the discipline and profession of management in public and business settings alike. That is to emphasize the incorporation of theories, concepts, tools and mechanisms, and their practical applications in the area of public and business management and related fields of knowledge. This can be realized through strategic and well-designed academic programs including research and seminars in line with emerging management thought and practices. Shared practical experiences including points of success and failure should also enhance the concept of remote management and increases its prospects of application in the real world of organizations.
- Optimal utilization of technology and related knowledge and information to meet standards of effective and efficient management of relatively shrinking and scarce resources. This includes continuous and endless effort to meet requirements of total quality management. Highly sophisticated technology should better serve the public whether in private or public settings.
- Comprehensive development of all managerial processes particularly decision making and its supportive systems. This includes upgrading the level of automation in the organization, improving control mechanisms, better working climate, and strategic planning based on vision and environment analysis.
- Incorporation of major societal transformations (globalization, democratization, privatization, high-tech digital world, etc.) into the field and profession of management by means of increasing its responsiveness, adaptability, growth, and survival opportunities. Public and business management cannot ignore such transformations in its surrounding environment. Structural, conceptual, and total system adaptations should take place in the theory and practices of management.
- Creation of a positive climate for research and development in management and related fields. This includes emphasis on new and emerging issues related to effective management in high-tech and

digital world. Research and management education tools and technologies should be developed to fit current and future realities. Traditional research topics, issues and problems are to be replaced by more dynamic ones by all means of facilities and motivations.

Features of remote management: The proposed remote management model stems from environment analysis and changing functional roles of governments and businesses. Traditional management thought and practices are no longer valid in the emerging era of technology and digital world and related knowledge and information revolution. Organizations which resist immanent changes or fail to cope with emerging transformations will be deteriorating and diminishing in all aspects. Time should come soon when public and business management faces the reality of "Sink or Swim "in the ocean of technology and knowledge. Any way, basic features of remote management can be highlighted as follows:

- **First:** Diffused organizational structures based on decentralized network and decocentrated power relationships. Traditional, formal and rigid organizational structures are no longer applicable or effective in the near future of organizations. Remote management requires flexibility, discretion, prompt actions, high degree of differentiation, and remote controls. Therefore, network organizational structure with slight formal power connections and high degree of discretion is likely to be found in future public and private institutions.
- **Second:** Productivity and performance focus. Remote management tends to emphasize standards of productivity and performance as criteria for effectiveness and efficiency. The final end and concern of management will focus on results more than means. Fixed working hours, red tape, formal supervisory reports, and seniority are no longer basic determinants of optimal performance. That is, performance assessment and evaluations are based on productivity as prime concern of remote management in a highly competitive market place.
- **Third:** Remote space locations. Fixed and known space locations become of little value since organizations perform their duties from distance and not through direct face-to-face customer's relationships. Sophisticated technology has made distance tools and mechanisms of service a comfortable and effective reality. Electronic, digital and internet-centered means of service delivery will be dominant forms of organizational performance.
- **Fourth:** Remote control system. Traditional and

rigid formal control system is becoming outdated in the digital world. It should be replaced by modernized system which is based on mutual confidence, performance-centered, discretion, risk-bearing, and electronic means of survellailence. Remote management can easily control performance through digital means and computer network related mechanisms.

- **Fifth:** Professional codes of ethics. A psychological and social contract based on agreed upon codes of ethics should govern management-employees and customers relationships. Not only traditional collective union labor agreements and government regulations and laws should govern organizational relationships. It is deemed more effective and convenient to reach commonly agreeable codes of ethics related to rights, responsibilities, standards of service and quality of products, and other aspects of internal and external organizational relationships.

- **Sixth:** Technology-centered work systems. Remote management utilizes a totally technologized and knowledge and information network systems. Most if not all service delivery and product distribution are to be done through automotive, digital, and electronic mechanisms. Highly sophisticated and advance technological innovations have produced effective means of production and service delivery. This can and should ease human life and help getting rid of red tape, rigidity, and faviorism.

- **Seventh:** Huge investment in human capital and technology as well. Remote management requires vast amounts of capital investment both in human resource development and technology and related knowledge and information systems. High-tech and digitally centered society needs huge cyclical investments in technology and thus in human resource development activities. The more advanced the technology the more human development is required. Therefore, a continuous circle of technology-Human development is a dominant reality of remote management era.

Remote management is a philosophical as well as practical way of thinking of the newly emerging style of management thought and practice induced and motivated by current and foreseeable future realities. It is intended to move management thought and practice from traditional and repetitive issues, concepts, restricted ways of thinking and practices into open, brainstorming interactive analysis and rethinking of management in the light of emerging new realities. Management thought and practice should be future-oriented without underestimating the past and present experience. The notion of remote management may not be mature enough at the moment yet it may contribute to the ongoing discussion on the identity of public and business management and their interrelationships. By proposing remote management model, it is hoped to activate new ideas and thoughts contributing to the development of management in theory and practice. It is time to get rid of narrow-minded or shortsighted views of public/business administration relationships as contradictive, conflicting, zero-sum, mutually exclusive, or each bounded by heavy clear-cut walls. Remote management does not assume such views while it recognizes some public/business differences in goal, policy orientation, functional role, and legal and institutional framework. Remote management is simply related to the internal, technical and professional systems of work in an organization regardless of sectorial affiliation.

Remote management as a newly emerging identity of management requires environment analysis and strategic management thought and planning including restructuring of academic programs, research activities, institutions, and practical applications of management theories, tools and mechanisms. This should take into account the changing roles of governments and business organizations as mutually reinforcing and complementary. Each of government and business has its distinguishable functional role yet not substitutable or dominated by the other.

Remote management requires integrated professional and academic efforts including updating academic programs (at all levels), revitalizing management institutions, undertaking innovative research nontraditional issues and studies, human resource comprehensive and continuous development, restructuring of management educational institutions, and technology and knowledge and information development.

Research interests should be geared to probe dynamic and up-to-date issues such as globalization, democratization as related to management, privatization, e-family (e-government, e-management, e-economy, e-commerce, etc.), and knowledge and information management, human resource qualities in a digital world, and impact and implications of remote management in the electronic era.

Human resources should be developed through strategic planning and environment analysis of opportunities and constraints and by means of continuous education and training. Management academic programs should be revised to incorporate changes in its environment especially technology and knowledge as dominant factors in future organizations. Updated management educational programs should be looked upon in the light of environment screening and analysis so as to fit public interest, which may vary from society to another. The content, form, level, and tools of academic programs should fit practical needs of organizations. Scientific, professional, technical, behavioral and

quantitative skills, language and knowledge aspects should be weighted and balanced in the light of surrounding realities. Management academic and professional development activities should be undertaken through appropriate institutional framework, which is a vital tool for effective implementation of management development programs.

Quality of faculty members in management should pass through self-development and institutional and strategic development programs related to updating knowledge, research issues and methodologies, educational technology, and new vision of education and learning in the digital era.

Quality of management graduates should incorporate the necessary knowledge, technical and behavioral components and skills that qualify them for the market place and contributing to ease unemployment problem in society. Quality of graduates is a function of complex and multiple factors equation including personal quality of students of management themselves, quality of faculty, quality of educational programs, tools, facilities, institutions and total environment context.

Finally, it is not easy or intended to reach solid generalization at this stage of the emerging and proposed thoughts on remote management. It all depends on environment analysis, active interaction of views and feedback, and available knowledge and research evidence. Remote management or similar and advanced models of management may become a reality through vision, futurism, liberal management thought, universalistic views, and active integration of the discipline and profession of management at all levels (theory/practice and public/business). Professional and academic efforts including research and studies, seminars and conferences and formal meetings should facilitate all aspects of management (Golembiewski, 1999) development.

Difficulties facing remote management: The essence of remote management is building the so called virtual teams. People are working together while they are located in some distance from each other. Working in virtual teams face the following challenges: (De Rosa and Lepsinger, 2010)

- Insufficient face-to-face contact between team members
- Lack of resources
- Time zone differences hinder collaboration among team members
- Lack of shared information among team members
- Lack of skill training among team members

The above mentioned difficulties can be overcome by making regular meetings between team members as needed by job requirements. Necessary resources should also be allocated to enhance team effectiveness.

Adaptation to time differences, exchange of information, and continuous training are significant elements in successful remote management teams.

Creating proper organizational context and culture for remote management means combining suitable tasks, positive attitudes among staff and managers, familiarity with IT and a favorable organizational ethos. More traditional, hierarchical structures tend to equate physical presence with work, and see the empowerment implicit in remote management as an unacceptable loss of control and status. They face a more daunting task in addressing eWork, as do those companies where regular onsite meetings form a key part of the corporate culture. (http://www.enterprise-ireland.c om/ ebusinesssite/ guides/e_works_guide/e_works_guide_p5a.asp)

Pros and cons of remote management: Some advantages and disadvantages of remote management can be identified from employee's perspective. The main advantages include improved job satisfaction and quality of life , reduced commuting time and associated costs; a better balance between work and home life, leading to reduced work stress, illnesses and sick leave; and reduced costs associated with the intangibles of working life - for example, professional clothes and accessories, car type and size, grooming costs, office lunches, etc. The main disadvantages include potential for isolation and loss of motivation; more limited career development opportunities-"out of sight, out of mind" may mean a lack of training and promotional opportunities; fear that home-based eWorkers will be given more routine tasks while office colleagues get the interesting and rewarding work; and conflict between home and work leading to increased stress. (http://www.enterprise-ireland. com/ ebusinesssite/ guides/e_works_guide/e_works_guide_p5a.asp)

CONCLUSION AND RECOMMENDATIONS

The study has analyzed the future identity of management as an academic and professional field in the context of broad systems perspective. It pinpointed major universal transformations affecting management thought and practice including globalization, democratization, privatization, and technology and knowledge revolution. It is assumed that management should be totally revitalized in the light of emerging realities. A new theory and practices of management should reflect its ability as a dynamic open socio-technical system to adapt to and cope with universal transformations. The study has suggested the so-called remote management, which represents its new identity in the context of high-tech, and knowledge centered world. Remote management is based on broad systems view and integrated, mutually reinforcing, complementary public/business administration interrelationships. No significant difference should be made between public and business

administration in performing their functional roles since both of them are considered as mostly technical and professional entities.

Remote management assumes total and comprehensive restructuring of management thought and practices based on futuristic vision of its functional role within the context of digital society. Current and foreseeable realities require transparent, responsive, adaptive, dynamic, broad-minded, interdisciplinary, and systematically developing management thought and practices. Research and studies are vital tools for comprehensive and continuous management development. Academician's as well as professional practitioners of management share the responsibility for the advancement of management integrated faces (theory & practice).

Remote management is an emerging piece of thought on its future identity. It assumes drastic change in management philosophy, values, concepts, and practical implications. It emphasizes mutual public/business administration support and complementary functional roles. Therefore, management education programs and institutions should be restructured accordingly to fit futuristic developments in management thought and practice in a highly dynamic environment.

Remote management requires huge and increasing capital investment both in human and technology and knowledge and information systems. It exists amidst era of rapid technological and related human resource development, which absorbs large budgets. Features of remote management include diffused structures, remote systems of control and space locations, human and technology capital investment, and new code of ethics. Practical observations, experience, and evidence showed gradual transformation of management thought and practices in this direction. Such transformation has taken various forms such as transparent, technology -centered, restructured, and dynamic management adaptations. E-family forms and mechanisms (e-government, e-management, e-commerce, e-economy, etc.) are gradually wide spreading and universally applicable. These forms of e-family are integral parts and significant steps on the long way of emerging remote management.

This study presents some recommendations that may facilitate the movement towards remote management as a promising futuristic model of management thought and practice. First, new management thought and practice should be based on integrated systems perspective of the discipline and profession and incorporation of public and business management. Traditional narrow-minded public/business negative views should be totally dismissed. Common public/business management roots and grounds are becoming much more than their differences especially in the light of current and expected realities. Second, research and studies should emphasize futuristic rather than traditional issues in management and related fields. Academic and field studies and research

should tackle up-to-date issues such as e-family topics, globalization, privatization, democratization, transparency, technology and knowledge and their impact on management thought and practices. Third, comprehensive restructuring of management educational and training programs, institutions, research and studies should be undertaken by means of strategic planning, futuristic thinking and vision, and environment analysis. Fourth, incorporation of macro-societal and universal changes into the field and profession of management by means of making the appropriate adaptations to enhance management identity, growth and survival. Fifth, developing universal codes of ethics to cope with new era host variety of issue, problems and relationships. Globalization and technologization of the world have created unprecedented dilemmas that require not only government actions and regulations but need universal codes of ethics to face new era problems.

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