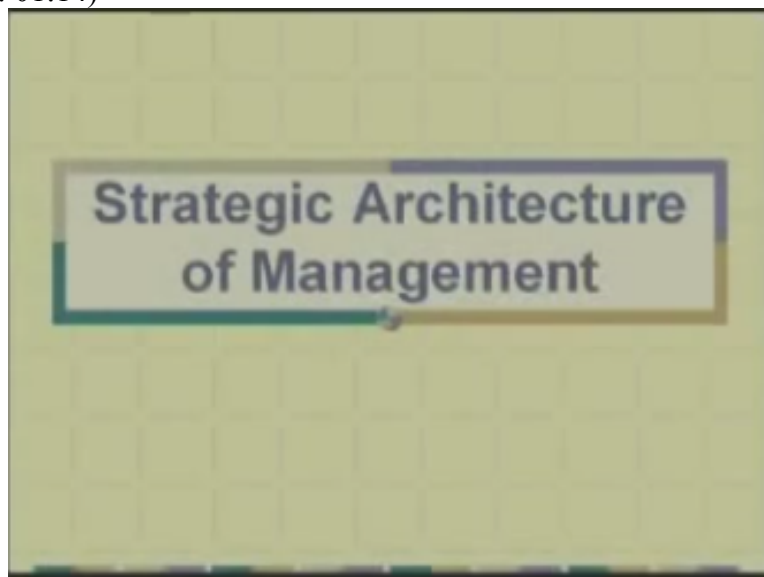


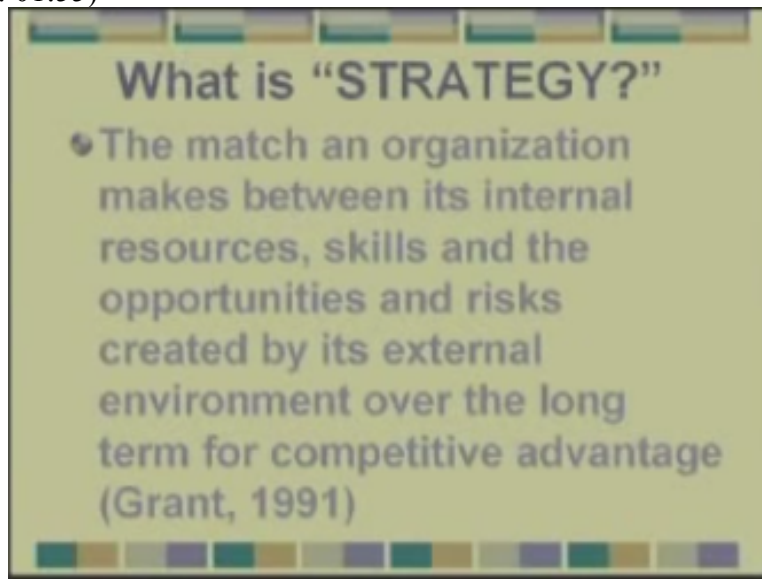
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A Video Course
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BY
Prof. Anuradha Sharma
Department of Humanities and
Social Sciences, IIT DELHI
Lecture # 4
Work Ethics**

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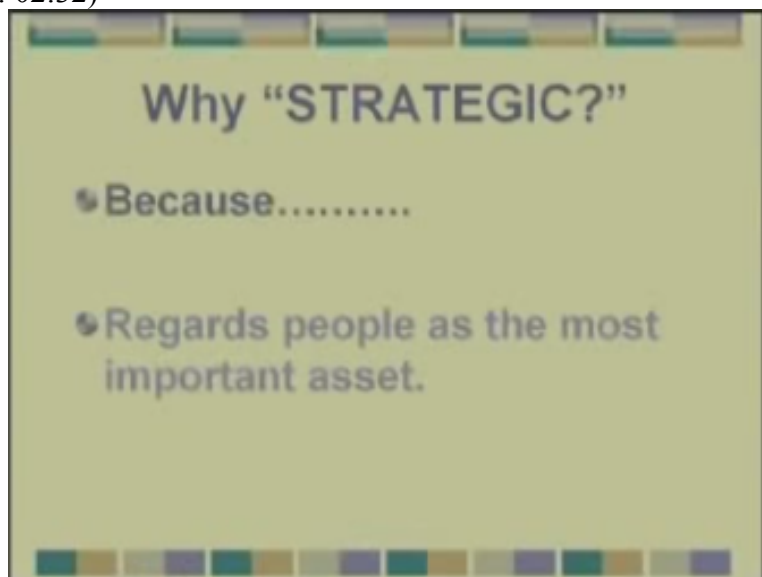


Today we are discussing strategic architecture of management having discussed what management and what are the approaches to management we are discussing this aspect which is rather new understanding of the concepts of management in our first lecture we had some

reference to strategy and strategic management and at that point I had talked to you about what is strategy. So I am once again you know reappearing that particular paragraph let us see.
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What is the Strategy this is to match an organization between the individual and the other resources so the internal resources this skills the opportunities and risks created by its external environment over long period of time okay, for competitive advantage professor Grant, 1991 as given as this definition of strategy so starting with this is to strategy so why is strategic.
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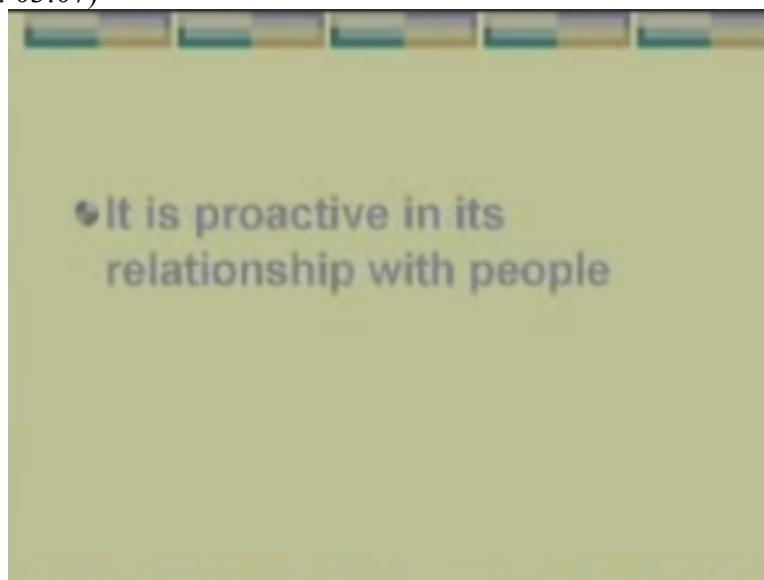


So we could like to answer that question because strategy regards people as a most important assets of an organization and that is why its becomes so important for us to discuss this strategic architecture before we take up the other lessons ,other chapters involving this course so let us move on to see.

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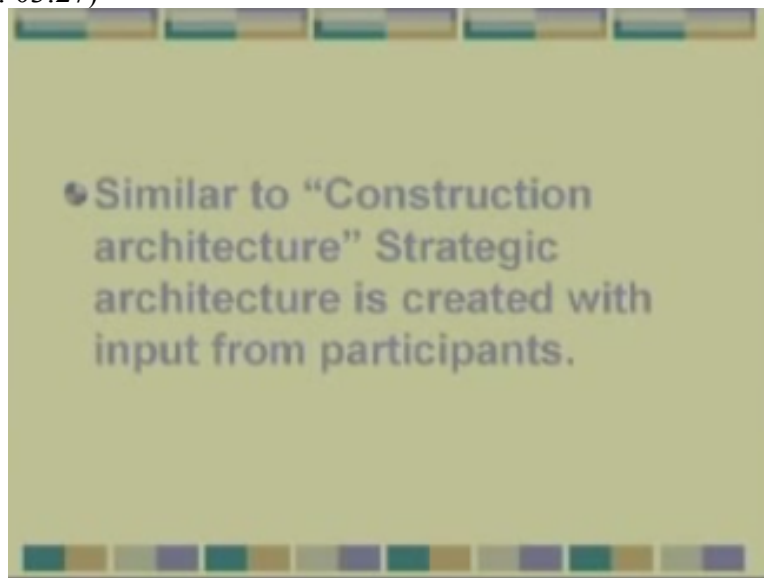
That what happens in terms of the strategy it involves all managerial personnel.
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It is proactive in its relationship with people.
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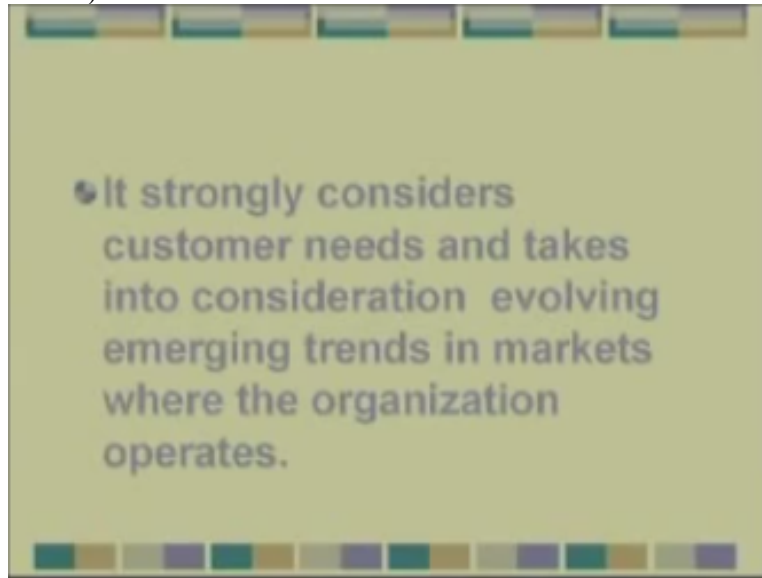
It seeks to enhance organizational performance, employee needs & social well being.
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It is similar to when we talk about the strategic architecture then we have to understand why are we using this word this is a rather new approach in a do, analyze management and this strategic management this strategic architecture so here we are trying to understand from those components we are moving to understand the word, the term this strategic architecture similar to construction architecture all you know about the architecture there is a construction architecture the strategic.

Is created with inputs from the participants after your organizations and if we try to talk about participants are of course the managers the employees the state holders the consumers all are the participants to organizations so when we are looking at these strategic architecture of

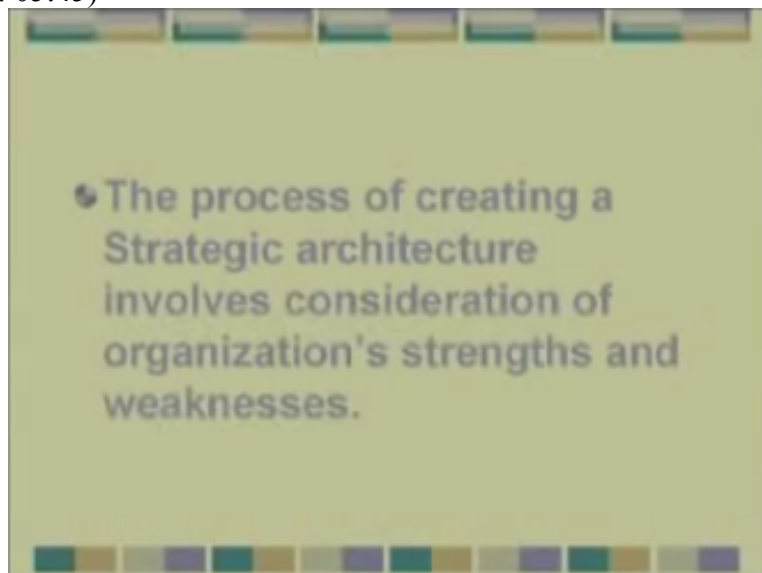
management we are looking at the inputs that we that by creation of the points of views of all these participants.
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And strategic architecture considers customers needs and takes into considerations evolving emerging trends in the market where the organizations operate so we understand that when we are set participants that mean we are talking about the participants those who are working in the organizations as well as the consumers and the stakeholders and of course here we are also talking about the environment of the organizations were it operates so strategic architecture is comprise in a so many issues.

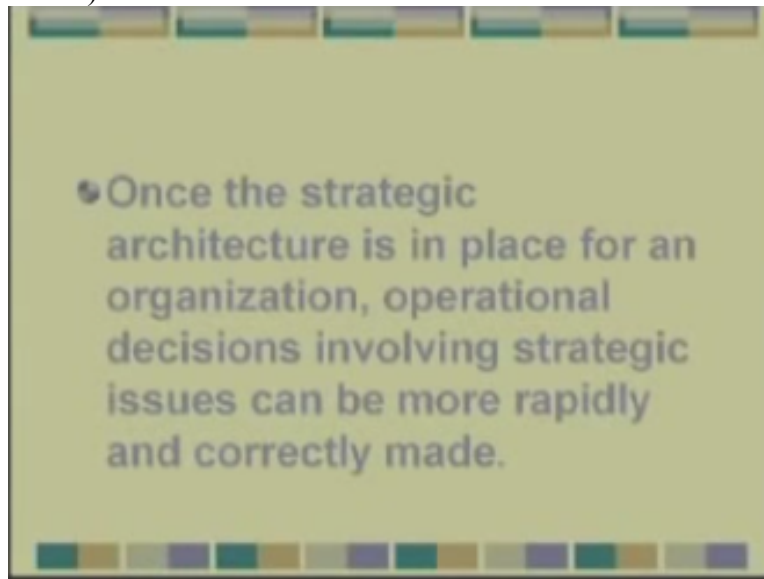
Basic idea of course is to achieve the competitive advantage into this environment the courses of creating.

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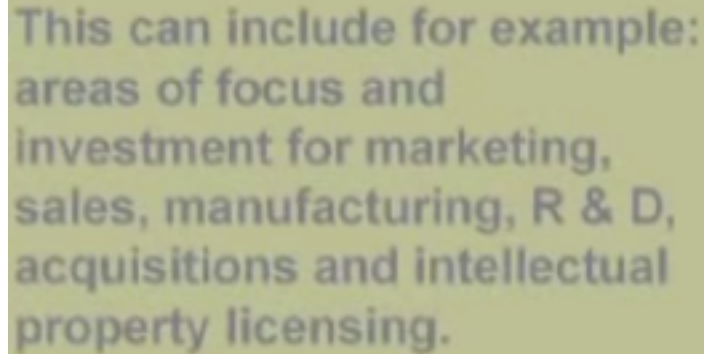
Strategic architecture thus involves consideration of organizations strengths and weaknesses whenever we are trying to develop a strategic architecture for our company we have to first analyze this strengths and weaknesses of our company in other words we know you must have heard about the sort analyses which we will all refer to in one of our lectures later so once we analyze the strength and weaknesses.

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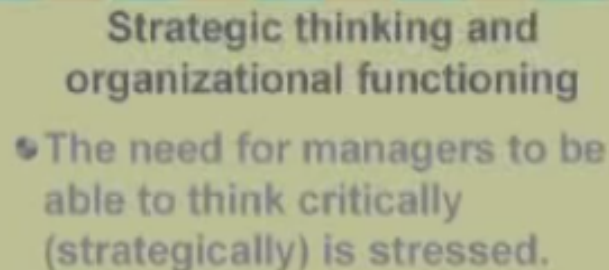
Of the organizations the strategic architecture is in place for an organization, operational decisions involving strategic issues and this can more rapidly and more correctly the we made for the effectiveness of an organizations yes are you understanding the strategic architecture okay we are talking about that is so many things at the same time and basically we are looking at the inputs from all the participants of the organizations.

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This can include for example:
areas of focus and
investment for marketing,
sales, manufacturing, R & D,
acquisitions and intellectual
property licensing.

This can also include for example the areas of focus and investment for marketing, sales, manufacturing, R&D acquisitions and mergers intellectual property licensing we say or intellectual property decisions arise all these aspects are included in the purpose of strategic architecture management so we are talking about all these in our course okay the examples will try to bring from all these areas we are doing different chapters in our course.
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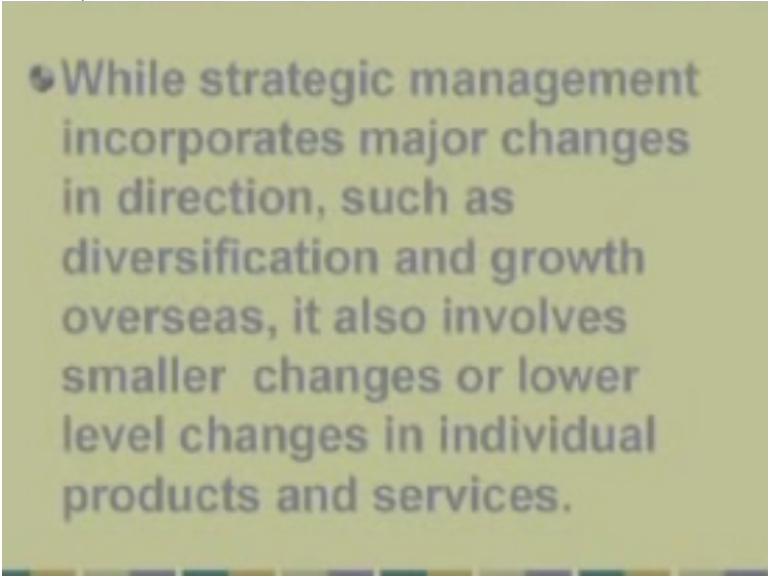


**Strategic thinking and
organizational functioning**

- The need for managers to be
able to think critically
(strategically) is stressed.

This also brings us to a very closely related issue of the strategic thinking strategic thinking an important aspect of organizational functioning and of course an important aspect of strategic architecture of management excuse me the need by managers to be able to think critically is stressed in this aspects when we are talking about strategic thinking and that is why you know sometimes we say that okay, go that manager he compacts give you the best advice if you look

deeply you will find that okay, perhaps that manager has the capacity to think strategically and so he can arrive at a better decision than others.
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• While strategic management incorporates major changes in direction, such as diversification and growth overseas, it also involves smaller changes or lower level changes in individual products and services.

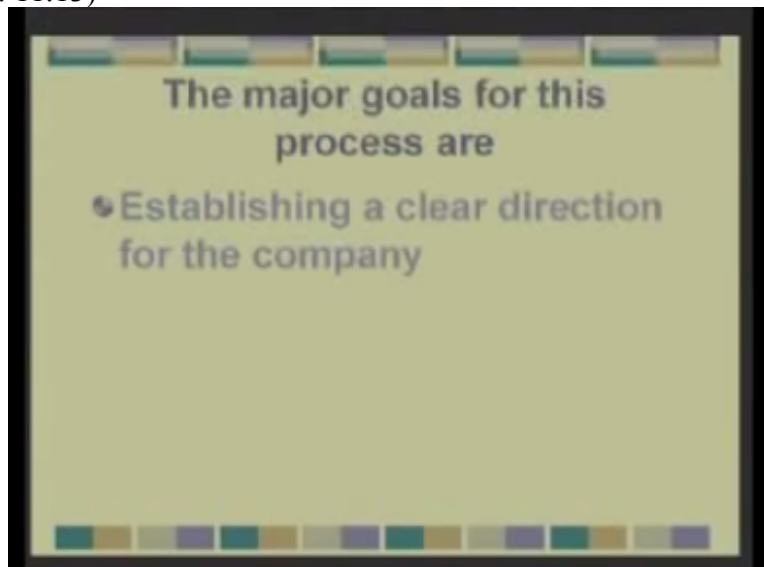
So in terms of the strategic thinking what we are talking about closely relative strategic architecture while strategic management in corporate nature changes in direction such as directions and growth overseas for example, we have global scenario now so overseas that becomes very important and it also involves smaller changes or lower level changes individual projects.

And services within an organizations so whereas we are talking about the changes within a organizations also we are talking about changes are serve the organizations because after all the competition is with the world the competitive advantages that we can get in the total over all scenario so it becomes very important therefore static thinking becomes very important.

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- Managers who can make an influential decision needs to have some basic understanding of strategic content

Now in this emerges and acquisitions are important factors and these take place in India we are finding that there are many companies they are that being in a merged with others or others you know have taken acquired some other companies okay, this is also an important aspect of strategic management to do so managers excuse me who can really make an influence decision they need to have some basic understanding of the strategic content in fact all managers all of you those are doing this course should have this idea This is something new in the management literature to talk about the strategic thinking strategic architecture and the strategic management approach. (Refer Slide Time: 11:13)



So the major goals for this process we are just to try to list those let us see the major goals that major goals are establishing a clear direction for the company. For your company first you have to establish clear direction before that you have to do your strength and a weakness is analysis

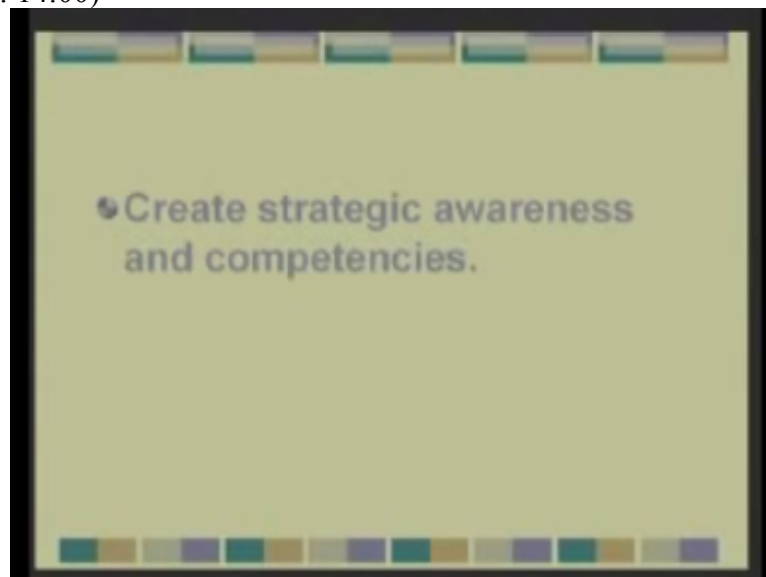
some kind of us sort analysis you have to do for your company. And then establishing the clear direction of the company.

The creation of strong competitive position only we are done your certain analysis earlier you will be in a position to really create has strong competitive position because how do you really settle yourself in this market of competition. So you have to really design all that in terms of thinking your analysis and sort. Then ensure continued innovation infect in the later part of the cores again we are going to talk about innovation and creativity and this reference might come in many other chapters as well.

Now let us try to understand that no organization that is a stagnant and is does not encourage innovation can really sustain at today's competitive evolvement. So if you are looking at the statutory architecture one of the important aspects are innovations. And the other one is we are to ensure that is passiveness to pressures for change. And the world is ever changing infect people are able changing this society is ever changing.

So nothing is a source stubble and a source static, we are all living in the done it evolve is ever changing and we are to ensure that we are responsive to the change that is happening around us in people in organization in the compotators okay wherever, so we have to be really very careful about the kind of a change with creosol a lot if challenge for you. Also we have to create the strategic awareness and the comprehensive.

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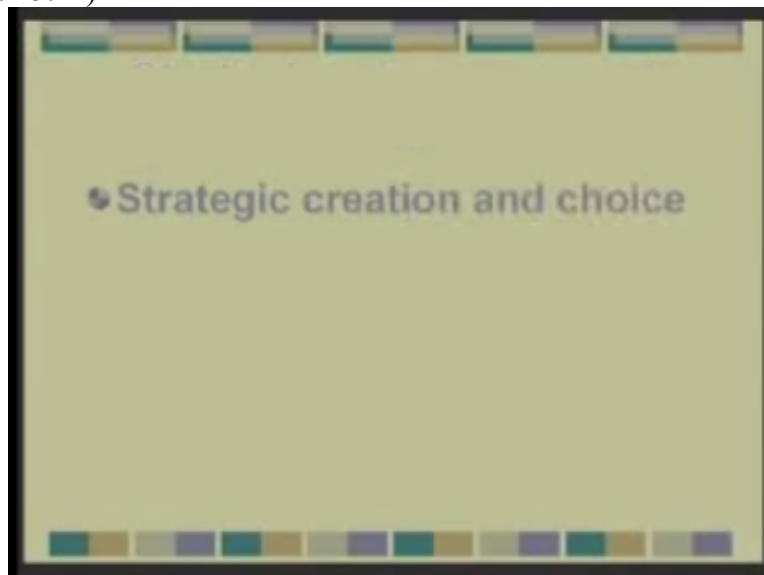


In our own organization we have to create satirical awareness and the competencies, so we of two in fact to take every one in with ours and try to see what it competency? What is core competency? Of my organization and which I can really enhance in this today's competitive

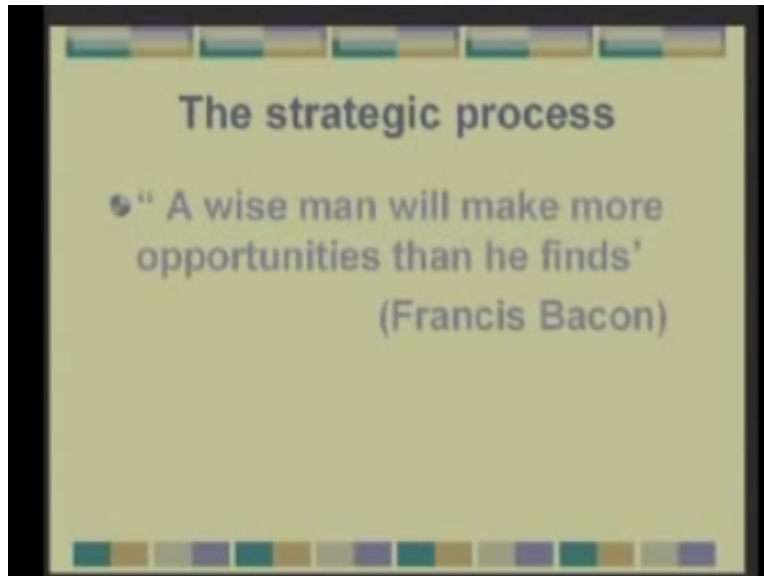
world okay putting and input innovation from creativity of people and show on. So we have to see that people are giving that opportunity of strategic awareness. Unless we do that it may be difficult for has to really achieve the competitive advantage.
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And so this strategic awareness in change would perhaps involve strategic analysis about for the many other analysis for example certain analysis have talk to you now but other aspects of the analysis will be talking in our later lectures.
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Then strategic creation and choice we have innovation you can have this strategic creation and you can have that strategic choices strategic implementation.
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And so they are the strategic management process. I should every written strategic management process. Okay, read it has the strategic management process. Here are I like to give you a quotation by Francis Bacon that voice man will make more opportunities than defines. Okay, he will make more opportunities. Infelt okay that is the strategic way of looking at today's management.

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So this brings us to the new business paradigms that we have and these you can see that reflection of strategic management issues are coming up here. So in the strategic new paradigms we look at in this strategic flexibility.

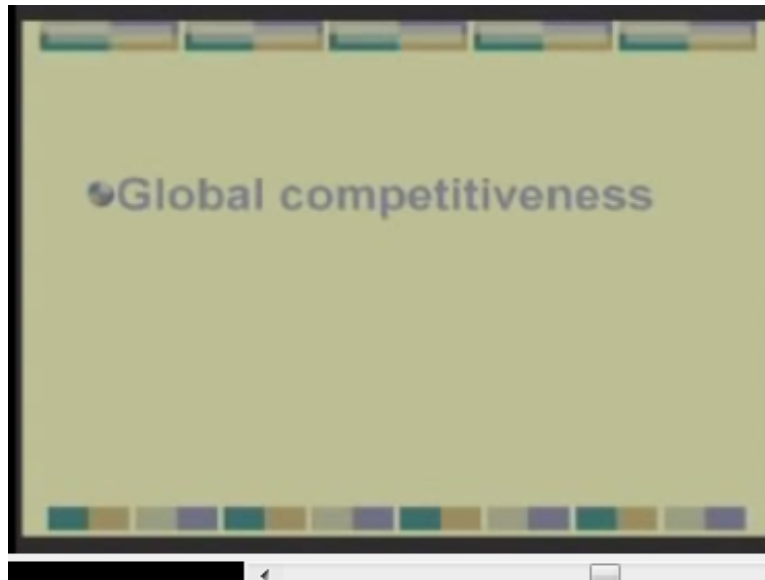
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We look at the emerging strategic thinking which is already discussed with you.
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E – Business strategy this again in becomes very important when we are looking at the new business paradigms. No industry today in can come up to demark and list they have really mastered themselves in e – business to the well other business paradigms are there but e – business comes very important to days context. Then the global competitiveness
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Earlier we will not looking at global competitiveness for know we will every country manufacturing with in an own country and this setter. But today the world has changed on nom industry perhaps is working only know within once own country because of globalization. So we have to look at the global competitiveness in terms of hard beautiful business we have do. Then the strategic alliances.

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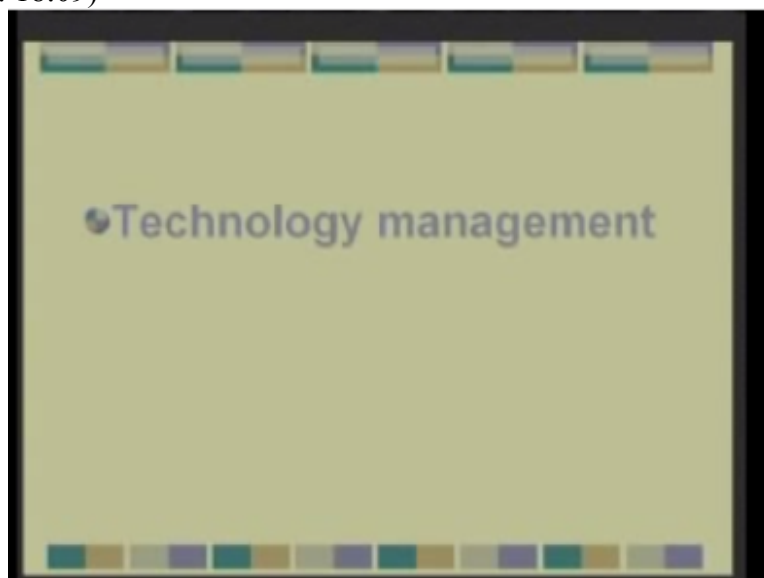


Mergers and acquisition for globalization these also become important about which are the sort available just talking to you about it. Management of innovation and development

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We have discussed that technology management.
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What kind of technology do you need for particular country for particular system of particular organization the same technology which has been there can we continue with that technology do we need the technology management in terms of some innovation some better management strategy paradigms we have to analysis that in terms of strategic management say one example that comes to my mind.

Are here is like we are really doing very well these stage in terms of hard business environment that looks for the infrastructure. And when we are looking at infrastructure there are some raw materials which we really need. So I will just talking to someone who is manufacture of a brick and tiled making machineries not brick end tile making but machinery maker. And so I was give

and impression that brick and tile machinery people normally believe that okay. So is going to be a very small kind of a business but when it comes to the automated system it run in core and that is why to start with the at technology that they are using are still in the traditional technology of handmade bricks. And of that kind so the person told me that even though technology and he is an established in many such a plans

In India but there are not very many takers that technology but if we look at know the demands in our country and perhaps the neat in our country we do neat recognized project. Which is much better in quality and perhaps in terms of number for developing are infrastructure so technology management becomes very important and we have to look at the environment we have to look at the population, we have to look at the technology at what level and the investment in that technology.

So technology management again in your is a strategic management issue, he business models we have about to discuss the e- business models and applications we already talk to about that. (Refer Slide Time: 20:51)

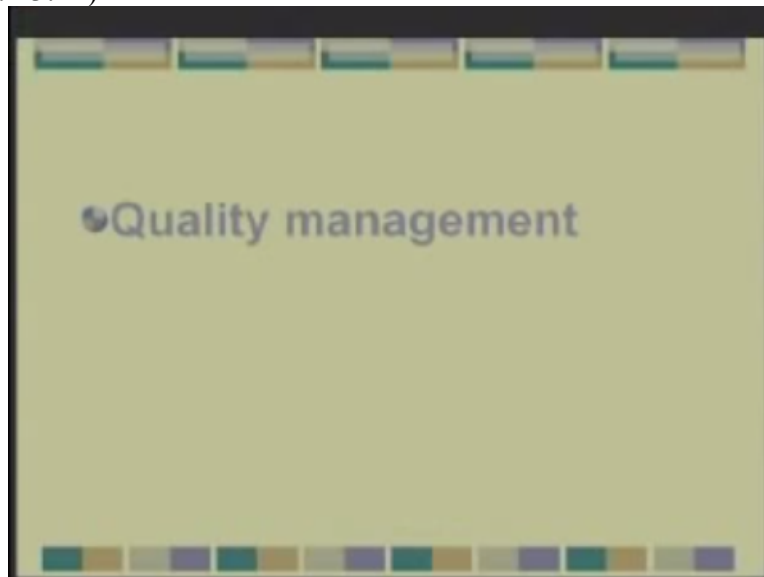


And then the supply chain management that again is important most one the most important aspect in management. The supply chain how do you were do you manufacture how do you do the marketing, how do you really de3veloped you know the best supply chain yes which also gives you lot of set of competition advantage feedback okay perhaps very good performance. Then the issue of knowledge management we have to consider in this conducts. We are talked about innovation creativity sort wiling but knowledge management becomes very important because unless.

We create new knowledge, unless we really have said the wonderful systems, wonderful designs, wonderful software, and wonderful knowledge set the designs important. And some of the other technological consideration are new knowledge has been generated it that becomes extremely impacting the factor for the competitive advantage. So the knowledge industry today is doing very well and knowledge management becomes very important for the organization today then the quality management unless.

We have manufactures something that is of the best quality we cannot survive in the international market so in the competitive advantage we will go down and that is very important find that in terms of qualities sometimes organizations get defeated because the quality you may have all technical requirements all infrastructures yet there is something, that said the minds of people that okay I think this much we will do for actually that does not come out to be the best a strategic for us quality means we have to try to achieve the best quality in whatever we have doing were there it is a manufacturing are it is services or it is in any other we can say they fears of business so quality.

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Becomes in a new products factors and which adds to productivity of an organization will be discussing about all this issues in our lectures and we will find the different will again the coming there then the organizational learning this which is again very closely related to knowledge management were and the organizational learning and learning organizational they create new knowledge and they develop new knowledge and based on which they had function so learning organizations become an important aspects of a this strategic management today.

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And very closely related to that when we are discussing all this you can see that unlistered we have an organizational culture here which has been designed also his strategically we will not be able to achieve the organizational effectiveness so organizational culture becomes extremely important see when we do any collaboration when we have know any kind of a such dis miss we can say mergers accusations the one of the important issues. There is that when we are merging to things the 2 cultures also get merged.

So how do we actually manage this, this merger and acquisition in terms of culture say in some other country we have we know some unknown how are and some collaboration people will come from there and give you training but they will also expect you to actually act recording to their culture.

But then we India we had a different culture. We will have grown in that culture so we have to give them training if that culture is important, for organizational effectiveness or for achieving competitive advantage we can do with are Indian culture that is alright that is where it happens with it whenever we are introducing a technology we need to look in to define a work culture that we need to have okay so world culture comes an extremely important factor and which in term will lead to effectiveness of the system.

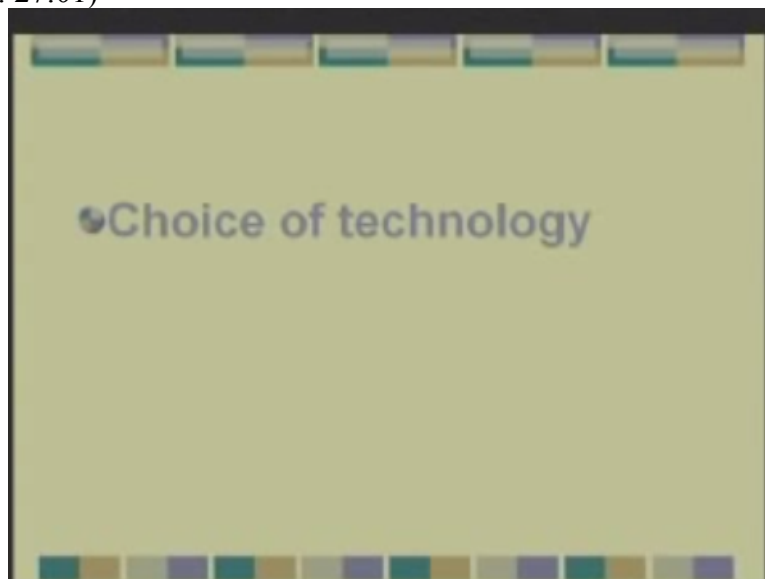
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Core competence we will talking about the core competence every organization and every individual has some core competence so we have to actually find out whose core competence what type and organizations to competitions what if you are good into the same the design and development kind of thing then we have to concentrate more on that if you too good in a marketing you have to consider on that even though every organization as to do marketing at the end of the day.

But, but you can certainly look at you know the core competence that you have within your organizations and within your people, then you can strategically assign a success story for you, so we have already discussed the choice of technology.

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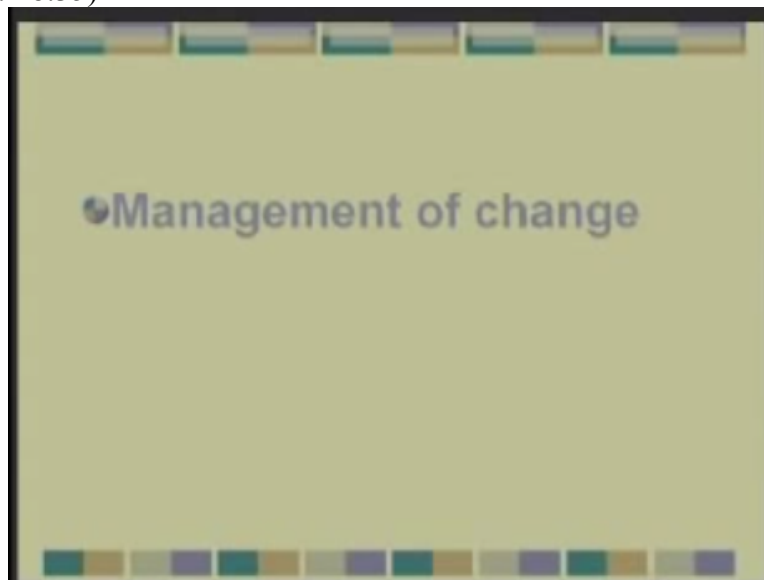


When we was talking about technology management but once again I let me you choice of technology it becomes very important and I give you that example one example same example of like I know one antepernor who developing a machine for textile unit and which is between handlings and the those large rooms completely automated plans in between those we do not have lot of technologies for the main factors textiles.

So know one interferon whose is doing that so now when we are taking about choice of technology perhaps everyone convert in west is a corers in a text tile plant whereas handlooms also have are there but then in between is we have you know something in between which have has you know.

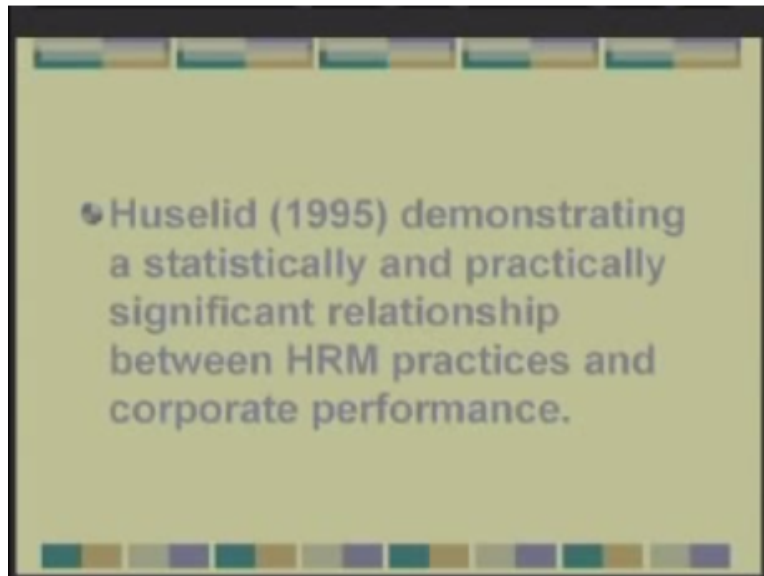
The investment is something in the middle level maybe there may be many takers and that may full fill the need for development for country and some ware so the choice of technology also when we see we have to see what technology we have to choose from which industry and why, and the management.

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Of changing shows I was discussing idea that we the change understanding and so every day to keep a eyes and ears are open that was changing was in the offering in the next years know what be maybe the possible change and how the impact of the other country is coming to our country the so many issues are there so pro actively actually we have to design our, success story has said sp organizations have to be pro actively ready the for the change that is coming and that is the strategic aspect of strategic management so here the next.

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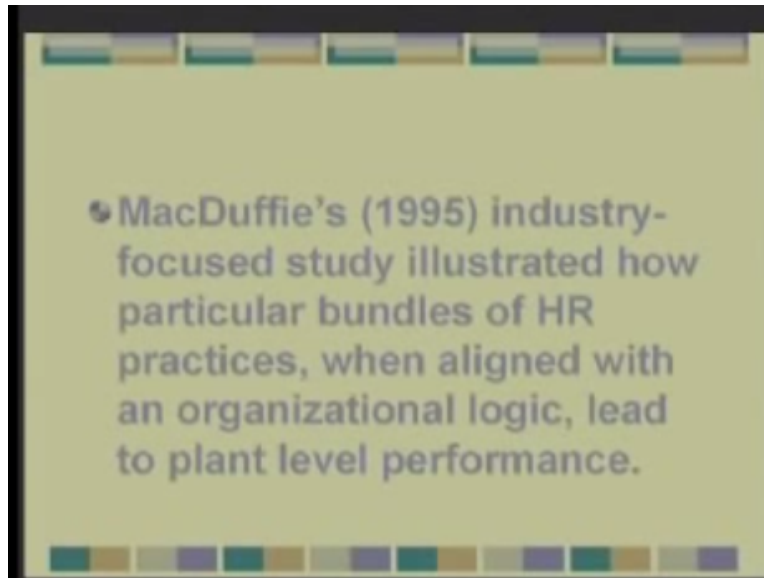


Let me process huselid one, one, of this studies that was demonstrating as statically and practically significant relationship between human resources management practicing and the corporate performance, so when were looking the strategic management then we have the overall strategic for an organization and also one of the let us stains in that is the strategic human resource management also now in a couple of minutes. We talking about the issues related to human resource management.

Which are related to the business strategic so they are aspects of the border strategic architecture of an organization but just let us see what is human recourse, strategic human resources management related styles so here in this context I thought =that a study and to go to here that in a study is found.

That the relationship between human resource management practices and the corporate performance there is relationship significant relationship between the context that mean in addition to other strategic we have to pay lot more attention to the human resource are management strategic and another in another study the human resource management strategic.

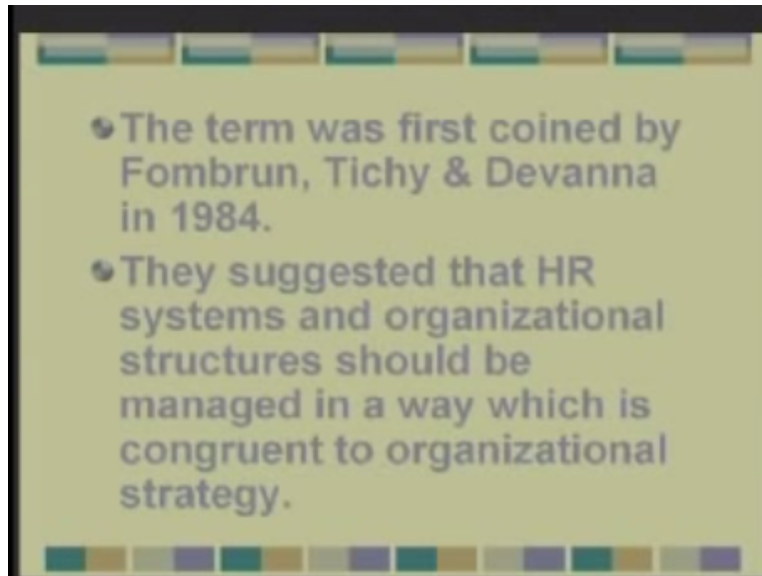
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Are the human resource management you can say we find that the industry focus is study this illustrated that how particular bundles of human resource practices when aline with organizational logic lead to plant level performance, so if you recollect short while above I was to you about the quality when we are discussing but quality is there also reminds of people they have to be prepared know the good quality.

Only then we will do it otherwise in a you may have whole in fracture everything but results may not be that satisfaction so here you can see this processor macduff he has talk about the relationship again there is like the earlier study that unless we have designed our organization Keeping an view the strategic human resource management aspects the it may be difficult for us to really achieve the success of an organizations so you can see at the plant level this success could be achieved using strategic human resources management, let me talk to you about strategic human resources management little bit more.

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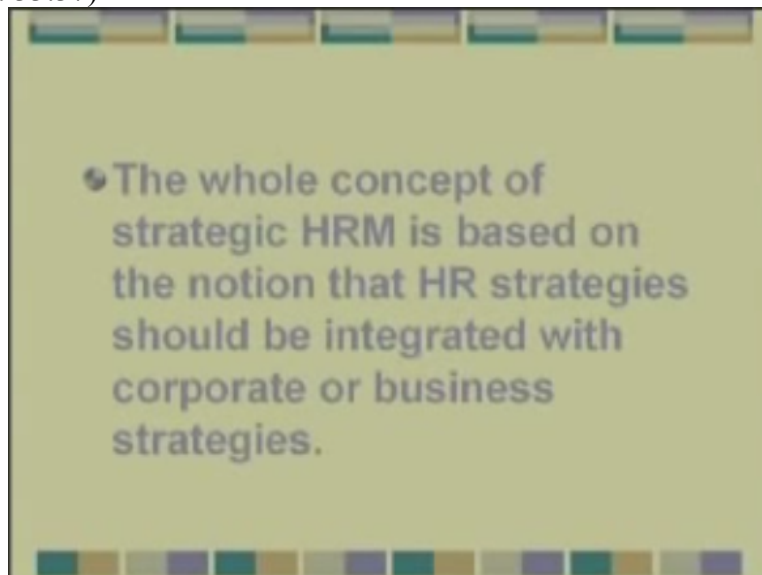


This term was introduced and 1st are we can said the coined by Fombrun, Tichy the devanna in 1984 when the 1st talked about the strategic human resource management and this suggested that a HR systems and organizational structures should be managed in such a way, which is congruent to the organization is strategy, so do you understand now, the relationship between there is an organization is strategy for whole organization, and within which the HR strategy, so the HR strategy.

Has an important impact on the overall organization strategy okay are you understanding, now we are talking about this strategy human resources management.

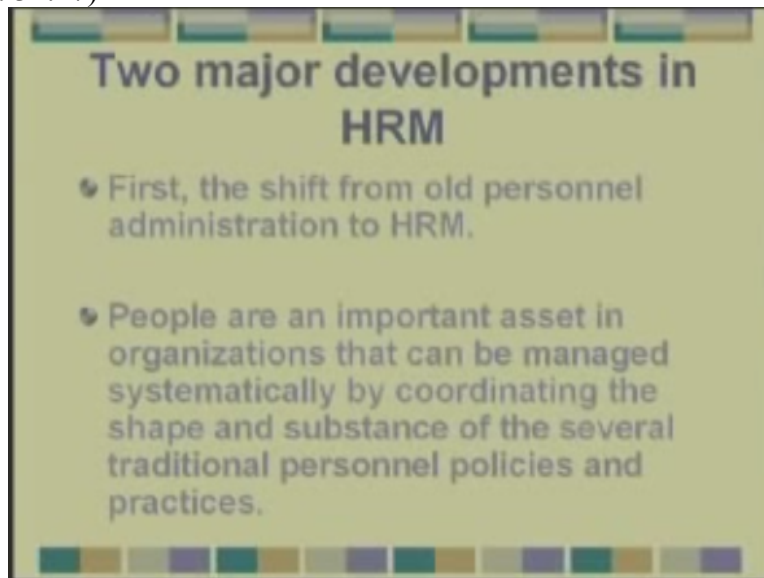
Which as great impact on overall organizational strategy and therefore performances

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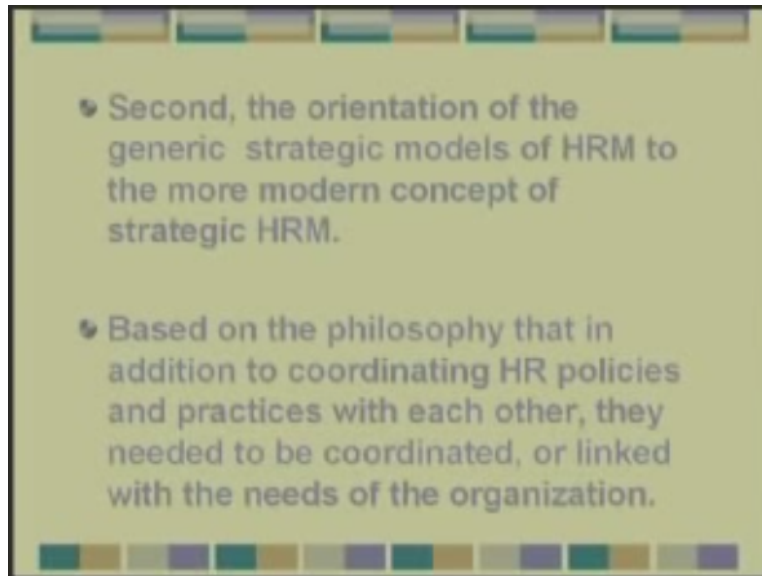
The whole concept of the strategic human resource management is based on the notion that HR strategies should be integrated with the corporate or business strategies, that we have discussed

already, are you understanding the strategy architect we began okay, we are talking about strategy architecture, we talked about other issues, other I say the macro level rather issues and now you are talking about the Strategy human resource management issues. Which are extremely important and which are very close relationship with the overall organization performance.
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So the major developments in the human resources management strategy in human resource management are defers the shift form the whole personal management to the administration to the human resource management, and people are important aspects are the assets of an organization, that can be managed systematically by coordinating the shape and substance of several traditional personal policies and practices.
So some of the aspects which we are looking at the strategy human resource management the point of a because departure from the earlier one, that is what we are time to see, now the second issue here is.

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The orientation of the generic strategies models of human resource management, to more modern concepts of strategic human resource management, is it clear, so based on the philosophy than in a addition to coordinating HR practices and the HR policies with each other, they are needed to be coordinated or leaned with the needs of the organization, in fact that says reputation of what already I have said in short while ago.

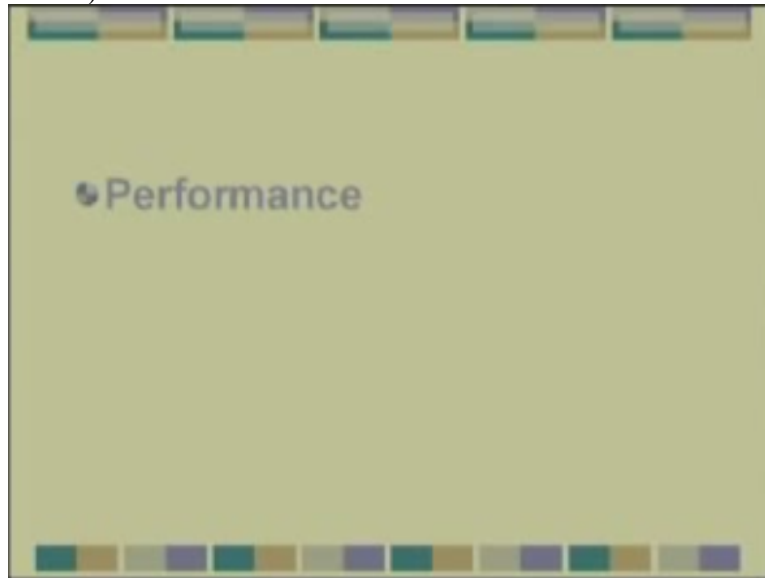
That strategic human resource management has to be related to all integrated within the strategy of the overall organization, and so.

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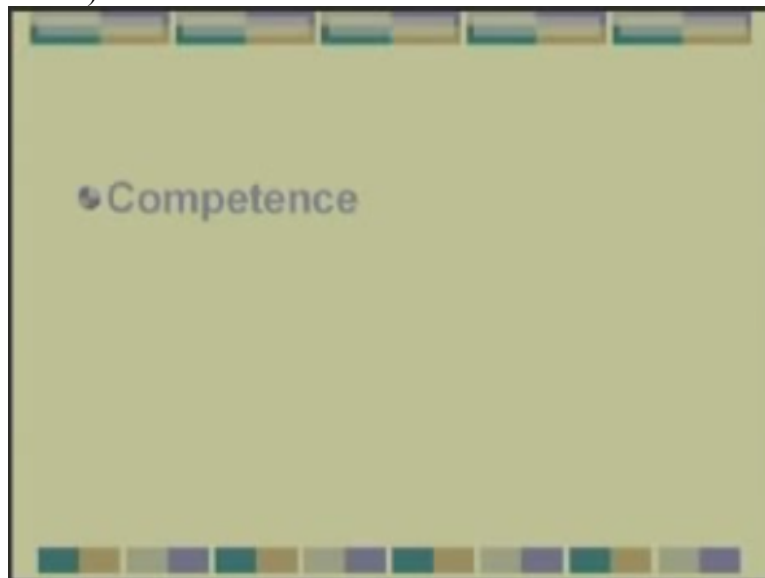


And source strategy human resource management covers some of the issues like, because these all these will have implications for the overall strategic architecture and will lead to better

performance on the organization, so some of the issues that trying to list here, are the organizational effectiveness issue.
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The issue of performance
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The issue of competence
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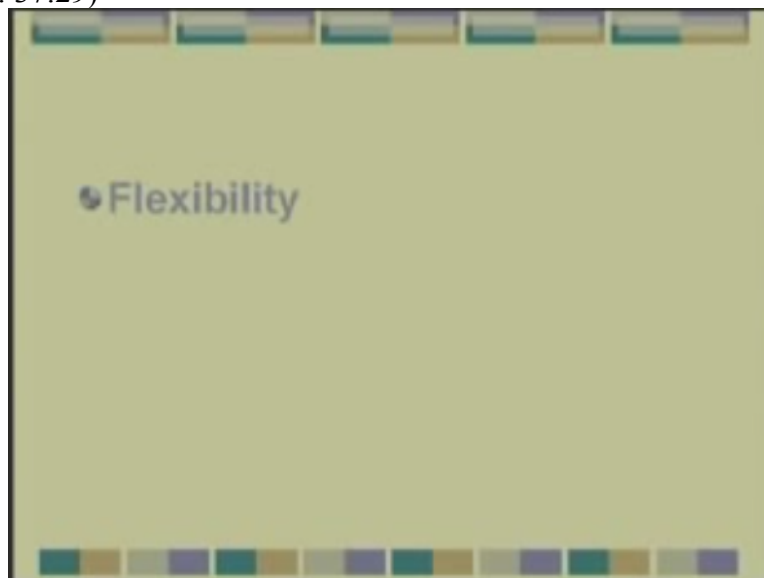
The issue of matching resources to future business requirement here says HRD becomes an important aspect, future business, future requirement of resources we have, employee development and deployment again related to training and development.
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And this places emphasis on the strategic HR practices.
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Flexibility you can see here we are talking about flexibility in terms of strategic human resource management, but earlier we were talking about strategy in overall business scenario.
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Communication that becomes very important aspect
(Refer Slide Time: 37:51)



Organizational learning, we discussed that short file ago.
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Leadership
(Refer Slide Time: 38:01)



Organizational structure sees one could have a tall structure of an organization or could have flat structure of an organization, you understand the tall structure and the flat structure of an organization, tall structure that means there are many levels in and maybe there are some 6, 7, 8, 9 so the top manager is there, and next level two persons another level four persons than five persons like that.

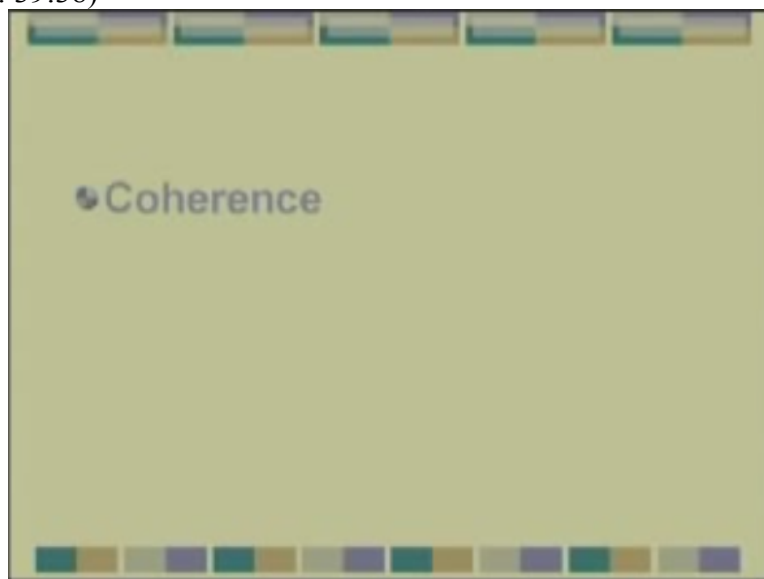
But in the flat structure you do not have so many levels of higher keys, suppose you have just three levels of higher keys, there is general manager, then there are managers of different sections, and then you have the departments, and so what happens in the flat structure since the

higher keys are lesser in number, some of the research is reveal that there is great do satisfaction in payable.

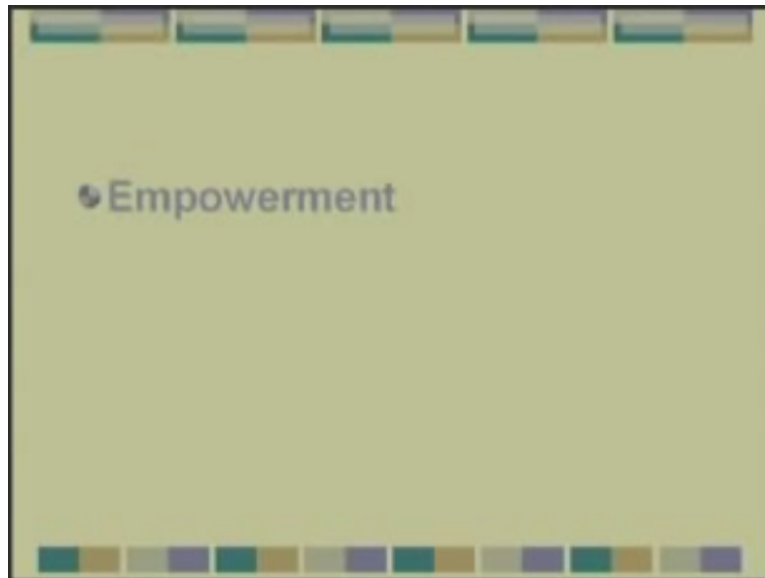
If you have many higher, higher key is too many, then because you the lowest low person can never get to know the top person are even the middle person, so some times you know this does not give the menu gate satisfaction, and which may have an application for other things like motivation and the other things, so the organizational structure is important, we have talked about the communication that is important the leadership style that is Important.
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Then organizational capabilities are important, we talked about that earlier.
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Then coherence is important.
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Empowerment for employees, empowering your employees as well as empowering climate in organization, so empowering organization are in the same part, on all these aspects in fact in a way going to have one lecture each on impairment will have one lecture, and leadership may have two lectures on motivation again we may have two lectures, then communication again we have two lectures.

So all these aspects whatever we are discussing we will have the further line ablation all these know the lectures which is coming up in the discus.

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Then participative management again we will have couple of lectures, yes we will involve people in decision making and there are many strategies and many style of participating management, and different country follows, so different style in participative management, so are

we will be discussing this in great details and this is again in a very important point of view of strategic management.

Then organizational commitment of the employees, they must think, they must believe, that is my organization, so first they have this feeling that this is my organization, then that reflects on their performance, moment they come is see that okay I am getting just a salary from here, then you do not have commitment in you for the organization, and what management is today looking for these organization commitment.

That means from the core of the heart you say okay this is my organization, I will try to do the best for my organization, that is the organization commitment, will be talking about it again, as I said in and one of the lectures, then coming to organizational culture.

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The Climate that we have, different kind of culture that we have, there are lot of researches have be done, on the kind of culture that we have, for example we have a number of studies there are studies which relate to the values, which may culture one of the important studies by half stud, these will come up in a when we are discussing the lectures, the values and ethics and so on, but very briefly had be touching upon those in today's lecture as well, yes.

So what are agreements about human resource management?

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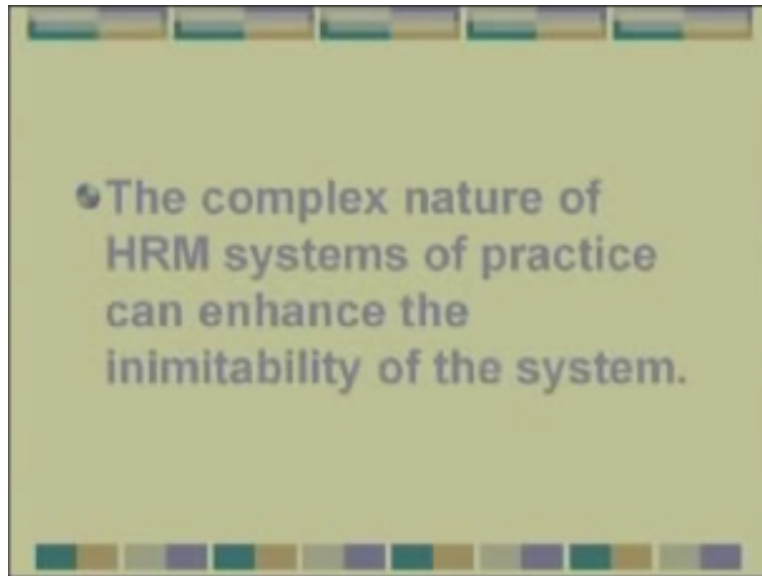
The human capital can be a source of competitive advantage.

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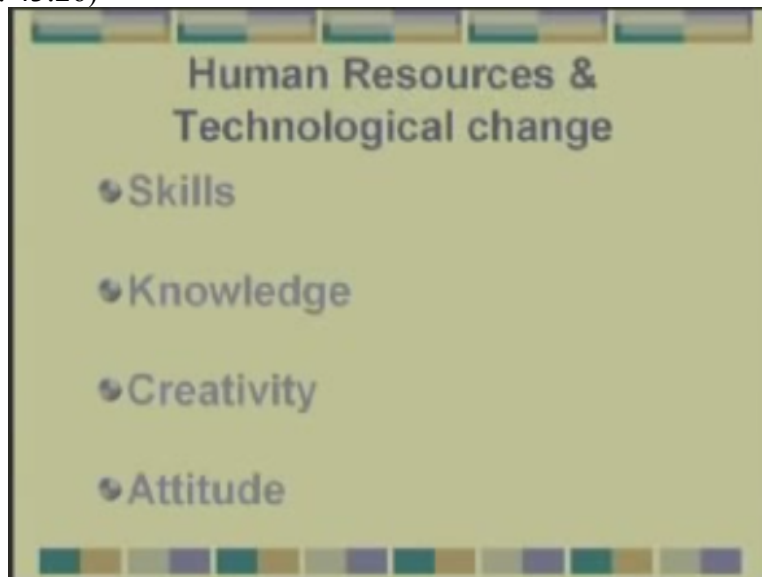


Human resource management practices have most direct influence on the human capital of the firm.

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The complex nature of human resource managements systems of practices, we could enhance those and, yes and we can imitate the inimitability of the system.
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And now in a few minutes we will be discussing about the human resources and the technological change, we are talking about everything within the, within the overall understanding of the strategic architecture of management, where now we are some to discuss about the strategic human resource management and this change become an important in heritable aspects in fact, we have to understand that human resource management also has not to do in that, so let us see, what are the issues.
(Refer Slide Time: 44:05)



And I am discussing these very briefly, today, because most of these will form a part of chapter, in our overall course, the first is the skill, skill development, and skill development, already we know that we have, manpower, but, we find that, they are not really skilled, that extent that, perhaps the organization, could hire them, and in skill development, we have of course the technical skills.

We also have the generic skills, we need to have a massive skill development in management, but if you hiring people , then, your organization has to put in some budget for this, and then creating knowledge, so lot of research and development is needed, when you want to , there are some industries where, there is no R&D at all, R&D I am not meaning, there has to be a very major input there, but actually , you know something to do with ,some kind of a manufacturing that you are doing.

Some research and development, some knowledge innovation has to be there, then the creativity, we have to create conditions, where people will come out with creativity, because the creativity , is there in the minds of the people, and unless managers create such conditions, people will keep that within themselves, and that remains, dormant, and the organization will not have, any advantage, of that creative mind, and in fact , we can say that we have creativity, somewhere or the other, but only if we are given the opportunity, we one out with that creativity, otherwise we don't just speak.

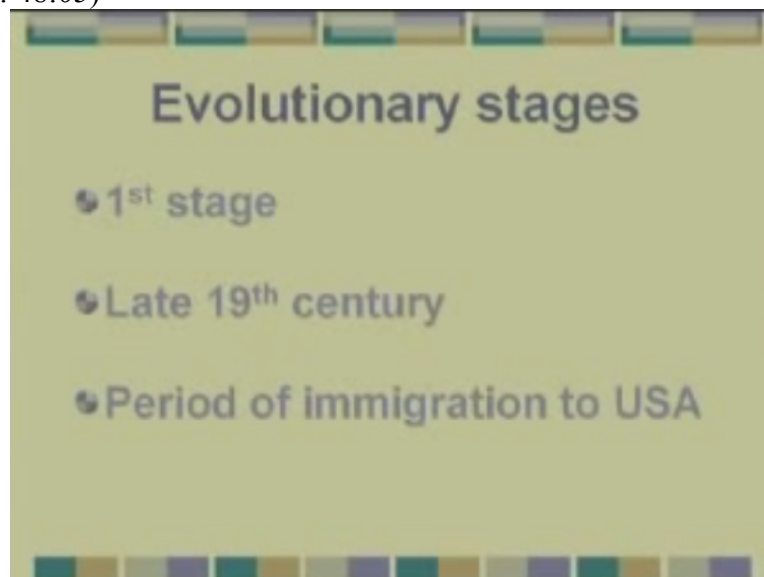
Okay so if we have to create conditions then look at the creativity of people they attitude of people see attitude is the major attitude we can say learning we have leant attitude to we very efficient at the place of place very I will say at the place of work in a very responsible see these

are attitude sometimes we know just look for an job and then we believe that okay, getting the job was my task.

Once I have got the job that means no work okay that kind of attitude as seeing many people but once you have got a job it becomes a greatest responsibility to actually do that job very efficiently so that I the matter of attitude may be others are given them to understand that once you know you have taken up a job remove but one enjoys life I think working also is a great enjoyment.

So we will talk about this again in a one of the lectures so in the strategic human resource management again I know this I have taken authorities in strategic human resource management Schuler & Jackson that is strategic human resource management is the explicit link of HRM okay that HRM you know with this strategic management process of any organization this I what we are trying to understand under you know ,understanding of this statically architecture another author Wright& McMahan they have said that ,In simple terms, strategic human resource management, is all about, systematically, linking, people with the firm.

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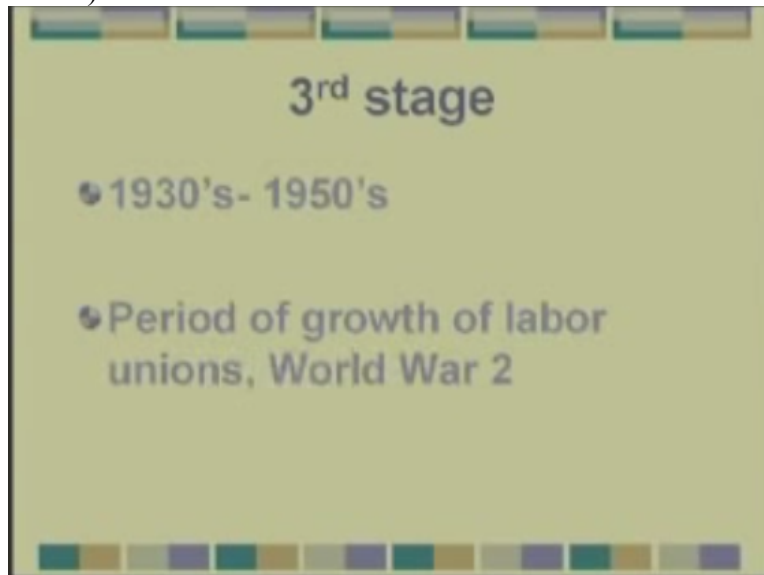
An in this ,there are number of evolutionary stages, okay the 1st stage of course, began earlier and then in the late 19th century we had the second , then in the period of immigration to USA , that also started.

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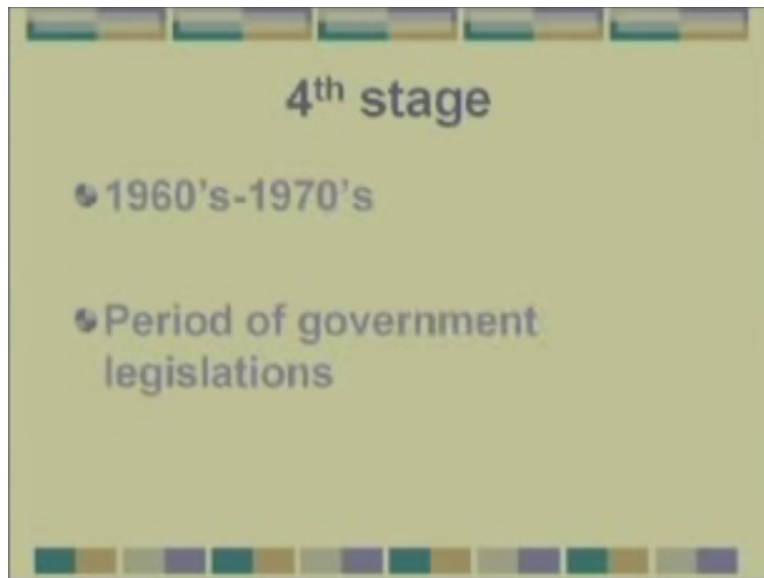
And then the early 1900-1930 period of market pressures, World War 1, great economic depression.

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Then in 1930-1950, we have period of growth of labor unions, and the World War 2.

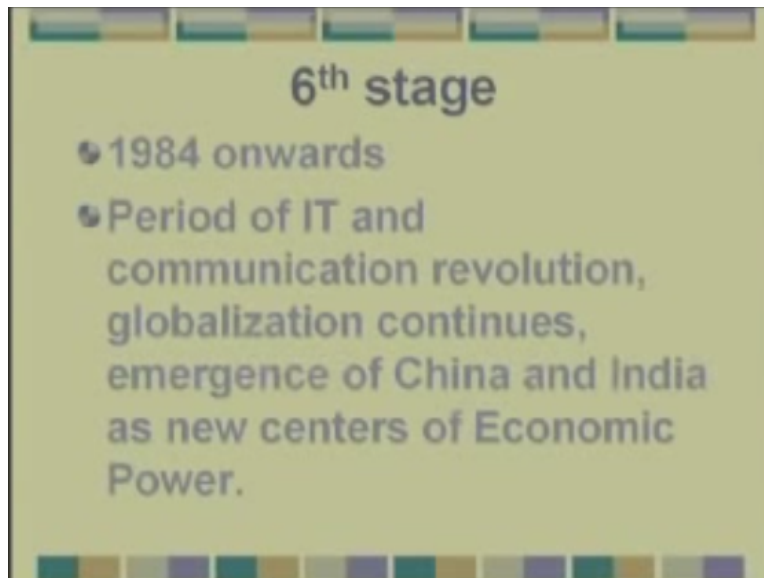
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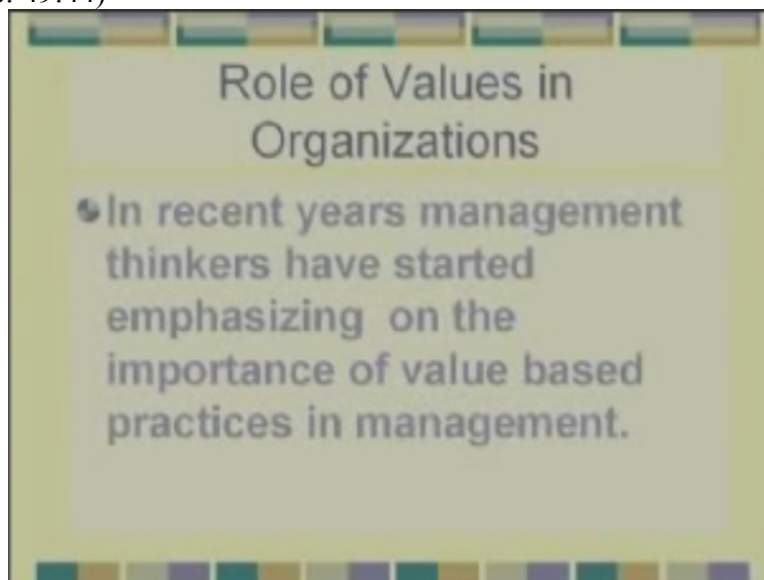
Then in 1960's and 1970's we had the period of government legislations.
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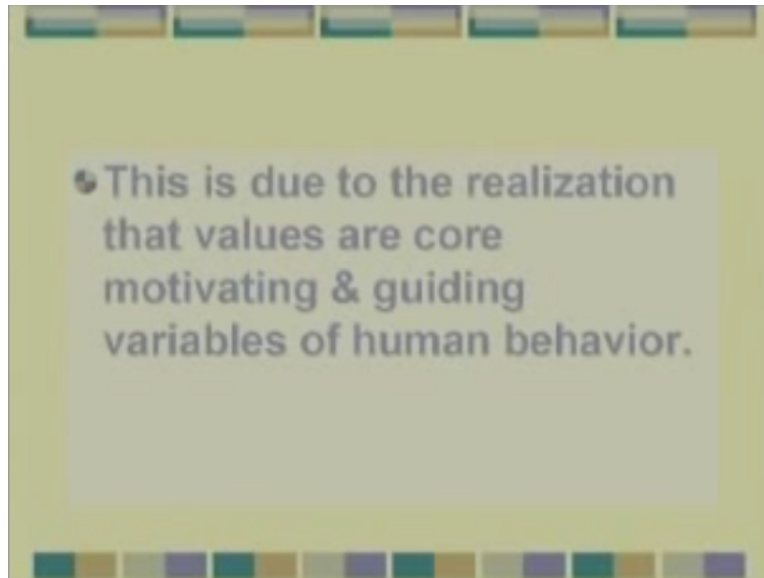
We are generally talking about, how it is taking place, all over the globe, not any specific country, we are talking about, we are talking about all over the world, and on behalf the management thinking has emerged, and it has got matured, in this form of strategic, thinking today. In 1970's -1984, and this is the period of globalization, economic liberalization, and many a few, might have and it was not very long.
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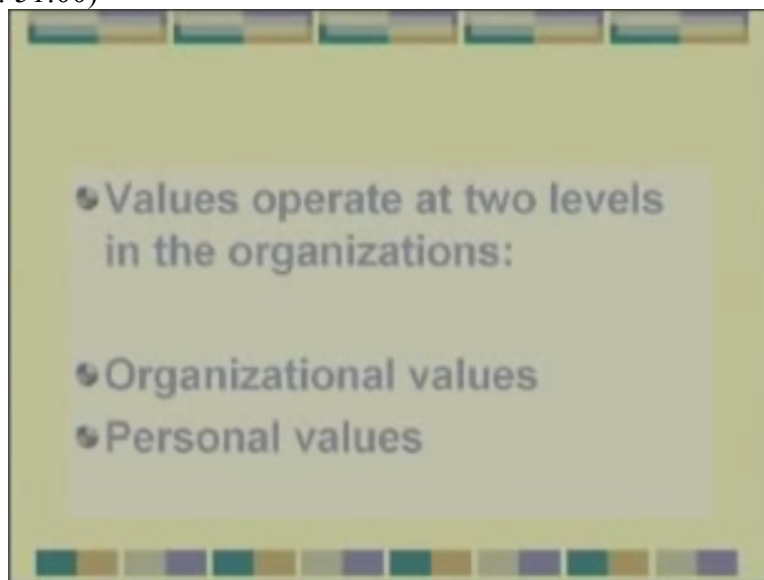
And of course in 1984 onwards, the period of IT and communication revolution, globalization continues, emergence of China in India as the centers of economic power, so this is the way, what we are finding that the growth is taking place.
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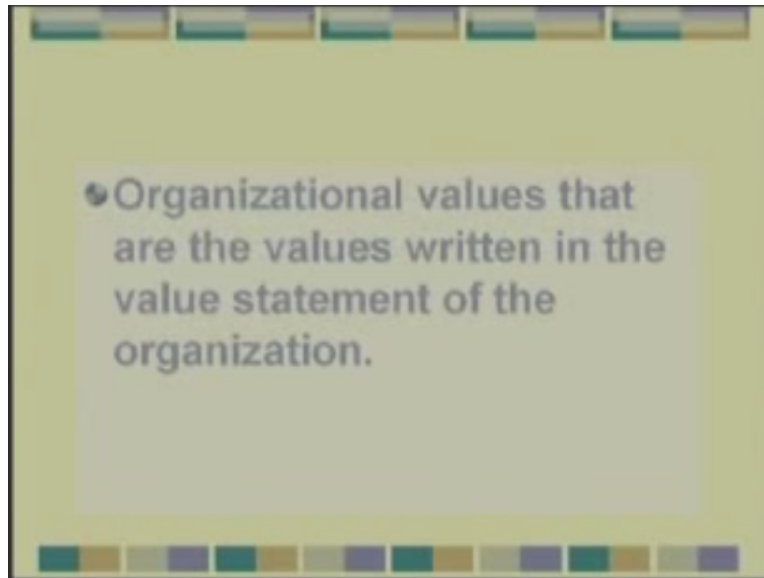
And for all these understanding, all these growth, and for understanding all these architecture, we have to understand, some of the other factors, which relate to the values and ethics in the organization, so in the next part of today's lecture, I am talking to you about, the role of values in organization, values both the individual values , the organizational values, okay in addition to that the social values, so in the recent years, the management thinkers, have started emphasizing on the importance of value based practices in management.
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This is due to the realization, that values are core motivating, and guiding variables of human behavior, and creating a value based, management environment, you will find a better human behavior, okay get your performance and so on.
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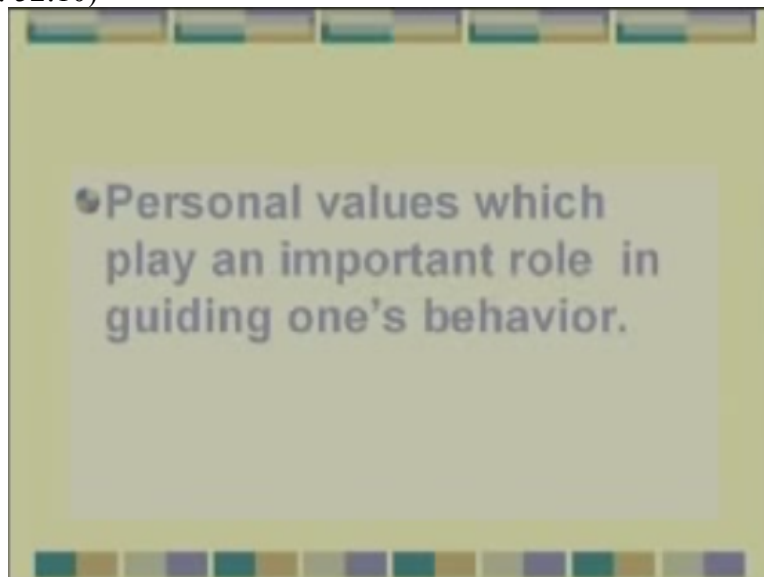


So values operate at two levels, this is what I am trying to say, short while ago, values operate, at the organizational level, and at the personal level, so organizational values and personal values.
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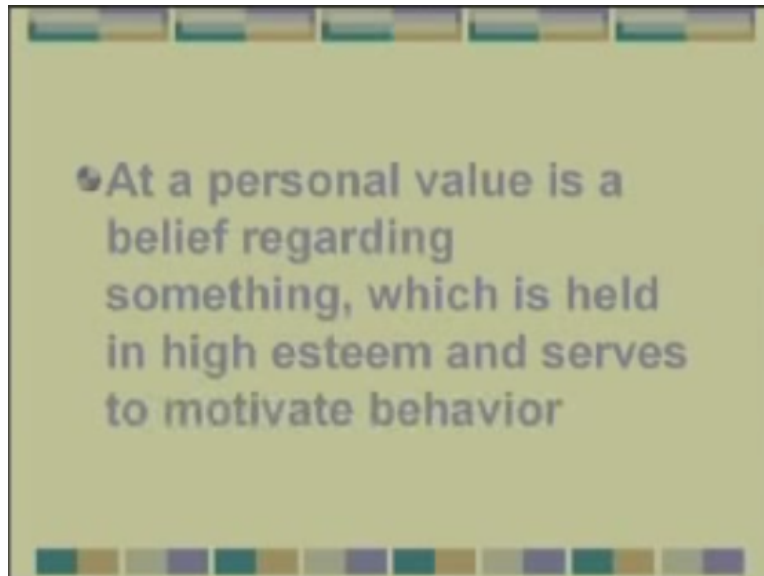


The organizational values are the values, written in the value statement of the organization, you know these days, every organization has certain statements, certain value statements, certain mission statements, yes, so we will come to that and values become the core competencies, when they are widely held by the members.

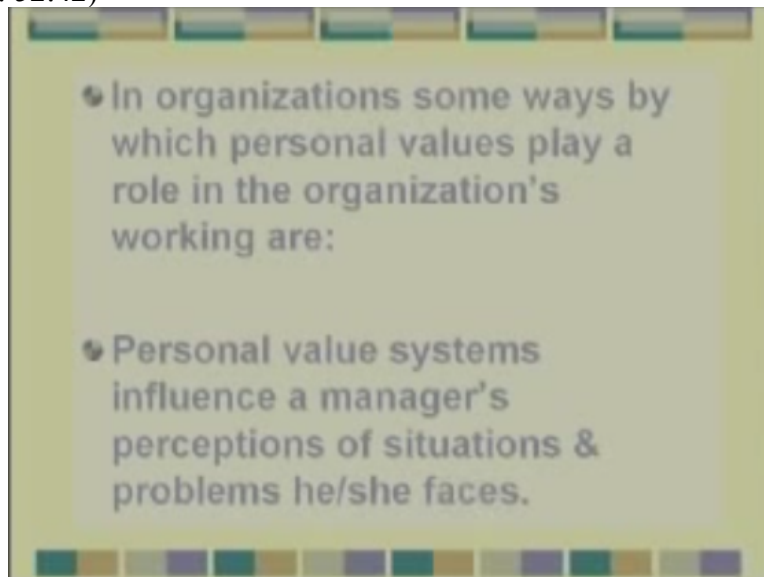
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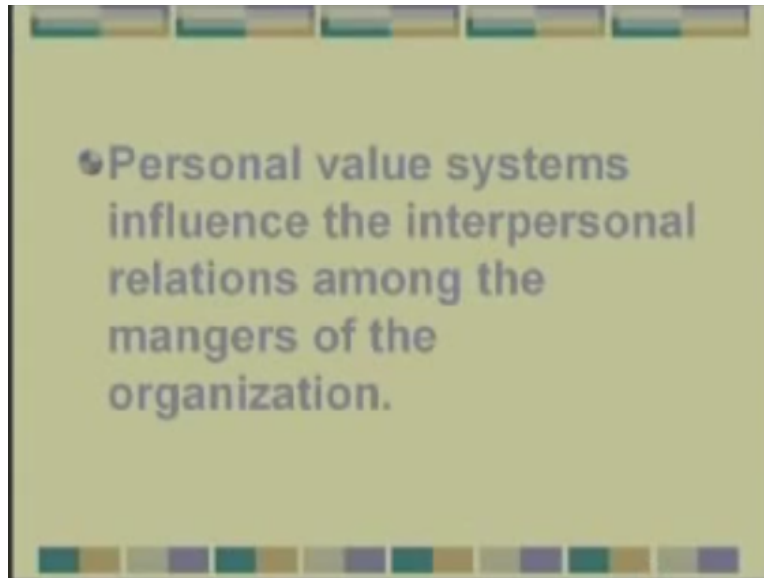
So personal values play a role, important role in guiding one's personal behavior
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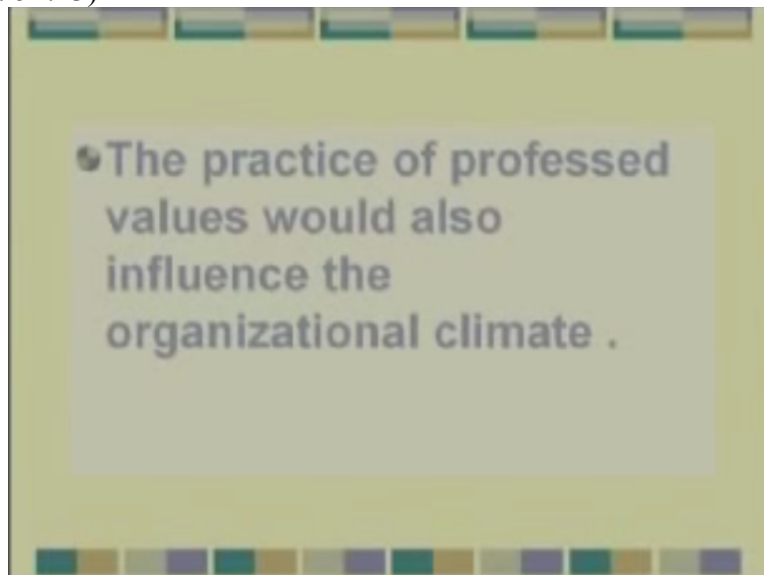
A personal value is a belief, regarding certain factors, regarding something, which is held in high esteem, and serves to motivate behavior.
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In organizations, in some ways, by which personal values, play a role in the organizations, working, are some of the factors, art that the personal value system, influences manager's perception of situations and problems that the person faces in the organization., personal value system, also influences, a manager's decision, on solutions to problems, have you ever given a thought to values.
All of us have values, and the organizations create climate of values.
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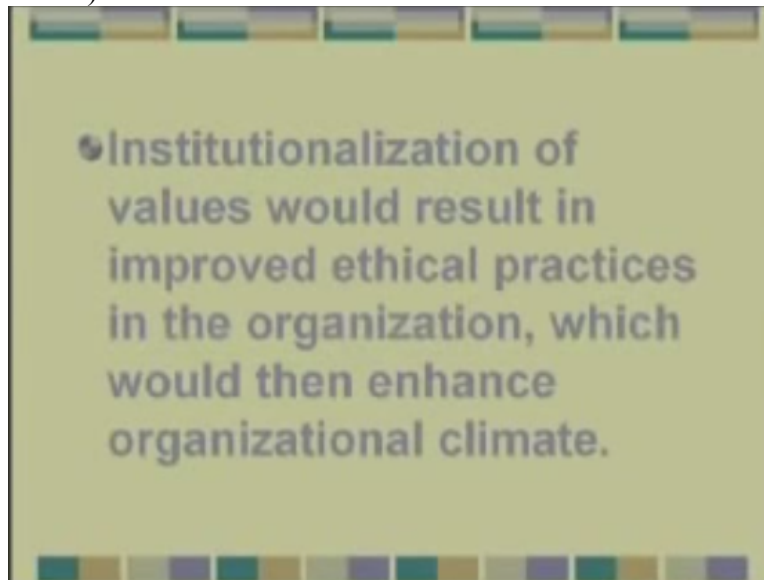


So the personal value systems, this influences the interpersonal relations among the managers of the organization, but understand managers as well as , other members, of the organization, so understand interpersonal, so that the values make that relationship, and the practice of professed values , would also influence the organizational climate.
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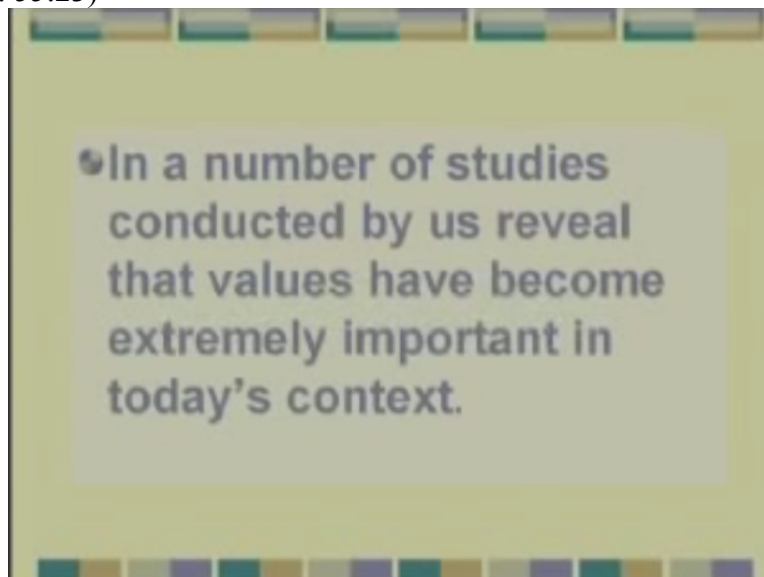
Now we are coming from the personal values, okay the personal values and the organizational values, the value of professed values, which influence the climate of the organization, in many organizations, I have heard people, saying that no, I do not want to, even if they pay, but the pay is the same, but I do not want to work there, because the behavior is like this, or the something of that kind. The people do look for organizational values as well, which relate to work culture, in that organization.

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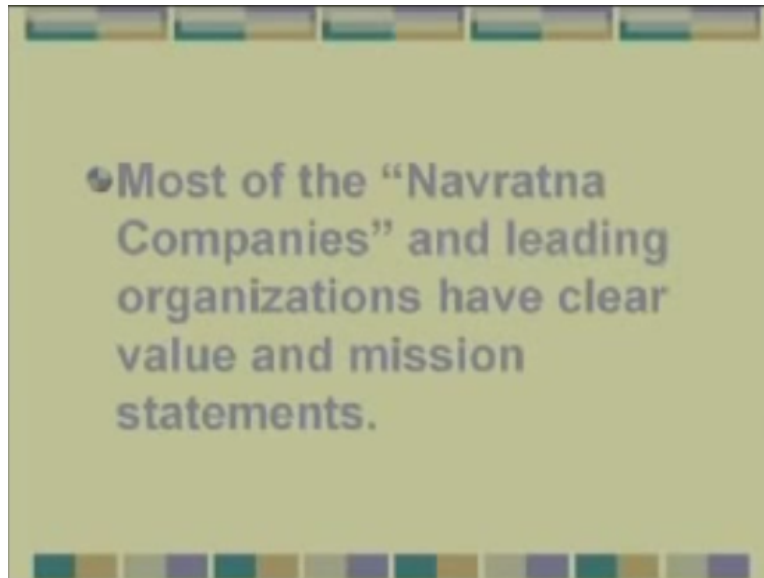
So institutionalization of values would result in improved ethical practices in the organization, which would then enhance organizational climate, so we are coming from values to ethics to organization and all those factors.

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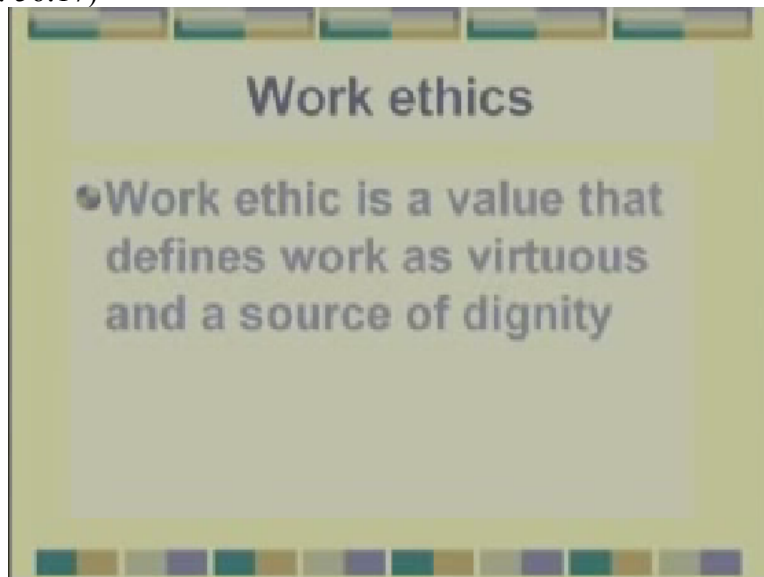


So in a number of studies, conducted by us, in fact we have also done a lot of studies, earlier I have given you the reference of some of the other and authorities, and the number of studies, which we also have conducted, these reveal that, the values have become important, and extremely important factor in today's context, in Indian organizations, and most of the Nirvana companies, some of the studies, which we have done with Nirvana companies.

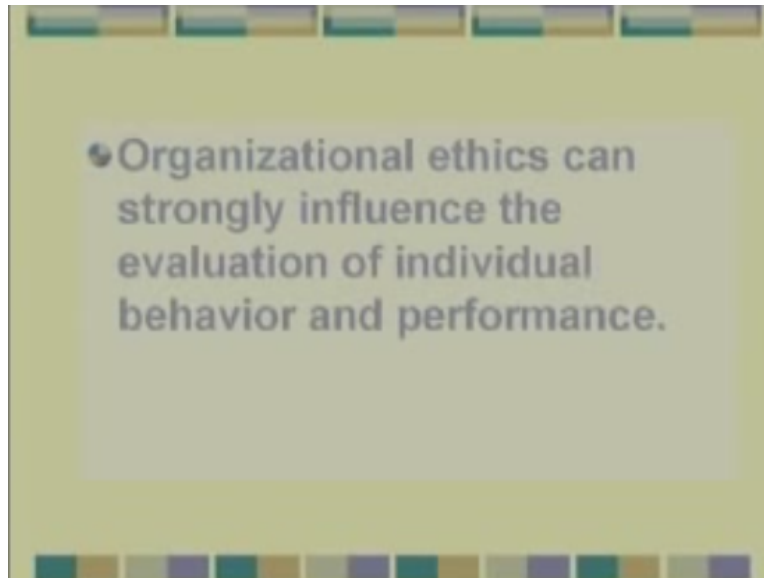
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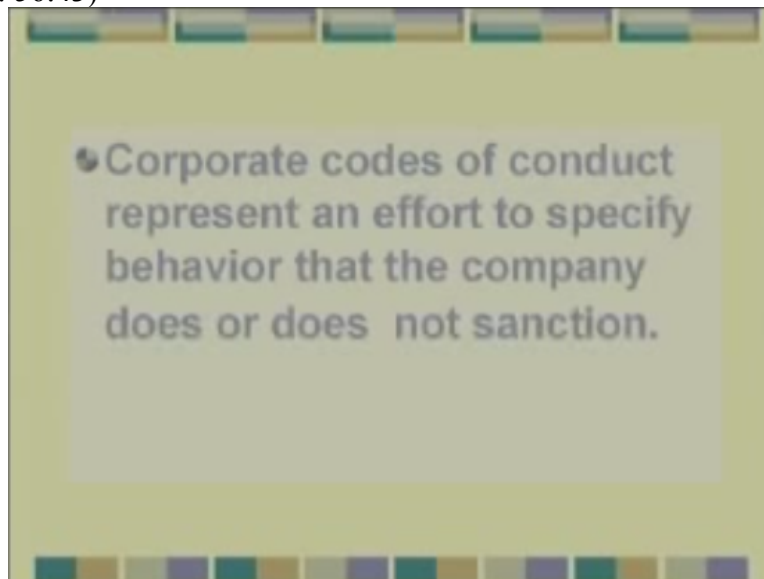
And most of the Nirvana companies are the leading organizations have clear values and mission statements, so we find that the work ethics also, become extremely an important factor.
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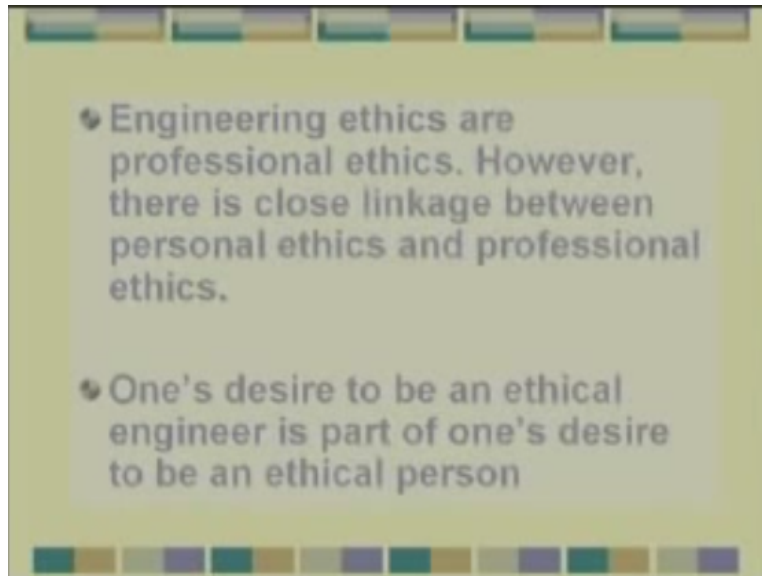
The work ethics this is a value, that defines work, as a virtue and the source of dignity.
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We are coming to organizational ethics, which is important, and which is strongly influenced, by the evaluation of individual behavior and performance.
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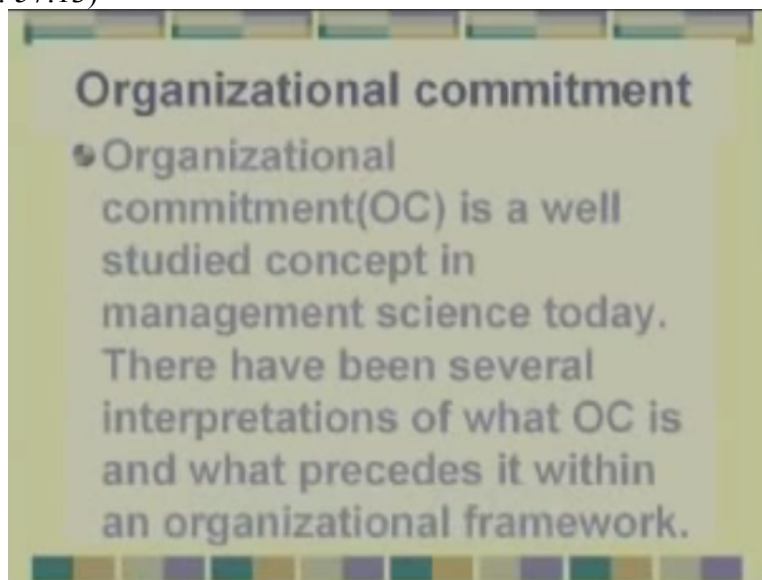


Corporate code of conduct, this represents an effort to specify the behavior that the company does or does not in the sanction.
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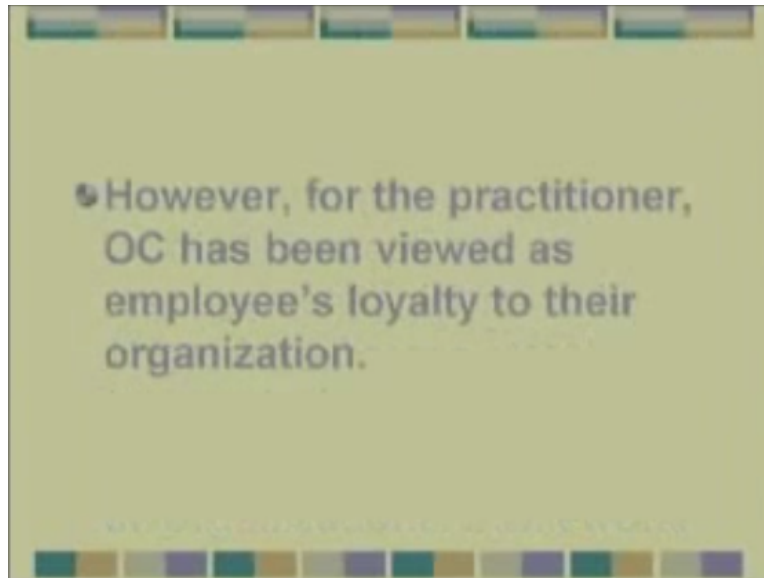
So there are also the factors like, engineering ethics, and the one could be ethical engineer, and so on , and the issue of organizational commitment again, you know becomes an extremely an important factor.

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And the management science today is actually, looking at organizational commitment in a way.

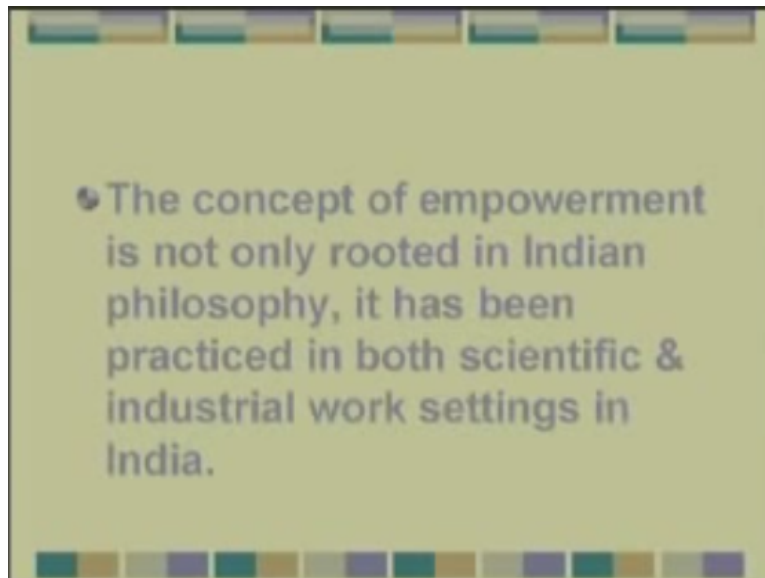
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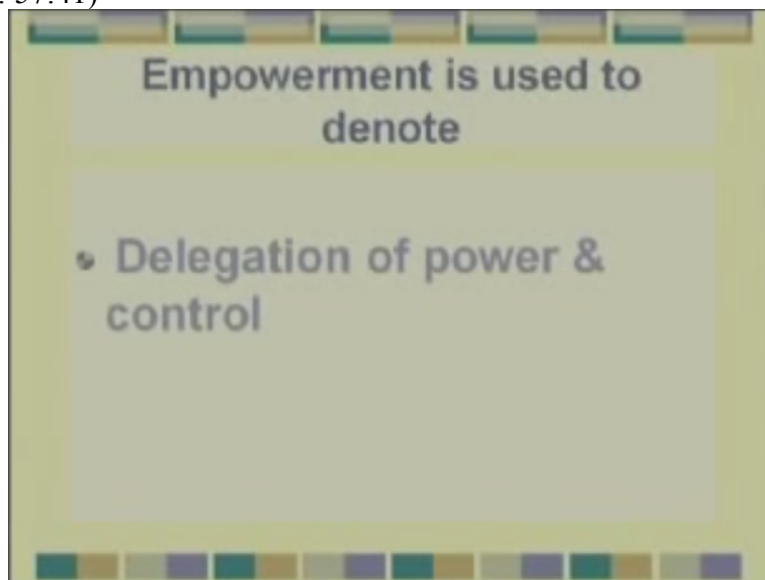
So when we are looking at from the practitioner's point of view, we find that employee's loyalty to their organization becomes important.
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And then of course, the empowerment, I would not take up much time, in empowerment, because I will be discussing with you the empowerment, in great details.
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And I will be talking about decision making and participative management.

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● Decentralization of
decision making

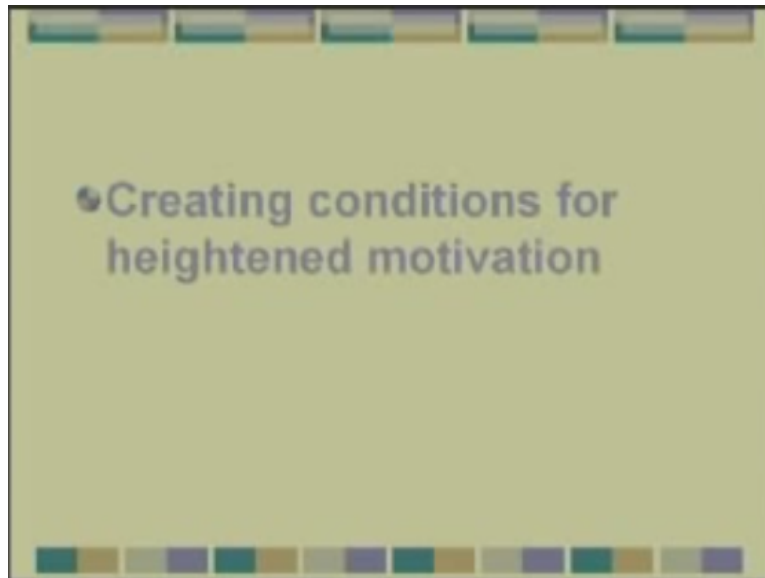
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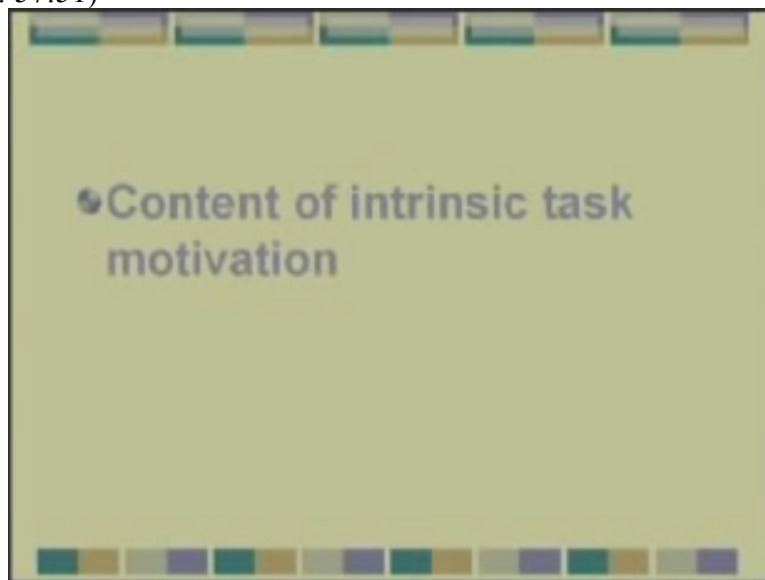
● Participative management

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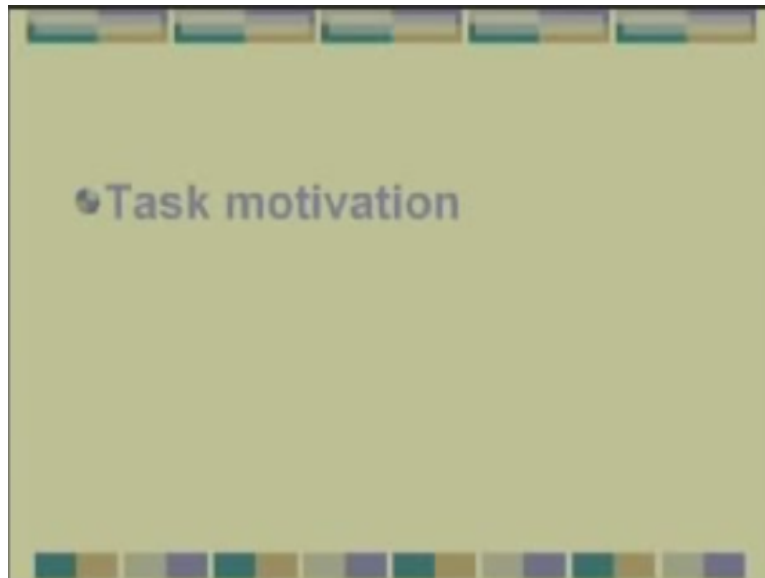




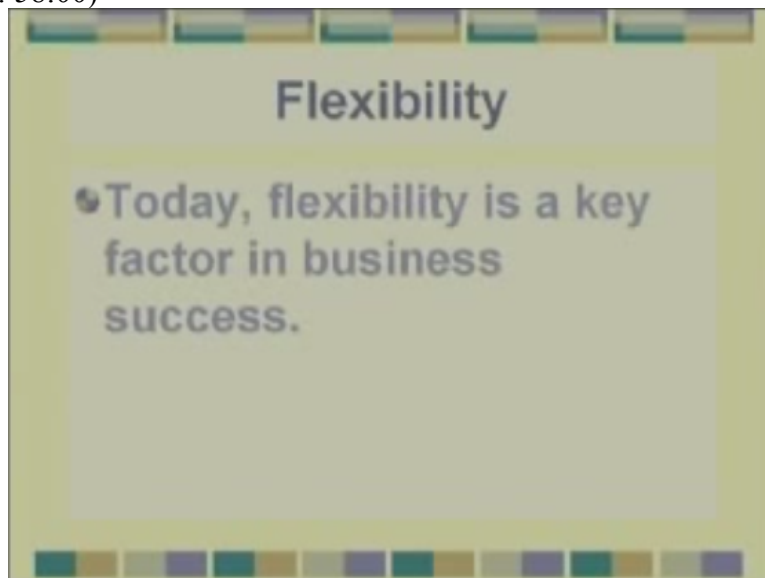
A creating conditions for heightened emotions, and content of intrinsic task motivation.
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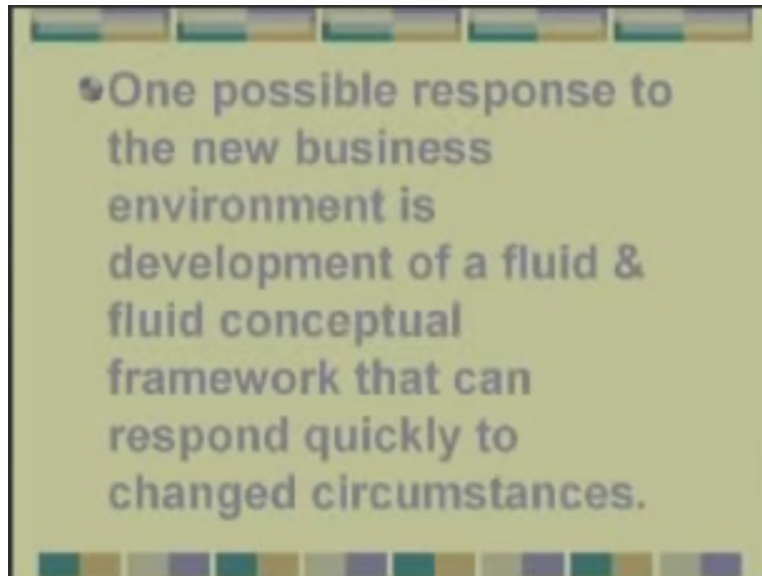
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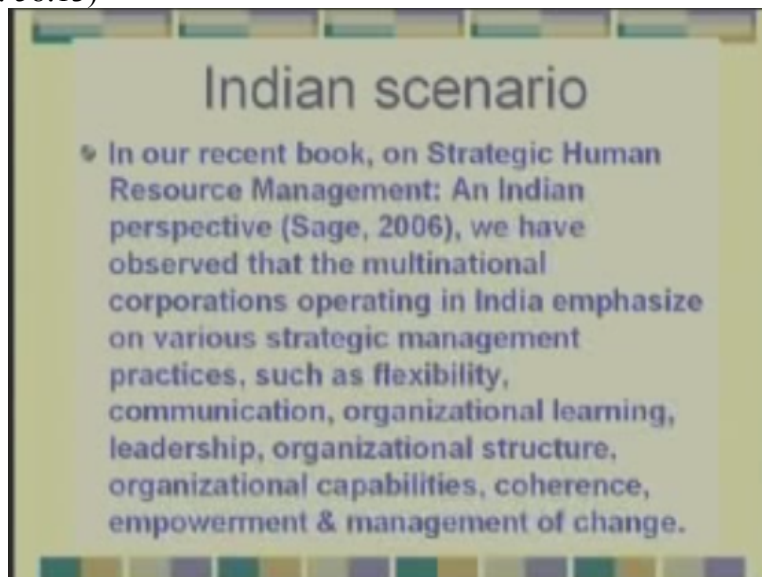
The task motivation and flexibility
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And I will be discussing some of these issues, the possible response to the business environment, ad okay.
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So the other aspects, we will be discussing in our next lecture.

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