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TECHNOVISION
Educational Technology
Services Centre
IIT DELHI
PRESENTS
A Video Course
On
Management Science
BY
Prof. Anuradha Sharma**

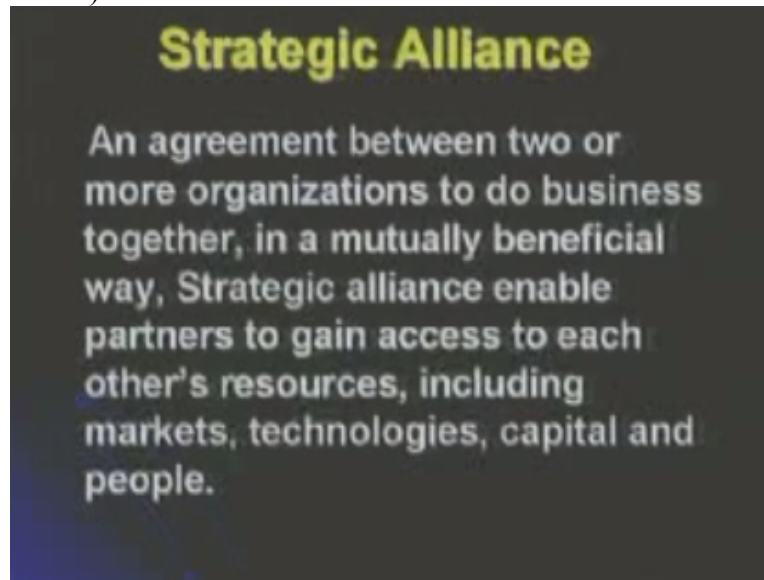
**Department of Humanities and
Social Sciences, IIT DELHI
Lecture # 20
Some Management Concepts
(Contd.)**

We are discussing some management concepts.
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And in the last two lectures in fact we have discussed number of concepts let us continue ,with familiarizing ourselves which some more concepts which will help us in understanding over all management studies subjects, and perspectives so from the last lecture we move on to the issue.

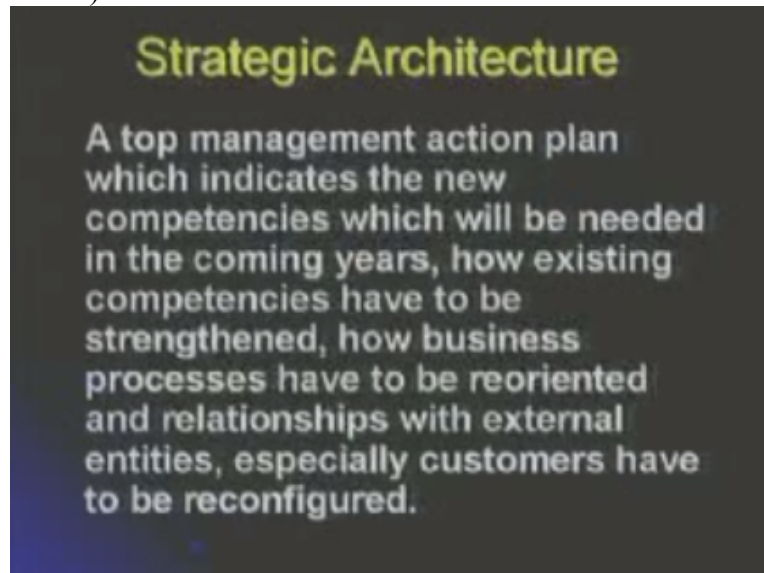
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Of some of the strategic we can say management concepts we have couple of them, so these strategic alliances when we are talking of strategic management we are talking about the strategic alliances, strategic alliance this an agreement between two or more organizations to do business together, in a mutually beneficial way so strategic alliance enables partners to gain access to each others.

Resources, including markets, technologies, capital and people this becomes important in today's world of globalization competition that sometimes the organizations start about their alliances from here we come to the strategic architecture.

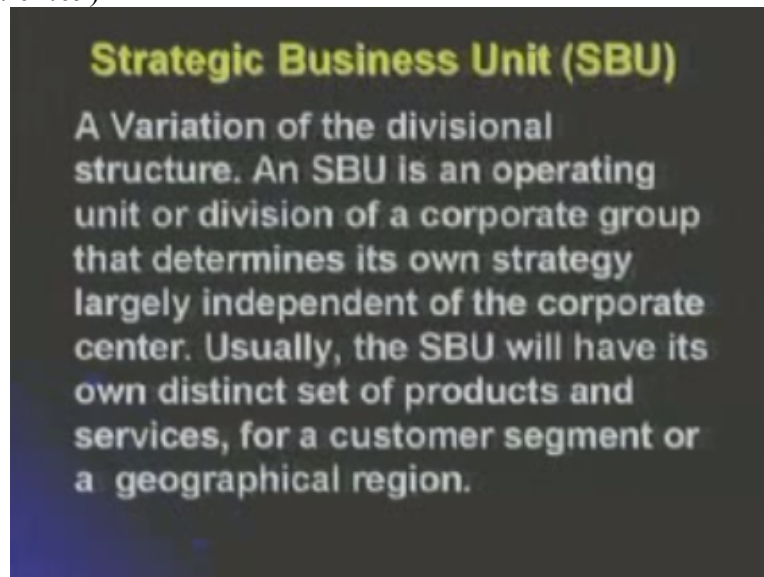
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Then we are talking about strategic management we need to understand this term strategic architecture which refers to a top management action plan which indicates the new competencies which will be needed in the coming years in future and how the existing competencies have to be strengthened , how business processes have to reoriented and relationship with external entities,

especially customers and others perhaps this as to be recognized and reconfigured so we are talking about the strategic architecture.

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And we have many examples of strategic architecture for examples, when we see that the commitment of people is extremely important okay, so the top management as to look into that perhaps that becomes an element of the decisions, then we move on to the SBU what we called as the strategic business unit very organizations has number of units and this strategic business unit is known as this is a variations.

Of the divisional structure of an organization and SBU is an operating unit or division of a corporate group that determines its own strategy largely independent of the corporate center. Usually the SBU will have its own distinct set of products and services for a customer segment or a geographical region so if I company as it is a head office in Delhi or Mumbai it may have the various offices say some remove to know areas.

And say in south west, east north anywhere and then looking at the geographical perhaps you know regional requirements there may be certain strategies for business then are discussing.

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Strategic Control

A strategic control system can be defined as a system to support managers in assessing the relevance of the organization's strategy to its progress in the accomplishment of its goals, and when discrepancies exist, to support needing attention. A strategic control system links operations to strategic goals. It aligns financial and non-financial information to support business decisions.

The strategic control refers to defined system to support managers in assessing the relevance of the organizations strategy to be progress in the accomplishment of its goals and when discrepancies exist to support needing attention a strategic control system links operations to strategic goals and it also aligns financial and non-financial information to support business decisions.

And we need this in order to have very good business management particularly again to know, I will repeat that in today's scenario.
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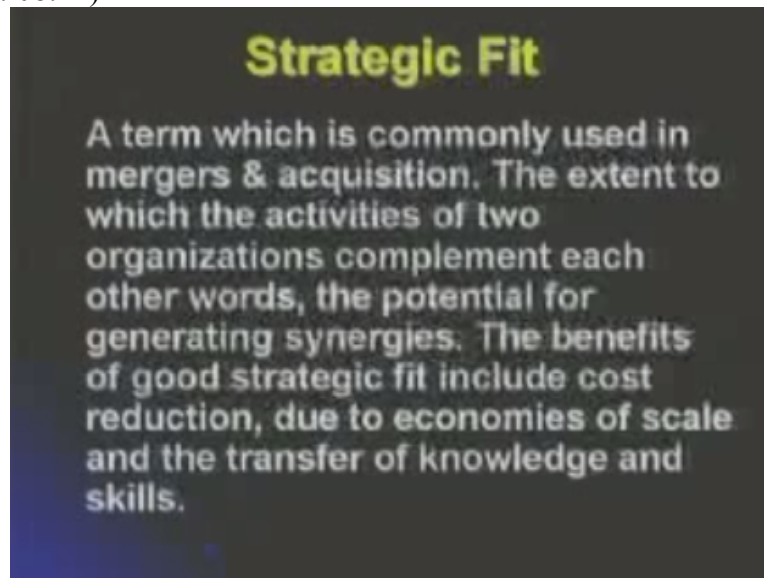
Stakeholders

Groups whose interests are directly or in directly affected by the company's activities. Stakeholders, employees, managers, creditors, suppliers, contractors, agents, distributors and customers, The local community can also be considered to be a stakeholder. Management of relationships with stakeholders has become an integral part of the CEO's job. This is becoming an important part of what is being popularly referred to as Corporate Social Responsibility.

Stakeholders we are talking about in an organizations that there are employees there are stakeholders there are decisions makers, we are talking about all the persons playing some roles and stakeholders when we are taking about this remain by stakeholders the groups whose interest are directly or in directly affected by the company's activities .Stakeholders, employees, managers, creditors, suppliers, contactors, agents, distributors and customers. The local community can also be considered to be as stakeholder management of relationships with

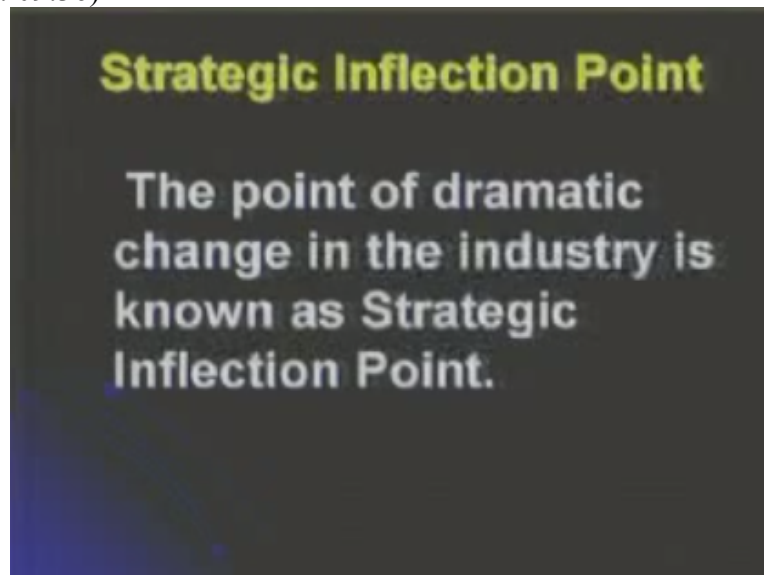
stakeholders as become an important an integral part of the CEO's job .This is becoming an important part of what is being popularly referred to as corporate social responsibility about which we will be discussing later.

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Issue of strategic fit is coming this strategic fit is a term which is commonly used in mergers acquisitions .The extent to which the activities of two organizations complement each other's and in other words we can say that the potential for generating synergies. The benefits of good strategic fit includes the main include cost reduction .due to economies of scale and due to transfer of knowledge and skills so we may have the strategic fit where we may share knowledge and we may to know lot of a implementation ,experimentation and deciding about certain business strategy.

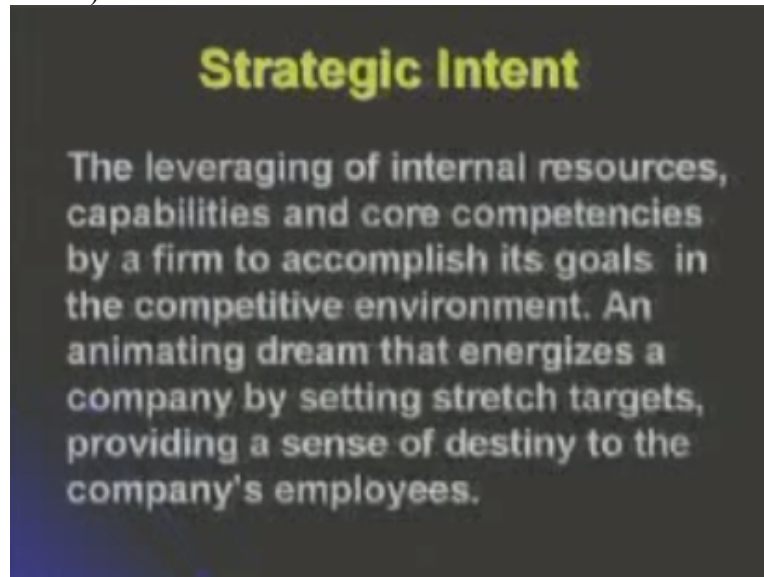
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Strategic inflection point this is a point of dramatic change in an industry that is known as strategic inflection point we discussing this because in this erratic of strategic management we

need to acquaint ourselves also some of these concepts because there is something we can say additional today literature of management when we are talking about the strategic management concepts.

And so have I said luster in my last lecture the objective of discussing all these is o paint of picture or to present a sign some sort of a view to you so that you may be able to understand that in term of management what concepts are becoming more important these days so we move on.
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The strategic intent now strategic intent we mean he leveraging of internal resources, capabilities and core competencies by a firm to accomplish its goals in the competitive environment .We can also say this is a dream that energies a company by setting stretch targets, providing a sense of destiny we can say to a company's employees, so in other words we know this is the intent of the organization.

In which know perhaps we are also involving employees and other members of the organization to actually come to sit in decision or certain conclusions then coming to the issues of strategic market.

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Strategic Market

A market which scores high on either market potential or learning potential or both for an MNC. A strategic market demands significant commitment of human and material resources.

A market which scores high on either market potential or learning potential or both for an MNC. A strategic market demands significant commitment of human and material resources. Then we come to strategic planning when we are looking at this strategic management planning is an important aspect of the process of managing so this strategic planning.
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Strategic Planning

Strategic Planning is the determination of the basic long-term goals and objectives of an organization, and adoption of courses of action and the allocation of resources necessary to achieve these goals.

Strategic planning is the determination in of basic long term goals and objectives of an organization and adoption of courses of action and the allocation of resources necessary to achieve these goals, so when we are discussing the strategic planning this is determination of the basic long term goals that is very important, and then we are trying to again when we are doing this long term goals.

We have in the strategies very, very involve people in the decision making, so these strategic planning will becomes necessary to achieve the goals of the organization in today's world, from here we move on to talk about a concept called stress.

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Stress

**A dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.
(Robbins, 2001).**

Some of you must be wondering why are we talking about the stress, the stress the other day there was a news item, which said that the managers perhaps in developing countries, are more stressed than many other countries, so the stress become very important aspect when we are looking at the overall managing, so from that news item let us see now what do we really mean by stress and its implications.

Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important, that is Robbins have given this definition, so from there you know I have picked up this, so we can see the stress becomes an important aspect of managing and organization.

So how much of stress and how do we design the work in a for different levels, that becomes extremely important, here we are looking at stress in the form the point of view of organization aspect, and not looking at the some of the physiological stress which the individual in might have, otherwise we are not talking about that, even though that is also an important aspect for the manager has to understand.

If after all the full and the real looking at the you know the work family interface also these days, and that balancing in a work and family relationship that also we are talking about these days, so if a person is under stress even at home, that stress you know he might sometimes carry to the place of work, but here the more a friends you know for us to at the place of work to how do we design the working system that is the reference here.

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Succession Planning

It refers to the process of identifying and preparing people for assuming greater responsibility. It ensures that vacant positions are filled smoothly. CEO level succession planning is a challenging task.

From here we move on to succession planning, it refers to the process of identifying and preparing people for assuming greater responsibility, it resumes that a vacant positions are filled smoothly, CEO level succession planning is a challenging task, so we have to see how the succession planning has to be done? Keeping in view various parameter, so these parameters CEO has to actually look into in terms of the many hours space like the time factor the availability of people in the market the expectation available and perhaps what are the goals that you achieve and shown. So in this issue this CEO rule becomes extremely important function perhaps.

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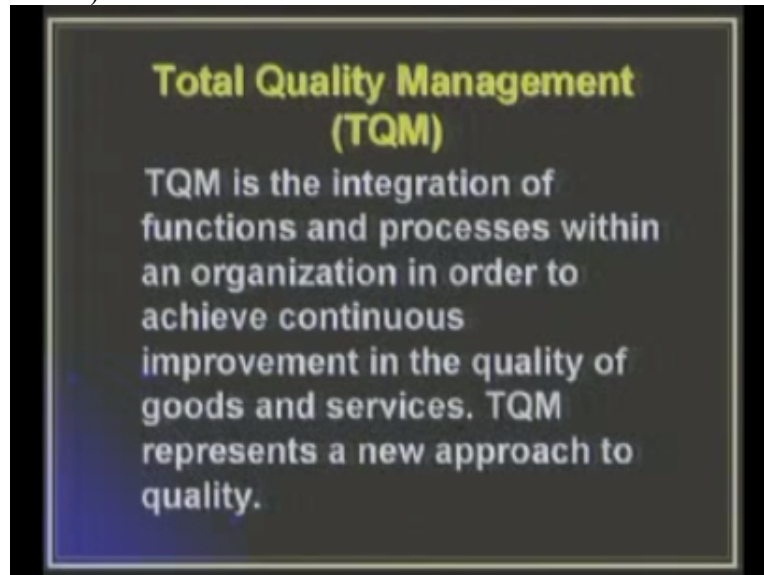
Supply Chain Management (SCM)

An emerging school of thought, which lays emphasis on taking an integrated view of the entire value addition process stretching from suppliers' suppliers to customers' customers. It refers to the flow of materials from primary sources through various stages to the end-customers.

Here we are moving to the issue of supply chain management, in the resent here one of the important management concepts that has MRTS about these supply chain management. This is an emerging school of thought we can say which lays emphasis is on taking and integrated view of the entire value addition process stretching from suppliers. To customers and customers we

can say it refers to the flow of materials from the primary sources. Through various stages to the final user of final customer.

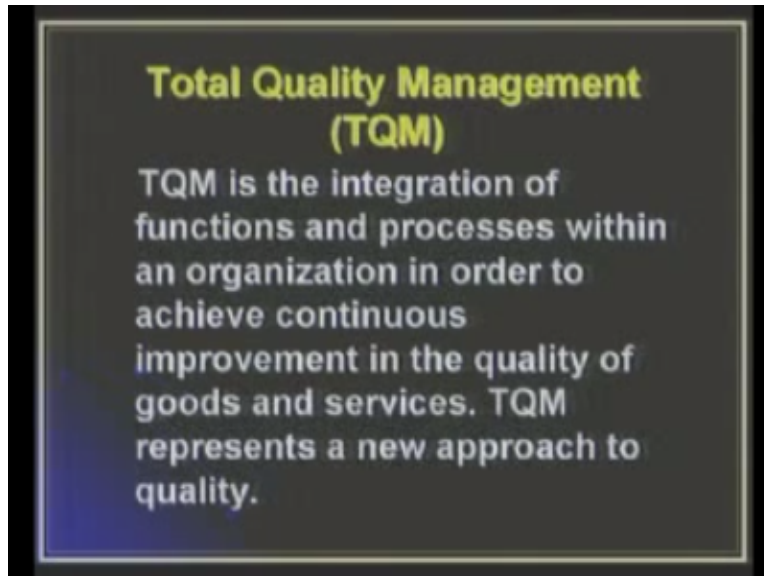
So the how the firms supply chain actually is functioning. That becomes very important for ours in the overall business scenario, and otherwise sometimes in our might that we are producing very good things. But then you that is no enough we have to see this supply chain aspect and how we designed that aspect. So from here we move to a very important aspect of management. (Refer Slide Time: 19:02)



In fact we would recollect that when we will talk about the whole introduction of the concept of the management study is in our earlier lecture. One of the objectives is or one of the goal that we will discuss was that we must have the quality and activity in terms of performance of the organization. So if we are producing something and it is no quality in that, then we may be producing any lot it cannot stand in the market.

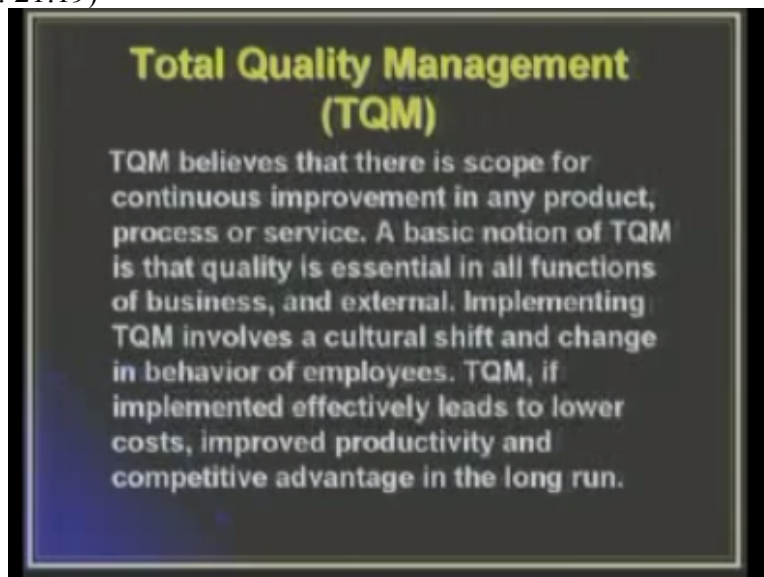
So in order to really achieve in the good profits many competitive advanced we need to have the quality. And so the movement of total quality management that has come up which is now therein know in all fears of a the management. System is not only the production management, and we call it TQM.

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In on the total quality management, total quality management is the integration of the functions and processes. Within an organization in order to achieve continuous improvement in the quality of goods and services. So TQM represents a new approach to quality and has we will see that the total quality management is a systems approach. That considered introduction between the various elements of the organizations.

The sub systems of the organization include design planning, production, distribution, free services and various management services.
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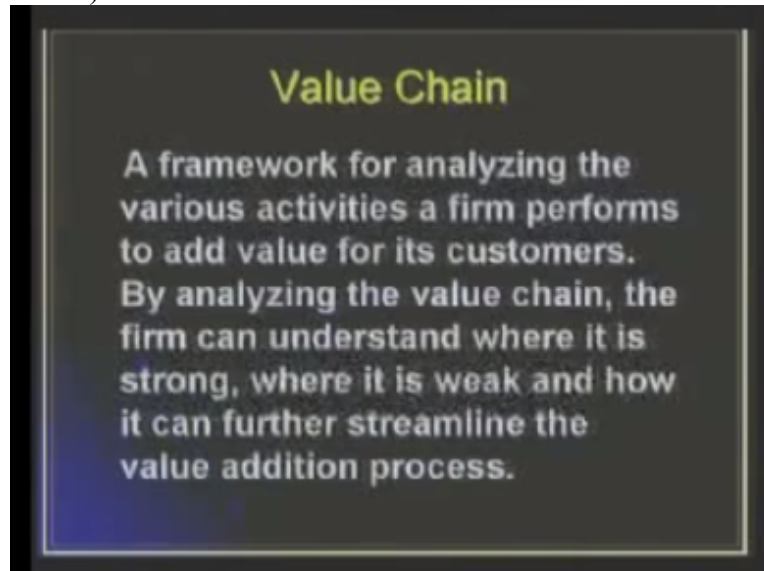


From here we are again in looking at some few other aspects of the total quality management total quality management also believes. That there is a scope for container improvement in any of the product, process or services. Remind when we are talking about services in the total quality management so that means you know the expectation in of the buyer is that everything there has to be a quality.

Where there is a product or the services of basic motion of total quality management is that quality is essential in all functions of business. And an external factor as well is not correctly written implementing total quality management involves a cultural shift and change in behavior of employees. And total quality management if implemented effectively leads to lower costs, improves productivity and competitive advantage in the long run.

So what we are saying that the total quality management has a movement has become extremely important concept for us. And all of us where ever we are we have to see achieve the best quality in whatever we took. And that actually is success of management.

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After discussing the total quality management now we discuss value chain let us see what is meaning of value chain? Value chain is framework for analyzing the various activities a firm performs to add value for it is the customers. By analyzing the value chain, the firm can understand where it is strong, and of course where it is a weak and how it can for the streamline the value addition process.

Every organization has a value chain and this becomes an important concept for us for organizational functioning.

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Goal Setting theory

States that specific and difficult goals, with goal/feedback, lead to higher performance

Now we move on to goal setting theory, goal setting theory is part of the motivation process and this theories states that specific and difficult goals. With goal feedback lead to higher performance this is one of the important theories in the motivation literature motivation, walk motivation. And this also relays to job design.

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Job design

Is the allocation of specific work tasks to individuals and groups.

How want design and work design we understand has the allocation of specific work tasks to the individuals and groups. Then we are talking about job enlargement.

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Job enlargement

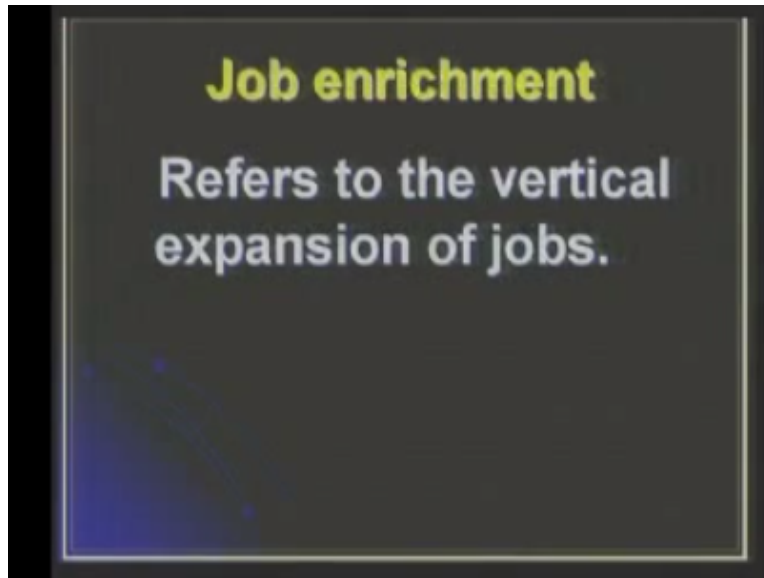
Is the job-design strategy that increases task variety by combining into one job two or more tasks that were previously assigned to separate workers.

In fact goal motivation the goal setting and work motivation and job enlargement these are all aspects of the motivation. The concept of motivation job enlargement is actually part of one of the theory of job design when we are talking about strategy that increases task variety by combining into one job two or more tasks that were previously assigned to separate workers. Job enlargement supposes there is a carbon manufacturing company and there are workers in the assembly line.

And in the earlier every person was suppose to put in perhaps only the some nut and bolt you know in the assembly of door of the car. So for the various jobs there is various persons now when we saying job enlargement that means the whole door assembled done by the same person. So his job is enlarged, in terms of a number of responsibilities that we might have give in two or more tasks are there.

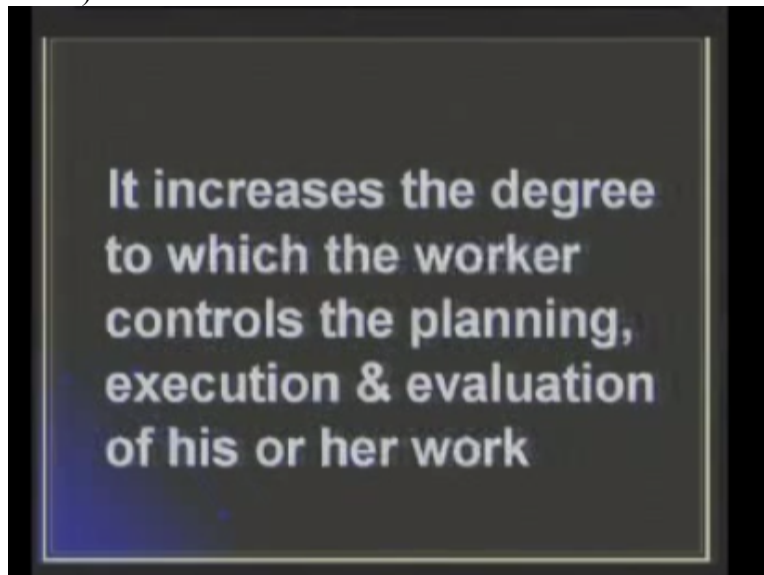
Which is enlargement so it was found that if you enlarge the job of people by giving more is responsibility perhaps there are great integration motivation? Also this finds of places in our understanding of work motivation and the management process. Has ageist job enlargement we have job enrichment were we are trying to enrichment the job in terms of the quality of job.

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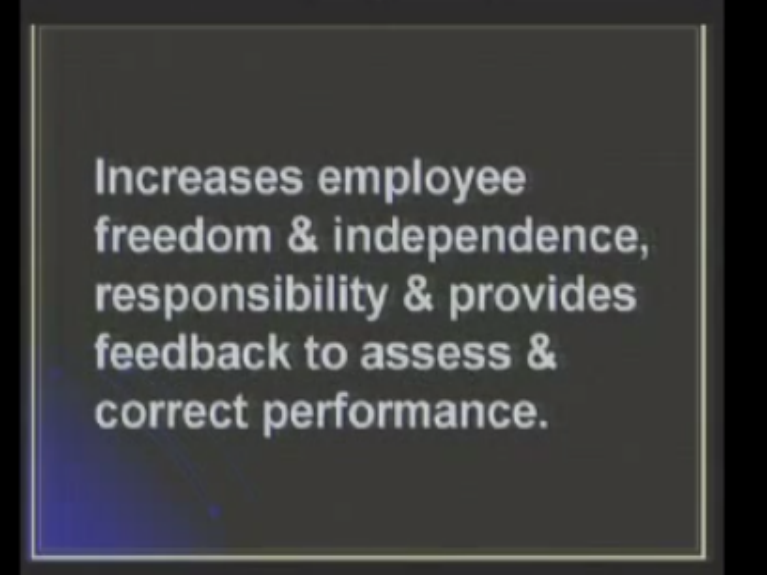
And job enrichment when we do lectures on a motivation you will find out we are talking to talking about aspect theory. And this is an outcome of that theory and job enrichment refers to vertical expansion of jobs. This has number of characteristics which will make the job enriching and the number of characteristics we are talking about.

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Well adjustment the characteristics short well for now enrichment will increase the degree which the workers control the planning the execution and evaluation of his or her own job.

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**Increases employee
freedom & independence,
responsibility & provides
feedback to assess &
correct performance.**

And the characteristics of job also increase employee freedom and independence responsibility and provide feedback to assess and the correct performance. We talking about job enrichment in fact later we will see aspect theory which is also known has job enrichment theory. One of the names use for the job for aspect theory so we will see that in details and just trying to achieve to the concept of management in this lectures so the job enrichment theory has number of aspects. (Refer Slide Time: 28:47)



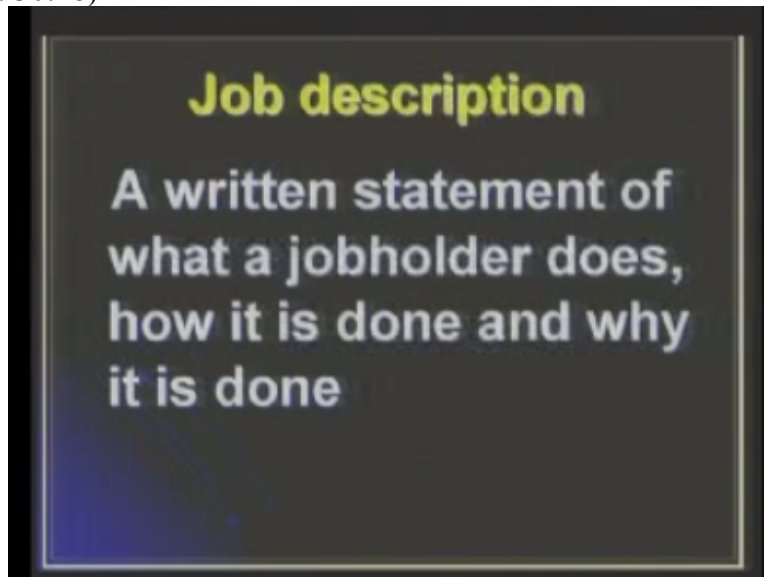
Job analysis

**Developing a detailed description
of tasks involved in a job,
determining the relationship of a
given job to other jobs, and
ascertaining the knowledge,
skills & abilities necessary for an
employee to perform the job
successfully.**

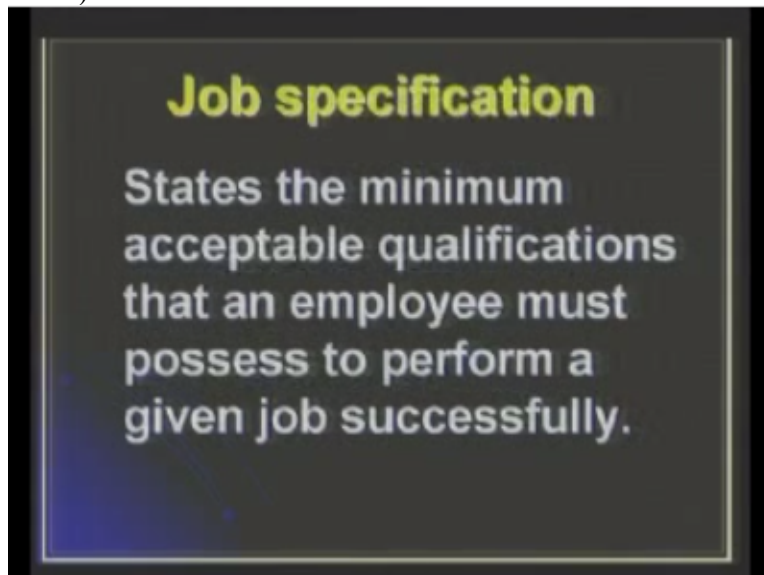
Which are also let it later on to this job characteristics theory we are talking about the variety the various types of skill variety the kind of a feedback that we will have all this things in a part of job enrichment process. Job analysis is yet another concept that we use mainly in the lecture of HR when we trying to required people or allocate the job people so job analysis means developing a detail description of tasks.

Involve in a job with determining that relationship of a given job tom other jobs and ascertaining the knowledge, skills and abilities necessary for an employee to perform the job successfully. So in fact many of times we first two job analysis and this is process for every job analysis. So that

in a we can have bet kind of a person work fit for the organization. Then very closely related to this process is the process of description.
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And job description is written statement of what a jobholder does how it is done and why it is done. Yes job specification is approaches.
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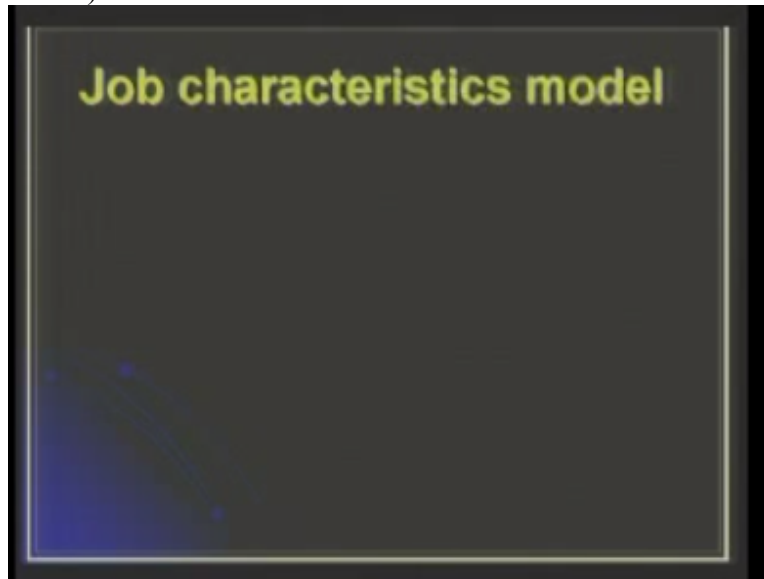
That states the minimum acceptable qualifications for attributes that an employee must possess o perform a given job successfully. That is the job specification if you want to become a teacher and what are the special expectable qualification and the attributes which are reacquires you have to be here PHD and you should be like in a tuition and the speak communicate the people okay potion and so on.

Okay so like that there are every job in certain job specification for example communication may not be very, very important in you are just working at the shop floor in a big way. Even though

we all understand communication is the good scale in that may be we require who most of the job but okay.

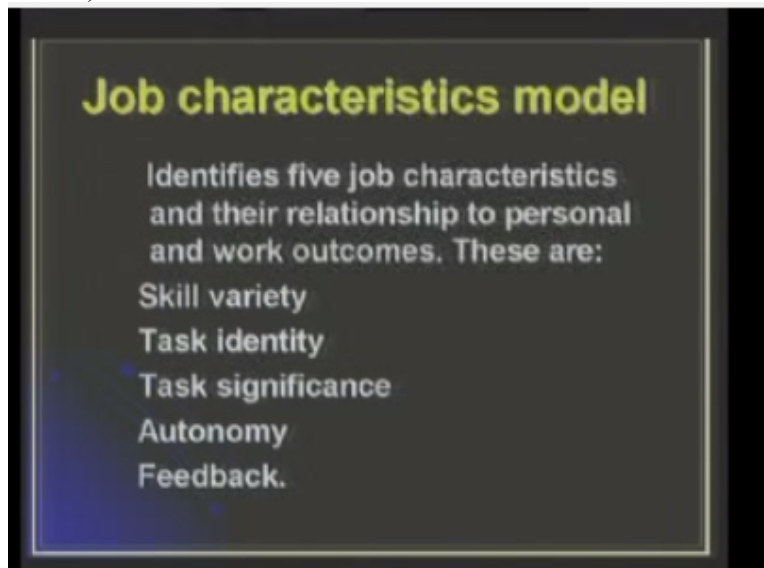
When you are teaching perhaps more requirement of this attributes. So very closely related to the motivational models or job enrichment model that we have discuss earlier is another model which we call has a job characteristics model.

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And aspect model and job characteristics model these are models of job design and this model we find that the identification.

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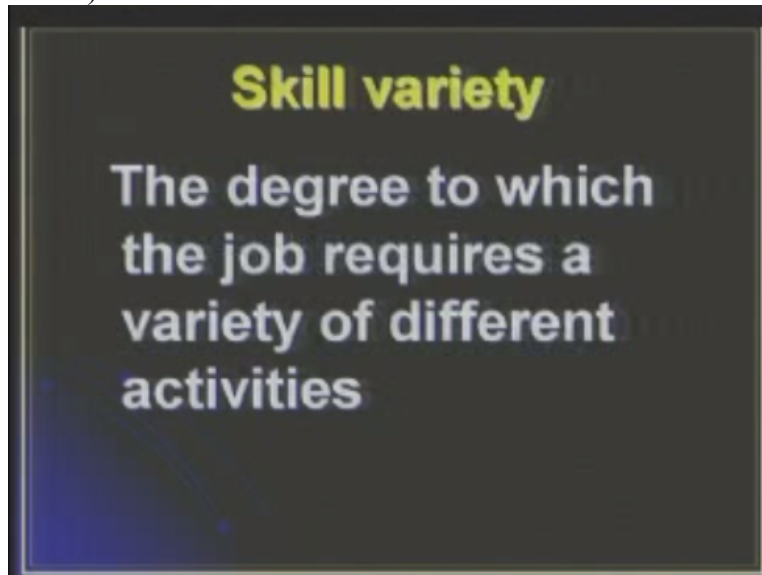


Of job characteristics has been embedded size and so the five job characteristics and the relationship to personal and work outcome. Is embedded size so here the skill variety task identity, task significant, autonomy, and feedback these are the job characteristics which has been empower size by researchers and thinkers. In fact one of the formulations also been develop of the empires.

The motivating potation is core so which are we not may do know any presentation for you and empires motivating potation core were we have skill plus task skill variety plus task identity plus task significant the average of that average of all this. So we added all this and then multiplied by the eternity and feedback. The idea is that autonomy is feedback of the multiplicative qualities of the more important.

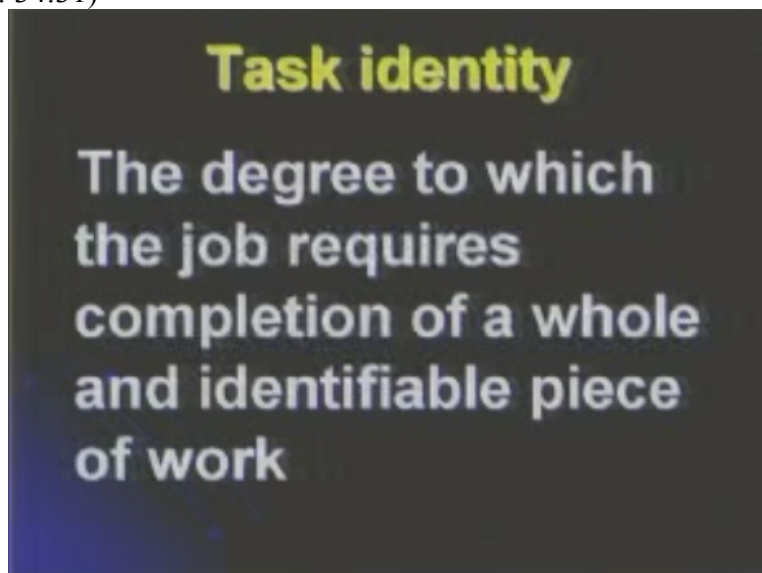
Perhaps in the4 work situation for the job characteristics model has talked about motivating potation of core of a job. This will discuss when we are doing our tap on work motivation again have just I and try to put this meaning of all these for you maybe your skill variety.

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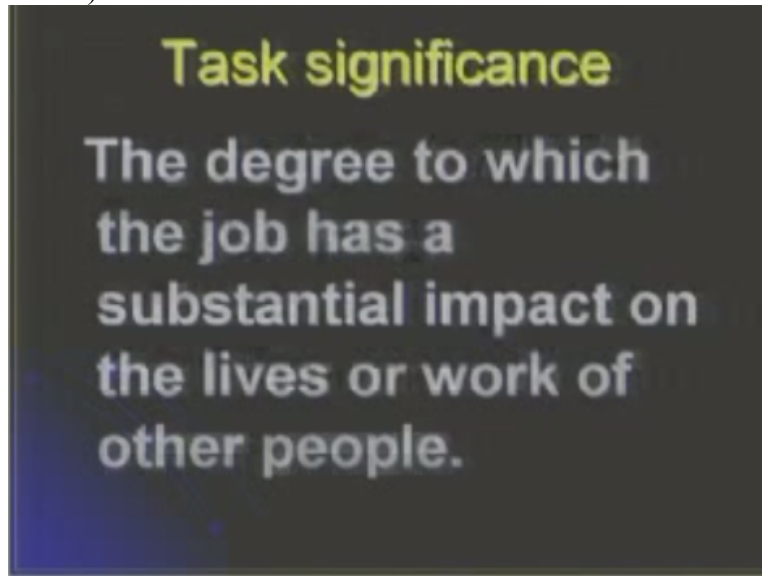
For example let see skill variety is the degree to which a job requires a variety of different activities.

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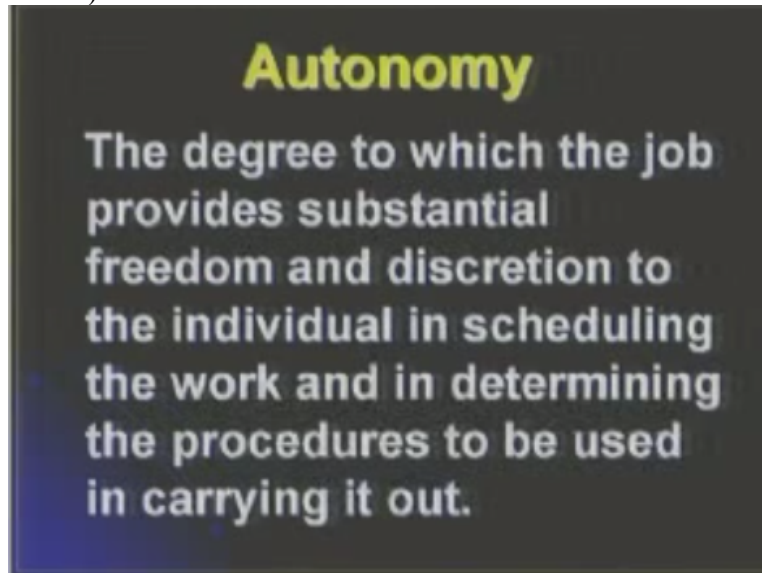
Task identity is the 1st 2 the degree to which job requires completion of a whole and identifiable piece of work task identity you identify yourself we know we that the duties of the task so the completion of a whole task that is given to you.

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Task significance of task, task significance and task autonomy.

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The autonomy the degree to which job provides substantial freedom and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out the autonomy in at the place of work so as managers you know have to be very careful about it that people also need some autonomy while there doing their duties and their work so autonomy becomes extremely important.

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Feedback

The degree to which carrying out the work activities required by a job results in the individual obtaining direct and clear information about the effectiveness of his or her performance

We have seen the autonomy feedback have to be multiply if we are looking at the motivating potential score of a particular job then feedback is extremely important which refers to the degree to which carrying out the work activities required by a job results in the individual obtaining direct information about the effectiveness of his or her performance feedback that means you can say in a way is a knowledge of a result.

In a way that whatever you have done is it alright is it bad do you need an improvement that has great motivation otherwise you do the work and you know we have stand what will manager wants? So as a manager you have to see that you are able to give very good feedback to your employees or your juniors or your subordinates because that has motivating potential you will be like as a manager if you are very positive.

In giving feedback even the negative things you can put in a very, very positive way so feedback becomes extremely important for improvement of work performance of any employee and that has motivation position yes but how do we go about it perhaps you need an excellent training in leadership and communication yes so now I move on to I am do recollect what are we doing in these lectures and trying to accent you to concepts of management which in each chapter perhaps it appear in all this concepts will appear in some chapter or the other some reference of the other now let us see leadership.

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Leadership

Is the process of
inspiring others to
work hard to
accomplish
important tasks.

Leadership is the process of inspiring others to work hard to accomplish important tasks we are have the concepts to leadership in our mind we all know that they had been leader you know the history there are leaders but a managers should also be a leader that is the idea when we are going to discuss leadership will have more ideas I our leadership but few ideas like to certain by give you by acquitting by review with the concepts.

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Transactional leadership

Is leadership that
orchestrate and
directs the efforts of
others through tasks,
rewards and structure

The transactional leadership different types of leadership but some of the idea which has come up in the recent years transactional leadership is that leadership which directs the effect of the others to task reward and structure which directs through tasks rewards and structure so there is a transaction between people is not than autocratically leadership were perhaps the transactional goals only from one side and the command and that is it in transactional we have transaction from both the sides then transformational leadership.

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Transformational leadership

Is the ability of a leader to get people to do more than they originally expected to do in support of large-scale innovation and change.

Were we have try to transform we have leading yet you know there is a transformation process this is the ability of a leader to get people to do more done they originally expects to do in support of large scale innovation and change and so we have trying to transform the issue or the relationship from whatever wherever it was to slightly different level okay if it was a then perhaps a dash you have different kind coming to.

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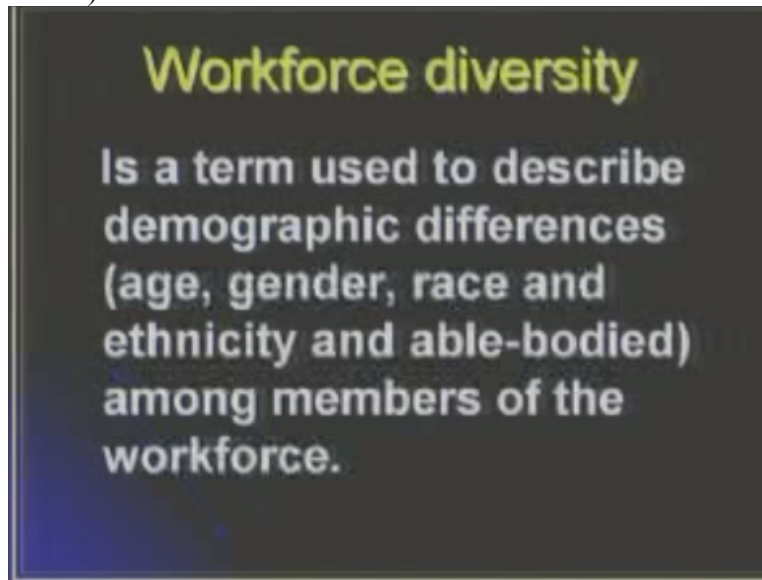
Managerial competency

Is a skill or personal characteristic that contributes to high performance in a management job.

Managerial competency we define it as a skill or personal characterizes that contribute to high performance in a management job will I am using the some define some time describing also the idea is that I am trying to make attend you to management and presenting a scenario of management concepts okay so I am often using the word define but sometime defining or describing okay.

Because certain concepts sometimes you know the perfect definition of may available but description of the process may be available so , so when I am using this words I am some time I am using it interchangeably so keeping that mind So after managerial competency.

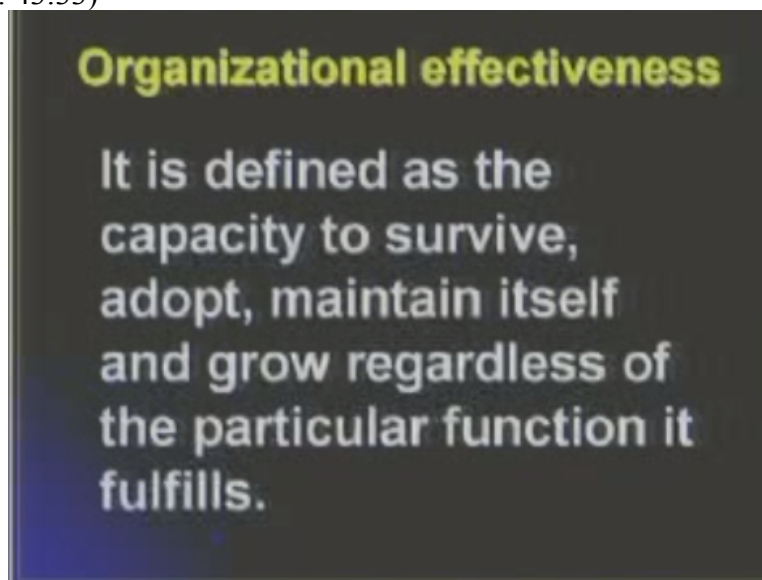
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Moving on to work force diversity, work force diversity We know that a work force is diverse and managers you know have to keep themselves ready to actually made with challenge so his term becomes an important his context this is turn used to describe democratic differences is such as age gender ways ethnic groups able bodies or we can say handicapped people okay this disabled people among other members.

Of work for and work force diversity of course the there said of work force diversity is also about different ways and different country and different perhaps the religion so in work force diversity also these issues come and they people from different countries and this takes with globalization a we know that on that people from different countries different ways different religion different gender there all working to gather and so the concept becomes extremely important in to his time from here I move to organizational effectiveness.

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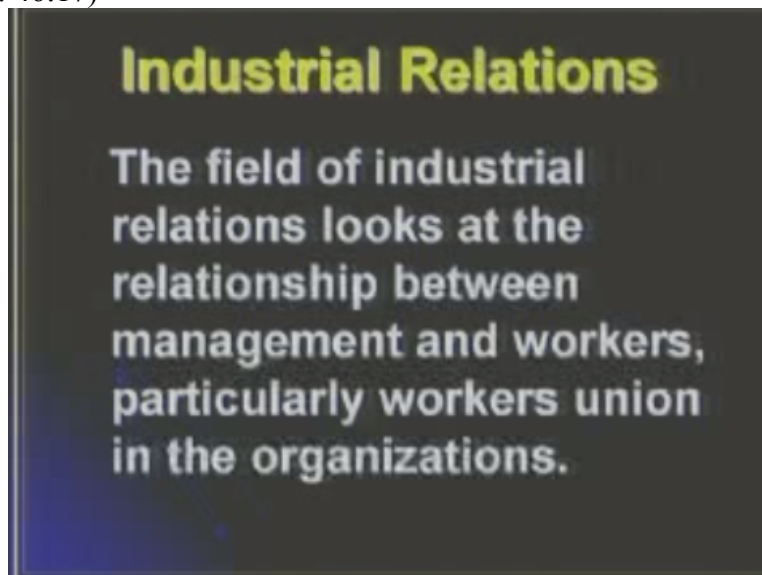
Organizational effectiveness in our introduction we have talked about one of the major goals of learning about management as a subject is to have the best quality and total quality management and finally we have the competitive advantage and effective organizations so effective organization we have defining defined as a capacity to survive adopt maintain itself and grow regardless of the particular function it fulfills.

So organizations maybe of many types which will see later in our lecture and when we say an effective organization then whatever be the our finite product of final function for final task we have to survive grow, adopt, maintain and perhaps you know be alive in to this competitive environment to that is the effectiveness so when we are talking about effectiveness and productivity of an organizations.

We are not talking about productivity in a particular year of particular slice of time we are talking about organizational performance if you draw the graph the performance must be consistence and perhaps growing okay so it is not the slice of time that only the say they in 2005 the organization.

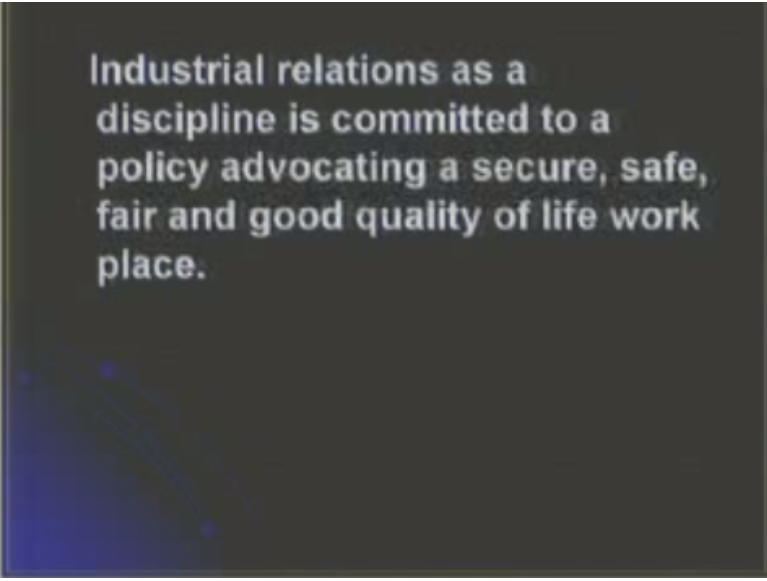
So much profit and something of that kind so it is very effectiveness know that is just one parameter of that particular year but we have to grow we have to survive we have maintain and we have to new ourselves so organizational effectiveness is a total process which is talking about so many things profit is just things in organizational effectiveness here we have making that distinction with certain other process and sop from here we move on to some other concepts.

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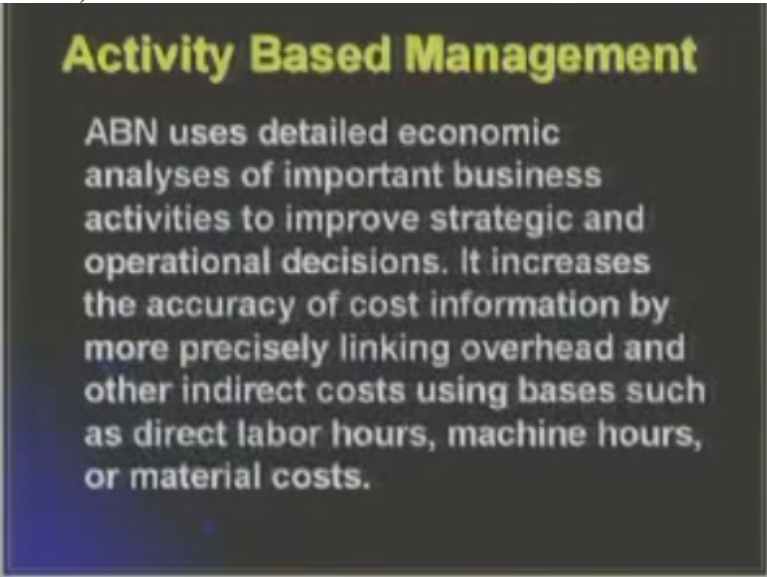
We will now see the concept of industrial relations industrial relations is the field of one of the important field in management and that looks at relationship between management and workers particularly workers union and organizations we talk about industrial relations also in terms of some aspects.

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Industrial relations as a discipline is committed to a policy advocating a secure, safe, fair and good quality of life work place.

Like a discipline which has committed to a policy advocating a secure safe and fair and good quality of life at the place of work this in turn creates a balance between employers and employees of the organization I should have written here employers creates a balance between employees and employers of the organization so you understand that in the industrial relations concepts we have number of factors were we are talking about issues of participative management and so on activity based management use is detailed economy.
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Activity Based Management

ABN uses detailed economic analyses of important business activities to improve strategic and operational decisions. It increases the accuracy of cost information by more precisely linking overhead and other indirect costs using bases such as direct labor hours, machine hours, or material costs.

Analysis of important business activities to improve strategic and operational decisions it increases the accuracy of information by more precisely linking overhead and other indirect costs using basics such as direct labor hours machine hours and the material costs yeah we have talking about combination of these costs to optimize the performance results of the organization then we come to organization development.
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Organization Development

Bennis (1969) defined OD as a response to change, a complex educational strategy intended to change beliefs, attitudes, values and structure of organizations so that they can better adapt to new technologies, markets, and challenges, and dizzying rate of change itself.

The known as OD when is one of the authority in this field he defined OD as response well there are any , many definitions what define OD as a response to change a complex and this is complex educational strategies in tend it to change believes attitude values and structure of organizations so that they can better adopt you new technologies market and challengers and dizzying the rate of change itself when we are talking about feedback a term which has become very popular this stage is 360 degrees feedback.

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360 degree feedback

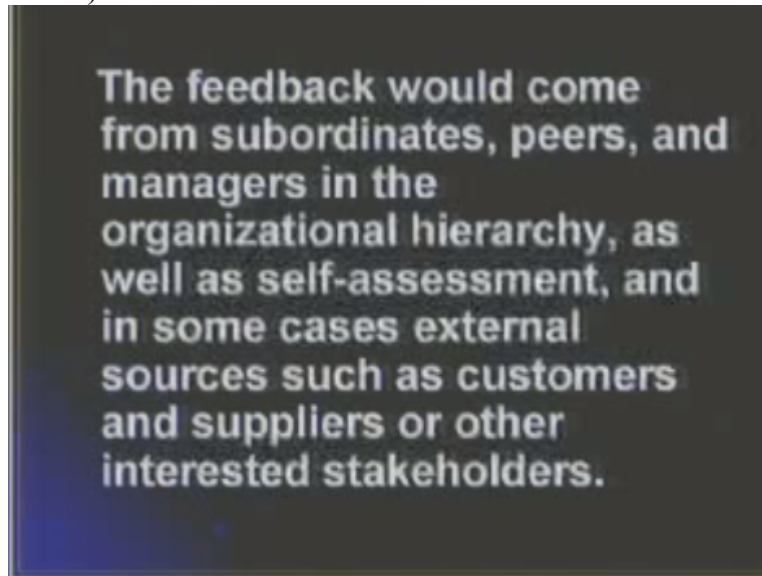
Also known as 'multi-rater feedback', 'multisource feedback', or 'multisource assessment', is employee development feedback that comes from all around the employee.

And this refers to in fact this is also known as multi rater feedback and multilateral feedback in the earlier you know when we have talking about this for example when I connected this study some 25 years ago at that time the mutilated feedback concept that we have taken was that there are supervisor immediate supervisor or your say co worker something of that multilateral of the chief manager or something on that kind.

But know the 360 feedback this is taking multi source feedback and this multisource assessment is done to the employee development feedback that comes from all around the employee that

means every one or most of the people in the organization as those who are those who could perhaps give feedback about itself we give feedback not, not an each and every but maybe you are in the department colleagues and others.

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So the feedback would come from subordinates peers, and managers in the organizational hierarchy as well as self assessment and in some cases external sources such as and the customers and suppliers or all others interested might also give you feed back which could be about performance in terms of any aspects of the organization all of the person so this is one of the, one of the I will say new methods.

Of analyzing performance feed back in organizations for effective, management system then we are talking about well industrial, industrial we have already discussed let me just see whether I can so we have talked about so many concepts in this these 3 lectures and this has given you fairly good idea about certain concepts of management now during the course the whole course you know that we are going to discuss.

In each chapter you will find that some reference to his concepts will be seen so I close here and we move on to different chapters and then you will find that once again we have known that you have face to some of these concepts will emerge I hope now this has given you , given you some idea about the scenario of management that we have today as part of the , the academics study or as part of the training and then we move on to the other topics okay that is it for today.

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