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NPTEL
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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 # 38

Management:

Now and Beyond

We are now starting our discussion on management now and beyond.

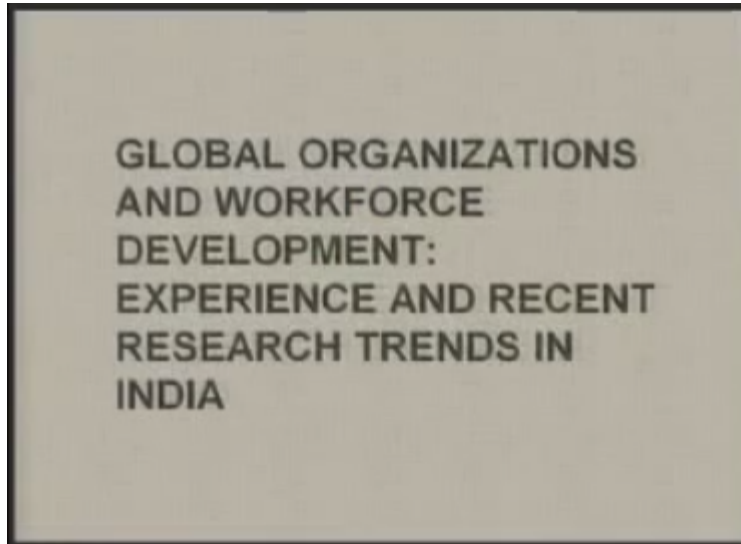
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**Management
Now and Beyond**

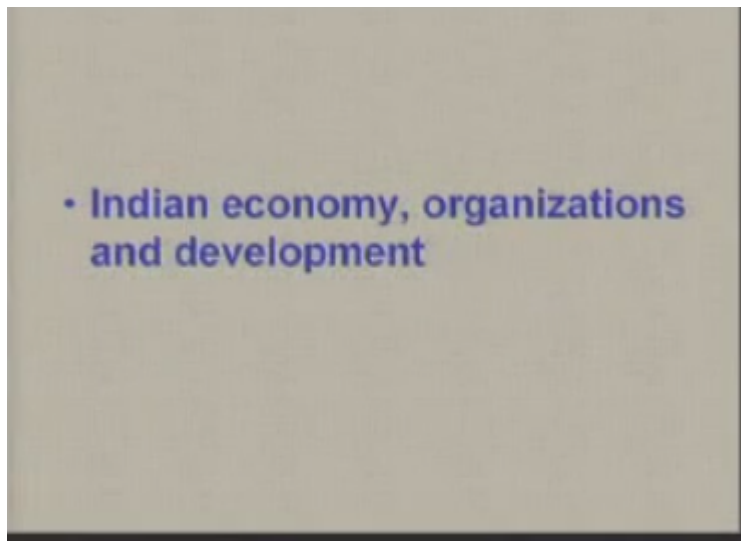
We have done some many topics in this course so far, and now we are coming towards the end the course.

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Let us see the issue that we have to look at, now first we are looking at the global organizations and work force development and today lecture is based on the experience and the recent research studies in india. And many of these we have done out in IIT Delhi

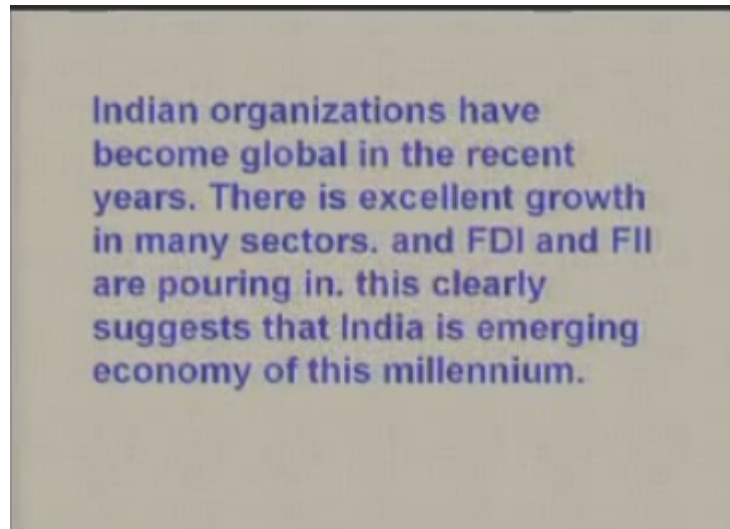
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And this is one of the current issues that we have to understand in the process of understanding management studies. We are into an new business environment today and globalization is becoming so important for us. Because Indian economy and the organizations and development

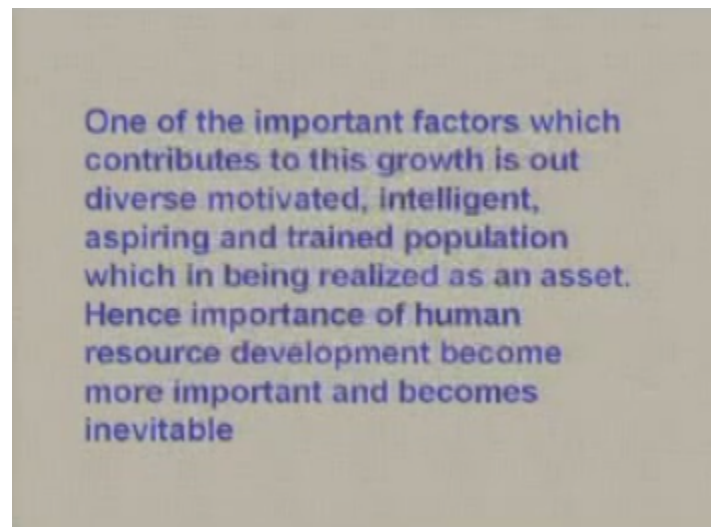
these have taken new shape and they look different because we have matured, perhaps organizations economy and not of development has taken place over the years.

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So Indian organizations have become global in the recent years, and there is excellent growth in many sectors and FDI's and FII are pouring in. this clearly suggests that india is emerging as major economy in this millennium.

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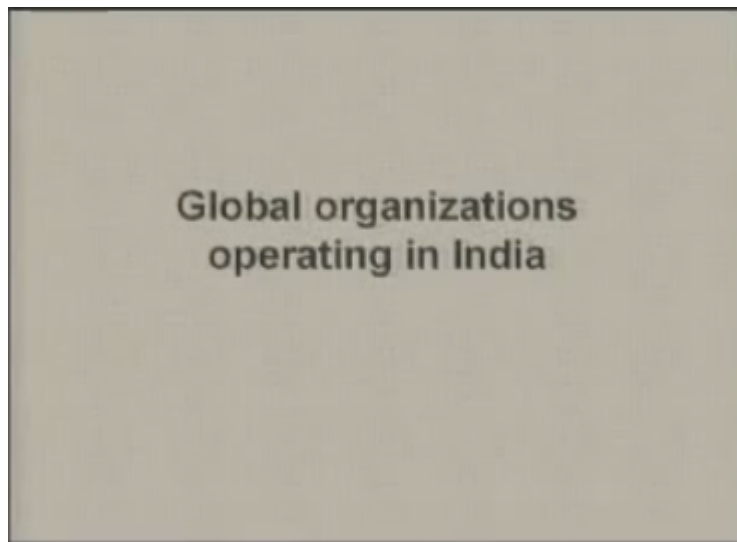


As i said of this there have been many changes in our management thinking, management experiences and management practices. One of the most important factors which contributes to the growth is out to understand the diverse motivated work force that is intelligent aspiring and trained. So this population is being further trained to cop up with the completion that we have in the environment and so this is a great asset for us.

Hence the importance of human resource development becomes an important issue and, perhaps you know it becomes inevitable. Because the work force development is very important for any economy and in fact from many quarters we are these days that in spite of our growing population there is a shortage of professional skills and employability skills so we need which are the as an important factor for the economy growth of our country.

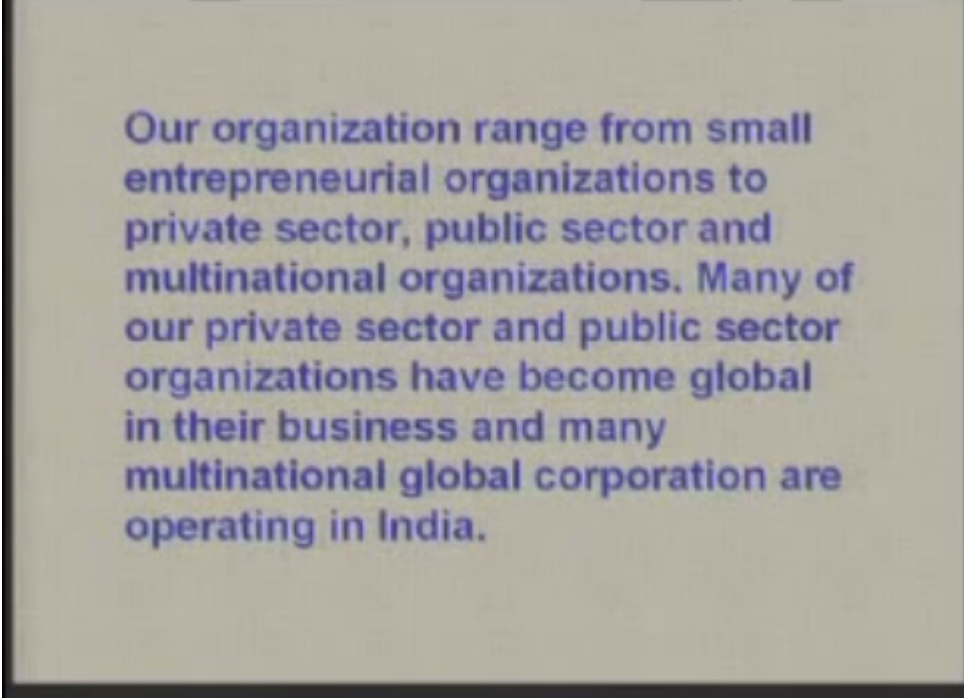
As we have discussed earlier that in spite you know the best technology that we have, we have to see that Indian population which is growing, which is perhaps by some estimate going to become perhaps the Indian is going to become, perhaps the most populous country by 2035. So we have to also look at the HRD practices, which will actually enhance the economy growth for India. We have already started seeing that how global corporations are coming to India, and India is becoming global. So for these there is a great challenge in terms of human resource development.

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Looking at the global corporations or global organizations operating in India.

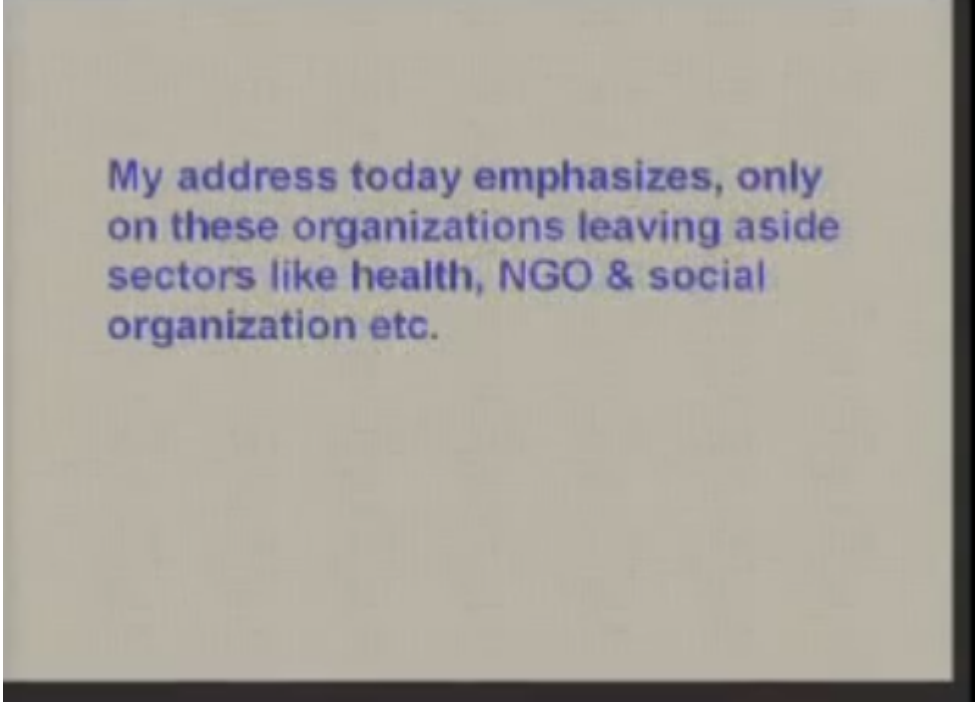
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Our organization range from small entrepreneurial organizations to private sector, public sector and multinational organizations. Many of our private sector and public sector organizations have become global in their business and many multinational global corporation are operating in India.

We find that the organizations range from small entrepreneurial organizations to private sector to public sector, and the multinational organizations. And many of these organizations private sector or public sector organization have become global in their business in the recent years. And many multinational companies have come to India to do their business. So in terms of economy we have no choice, we have to see that we are perhaps you know the leading force in terms of the development of India. And where the management studies become very important in fact inevitably for all of us to understand some of this concept which we have done in this course.

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My address today emphasizes, only
on these organizations leaving aside
sectors like health, NGO & social
organization etc.

So when we are looking at the global corporations many organizations emphasizes, that only those organizations in fact there is an error here, that only these organizations leaving inside the sectors of health, NGO and the social organization etc.,. Some of these we are not really mention you know in a big way because we are emphasizing more into business organizations and the industries and so on. And for understanding this in terms of a managerial thinking, or in terms of a research studies which will give us so formula.

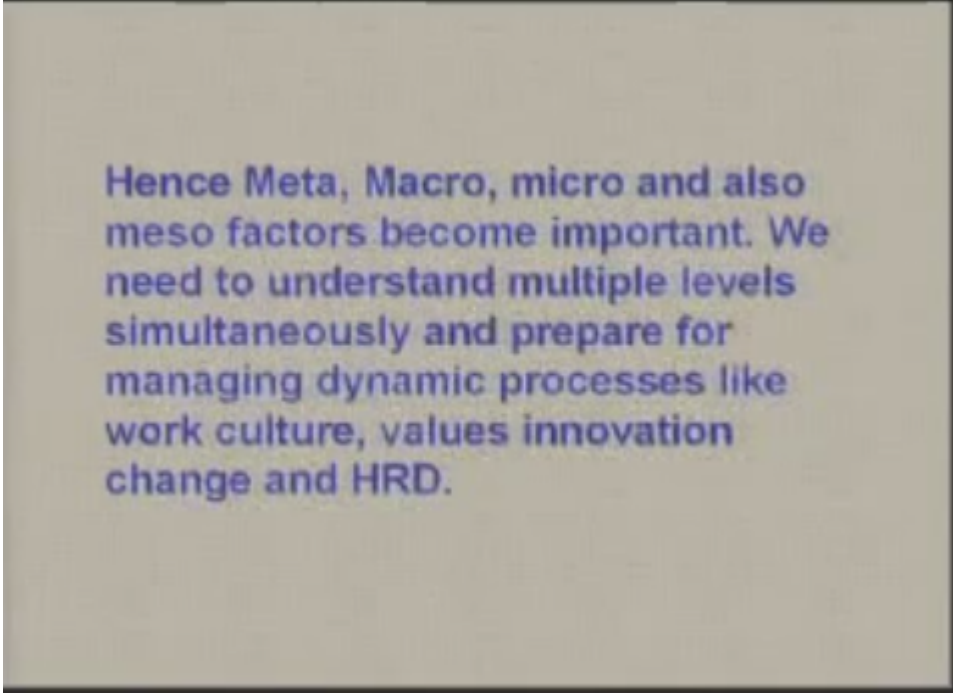
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Multivariate Approach

When we attempt any such analysis with a view to present strategic thinking on workforce development an attempt has to be made to present a multivariate conceptualization.

For predication and the analysis of situations we must use multivariate analysis structure. And when we attempt to analysis this we find that such analysis is presented with a view of strategic thinking strategic links for work force development and attempts as to be made to present the multivariate conceptualization. As we have seen also during the discussion of this course that unless we have gone multivariate in our approach we may not be able to actually arrive at sound scientific conclusions. The reason being that the whole social system and whole organizational system as number of parameter which need to be unfolded. Hence the understanding of management studies call's for multivariate designs of research studies as well as the decision which are made you know based on this. In our section on methodology we were talking about these as to how to go about conducting scientific research study or a scientific enquiry and what is the language of a scientific enquiry. That we have done earlier in one of the lectures in fact we extended that you know for another are also

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Hence Meta, Macro, micro and also meso factors become important. We need to understand multiple levels simultaneously and prepare for managing dynamic processes like work culture, values innovation change and HRD.

Hence we have to see that the variables the Meta level the macro level and micro level all these set of variables must be consider in our management thinking. And in this process we need to understand these multiple levels simultaneously and prepare for managing dynamic processes like work culture, values innovations change and HRD. These entire topics separately we have discussed and now what we are trying to understand is that as a managerial thinking just understanding us, are topic separately will not help you but you have to combine all this to actually make your decisions.

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Governance issues and development

- Culture

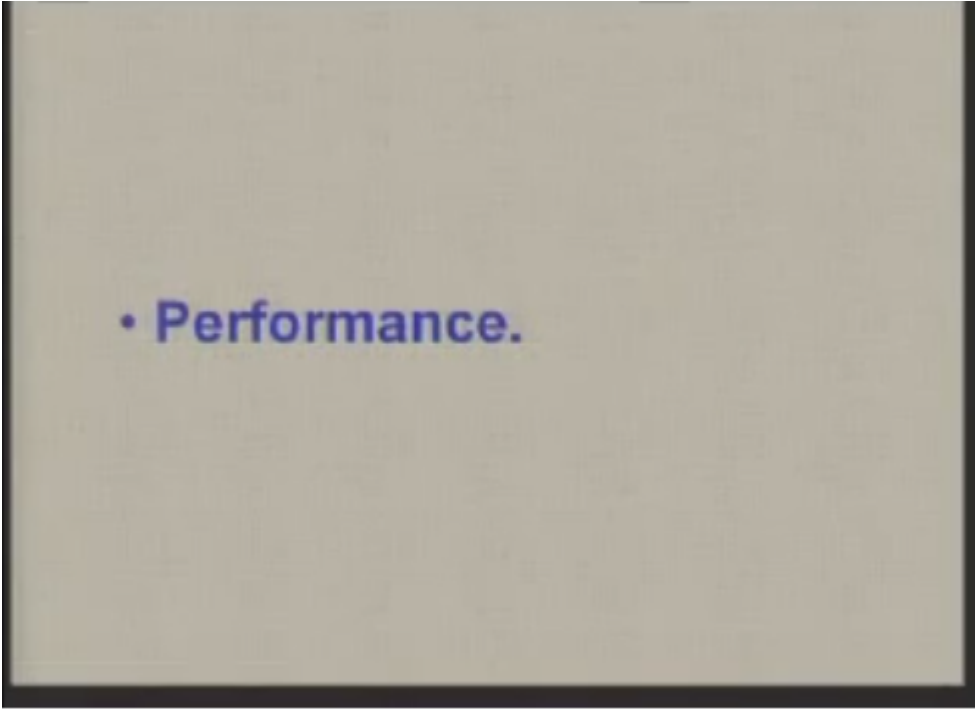
This brings us to some of the issues of governance and when we look at governance we find the issues like governance adulates to development obviously when we are talking about governance we are looking at some of the outcomes like development and sustainability and performance and so on but generally development. So in governance the issues like cultures,

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- Mission and Values

Mission and values of the organizations

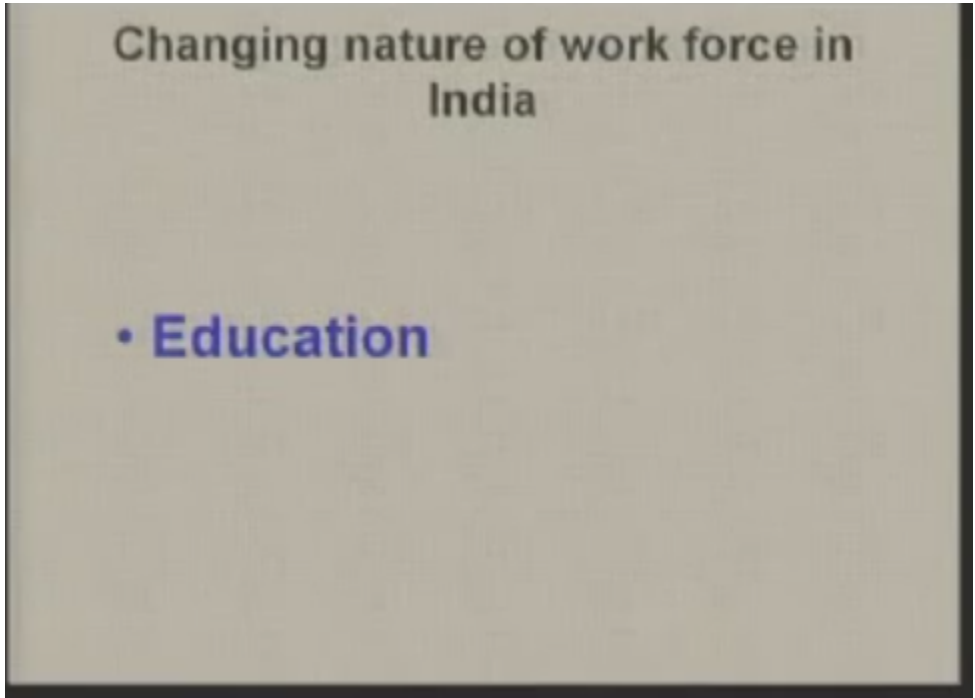
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• **Performance.**

Performance

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**Changing nature of work force in
India**

• **Education**


Education etc., become very important and so from here we move on to talk about the changing nature of the work force in India an issue there are the issues of education. Education also has implications you know for our strategies for governance but here again you know I am repeating the work education. Because education as a total process is important for bring about change in India in terms of its work force and the human resource development HRD which is called?

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Awareness, education is important awareness is important.


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• Diversity

Diversity you would recollect that we had lecture on diversity and we looked at the, how to value diversity at the place of work. And the diverse population that we have in India, perhaps no were in the world you know we have so many issues of diversity, so good India is so rich India is, and the issue of diversity as to be actually tackle by the managers of today. Wherever they are they may be in an industry or they may be managing an organization the government sector or whatever.

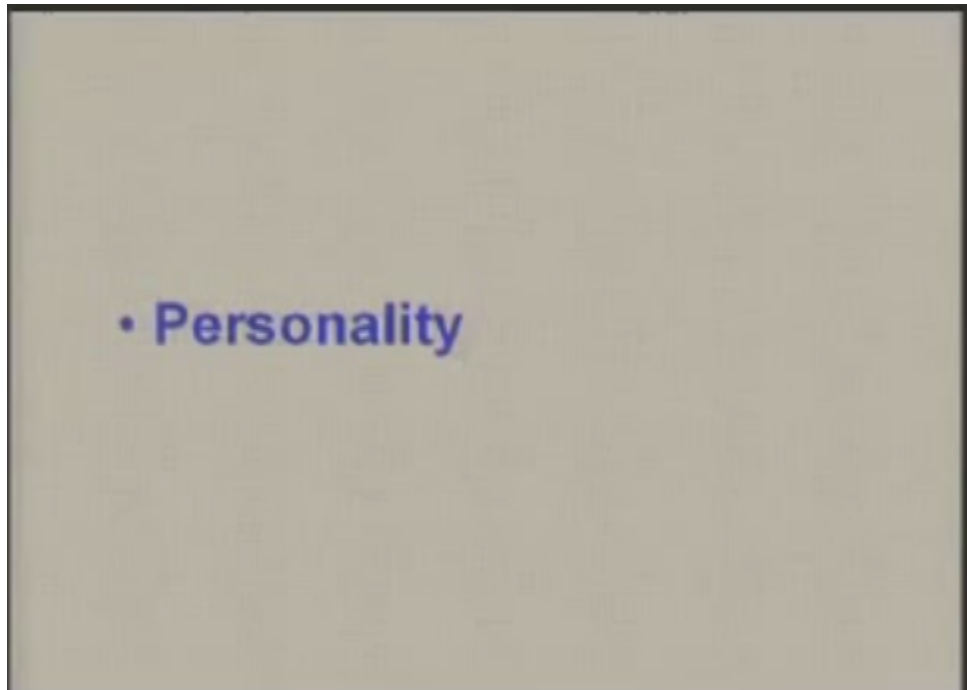
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A presentation slide with a light beige background. The word "Gender" is written in a bold, blue, sans-serif font, preceded by a small blue dot. The slide is framed by a thin black border.

• Gender

When gender becomes an issue and in our lectures again you know we had discussed about gender, and how women as work force are becoming so important in our country that, this no manager can really that okay, blind fold that I do not want to look at this work force because there are sectors where women are doing excellent. And as a development forces also we have women as the future work force of all the countries but India too.

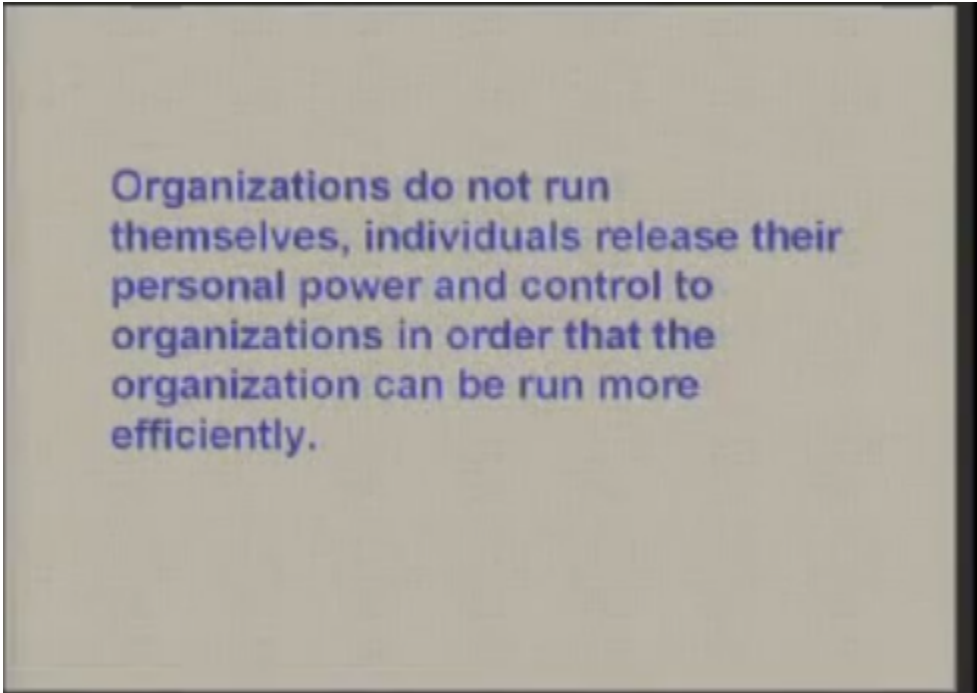
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Then personality, personality development of people okay, is not just the responsibility that you know parents have that okay, look at the only the health, physical health of their children but also the personality of their children not in terms of the physical health their thinking, their personality attributes their emotional intelligence, their way of looking at the world, the world order the world view that they have in their minds.

The values that they have in their mind so lot of responsibility of this of course is with the parents and then of course the organization like schools, and then the colleges and the professional institutes. So this becomes an extremely important factor thou intangible sometimes you know people do not value that you know because it does not have the intangible director perhaps result you know in terms of money in return something of that kind. But when this intangible factor is an extremely force full factor in managing organizations.

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Organizations do not run themselves, individuals release their personal power and control to organizations in order that the organization can be run more efficiently.

This brings us to the issue of organizations that they do not run themselves; I am sure all of you given a thought to that, that organizations do not run themselves someone as to run the organization. So individuals release their personal power and control to the organizations in order to make the organizations affective and more efficient. So if the people who run the organization, that is why just ignoring people for running the best of the organization. Perhaps this is not possible it is going to be a fruitless exercise for us yes,

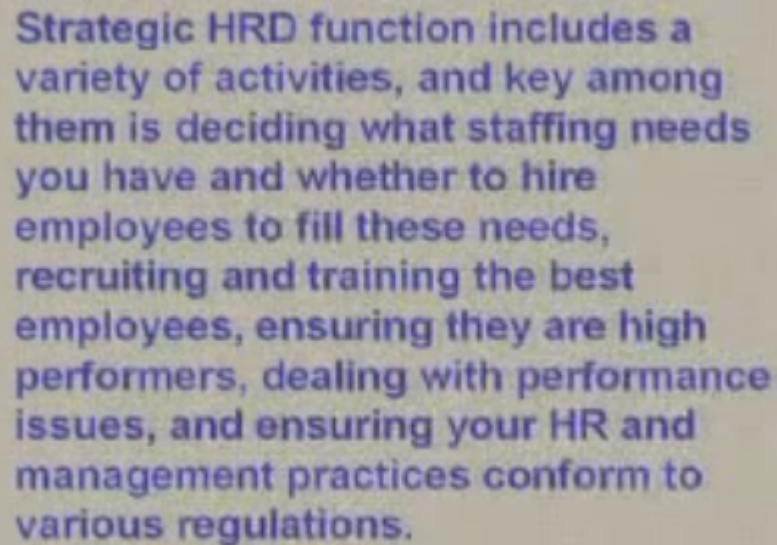
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Changing HRD Perspective

Organizational priorities have changed in recent years. The focus has moved from piecemeal training activities to more systematic HRD, with its strategic role.

so we have to understand that how do we change the HRD perspective the organizational priorities had changed in the recent years. And which focus and which have moved from the piecemeal training programs to more systematic HRD, exercises programs with strategic roles. So now this we are just, not that we are giving our trainings on a specific issues sometimes when it is the issue of a technical training we have to do that, we have seen that in our chapter on training and development. But when we are moving, when you are the manger and you really want to make your organization really a world class you have to see that it as to be not a piecemeal exercise but a coordinated system based exercise. HRD yes,

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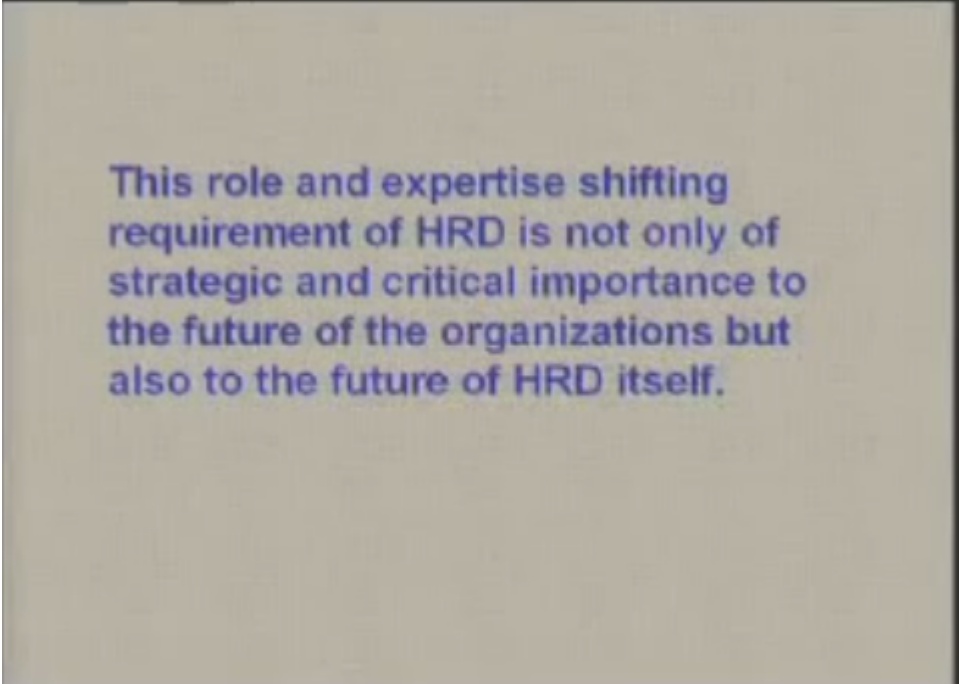


Strategic HRD function includes a variety of activities, and key among them is deciding what staffing needs you have and whether to hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your HR and management practices conform to various regulations.

So we have to then look at the issue of strategic HRD and the strategic HRD, function includes a variety of activities, yes we have discussed about this strategic management also in the introduction of this course. So we are talking about the strategic functions which actually talks about the variety of activities and the key factors among them is deciding what staffing needs are, staffing needs and so what staffing needs that you have.

Whether to hire employees, to fill these needs recruiting and training the best employees ensuring they are high performers and ensuring your HR, and management practices conform to various regulations. Yes, so we have to actually design our system in such a way that we can take care of human resource development in a very systematic way.

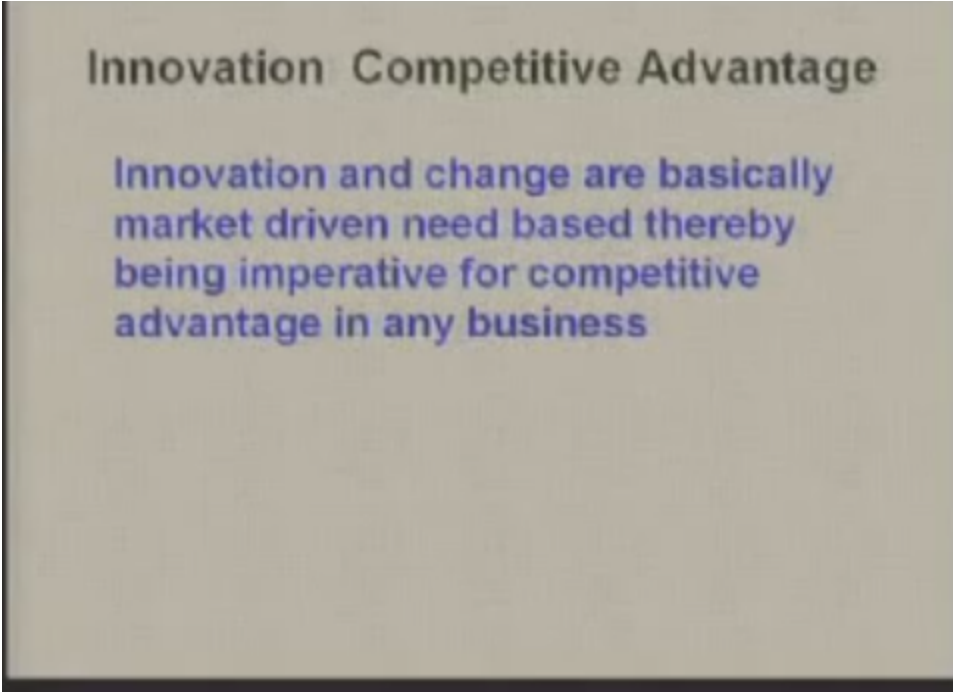
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This role and expertise shifting requirement of HRD is not only of strategic and critical importance to the future of the organizations but also to the future of HRD itself.

This role and exercise of staffing requirement of HRD, is not only of his strategic and perhaps critical importance to the future of the organizations but also to the future of HRD itself.

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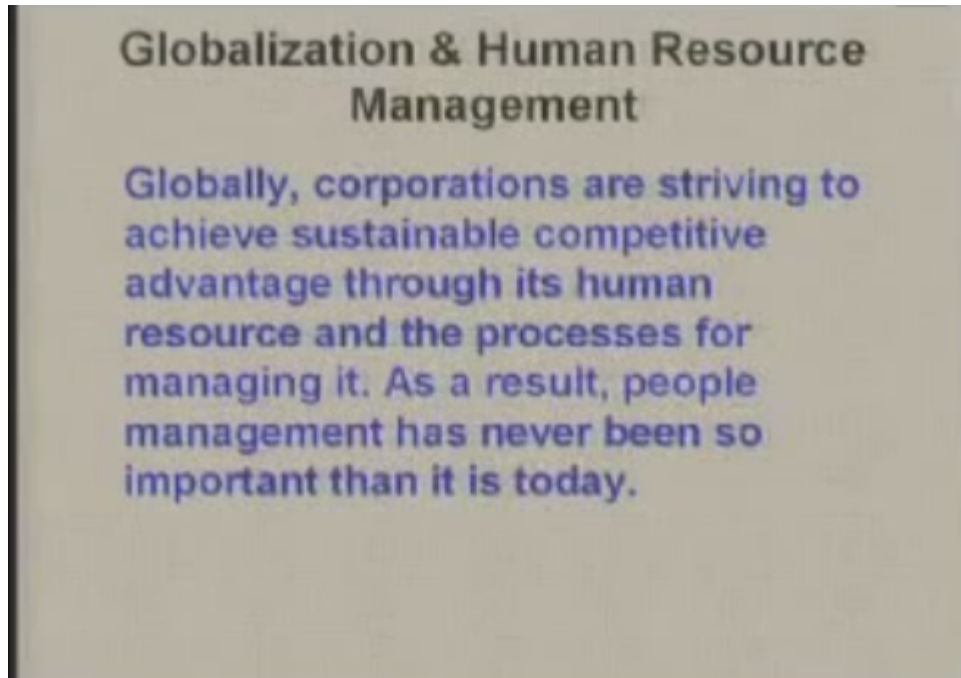
Innovation Competitive Advantage

Innovation and change are basically market driven need based thereby being imperative for competitive advantage in any business

Here the issue also comes about innovation and the competitive advantage, some of this studies that we have also conducted related to the issue that I am discussion today. Innovation and

change basically is market driven and need based sometimes. So we are not trying to say that market driven innovation in change should not be considered because after all we are there in the, that the economy where there is competition. But there is also need for innovation, because everyone as creativity and the opportunity should be given to them to come out with their creativity. And so this is being imperative for the competitive advantage for any business that we have today.

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When we are looking at again the globalization and human resource management globally, corporation is striving to achieve sustainable competitive advantage through human resources and the processes for managing it. As a result people management has become an important factor in today's organizations.

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India has two groups of global organization i.e. Indian organizations which have global business and Multinational corporations operating in India.

And in India we have two types of global organization the Indian organizations which have already discuss this let me once again see at this. That Indian organizations which have global business and the multinational organizations which are operating in india.

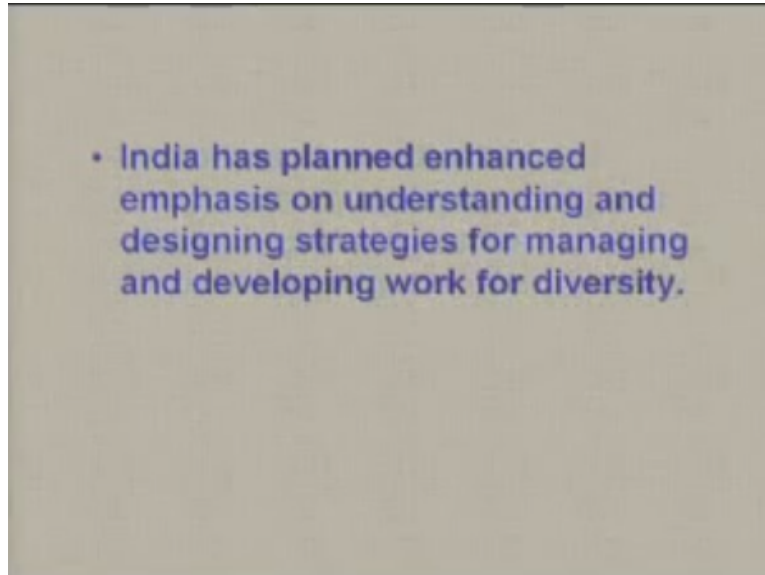
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Strategic Management

- **There are initiatives for global organizational integration, mergers and acquisitions and there are careful design of developing managers for multinational business.**

In either of these cases HRD becomes an extremely important factor. Under strategic management there are initiatives for global organizational integration, and mergers and acquisitions and there are careful designs for developing managers for multinational business. Once again we will come back to the issue of mergers and acquisitions in the later part of this analysis. Yes, right now let us first talk more about the HRD and I will move on to some of those aspects once again.

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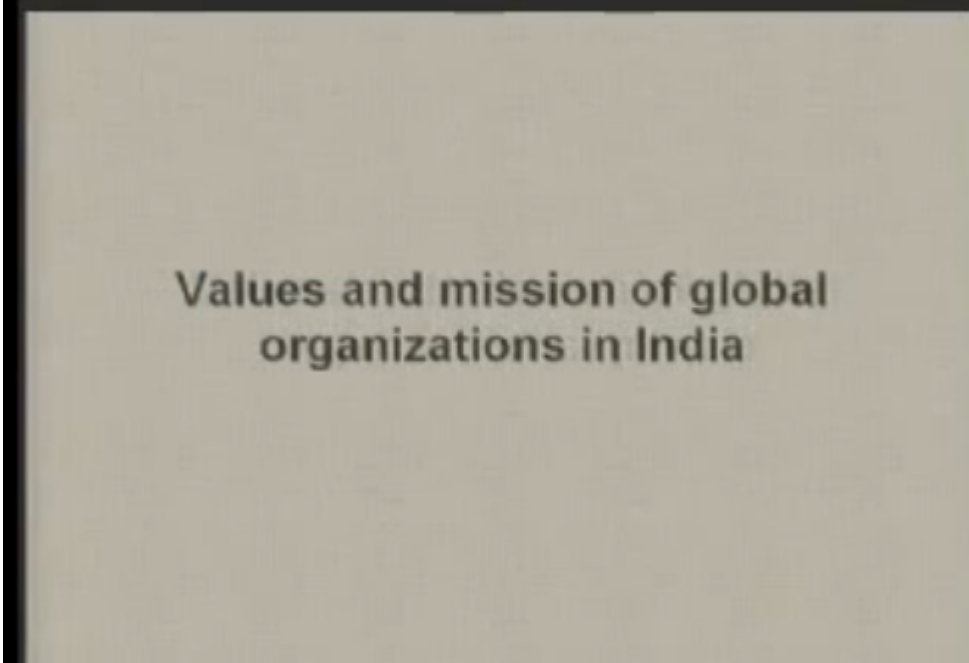
And so India as planned enhanced emphasis on understanding and designing strategies for managing and developing work force diversity.

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- Increasing capabilities, motivation, organizational commitment, value orientation, participation & involvement in decision making, improving quality of life and work culture are some of the aspects where global organizations in India also stress on innovation, attitudes, personal values, corporate value culture social responsibilities and ethics & development needs.

When we are looking at the organizations we have to understand that increasing capabilities, motivation, organizational commitment, values, participation involvement indecision making improving quality of life and work culture and some of these aspect are important were global organizations in india also stress and the issues like innovation attitudes, personality values, corporate values culture social responsibilities and ethics and developmental needs. In fact when I am saying this in a way it is a some total of what we have done in some of the earlier lectures so you can keep that as a concluding some sort of a concluding statement that as part of management studies. We have to look at some of these factors,


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Values and mission of global organizations in India

I will emphasize on some of the special issues like the values and missions of global organizations in India. Even though all organizations wherever they have some values and some missions, some vision and here I have just you know in a elementary way from the literature available to me or the experience available to me after I am trying to put this.

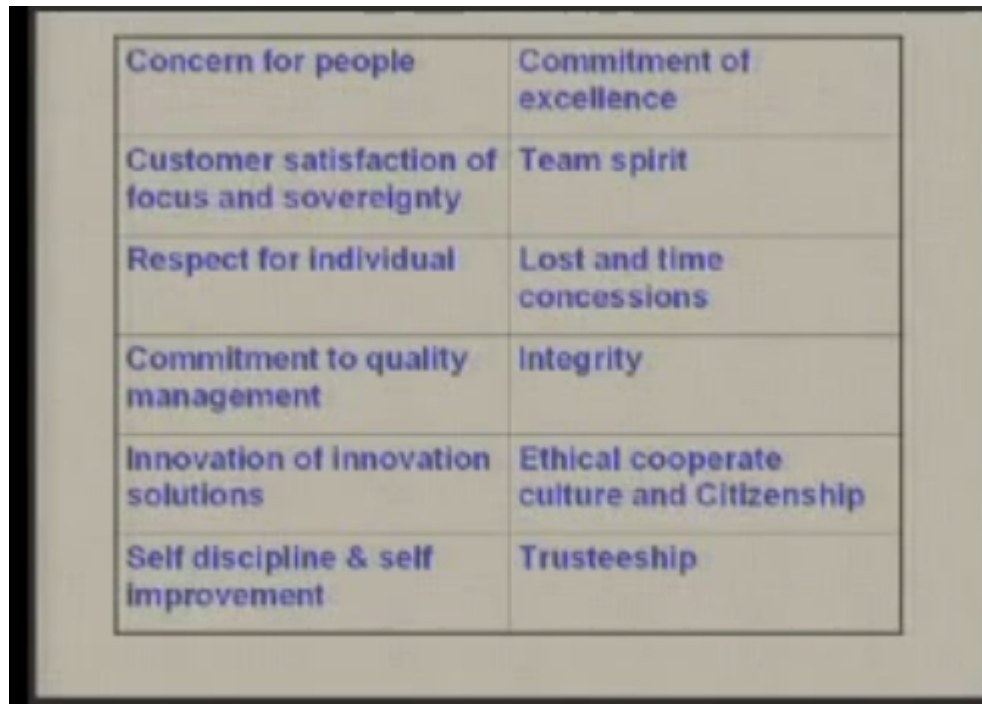
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Values of successful Indian global companies reflect the following parameters

So values of successful Indian global companies reflect some of the parameters.

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Concern for people	Commitment of excellence
Customer satisfaction of focus and sovereignty	Team spirit
Respect for individual	Lost and time concessions
Commitment to quality management	Integrity
Innovation of innovation solutions	Ethical cooperate culture and Citizenship
Self discipline & self improvement	Trusteeship

And I am just trying to put some of these parameters, okay, on which you can see now, if you want you can also note down some of these. That these have I mean the issues like integrity this have issues like trusteeship these have issue like respect in for professions , these are issues like team working, so if you wish you can perhaps note down how the vision and mission of different organizations are different. Okay, yes do you want me to read out each one of these perhaps you know I will show you this that, this is based on certain service these are some oif the statement of values and mission of various organizations. Yes, you can see that there is ethical issue that becomes important, commitment that becomes important, respect for people that becomes important,

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Credibility	Human Values
Trust worthiness	Collaboration
Flexibility	Discipline
Involvement	Willing to accept challenge
Honesty	Integrity
Respect for all workmen and mutual	Fairness

yes so this is the, this is in fact in a long list of the factors like discipline, honesty, flexibility helpfulness, involvement all these. So different organization have given different mission and different vision and values for their organization.

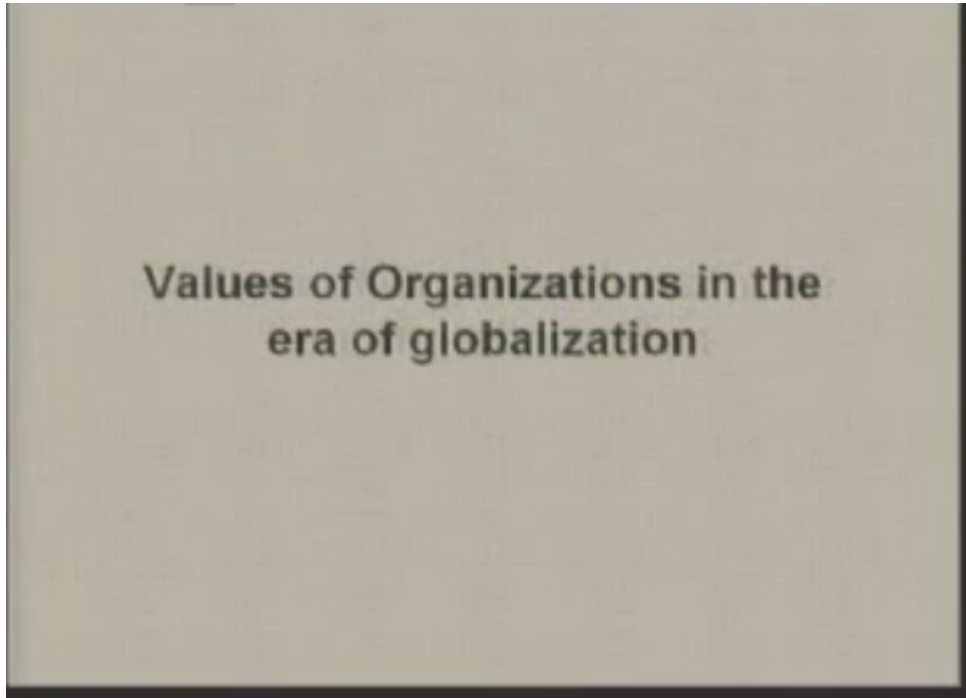
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Responsibility	Caring
Openness and learning	Partnership and networking
Entrepreneurship	Passion for superior performance
Environmental concerns	Leadership
Transparency	Professionalism

This the same list goes on including this stylizes of leaderships, and you have for example transparency as one of the factors. So all these factors are important, you can just you know see

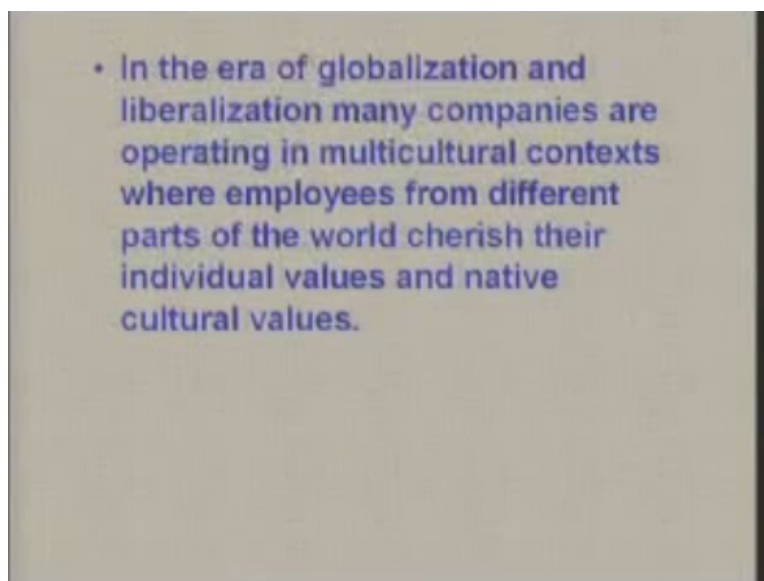
that, some of these factors. Yes, I am holding this you know if you want you can just have a look at that very carefully or you can note down also that. Okay

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So I move on to discuss the values of organizations in the era of globalization. So just little bit of analysis of that if you want I can show you the list once again in the later part of the lecture.

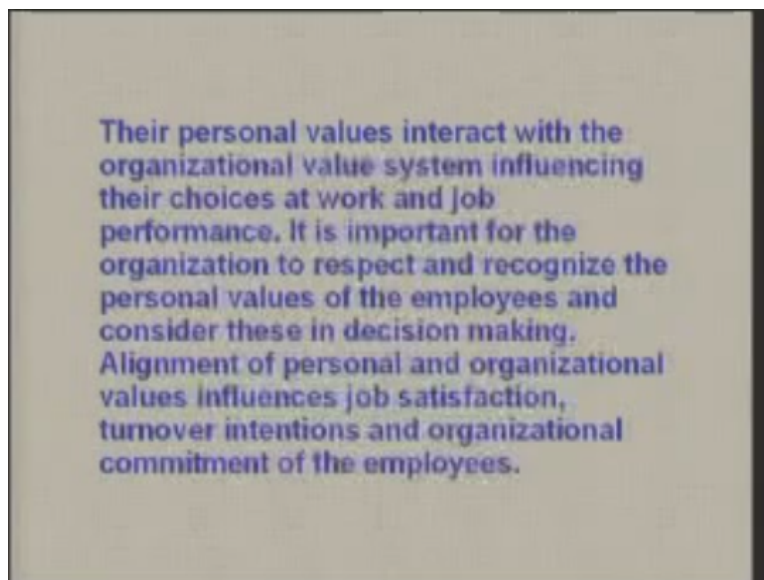
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So in the era of globalization and liberalization we find that there are many issues that have emerged in the operation of the multinational organizations where employees from different parts of the world cherish their individual values, the nature and the cultural values of our country. So they come to India and they cherish the Indian values in many ways including the Indian food and so many things and so many things of course we need to improve as all of us know and we need to improve on many fronts to really you know with this world competition which so far we have been not able to do because perhaps the kinds of attitudes that we have the minds that have so HRD becomes very important for us.

So from here we move on to the issues of

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Personal values that you might have which interact with the organizational values and influence the behavior of people in organization and the choices at work and job performance these get affected. It is important for the organization to actually respect to respect the employees and recognize their personal values and involve them in decision making and consider these in their own decision making process for better functioning of the organization.

So alignment of personal and organizational values influence the job satisfaction of people turn over issue we are talking about the employee turnover, we have also discussed earlier you know in this course about the employees turn over, imitations and organizational commitment of the employees. These are some of the issues that which we are looking for while discussing the effectiveness of an organization, which we have discussed in the earlier part again that an organization becomes effective because of some of these parameters.

So when we are looking at India in the years to come the next millennium the challenge is,

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- Values can be described as the 'core competency' of an organization and 'imbibing culture' as the vehicle that will lead to sustainable competitive advantage.

We have to see values can be described as the core competencies of an organization as well as an individual and imbibing culture as the vehicle that will lead to sustainable competitive advantage. Yes, we are talking about the future challenges India in today's globalised economy yes we are trying to conclude because the various topics which we took individually, now we are trying to put them in together to arrive at our conclusion.

In a study of public and private sectors firms we found,

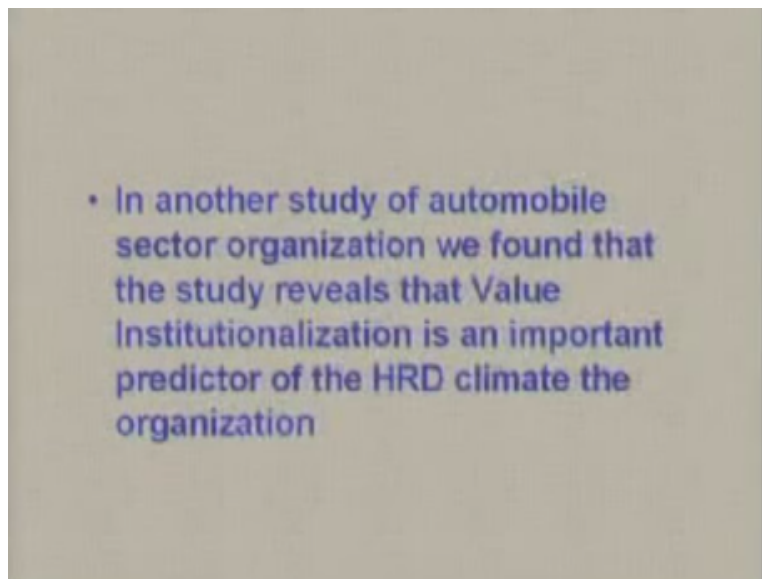
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- In a study of public and private sector firms we found that vedantic values emerging out of Indian philosophy play important role in organization commitment of managers.

That the vedantic values are emerging out of Indian philosophy play important role in the organizational commitment of managers. You would recollect when we were doing our lesson on values and missions. Admission to you that we have conducted is study and where we found that the vedantic values become important.

We can say parameters or predictors of organizational commitment of managers in both public sectors as well as in the private sector. We are sample of public sector and private sector managers and we found that the vedantic values do make difference in their commitment level. So, we have this issue for putting that you know into HRD exercise because once in our study says that certain kinds of values are important for us we could give them some exposure, some training, some opportunity to really prove in that direction.

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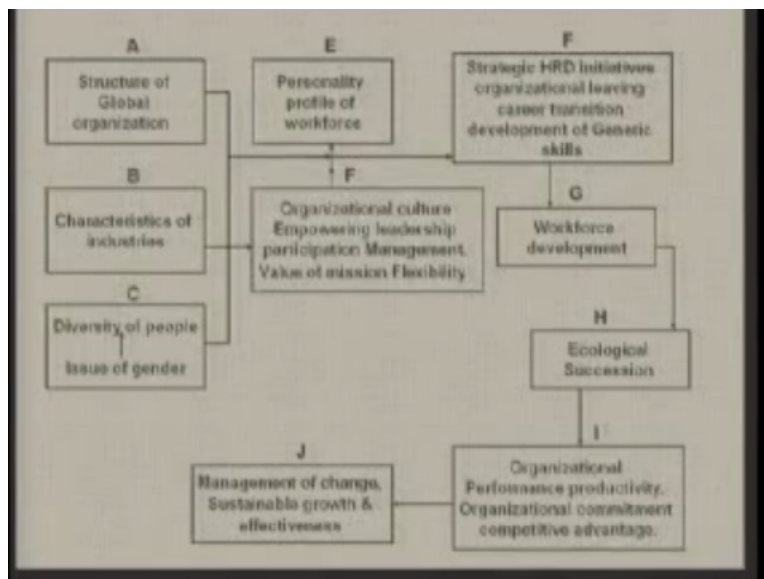
In another study of automobile sector organizations we had found that the values institutionalization is an important predictor of HRD climate and organization. This is in the automobile sector in fact we had compared the profit making and loss making automobile sector and we found that the HRD climate through which value institutionalization is possible that is an important predictor. In other words the profit making and loss making companies gave us different profile in terms of values institutionalization.

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Integration Framework of workforce Development in global organization in India.

Then integration framework of workforce development in global organization in India has been discussed in some of the issues that I am taking up later, let us see the issues like what are the factors that we could integrate in the workforce development and here I have talked about the workforce development,

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I don't know whether the model is very clear to you , you can see that how the workforce development that gets affected by number of factors and you can see that how a manager could look into the workforce development issues and we can see that if we have the workforce development in organizations. This all the in fact most of the aspects that we have discussed in our different topics after I put that up in this model, well yes that is my model and which are

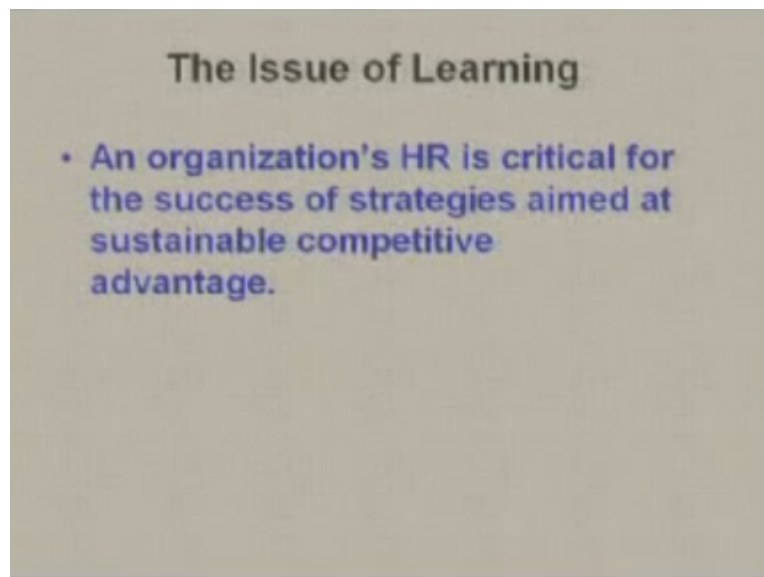
presented in one of the international conferences as a part of my key note presentation where I was invited that was the sixth international conference on workforce development at the IP, and this model I presented and the idea that I was trying to present also here in this model was that we have to create an environment.

We have to look at these parameters and if the environment I am talking about the social organizational cultural environment, where there could be an ecological succession and over the years when the ecological succession will take place there is a possibility of much better you know workforce development. For which of course we will need support from various quarters from the organization from the government and then how this gets this affects you know the issue of management of change and development and so on.

So the workforce development becomes one of the most challenging issues for us and we cannot create condition where the ecological succession will take place. So the topics that I have listed here, the issues which I have listed here are what we have already done in this course and how we could actually integrate that for the human resource development for India's achieving you know India's global success and perhaps you know meeting with the challenges in the next millennium.

Yes, we are moving on to talk about some other issues which will also impinge on reflect on this model which I have discussed,

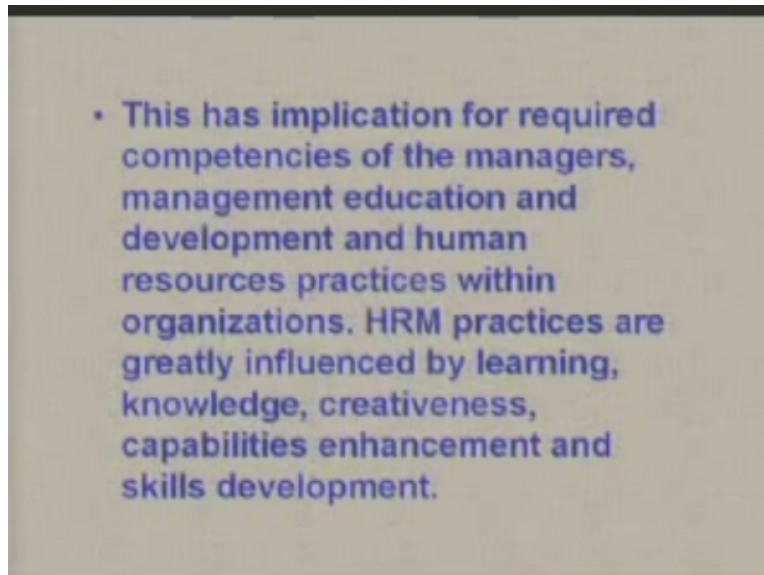
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And let me now discuss some of the issues of this model which will come now, the issue of learning, learning organizational, learning organizations, knowledge management this has become inevitable and so all organizations in all organizations HR becomes a critical factor for

success of organizations aimed at sustainable competitive advantage. So we need to have the learning issue that is very important.

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This has implications for required competencies of managers, management education and development of human resources practices within organizations. HRM practices and this are greatly influenced by learning, knowledge, creativeness, capabilities of various types enhancement and the skills development just to list a few aspects of organizational learning or over all learning in organization, so the organization does not have to be stagnant just one particular thing and then stay stagnant, stagnant by stagnant I mean that only the same production or same thing or same procedures or same policies going on so that is not really going to give us much results . but if organization is learning this they are renewing in fact themselves.

So organization becomes more effective, so you have more of you such an development, you have more of knowledge management, you have more of new policies, you have more of innovation, you have more of HRD, you have more of training and so on. So, organization learning becomes important so learning over all.

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- As a concept, strategic HRM places great emphasis on the capability of learning about an organization's environment, performance, objectives and capacity to learn from change for sustainable competitive advantage.

So, as a concept, strategic human resource management placed a great emphasis on the capacity of learning about organizations environment, performance, objectives and capacity to learn from change and the sustainable competitive advantage.

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- Based on a sample of 300 randomly selected managers from nine global organizations operating in India, using a five-point Likert scale, the results reveal that there is significant difference in the organizations in terms of analysis of learning and strategic HRM factors within strategic HRM paradigm.

Based on a sample of 300 randomly selected managers from nine global corporations in India using a likert scale, we had conducted to study and the results of this is study reveals that there is a significant difference in the organizations in terms of analysis of learning and strategic human resource management factors within the strategic paradigm. So we conducted a study to find out this relationship of learning with various strategic human resources management factors.

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Influence of HRD initiatives on '*learning*' in a challenging environment

The study conducted on 100 senior HR managers from 3 Indian global corporations indicates that they have managed to expand the scope and mission of HRD from merely upgrading the technical skills of

Now, influence of HRD initiatives on learning in a challenging environment becomes important. In another study of hundred senior HR managers we find these are from three different organizations we find that they have managed to expand the scope and mission of HRD from merely upgrading the technical skills of their employees.

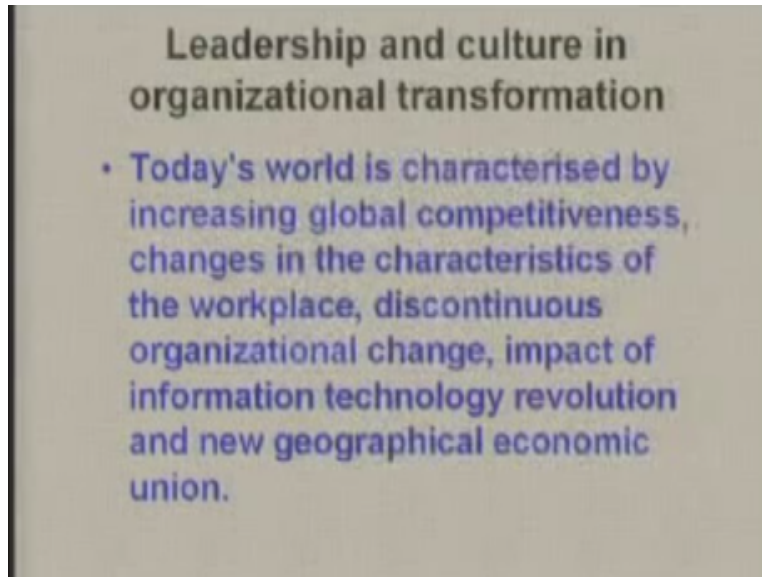
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their managers to ensuring that all their employees understand the company's vision and develop the skills and competencies needed for success.

Their management is ensuring that all their employees understand the company's vision and develop the skills and the competencies for success of the organization. These are some of the research studies I am trying to share with you.

Another issue is of leadership and culture in the organizational life generally, but organizational transformation with specific refers we are talking about here, that today's world is characterized by

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Increasing global competitiveness, changes in the characteristics of the workforce, workforce development, discontinuous organizational change, impact of information technology revolution and new the geographical economic union. Some of the factors which we are talking about, so these are many other you know such factors make it necessary for the organizations to adopt strategies to manage to change for sustainable competitive advantage and in this changed milieu leaders and the role competencies become most challenging okay, and these issues will then shape the organizational success.

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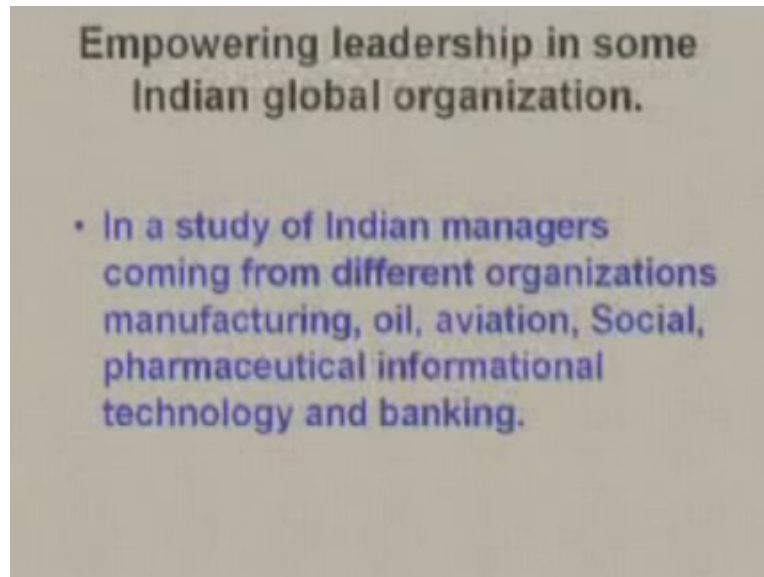
- These and many such factors necessitate organizations to adopt strategies to manage change for sustainable competitive advantage. In this changed milieu leaders and their role competencies becomes most challenging issues which shape organizational success.

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- In a case study of Asea Brown Boveri (ABB) Motors unit at Faridabad, India we observed that leadership has brought about change in corporate culture. As a result of this the industry has become a competitive unit in global market.

In a case study of ABB (Asea Brown Boveri) we have found this is a plant at Faridabad, yes we observed that leadership has brought about the change in the corporate culture. As a result of this industry has become very competitive and has become global in terms of you know their business in their they are become global I am talking about that particular company where we had conducted some study and we really acknowledge the permission given to us and in fact you know many other studies the studies which I am quoting here, I acknowledge all the industries you know for giving us permission and also when I am talking about their names see many industries some times when we go to conduct studies they do allow us but often they said that you need not mention our names this is one of the issues you know when we are conducting research in the organizations. Then we come to,

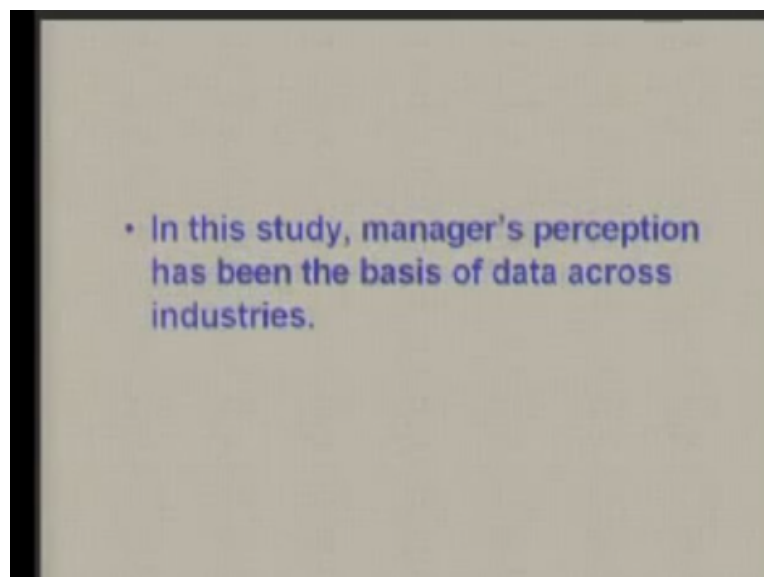
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The issue of empowering leadership in some Indian global corporations or organizations. In this study of Indian managers coming from different organizations like manufacturing, oil, aviation, social organizations, pharmaceutical organizations, information technology organization, banking and so on.

We have conducted so here, there are so many industries and which were involved and we have collected data from these industries, we found that manager's perception becomes the basis of data collection and we found yeah the perception how the manager feels that kind of data collection was there.

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- Correlation Coefficients between empowering leadership style and perception of climate in the banking sector, manufacturing sector, Oil Sector, Aviation Sector,

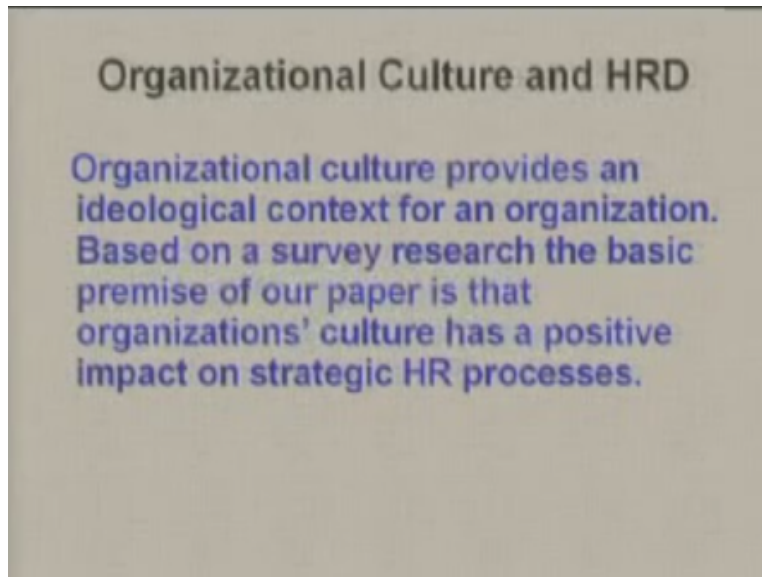
So we found on the basis of managers perception for data collection the results that the correlation between empowering leadership style and perception of climate in banking sector manufacturing sector, oil sector, and aviation sector these are all significant.

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Pharmaceutical sector, Information Technology Sector. (N = 321) is significant organizations from various industries depicted a positive correlation between the empowering leadership style and perception of climate.

Pharmaceutical sector, information technology sector, again you know these are significant and various industries depicted a positive correlation between these two factors. But let me mention a not all industries mention that some industries mention and the result show their positive relationship between the two. So if we really want to go ahead

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Then we have to talk about empowering leadership style in today's time and empowering leadership style is creating a climate creating a culture work culture in organizations where people will come out with their suggestions vary we can say clearly to actually invest their time and ideas in the organizational functioning.

So that was a study which we have conducted in many organizations and we have compared and some of the results we have also published and presented and in some international conferences. Yes you will find these some of these references in the industry of references which I am going to give you at the end of the course.

Then we come to,

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Organizational Culture and HRD

Organizational culture provides an ideological context for an organization. Based on a survey research the basic premise of our paper is that organizations' culture has a positive impact on strategic HR processes.

The issue of organizational culture and HRD organizational culture provides and ideological perhaps you know context for an organization and based on a survey research we have found certain results so, one of the papers which we have presented in one of the international organizations that organization culture has a positive impact on the strategic HR perspective.

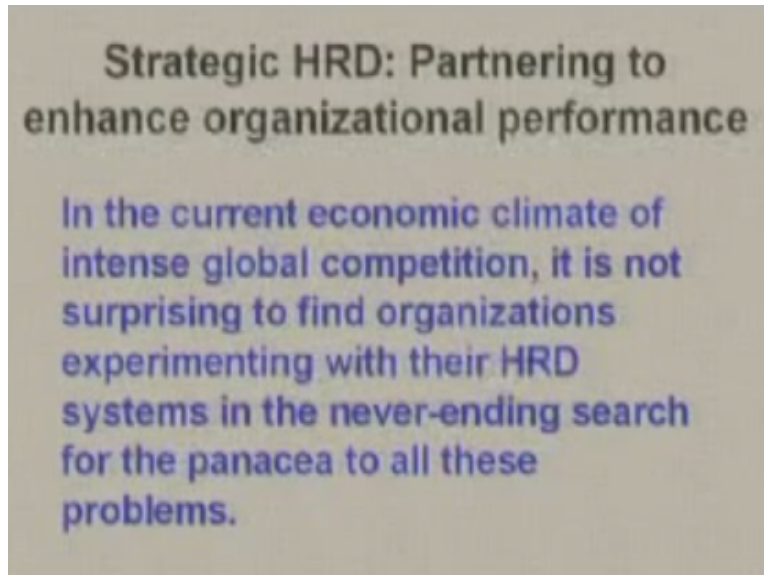
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Based on a sample of 300 randomly selected managers from nine global organizations operating in India, using a five-point Likert scale, the results reveal that there is significant difference in the organizations in terms of analysis of cultural and HRD factors within strategic HRM paradigm.

Based on the sample of three hundred randomly selected managers from nine global organizations operating in India, using a five point like scale, the result reveals that there is significant difference in the organizations in terms of analysis of cultural and HRD factors within strategic management paradigm. So this was another study in fact the same study that I am talking about another in terms of the earlier study that admission on empowering that is a

different study and here this is a study we have 300 managers from nine global corporations where we have conducted this study.

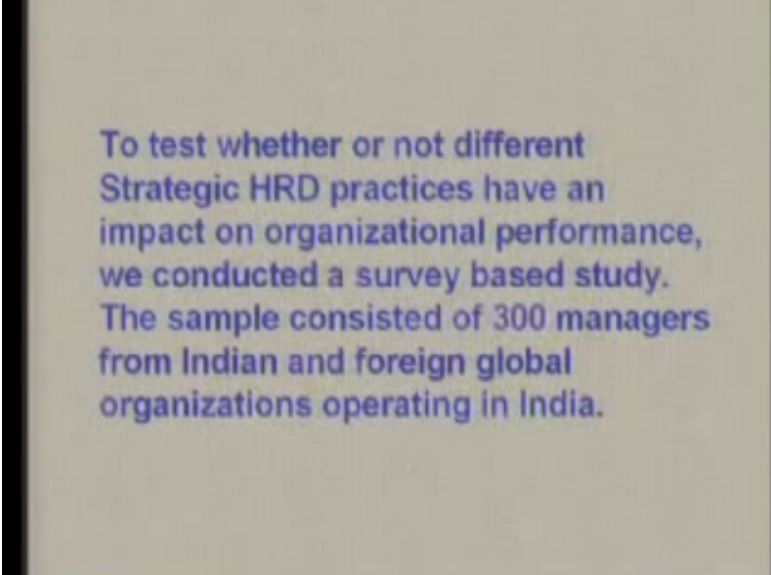
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So, the strategic human resource development partnering enhanced organizational performance this issue also we have discussed and here let us see, that in the current economic climate or the scenario that we have, we have it is global competition and it is now becoming you know surprisingly very high and we find that organizations are experimenting with HRD systems in the never ending search for the panacea to all these problems.

Most of the organizations are searching for the appropriate HRD system because they have all started realizing the fact that unless we have the professional skills, unless we have the generic skills perhaps people will not be able to make contributions in this global scenario. Then we come to,

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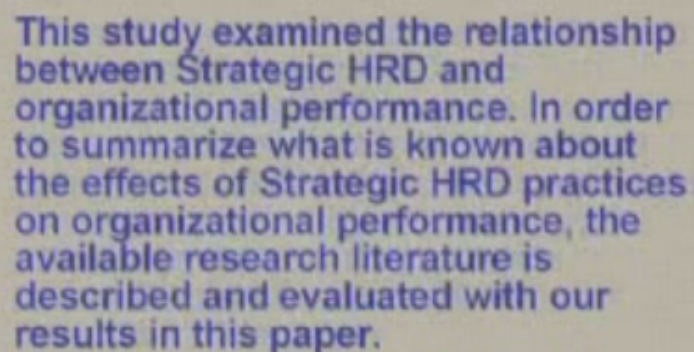


To test whether or not different Strategic HRD practices have an impact on organizational performance, we conducted a survey based study. The sample consisted of 300 managers from Indian and foreign global organizations operating in India.

The issue of testing this to test you know whether or not different strategic HRD practices have an impact on organizational functioning, we conducted another study this was a survey basis study and the sample again consisted of 300 managers in fact that one of the largest study I am mentioning here and which you know the similar sample number is there, so out of that largest study two or three international presentations in publications we have done.

So in this study from Indian and foreign global corporations operating in India we found

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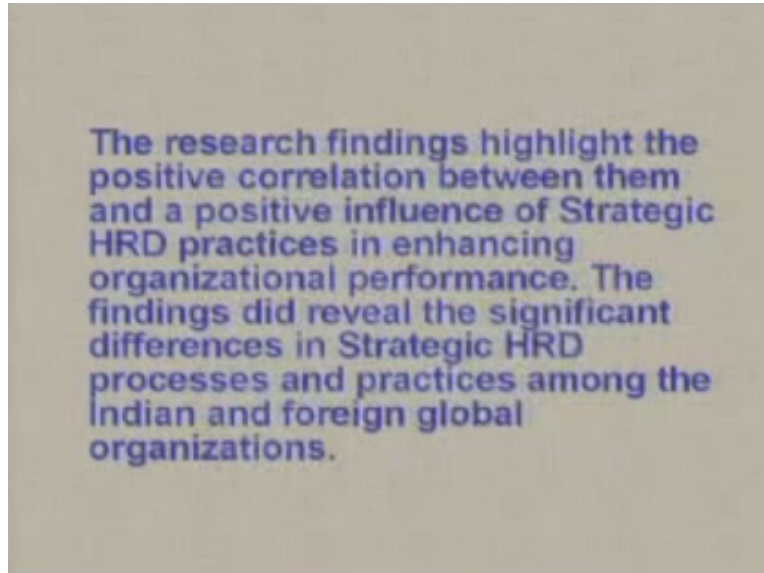


This study examined the relationship between Strategic HRD and organizational performance. In order to summarize what is known about the effects of Strategic HRD practices on organizational performance, the available research literature is described and evaluated with our results in this paper.

We examined the relationship between the strategic HRD and the organizational performance , in order to summarize what we know about the effects of strategic HRD and the organizational

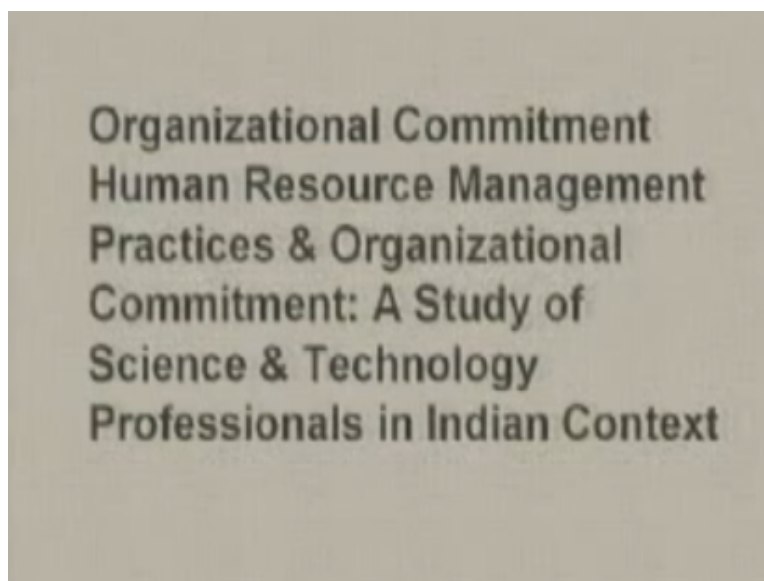
performance, the available literature of course as described and evaluated with the result this paper.

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So whatever was the existing result of other countries that we tried to evaluate along with the paper and the findings of this research highlight the positive correlation between these factors and the positive influence of this strategic HRD practices in enhancing organizational performance. The findings did reveal that the significant differences in strategic HRD processes and practices among Indian and foreign global corporations are there in this study.

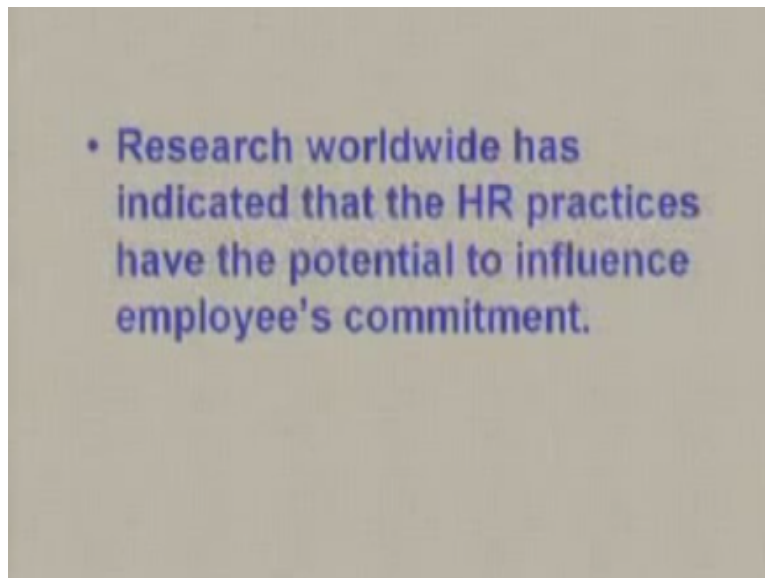
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In yet another study we talked about the organizational commitment and human resource management practices in Indian organization in fact organizational commitment here is a caption that I have tried to give perhaps you know organizational commitment is the caption that I have tried to give her and the study of science and technology professionals in the Indian context.

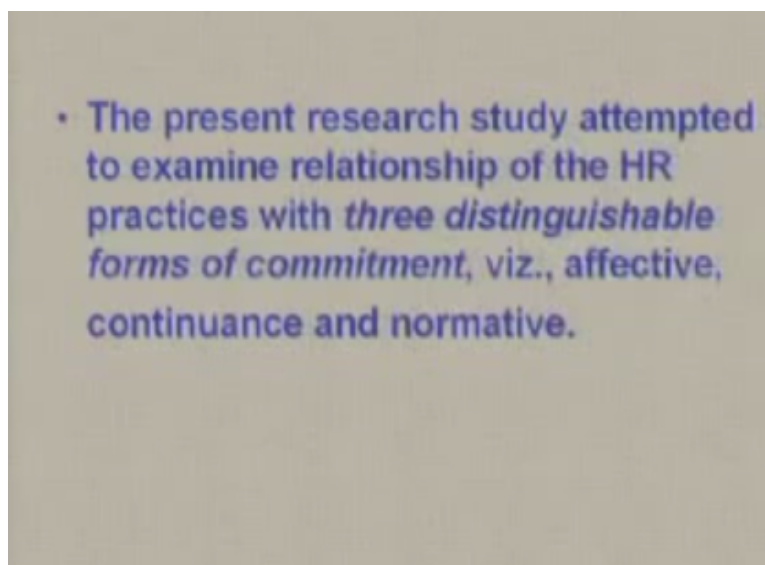
Here there is in this study,

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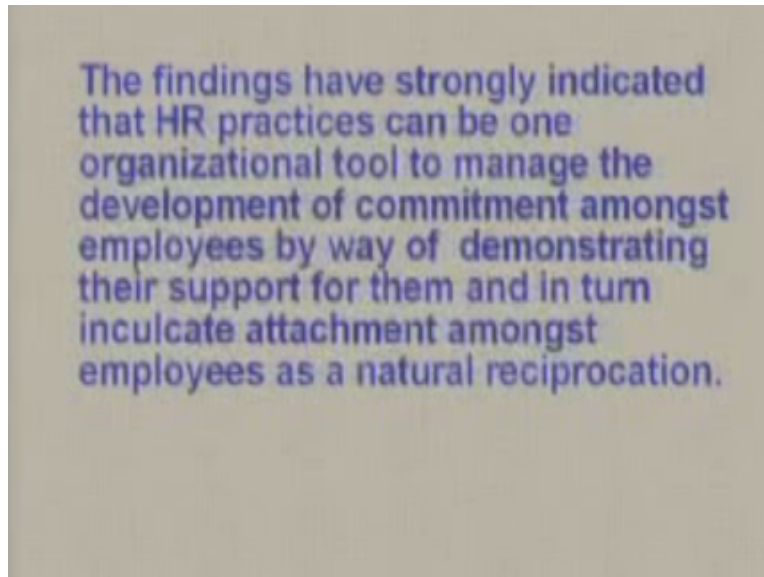
The research worldwide has indicated that HR practices have potential to influence the employee's commitment also many studies have said that.

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So in the present study we have attempted to examine the relationship of HR practices and three distinguishable part of commitment that is affective, continuance and normative. In this study yes the literature shows in this chapter on commitment we have talked about these three types of commitments given by various researches. Yes,

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So the findings of these studies have indicated that the HR practices can be one of the organizational tools to manage development and commitment of the employees by way of demonstrating their support and for them in turn there is they have the attachment with their employees and so there is a natural reciprocation. So the employees have commitment towards the organization and the employer and in turn they will give you the same reciprocation.

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- Overall, the study has important implications for strategic human resources management for any organization to achieve competitive advantage in today's' global environment

So, over all the study has an important implication for this strategic human resource management for any organization to achieve competitive advantage in today's global environment.

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Impact of Career & Background Variables on organizational commitment

Now, another issue that we have looked at here is the impact of career and background variables on the organizational commitment.

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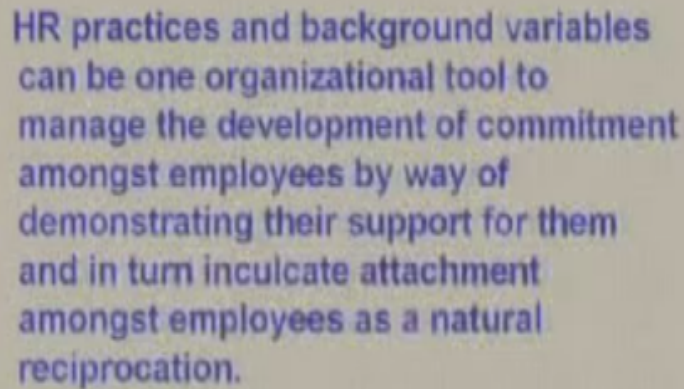
Organizational commitment has been viewed as employees' loyalty to their organization, having important consequences in that the committed employees are less likely to leave the organization, have fewer days of absenteeism, and are more productive.

And here we found that organizational commitment has been viewed as the employees loyalty to and in their organization having important consequences for the overall commitment of employees so, we found that organization should fewer days of absenteeism, and more productive activities in the organizations.

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- All these attributes are strategically important for the effectiveness of any organization. The findings have strongly indicated that career development

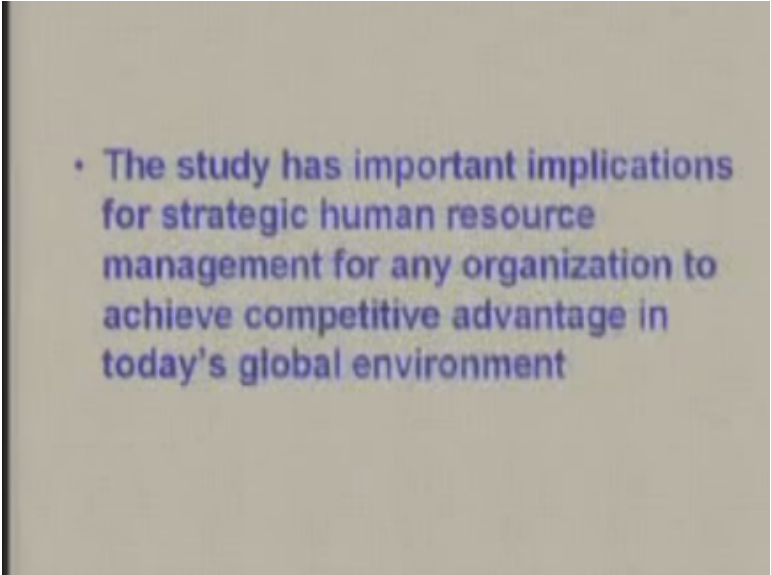
All these attributes are significantly important for effectiveness of any organizations and these studies have strongly indicated that for the career development also the commitment becomes an important factor.



HR practices and background variables can be one organizational tool to manage the development of commitment amongst employees by way of demonstrating their support for them and in turn inculcate attachment amongst employees as a natural reciprocation.

HR practices and background variables could be one of the organizational tool to actually manage the development of commitment among employees by way of demonstrating their support for them and in turn inculcate attachment among the employees as a natural process of reciprocation.

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- The study has important implications for strategic human resource management for any organization to achieve competitive advantage in today's global environment

So, in this study we found these relationships positive relationships and there are important implications for strategic human resource management for any organization to achieve competitive advantage in today's global environment.

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Organizational Commitment & HR Policies: Mediation Role of Organizational Support & Organizational Justice

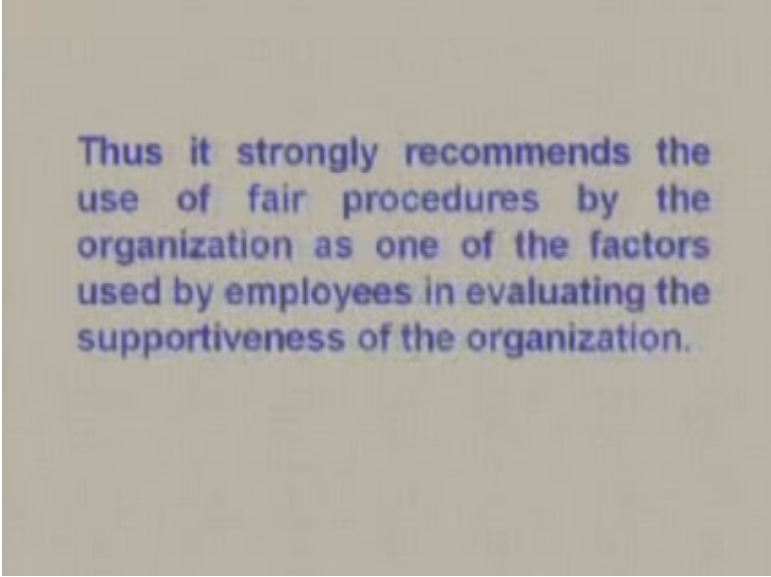
Organizational commitment and HR policies these also have the mediation role in the organizational support and organizational justice system. So in another study again you know,

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In another study we found that there is relationship between the OC and HR practices is not unconditional, i.e., they are mediated in part by organizational justice and organizational support.

We found the relationship between organizational commitment and the HR practices these are not unconditional they are actually intervening mediate variable so, they mediate between two processes intervening I think we have discussed that earlier parts of the course that there are independent variables, dependant variables, intervening variables and mediation variables so we are saying that these are the factors which are actually the intervening or they have the intervening effect on the functioning of the performance of people.

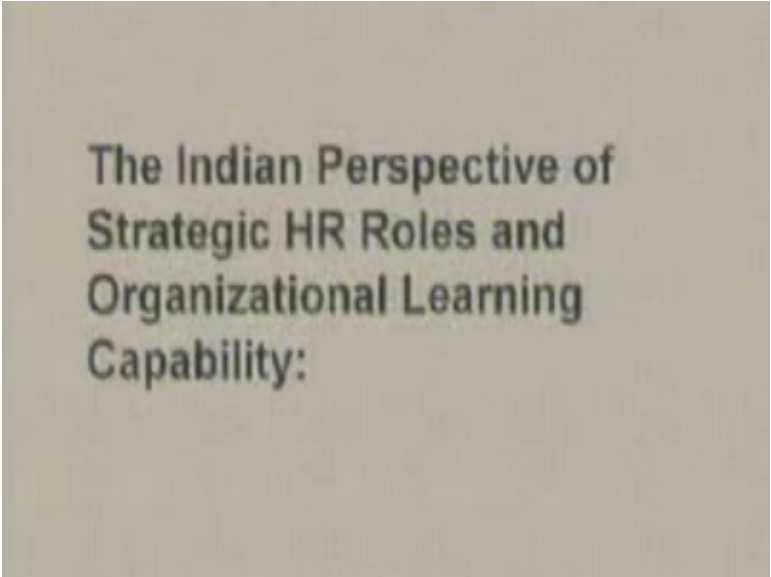
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Thus it strongly recommends the use of fair procedures by the organization as one of the factors used by employees in evaluating the supportiveness of the organization.

Thus it strongly recommended that the use of procedures by the organization as one of the important factors used for employees in evaluating the supportiveness of the organization.

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The Indian Perspective of Strategic HR Roles and Organizational Learning Capability:

Now, Indian perspective on strategic HR roles and organizational learning capability that they have already discussed very briefly but we can,

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- This study indicates that Correlation coefficients were mostly significant and positive.

This is another study yes, this study indicates that the correlation coefficients are mostly significant and positive between the organizational learning, capabilities and the HRM practices and the

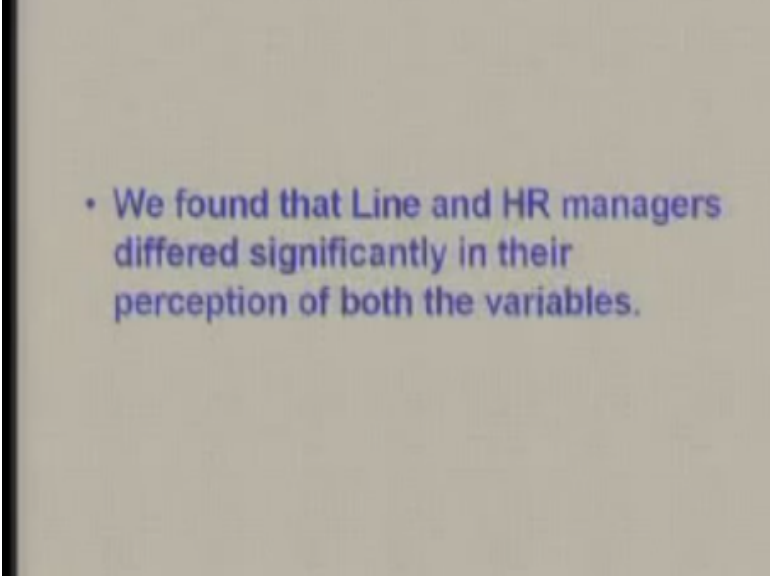
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- Discriminant Function analysis was performed to know the difference in the perception of HR and Line managers for strategic HR roles and for Organizational learning capability.

Discriminant function analysis perhaps you know some these I have already discussed in the chapter on methodology so I will quickly go through this I will not explain this.

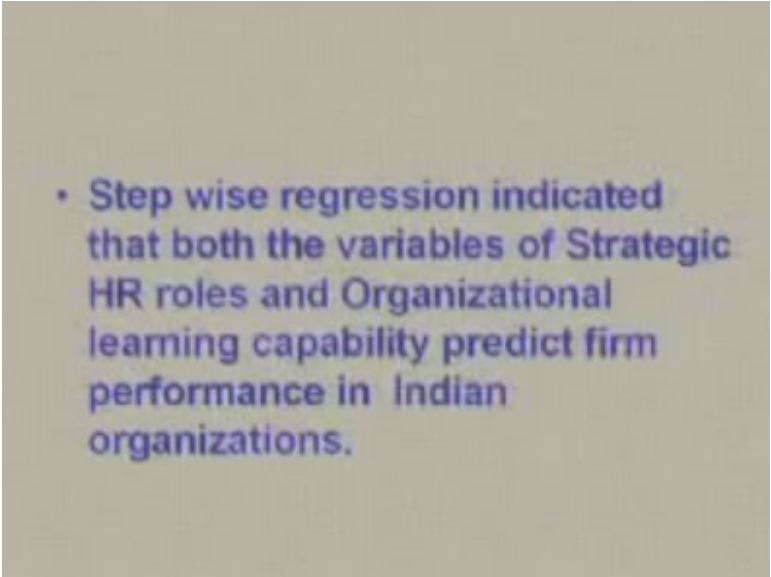
A discriminant function analysis was performed to know the difference in the perception of the line managers and strategic HR roles and the organizational learning capabilities.

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- We found that Line and HR managers differed significantly in their perception of both the variables.

And we found that the HR management managers differed significantly in their perception on both variables and also we have done into this step wise analysis of this

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- Step wise regression indicated that both the variables of Strategic HR roles and Organizational learning capability predict firm performance in Indian organizations.

Yes a step wise analyses and we found that organizational learning capabilities predict the performance of the firms which we had studied

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The Power of Psychological Empowerment as an antecedent to Organizational commitment in Indian managers

This brings us to another issue of power of psychological empowerment the power of psychological empowerment and the antecedents of organizational commitment of Indian managers.

And this issue this is a study attempts to measures psychological empowerment this is yet another study and commitment in a sample of 607 managers drawn from various organizations in India grouped together in terms of technology they adopt.

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- This study attempts to measure psychological empowerment and organizational commitment in a sample of 607 managers drawn from various organizations in India, grouped together in terms of the technology they adopt.

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- The study attempts to predict psychological empowerment through the organizational commitment variable. The results of the study support the that there is close relationship between thus two implications for Indian industry and HRD are discussed.

The study attempts to predict the psychological empowerment through the organizational commitment variables and the results of the study support that there is a close relationship with the strategic management and there are implications for Indian industry in terms of HRD practices that we have so here with these we are closing today's discussion and we will move on to the further issues in our next lecture on management now and beyond.

PRODUCTION TEAM

V.P. TANEJA

S. THULASEENDHARAN

SHERBAN KUMAR

RITU CHAUDHARY

YAD RAM SHARMA

R.K PILLAI

SANJAY MISHRA

For further details / information contact:

Head

Educational Technology Services Centre

Indian Institute of Technology

Hauz Khas, New Delhi – 110016

Phone: 011-26591339, 6539,6415

Fax: 91-11-26566917

Email: eklavya@admin.iitd.ernet.in

Website: WWW.iitd.ernet.in

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