

NPTEL
NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

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**Lecture 53: HRD, Organizational Learning, and
Learning Organization (Contd.)**

So welcome to the next session that is the third session of 11th week. And here we are going to discuss about some other issues and now we are moving from organization learning to learning organization, that how in our issues an become a learning organization, and then we will also discuss some of the characteristics persistence which has been developed by people related to learning organization.

If you remember we just discussed about certain issues related to organizational learning okay. That how you move from individual learning to organizational learning, what are the enablers of organizational learning at the organizational level, how why you need to create an organizational management system and organizational management system. And then you have to see that you adopt the systems approach to ensure that you are going to use organizational learning to create better knowledge for the organization at the organizational level okay, adopting knowledge systems.

And then adopt a strategy to ensure that you are going to be effective and performing well as an organization right. So with this we also discuss that what could be the enablers for organizational learning in terms of systems, culture, processes, leadership and these kind of things. And then you also need to bring about this in very based upon the feedback. So with this backdrop now we are trying to look up to the next topic that is how to become a learning organization okay.
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Session 3

Conceptualizing Learning Organizations

So first of all we discuss about what is learning organizations and in the next session we will talk about what does it mean to become a learning organization, what are the systems and perspectives related to learning organizations right.

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Dichotomy of OL and LO

	Descriptive writings on organizational learning	Prescriptive writings on the learning organization
Key question	How does an organization learn?	How should an organization learn?
Target audience	Academics	Practitioners
Objective	Theory building	Improving organizational performance
Source of information	Systematic data collection	Consulting experience
Methodology	Rigorous research methods	Rough case study and action research
Generalization	Aware of the factors limiting the generalizability of research results	Tendency to overgeneralize a theory to all types of organization
Outcome of learning	Potential behavioral change	Actual behavioral
Relationship between learning and performance	Can be positive or negative	Taken to be positive



So we are moving from the organizational learning to learning organization right. So OL to LO that is how we call it that once you adopt certain processes, then there is a possibility for you to become a learning organization okay. Now one thing that I would like to tell you that learning organization is not the Indian itself okay. It could be an intermediate outcome okay, an organizational learning should be treated as a process okay.

So if organizations learning, then there is a possibility of it to become a learning organization. And in the process you have to continuously learn, create systems processes, structures, so that you remain and continue to become a learning organization. Otherwise, the moment you are not learning as an organization there is a probability that you may not become learning organization, and you stop becoming learning organization.

So that is why we say that the learning organization could be an outcome of organizational learning processes, but it is an intermediate outcome right. So with this introduction we are going to start and discuss about some issues related to this one. So as I mentioned the first point is that organizational learning is the process of becoming a learning organization right which is not an end itself, but it could be an intermediate outcome.

Now so, basically if you look at OL it is you are going to engage in certain activities of learning and certain processes by which organizations are going to reach the ideal of becoming a learning organization okay. Now it depends upon what kind of activities and processes you adopt as an organization okay, through the experimentation, through evaluation, through having a knowledge

way in systems okay, and all kind of things which helps you to become a learning organization right.

Similarly, we call it a process right, and through this process you could remember we just talked about it, that you are trying to create organization knowledge okay. So you are going to shape and build organizational knowledge system in the organization which is going to help you to become a learning organization. And then you adopt a strategy to ensure that you are able to achieve your goals and objectives okay.

And finally we have to see that how they are going to be different. If you look at some of the right things, it is based on research paper, some of the right things that has happened in the area of organizational learning, and then writings on the learning organizations. So we call it a dichotomy of OL and LO, we do not call it the different between OL and LO okay. It does not mean that organizational learning is something a learning organizational something else.

So one is a process which leads in organization to become an learning organization. So it is an antecedent and it could be an outcome right. So some of the criteria that is used is like what is the equation, in case of organizational learning we have to say that how we are in organizational learning okay. Learning is that how should an organizational learning. So you have learnt that in order to be better and better right.

Target audience organizational learning basically when you try to look at it that it is basically looked at by the academy in the since that you will find papers articles and they try to deal or try to capture the kind of system and process that is going to favor okay so it is heretical but when it comes to learning organization it is based on practice in the since that organizations are going to adopt those systems in practices to become learning organizations right.

So objective here is that so organizational line learning or trying to build theory okay which need to be examined okay to see that how organization could be used these things in order to improve their performance right the source of information from learning comes from the data to you need to go observations other process to find out how organizations are learning okay.

Learning organizations based on culture thing experience you try to tell them this is how you can improve your behavior in performance right the mythology is used uses certain research techniques and here you try to use action research based action research is based on activities

okay these are the things that need to be done in order to become in that in the organization or you can follow certain cases studies or equations which are doing well and performing well on a continues bases and see what kind of systems and practices they are adopted.

So one is deductive and one is inductive now when it comes to generalization actually you know that yes any research result is having certain limitations in terms of generalizations but in case of learning organizations probably try to generalize and we say that okay if you are going to adopt this systems in practice all kind of organizations are going to be learning organizations but that is not correct.

So you should not go for over generalization of theory into practice because depending on the nature of organizations the characters system environment that it is facing the systems and practices that it has to adopt has to be different in order to become a learning organization right and if you look at the actual outcome that is supposed to be there in case of learning organization you really see the changes there okay.

And here you try to find out okay what are the potential behavioral changes that is slightly to happen if these kind of systems in process the order adopting so one is the process the other is not an outcome right and if you look at the relationship between learning performance in case of organizational learning it would be positive or negative and learning organization has to be positive because if there is no change in behavior and performance then the organization cannot be called a learning organization.

Okay so based on this criteria we try to understand the dichotomy between organizational learning and learning organization.

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Learning Organisation

- *“the learning company or organisation is not a defined end state.*
- *It is the journey, not the destination. As Carl Rogers put it ‘we are all in a process of becoming’.*
- *Hence, organisations that embrace learning commit to an ongoing process.*
- *It would be a contradiction in terms to say ‘We are now a learning organisation – we’ve got the plaque on the wall – what’s our next project?’*

Hughes, M., (1995, March), *Propagating the Learning Organization*, *Finance*



Now we are moving further to discuss about their issues and try to defined what learning organization is actually that is what I was trying focus up on the learning company or an organization is not a defined end state it could be a intermediate state okay because you need to continuously improve and innovate yourself in order to remain as a learning organization and that is point which I was trying exercise up on okay so ultimately it is the journey not the destination right and there is a author who says that we are all in the process of becoming that is learning okay.

So the idea is that you need to continuously learn when at the individual level also we try to continuously upgrade your knowledge right our experience is our skills so in that way remain viable right the similar thing can be said about the organization so organization are also in the process of becoming trying to be more efficient day by day that to improve their systems try to be more productive and invocative right.

So the movement you stop you will not be called as learning organization right moving to the next statement so organizations that enhance learning commit to a non going process so it is a cyclical process so you are going to continuously improve and innovators and that is why it is none going or cyclical process and right moving to next state okay once you have raised your particular stage or you have achieved your goals and objectives you are not going to stop it means it would be contradiction in terms to say we are now a learning organization we got the

plaque on the work no if you look at the top performing companies the line keep on changing right.

So once you have reached a mile stone then you look for over to the next what is next but would be your next project what would be your next system in process that you want to innovate okay where you want to improve and that is how you continuously go up to one and doing with them right and that is where you are going to be called a learning organization right so this has been taken from outsource talked how you can propagate in organization to become a learning organization.

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Garvin on Learning organization

- Garvin believes that a Learning Organization....
- Achieves continuous improvement through organizational learning
- Transfers knowledge and modifies its behaviour to reflect it, and
- As a whole must learn in order to manage change and ensure sustainability



And then you are moving further and we are going to talk about and the author who has done lot of work especially on learning organization that is Garvin and he said that a learning organization achieves continuous improvement through organization learning, so what he suggest that organization learning could be a process through which you are going to be called learning organization or you can improve your systems and process to become a learning organization knowing further.

if you look at this it means that you need to transfer the knowledge and modify your behavior to reflect it and finally as a whole must learn in order to manage change and ensure sustainability, so the issues here is that if you are going to perform well on sustainable basis only then you try

to remain the learning organization okay, and for that you have to see that how you are going to make which of knowledge transfer it modify it in order to change behavior and that has to be reflected in the performance and the way of the people right.

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What is a Learning Organisation?

- *"The essence of organisational learning is the organisation's ability to use the amazing mental capacity of all its members to create the kind of processes that will improve its own"* Nancy Dixon, 1994
"Organisations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to learn together"

- an abstraction
- pundits' concepts
- introduced into imperative language
- **Contingency view**
- responsiveness to forces & environment developments
- otherwise we atrophy & die
- supply-chain learning
- be excellent, bright & successful



So what Garvin say is that than others steps that other concepts that is to be looked into so somebody say that it is an abstraction okay it is something that is not available in the concrete form but this is miss more it is not so because you can see organizations continuously flourishing developing trying to innovate their products in process and they have been very successful in the market, so it is neither abstracts of under concepts okay but it has been introduced actually to see that how you can complete.

On a regular basis and on a sustainable basis that for time can say and it is possible only w are going to responsive to force the environments you develop yourself you create atrophy right, not indicating atrophy past your atrophy and then you see that how you have developed the system of learning that is what you called supply change learning okay it means that people are going to continuously learn and that is where you have your own from the HD that they have to ensure that they supply chain of learning continuous to be there okay.

So that people are going to away excellent bright and successful in order to ensure that they are able to respond to the changes to the environment and the developments that is happening there and the end you are going to create atrophy that is a negative word and then your negative

sustain to market and that is why we will find that let us organize since which are been doing very well in the past there is not exist today.

Because they have not been able to continuously improve and innovate themselves right, so this is what there is a statement from next some he says that the essence of organizational learning is the organize ability to use amazing mental capacity of all it members to create the kind of process is that able to improve one on its own so he is emphasizing on the process is that we used to learn as in the organization to increase the capacity of the people and that is how you are going to use certain process.

Okay for improvement right and the statement is there from then him only that he says the organizations where people continuous expand that capacity to create the results that truly decided it means that people have to be continuously improved improving their competencies to create or ad value to the organization right, so they have to be creative there to innovative right so and this collective aspiration which is part of organization learning okay.

Is going to be free and where people are continuous continuously learning to learn to get okay, so when comes to individual learning you are it is not only individual learning but it is also related to collective learning okay which is a process in organizational learning and that is how you are trying to be more creative in the process to become a learning organization so after this definition of how we are going to move to from learning organization learning to learning organization we try to define.

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What is a learning organisation? (1)

- An organisation able to adapt and compete at low cost through learning
- Common definitional ground
 - **multi-level concept**: individual-team-organisation
 - **role of learning cultures**: beliefs, norms and values supportive of employee learning
 - **specific HRM policies** supportive of learning culture



Something that is related to learning organization who which organization becomes learning organization okay and organization is able to adopt and complete at low pass through learning, so you learn that how you can complete in the market by adopting a strategy that is low cost leadership right you will find many example here okay like so their lines some of the you will find not only airlines but other industries also not only in navigation in common industries you find.

That they are this is this have engaged in low cost leadership they have been able to capture the market and continuously growing and developing okay irrespective of the field you will find that those who are going to provide goals and services at low cost they have been able to achieve success in the long term right provided they are able to do it on a continuous basis right one example that I can give here in those examples south west airlines.

Since last 40 years it has never lost which has been continuously making profits it is a low cost cheaper line okay, and it is one of the best service company in the world okay, in India we will also find these kind of examples which are flourishing on low cost leadership right, some of the airlines like Spicejet, Go indico and some of the poor out layers like big bazaar okay, so they have been trying to do well and continuously trying to change systems and processes to remain at low cost reduction whether it is not possible for them to grow and develop, okay.


So it is multi level concepts okay, it could learning at the individual level of group level and organizational level that might happens okay, and then you have learning culture in order to

become and altering organization okay, and then once you have set of supportive systems and practices in the form of HRM policies which is going to create a learning organization right.

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What is a learning organisation? (2)

- Tradeoffs in organisational design
 - stimulate dynamic properties / provide stability in the organisational structure
 - standardisation/routine versus mutual adjustment/innovation
- Scientific and technical skills
- deal with an employee participation constraint to innovation in order to avoid conflicts between vested interest in the organisation
 - characteristics of the innovative idea
 - socio-demographic characteristics of the workforce
 - soft skills
 - group processes
 - customer focus
 - transparency and fairness



Moving to the next part related to characteristics of learning organization that you have to go for some kind of change in their structure and processes okay, tradeoffs in organizational design okay. So you have to see that what kind of systems in processes you are going to adopt which is going to be more dynamic in nature where you will find that it is a better interaction, coordination integration of activities along the structure of the organization that is more important.

So you go for restructuring your organization okay, and you also find that what kind of things are possible in terms of doing certain things through a standard operating processes okay, aware where you are going for certain adjustments accordingly you are going for integration, coordination of the activities are with that you are going for some kind of flexible arrangements in the system for innovation, because you know that one organization you can adopt certain processes which is going to be mechanical in nature.

But while certain processes could be organizing for example a manufacturing system could be standardized okay, but at the same time if you look at R and D system it could be organic in nature okay, which will allows you to have more flexibility better adjustments across people right. then you have to see that how you are going to make you skills of the people okay, so the

idea is that you are going to deal with a employ participation okay, the extend to which people are going to be party to it, right.

Especially when it comes to R and D our innovation and make sure that the potential conflict of interest does not happen okay, so you need to say that when you people are going to be innovative and try to continuously improve products and processes it is facilitated right, so you also need to create certain enablers and that is where you have a role and R and D professionals right, you examine the so much social economic characteristics you see that how you are going to develop soft skills, behavioral skills.

You have to build a grow processes are you going for team building precise you make sure that people are more focus so far as trying to see that how they can go for customer delight, customer satisfaction and make sure that you have a system and process which is very, very objective for here and just and transparent as well, right.

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Learning Organization

"A model of strategic change in which everyone is engaged in identifying and solving problems so that the organization is continuously changing, experimenting and improving, thus increasing its capacity to grow and achieve its purpose."

Rowden R.W. 2001, The Learning Organisation & Strategic Change, S.A.M. Advanced Management Journal, Summer 2001, Vol 66, Issue 3 pg 117p

Learning Company is an organization that facilitates the learning of all its members and continually transforms itself. "

-PEDLER, 1991



So these kind of things are going to create learning organizations okay, so it is, it has been identified as a model of strategy change where everyone is engaged and identifying and solving problems it means that everyone is going to be innovative in the process right, and that is how organization is going to continuously change experiment and improve and this results in


increasing its capacity to grow and achieve its purpose. And this has to happen on a regular basis then only an organization could be called a learning organization, right.

Rowden on learning organization strategic change, so a learning company is an organization that facilitates the learning of all its members and continually transforms itself, so from individual to organizational learning and then you move to become a learning organization right that is statement from PEDLER okay who's in authority and learning organization.

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Why the Learning Organisation?

- Learning is essential to provide rapid continuous change
- The competitive advantage of learning quicker than competitors
- Increasing the rate of change
- Increase in creativity
- Organisations success depends on engagement and learning at all levels of the organisation



Now the question that why should organization become a learning organization right see if you are not going to learning a learn o a continuous basis what will happen? Yu will parish you will lose identical existence in the market okay you may be a top performing company but tomorrow may not be there in the market, so it is necessary to go for continuous changes right so unless you learn you can go for changes right.

Similarly you cannot achieve competence the advantage okay, if you want to remain height of the competitors then you have to often new products new services you have to reengineer systems structure process some cultures so if you are not going for that probably you are going to

stay you will lake behind compare to the competitors. Similarly if you are not going to change at the rate which other organization are changing say for example you're the product life cycle of your competitor of a particular product which you are also doing is say six month but you are going to bring a competitive product in one year.

So you are get up changes much are compare to your competitors then how can you except success right. Now if you look at the communication market most of this mobile phone companies are trying to bring a new product every year so if you are not going to follow them in terms of R & D innovative capacity and if you are not going to continuously improve innovate and come out with the new system and process how we are going to survey with the market and that is you have to increase the rate of the change you need to bring the product a lifecycle started to the extent possible and then you have to be more creative and that is possible for idem you are train in how to become creative how we are going to bring innovation and systems and process products and services and that is where and HRD also has a very important role to play.

That you are suppose to Facilitate with the process of creativity innovation by creating in aslant system having in a chat systems which is support in nature and also offering training and development intervenes. So that learning happens at all levels and organization that so you need to plan intervenes not only at the individual and both level but also you can go for organization intervenes okay for development and change of the organization.

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Characteristics of learning Organization

- Provide learning opportunities & use learning to reach their goals
- Link individual with organizational performance
- Make it safe for people to share openly and take risks
- Embrace creative tension as a source of energy



So some of the characteristic says that yes it provide learning opportunities and you learning a use learning to reach their goals then you also link individual with organization performance in the process individual to group to organization and then becoming a learning organization and that also help you to see that how people are going to share their knowledge or ready to take risk okay for growth and development.

And these are some of the characteristics of learning organization okay and then you go and creative tension as a source of energy. You try to destabilize things in terms of systems, structures and processes. And that would help you to become a learning organization right. So you try to bring about a change okay, and once you communicate that it would create tension and then people will try to find out that what is the most effective way to finalize.

How it can make the system better, the best example I can give to national level you see that government has discipline to use that and reform that act system indirect act system sorry, direct act system whatever it is okay. So instead of having so to access not to bring one text, so it is going to trying to create a more effective transparent system using an technology enabler which is going to not only going to save time people which is going to be more creative and effective, but it is going to save lot of revenue for the people right and the business.

So the idea is that you create this tension in the mind of the people and then you try to see what could be the best solution possible and that is where the people are going to be creative okay and then continuously aware and interact with their environment that is also very important, it means you need to continuously scan the environment and see what is happened and accordingly you try to improve.

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Six Learning Disabilities

- I Am My Position
 - The Enemy Is Out There
 - Illusion Of Taking Charge
 - Fixation On Events
 - Delusion Of Learning From Experience
 - Myth Of Management Team
- Responsibilities
 - Blame Someone Else
 - Shoot & Aim
 - Everything Is Cause & Effect
 - Experience Is The Best Teacher
 - Management Will Save Us



Now I am going to discuss some of the related to learning which is called learning in the disabilities okay. Like I am the position the enemies out there illusion of taking charges fixing on events, delusion of learning from experiences, myth of the management team. So we will take up by one by one though the essence of this are there, the 1st is chose the responsibilities, enemies are something goes on you blame it others.

Illusion of taking charges you are able to do you are into it, shoot and aim. Fixing on events relate with event cause and effect relationship. And you think that people only learn with experiences and final thing that if nothing will happen management is going to save us no these are some of the myths or the disabilities related to the learning process.

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The Seven Learning Disabilities

1. I am my position. This leads to myopic and non-systemic views of the organization.
2. The enemy is out there. Flows from above, especially when combined with small group identification. We protect ourselves and have a narrow sense of self-identification. Others “screw up” and we have to protect ourselves.



So we try to discuss it one by one for example one is I am my position, this myopic are non system view of the organization okay and that is where it is lead to responsibilities. The next one the enemy is out there it come from the talk, small group identification. So the protector will say ourselves and have the narrow sense self identification. That means you try to blame others not yourself, if something goes wrong. It means you are responsible for that but somebody else is there

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The Seven Learning Disabilities (continued)

3. The illusion of taking charge. Too often “proactive orientation” means “fighting the enemies” to get what we want. True “proactive orientation” comes from seeing how our own actions contribute to problems.
4. Fixation on events. We see events as having one or two causes rather than seeing most problems as coming from slow, gradual processes.
5. The parable of the Boiled Frog. We react to sudden threats, but we are poor at reacting to gradual threats.

Then the 3rd level the illusion of taking charge okay, when you say that you are going to pro active that means that you are going to fight the enemies okay. So you have to have the proactive orientation, it comes from how our own actions contribute to the problems and that is more important. So these also called the myth, fixation on events do not try to examine cause and effect relationship okay.

Not necessary okay so we have our two causes as most problems as coming out from our process that is there then finally we have the parable of the boiled frog okay. if you put a frog in a water can and if you heat it up what will happen? There are two possibilities if you put in boiled water it would simply jump right. But if you keep it in a tin and start heating gradually then to a extent it will try to tolerate and adjust to changes that is happening in the water.

Once it moves to beyond a certain level and the tolerance level goes up and then probably we will try to make certain actions. So now the question is that which process you want to adopt? Something happens you try to react to it and then you try to see that whether the threat is coming gradually to you or not because suppose the water is going up okay. Heating up so you think that okay you can still mange the things.


There is no point to get disturb it is not creating a threat, so the threat is created only when you reach to a certain level where things are not manageable and then only you try to react it. So it is better to ensure that you try to see the problem so that you are able to be more pro active. Try to sense what is happen okay and how it is going to affect certain things, so look at that process and

whether there is need to change the process. Look at the system and try to find out and see whether this is correct or not okay.

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The Seven Learning Disabilities (continued)

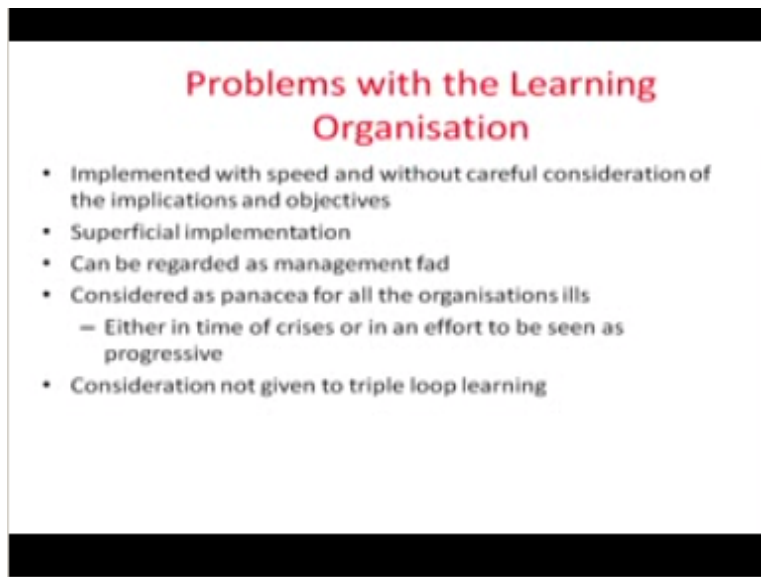
6. The delusion of learning from experience. We learn from experience, but critical decisions (changes) have systemwide consequences that stretch over years
7. The myth of the management team. Most teams operate below the level of the lowest IQ in the group. The result is "skilled incompetence"-- teams of people who are proficient at keeping themselves from learning, which should be accomplished through "Dialogue".



The delusion of learning from experiences, most of say that okay experience is the best teacher, it may be partially true okay but when it come to take decision and bringing about certain changes okay it may take a longer time and you have to see what can systems process, it is not only experiences that is going to be there but you have to see that how it is going to take shape right that is more important so you learning from experiences may be one thing but you also need to look at other things which is going to help in you in the process and then coming to the most expertise okay management team needs that not everybody is going to work at its best and say that it is going to create some kind of in competitions in the skill.

Because you find the some people are working some people are not working so those who are working they keep on learning and those who are not doing anything they become in competitors in the process so you need to ensure that everybody is trying to participate in the process okay so that you are not going to create any kind of incompetence among the people okay otherwise what will happen they would stop learning new things so you need to create a dialogue an interaction among the people to see that what needs to be done and let everybody participate in process okay these are the circum of the mist that I wanted to discuss with you.

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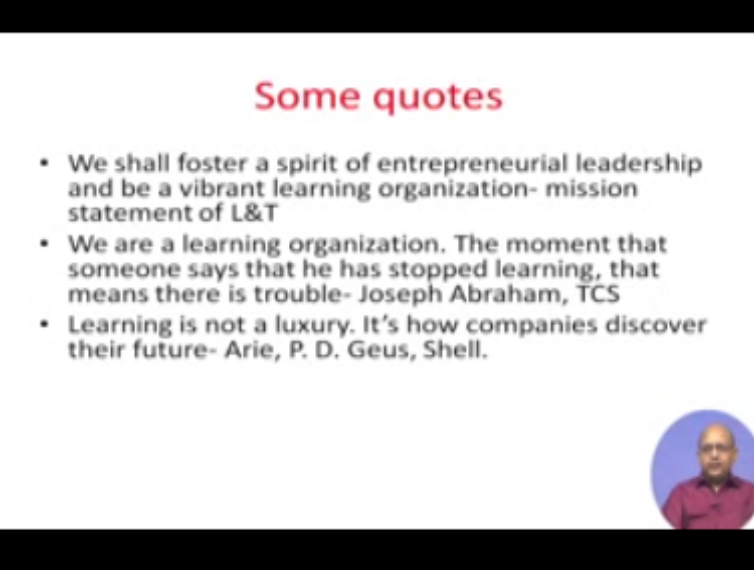
Okay relate to this one now what are the problems of learning organize here we have talked about lot and we say that it is something that is good and if you become a learning organization then you will have effectively you perform well in these kinds of things okay if you are not going to adopt implement your learning process to become a learning organization with KR and due consideration probably you will not be done right you cannot be learning organization so go in a hest okay and be careful when you look into the implications are becoming a organization and what are the objectives that you have been mind in terms of changing certain things system processors offering new products.

And services or whatever it is and accordingly you decide what is to be done and successfully those adopt those systems and processor which is going to be good otherwise which is going to another management fed and you have lot of facts in the literacy in the management and it could in the pride and then it is not going to work effectively and it is consideration for organization it means using that it is some kind of medicine which is going to help you to cure or your problems no and do not use it in times of classes or do not think that it is an effort to progress yourself right otherwise you have to develop the feedback system remember we talked about single loop double loop.

And triple loop single loop back system is here okay double loop you try to create a feedback system in triple loop you try to create a feedback system for everything starting with input process and output to ensure that you are able to find out what is happening and with that could


be done in the right way or not right and it is not which can be received as all managers and learning courses and learning organization and then your organization is going to be linear is the process system and process to lead with care to ensure that your organization moves to this direction.

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Some quotes

- We shall foster a spirit of entrepreneurial leadership and be a vibrant learning organization- mission statement of L&T
- We are a learning organization. The moment that someone says that he has stopped learning, that means there is trouble- Joseph Abraham, TCS
- Learning is not a luxury. It's how companies discover their future- Arie, P. D. Geus, Shell.



And finally I am going to in put some code for Indian origination and you can see that whether they are really moving towards mission analysis are not the statement of L&T say as that yes if faster relationship and be a vibrate learning organization TCS say that yes we are a learning organization the moment someone say that he has stopped learning it means that there is a trouble learning is not a luxury it s how companies discover their future share so these statements shows the importance of being a learning organization on a continuous bases right.

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LO systems, mechanisms and processes

Learning organisations are those that

- have systems, mechanisms & processes in place,
- are used to continually enhance their capabilities and those who work with it or for it, to achieve sustainable objectives - for themselves and the communities in which they participate.

What systems, mechanisms and processes?

Requires

- Trust, consistency, attitude of inquiry
- High levels of communication
- Concern for interdependencies & interrelationships




So you need to create a system mechanism processes right in order to become a learning organization that is what is very important so it requires first constituencies at enquiry good communication consider find out independencies and these kind of things and then it should have system and processes in place and then you continuously the individual of the group level so that selectively it becomes an organizational process to become learning organization right.

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**Learning as Innovation/
Continuous improvement**

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Now I am giving some example of Indian companies to explain else okay those who have been gone for innovation continuous improvement they are on the side I have not come for what you call continuous improvement in the systems and processors products and services so you will not find them many of them have already lost are in the process losing out right many of them are closed serving in the government support somehow okay but if you look at this organization you will find that many of them have been trying have been flourishing for the system bases.

And that is how they are trying to of good products and so look at HMT for example HMT in TIMEX one time arrival HMT was treated one of the best process but now you will not find them in the market time similarly about the other components so you will see that those organization which have been trying to continuously improve and note themselves have been doing better in the right thank you very much.