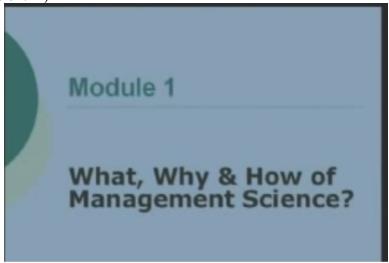
Under the auspices of **National Program on Technology Enhanced Learning NPTEL** (An MHRD initiative) **TECHNOVISION Educational Technology Services Centre** IIT DELHI **PRESENTS** A Video Course On **Management Science** BY Prof. Anuradha Sharma Department of Humanities and Social Sciences, IIT DELHI

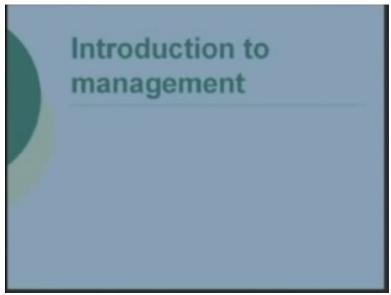
Lecture # 1 Introduction

We are starting our course on management science and in today's first lecture I will be discussing with you.

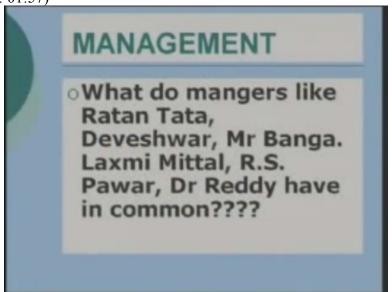
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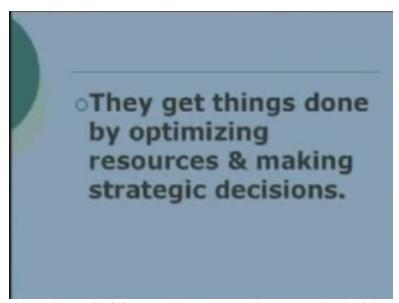
What, Why & How of management science? So that will be part of the introduction that we are going to have today. We had seen so many excellent managers and perhaps successful persons and we find that there is something very special about. (Refer Slide Time: 01:49)



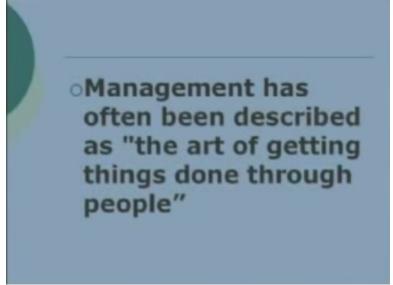
The managerial skill so in this today's introduction to management we are starting. (Refer Slide Time: 01:57)



With some of those what do managers like Ratan Tata, Deveshwar, and Mr. Banga. Laxmi Mittal, R.S. Pawar, and Dr Reddy just to name a few they have in common???? In fact there are many other mangers those who are equally successful I have just listed a few what is common? In them is that the managerial skill, managerial knowledge practice that they have. (Refer Slide Time: 02:36)

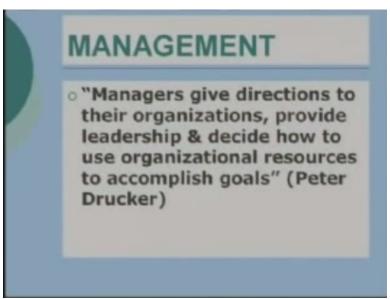


They get the things done by optimizing resources & making strategic decisions. And that is what management is all about today so management has often being described. (Refer Slide Time: 03:01)

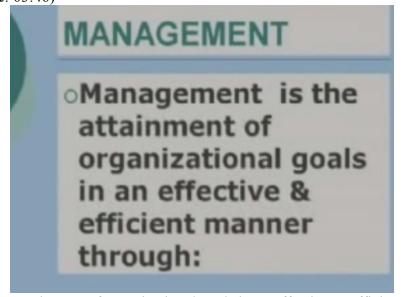


As the 'the art of getting things done through people' there are of course many definitions so I am just discussing one or two with you.

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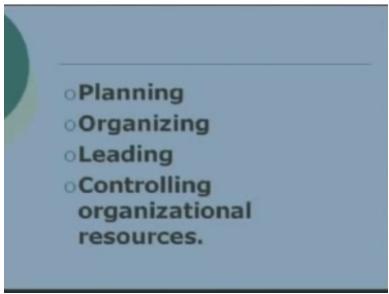


Managers give directions to their organizations ,provide leadership& decide to have their organizational resources to accomplish goals' whatever they want are this what (Peter Drucker) as try to explain management has their authority pedicle authority management. (Refer Slide Time: 03:46)



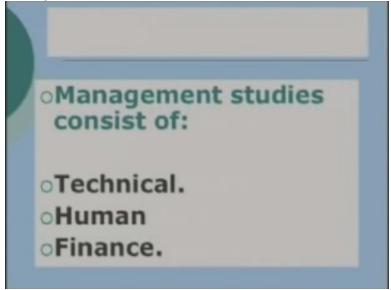
Management is the attainment of organizational goals in an effective & efficient manner through: a number of things and these are.

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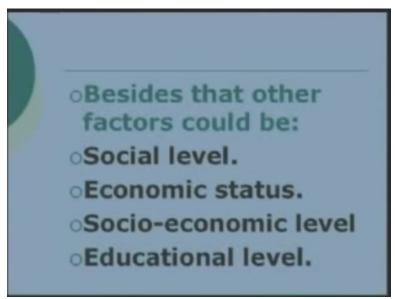
Planning, organizing, leading, controlling, organizational resources and optimizing the other organizational resources and management studies

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Thus consist of the technical aspect of management the human resources aspect of management financial aspect of management just they broadly three but then as we go on to discuss find there are many more disciplines like technology management, marketing management, information system there are number of disciplines of management.

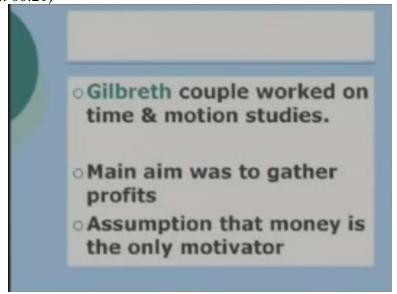
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Besides these other factors which effect management are they social level or socio- economic level we can say or economic status socio-economic level, educational level in a society, so there are management principles which we are using all over the world but also some specific designers there for different we can say different countries or they different organizations that may be little bit difference.

We are broadly discussing what happens as the management science all over the world and also the examples you find that all giving you know few examples, India some researches and some examples the practices India too, when we think about management science and the mange areal thinking they input came from many sources from many countries and many organizations and also during different times.

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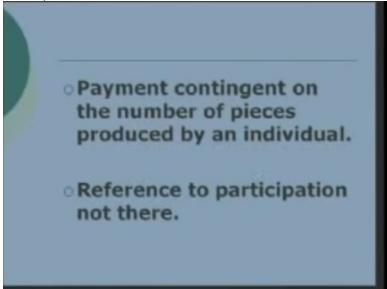


If you begin with Gibreth couple they worked on time & motion studies. The being of 20th century and they wanted to optimize resources to get better profit which even today managers you know believe that only, the best organizations is one that can make the best profit so they

started with that idea and at that time even today assumption in many managers you know managers thinking is that money is the only motivator.

But as we move on we find.

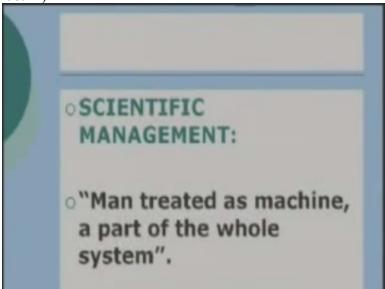
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That management science today as you know locked many inputs from various they can say introductions and when we go on to discuss further then we find that file he give his principles of management tailor gave teller listen and then we move on to the management like scientific management and the other management systems so in scientific management and perhaps know the examples which Gilberth couple they gave there the payment was contingent upon the number of pieces that people perhaps make are the that is why we are talking about money as a motivator.

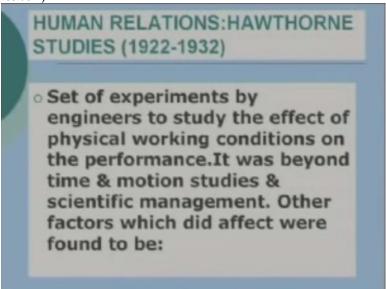
I hope you understand the piece rate and time rate system of payment so it began with piece rate system and this was the with reference to the participations of people.

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Okay in the organizations in terms of that piece rate system and then came this scientific management movement were demand was treated as part of machine or part of the whole system okay as a machine as part of the whole system we can put it that way in other words mans verse not consider as a performer as a human being but only as part of the system that the system effective. If all these parts are effective but then as we move on

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To development in the field of management we find that the human relations ideas scale and the Hawthorne studies were conducted say for about 10 years, 19 years 1922-1932 yes and from time in motion studies perhaps in Hawthorne studies the experiments they were trying to look at the working conditions.

So the set of experiments by engineers to study the effect of physical working conditions on performance was actually design and so it was beyond the time in most to studies and the scientific management the other factors which did not affect were actually found in this particular study because the study as you can see the time to look at the physical working condition.

In addition to the other time in motion study and other engineering input but they found that and new area of management came in the line light and.

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Which refer to? The issues of time at the type of a supervision leadership time communications group behavior concept of participation and so on Hawthorne studies as perhaps may be you have heard about it in some other context these were the experiments which were designed in a the Hawthorne plant of Chicago and of the western electric company in Chicago, and the idea we have already given you that we were trying to, they may trying to look at you know the physical conditions.

In addition to other technical conditions and the outcomes were that the some of these factors, which I am just showing the type of supervision leadership style communication group behavior participations they found that these are motivating potential and so if an organizations looks at the working conditions and some of these factors making it more effective is perhaps possible and so Hawthorne studies made an excellent contribution. To the understanding over all management system now I will draw a rotation 2 some of the eastern perspective or perspective I can say on management.

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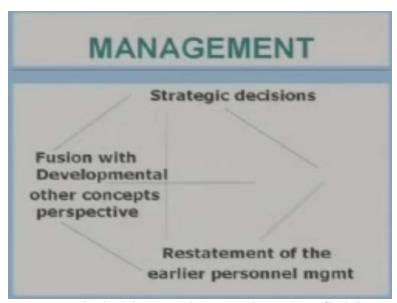
PARASHER says "that opinion should be taken from the participants in decision making. However, only those who are believed to be capable of decisive opinions should be involved in the process"

That the opinion by the PARASHER observation that the opinion should be taken from participant in decision making, however those who are believe to capable making decision or giving opinions, should be involved in this process, this is PARASHER. Said KAUTILIYA also contributed to management, in fact you know in his arthashasther. (Refer Slide Time: 12:39)

Consultation with a single minister may not lead to any conclusions. Two ministers might overpower the king by their combined actions but consultations with more than that (3 or 4) will certainly give satisfactory results in the decision making process".

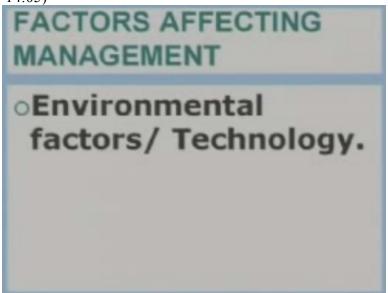
That is a document basically also on idea as an management, he talk about that the consultation, with single minister, may not lead to any conclusions, two ministers might over power the king by their combine action, but consultations with more than that, that means more than three or four PARAS. Will certainly give satisfactory results in the decision making process, so we can see that in India, we had the management input from various sources at different time, when we are looking at.

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Management, there are strategic decisions, we have to take and we find that we are talking about various procedure to management in which we have fusion with developmental issue, the and the other perspectives, there is a restatement of certain personal management issues from the starting and there are strategic management issues, so number of issues we have in the management science today.

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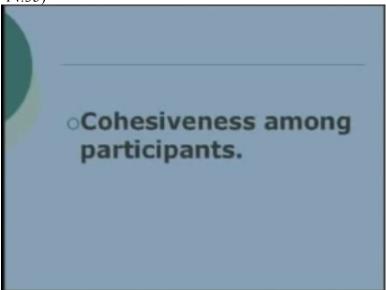


When we look at the factors which are faked, mangier thinking and the strategies that managers make, we find that number of factors is there for example and one mental factor and technology that we have to manage, one group of factors. (Refer Slide Time: 14:29)



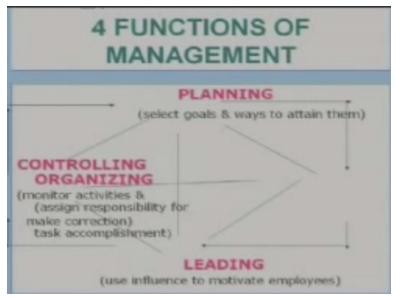
We have participants has another group of factors.

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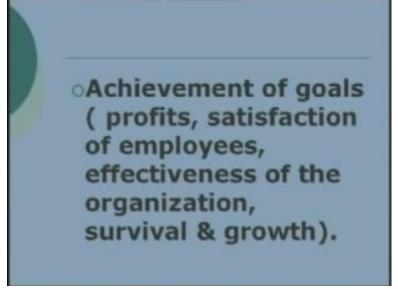
Then we have participants and how cohesive they are and how team is working that is important in today's style.

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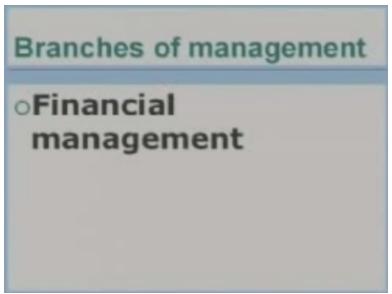


And so from here we move on to the functions of management. And we can see that function of management we have discuss the RTNO just, just short while ago, that we have planning, controlling, organizing, leading, some of the major factor you can see here, so when we look at managerial performance, manager has to actually perform on all these areas, when we are talking about managerial functions we also understand that manager has to optimize the resources, so for the best results we have to optimize the thethtical human furnisher resources.

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And so we can also say that achievement of goals profits, satisfaction of employees, effectiveness of the organization, its survival and its growth are important as the goals for manager for an organization, who is running an organization. (Refer Slide Time: 16:29)



Now there are number of branches, of management times, I am listing here a few, financial management.

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Marketing management, in financial management trying to optimize resources, whatever is they are contribution financial contribution and how do we make the best use of that, in marketing of course the product we have made, but unless we market our product in and I am talking about the work organization you know where we are producing something, the production organization, yes organization may be of different types, which we discuss later.

But I am talking but reaction organizations, where management is has the maximum Perhaps concern, so marketing is unless till know my product is sold, perhaps how will I get the return on my investment, so marketing becomes very important.

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Then the technology management again know in the productions system, we have technology, different types of technologies, this started with say the manufacture where they where PARASHERS know the technology was only the manual work and manual labor and handicraft, then we moved on to the types of the mechanical processes, and then the automatic systems and now the of course the robotics and so on.

Never the less, we have to understand that human being is an important component of this management systems, because whole organization are not automatic and not computerized and even if they are use still need you know some brilliant mans to actually manage those, so we have to see the technology management is extremely important, but that has to be also looked into as a system of performance.

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Then there is recent addition to the management system has been the introduction of information technology, and we have management information systems and that helps us in really designing our strategies and keeping may know the result oriented system for us. Another new aspect of management has been the international management.

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This refers to the globalization closes, that we have today, today the whole world know the business is going in such a way, that is just you know one countries manufacture is so only in some other country, and the technologies comes from somewhere manufacturing is done, elsewhere and you can see the globalization I am sure, every day you read that in the newspapers these days.

So when we are talking about international management, that has become very important and here the aspects that becomes extremely important is the culture, when we borrow a technologies from somewhere and this systems from somewhere and want to do something say out or in India, then the culture also becomes an important factor in managing the international organizations, so international management has also become an expertise and there are international business organization and industries and so on.

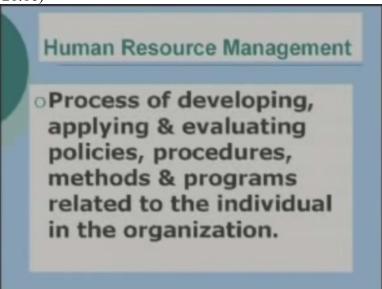
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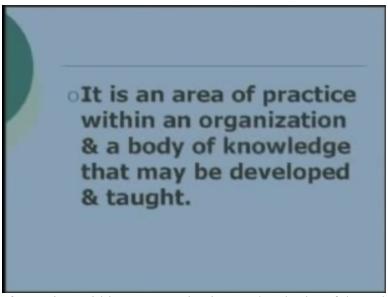
And of course human resource management which had being saying that this is important in many other areas to, and in fact one of the most important input and in India we have good population good human resources but we still need skill development and HRD for making an impact, but world is looking at India, because we have trained man power here, and they have the capacity to get trained also.

So this becomes an important aspect for management today, then this point let me also give you some idea about the human resource management.

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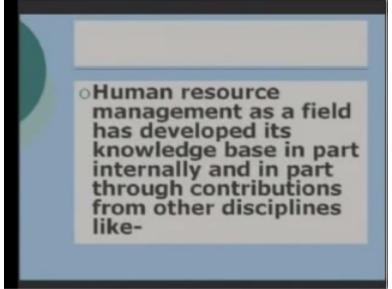


The human resource management is the process of developing, applying and evaluating policies, procedures, methods and programs related to the individuals in the organizations. (Refer Slide Time: 21:37)



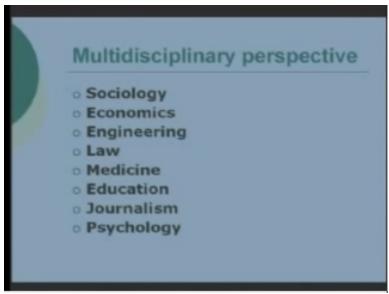
So it is an area of practice within an organization and a body of knowledge that may be developed and taught, so short while ago I was discussing with you that human resource management is becoming very important and we really need to train people in various skills and we of to do lot of effect in managing human resources for getting the optimum results.

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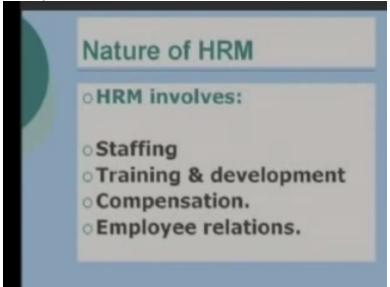
Now human resource management as a field has developed it is knowledge base in part internally and partly through contributions from other disciplines So there are many disciplines which are important in the management science in other wards we can say that management science is a multi disappear concept or subject. So they subject which contribute to management science again you know the list is not exhausting but of use subject and just trying to give you that many disciplines like:

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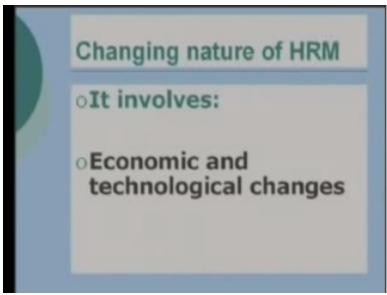


Sociology, economics, engineering, various aspect of engineering, law even medicine and of course education, psychology, generalizing all this contribute to abounded standing of management science. So management science is multi basically concept and the list is not exhausted there are many other subject which contribute to management science which during the course of my discussion may be this will appeared again when we are talking about it.

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I will show when we look at in the contribution coming from these disciplines we find that human resource management involves staffing, training and development, compensation, employee relations has some of the issues it also involves: (Refer Slide Time: 24:18)

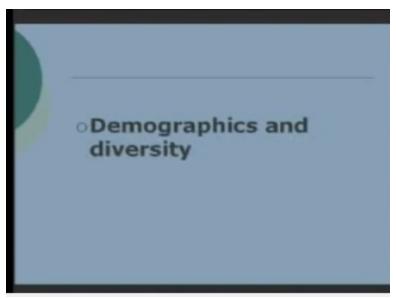


Economic and technological changes yes economic and changes might make some change in the human resource management strategy has well and so work force availability and quality becomes extremely important in the whole subject of management. Now we are also talking about growth in terms of the contingent workforce.

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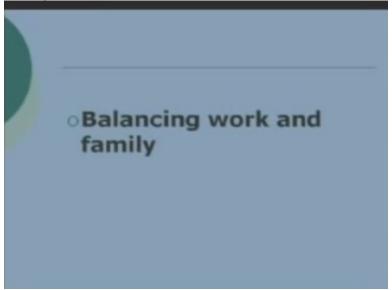


Which is there? (Refer Slide Time: 24:55)



And the demo graphics and the diversity at the place of work, we will be discussing some of these issues in our lectures.

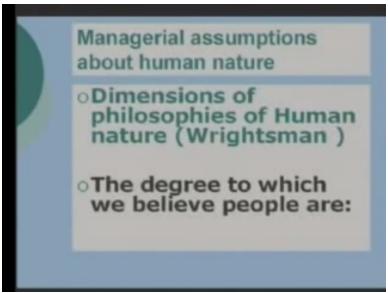
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We have to also balance the work family matching they off to do balancing otherwise we expect that we higher and individual for 8 hours and that is at but we forgot that when we are idling we are hiding the whole man and we are hiding that means the work and family interface has to be taken into consideration and this is we can say a new apology to managing today. Because if you believe that deposing will come here and if is having some problem with his family that might get reflected on is work performance.

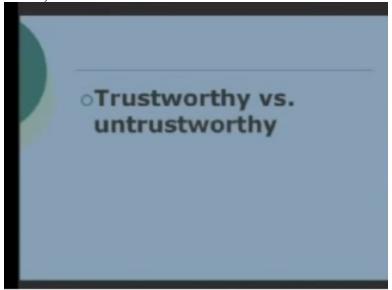
Therefore management and when we say optimization of his disaster we have to optimize the human resources also in terms of not only is a skill and in performance but also in terms of other issues like balancing work and family.

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So this brings has to the manage Ariel assumption about human nature managers when they are managing the organization they have certain assumptions about human nature and here the dimensions of philosophies of human nature given by writs man and trying to discuss his explanations that he says that managers belief that the degree to which we belief people.

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Trustworthy or untrustworthy so mangers have there is valuation in terms of understanding human nature like the easy trustworthy and untrustworthy. (Refer Slide Time: 27:15)

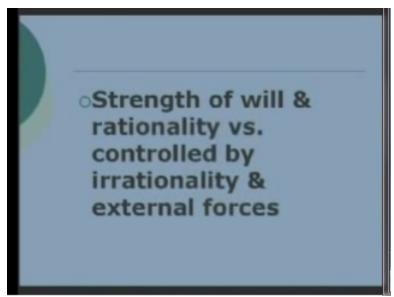


If is altruistic or selfish. (Refer Slide Time: 27:18)



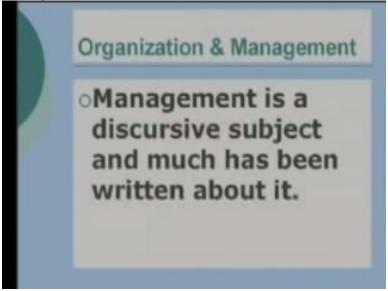
If we independent or self dependent the dependent is he can for mist to group known so managers think this way.

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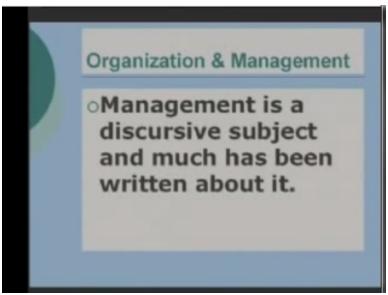


Then the strength of will and rationality vs. controlled by irrationality and external forces.

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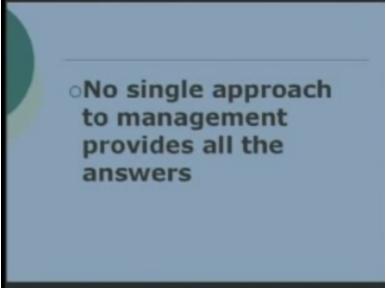


So some of these aspects are percent which managers thinking about human nature and based on which they develop in their manager the management, the managerial style. So the organization management when we look at management is really discursive subject. (Refer Slide Time: 28:14)



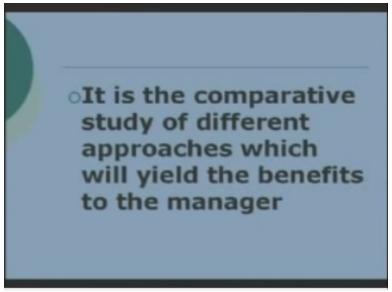
And mush has been written about it.

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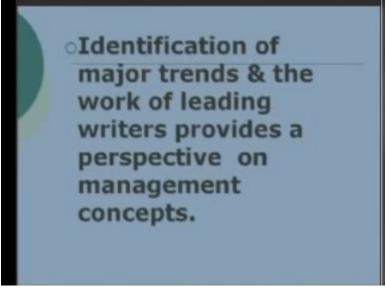
There are number of approaches and no single approach to management actual provides all the answers.

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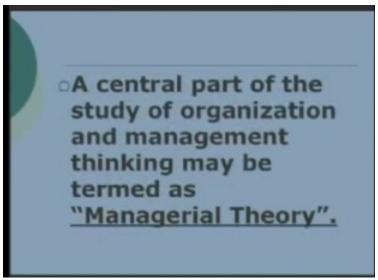


So it is an actually comparative study of different approaches which will yield benefits for the management and some of the approaches I am going to discuses in the next lecture. And we will see that how the comparative study of management gives has better then put for management science. So when we are looking at some of these major trends.

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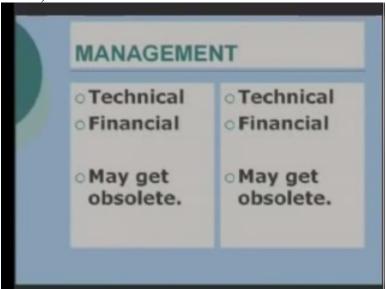


The work of leading writer's provider a perspective on the management concepts (Refer Slide Time: 29:22)

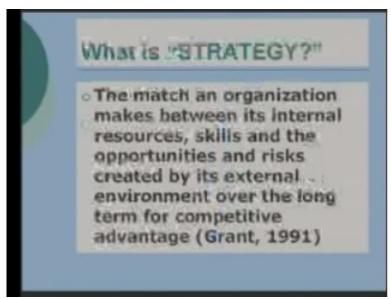


And a central part of the study of organization and management thinking may be termed as the managerial theory. So in our introduction basically we are trying to understand different managerial theories and this part of organization management perhaps wills the call has managerial theory.

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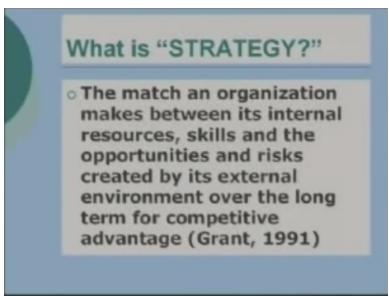
And here again in once again looking at the short of comparison between the technical, financial or aspects and we are saying the technical and financial aspects the might get absolute with time. (Refer Slide Time: 30:11)



However, this slide I just show to say that the technical and financial aspect the rules might change the inputs financial inputs matching and the financial strategy might change and so some what we are doing today may need in you lot of change tomorrow similarly when we are looking at the designer of manufacturing or we are looking at any other technical aspect in managing very soon.

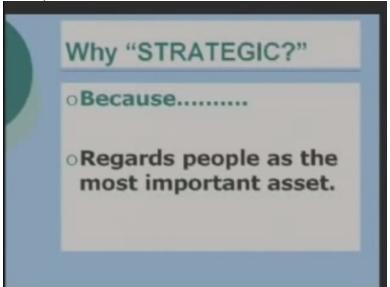
The technology might get possibility is there and as we are seen in past 20 years. That how past we are changing a technology and so the earlier mangoes absolute but human resources do not get absolute they get more and more value has they get the experience. That is why today when we are looking at management science at every step we are talking about human resource as part of that, that managing you know any kind of technical or any kind of an organizational management. This brings us to one on the will say the new approaches to management were we are looking at the strategic management issues. Even though I am going too discussed about this strategic architecture in one of my lectures but to give you an idea about the strategic management

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Strategic management what is strategy let me just give you, few words here strategy means that is the match of an organization that the makes between the internal resources skills and the opportunities and risks created by its external environment over the long term and competitive advantage so grant has given the finishing and I find this is very good in fact one of our books also have use this definition given by grant.

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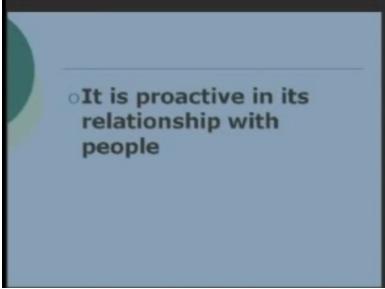


And so why strategic because it regards people as the most important assert will we looking at the strategic management it regards people as the most important assert. (Refer Slide Time: 33:04)

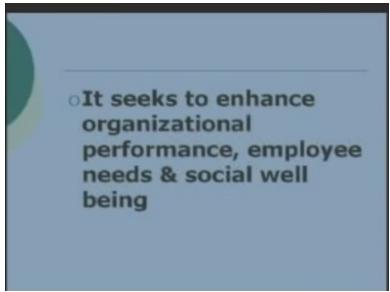


It involves all managerial personnel.

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It is proactive in relationship with people it is proactive in relationship with people. (Refer Slide Time: 33:23)



It seeks to enhance organizational performance, employee needs and social well being. (Refer Slide Time: 33:35)



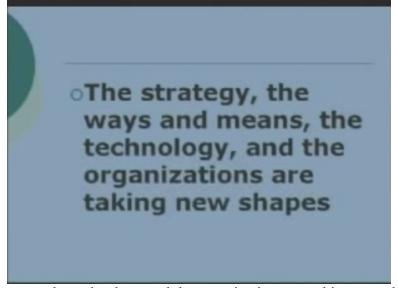
So from here we move to the new business paradigms I give you that, that finishing of strategic because in the new business paradigms we are talking about strategic management and the new business paradigm is changing very fast and under the changing business scenario, okay just the business paradigm is changing and under this we have you know different concepts so in just know in a few minutes I will, I will you to some of the concepts and later on we are going to discuses that in great details.

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So the basic underline assumption of business is getting altered in this case in this recent years and this strategic.

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The ways and the means the technology and the organizations are taking new shapes. (Refer Slide Time: 34:57)



And here some of the issues which I am going to highlight which managers need to implement as part of a there a day to day working perhaps as part of the new management sites concepts we can say that there is strategic flexibility.

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There is emerging strategic thinking, remember strategic thinking and the strategic is a not statics, we will discuss that sometimes later so here it is emerging strategic thinking. (Refer Slide Time: 35:44)



Business strategic over all business strategic, and which relates to the e business strategic today, and as I said my earlier section that we have management information system now and we have developed in some of these new paradigms so e business strategic is something which is for today's managers, then the issue of global competitiveness.

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Since we have a entered the famine of a globalization, we have discussed just now and so the global competitiveness becomes important so how to really need to know with these challengers that is one of the important aspects of the new paradigm, then in this we have strategic alliances mergers and acquisitions.

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For globalization, so many, many companies using that also in India now and this are one of the important aspects.

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Then comes the issue of innovation so management of innovation and development unless we have innovative minds innovative presses innovative if thinking and unless we have development of innovative thinking for people the new organizations may find a difficult to end the achieve the completion for today time so we have to see that I innovation is becomes important and if someone in comes with a idea we have to welcome that other than saying that we you know this to give you news so innovations becomes fix in a important factor.

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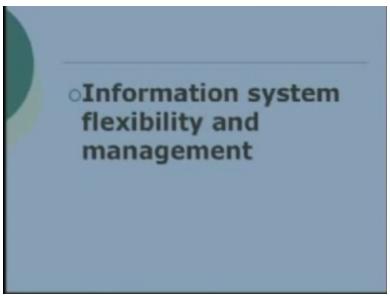
Then technology management and flexibility in that we already discussed technology management and flexibility related in to that.

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Then technology transfer is later at the issue that is important so we have technology transfer from, from on various we can say areas from other countries to India and within India maybe to other organizations and so on.

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Then we have the information system flexibility and management which we were discussed in e business we will discuss that so moreover less in an also talking about the same thing okay. (Refer Slide Time: 39:07)



That is a reputation here e business models and their applications. (Refer Slide Time: 39:12)



This is a reputation and then became to supply chain management issues in organization. (Refer Slide Time: 39:21)



They also have an important aspect today that is the knowledge management, so how much knew knowledge we can really, develop for a how organization, and for which are in the perhaps is very important issue for managing today's organizations we just cannot go on doing whatever technology we hide earlier we have to develop like we have we know many examples of new developments like.

We are when your car here you know the small car project is coming it is all innovative all Indian and it is a, is for you know people of India at quite in allow social level also this is also this is what in a view here I one of the innovative you strategies being done in India but there are many, many examples like that so knowledge management.

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Becomes extremely important factor then also manufacturing flexibility is important and this.

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Takes us to the flexibility in quality management and quality they know that quality is an important aspect of overall performance which we will need to the competitiveness and competitive advantage unless we can reduce are products which are quality, which are quality base, okay we cannot really complete in today's environment so quality and this production we need to put in flexibility at every level.

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Then we have also the issue of flexibility in the service sector. (Refer Slide Time: 41:33)

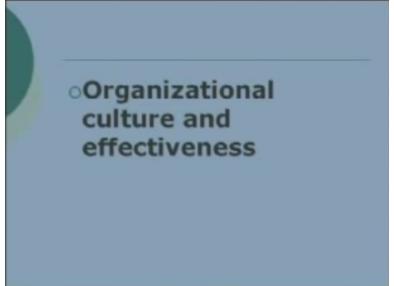


Then the business operations (Refer Slide Time: 41:41)



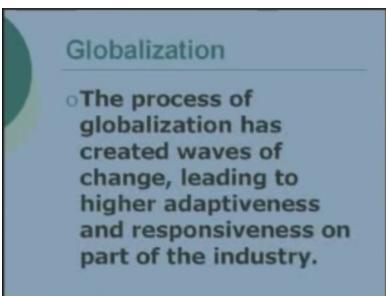
Then the issue comes of organizational learning and flexibility, and every organization, develops you know some knowledge, for itself, some research and development, some knowledge management what we were discussing, so there are learning organizations, and there is organization learning, and we need to develop that, with our flexible mindset.

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Then important factor here also is, the organizational culture and effectiveness, short while ago, I was talking to you about international management, and I said when we, are taking the say technology from some other country, and the overall system, from the other country, there is some time difficulty, in terms of the organizational culture, because we have our own culture, different countries have their own culture. And based on this, the effectiveness of an organization might get affected, so we have to look at that.

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From here, the issue of globalization, once again, I m talking about, that globalization is actually the process of creating waves of change, leading to higher addictiveness, and responsiveness on part of the industry, so the process , you can see the global and globalization, when they go to different countries, and different environments, and this is what , you know we are trying to understand, that how do we create the waves of change, addictiveness, and responsiveness in this changing scenario.

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So the flexibility at various levels of management has emerged as a key factor in the global competitiveness, and in this issue of globalization, again. (Refer Slide Time: 44:17)



The strategic issues, in globalization, once again I will give you a few, ideas. (Refer Slide Time: 44:22)



Which are important, in relation to globalization, which are competitiveness, technology strategy and core competence? (Refer Slide Time: 44:35)



The core competence that means, which is the intrinsic competence of an organization, because of which that organization can survive, one has to look for the core competence of my organization, and then develop that, then we can really compete.

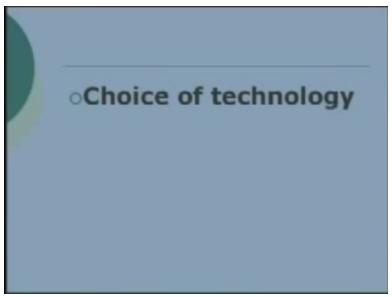
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Then the technology alliances and the privatization, issues are also important, these days, we are finding that the private sector, here is coming up in a big way, all non government sector, I can say, in a big way, and the technology alliances, we are finding that, they are now into almost every field, that we find in India, whether you talk about power, or we talk about real estate, or You talk about any other technology.

In electrical systems, you are talking about airports, you are talking about roads, you will find everywhere, that there are alliances and there are privatization, this is an important issue, of management, in today's context, then the choice of technology.

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The choice of technology, depends on the resources, the opportunities, that you have and we have to see, that what type of technology, do we need for a particular, situation, same way you I heard from somewhere, that there are manual brick making, is a sort of semi-mechanized brick making, it is automated brick making, and there are many automotive systems, that one could perhaps make bricks, like in thousands, you know in an hour. So the choice of technology depends on the number of factors, like what do you really require, and do you need to make those changes, at this moment.

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The issue of management of change, becomes extremely an important issue, so we are changing, from the time of handloom, and the industrial revolution, and we have moved down to different sectors of technology, and management, so we have seen that the management system, has changed from, in fact you know, management is there, so since humanity is there, but as the time changes, the system change, also the management system also changes. So management of change, becomes an extremely important factor, when we are looking at the issue of managing,

so from here, we once again, we look at the issue that we had, in the industrial revolution, some technologies came, and then the management thoughts from different corners, that we have already discussed, in India also.

We have, managerial thinking and looking at the eastern management concepts, in India there are those concepts, some of those, I have talked to you about, but then you know in the Japanese system., we have, a different kind of a management concept. So we have the quality circles, we have so many other concepts, and this has given them, real success in managing their technology, in a big way., so when we are looking at the whole concept of management, science, we are seeing that the inputs.

That are coming every day, and since humanity is there, and ever since the humanity revolution came, we are really going step by step, and moving into the industrialization. Today, India is doing extremely, well in terms of its technology management, an its overall management strategies, that is why as a result of that, we are finding, that India is developing, in terms of industrialization, and also.

We find that the, FII's and the other people, those who are FDI's, those who are wanting to invest in India, they are finding it comfortable, so looking at this introduction, to management, I was talking about in the above, we just had a scenario about happens in management and how, managers have their strategies. In addition to this of course, we have number of issues, in management.

Which we will be discussing, in our lectures, all the lectures are on different subject, we will be discussing about, how work motivation controller be enhanced, how an organization really give better opportunities by ,using the best leadership ties, say for example, transformational and empowering leadership ties ,or how interpersonal behavior , needs more attention ,than ever before, how ethics and corporate social responsibility. Become important factors, for today, and we are finding ,with the management of change.

The world is changing, and above all, we find, that there is need for, development of human resources, because if we really want to become competitive, and really want to make a place, in the global scenario today, the HRD becomes an important aspect. In our next lecture, we are going to discuss, about, approaches to management, in which we will find, that there are number of approaches, and number of school of management, which we need to understand, and as we were trying to look at today.

When I was trying to give you an idea about, managing, that no single approach, of management, can make us successful, because management has many things, at the same time, and so how we can, really understand the approaches. And how do we use, a consistent approach, and the strategic management, approach how do we really mean, so we will be taking up this in much detail, in our next few lectures. So another aspect that, I was trying to emphasize, in this introduction, is that diversity becomes an important factor today, and in this diversity, general issue becomes yet another important factor, we find that one of the surveys which appeared just a few days ago. It is suggesting in those, 500 fortune companies, there was a survey, that where women directors where there, even though their numbers is not very large, something like 14%, or that type.

But where ever women directors where there, in these companies, those companies, were doing much ,much better, so one of the most issues ,I can see is that , we have to look at the issue of diversity , and issue of gender , in the organization. These are some of the new aspects, that we have to look at from the management perspective, today, and from here, we are moving on to the next lecture, on the approaches to management.

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