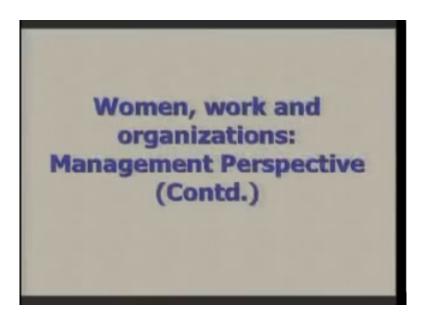**Indian Institute**
**Of**
**Technology**
**Delhi**
**Presents**
**Under the auspices of**
**National Program on**
**Technology Enhanced Learning**
**NPTEL**
**(An MHRD initiative)**
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**PRESENTS**
**A Video Course**
**On**
**Management Science**
**BY**
**Prof. Anuradha Sharma**

**Department of Humanities and**
**Social Sciences, IIT DELHI**
**Lecture # 32**
**Woman, Work and**
**Organization: Management**
**Perspective**

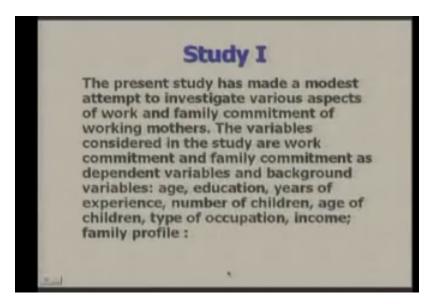We are discussing a women work organization.

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Today we will continue some of the research studies in this area to understand the management perspective. In our last lecture we have seen that women constitute the important part of the work force in the organizations today. And perhaps in the future also we will see much greater number in terms of an organizational work life. So today I will share with you the some of these studies, which may be interesting to you.

And which may help you in understanding the manager that what are the possibilities of looking at the diversity issue. And particularly the general issue at the place of work, so let us move on to first study.

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The present study has made a modest attempt to investigate various aspects of work and family commitment of working mothers. The variable considered in this study or work commitment and

family commitment, has the dependent variables and the background age, education, years of experience, number of children, age of children, type of occupation and the family profile has some of the variables.

Has we have understood in our last lecture that women have to play role has a family maker as well us have the aspiration to become professionals. Yet we have to see how they make some kind of a matching between the two kinds of roles at the play. Becaus3e they have a commitment for family and they have a commitment for work. So if adjust the study we have choice these variables.

For managers to understand where the stand in terms of the work commitment does, okay let us move on the type of family.

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(type of family, size of family, family income, quality of family life) and work related variables i.e. quality of work life, job satisfaction, number of hours of work, time schedule, extension of work activities at home; and psycho-social variables : role strain, and well-being as independent variables

The size of family, family income, quality of family life, and work related variables that are the quality of work life. Job satisfaction number of hours of work, the time seduces the extension of work activities at home and psycho social variables. Which might results in roles strain, and might affect the well being or the independent variables this is study? Do you get this idea in the analysis ion the methodology we have discussed that how we design a service study.
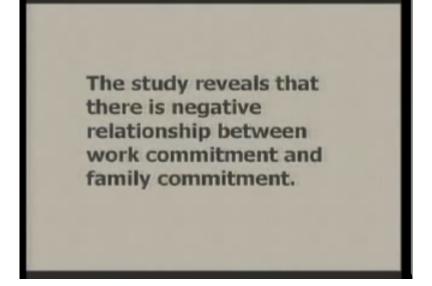
Here we trying to understand that how work commitment and family commitment and these are the factor. Which are related to the work organizational life of women, so we will see how they are related okay?

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So the sample of the study we have drawn the sample of the study for working mothers of the students of variable Delhi public school. And data were collected from 455 working mothers using questionnaires methods are you getting that. That the children's are studying and we went to the schools and looked at in the how many children have been working mothers and then we collected data from them has so the analysis based on these working mothers this study revised that there is.

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Negative relationship between work commitment and family commitment you understands the negative relationship. Negative relationship, work commitment, and family commitment the study also suggested that age of children education, qualification, occupation, the residence income, respondents income sorry not respondents income and the year of how many years of

job experience they have or significantly related to the work commitment of the professional women employees. Okay then this study also suggest that the significant relationship.

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> This research also suggests that there is significant relationship between background variables and family commitment and work commitment. However the age of children does not support the proposed analysis

Between background variables, and family commitment, and work commitment however age of children which normally believed should be related to the work commitment variable did not show much significant much significant relationship in this studies. So the age of children does not support the proposed analysis okay that mean if a women is committed to our work then she will perhaps in try to structure self she might have role strain. Yet in she will perform, to the best of her ability so the analysis also.

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> The analysis also reveals that there is positive relationship between work related variables and work commitment. Apart from number of working hours, all the other work related variables considered i.e. quality of work life, job satisfaction, work time – schedule (fixed/flexible) and extra number of hours devoted to work appear to be significant determinants of work commitment

Reveals that there is positive4 relationship between work related variables and work commitment, a part from the number of working hours all the other work related variable considered which are like quality of work life, job satisfaction, work schedule and etc number of hours devoted to work appear to be significantly related to work commitment. The determinates of work commitment.

Perhaps this will be true also if we make this analysis of men so what we are trying to say that does not appear. Anything different in terms of women has the work organizer and work performance.

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This research study on a psycho social variables, suggest that these are positively related to work commitment and family commitment. So the perception of roles strain when we are talking about psycho social variables. We are talking about variable like role strain is positively related to work commitment. Another psycho social variable is the perception of well being, that means your perception has well being.
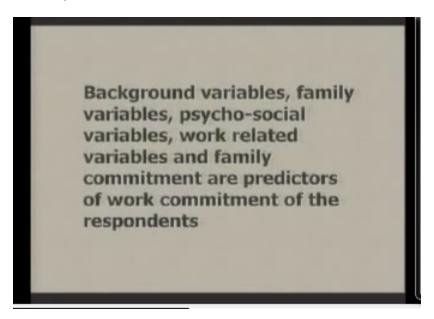
Okay very subject those but that has an impact on what we are going to do, however well being is not related to work commitment. And which of course did not expect assist short while ago that it is a subjective feeling and it will have in factor your work commitment. But we did find if that role staring trying to explain that we actually play many roles. So at one particular point of time you are planning many roles.

One role in the family, role of mother, or a sister, a wife, and you also playing another role at the place of work. Has a worker, has a co- worker, has a manager, has a supervisor, or an administrative. So we are playing many roles at the same time and if we are committed that is a

possibility that there may be roles strain. And has you know that there are many ways through which we are trying to reveals our role conflict.

There are number of ways so very good examples of role strain and role conflict actually emerges from the studies of a working women because they have to sometimes make you know some kind of a adjustment. Okay even though everyone has do sometime but in case of women because of the family responsibilities it may be silently more than men so the background variable.

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Background variables, family variables, psycho-social variables, work related variables and family commitment are predictors of work commitment of the respondents

Family variable, psycho social variable, and work related variables and the family commitment are predictors of work commitment of the respondents. We also trying to use recreational analysis to find out whether work commitment we predictor through in certain variables and we found that yes work commitment when professional could be predictor through the family variables, background variables.

In certain psycho social variable, and certain work related variables, so that gives has an ideas that when we are looking at women at the place of work. Whether you are yourself women manager all you're yourself of manager and you have some abominates or some other co-workers okay. We can look into the whole management strategy keeping in mind and the scenario work commitment. So some guide lines are coming from these research studies.

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Family commitment predictors were analysis taking background variables and work commitment. It is observed that Role strain, work commitment and having children are the only variables which were found to be predictors of family commitment.

So family commitment conducted also we trying to look at because we are trying to look at the dual aspects of commitment the family and work. And we know that for woman the both of equal important some kind of a values has to made. So we also try to look at the family commitment and the family commitment analysis reveal that we are taking here background variables and the work commitment variable.

And so observe that the role strain in work commitment and having children are the only variables which were found to be significant predictor of family commitment. So we have young children, you have many children, perhaps in sometimes the family commitment is more it may be it is more because you have the responsibility for that commitment or the situational demands are search so we have to see that at the work point of time we are looking at women workers.

Okay certain years in the life's you may see that the family commitment has to be little more than perhaps what the management might expect. But then management has to look into that and design strategy because once they are taking these possibilities this is also responsibility for the society  so because these young children's are growing women are actually doing a lot for the social and the national development of the future generation.

Okay that is why in many other countries there are has been loss for example in the loss are like a the after maternity leaf okay somewhere in three months leave one could get somewhere 6 months leaves once could get in some countries one could get even leave up to 5 years without any affect on your seniority. So once your child is starts going, going to school perhaps you could go back to work so this is depend.
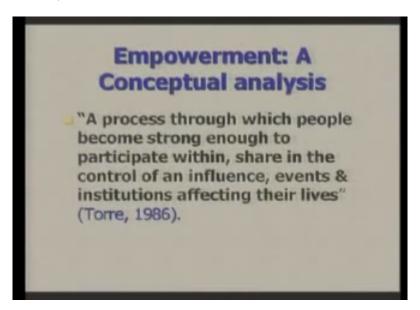
And that is from the point of view of national development because going children and their childhood is so important. They need mother and that time so if there are some policies which take into the consideration, then perhaps we can have the advantage of the brilliant intellect

creativity. And perhaps you know the qualities of women once they are free in some of those responsibilities of family.

And the organizations and managers of to look into this kind of a design but many a time women have to under grow role strain. Because they have to join their duties and that is the rule, because they have not look into the large of pesp4ective of the issue. Okay so that was the first study I want to share with you, now the second study I am going to talk to you about empowerment of women.

Empowerment of women is an important aspect when we are looking at women work organization.

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So first when I give you some analysis some data let me first talk to you about the process of the empowerment. Which once again I will be discussing in my chapter on motivation in general about empowerment. So let me just talk to you about empowerment right now to make you understand the empowerment of women. The process of empowerment refers to approves through which people become strong.

In have to participate okay from within and share the control of influence evince and institutions, which affecting the lives. Okay I taken this from one of the references given here you can find the list of a full reference in my list of references. And we are look at that so the term empowerment.
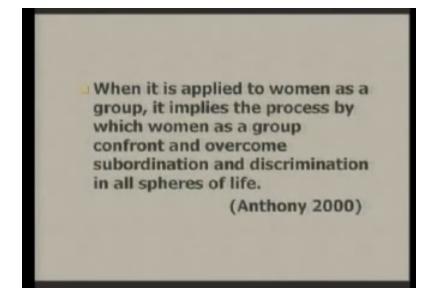
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The term 'empowerment' is widely, used in the development literature to refer to a process by which marginalized groups recognize their powerlessness and address deprivations and discriminations in their individual capacities as well as through collective bargaining.

Is widely used in the development literature to refer to a process by which marginalized groups recognized their powerlessness and address deprivations and discrimination in their individual capacities as well as through collectivity bargaining. This is general empowerment but I am discussing with you and empowerment of women at the place of work so my analysis is going to done.

But before that I trying to give you some concept clarity between so another one I am trying to give you.

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When it is applied to women as a group, it implies the process by which women as a group confront and overcome subordination and discrimination in all spheres of life.

(Anthony 2000)
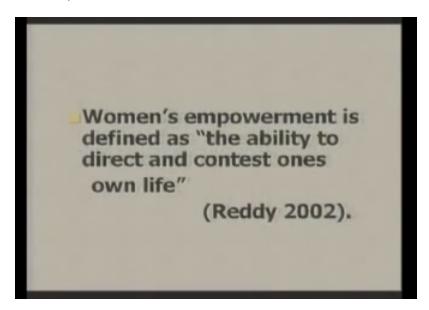
By Antony when empowerment is applied to women as a group, it implies the process by which woman has a group confront and overcome subordination and discrimination in all spheres of life. All spheres of life in generate we are discussing they working life, working at the
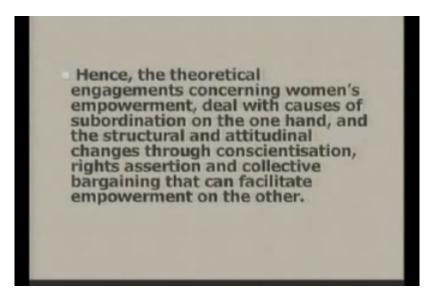
organization. Another definition I am bringing from professor Readies writing women's empowerment is defending that the ability.

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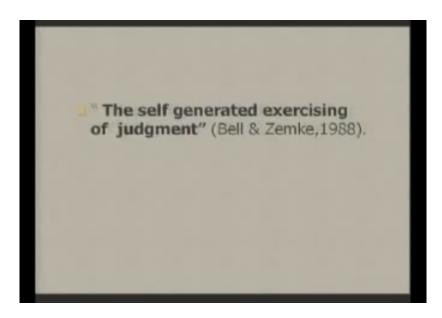


To connect and contest one's own life.

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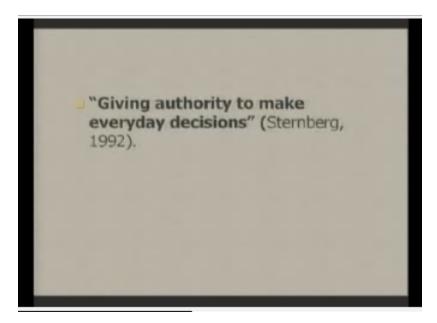


Hence the theoretical engagements concerning women's empowerment, deal with causes of subordinates on the one hand, and the structure, and attitudinal changes through their rights assertion and collective bargaining that can facilitate empowerment on the other.

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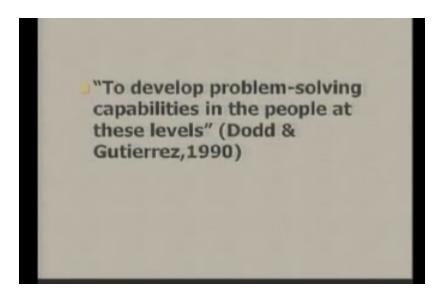
So this is also explained has self generated exercising of judgment.

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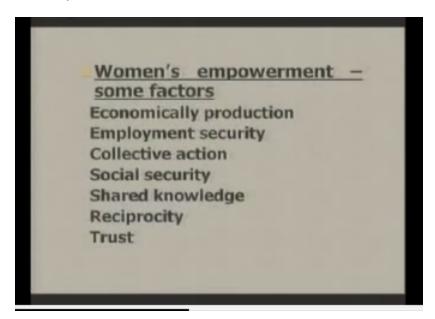


Some author say for example Sternberg has said giving authority to make everyday decisions.

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"To develop problem-solving capabilities in the people at these levels" (Dodd & Gutierrez,1990)

Then Dodd and Gutierrez they are said to development the problem solving has it is in people at these levels.

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Women's empowerment – some factors
Economically production
Employment security
Collective action
Social security
Shared knowledge
Reciprocity
Trust
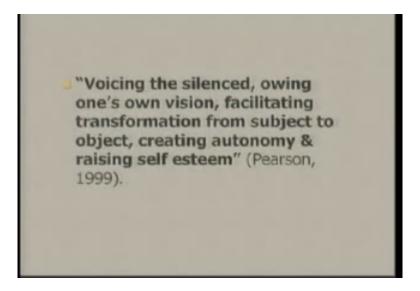
So when we are looking are the process of empowerment it is so we some of the theoretical analysis has given you so some of the definitions of empowerment I was trying to share with you. So when we look at the process of empowerment obtusely we are looking at empowerment different fears. And some the list you are trying to part before you is empowerment some of the factors.

Are economically production, productive in fact employment security, collective action, social security, shared knowledge, reciprocity, trust these are some of the factors of empowerment. Of
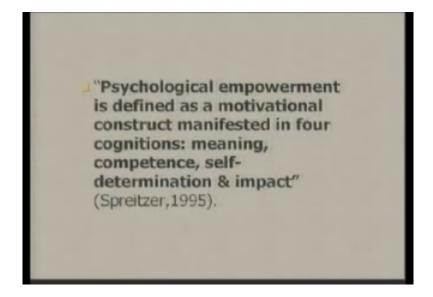
any one not only women okay so we are but we are talking about women's empowerment at the place of work into the lecture. So this list actually we are trying to discuss in that context.

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"Voicing the silenced, owing one's own vision, facilitating transformation from subject to object, creating autonomy & raising self esteem" (Pearson, 1999).
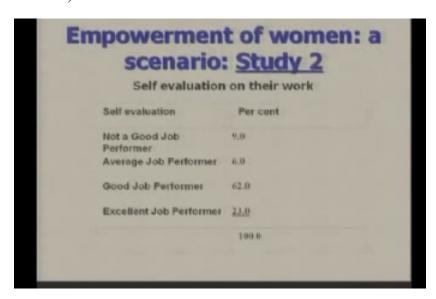
Also some other authors have given has the few other explanation, and they are saying that voicing the silence, owning once own vision, facilitating, transformation, from subject, object creating autonomy and raising self esteem. These are the issues of empowerment and so obtusely manager has to create a climate were such opportunities are given to women.

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"Psychological empowerment is defined as a motivational construct manifested in four cognitions: meaning, competence, self-determination & impact" (Spreitzer, 1995).

So there is yet another micro level concept of empowerment we can call that has the psychological empowerment. This is defined as a motivational contract manifested in four cognitive, meaning, competence, self germination, self determination and impact.

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**Empowerment of women: a scenario: Study 2**

Self evaluation on their work

| Self evaluation | Per cent |
|---|---|
| Not a Good Job Performer | 9.0 |
| Average Job Performer | 6.0 |
| Good Job Performer | 62.0 |
| Excellent Job Performer | 23.0 |
| | 100.0 |

And so we cannot to a study this is study on empowerment that is a second study here what we find that the empowerment o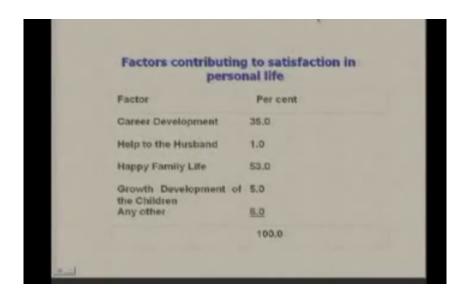f women is explained in terms of their perfection. So in this is study the self evaluation of their work, you would recollect in our last lecture we will talk about that how women preside their work and how many of them would like to work because of what reasons.

And what is the self perception how many of them perceived them self's has poor performance and shown. In this is study we have try to collect data on the way for example in this table and trying to give you an idea about the self evaluation of their work. And how many people evaluate their work in terms of what? In terms of how many percent people have an evaluated in terms of some of these very wells.

Okay so here I will write the percentages and you can say there will be given them you know some of this perception. We gave then questioner and try to find out how many of them perceive themselves in has the performer in terms of what and we have calculated the percentage.
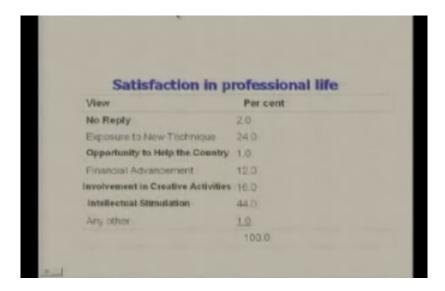
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**Factors contributing to satisfaction in personal life**

| Factor | Per cent |
|---|---|
| Career Development | 35.0 |
| Help to the Husband | 1.0 |
| Happy Family Life | 53.0 |
| Growth Development of the Children | 5.0 |
| Any other | 6.0 |
| | 100.0 |

Similarly in this one we are talked about the satisfaction issue and we are looked at the issue like oriented development and the happy family life and what gives them the most satisfaction. Okay so here you can see that the aspects that we are included here okay so I should go slowly I am I going very fast these are some of the aspects and these are the percentages that we could find okay the terms of their the perception of satisfaction.

Okay so in empowerment we are trying to link these aspect with the empowerment at the place of work and here there is self perception and overall perception we are talking about so satisfaction.

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**Satisfaction in professional life**

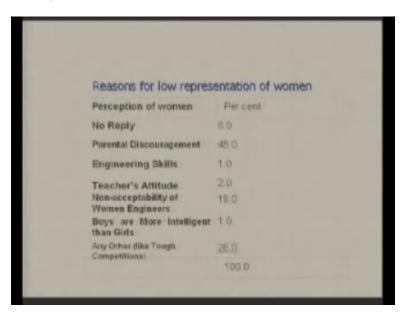| View | Per cent |
|---|---|
| No Reply | 2.0 |
| Exposure to New Technique | 24.0 |
| Opportunity to Help the Country | 1.0 |
| Financial Advancement | 12.0 |
| Involvement in Creative Activities | 16.0 |
| Intellectual Stimulation | 44.0 |
| Any other | 1.0 |
| | 100.0 |

In professional life is the third aspect that we are discussing and here work we are trying to look at the professional life satisfaction. We are given them certain situations okay and how many

people are satisfied or not satisfied okay. So in some cases are of course there is no replay also okay but whatever cases in we have got in replays okay we have try to put that in terms of percentages here okay.

You can view that these are data form one of the survey studies one of the survey study of the working professionals in organizations. Some of the organizations in around Delhi okay so the next after satisfaction of professional life see if there is a question for you what are the factors which will give perceptional, satisfaction and to perceptional life to women will able to ask them that question.

Based on this survey okay and perhaps you can are you know something more based on this.

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| Reasons for low representation of women | |
|---|---|
| Perception of women | Per cent |
| No Reply | 6.0 |
| Parental Discouragement | 45.0 |
| Engineering Skills | 1.0 |
| Teacher's Attitude | 2.0 |
| Non-acceptability of Women Engineers | 19.0 |
| Boys are More Intelligent than Girls | 1.0 |
| Any Other (like Tough Competitions) | 26.0 |
| | 100.0 |

And here again in reasons for women for women and working so here we are try to give you the reasons these are some of the reasons okay. You can see that what are the reasons and here are the percentages, okay I am not going through each and every person for every reason because then perhaps we will need more time for discussing each one but this one give an idea about how women perceive their overall life in work life.
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**Nature of present job of women architects**

| Nature of job | Per cent |
|---|---|
| Designing | 4.0 |
| Production | 6.0 |
| Construction | 2.0 |
| Consultancy | 46.0 |
| Specialist | 2.0 |
| Consultant | 18.0 |
| Project Planning | 2.0 |
| Any other | 20.0 |
| | 100.0 |

And then nature of present job of women architects if you would recollect I was talking to you in last lecture that I have conducts as study which was sponsored by department science and technology government of India and that is about this was about and the carrier occupational prices with women with size and technology education and that my sample were also the architects and engineers and doctors and here there is a part of that study we found that how many women are working in which profession okay for example designing and production and consultancy and all that the architect of Delhi.

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**Specific nature of work of the respondents**

| Nature of job | Per cent |
|---|---|
| No Reply | 12.0 |
| Policy Development | 12.0 |
| Documentation | 12.0 |
| Planning | 12.0 |
| Execution | 12.0 |
| Supervision | 12.0 |
| Designing | 29.0 |
| | 100.0 |

And then the similar data that we are trying to give you about the nature of work what type of work the , the science and technology graduates and the engineers and professional and women they how are they working so this is the scenario of their working this is the data which I have collected from study if you recollect last lecture data that I was trying to share with you that data is secondary data which are picked up from reports to give you an idea what than that was a

massive data you know of social data and I can say that is data which is relatively few years old so this is not very old this only current data which we have collected with help of DST okay.
(Refer Slide Time: 30:28)

| Current management responsibility of the respondents | |
|---|---|
| Level | Per cent |
| No reply | 44.0 |
| Lower level | 22.0 |
| Middle level | 30.0 |
| High level | 4.0 |
| | 100.0 |

So then we move on to the current management responsibility and that they take women take you can see that lower level middle level and higher level okay generally what we are seeing that okay that at the highest level very few women are working we were discussing this in our last lecture and you can see that , that the highest level very few present women are working so this brings us to a question why so few women are at the higher level and generally they are at the quite of few are there at the lowest level so this is one of the managerial management perspective question one has to look into.
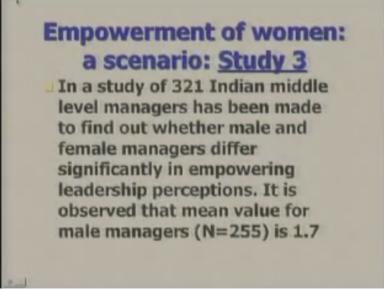Refer Slide Time: 31:26)

| Attitude of the management towards the respondents | |
|---|---|
| Reply | Per cent |
| No reply | 15.0 |
| Fair and Just | 28.0 |
| Merit and Quality given due Recognition | 54.0 |
| Different Treatment to Male/Female Counterpart | 2.0 |
| Not Fair | 1.0 |
| | 100.0 |

Then the attitude of an management towards their response it here you can see that they have try to give us you know I this is the persecution of women technologies and this they have given has you know idea that how many of them feel that there are friendly they have good how many feel

and not very satisfied and how many of them not very clear about it and some of them also want to actually replied this question so here this table gives you an idea about how then perceive themselves.

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**Empowerment of women: a scenario: Study 3**

- In a study of 321 Indian middle level managers has been made to find out whether male and female managers differ significantly in empowering leadership perceptions. It is observed that mean value for male managers (N=255) is 1.7

And then the empowerment of women were also looking at yet another study so this will some of the data we have collected for the for a study of women scientist and engineers and this is yet another study that we are discussing in this is a study 321 Indian middle level managers have been made to fan of together male and female managers differ significantly empowering leadership persuasion we will be doing leadership as one of the topics and in fact also we discussing empowering leadership as one of the aspects of the leadership in the when wear doing leadership right now let me share with you that this is a study on the perception of women towards empowering leadership and we have tried to analyze the gender differences here and we find that the mean value of the male managers.

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- and for women mangers (N= 66), mean is 2.8. this mean difference is statically significant. Managers with empowering leadership attitude have positive egalitarian attitude.

Is 1.7 and the women mangers it is 2.8 this man differences is statistical significant and managers with empowering leadership attitude have positive egalitarian attitude that is yet another finding of this study and so the attitude of managers that is very important okay so attitude of managers towards overall society and perception that is again very important.
(Refer Slide Time: 34:17)



**Gender Egalitarianism Attitude**
Kim & Jung (2000) define
Gender Egalitarianism
Attitudes as that which does
not have stereotypes about
the capacities, characteristics,
and roles of men and women
accruing to gender, that are
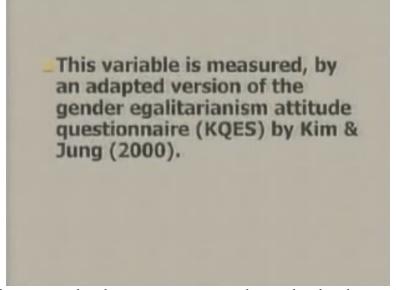free of prejudice against
women,

And gender egalitarianism attitude been emphasize being number of authors and here we find that kind and Jung he has defined the gender egalitarianism attitude as one which does not have stereotype about the capacities, characteristics and roles of men and women accruing to gender okay these are free of prejudice against women that is why this was one aspect we have taken for this particular study also to give you an idea about women at the place of.
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that does not accept or adopt
discriminatory behavior
against women's rights and
human rights, and that
recognizes the necessity of
institutions and policies to
correct them

So that does not except or adopt discriminatory behavior and against women's rights human rights and recognize city of institutions and policies to correct them so management has to actually look into these correct them whoever rather than just ignoring them or like some
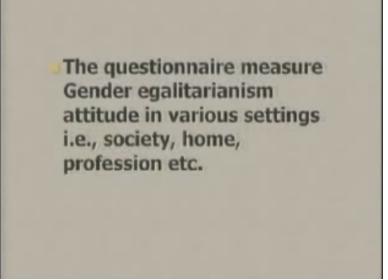
organizational they do not like to how had women because this the that there are practical problems with women and so, so rather not higher okay well I may not some of this practical problems maybe if any time we undertakes some projects and we find that ourselves as to why some of the organizations they will not like to had okay so maybe if possibilities there or, or you can start working for a this project like that and conduct a study let us know what are the results okay.

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> This variable is measured, by an adapted version of the gender egalitarianism attitude questionnaire (KQES) by Kim & Jung (2000).

So this variable is measure by the way measure we know that by the gender egalitarianism attitude questionnaire.

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> The questionnaire measure Gender egalitarianism attitude in various settings i.e., society, home, profession etc.

And so the results whatever we have discussed or whatever we discussing or related to these particular aspects so the questionnaire measured the attitude in various settings that is in society homeland professions.

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The set referring to the GE attitude in the professional setting was used. If had 15 times and had four dimensions

(1) capacity and Roles,
(2) equality policies
(3) A typical occupations
(4) male centeredness.

And we found that , that at least you no some of the determinations the capacities and rules the equality policies typical occupation the male suppose centeredness some of this factors are important.

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The reliability of the scale is calculated on the Indian sample is 0.714. correlation coefficient between perception of empowering leadership style and gender egalitarianism is .524
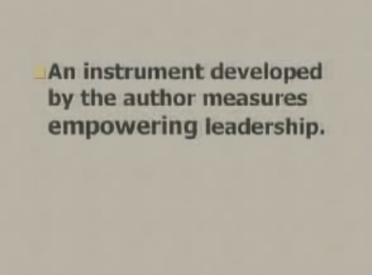
The reliability of scale is calculated on the sample of this given study which is quiet alright 0.714 and the correlation coefficient between perception of empowering leadership style and gender egalitarianism is .524.
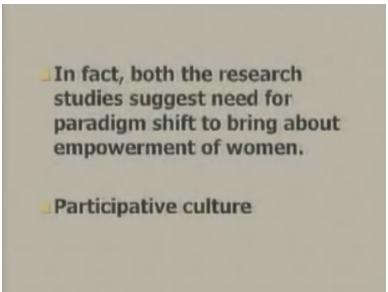
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So this is study also suggest that there is an urgent need for changing attitude of members of our society and organizations this is study we that is the result of my survey this the second survey on empowerment.
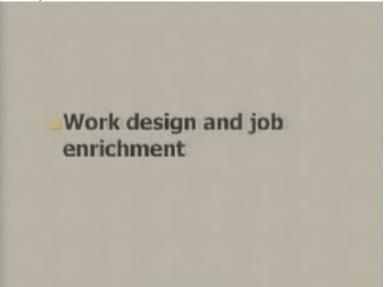(Refer Slide Time: 38:06)



And so then instrument development by the author measure us okay when I say us okay is about the empowering leadership style.
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In fact, both the research studies suggest need for paradigm shift to bring about empowerment of women.

Participative culture

And in fact bother there is the research studies need for paradigm shift to bring about the empowerment of women including the particularize culture so w actually need paradigm shift so far us women and both woman in work in a consider in organizational today we are talking about organizations in the millennium and we cannot look back in whatever happen in past in that haste be repeated or something of that kind.

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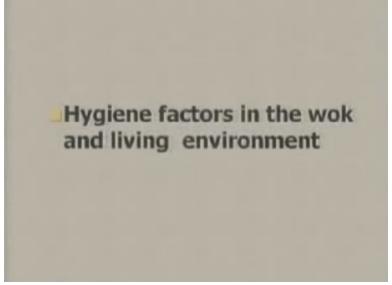


Work design and job enrichment

So we also need the participative culture work design and job enrichment will be discussing this concepts in details I will see if my in today's lecture time permits I will be discussing this in great details I will keep it for details otherwise you know each one of this is a topic for us of a discussion in this whole course so from participative design come to work design in and the join enrichment.
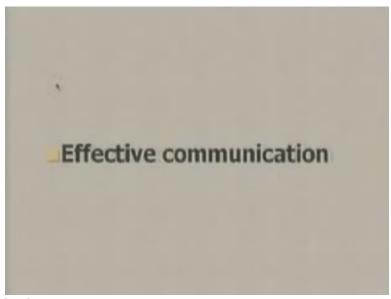
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Welfare measures.
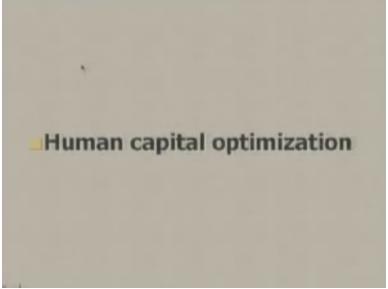(Refer Slide Time: 39:39)



Hygiene factors in the work and the living environment.
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Effective communication.
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Human capital optimization.
(Refer Slide Time: 39:58)

> Dr. Karan Singh (Sugh 1995) said that "We need the courage to think globally, to break away from traditional paradigms and plunge boldly into the future.

And so of this factors so when if I look at some of this factors let me just go back to some of this factors let me, let me go back to the some go this factors okay so w are discussing some of the aspects which I am repeating again because are just given youth points let me talk to you about work design and job enrichment job enrichment is concept introduce by some of the authors trying to see that job is enriching.

It has some of the qualities like challenge autonomy variety, quality feedback and so on and so when we are trying to look at the work design and enrichment aspect of life at work for women particularly for women then we have to look at that how much challenged work gives to women hoe much variety it gives to them the kind of a quality and kind of feedback and so on so there are number of aspects of work design job enrichment being one important aspect so when we are looking at the gender issue at the place of work we have to look at the aspects of work design for women then the welfare measures for infect for all employees we need welfare measures but specially gender the well fare measures there are number of welfare measures which are in general related welfare measures which may be different for women at the place of work some of the measure wean say for example if we have many women workers then , then we perhaps need on crush because small children.

Are there or the near school the kinder garden school has to be very closed nearby are there has to be a dispensary and so on we will come to the issues just short from now see one of the if I recollect one of the industries has gone to collect data and that time my objective was to collect data and has to how many industries employee women at what level and for doing what kind of a job etc so basically that was about the status.

In women in Indian industries so when I approach the industries wall unfortunately many industries did not give me appointment and many industries then would not share the data with me very few were fourth coming so, so I was surprise that why was that some of them thought you know I was not really I was set of a wasting their working time something of that king that of course that happens whenever.

We are doing data collection from industries so sometimes that might happen so the welfare measures need to be looked into hygiene factors in the work in fact there is an error here in the work in living environment so the hygiene factors well we have certain loss about also keeping of keep of the organizations but specially for women's the restroom and the other cleanliness and hygiene factors much be there.

Then the communication has to be a very poem clear-cut clear climate for effective communication okay so time communication is closed that people do not feel very free at the place of woke so even this becomes very important factor then the optimization human capital we have to see how to optimize the human capital in terms of gender for the best use of the organizations yes so, so we optimize.

This aspect also this gives me to one writing Was just reading something I found Dr. Karan Singh writing were he said that we need the courage to think globally to break away from traditional paradigm and plunge boldly into the future this is about of course the national development but let me take his writing as the one of the gilding forces also when we are talking about woman work and organizations.

So when see this is the global scenario that we have to look into and we have to think globally so weaken translate that into think globally in terms of women and work in Indian organizations we have to break a away from the traditional paradigms so let us try to break away from the traditional paradigms about woman and work in Indian organizations and plunge boldly into future if you recollect last time last lecture.

Was giving you an idea about see the new jobs like call center jobs coming up were you will find the woman are , are the major group of work force in the cal centers okay similarly I went to some of the companies for example I went to one of the motor manufacturers motor wending company and you will find that woman are doing the motor wending work there , there are certain as we will discussing in our last lecture there are certain jobs which for which do need skills of women and we need to employee women because of their perhaps you know psychological makeup or there expect ice the best fitted on that particular job okay so we have to plunge into are future boldly and so this oldness has also to come by employing women as our one of the we can say the equal partners and the efficient partners in or organizations rather than having you know that background that Indian traditions say this that women are in lower in hierarchy in that kind okay.

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These strategies will result into better quality of life for women, better overall quality management for society and finding result into greater empowerment and development of women.

So these a strategies will results into better quality of life for women and intern in a for an organizations in term for the families and intern for the full action so this nothing you know very special that by, by doing so you just giving on better quality of like only to women because that you know prelates down it goes set of a up and it is spreads okay and it makes a very healthy society and that is why at the whole paradigm of women work an organization needs , needs real serious re think and change.

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These strategies will result into better quality of life for women, better overall quality management for society and finding result into greater empowerment and development of women.

and so we can actually offered better overall quality management for society and flinging results into greater empowerment and development of women we were trying to look at the empowerment and development of women the quality of work life of them and in term they being and the best some of the best work force and so the design of this organizations should b such were we acne really employee women truthfully we must so moralized are inner and outer resources.

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We must so mobilize our inner and outer resources that we begin consciously to build a new world in the 21st century A.D

That we begin very consciously to build a new world in the 21$^{st}$ century and with this discussions and now going to give you a overall just of what we have done in our 2 lectures on women work and organizations 1$^{st}$ we were talking about women work and organizations and why do we really need to this topic in a course and management we begin with some of those aspects then we moved on to talk about the risings there are various philosophies and we tried to look into various philosophies in terms of women work and organizations then we moved on to all about the characteristics of women at the place of work and some of the qualities which woman are good and some set of a comparison of gender then we moved on to look into the data that is available to us from the secondary sources and I was trying to share with youth , the woman in which kind of a sector there are working how many woman the kind of education that they have from this secondary sources.

To give us and understanding that how woman work in organizations have to be, have tube looked into then we the next phase of all this analysis give us you know some idea about woman work an organizations and how do we really design this strategies for method optimization of workforce development and then we looked at some of the research studies the research studies that we were looking at we try to look at studies.

On women family commit meant and work commitment and then try to see there are some applications and people think it in a different way but in a our research studies we found different explanations for woman work and work commitment and family commitment and so we a try to give the analysis from that point of you to see that how best we can perhaps you know design strategy for woman.

Quality work optimization of energy and utilization of the talent then we moved on to talk about empowerment of women because the studies and has some of survey in the points of views have shown that we still need to well not for women and that is why we talked about empowerment in empowerment lot of studies I tried to some of the finishing some of empowerment bring in and then the analysis of one of the BST projects.

Had done so we came to know from that project also have perception of women that differs and hoe that still have you know some king of a glass selling we find that women are more number of women are you know at the lower level and less number of women are at the highest level looks like some kind of a glass ceiling all of you understand the concept of glass ceiling I am sure you heard about this when in the organization.

In you do not have the opportunity of progression okay because of that selling which is which will call you know calla s a glass selling concepts so glass sailing still is there in many organizations so that airing see out of the analysis of that reflection is, is there and so from this analysis we have finally try to conclude that we need to read design work we need to give better opportunities for enrichments to give them few other aspects okay as other you know that we design strategies so let us now move on will be moving on to our next section on management and again perhaps you know will bring references to woman work an organizations so I close here.

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