Lecture # 42
Conclusions

So we have come to the end of the course and today's lecture I am going to give you just a recap of we have done in this course, and conclusions.

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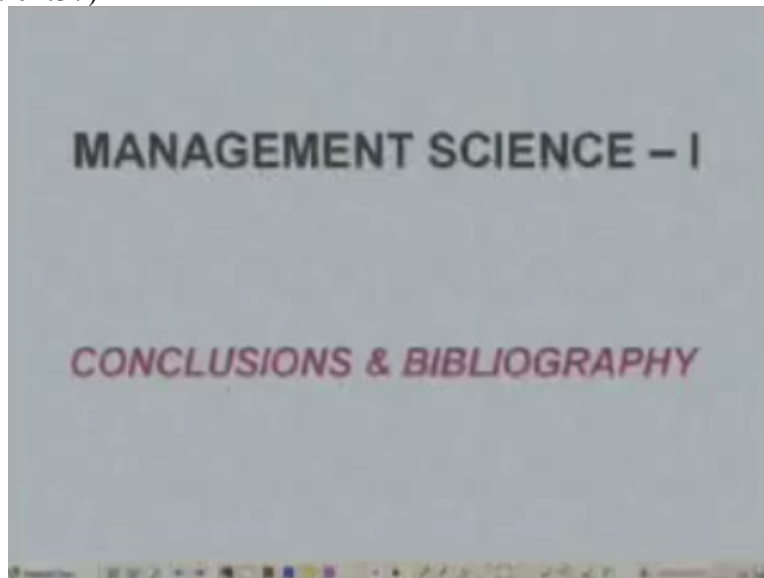
That we be followed by the Bibliography for your use to learn the subject little more so we will start with whatever we have done we began our lectures with introduction to management then we followed that with the approaches to management we discussed about the strategic

architecture of management then we move to the micro and micro level concepts of management we had the definitions and descriptions.

Of this subject then we have discussed in two lectures the methodology for management science we are discussed different methods how to organize the scientific enquiry and so on because whenever we are talking about any scientific enquiry, any subject the scientific enquiry becomes invariable and so we have discussed about that after that we have discussed three lectures which relate to work, worker and working.

In these three lectures of work, worker and working we have first discussed the organizations in the nature of organizations types of organizations and the related issues in work worker and working we have talked about diversity at the place of the work as we are discussed earlier, diversity become movement today and we have started here realizing the fact that we have to manage the divers. Work force in divers' situations with diver's perhaps psychological maker after this to elaborate on diversity issue we have the case of women, work and organizations so the issue of the gender which has become very important in today's contexts and the issue of diversity.

Relates to gender issue in a big way after that we have discussed the process of requirement selection and training in organizations we had couple of lectures or requirement selection and training of employees in organizations and then we have talked about the issuer of work motivation, has we have learn in the subject in our course that work motivation, relates to your desire to work and to give as the best performances and there are number of stories which have given as the guidelines.

As to what are the parameters which we have to consider in terms of work motivations so while discussing the issue of work motivation we have also talked about the commitment of employees one of the very important aspects which has come up in the recent a times and commitment perhaps you know if employees are committed the aeration rate could be arrested to great extent so motivate discussing various motivation to this given by various researches and professors we have talked about the work design approach to motivation in fact related to very closely related to motivation is the work design.

So what are the work designs which we have discussed then we move on to the leadership duties okay before leadership we have perhaps done communication , communication in organizations , we know that if we have very good interpersonal communication very good communication networks the organization can really work wonderfully well and ,so the communication in fact the orders to be given or any other type of communication we have to keep that in mind, is an important factor of managing the situation. Next we have taken up the issue of leadership and authority in organizations,

We have discussed several of leadership and various type of the authorities in organizations, in this discussion we have, also discussed the general differences in the leadership effectiveness. We have also tried to discuss an issue of leadership substitute if thus possible, in addition today all the theories we have discussed and not all I will say many of the theories probably we have discussed, and we have tried to look at that theorizing and situations where this leadership theories will work the best, leadership becomes an important aspect of management, and today

we are we also have the new types of leadership styles like transformation leadership and powering leadership.

Also we have talked about the charismatic leadership, after discussing leadership styles and leadership in organization then we have moved on to discuss the industrial relations and conflict management, no industry can really work successfully, unless we have very good and very healthy industrial relations, and if there are any conflicts in fact in a table conflicts, may be the conflicts in organizations.

In other words what I am trying to say is that every organization will have some kind of conflict or the other and generally these are related to the industrial ratios issues, so we have discussed these in a couple of lectures and then we have moved on to the issue of participative management and team working, in the recent years we have discussed that in our introduction that participative management is considered as one of the important types of a management styles.

And as we are getting more matured industrially and more matured professionally in terms of managing our organizations issues in our country, participation takes a very important PARATH role, and as we know the team working equally important and in many ways team working and participation are also closely related, so some authors have talked about team management as part of participative management and earlier we have also discussed about the quality circles in our lectures.

So in these three lectures on participative management and team working, we have emphasized on the issue of working together, in a team if there are four members and all members have different expertise you can see that day you have the complementary characteristics, and this team perhaps gives us much better results, than just a group where we have not looked at know the complementary characteristics.

In participative management we have discussed how participative managements work in different countries? What are the dynamics related to that and so on? In about discussion lectures on ethics, values and corporate social responsibilities, we have discussed the individual values, organization values, the corporate values, mission the kind of the ethics the organization has, so we have belt with these aspects in write the detail, and then we have moved on to the aspect of corporate social responsibilities.

So looking at an organization that within what happens? And then what happens you know? Outside the organization in the sense that organization response social responsibility, that becomes very important, so we had four sessions on this particular aspects. In the next session we have a belt with organizational development and HRD, as we have discussed that when organization grow, when organization get stabilized and when they start getting older, the possibility of the case there.

So unless we have organization development on the continues bases, we perhaps cannot make the organization very effective, so in this discussion we have tried to talk about organizational renewal process, and organization development in terms of many practices which many organization are doing, and the HRD human resource development which is very closely tied to

organization development all a day, it looks for the change process, changing the minds of people and giving them input about.

The newer, newer, newer and newer ideas in the us to come, so HRD becomes an important aspects and that is related to many of the topic which are we have discussed in the earlier part of the discus, so we cannot say that in most of the topics that we have discussed, HRD possibilities are there, but in a addition to that you have HRD possibilities at different levels of an employees for example for the senior level employees we have the possibility of giving them a training and development on the conceptual level at the policy making level are and also little bit at the human relations level.

In the middle management we have the, the opportunity of little bit technical skill and more of human relations and the industrial relations skill because they have to actually manage the of as of the organization and at the, the lowest level we have loss the technical skill training and development so we are discussed this in our lesson on a OD and HRD, then we have moves on to discuss the issue of management of change and us we have understood that management of change is in a table this nothing you know that is static this is it moves organization change and people develop.

So we have to say that how this posses of change has to be managed because we cannot say that now something new as come up and I will not into use that are I will not make that change so that is becoming a very challenging issues for managers today after discussing the management of change we have had, we have 2 lecture yeah on management now and beyond in this 2 sections we had we have discuses that.

How management needs to change new strategies in terms of a great in if this is on HRD management of change quality, productivity and strategic management issues here we have also talked about what is quality and productivity how strategic management works at the level of mergers and actualizations on the one hand and on the, the human values ethics commitment and leader ship styles on the other.

So in, in the in our discussion on management now and beyond we have looked at futuristic perspective on this futuristic perspective we have tried to develop are arguments as to how in the has to prepared itself for 20202 really become the world power so management becomes an important aspect of, of in fact whatever we do and if we have good technology and if we have a any other issues which we have to really achieve.

We find that the technology is one side okay or an industry is at one side and we have set in goals set in objectives in terms of productivity in terms of best designs in terms of greater efficiency in terms of quality and over all leading to the competitive advantage but in this process are the management becomes the, the real factor in which, which implementing while implementing the scientific any scientific.

An in query or running an industry or managing any situation we have the management principles in between that is why we have to understand the principles of management and what is new about managing into days contexts and what is new about a India in most of the lectures which had given to you in, in whole this lectures we will see that as many research studies have been got in a most of the research.

Studies at which are either there in the literature so that is friends is are there and some of the studies which we have conducted here so this gives as an idea that the research designs also need to be r really very efficient when we have trying to understands certain presses after discussing this I would like to draw your attention before I close I like to draw your attention to the issue which we have discussed already that management is a multi variant, concept we discuses that management is a multi disciplinary concepts where you get input , in fact inputs from say on the one hand.

From mathematics from computers science from updating research from mechanical engineering from, from any kind of production system from the social system point of you we get the inputs from physiology from physiology and anthropology and we have also inputs in from so many other, other aspects.

Say economics is one of the most important aspect the commerce is very important aspect and the marketing management is very important aspect so when we are looking at the whole concept of a management science we have to see that we are looking at managing, managing in organizations and the inputs come from very many displace may be the list that have given is not expositive there are many other disciplines. Which are giving as we know lot of inputs as we have seen?

In the different, different lectures, so we have to understand that the analysis which we have to do for management science has to be systems based and the system design has to be used as we have discussed also earlier in this course and in this so it is not only the input and output kind of analysis we have to understand a systems perspective and we have to really try to bring out the most effective set of factors.

In a particular management process So for which we need multi variated analysis research design also, yes in addition to this the one of the aspects which how I also improvised in a number of times that people management has become an extremely important factor in two days contexts that means human resource management, people management and committeemen of employees has it has an menacing importance.

The reason being that no industry perhaps in a can do without people, without employees and unless employees are committed to their work we really not get the best results. So in the statuary human resource management we contest these takes we are talking about commitment has the one of the important issues.

In addition to this we have to look at the management has in has a very complex discipline, complex why I say complex, in fact you know it is just has translations of when I am saying multi validated or multi disappear. When I say complex would I am trying to such has that we are trying to achieve some goal and that goal could be achieved only. If we have try to analyzed production process the work culture the employee motivation the financial aspects and so on for manufacturing these things.

And for over all managing then we need marketing management, financial management and operation management, perhaps management information system becomes very important in to discontents. And when we going to become deal are successful we must have a very good

management information system, practice in our organization. Infect here, I reminded of one professor who goes saying that today.

We are come to the age where computers and computer revaluation is important and one of the most important revaluation which we are going is psychological revaluation. So we have to say that management today has so many psychological back ground and so many peaceful which we can see to achieve the success of any organization.

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"Just reading the minutes back will be sufficient"

So to continue with our point with cytological revalues become to our next issue that is the performance management. And here you can also see one of the figures the cartoons we made by my students discussing the managers discussing the performance management issue. Performance management becomes an extremely important factor in two days organizations and without which perhaps.

In management will mean not much because ultimately we have to look at the individual performance organizational performance which will lead to productivity. And the competitive advantage that is how this becomes an important factor and which has great impact found the psychological revaluation how much people are committed how much they are in trusted, how much they are motivated, how much they are really would like to have reward in punishment in their organization and so on.

So the psychological factors become extremely important discontents. In addition to this we have to look at the people management has we have discussed earlier and in people management we are looking at the issue of diversity, issue of gender, issue of various personality trades and of course the overall performance motivation. So from here, I move on to talk to you and in fact you know give you some ideas about management through the cartoons need by my students. So here is one then I move on to the next cartoon.

Show us talking about performance management and here you can see have I said the cartoon made by one of my students. The organization the member discussing about the issues of performance management.
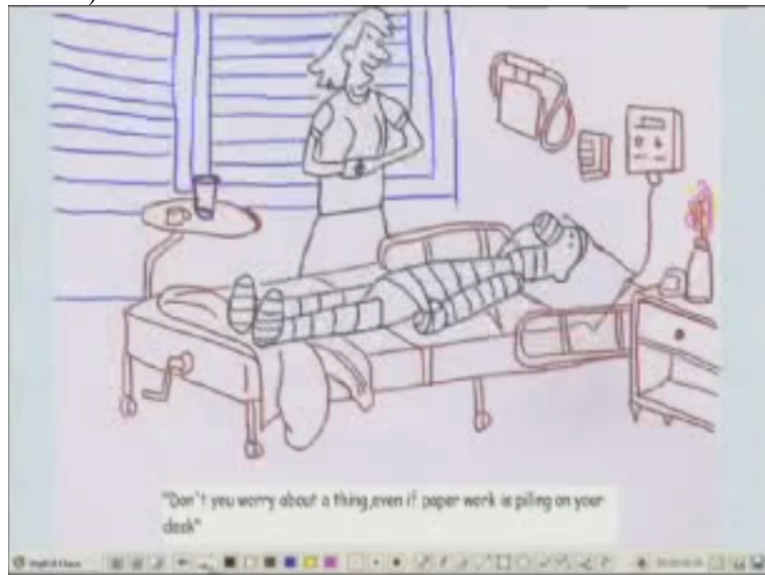
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Then the next issue here you can that the person has not got to the job and he is just taking rest and the supervisor is coming and trying to say something. Okay and you can see that this scenario, so we are talking about various issues and performance management perhaps the person not interested, not motivated and shown. And here we are finding that there is a representation from people recording in a various issue. In the organization so the industrial relation issues are shown here some aspects of that.

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Then we move on to the next one here also you can see the management scenario and how, how to manage the situation here again.

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The session of you know how the manager comes and gives the report to the perhaps you know the board of the directors. And trying to talk about the various issues in the organization and some statement also we have written at in that.
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So this brings us, to yet another, scenario, on managing people.
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Then here, there is a session going on, perhaps you know the computer based performance, of people, perhaps the general manager is trying to, learn the use of computer here, that is what happened, when we were introducing computers, in India, say many years ago, at that time, it was great instance to change, on the use of computers, and whether you talk about the banks, or railway stations, or wherever. There was great resistance and that is what happens, when we are doing management of change, which is one of the important strategies, so here you can see that scenario.

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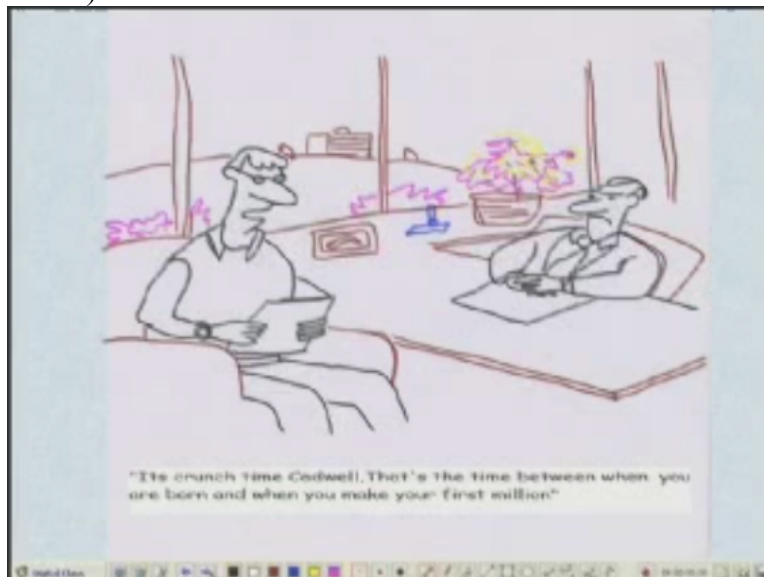
Then we move on to , talk to the managerial scene again ,how the performance has to be evaluated, and the senior manager, is wanting to know ,that how was the performance last year, the company performance, as well, as the good employees in their organization.

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And here again ,we are looking at ,the perhaps the annual meeting, of the company, and people are trying to make sure that the performance of the company, must be achieved, and the bench mark , you know whatever they had, given earlier, so that must be achieved.

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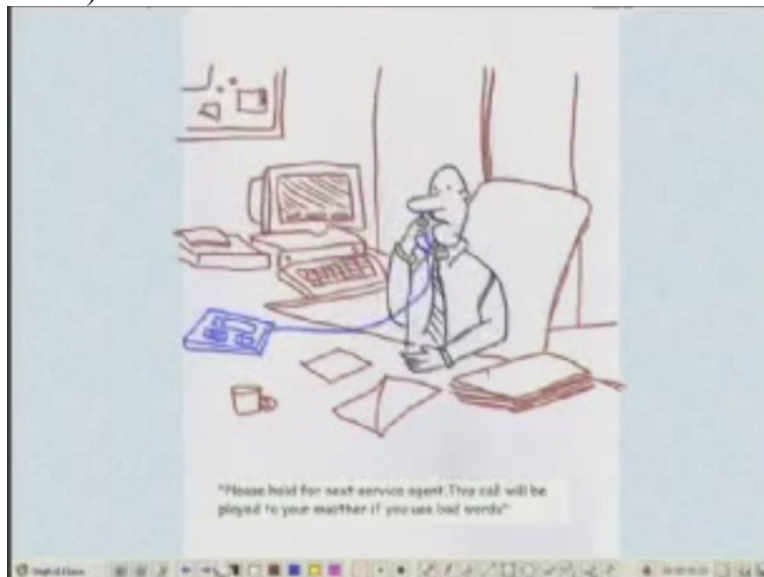
So this one is trying to be that, and here you find, the manager, perhaps, like he is manager sitting in his office, and then being busy with himself, not really interacting with their employees, and you know that is not expected, you know from a manager today, we are looking at participative, style of managing, we are looking at democratic style of managing, and we are looking at perhaps.

The transformational empowering leadership style But here, the situation is slightly, different, the manager busy in himself, we are not looking at this kind of situation for performance management, and perhaps you know, here again we are showing the same slide, to show, which we have discussed, okay these are some of the slides, which my students have made, I thought that.

I will share that with you, and so finally what we are trying to understand, is that the management today, is really people oriented. And we are looking at performance management, of people, in terms of certain bench mark, we have done, and also the performance management of an organization, in terms of standards, what we have fixed for that, in order to achieve the competitive advantage.

But finally what we have to understand, performance is important, and so is the human satisfaction, so is the human quality of life, and so no performance management can really be complete, without looking at some of these factors, and no management today, gave us the best results. And it is people oriented, and unless we have really designed it, for in such a way, that everyone is involved.

In that organization, everyone is committed in that organization, and people feel that this is my organization, and now can we create such a world, that one is the major challenge for us today, and with these challenges, we are now moving to the 2020, perhaps you know that the target that we have taken, with this I complete the course, whatever we had discussed, in this course, and finally.

I would like to acknowledge , well all my students, those who had participated, those who had attended my lecture, the coordinators, the coordinator at the IIT Delhi, the coordinator at the IIT Madras, professor Anand, and of course the most important aspect of this whole, project has been, our support that we received from the AICTE and the MHRD, and we hope that, and in addition to this of course, everyone else, who has supported me , all my students, and all those who are here, at the Technology unit of IIT Delhi.

Everyone support without which you know, the course perhaps could not have been completed, I thank them all and we hope that, this course will be, of help to the students, those who want to learn about management. So thank you very much.

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