

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

**Department of Humanities and**

**Social Sciences, IIT DELHI**

Management now and beyond we have come to 3<sup>rd</sup> part of a lecture.

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And this is going to be the last lecture before conclusion of this course we are discussing issues.

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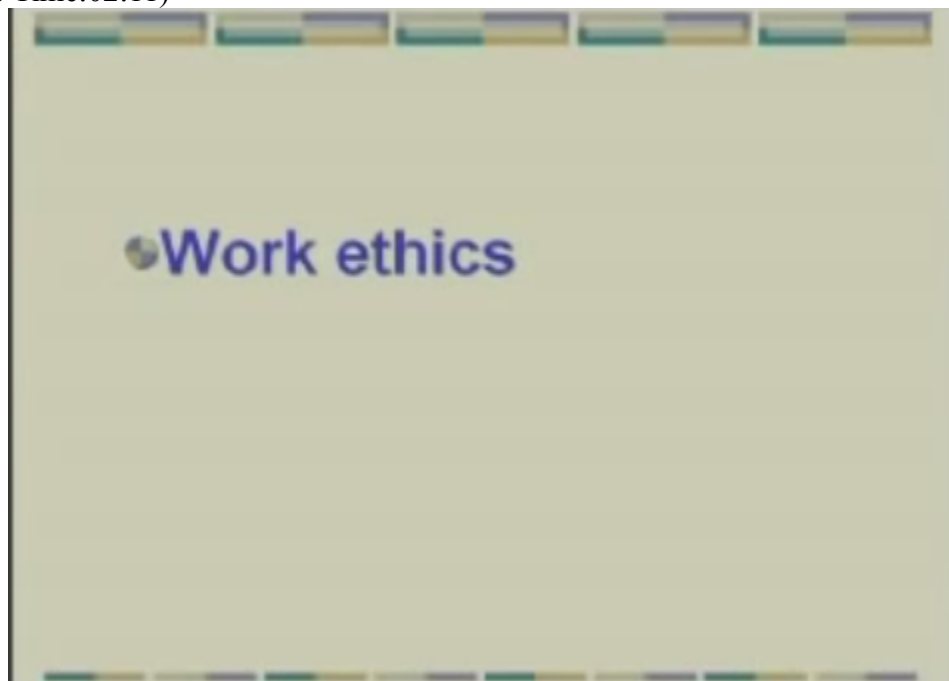
Related to management and future globalization has we have discussed has brought in new issues for us and we have to prepare for global competition and the effects of globalization in our own country and this has become an important issue of management today.

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So the future perspectives of management relates to number of issues and which include.

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The issue of work ethics in fact all these we have to discussed earlirer in our cause.

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Engineering ethics this I am saying because and specially addressing the engineering student at the movement.

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and organizational commitment we have discussed that the issue of commitment is becoming much more important than ever before because we of the because of the reason that the attisure rate is going up so much the organizations really mconcern about it , it really means in lot of unusual investment as well in humen resources yes.

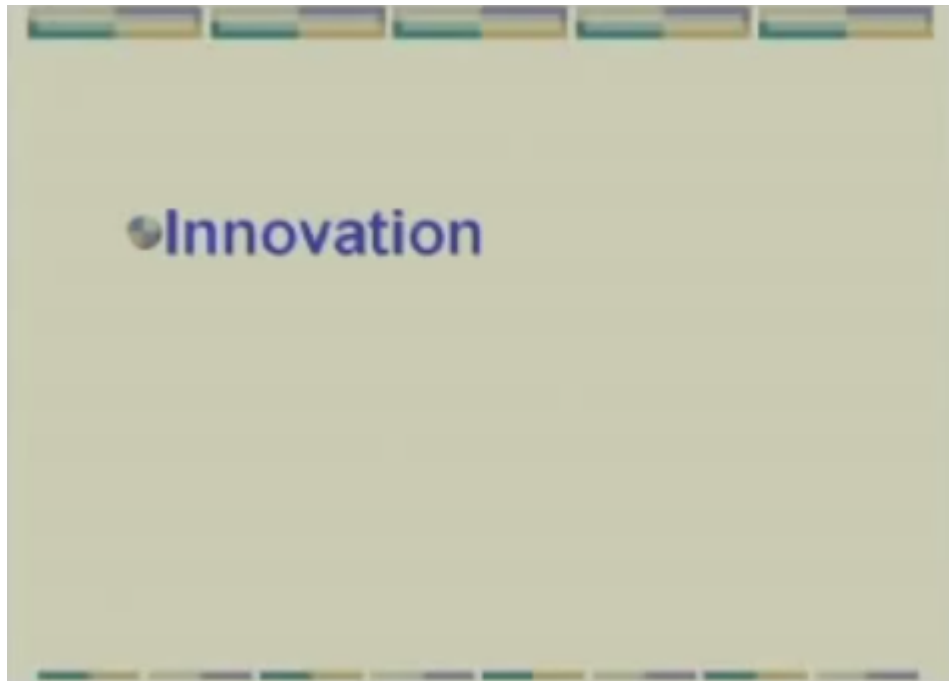
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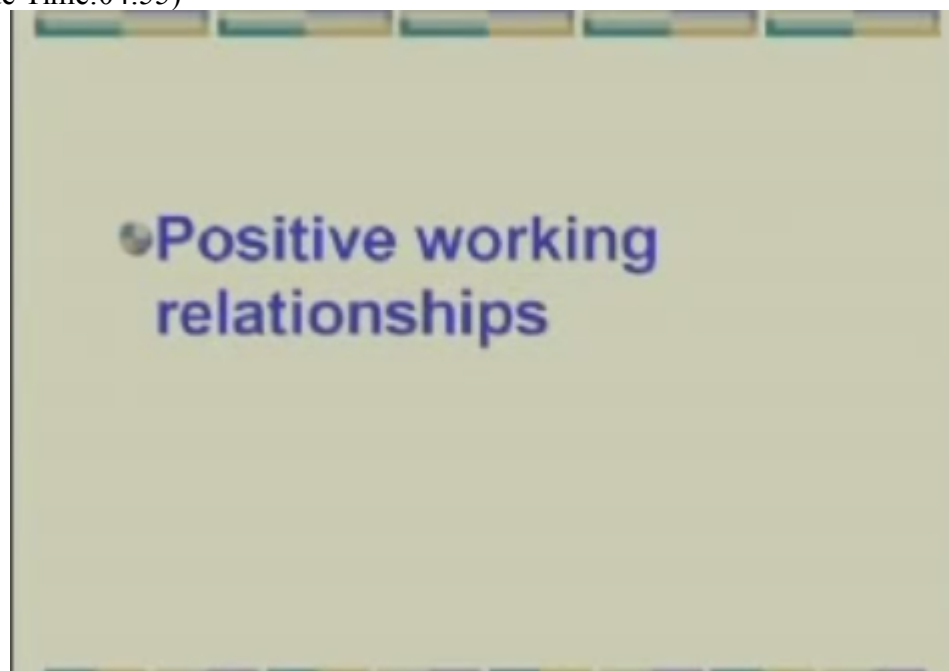
And empowerment of employees we have also seen in our discussions that empowerment becomes extremely important and the one or those days will we could have we know only at the , the porocratic setup or we can say that the mangers becoming extremely azutopretic now change has taken place because of the cultural change andso empowerment becomes the need of a day.  
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Flexibility again we have discuss this when we have starting the course weahve seen that flexibility in own fears of managing may be production system may be flexibility of mind we have to understand that we have flexibility in our management decisions we cannot we really go ahead complete in todays time.  
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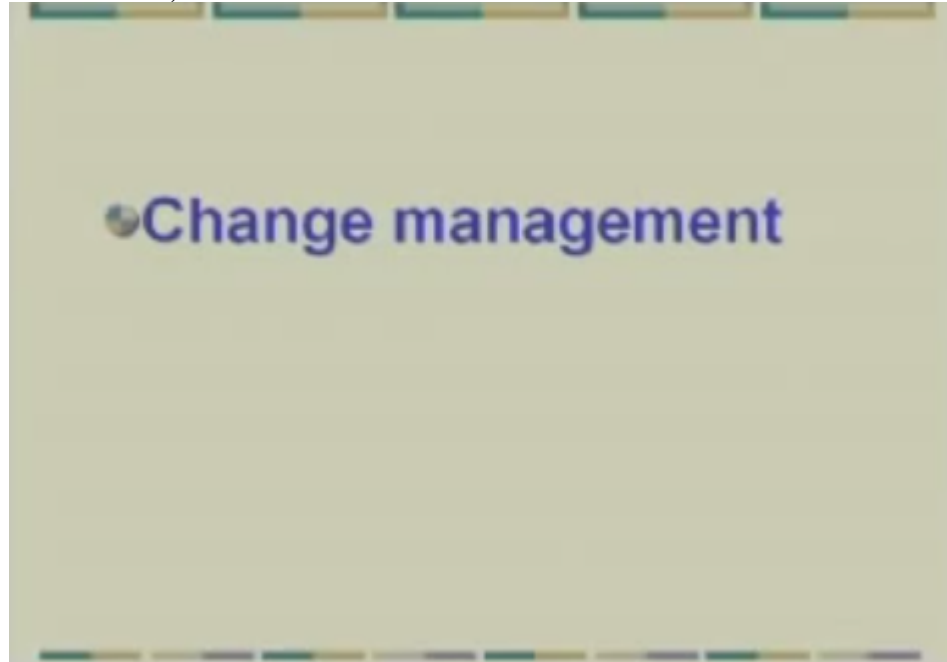
Innovation and creativity well we have you know set of fix set of rules fix set of say the design of an organizations but we cannot ignore innovation and creativity of people in organizations everyone has very rich mind and perhaps in very many new in ideas so, organizations have to built in a some kind of mechanism were they can really take advantage of creativity of people in organizaztions this is going to be one of the best deals for any organizations in todays time.  
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Then wehave also discussed about the realtionships in our earlier discussion and an imporatatnt aspects is working relationship which has to be positives well the relationhsips could be have any types okay the relationship with colleagues with your superiors , juniors perhaps you know in

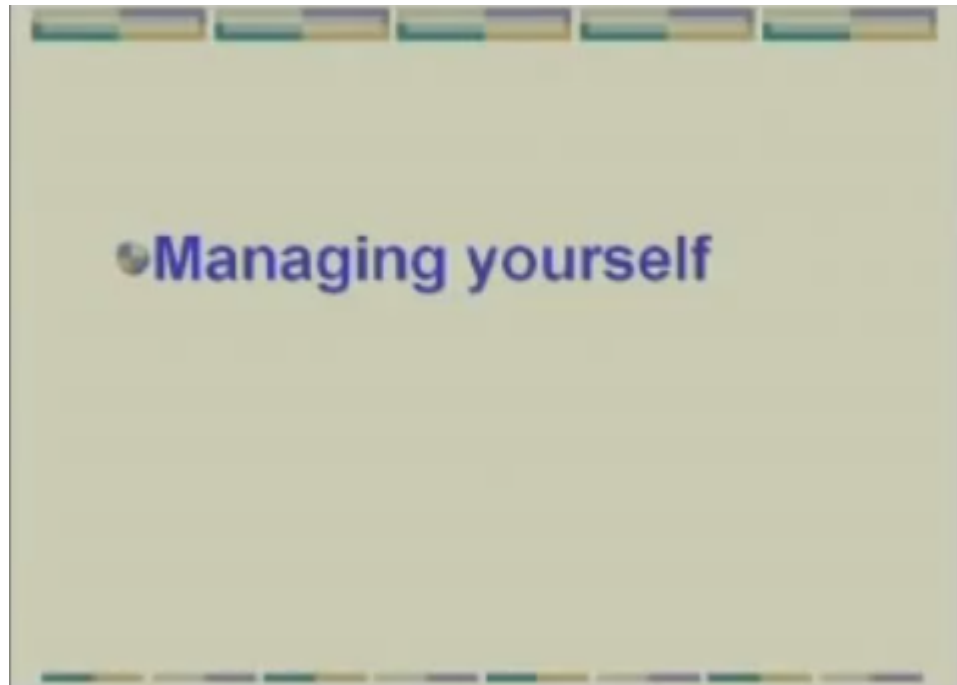
relationship with this system so, so many aspects are here buyers are there so the relationship with the customers so positive working relationship they cannot again extremely important and this is very close related to the , the aspects that we have discussed earlier the, the autocritically decision were there is no roomed daily you know for good communication open communication so the positive relationship becomes important.

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Change management we have discussed that in our 2 lectures earlier and we have seen that the world is changing is ever changing so we cannot stop you know atleast we account change one thing that is the change we cannot stop it and that is fine today's manager has to look at change management as one of the most important aspect for as our future perspective.

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then managing your self this again youknow becomes so important in , in the environment of todays competitive you are that you have to manage yourselfs in order to really copup in our competition we have , we have never given perhaps you know somuch importance to that than is being given today and in order to develop yourself managing the personality development issues become extremely important.

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Quality, productivity and operations management become very important, and today I am also going to discuess with you the issues of quality productivity and the operation management, at this point I would like you to share with me the, one of the validoctry lecture of professor brave wredth, on the productivity, quality and releated to the operations management. Professor prem worth has been professor at the IIT delhi, and director of IIT euorkey, and currently he also an a

director of the technologically university journey, and expert in this area, and we had the opportunity of his views on productivity and the quality and the operation management.

In one of the international conferences that we have to organized, so I thought you could share is views with among us, so over to the excerpts from the professors premises worth speech validity speech on the quality and the activity,

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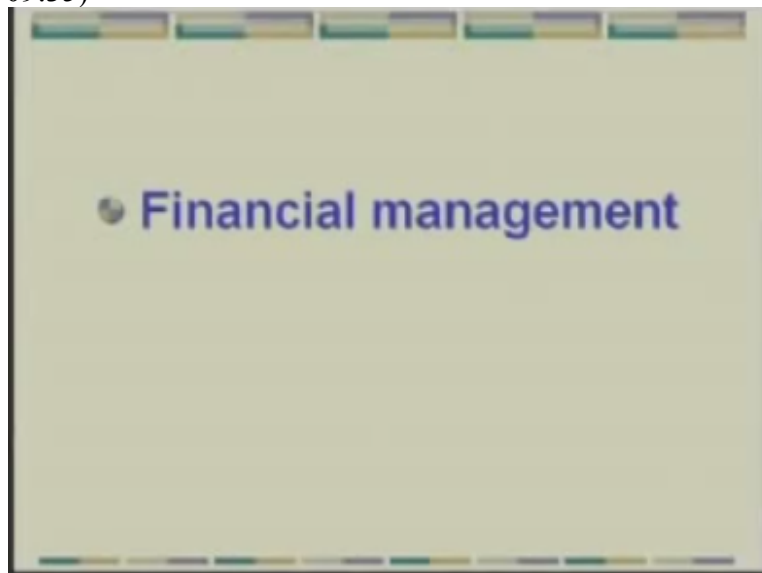


So that off course are an excellent analysis presented by, that was an a excellent analysis presented by professor Prem wreth, on quality and the productivity, then we move on to the issues recruitment and selection, we have seen that human engineering approach is becoming extremely important approach in todays time.

Where we are trying to match the individual to the job rather than the other way they are, and also trying to select in and do the placement according to the parastic quality's of the person.

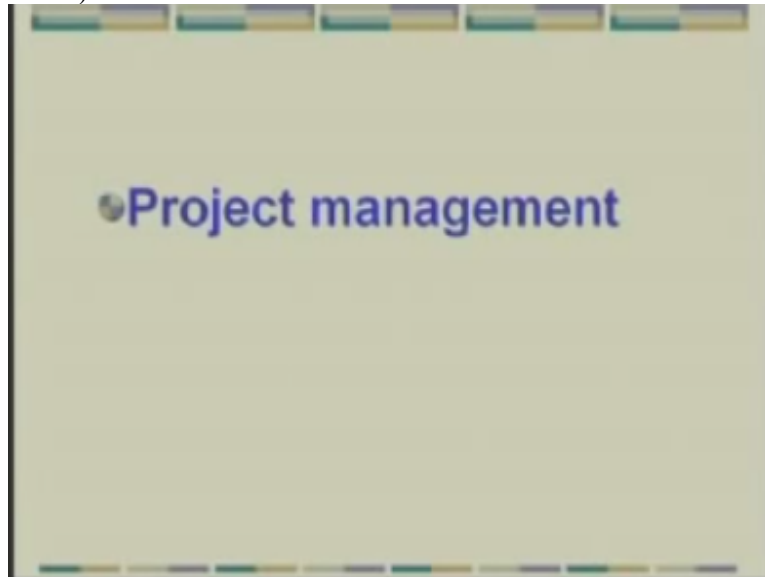
This is the approach that we have to use also in,

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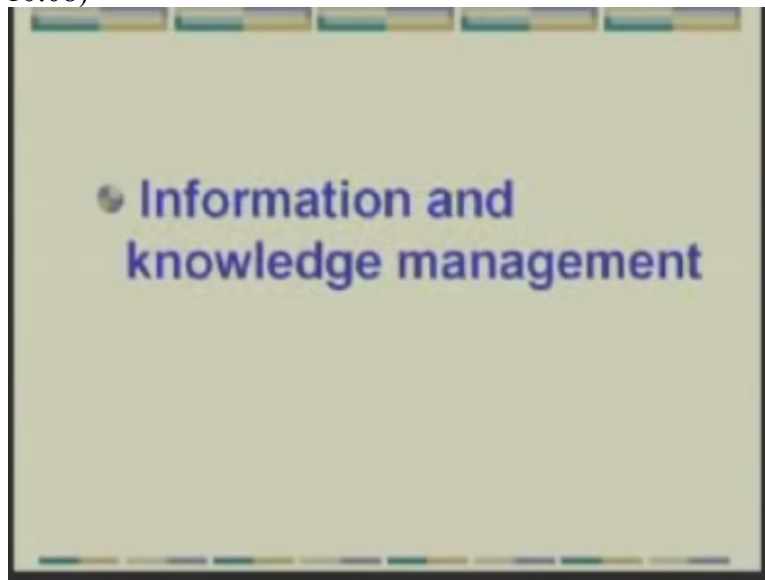




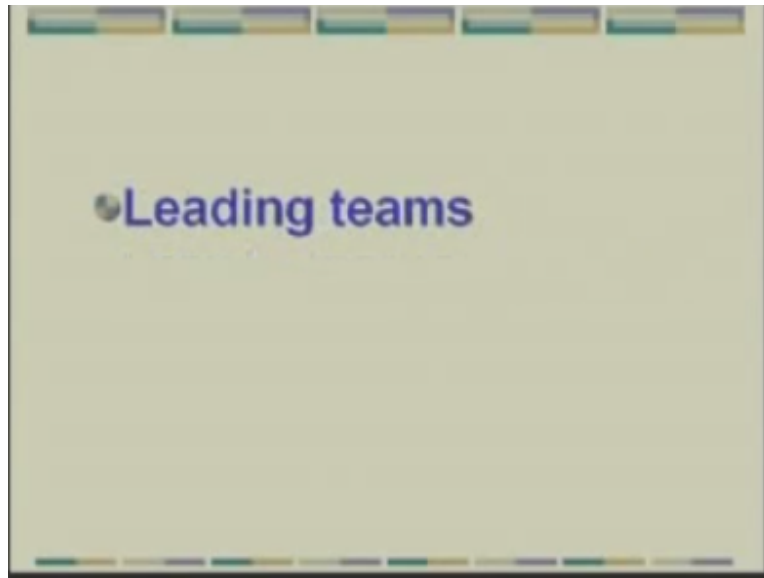
Our future which are in successful organization, because we know that people are different, and the people are valuable as its in the organization and so we have to really put them on the rite kind of the role, which they can play. The issues that are emerged in the earlier also, the issues in the financial management,  
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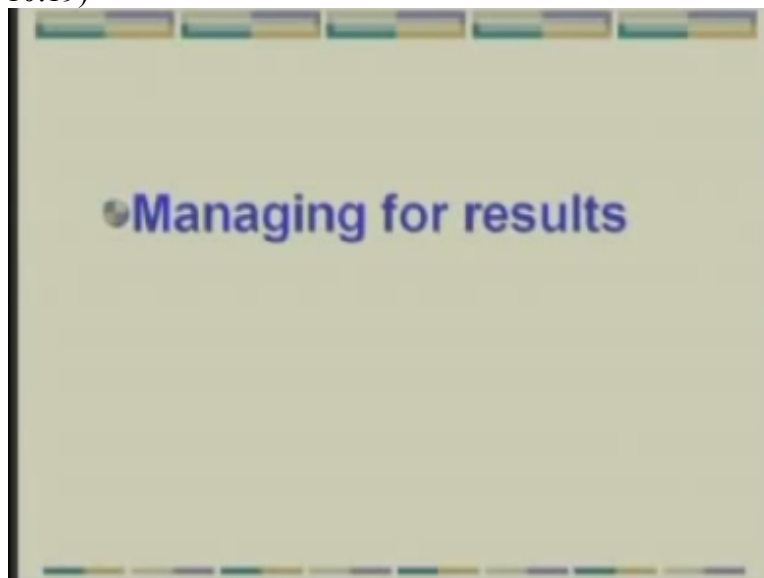
And the project management,  
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The information and the knowledge management,  
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And the leading teams,  
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And managing for results, when we are looking at managing further for results, I would also like you to share with me, the one of the eminent professors, Dr. A. Binay Bharath Ram, observations about the managing and this was a part of one of the evaluated speeches, which he gave at IIT, Delhi, and as you know in fact, that I do not need to introduce him, but let me generally just say a few words about professor Dr. Bharath Ram.

And the doctor Vinay Bharath Ram and I am talking about him, he is a chairman of the DCN group, and there working in sectors like textiles, and engineering, real estate, information technology and many more in fact you know many more sectors, the organization and there is a whole organization and he is a chairman of the DCN group, he has written a book with the theory of global form, and here he has analyzed most of these aspects of a future management looking at to know from the view of economist and financial from the financial perspective, and the professor Amit Singh, except that the book is an imaginative book and this is having beaming

peered theory and the world analysis. And so we have to look in to the theory of the global form, which docter Abinav bharath ram has written, but for now let us see what he is saying in the terms of qualtive productivity management and perhaps the future of management.

Now we have discussed in a about managing for the results and future prespectives, and we heard Dr. Vinay bharath ram's, observations very valuable ideas, and I am sure al of you are going to be really benefited by his ideas, so looking at the future and looking at the management in the newer prespectives. There are number of other issues which might to know from up, when we are looking at management now and beyond.

One important issue is, the issue of training and development for high performance, infact we have discussed about the training,

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For high performance earlier als,

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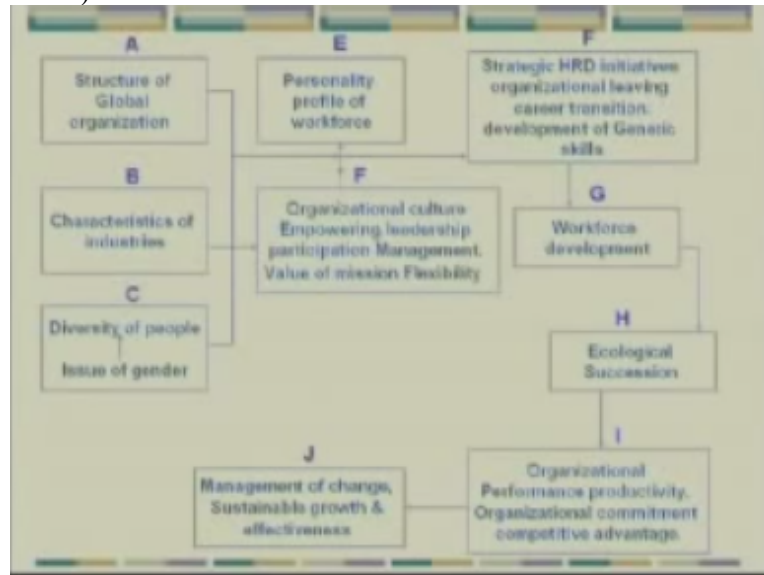


Here I would like to emphasise on another issue, which is coming up in the recent years, and that is the issues multi skilling of the workers. If we go in forward or over the specilization, some

times it may happen that the machine is perhaps remaining ideal, because there is no operator here, one operator doesn't know how to operate other machine. This is just one simple example that I am giving you.

But multi skilling may need many more things, that is one person who can do more than one job, so that is becoming an important issue in training and development, which is a future perspective managers could consider,

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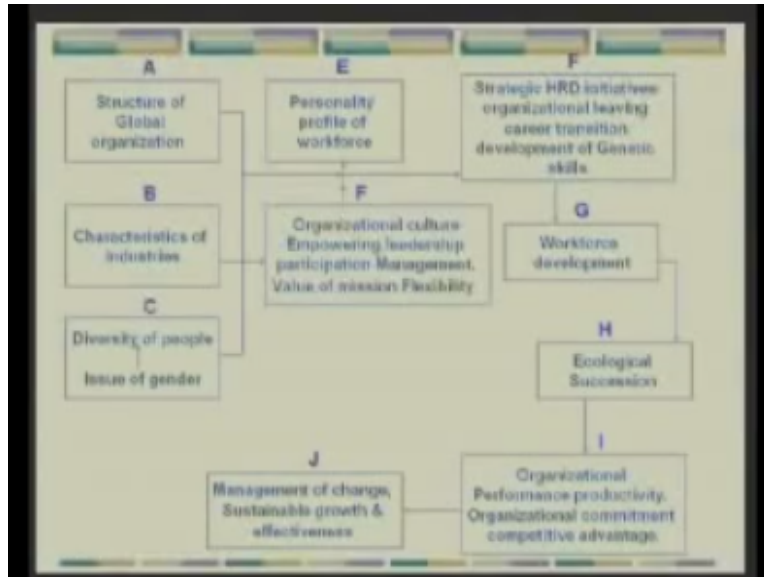
This model has been discussed earlier in one of the lectures, and once again I am going to show you this model, just to say that any important aspect of the whole HRD activities is one of the formal way that we are developing the HRD issues, and the other aspect of that is, that we create a pressure of work climate, where people can learn and there is an ecological succession taking place, this term ecological succession is coming from the literature of the environment in ecology, and the idea of the ecology for succession is, that when the climate is very volatile, yes. When the climate is very volatile, then the change is faster and when we look at know the industrial scenario in our own country, we can see that it is just going ahead. And the world is looking forward to India in terms of a real developing one apart, we are really making a place in the world in the eyes of the world,

So the ecological succession aspect we introduced over here, then we find that possibility of the HRD, becomes many fold in a beneficially the whole organization, so the idea is, that keeping in a view aspects of all other aspects which I tried to list in this particular model, say we are talking about an ethics and group selection, and we are talking about management of changing, and we are talking about the empowerment, we are talking about psychological empowerment.

All these are the idea here is, that the organization has that climate ecological succession may take place, and which will help us in achieving qualitative advantage, we can manage change better and we could much more successful, yes this is a theory I have developed, and I have written and presented.

And I have written and presented in number of places has I was mentioning at earlier so this theory of psychological suggestion for managing and found achieving the we can say success in of our organization. Is one thing that I would set in the like to say?

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And for which we to need investment in people we talking about future perspective and work has the management thinkers one could do this is one of the approach that I am presenting. So the investment people.

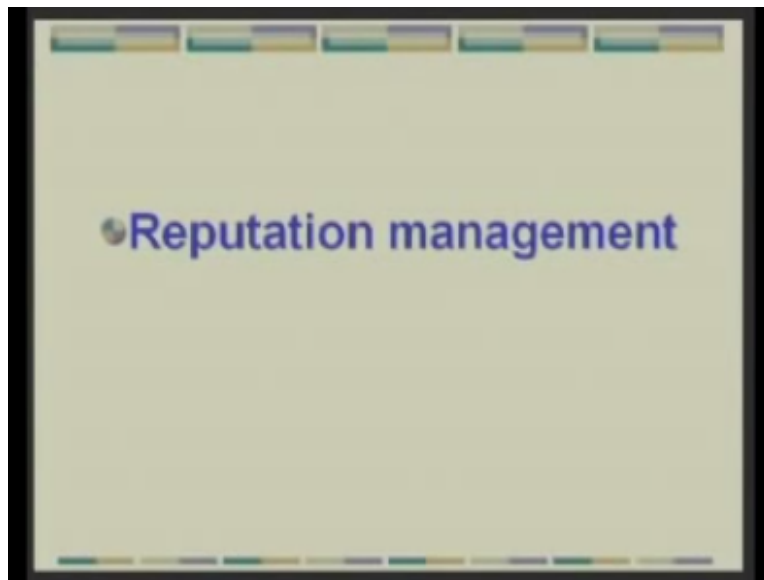
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That I was try to talk to you about and the organization need investment people and in fact some of the points have going to discussed in some of the earlier lectures. And investment in people that investment in HRD in a bid fail, we need to invest. Also the business environment is very important here, when we are talking about the business environment like for example in our country.

Except the business environment is changing now in the past five years so only we are seeing in the lots of change in the business environment. So we need to change business environment also.

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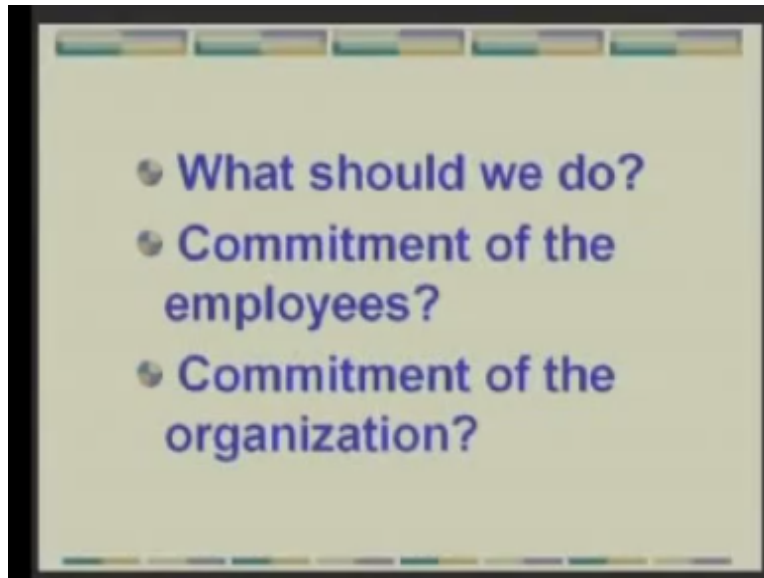


An important aspect the future management is the reputation management the issue we are discussed the issue of values ethics for corporate social responsibilities. Is earlier in our cost and if we have the values and ethics, perhaps the way we are doing our business are tradability increases. And that in turn is going to help the reputation of our company, so if we have to look at the future.

We have to see that the reputation management is taken care of very, very carefully otherwise many a time we have in lots of investment in our company. But the reputations at the level of reputation many a time see the quality control is not there. Okay you find that the there is big name but the product is not really up to the mark. Then the reputation is has state that is why we have to be sternly corneous about reputation management.

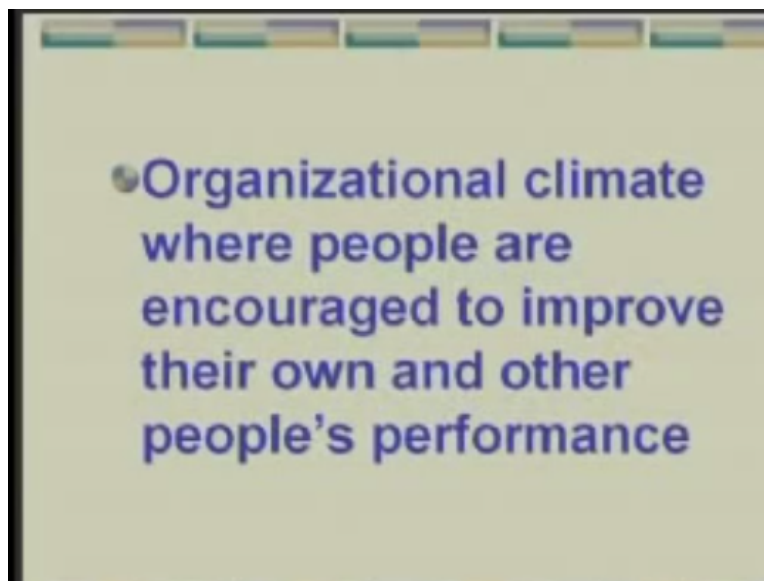
Of the organization and for the future we have to look at this very, very seriously, and the models then which a merge has our final points of the commitment model which I have already discussed and for understanding commitment model.

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We can answer few questions like what should we do it is commitment of the employees, or the commitment of the organization. Whose commitment I would talking about we have earlier in the potions we have generally talk about the commitment of employees. And every manager expects that employees must have high commitment, but what about the commitment of the organization. perhaps many of ask never look at that and so when we are looking at the commitment model it is inheritable for us to understand that in addition to employees commitments, organization commitments towards employees is equally important and so we have to look at the future world we have to see that my organization is such that also commitment towards betterment of my employees.

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So organizational climate becomes the second aspects that we have to look at also from future perspectives because when I was discussing the earlier model I am just discussing yet another very close of that another model that is the organizational climate where people are encourage to improve their own and other peoples performance so can we have an organizational climate of that kind we all have together to do that so managers have great responsibility to see that the climate of the organization is developed in a such a way that a people come forward with ideals and they are given the opportunities of growth and development.

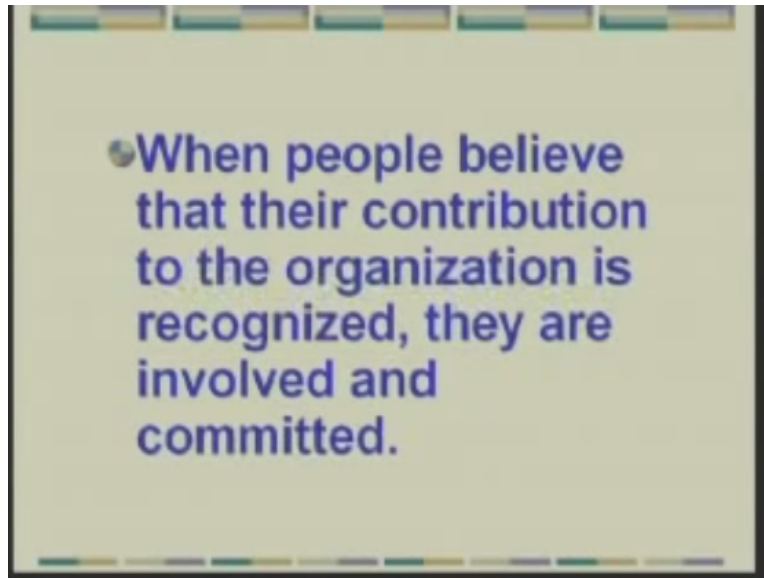
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Values vision of organization when it is committed to ensuring equality of opportunity of development to people so in fact to do this they observation flows from the earlier one yes, the commitment when we are taking about developing appointment so, this one the issue of values version and mission also flows from that only if we have a good value good mission and vision, vision and dream we can have the best kind of a organization.

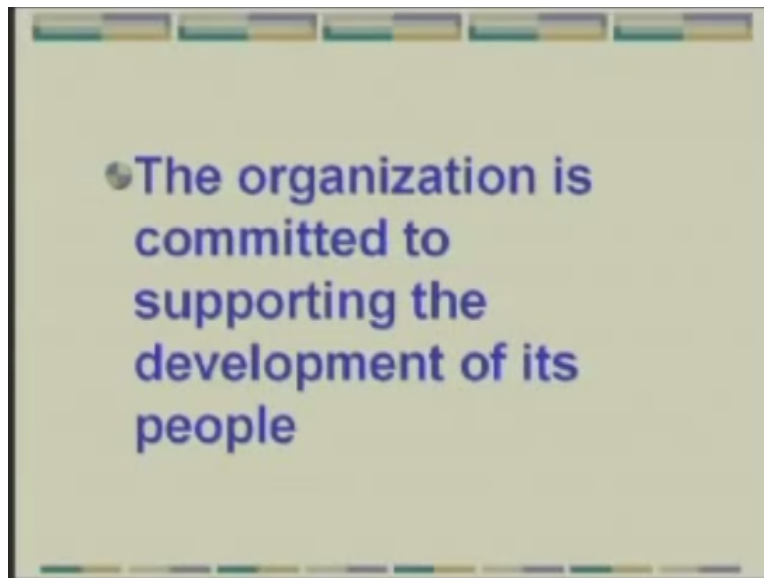
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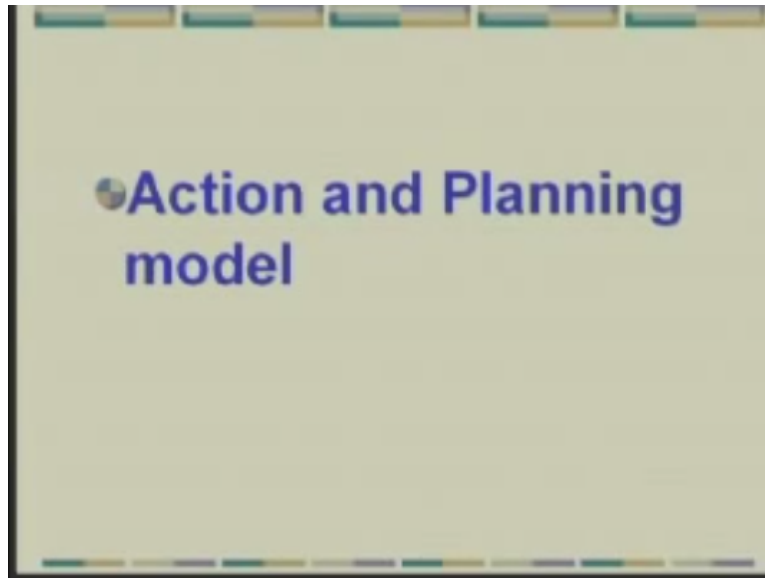
Then people believe that contribution to the organization is recognized they get involved and they committed so, organization role is equally important in making people committed and involved.

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And organization is committed to supporting the development of it is people so now we are talking about commitments of people and commitment of organization and we are trying to say that the model is commitments has take to consideration both the employees and the organization.

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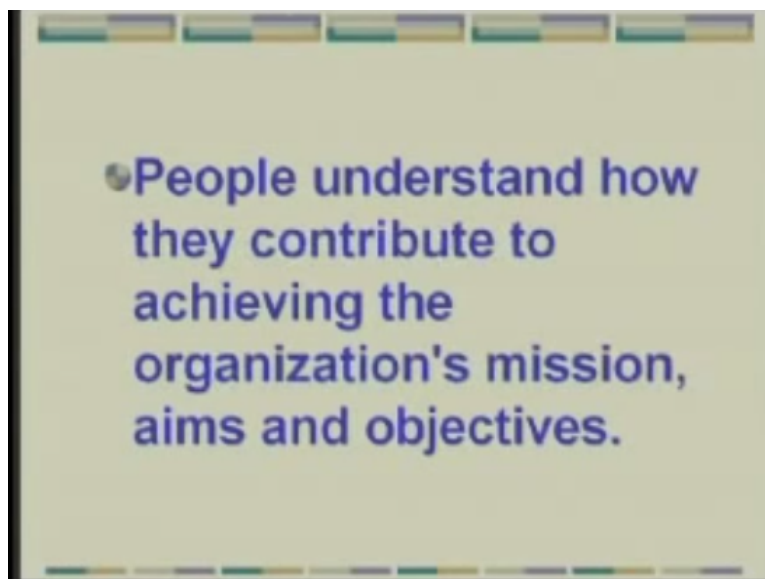


Then we can from commitment model i move on to talk about action and planning model we have an organization and we have the issue like commitments selections requirement training and so on but then action and planning became extremely important for managing in the any system. Action and planning we sometimes we tent to ignore and in this after action in planning.

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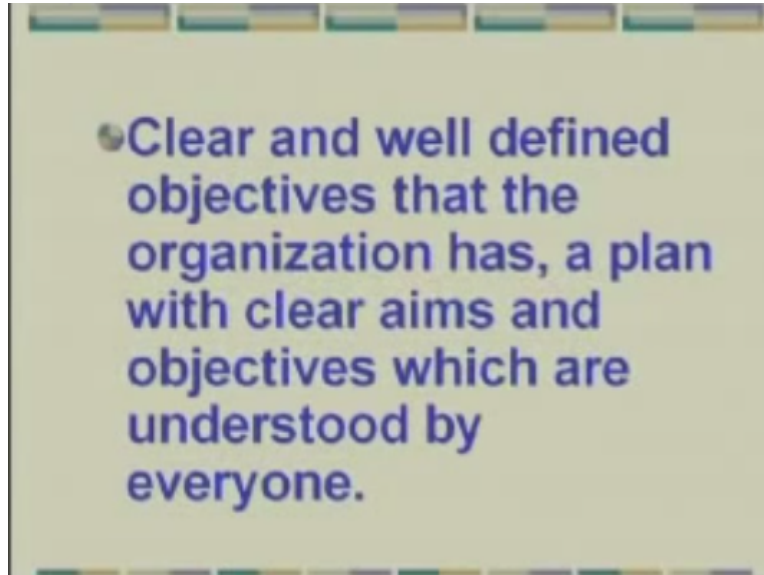
we have also see that human asset accounting and the role of manager in supporting the development people became important here human asst accounting is important human that means human being having some word so can you really account for that we are all different okay we all have different effort yes, management has to take that into considerations.

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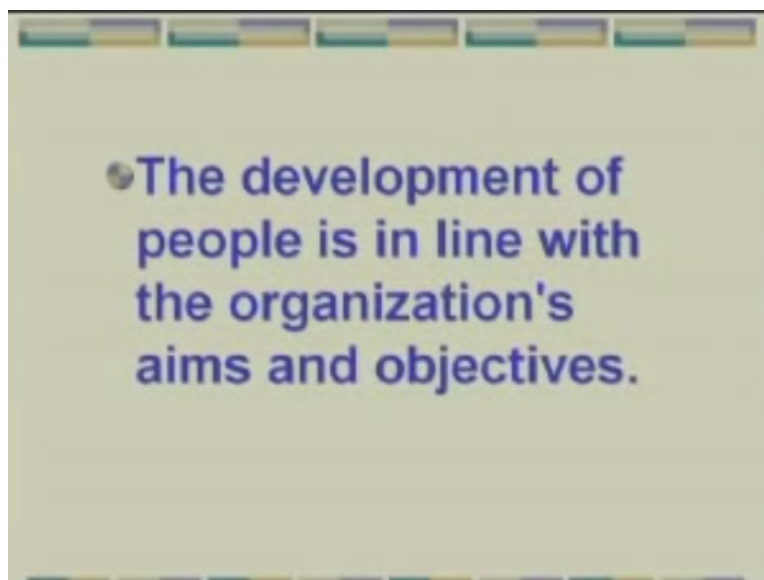
We people understand that how the contribute to achieving the organization mission aims and objective.

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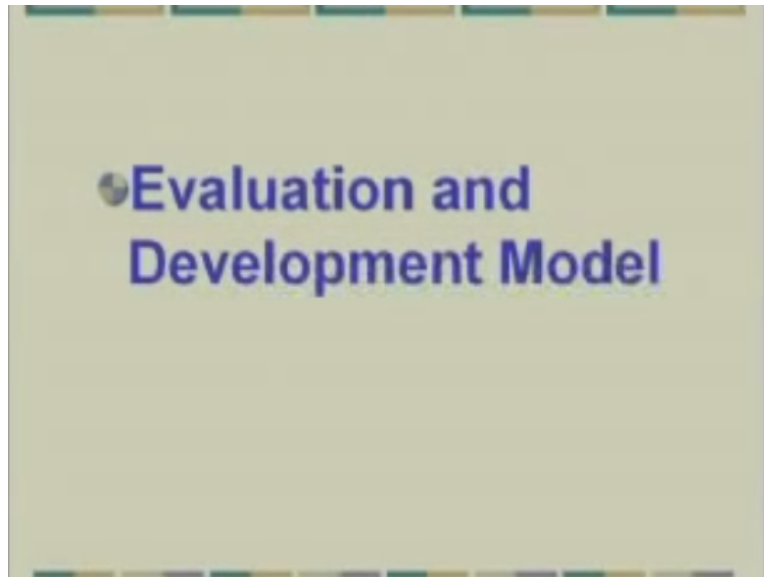
And clear and well defined objectives of the organization a plane with clear aims and objectives which are understood by everyone so organization might have plans and objectives but every must have understand this plans and objective

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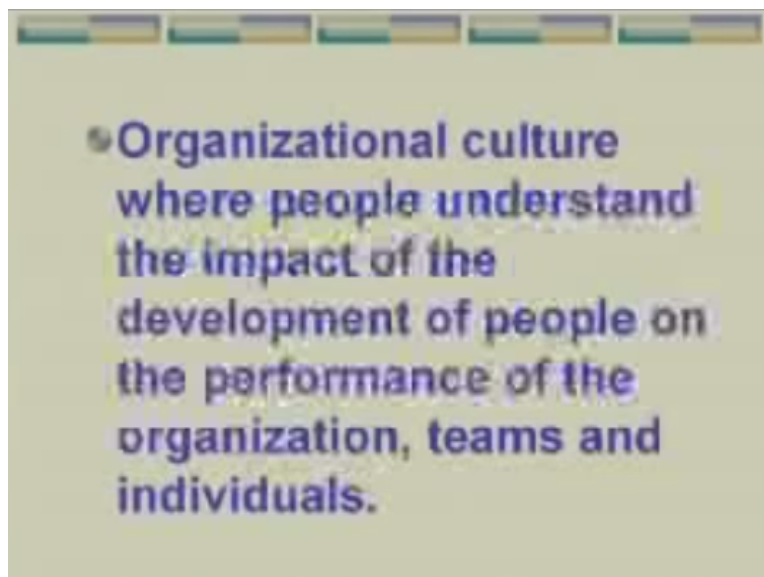
And the development of people in the line with organization aim and objectives this is important otherwise in the file we may have certain plans and certain objectives which are not known to others in the organization.

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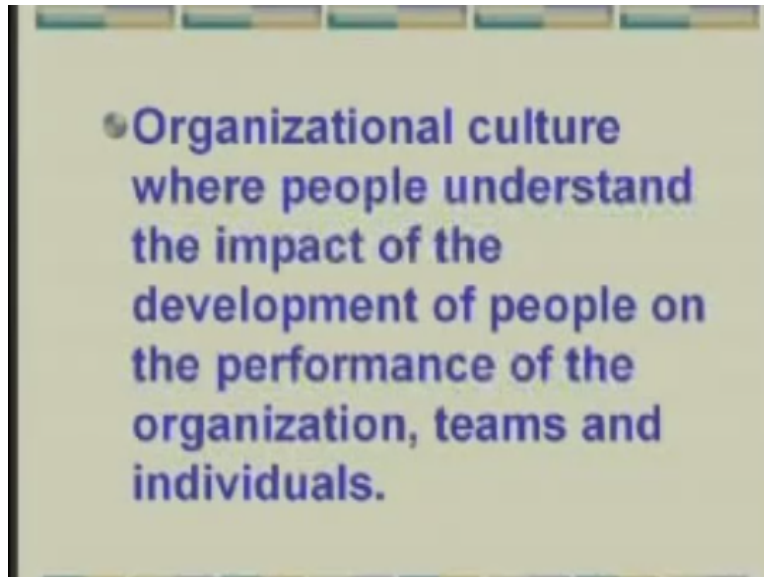
And that is why we need to really make that you know make that very partical in the senses that every one gets involved into that even making of plane also is applications then we come to yet another model that I was discussing is the evaluation and the development model.

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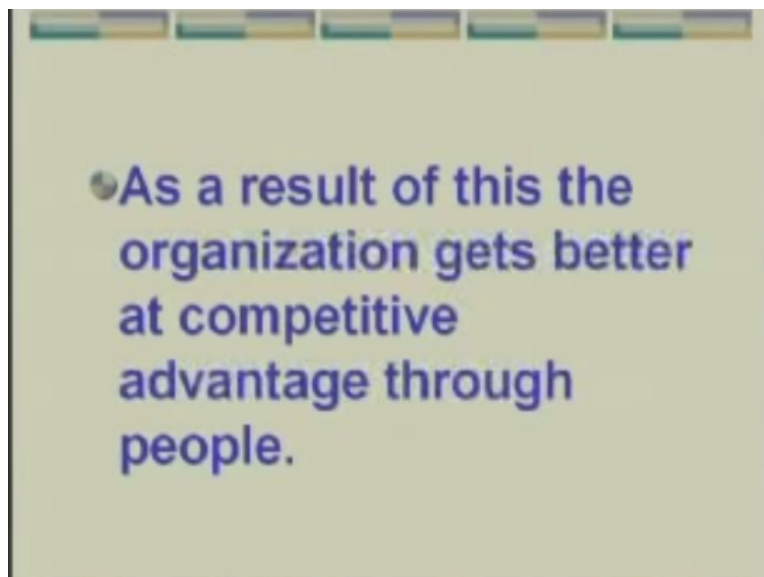
We have already discussed about the HRD and investment in people and here when we are looking at this model organization culture this enforce size on organization culture where people understand the impact of development of people and of performance of the organization that things and the individuals so all these as part of the organization culture.

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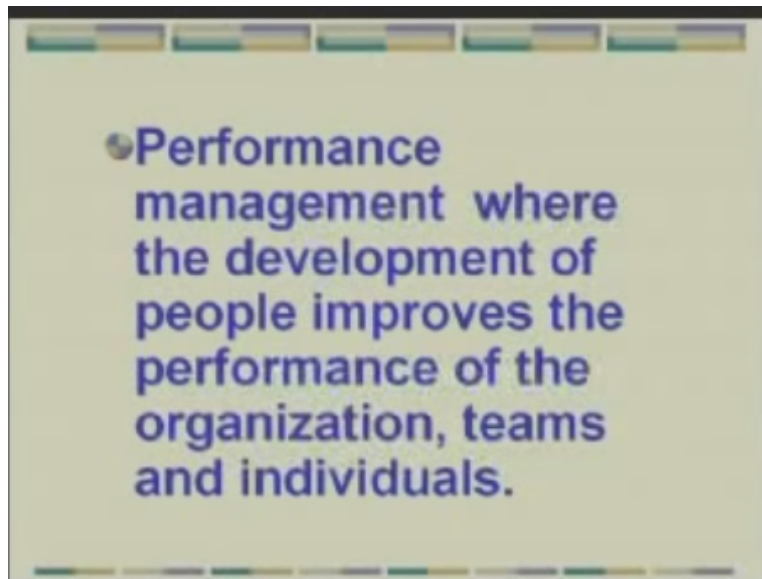


And the performance management is that where the development people improves the performance of the organization teams and individuals.

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Performance management is where the development of people improves the performance of the organizations and individuals so as result of this the organization gets better and better are the competitive advantage through people

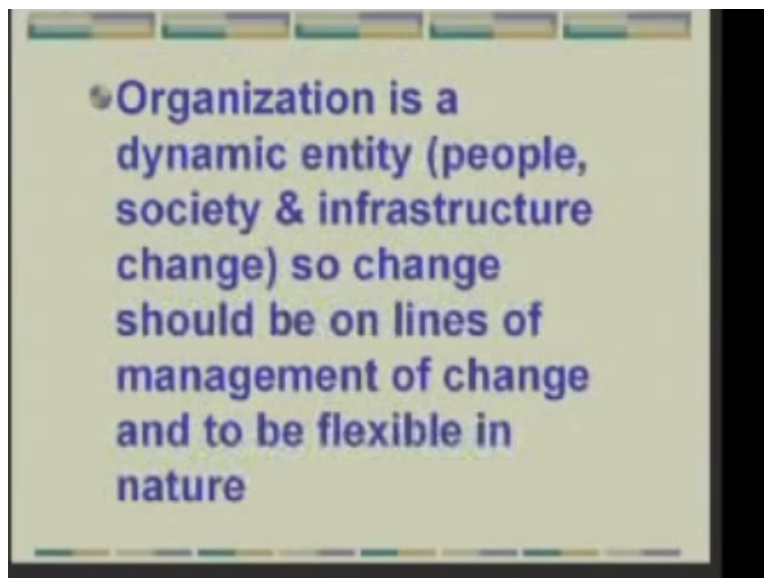
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And here we have know in time to summarize this whole idea on managing in terms of that unless we have investment a began investment in people at the place of work in organizations and unless we have a climate culture, culture of work performance we cannot get the advantage of the collegial session which the theory that have been discussing which I have yes, I have been discussing and I have been talking about that investment in people and development of work

culture is extremely important which will relate off set who HRD different kind of a HRD formally give them some trainings and some exposures' and also create a climate were will be collagical session and we have seen in the past that in the countries were work culture is extremely developed in matured the work performance also is important for an example, when we are talking about different kinds of a set the reward in punch mate strategy or the legal procedures is implementation or we are talking about the different kind of a evaluation mechanism the feedback mechanism we have seen that if work culture is such there is a ecological session and there is much better performance in the used to come so, we can follow this aspect as the future

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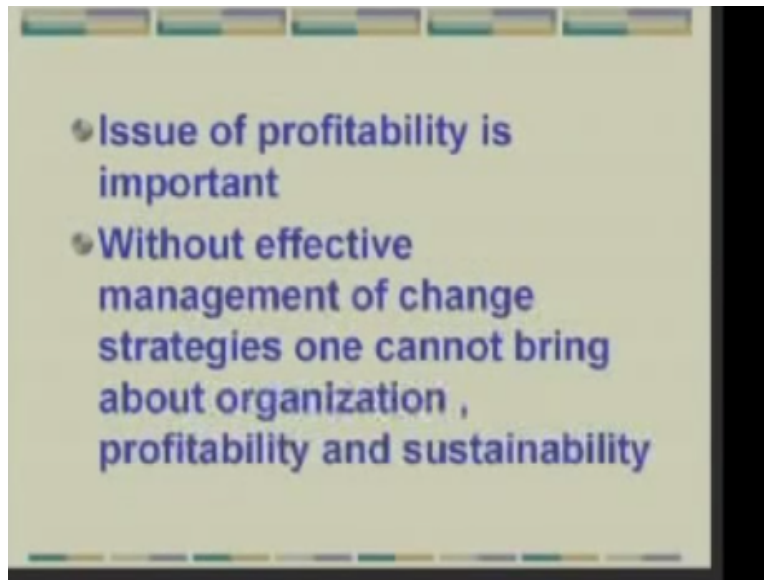


Perspective of management, so when we are coming to the end of a discussion let me once again say that when we are trying to manage a organization we

have to remember a organization is a dynamic entity which as people, society , infrastructure, change okay, see you understand the dynamic we have discussed dynamic society and the dynamic entity earlier in our discussion so change should be online of management of change which we have discuss and to be flexible in nature

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And issue of profitability is important we have discuss again you know that earlier in our course but the profitability we do not have to consider that as a slice of time but it has to be seen you know on continous bases yes, and the profitability is not the sole criterion number of criterion which are taken into consideration the various types, types of OD activities management of change, performance of present systems and the climate you know that has you know very open communication so on, so without a effective management of change strategies one cannot bring about organization profitability and sustainability

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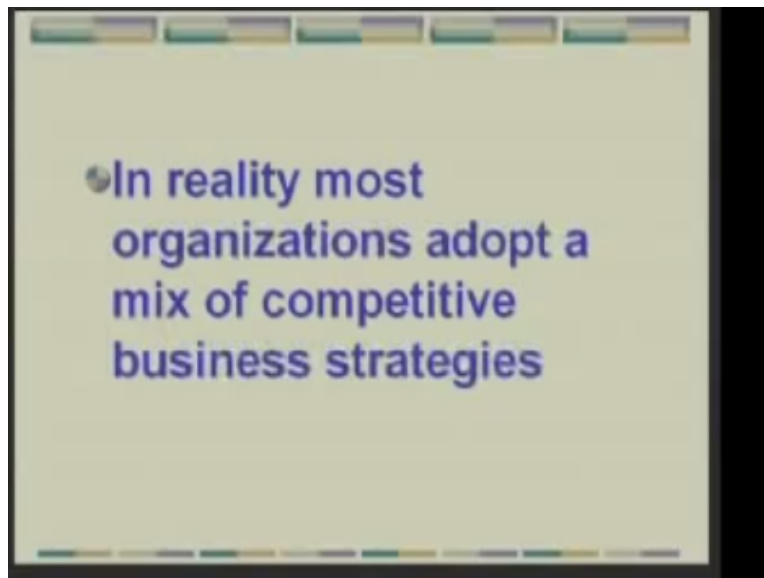


Which I have been discussing now, and so the HRD training comes extremely important and there are certain strategic values of training and development which vary, in a brief terms like to



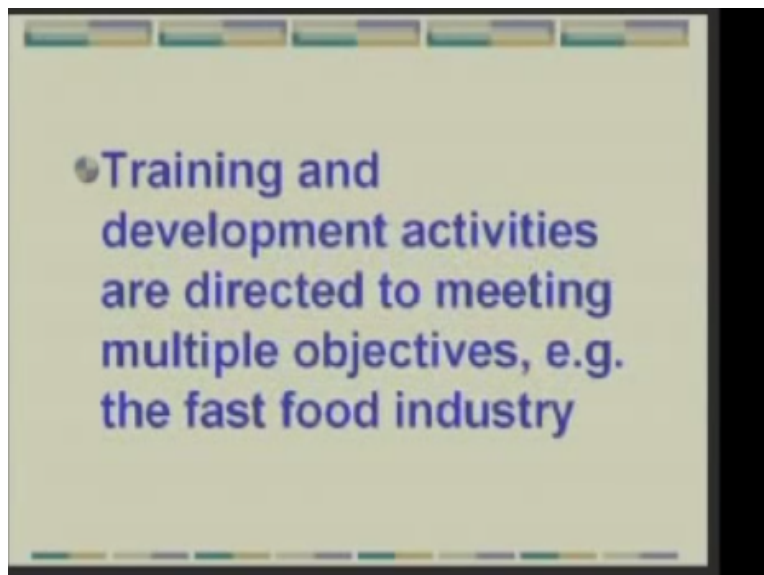
give you some ideas about this strategic values has to why? Invest in people, why? Invest in HRD? And what implication those who have, those things have, see when we are talking about this we earn really saving that do not need the other aspects of managing we need all other aspects of managing but above all we have to see that because get result through people, we have to invest in people that is the idea am trying to share with you,

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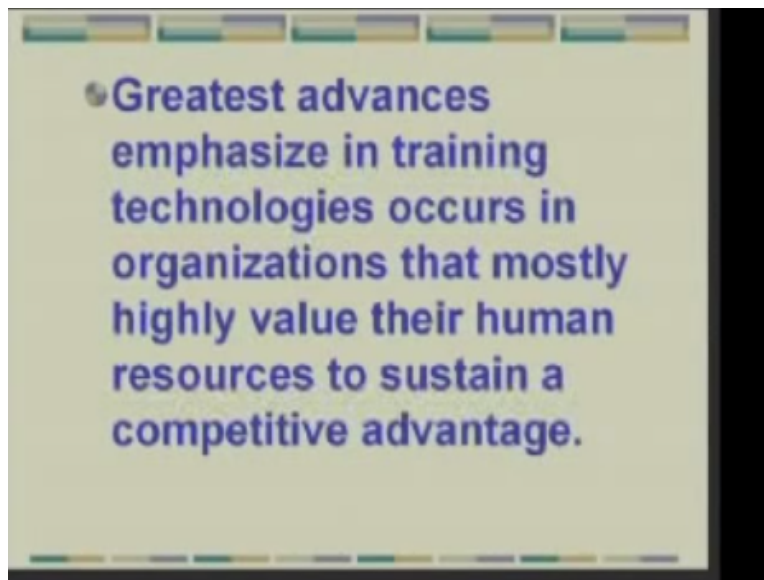
So in reality most organizations adopt a mix of competitive business strategies

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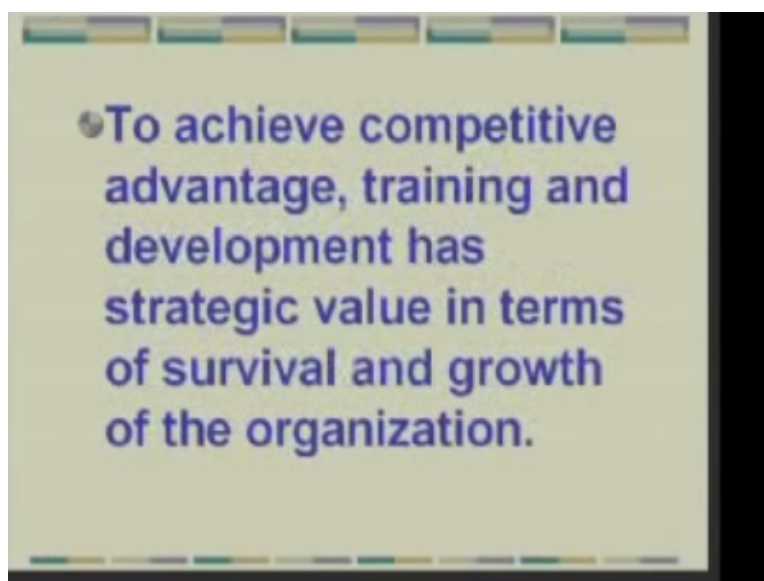
And training and development activities are actually directed to meeting to multiple objectives the one of the example that have been here is of the fast food industry objectives in a business of a social need and whatever the number of objectives that are fast food industry perhaps has I just had you know that in my minds so I have given that in India there is a industry which is often looking fast

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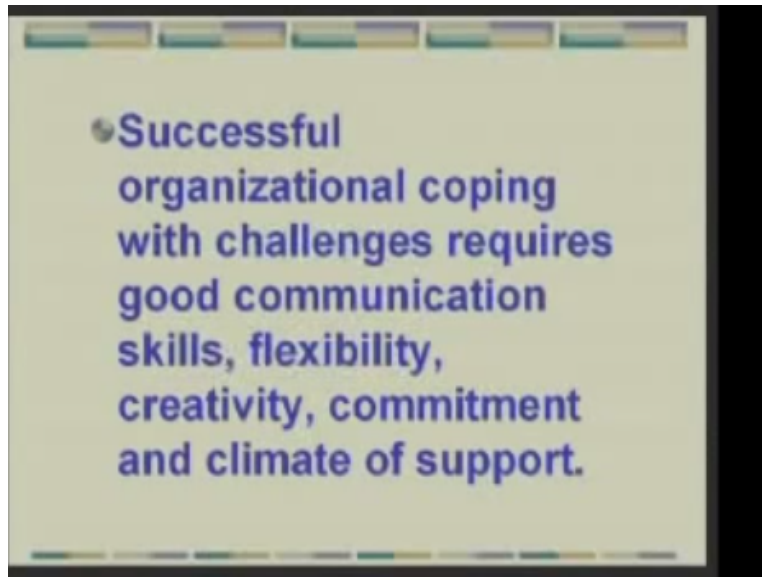
The greatest advantage emphasize in training technologies which occurs in organizations that mostly high light value and their human resources to sustain a competitive in advantage

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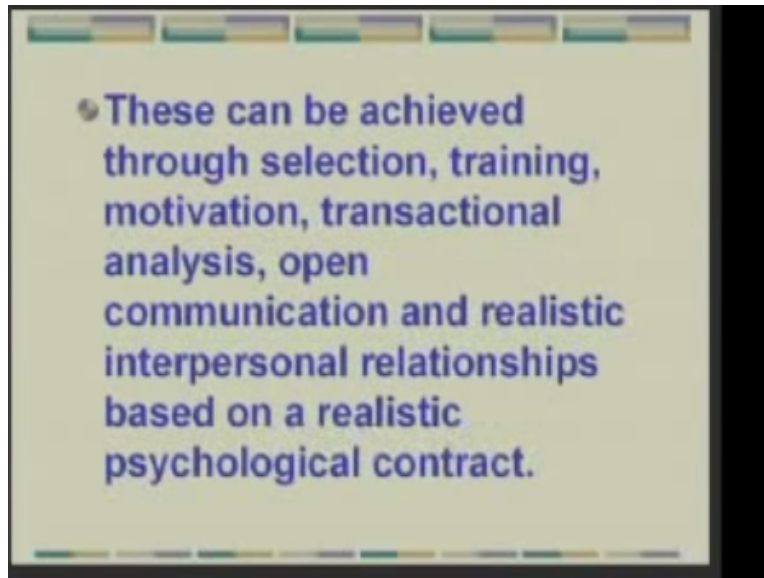
To achieve competitive advantage, training and development has strategic value in terms of survival and growth of the organization we have seen that profitability in the slice of time, time is not important but this survival growth in to this global scenario is important so training and development help us in the process of survival and growth

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Successful organizational coping, then that may if you know the organization has to survive in today's global scenario and today's competitive world then, it will mean that we have to cope up with all these competitors survive and growth yes, so she has put this term here and he has said successful organizational coping this refers to the challenges which required good communication skills, flexibility, creativity, commitment and climate of support

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So these could be achieved some of these aspects could be achieved through selection recruitment, motivation, transactional, analysis, open communication and realistic interpersonal relationship based on a realistic psychological contract so with this come to the last lecture that I had with you on management studies and now we will concluding session in which I will show you the bibliography references which we were used for these lectures okay,

**INDIAN INSTITUTE OF TECHNOLOGY DELHI  
TECHNOVISION**

**Production Team**

V.P.TANEJA

S.THULASEEDHARAN

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**

**E-mail: [eklavya@admin.iitd.ernet.in](mailto:eklavya@admin.iitd.ernet.in)**

**Website: [www, iitd.ernet.in](http://www.iitd.ernet.in)**

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