

CHAPTER 21

INDIAN ETHOS FOR MANAGEMENT



INTRODUCTION

Indian thought system presents a comprehensive understanding of values. Indian Philosophy is essentially a philosophy of values. The Sanskrit word for value, 'Ishta' means the object of liking, and the term value may therefore be defined as 'that which is desired'. The opposite of value i.e. 'disvalue' be taken as that which is shunned or avoided'. It has reality only in its fulfillment, and needs therefore to be actualized before it can become truly a value. This is the reason why we characterise it as the 'satisfaction of desire' or 'the achievement of ends'.

As a part of the cultural system values are conception of what 'ought' to be. They are rules and guidelines for behaviour. They are the abstract goals which people seek to achieve. These values can be seen either as attributes of people or attributes of objects. People have values in the sense of standards or tendencies of choice. In this sense, values are a kind of attitude.

When they are seen as attribute of objects, these objects are valued by the person based on his expectations of the object. Seen in this light, career growth is an objective value, what is one's attitude towards this object is the individual's values. Values can also be considered as desires and obligations. It is the distinction between 'I want to' and 'I ought to'. In case of conflict between these two values there is a question of values as a preference or which is justified morally.

IMPORTANCE OF ETHICAL VALUES IN INDIAN MANAGEMENT

1. **Help in Achieving Success :** Values not only help in achieving success but also make success more enduring and lasting. Values can help establish business or career purpose. Values combined with a powerful vision can



1. All work is an opportunity for doing good to the world and thus gaining materially and spiritually in our lives
2. Worship people not only with material things but also by showing respect to their enterprising divinity within.
3. Strength and inspiration for excelling in work comes from the Divine, God within, through prayer, spiritual readings and unselfish work.
4. He who works with calm and even mind achieves the most.
5. As we think, so we succeed, so we become. Attention to means ensures the end.
6. By mutual cooperation, respect and fellow feeling, all of us enjoy the highest good both material and spiritual.
7. Infinite happiness and infinite peace come to them who see the Divine in all beings.
8. Regard the other person as a divine being. All of us have the same consciousness though our packages and containers are different.

Ethos for Management from Indian Philosophy

1. Ethics of Gita and Upanishad

The Holy Gita is the essence of the Vedas, Upanishads. It is a universal scripture applicable to people of all temperaments and for all times. The Bhagavad Gita is a message addressed to each and every individual to help him or her to solve the vexing problem of overcoming the present and progressing towards a bright future.

The critical question in all manager's minds is how to be effective in their job. The answer to this fundamental question is found in the *Bhagavad Gita*, which repeatedly proclaims that "you must try to manage yourself." The reason is that unless a manager reaches a level of excellence and effectiveness, he or she will be merely a face in the crowd.

The *Bhagavad Gita*, written thousands of years ago, enlightens us on all managerial techniques leading us towards a harmonious and blissful state of affairs in place of the conflict, tensions, poor productivity, absence of motivation and so on, common in most of Indian enterprises today-and probably in enterprises in many other countries.

Upanishad is the name of spiritual knowledge or Brahma-vidya. It constitutes the knowledge part of the Vedas. It is the eternally lit lamp of knowledge which has spread light since creation. It is Indian own treasure meant for the welfare of the whole world. Since the Upanishads are the last part of the Vedas, they are described as the Vidanta as well. One of the joyous and appreciable traits of Upanishads is their eagerness to find out the truth. The Upanishads are the perennial and universal truth and will always continue to inspire mankind. They call upon man to continuously struggle to attain the highest ultimate. They invite us to realize and experience 'in life the eternal permanent Amrit tatva.'

Management Guidelines from the Bhagavad Gita

There is an important distinction between effectiveness and efficiency in managing.

- Effectiveness is doing the right things.
- Efficiency is doing things right.

Efficiency means reducing cost and resources.

Effectiveness means achieving targeted goals.

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problems on positivistic basis. According to him, the basic problem of life is to find out the ways and means of eliminating human suffering. He says:

- May all beings be happy and secure, may they be happy minded.
- Let no one deceive another, let him not **despise** another in any place.
- Let a man overcome anger by love, let him conquer evil by good.
- If a man offends a harmless, pure and innocent person, evil falls back upon him.
- Wrongs should be **endured** patiently rather than crushed with violence.
- Victory breeds hatred, for the conquered is unhappy. He who has given up both victory and defeat, he is contended and happy.
- We should be guided by justice and equality and the law of righteousness.
- Give up ill-will, malice and hatred. **Suffice** the word with love and goodwill.

These are abundantly required for the smooth running of the human society. Buddha preached four noble truths:

1. These is suffering
2. It has a cause
3. It can be stopped
4. There is a way to stop suffering.

Nirvana or extinction of suffering is the goal of life. The eight fold path is the way to the attainment of *nirvana*. This path is one which leads to the cessation of desires and sufferings.

1. Right belief-Right belief in the four noble truth leads to dispassion, self control and peace.
 2. Right resolve is the determination to do what is right and desist from doing which is wrong.
 3. Right speech consists in abstention from lying, abuse, harsh words and frivolous talk. Truthfulness ought to be cultivated.
 4. Right conduct consists is abstention from killing, stealing, illegal sex, drinking liquor etc. The master should take care of his servants, give them work according to their strength, pay them suitable wages. Servants should do their work cheerfully and be content with wages and respect their masters.
 5. Right livelihood is living by honest means, that is bribery, fraudulence, robbery, crookedness are forbidden.
 6. Right effort consist in constant vigilance, self control, stimulation of good thought, concentration of mind on universal goodwill.
 7. Right mindfulness consist in mind free from greed, hatred and delusion. It is very important for right concentration.
 8. Right concentration consists in natural consciousness in which all passions are destroyed. It is state of self possession in which all joys and sorrows are destroyed.
- Thus, Buddhism stresses on right conduct, right concentration and right insight.

4. Ethics of Jainism

The most elementary and fundamental means laid down by Jainism for checking of karma and purifying soul are the five great vows or rules of conduct which every manager is supposed to observe.

1. The first of these is famous ahimsa i.e. non-injury. The man who takes the vow must avoid physical injury to any one, over lead or overwork or neglect to pay properly.
2. The second vow is against lying, dishonesty and exaggeration.
3. The third is against stealing. A manager is warned never to buy stolen property, never to encourage another in thieving, never to act seditiously, to smuggle or to work in any way against the government, nor to use false weights and measures, to adulterate goods or to sell them false to sample.
4. Fourth rule is against adultery, that is honesty towards partners.
5. Fifth vow is intended to prevent inordinate desire for possessions by inducing the individual to set an arbitrary limit on the amount of worldly goods which he will ever acquire.

The moral aspirant under Jainism should meditate on good will or friendship for all living beings, compassion for distressed creature, delight at the sight of virtuous persons and indifference to vicious person. Jainism enjoys three kinds of restraints (i) restraint of the body (ii) restraint of speech, and (iii) restraint of mind. Restraint means control of natural functions. They are conducive to the purification of self.

Jainism inculcates cultivation of virtues like forgiveness, humility, straight forwardness, purity, truthfulness, restraint and indifference. Jainism regards perfection or self realization on the highest good. According to Jainism, right conduct consists of the following five practices.

1. Non-violence
2. Truthfulness and giving out charity
3. Right behaviour
4. Purity and clearness in thoughts, words and actions.
5. Renunciation of worldly things which is non attachment.

5. Ethical Views of Vivekananda

Vivekananda acquainted the people with Indian culture, religion and philosophy. He gave the message of truth, love and to end the feeling of superior and inferior to inter world. He wrote:

"We have to implement the light of awareness in this society and world. We have to teach lesson of humanity to mankind. We have to shed away the lazy nature and have to work hard. Work up and yet up, until you reach your goal continue moving." His message to man was go and move forward towards your goal.

He laid stress on welfare of man because he believes that man is a part of God in which God himself resides. It is only through the service of God that we can attain God. He gave the concept of universal religion which means spiritualism. The main function of universal religion is to present the universal ideals before man, purity, truths, charity, mercy, loyalty, love in which all religions are equal. Love is every thing and supreme. Love only gets appreciation and always wins. All his philosophy is based on this truth.

15. **Think Different:** All difference in this world are of degree, and not of kind, because oneness is the secret of everything.

6. Ethics of Gandhi ji

M.K. Gandhi revived Budha's ethics of *ahimsa* and applied it to social, economic and political problems. Gandhiji says, "My contribution to the great problem lies in my presenting for acceptance of truth and ahimsa in every walk of life, whether for individuals or for nations." Gandhi's ethics is based on spiritual foundation. He treats man as a spiritual being, a spark of God, subject to the moral law of protection of the weak. He regards will to service and self sacrifice as the goal. He treats good as equivalent to truth and evil as equivalent to falsehood. He stresses soft virtues of sympathy, forgiveness, humanity, patience and benevolence. He is an apostle of peace, service, love, self sacrifice and self abnegation. He is an advocate of democracy and condemns all forms of domination and exploitation. Gandhi ji announced the advent of Satyagrah armed with soul-force, will to service, non-cooperation with evil, passive resistance, civil disobedience, non-violence, and unbounded love. His ethics are based on.

- Truth and social service:** The basic principle of life is based on truth. Instead of saying God is truth, he said truth is God. To be true to such religion, one has to lose oneself in continuous and continuing service of an life. Social service must be taken to include every department of life. God can be realized through service of all mankind.
- Ahimsa:** Ahimsa is supreme kindness and supreme self sacrifice. It is not merely a negative virtue of non-killing or non injury but a positive virtue of doing good to others. It is non-violence in thought, words and deed. Ahimsa requires truthfulness and fearlessness. Life should be ruled by law of truth regardless of consequences. Ahimsa implies conquest of anger and pride. Ahimsa is the means, truth is the end.
- Satyagrahia:** The fearless pursuit of truth is called satyagraha. A satyagrahi will always try to overcome evil by good, anger by love, untruth by truth, himsa by ahimsa. He seeks to convert his opponent by sheer force of character and suffering.
- Non violence:** "Non violence is the weapon of the strongest and the bravest," Gandhi ji said, "My creed of non-violence is an extremely active force. It has no reason for cowardice or even weakness." Thus nonviolence implies truthfulness, selflessness, harmlessness, freedom from anger, pride, and hatred, love for all men and creatures, fearlessness and courage, humility, forgiveness and absolute self surrender to God.
- Non-Violent Non-cooperation with evil:** "Hate the sin, not the sinner". We should not try to crush the wrong doer but try to resist evil dissociating ourselves from it in every possible way. It is quite proper to resist and attack a system but to resist and attack its author. His moral weapon to non-violent non-corporation is a most potent weapon to fight an evil system with. It is an evolutionary and blood-less revolution.
- Non-thieving or Non-possession:** He wants to evolve a new social order based on love and self sacrifice. He wants to give every opportunity to an individual to rise to the height of its personality. He believes in changed heart and voluntary surrender of superfluous possessions for the benefit of the poor. He should earn his bread with labour and reduce his wants to a minimum, respect every man and religion. He should perform his duties conscientiously, without insisting on his rights and be ready to sacrifice himself for the service of humanity.

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- (vii) Accepting gifts by 'persons of position' from person with whom they have 'positional' relations.
- (viii) Disregard of neglect of rules purposely to help the citizen in avoiding dues/tax/duty due to be paid to government.
- (ix) Refusal to do a duty on some plea which may benefit the other party (e.g., police officer not registering a case to protect a criminal).

2. **Political Corruption and Scandals.** It is well known that a large number of politicians not only in India but almost in all countries are corrupt. Corrupt politicians not only go scot-free, unharmed and unpunished but they manage to stand on the political stage as honourable leaders. In the last two decades or so, several scandals and financial irregularities, including paying of massive commission, pay offs and kickbacks have been reported in our country. Mostly, the leaders, bureaucrats and big businessmen are reported to be involved in these scans.
3. **"Raj of Ministers and Bureaucrats".** Persons who hold political power work on the basis of some vested interest, say, interest of self, family, caste, region, party and so forth. They encouraged the bureaucrats to follow suit. The emergence of the new business leaders who wanted profits even by sharing them with people in power became equally responsible for the mushroom growth of unethical practices.
4. **Artificial Scarcity of goods.** Unethical practices emerged when things required are in short supply. People in power demand considerations to ensure their regular supply or increase their cost. This happens whenever there is high demand but low supply of commodity of daily use. Business community has been creating artificial scarcity to take advantages of such situation.
5. **Change in Value System.** Unethical behaviour is caused as well as increased because of change in value system and ethical qualities of men who administer. The old ideals of morality, service, honesty and sacrifice are regarded as outdated and accepting favours as a need than folly behaviour is practice. Materialistic outlook of life and erosion in social values have led to increase in unethical practices.
6. **Ineffective administration.** Growth of unethical practices in India can also be traced to ineffective administrative organisation. Lack of vigilance, enormous powers to the ministerial staff, unaccountability, defective information system etc. give scope to officials not only to be corrupt but remain unaffected even after following unethical practices. Inadequate legislation, loopholes in law and ineffective implementation of law is a root cause of unethical behaviour in India.
7. **In adequate income.** Inadequate income has frequently been mentioned as a cause of unethical behavior. With inflation eating into the income of fixed income earners and with no other alternative source to supplement their income, they are forced to resort to unethical practices. The need to keep above want has been an important factor in people going for unethical practices. The persistent shortage of essential consumer goods, coupled with soaring prices all around, drives people to the brink of despair. They begin to feel that by means, fair or foul, they must keep their heads above water.
8. **Increasing competition in commercial field.** The cut throat competition in commercial field has increased unethical practices among the businessmen. Some businessmen in

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7. **Bribes and commission.** Some businessmen in order to compete with others use certain unethical means of bribing the officials to gain favours. Bribers have become today's style in business operations. Everything and anything can be worked out in this way. Fixed commission are paid regularly to agents, officials and other administrators to get the work done.
8. **Tax evasion.** Many businessmen make all possible efforts to avoid taxes. They hide their incomes and other facts of their business, prepare bogus accounts and do window dressing to produce before the officials concerned and by giving bribes they can get that cleared easily.
9. **Exploitation of workers.** Businessmen generally exploit the worker by paying low salaries and providing inadequate and poor working conditions. Little attention is paid to welfare facilities and safety measures. Child labour, bonded labour are still a big problem in India. Moreover, getting receipts of salaries more than what is actually paid to the employees is also very common.
10. **Environment Pollution.** Businessmen pay very little attention to their ethical responsibility towards protecting environment. Uncontrolled pollution of air, water and soil are a source of major concern.

A collective effort on part of government, people and business community is required to uproot these unethical practices.

Objective Type Questions

A. MULTIPLE CHOICE QUESTIONS (MCQs)

Select the Right Alternative:

- 1. Indian thought system presents a comprehensive understanding of :**
 - (a) Spirit
 - (b) Values
 - (c) Behaviour
 - (d) Attitude
- 2. Ethical values help in achieving :**
 - (a) Targets
 - (b) Avoiding failures
 - (c) Success
 - (d) Satisfaction
- 3. Trust forms the essence of :**
 - (a) Relationships
 - (b) Goals
 - (c) Confidence
 - (d) Leadership
- 4. Indian ethos is all about what can be termed as :**
 - (a) Individual ethos
 - (b) Group ethos
 - (c) Community ethos
 - (d) National ethos

order to compete with others use certain evil means such as giving bribes to government officials to avoid taxes. They take heavy loans from government, produce forged documents and never start the work for which loan has been granted. The contractors get their tenders accepted and produce false certificates without doing any work. To stand in competition, to maintain market share and to satisfy the share holders, companies resort to unethical business practices.

MAJOR ISSUES OF UNETHICAL BUSINESS PRACTICES IN INDIA

- 1. Adulteration.** Adulteration of good is indeed a lucrative business for the companies, though it mean suffering even death for consumers. Companies are able to take this unethical practice with the connivance of government food inspectors. Adulteration in eatables and medicines are done for smallest gains.
- 2. Deceptive Weights and poor quality.** Businessmen cheat public and innocent customers by weighing less. The traders are benefited in more than one way; they charge exorbitant prices, keep the quality below prescribed standard and use wrong weights and measures.
- 3. Duplication.** With the development of sophisticated means of printing and duplication unscrupulous businessmen are capable of producing labels and packages that are very much like their originals. The practice of imitating well knowing brands in becoming more popular. Even experts in buying cannot separate the real from the fraud.
- 4. False advertisement.** Every businessmen is engaged in advertising his product by the latest and the quickest methods. They employ evil, unlawful and invalid mean for advertisement. They are befooling public by giving false advertisement. Every product being advertised promises the best quality, the greatest efficacy and the maximum economy. The manipulative advertisements play with the emotions of vulnerable sections of society who are immature and easily influenced. Deceptive advertisements are made so that people are tempted to buy. There are sales offering gifts and prizes and rebates to attract the customers.
- 5. Supply of Injurious products.** Businessmen are supplying injurious products for commercial gains though they may cause health hazards. Illicit liquor is a big example we come across daily in the newspapers. Supply of spurious products like life saving drugs and injections is also an unethical practice quite prevalent in Indian markets.
- 6. Misappropriation of company funds.** Direction, managers and other members of the staff of companies indulge in substantial misappropriation of company funds. In purchasing raw material or stores, in selling scarce goods, or in the award of contracts a commission is charged by unscrupulous managers. Thus, the funds which should legitimately go to the company are misappropriated to other pockets. The result in that shareholders are deprived of their rightful dividends. In addition, consumers are exploited in so far as the diversion of company funds leads to escalation of prices of goods manufactured.

Materialism has made us possessive. The more we possess the more we need to protect and so the more ruthless we become. Now we can obliterate cities and inhabitants by pressing a button and not be affected by the destruction because we don't see it. When we cease to care for any life, we cease to respect all life.

6. **Worship without Sacrifice:** Gandhi believed whatever labels we put on our faith, ultimately all of us worship Truth because Truth is God. Superficially we may be very devout believers and make a tremendous public show of our worships, but if that belief, understanding, compassion, love and appreciation is not translated into our lives, prayers will have no meaning. True worship demands sacrifice not just in terms of the number of times a day we say our prayers but in how sincere we are in translating those prayers into life styles.
7. **Politics without Principles:** When politicians indulge in power games, they act without principles. To remain in power at all cost in unethical. Gandhi said when politicians (or anyone else, for the matter) give up the pursuit of Truth they, or in the case of parties, would be doomed. Partisan politics, lobbying, bribing, and other forms of malpractices that are so rampant in politics today is also unprincipled. Politics, has earned the reputation of being dirty. It is so because we made it dirty. We create power groups to lobby for our cause and are willing to do anything to achieve our goal. Not many among human kind have learned how to resist temptation, so who is to blame for the mess we find ourselves in?

ROOTS OF UNETHICAL BEHAVIOUR IN INDIA

Unethical business practices have progressively increased and is rampant in business community. Unethical business practice have been described as the use of power for private profits in a way that constitutes a breach of law or a deviation from the norms of the society. It is a behaviour which is deviation from norms and duties of office for private gains. At present, India is viewed as one of the most corrupt countries in the world.

1. **Corruption Among Public Servants.** Corruption among public servants has always existed in one form, or the other although its shape, dimensions, textures and shades have been changing from time to time and place to place. Following pattern of behaviour among public servants can be described as 'corrupt' with the provision of law
 - (i) Acceptance of gratification as reward for work done in an official capacity.
 - (ii) Obtaining any object or pecuniary advantage illegally.
 - (iii) Fraudulent misappropriation of public property.
 - (iv) Being in possession of financial resources or property disproportionate to one's known sources of income.
 - (v) Misuse or abuse of official position.
 - (vi) 'Borrowing' money for purchasing a costly article from a person with whom one has official dealings with a 'known' understanding that the 'borrowed money' will not be returned.

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7. **Trusteeship of Wealth:** Gandhi ji believes in trusteeship of wealth. He said, "Everything belongs to God. Therefore it is for his people as a whole, not for a particular individual. When an individual has more than his proportionate portion, he becomes a trustee for that portion for God's people".
8. **Labour is capital:** We make too much of capital. But if we go to the very source, it is labour that is capital, and that living capital is inexhaustible, "If capital is power, so is work. He did not wish for the supremacy of one over the other. Capitalism is based on exploitation and violence. He believed that socialism should be based on non violence and on harmonious cooperation of labour and capital."
9. **Sarvodaya:** He advocates neither the greatest happiness of the greatest numbers nor the greatest good of greatest number". He advocates the greatest good of all. He does not want to sacrifice the good of the minority to that of majority.

Seven Blunders

Gandhi was convinced that much of the violence in society and in our personal lives stems from the passive violence that we commit against each other. He described these acts of passive violence as the "Seven Blunders". Mr. Arun Gandhi, the grandson of Gandhi ji, has put them in the following manner.

1. **Wealth without Work:** This includes playing the stock market; gambling; sweat-shop slavery; over-estimating one's worth, like some heads of corporations drawing exorbitant salaries which are not always commensurate with the work they do. Gandhi believed people should take only as much as they honestly need. There is enough for everyone's need but not for everyone's greed.
2. **Pleasure without Conscience:** This is connected to wealth without work. People find imaginative and dangerous ways of bringing excitement to their otherwise dull lives. Gandhi believed pleasure must come from within the soul and excitement from serving the needy, from caring for the family, the children, and relatives. Building sound human relationships can be an exciting and adventurous activity. Unfortunately, we ignore the spiritual pleasures of life and indulge in the physical pleasures which is "pleasure without conscience."
3. **Knowledge without Character:** Our obsession with materialism tends to make us more concerned about acquiring knowledge so that we can get a better job and make more money. A lucrative career is preferred to an illustrious character. Our educational centres emphasize career-building and not character-building. Gandhi believed if one is not able to understand one's self, how can one understand the philosophy of life. An education that ignores character-building is an incomplete education.
4. **Commerce without Morality:** As in wealth without work we indulge in commerce without morality to make more money by any means possible. Price gouging, palming off inferior products, cheating and making false claims are a few of the obvious ways in which we indulge in commerce without morality. There are also thousands of other ways in which we do immoral or unethical business. When profit-making becomes the most important aspect of business, morals and ethics usually go overboard. We cut benefits and even salaries of employees. People don't matter, profits do.
5. **Science without Humanity:** This is science used to discover increasingly more gruesome weapons of destruction that threaten to eventually wipe out humanity.

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Ways of Life by Vivekananda

What You Need to Keep in Mind:

1. **Love is the Law of Life:** All love is expansion, all selfishness is contraction. Love is therefore the only law of life. He who loves lives, he who is selfish is dying. Therefore, love for love's sake, because it is law of life, just as you breathe to live.
2. **It's Your Outlook that Matters:** It is our own mental attitude, which makes the world what it is for us. Our thoughts make things beautiful, our thoughts make things ugly. The whole world is in our mind. Learn to see things in the proper light.
3. **Life is Beautiful:** First, believe in this world that there is meaning behind everything. Everything in the world is good, is holy and beautiful. If you see something evil, think that you do not understand it in the right light. Throw the burden on yourselves.
4. **It's the Way You Feel:** Feel like Christ and you will be a Christ; feel like Buddha and you will be a Buddha. It is feeling that is the life, the strength, the vitality, without which no amount of intellectual activity can reach God.
5. **Set Yourself Free:** The moment I have realized God sitting in the temple of every human body, the moment I stand in reverence before every human being and see God in him—that moment I am free from bondage, everything that binds vanishes, and I am free.
6. **Don't Play the Blame Game:** Condemn none: if you can stretch out a helping hand, do so. If you cannot, fold your hands, bless your brothers, and let them go their own way.
7. **Help Others:** If money helps a man to do good to others, it is of some value, but if not, it is simply a mass of evil, and the sooner it is got rid of, the better.
8. **Uphold your Ideals:** Our duty is to encourage every one in his struggle to live up to his own highest idea, and strive at the same time to make the ideal as near as possible to the Truth.
9. **Listen to Your Soul:** You have to grow from the inside out. None can teach you, none can make you spiritual. There is no other teacher but your own soul.
10. **Be Yourself:** The greatest religion is to be true to your own nature. Have faith in yourselves!
11. **Nothing is Impossible:** Never think there is anything impossible for the soul. It is the greatest heresy to think so. If there is sin, this is the only sin—to say that you are weak, or others are weak.
12. **You have the Power:** All the powers in the universe are already ours. It is we who have put our hands before our eyes and cry that it is dark.
13. **Learn Everyday:** The goal of mankind is knowledge...now this knowledge is inherent in man. No knowledge comes from outside: it is all inside. What we say a man 'knows', should, in strict psychological language, be what he 'discovers' or 'unveil'; what man 'learns' is really what he discovers by taking the cover off his own soul, which is a mine of infinite knowledge.
14. **Be Truthful:** Everything can be sacrificed for truth, but truth cannot be sacrificed for anything.

11. Avoid greed, not profit maximization but maintenance of the world order should be the objective of all sound business policy.
12. Be a patient listener and perform your duties with devotion, humility and sincerity.

2. Ethics in Business by Kautilya

Kautilya is regarded as a great perception of State craft, whose teachings have a universal validity. Kautilya's Arthashastra is a valuable document which sheds light on the state and the society.

He always had a sane, meditative and balanced view. He placed great emphasis on the welfare of the people. His practical advice is rooted in *dharma*. But, as a teacher of practical State craft, he advocated unethical methods in the furtherance of national interest. Kautilya always qualified his suggestions or advice with the injunction to modify it according to circumstances. The notoriety which Kautilya had acquired as an advocate of immoral and unethical is unjust because he always add qualifications when he recommend such policies. These were either required because the interest of the state demanded it or because the person against whom these were directed were enemies of the State. Kautilya did take a cynical view of humanity and his teachings are based on the principle that no one can be trusted.

Consumer protection and vigilance against exploitation of the people by government servants are aspects which were considered good.

1. The main guiding principle of the management were that organization should be run actively, efficiently, prudently and profitably. He supported strong bureaucracy with well trained and righteous officials. The state is required to keep trade route free of harassment by state officials and appoint secret agents to ensure that they perform their duties. A crucial injunction regarding trade is to generate profit, avoid losses.
2. Traders shall be prevented from oppressing the people. Their propensity to fix prices by forming cartels, make excessive profits or deal in stolen property are guarded against by making these offences punishable by heavy fines.
3. He advocated proper maintenance of accounts and their timely submission. High officials shall be responsible for rendering the accounts in full for their sphere of activity without any contradiction in them. Those who tell lie or make contradictory statements shall pay the highest level standard penalty.

He advocated traders to follow the ethical principle of trade like availability of goods for the benefit of public, no artificial scarcity shall be created, large profits shall be foregone if it is likely to cause harm to public, unaccounted surplus stock should be sold and using proper weights, measures and standard quality products.

Law and justice. The manager shall discharge their duties objectively and impartially so that they may earn the trust and affection of the subordinates. He recommended that sacred laws should be followed and punishment awarded must be always just, neither too lenient nor too harsh. The prescribed penalties could be modified as per the circumstances of the case.

3. The Buddha's Ethics

The Buddha clearly enunciated the morality of Ahimsa. The philosophy of the Buddha has a special place and significance in Indian thought. He preferred to explain human life and its

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The general principles of effective management can be applied in every field, the differences being more in application than in principle. The Manager's functions can be summed up as:

- ▢ Forming a vision.
- ▢ Planning the strategy to realize the vision.
- ▢ Cultivating the art of leadership.
- ▢ Establishing institutional excellence.
- ▢ Building an innovative organization.
- ▢ Developing human resources.
- ▢ Building teams and team work.
- ▢ Delegation, motivation and communication.
- ▢ Reviewing performance and taking corrective steps when called for.

Thus, management is a process of aligning people and getting them committed to work for a common goal to the maximum social benefit in search of excellence.

The critical question in all managers minds is how to be effective in their job. The answer to this fundamental question is found in the *Bhagavad Gita*, which repeatedly proclaims that "you must try to manage yourself." The reason is that unless a manager reaches a level of excellence and effectiveness, he or she will be merely a face in the crowd.

Principles of Bhagwat Gita and Upanishad for Business Ethics.

1. Every person has immense potential, energy and talent.
2. Perform without attachment i.e. do your task to the very best as the *modus operandi* of all business activities. Perfection of work and quality of output leads to total quality management.
3. Emphasis on sacrifice and running the business for the over all welfare of the mankind and charity for society as a whole. Cooperation and mutual help shall achieve highest human welfare.
4. Character is the real power and wealth. Manager with enriched quality of mind and heart can have effective management.
5. Work is worship. Do your work without ego and serve other without self interest. Those who do not work do not have a present, leave alone future.
6. Distribution of duties among employees according to their merit, aptitude and skills.
7. Control of emotions and feelings and abstention from both love and hatred. Creating best inter personal relations based on equality, self-esteem, effective communication and team work. Good relationship with people is more valuable than money.
8. Self management, analysis and criticism help to locate areas of friction and disharmony. Constant practice help to discard unwanted traits and cultivate good value to purify our mind and heart.
9. Distribution and utilization of wealth and other connected activities not for enjoyment but for yoga.
10. Anger leads to confusion which cause failure of memory and consequent destruction of reason. Silent mind or brain stilling is an effective medium to get sound solutions to management problems.

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INDIAN ETHOS FOR MANAGEMENT

- Persistence - the fact of continuing in spite of difficulty or opposition or an opinion or repulsion or 21.3*
5. **Persistence.** There are enough stories of people who gave up their search for gold and stopped digging just a few feet way from the gold ore deposit. Nothing is ever achieved in one go. One has to keep at it irrespective of the initial setbacks and frustration. You owe it to yourself to make that one more try that could make all the difference.
 6. **Passion in whatever you do.** Passion is giving your 100 per cent to whatever you take up. Passion requires that you own up whatever you take up, no matter how small or seemingly unimportant. Ultimately, leadership based on values has long-term benefits. Cutting corners can at best provide immediate benefits, with hidden consequences that could prove disastrous later. You may call it by any name, but there is a powerful law in nature that returns, you manifold integrity in your relationship with society.

ETHICAL MANAGER

An ideal head is one who has the highest qualities of leadership, intellect, energy and personal attributes:

1. **Qualities of leadership.** Intellect and process, righteous truthful, resolute, enthusiastic and disciplined, not breaking his promises, having lofty aim, not being dilatory, being stronger than competitor and having subordinates of high quality.
2. **Qualities of intellect.** Desire to learn, listening, grasping, retaining, understanding thoroughly and reflecting on knowledge, rejecting false views and adhering to true ones.
3. **Energetic.** Manager is one who is determined, quick and dexterous.
4. **Personal attributes.** Bold, self control, sharp intellect, strong memory, well trained, foresight to avail opportunities by choosing right time, place and action.

He should be impartial towards the subordinates. In the happiness of his subordinating lies his happiness, in their welfare is his welfare.

INDIAN ETHOS FOR MANAGEMENT

Ethos are the set of beliefs, ideas, etc. about social behaviour and relationship of a person or group. Oxford Advanced Learner's Dictionary defines it as "the moral ideas and attitudes that belong to a particular group or society". Indian Ethos is all about what can be termed as "national ethos". Formally, the body of knowledge which derives its solutions from the rich and huge Indian system of ethics (moral philosophy) is known as Indian Ethos in Management (IEM).

Management is behavioural science and it has to be culture specific. IEM has as its basis, the culture base of India and as a country whose culture has its roots in religion - it does draw its lessons from the religions of the land - be it Hinduism, Buddhism, or any other. The salient ideas and thoughts of Indian Ethos in Management revealed by our ancient scriptures are:

Humility - humbleness

21.2

BUSINESS ORGANISATION AND MANAGEMENT

turbo-charge us to scale new heights and make us succeed beyond our wildest expectations.

2. **Serve as a strong anchor** : values can serve as a strong anchor in a turbulent sea of changes. Values will help us to weather those storms. Values give faith in a time when it seems we are surrounded by darkness, because they prompt right actions. They build resilience and keep us going.
3. **Provide Courage** : values provide us with courage to stand up to any distractions along the way. The strong desire to move ahead can at times tempt business to cut corners or bend the rules. This has a tendency to catch up, as we have seen in the recent months. Values provide the necessary brakes or limits to keep leadership from going astray. Values essentially provide us with an internal discipline.
4. **Values transmit trust** : Trust is not only at the heart of leadership but forms the essence of all relationships. Values can be a powerful cementing force between people who think alike. Ultimately this builds a powerful network of friends, business associates, team members and peers on the basis of shared values.

VALUES FOR INDIAN MANAGERS

1. **Honesty.** You have to be completely honest not only with other people but also with yourself. Honesty in many ways is synonymous with integrity. It builds transparency. Once people know you are honest, they start respecting you for what you are. In the long run this makes for a stronger relationship.
2. **Hard work.** We need to become a nation of hard workers. It was not resources but hard work that transformed other nations such as Japan, after being completely devastated after World War II. Steady work builds up both wealth and power and keeps one's conscience in rectitude. We need to work hard and work smart. We have to change from our image of India from being a nation of holidays to a nation of people who enjoy hard work.
3. **Self-confidence.** Centuries of subjugation have made us embrace a fatalistic approach to life. But that is all in the past. The millennium of the mind has altered the entire landscape of competitive advantage. India has one of the largest pools of disciplined, technical talent. They have won enormous respect from nations all over the world, whether it is in information technology, scientific research or in academia. Self-confidence has to be an intrinsic part of our approach in demanding what is due for our merit and ability and not undersell ourselves to the outside world, no matter what our internal competitive compulsions may be. The truth is that nobody can make us feel inferior without our consent.
4. **Humility.** Humility is not opposed to self-confidence. In fact, though it might seem like a paradox, people with the highest self-confidence have the highest humility, because they have nothing to prove to themselves. Humility is a prerequisite for continuous learning from the environment. No matter how good you are, someone out there knows how to do things a little better.
Technology keeps changing and standards of excellence keep getting upgraded. If we have humility, we can have an open mind to absorb the changes. Remember, the mind is like a parachute ; it functions only when it is open.

CHAPTER 22

MODERN TECHNIQUES IN MANAGEMENT



The changing economic environment is creating new challenges for the business. The opening up of economies to international markets have brought more opportunities as well as more competition. In order to face internal as well as external competition, an entrepreneur has to produce products which have a better quality and are offered at competitive prices. There will be a need to introduce those measures which increase productivity, quality, durability of the products. There are a number of techniques which have been used by various producers which have shown better results. Some of the techniques are discussed here :

1. Business Process Reengineering (BPR)
2. Learning Organisation
3. Outsourcing

BUSINESS PROCESS REENGINEERING (BPR)

In the present day business competition, a firm which provides quality goods at reasonable rates will find favours from customers. There is a need to update business processes to satisfy customers. The outmoded or old methods of work may not help in improving the delivery system of a concern. There is a need to use latest technology and improved methods of work for facing competition in the market. The organisation as a whole needs to be redesigned to improve the working of a firm.

Reengineering is a radical redesign of an organisation's processes, especially its business processes. Rather than organising a firm into functional specialties (like production, marketing, accounting, etc.) and looking at the tasks that each function performs, we should, according to the reengineering theory, be looking at complete processes from materials acquisition, to production, to marketing and distribution. The firm should be reengineered into a series of processes.

Meaning

Reengineering is a systematic critical examination of existing ways of doing things in an organisation with a newer and better ways of doing business. They exercise help in making the function faster, cost effective and qualitative. BPR brings out deficiencies of existing system and attempts to maximise productivity through restructuring and reengineering human resources as well as decisions and departments.

The main proponents of reengineering, Michael Hammer and James A. Champy claim that it is far more efficient to appoint a team who are responsible for all the tasks in the process. They later extended this argument to include suppliers, distributors and other business partners. In the words of Hammer and Champ, "Business Process Reengineering is the fundamental rethinking and radical redesign of business process to achieve dramatic improvements in critical contemporary measure of performance such as cost, quality, service and speed." So reengineering is the fundamental rethinking and redesigning of operating process and organisation structure focused on the organisation, core competencies to achieve dramatic improvements in organisational performance.

Six R's of Reengineering

Every reengineering effort involves the following basic phases :

- (i) **Realisation.** It is the assessment and understanding of the organisation involving needs, challenges, threats, opportunities and strengths of an organisation.
- (ii) **Requirements.** The requirements of customers, suppliers, distributors, owners, products and services should be considered.
- (iii) **Rethink.** It is examining of organisation's current objectives and underlying assumptions to determine how well they incorporate the renewed commitment to customer satisfaction.
- (iv) **Redesign.** It requires an analysis of the way the organisation produces the products, the way the jobs are structured. It should be determined as to which job should be redesigned so as to make jobs more satisfying and customer focussed.

Rules for Reengineering

Hammer has given following seven rules for reengineering :

- (i) The new jobs should be organised around outcome. It will result in great speed, better productivity and customer responsiveness.
- (ii) Planning the work in such a way that it is closest to those who use the output of the process.
- (iii) The person collecting the information should be responsible for processing it so that the errors by cutting the numbers of external contract points for a process can be reduced.
- (iv) The individual flexibility and responsiveness to customers of separate units of a geographically dispersed company should be maintained.
- (v) Parallel activities that must eventually come together should be linked continuously and co-ordinated during the process.
- (vi) Decision-making should be made part of the process.

- (vii) Information should be collected and captured in the company's on line information system only once at the source where it is created. It will avoid erroneous data entries and costly re-entries.

Reengineering Process

- Reengineering process is divided into four parts as follows :**
- 1. Preparing for change.** This step prepares the foundation for future activity. First we have to create awareness for change. Everybody in the organisation should understand the need for change. The second step prepares for a cultural shift in the organisation's employees by informing the employees of their role in the upcoming change process.
 - 2. Planning for changes.** In a constantly changing economic environment there is a need to plan for future. This step enables the management to foresee the future changes and plan the things to carry out those changes. So developing a vision for future and deciding the active plan to achieve the desired results in future.
 - 3. Designing change.** This step provides a mean to identify, assess, map and ultimately redesign business processes. It offers the necessary framework for translating insights about the process being explored into quantum leaps of change. It will involve (i) identifying the current business processes, (ii) establish the scope of process mapping project, (iii) map and analyse the process, (iv) create the ideal process, (v) test the new process, (vi) Implement the new process.
 - 4. Evaluating change.** This step is to evaluate past activities and develop objectives and priorities for the coming year. Feedback from all the reengineering activities alongwith a review of organisational performance are used in this evaluation. The evaluation should be done periodically so as to assess whether reengineered process is consistant with the operational plan and is on the right track.

LEARNING ORGANISATION

Meaning

Learning may be defined as a purposeful activity aimed at acquisition and development of knowledge and skills and their application. A learning organisation is an organisation that can create, acquire and transfer knowledge and also modify the behaviour of its members to reflect new knowledge and insight. A learning organisation demolishes the old order and creates creative thinking and innovative ideas. The brings philosophy of learning organisation acknowledges the fact that it is the people and not the money, machines and materials that must run the organisation through acquisition and utilisation of knowledge. Peter Senge of Sloan School of Management, MIT, USA pioneered the concept of learning organisation.

The challenges of information age demand that not only the business, but also educational institutions and governments should transform themselves radically through continuous learning. Anybody willing to be a part of learning organisation must be willing to go through a personal change. The learning organisation believes that competitive advantage comes from continued learning, both at the level of the individual and at the group level. The ideas are thought and discussed at group level and then put to use in the organisation.

- (vi) Make greater organisational use of employees at all levels of the organisation.
- (vii) Shorten the time required to implement strategic changes.
- (viii) Stimulate continuous improvement in all areas of the organisation.

Steps for Becoming a Learning Organisation

Learning is a continuous process and changes occur regularly. Michael J. Marquardt suggests the following steps to become a learning organisation :

1. Commitment to become a learning organisation.
2. Correct learning with business operations.
3. Assess the organisation's capability on each subsystem of the systems learning model.
4. Communicate the vision of a learning organisation.
5. Recognise the importance of systems thinking and action.
6. Leaders demonstrate and model commitment to learning.
7. Transform the organisation culture to one of continuous bearing and improvement.
8. Establish corporate wide strategies of learning.
9. Cut bureaucracy and streamline the structures.
10. Extend organisational learning to the entire business plan.
11. Capture learnings and release knowledge.
12. Acquire and apply best technology to the best of learning.
13. Learn more about learning organisations.
14. Continuous adaptation, improvement and learning.
15. Empower employees.
16. Encourage, expect and enhance learning at individual, group and organisational levels.

ADVANTAGES OF LEARNING ORGANISATION

Following are the advantages of learning organisation :

- 1. Competitive Advantage.** A learning organisation will constantly devise better ways of doing things or producing better products. The organisation will try to keep ahead of the competitors.
- 2. Encouraging Continuous Learning.** Learning organisation encourages continuous learning by the employees. They are asked to learn latest and better ways of doing things. The employees will never become complacent and will remain ready to learn.
- 3. Better Performance.** A learning organisation is to achieve excellence in both quantity and quality of performance. When people are regularly learning and keeping themselves abreast of latest technology and better ways, the performance will certainly be excellent.

The need and importance of outsourcing can be described as follows:

1. **Thrust on Core Areas:** As outsourcing has become popular and reliable, firms have started assigning their additional work to outside agencies. The firms try to concentrate on core activities of their business.
2. **Use of Specialised Services:** The outsourcing agencies are specialists in their areas. They will perform the same job in a better way and at a lesser cost. It will be better to use the services of a specialist instead of creating infrastructure for getting the same work done.
3. **Economical:** It is much more economical to use outsourcing instead of creating departments for providing such services. American and European firms are outsourcing services to India because these services in India are much cheaper. This also helps the companies in controlling their total costs.
4. **Better Service:** The service providers have better infrastructure to offer for the performance of service on behalf of others. This will result in better quality of service.
5. **Avoiding Labour Problems:** When some services are outsourced then there is no need to employ persons for such jobs. This helps in avoiding problems related to labour.
6. **Saving on Infrastructure:** When some services are being got done from outside agencies then the firm needs no investments on infrastructure for such services. There is a saving from investments on infrastructure.
7. **Lowering Risk Chances:** When services are assigned to specialists in those areas then the chances of risks on such services are lowered. The reliable and quality service is assured by service provider.
8. **Temporary Services:** When some services are temporarily required it is better to get them performed by outside agencies. It helps in saving lot of expenses.

Knowledge Process Outsourcing (KPO)

KPO is a form of outsourcing in which knowledge related and information related work is carried out by workers in a different company or by a subsidiary of the same organisation. Unlike the outsourcing of manufacturing, this typically involves high-value work carried out by highly skilled KPO firms.

KPO is an off-shoot of BPO, considered by some to be a subset of BPO, KPO includes those activities that require greater skill, knowledge, education and expertise to handle. For example, an insurance company might outsource data entry of claims forms as a part of BPO, it may also choose a KPO service provider to evaluate new insurance applications based on a set criteria or business rules. This work will require a set of more knowledgeable workers than the data entry operators.

Features of KPO

1. KPO includes those activities that require greater skill, knowledge, educational expertise to handle.
2. The aim of KPO is to create value for client by providing expertise service, rather than process expertise.

Traditional Organisation vs. Learning Organisation

| Basis | Traditional Organisation | Learning Organisation |
|--|---|---|
| 1. Determination of overall direction | Vision is provided by the top management. | There is shared vision in the organisation. The top management is responsible for ensuring that shared vision is nurtured. |
| 2. Formulation and implementation of ideas | The top management decides what is to be done and the rest of the organisation acts on these ideas. | Ideas are formulated and implemented at all levels of the organisation. |
| 3. Nature of organisational thinking | Each person is responsible for his own job responsibilities and the focus is on developing individual competence. | Personnel understand their jobs as well as the way in which their work interrelates with and influences that of other personnel. |
| 4. Conflict resolution | Conflicts are resolved through the use of power and hierarchical influence. | Conflicts are resolved through the use of collaborative learning and the integration of diverse viewpoints of personnel. |
| 5. Leadership and motivation | The role of the leader is to establish the organisation's vision, provide rewards and punishments as appropriate for motivation of employees and maintain overall control of employee activities. | The role of the leader is to build a shared vision, empower the personnel, inspire commitment, and encourage effective decision-making throughout the enterprise through the use of empowerment and charismatic leadership. |

OUTSOURCING**Meaning**

Services are the benefits which are passed on to the customers. A businessman may ask an outside agency to perform some activity on his behalf. The service provider is paid for the service and the receiver devotes his energy for some other important activity or core activity.

❖ **Holier and Armstrong** "A service is an activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything."

Under outsourcing, the things are got done from outside sources instead of creating them within the organisation.

Concept of Business Process Outsourcing (BPO)

A new type of business activity has come into being in the last 15 years. It is the practice of getting some business activities being got done by outside agencies. This practice is called Business Process Outsourcing (BPO). The earlier practice was to undertake all business tasks on its own. Only those activities were contracted to outside agencies which would come up occasionally. For example, a company would hire an advertising agency for designing the

the monopoly in providing these services earlier. The postal services provided by Indian postal authorities are not fast and reliable. In the absence of quick postal services, there is an option of sending the material through some employee. This is very costly and is not feasible in the case of long distance destinations.

A number of private players have entered the courier services. Some companies such as DHL couriers, Trans world couriers, Air United Parcel Services are providing international courier services. In India, a large number of small companies or individuals have started courier services and most of the cities and towns are covered by these services.

- (iv) **Customer Support Services:** The services which a firm offers to its customers usually for industrial goods or for expensive consumer goods like Cars, Computers, TV, Washing Machines etc. are known as customer support services. These services cover a variety of services including 'after sale services'. In the present competitive business environment, customer support services increase the appeal for particular products. The company may allow the replacement of defective parts during warranty period, repair and replacement may be allowed for specific period etc. The attending of customers complaints promptly and taking the corrective measures at once will enhance the goodwill of the seller.



Courier Service

Limitations of Outsourcing

Following are some of the limitations of outsourcing:

- Confidentiality:** Outsourcing depends upon sharing of lot of information and knowledge. If the outsourcing partner does not keep the information confidential or shares it with others or competitors then it can create problems for the concern outsourcing. The outsourcing company may even start a competitive business.
- Sweat shopping:** In order to save costs, outsourcing firms may try to get benefit from the low cost manpower of the outsourcing partner. The work outsourced is generally such that it does not build the competency and capability of the outsourcing partner. The firms generally outsource 'doing skills' rather than development of the 'thinking skills'
- Resentment in Home country:** When firms outsource the work to the partners in other countries then they outsource the employment opportunities also. Had this work been done in the country then manpower from that country should have been employed? There is a resentment in the home country for outsourcing work to foreign concerns. Recent example of such a situation is that President of USA, Barrack

3. KPO involves advanced analytical skills and judgement based on experience.
4. KPO increases efficiency and saves in costs.
5. KPO requires a set of more knowledgeable workers than the data entry operators.

Scope of KPO

The common services included in KPO are:

1. Research services—business research in marketing, investments etc.
2. Data analysis
3. Patent services
4. Legal process, etc.

Types of Outsourcing Services

Services can be availed of from outside agencies depending upon the requirements of the business. Every business can not be competitive for all types of activities and it will be better to avail those services from outside which are available at competitive prices. Several types of services are offered by specialised agencies.

Some of these services are as follows:

- | | |
|--|--------------------------|
| (i) Financial Services | (ii) Advertising Service |
| (iii) Customer support services | (iv) Courier service |
| (v) Communication services such as ISD, STD, Fax Services etc. | |
| (vi) Airlines services | (vii) Hotel services |
| (viii) Health services | (ix) Insurance services |
| (x) Banking services | |

Some Outsourcing Services are discussed as follows:

- (i) **Financial Services:** All type of activities related to finance may be termed as financial services. The handling of financial services requires professional skill because these activities are highly specialised in nature. The firms may outsource their financial services to expert organisations who can handle them well.
- (ii) **Advertising Services:** It refers to a form of communication that is sponsored with the object of promoting ideas, goods or services. Most of the companies, especially new ones, need to publicise their products and services. The firm may not have the requisite resources and expertise to undertake this work. This work may be outsourced to advertising agencies. These agencies help their clients in preparing advertisement budget, advertisement programme and advertisement copy. They prepare ad films, documentaries and other promotional material for their clients. They also help in deciding the ad media such as TV, Radio, newspapers, magazines, hoardings etc. By outsourcing advertising services, the firm is saved of lot of botheration and cost of employing copywriter, film-maker, cameramen etc. Outsourcing will not only help in utilising the services of experts but it will be economical in the long run.
- (iii) **Courier Services:** A new service providers known as courier service have come up in the last 20 years. Courier service involved the delivery of letters, documents and small parcels from one place to another through private operators. Postal department had



MODERN TECHNIQUES IN MANAGEMENT

advertisements or for carrying out advertisement campaign, the services of a consultant may be hired for getting the employees recruited etc. Now the companies hire on contract those services which are performed on regular basis also. BPO concept is based on the core competency theory propounded by a renewed management consultant C.K. Prahlad. According to its theory, a business enterprise should identify what are its core competencies and focus only on them. It should concentrate on core areas and get out of everything else. The companies have now realised that getting many things done from outside sources is cheap. The outside service provider can take up these tasks in a better and economical way. The companies should concentrate on activities like manufacturing, production management, marketing etc.

The BPO first started in U.S.A. where some companies started outsourcing of insignificant tasks such as storage of old records etc. As the confidence grew in outside agencies, more important functions like payroll accounting, recruitment of employees, training of new employees were started being outsourced. In India service outsourcing essentially includes Information Technology Enabled Services (ITES). The services such as data processing, medical transcriptions, content development, legal database, human resources and geographic information system etc. are being undertaken at present. The call centres are providing services for companies all over the world. The availability of highly technical staff and low cost of services has made India the main centre for outsourcing services.



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Scope of Business Process Outsourcing

Outsourcing is an activity undertaken on behalf of another firm. It can be in the areas of manufacturing, contract research, contract sales, information etc. Outsourcing is generally being associated more with IT enabled services or Business Process Outsourcing (BPO), the more important term is 'call centres'. In BPO industry 70 per cent of revenue comes from call centres, 20 per cent from data work and remaining 10 per cent from higher value information work. Call centres are mostly associated with 'customer care' activities with 24 hours 7 days handling of inbound (Customer queries and grievances) and out-bound (payment follow up, telemarketing) traffic.

The key areas in BPO are:

1. Contract manufacturing
2. Contract research
3. Informatics
4. Contract sales

Need/Advantages of Business Process Outsourcing (BPO)

Outsourcing of some services has become very popular these days. A concern may also like to concentrate on its main activities and get other things done through outside agencies.

4. **Face Environmental Challenges.** It creates energised work force capable of meeting the challenges of environment. The environment changes occur on regular basis and the organisation should be ready to face them and prepare the organisation to benefit from them.
5. **Coping with Future.** A learning organisation will be going for latest and better methods of work and will keep it ready to meet future challenges. The organisation will be ready to make changes as required by the future happenings.
6. **Better relations with Stakeholders.** The learning organisation will maintain better relations with suppliers of capital, customers, etc. The stakeholders will be happy with the working of the organisation because it adopts latest methods, keeps on improving its working and makes efforts to take the organisation ahead of others.

PROBLEMS IN LEARNING ORGANISATION

Following problems are faced in learning organisation :

1. **Problem of Personal Mastery.** Learning organisation depends on personal mastery of individuals working in the organisation. Employees are expected to grow and work on their own goals. At the same time, employees are required to share their knowledge with their colleagues so that the organisation gains from collective wisdom. Individuals may not share their vision with other persons in the organisation and keeping the knowledge only upto themselves.
2. **Resistance to Learning.** There may be resistance to learn in the organisation. People may have closed minds and are not willing to engage with mental models. There may also be a feeling that learning is required only at top level of the organisation. Learning organisation will not be possible under such situations.
3. **Difficulties in Large Size of Organisation.** Organisation size may become a problem for knowledge sharing. When the employees exceed 150, internal knowledge sharing decreases due to higher complexity in the formal organisational structure, lower trust, less effective communication. With the increase in size of the organisation, the intra organisational knowledge sharing decreases.
4. **Difficulty in Implementation.** Employees may feel that all types of ideas are forced on them. Unless they are motivated to improve their thinking and finding newer and better ways, they may not like forcing them to take up things which they themselves do not want to do. So implementation of learning organisation is not easy.

TRADITIONAL ORGANISATION VS LEARNING ORGANISATION

Learning organisations are creative, risk taking, and open to new ideas, whereas traditional organisations are slow to change and decisions are taken at top level of management and lower levels implement them only. The difference between the two organisations may be described as follows :

advantage. Individual learning is acquired through staff training, development and continuous self improvement. A learning organisation has been described as the team of individual learning. There should be a mechanism to transfer individual learning into the organisation learning.

3. **Mental Models.** The assumptions held by individuals and organisations are called mental models. These models should be challenged. Individuals tend to follow the things which they have been doing. The organisation also follows certain behaviours, norms and values. Unwanted values and patterns be discarded and new ones should be taken up for better working.
4. **Shared Vision.** The development of a shared vision is important for motivating the staff to learn. It creates a common identity that provides focus and energy for learning. The shared vision of the group can only be built on the personal vision of its members. Shared vision occurs when the vision is no longer seen by the team members as separate from the self.
5. **Team Learning.** The accumulation of individual learning constitutes team learning. The benefit of team learning or shared learning is that staff grow more quickly. Team learning involves continuous dialogue and discussion among the members. Dialogue is exploratory and widens possibilities, whereas discussion narrows down the options to find the best alternative for future decisions. Although these two processes are complimentary, they need to be separated.

The basic thinking of Senge is that people should put aside their old ways of thinking, learn to be open with others, work together on an agreed plan to achieve common vision.

Role of Top Management

The top management has an important role in creating learning organisation. It plays the following roles :

1. Management has to prepare the employees for accepting change.
2. Persuading employees to unlearn their old methods of doing work and learn new methods.
3. Encouraging employees to have a collective learning for furthering organisational goals.
4. Keeping the organisation pro-active for adopting new ways of doing things.
5. Disseminating learning in the whole organisation.

Emergence of Learning Organisation

The new learning organisation posses the following capabilities :

- (i) Anticipate and adopt more readily to environmental impacts.
- (ii) Accelerate the development of new products, processes and services.
- (iii) Become more proficient at learning from competitors and collaborators.
- (iv) Expedite the transfer of knowledge from one part of the organisation to another.
- (v) Learn more effectively from its mistakes.

FEATURES OF LEARNING ORGANISATION

Peter Senge pioneered the concept of learning organisation. It has the following features:

- Learning is a continuous process of acquiring knowledge from all possible sources by individuals, groups and the organisation as a whole.
- It encourages people to learn continuously and enjoy the sense of accomplishment.
- It develops fresh organisational capabilities all the time.
- Learning is an ongoing process for it.
- It believes that only competitive advantage is learning.
- Its outlook is futuristic.

NEED FOR LEARNING ORGANISATION

- Required for Survival.** In a competitive environment, learning organisation will survive. Those who use the knowledge fast will survive in the changing environment.
- Cope with changing Technology.** The future is about innovations. Those who will adopt better and newer methods of production, will cope with the new situations. The adoption of changing technology will help in competitive situation.
- Manage Competition in Future.** Every business is facing competition from internal as well as foreign markets. The competition is not limited to present terms but one has to prepare for future competition also. Learning organisation will help in facing the future competition.
- Handle Future Demand.** Learning organisation is a continuous process. The new things are learnt and old things are discarded. Since newer things are learnt and organisation is prepared for the future, it will be easy for such an organisation to meet future requirements.
- Build People-based System.** Learning starts with the individuals and then making it a group knowledge. Learning organisation is based on individuals and their collective learning, thus making it a people-based system.

METHODS OF CREATING LEARNING ORGANISATION

Peter Senge has identified the following five methods of creating a learning organisation:

- System thinking.** The idea of the learning organisation developed from a body of work called systems thinking. Senge advocated 'systems' approach that views the organisation as a living entity, with its own behaviour and learning patterns. Learning organisations use this method of thinking when assessing their company and have information systems that measure the performance of the organisation as a whole and of its various components. The required changes may be made to make the organisation work in tune with the environment.
- Personal Mastery.** The commitment by an individual to the process of learning known as personal mastery. When the workforce of an organisation learns more quickly than the work force of the other organisations then it will have a competitive

CHAPTER 23

SUBALTERN MANAGEMENT IDEAS FROM INDIA



INTRODUCTION

Subaltern management draws its inspiration from the subaltern studies movement which originated in the 1980s within the field of post colonial studies. These studies were a series of Journal Articles published by Oxford University Press in India. A group of Indian Scholars trained in the West wanted to reclaim their history. Its main goal was to retake history for the marginalised classes, for the voices that had not been heard earlier. A view that the history of India written by earlier scholars was the history of elites and the marginalised Indians were ignored. Ranjit Guha was the pioneer of subaltern studies. He wrote about the peasant uprising in India. The theme of his writings was that many marginalised sections of society were ignored and their issues and problems were not given due importance.

MEANING

The term subaltern refers to individuals or groups who are socially, politically, or economically marginalised and lack agency or representation in main stream society. In the context of management, subaltern management seeks to amplify the voices of these marginalised communities and challenge the prevailing structures. Originated from India, Subaltern Management ideas challenge the dominant managerial discourse and promote inclusively, social justice, and empowerment. By embracing subaltern management principles, organisations can create inclusive, equitable, and sustainable business practices.

Subaltern Management Ideas

Following subaltern management ideas are discussed as follows:

1. **Grassroot Leadership.** One of the fundamental principles of subaltern management is the emphasis on grassroot leadership. The top-down management approach, which



is prevalent in management has been replaced by bottom-up approach. It recognises that the knowledge and expertise possessed by individuals at grassroot level will help in taking suitable and appropriate decisions for the organisation.

2. **Participative Decision-Making.** The decision-making process is decentralised under subaltern management approach. The persons at the grassroots have fair understanding of the situations and will be able to take appropriate decisions. The decentralised power will involve marginalised communities in decision-making process. This approach fosters a sense of ownership, enhances creativity and ensures that development initiatives address the specific needs and aspirations of these communities by including them in decision-making process.
3. **Social Justice and Responsible Business Practices.** This approach of management recognises the importance of social justice and responsible business practices. It acknowledges that businesses have a responsibility to address the inequalities and injustices prevailing in society. Subaltern management encourages organisations to go beyond mere corporate social responsibility initiatives and actually engage in efforts to reduce inequality, promote diversity and inclusion. This approach will enhance the long term sustainability and reputation of businesses.
4. **Social Entrepreneurship and Community-Based Enterprises:** Subaltern management ideas promote the concept of social entrepreneurship and community-based enterprises as vehicles for economic empowerment. By harnessing local resources and traditional knowledge, these enterprises generate livelihood opportunities and promote sustainable development. They often focus on sectors such as handicrafts, agriculture, and small-scale industries. By adopting inclusive business models, these enterprises provide fair wages, promote skill development, and contribute to the overall social and economic well-being of marginalized communities.
5. **Bottom-Up Development and Alternative Metrics of Progress:** Subaltern management challenges the dominant notion of development solely based on economic growth and GDP. It advocates for a more holistic and inclusive approach to development, which takes into account the well-being of marginalized communities. Alternative metrics of progress, such as the Human Development Index (HDI), consider factors like education, health, and social equality. Subaltern management ideas call for bottom-up development strategies that prioritize human dignity, social justice, and environmental sustainability.
6. **Cultural Diversity and Inclusive Organizational Practices:** Subaltern management recognizes the importance of cultural diversity and aims to create inclusive organizational practices. It emphasizes the value of local knowledge systems, languages, and traditions. By acknowledging and respecting the cultural identities of marginalized communities, organizations can create an inclusive work environment that fosters creativity, collaboration, and mutual respect. This approach challenges the dominant management paradigm that often overlooks cultural diversity and reinforces power imbalances.

Conclusion

By adopting subaltern management ideas, organisations can create inclusive, equitable, and sustainable business practices. As the global discourse around management evolves, it is

crucial to acknowledge and incorporate the valuable insights and contributions of subaltern management, not only in India but across the world, to create a more just and equitable future for all.

NEW METHODS OF WORKING

The development of technology has brought new challenges as well as solutions. The new business environment is prevailing in the global market. The modes of operations, allocation of resources, plans and policies, inclusive approach of workforce are going through changes in the current competitive environment. The methods of working are changing. The concept of office and working from home, having flexible working hours etc. are changing the methods of undertaking work. Some changes in working methods are discussed as follows:

- 1. Diversity and Inclusion
- 2. Work-Life Balance
- 3. Freelanching
- 4. Flexi-time and Work from Home
- 5. Co-sharing / Co-working

All the methods are discussed as follows:

DIVERSITY AND INCLUSION

Diversity and Inclusion are the essential pillars for building a vibrant and progressive society. Recognising the unique perspectives and talents individuals bring, regardless of their background or identity, is crucial for fostering innovation, creating equal opportunities, and promoting social cohesion. The diversity and inclusion is essential for improving the efficiency and productivity of workforce.

Managing Diversity

Workforce diversity is concerned with the similarities and differences in such characteristics as age, gender, ethnic origin, race, sexual-orientation and physical and mental abilities among the employees of an organisation. The diversity in workforce brings challenges to managers because they have to deal with persons from different backgrounds, different gender, different mental abilities. Some people feel that diversity can be an asset because it brings a broad range of view points and problem solving skills to the company. It also gives a powerful competitive advantage. The managers will have to use diversity to their advantage. The organisations should be made more accomodating to diverse groups of people addressing life styles, family needs and work styles. Many companies such as Eastman, Kodak, Reebok, Ryder Systems, Baxter Healthcare have developed on going diversity management programmes.

Dimensions of Diversity

Dimensions of diversity may be broadly categorised as follows:

1. Primary Dimensions

These dimensions relate to (i) Age (ii) Gender (iii) Race (iv) Physical and mental abilities (v) Sexual orientation

Primary dimensions are the core characteristics, which create cultural clash and conflicts. It becomes difficult to establish and maintain mutual trust and respect.

2. Secondary Dimensions. These dimensions are :

- (i) Income (ii) Education and training (iii) Communication styles (iv) Health habits
- (v) Ethnic customers (vi) Religious beliefs (vii) General appearance.

Secondary dimensions add to the complexity of human relations.

Management of diversity means establishing a heterogeneous workforce to perform to their potential in an equitable work environment where nobody has the advantage or a disadvantage compared to others.

What is Diversity Management ?

In response to the growing diversity in the workforce around the world, many companies have instituted specific policies and programmes to enhance recruitment, inclusion, promotion and retention of employees who are different from the privileged echelons of society. Just as the privileged groups may vary from one company to the next, so too do the disadvantaged groups. Although equal rights legislation and affirmative/positive action policies have helped disadvantaged groups obtain access to a variety of jobs not previously open to them, it is their exclusion from circles of influence in work organisation that has kept them fully contributing to and benefitting from their involvement in the workforce. Diversity management policies and programmes are designed to create a welcoming organisational environment to those groups that, in the past and through the present, have not had access to employment, in general, and to more lucrative jobs in particular.

The term diversity management originated in North America but has slowly taken hold in other regions and countries of the world with the globalising economy and the increase in multinational corporations. Diversity management no longer refers solely to the heterogeneity of the workforce within one nation, but often refers also to the workforce composition across nations. The first type, international diversity management, refers to managing a diverse workforce of citizens or immigrants within a single national organisational context. The second type, cross-national diversity management, refers to managing a workforce composed of citizens and immigrants in different countries. For example, a Korean company with branches in Japan, China and Malaysia establishing diversity policies and training that will be applicable in its head quarters and also in its subsidiaries in these countries. Each of these types of diversity management presents different challenges and dilemmas, and each requires a different sets of policies and programmes. In addition to practising within the laws and social norms of its home country, cross-national diversity management requires employees to take into consideration the legislative and cultural extent in other countries, depending on where their work force resides.

Characteristics of Diversity Management

Following are the characteristics of diversity management :

1. Diversity management is voluntary. It is self initiative by the companies themselves. It is not enforced or coerced, but is entirely voluntary.
2. It uses a broad definition of diversity. The reason for using this is that they make diversity programmes inclusive and reduce potential objections from members of the majority group.
3. Diversity management aims at providing tangible benefits to the company by tapping the full potential of the employees in order to give it a competitive advantage.

Advantages of Diverse Workforce

Workforce diversity is greatly increasing with the globalisation of business. People are coming to take up assignments from different places, with varied backgrounds and different cultures. Diverse workforce provides the following advantages :

1. **Better Knowledge Sharing.** When persons with different knowledge and work experience join an organisation, there is a sharing of knowledge. A diverse workforce includes people with different world views and experiences. Making the most of diversity means forging a work environment that facilitates the sharing of ideas and the exchange of insights, inspiring novel solutions to problems.
2. **Developing and Promoting Talent.** A diverse workforce offers a broader pool for the scarcest of all resources. Multinationals must look to their entire workforce for management talent and must be committed to developing and promoting the best people, wherever they may be.
3. **Ability to Attract and Retain Talent.** Providing developmental opportunities for all employees is, in turn, an advantage when attracting new employees. In many emerging markets the competition to hire local talent is intense. Simply offering a higher salary is not a good long-term solution. Employees attracted for more money may go elsewhere when offered higher salaries. Providing opportunities for development and career advancement is often a better way to attract the best new talent.
4. **Enhances Creativity.** A diverse workforce offers rich ideas, experiences, and perspectives. This amalgamation of views stimulates creativity and fosters innovations.
5. **Improved Decision-Making.** Diverse teams bring a wide range of insights and expertise to the table. The unique knowledge of the group will improve decision-making process.

Why is Diversity Management Implemented ?

The companies implement diversity management for the following reasons :

1. **Diversity is a Reality.** Companies have to adapt to the new realities of an increasing diverse workforce. The pool of current and future employees is becoming more diverse, and companies have no choice but to adapt to this new reality.
2. **Right Thing to Do.** Diversity management is the right thing to do. This is the moral and ethical reasoning for diversity management. This is due to the arrangement that there are equal opportunities regardless of individual characteristics such as gender, race, and sexual orientation. All the employees are provided equal access to jobs in the organisation. The companies have an obligation to promote social justice and implement principles of compensatory justice through these policies and programmes.
3. **Diversity Makes Good Business Sense.** Diversity management can provide business with a competitive advantage. Companies gain through creativity and innovation through diverse work teams. It improves the corporate image and generates goodwill for the company.

Steps For Making Diversity Management A Success

Managers now realise that management of diversity is important for every organisation. It is a strategy for remaining competitive in the face of changing demographics, rapid globalisation, etc. Following are some of the factors which may help in managing diverse workforce :

1. **Clarity over Benefits.** Managements should be clear about the benefits of managing diversity. The vague notions about this concept will not help in implementing it properly. It should be clear that diversity can drive enhanced competitiveness through better understanding of and access to diverse market. It should also be understood that increased morale and job satisfaction will bring increased productivity, and inclusive culture will help in achieving it. Having clarity on the business impacts of diversity is important for managing it properly.
2. **Understanding of Current Situation.** The understanding of current situation is very essential in order to manage diversity. Besides the data and statistics of different people, mindsets and behaviours of the workforce should also be understood. Managements should know how hiring policies would redress imbalances and also the cultural impediments to retaining and developing a workforce, when various factors about diversity are clear.
3. **Support from Top Management.** This type of program need support from top management. Managing diversity requires changes in policies incorporating various aspects in recruitment, training, etc. Some companies set up task forces representing minority groups, and monitoring the implementation of such programmes. There may be Diversity Councils for implementing this programme. The support of top management is essential for implementing diversity management programme properly.
4. **Focus on Cultural Change.** Managing diversity is not just redressing imbalances but it has focus on cultural change. Recruiting a diverse work force is only the first step in this process. Companies have to ensure that minorities can be successful in the organisation. This requires that diversity programmes are not seen as ancillary to the business, but rather integral to it. It also requires change of mindset and behaviour throughout the organisation.
5. **Senior Executives Assigned this Work.** Diversity management programme should be assigned to a senior executive. There is a need for budgetary allocation, planning training programmes, inviting experts to address the employees, etc. All these activities may be possible only if some senior executive is heading this programme. There will also be a need to co-ordinate with HR professionals and a sizeable team to take up this programme, a senior executive will be able to manage all this.
6. **Involvement of all Employees.** Diversity management will not be successful if kept only at senior level management or board room only. It requires the involvement of all types of employees upto grass root levels. It requires broad employer engagement and involvement. At IBM, in addition to establishing minority specific task forces,

the wider population was asked for their ideas and inputs in relation to what would make the company a more competitive. Then these ideas were then channelised to each task force for action.

- Incentives offered for Implementation.** Some companies have tied diversity objectives to performance pay. For example, Hyatt Hotel Group allocates approximately 15% of the bonus potential to diversity goals. Companies that have been successful in managing diversity have translated it into core competency used to assess the performance of management.

INCLUSION

While diversity refers to the presence of differences, inclusion emphasises creating an environment where every individual feels valued, respected, and empowered.

Importance of Inclusion

- Increased Productivity.** Inclusive environment creates a sense of belongingness and psychological safety. When every one feels a part of the organisation, irrespective of their varied backgrounds, people will happily concentrate on their work. It will lead to increased productivity and engagement.
- Attracting and Retaining Talent.** Inclusive organisations attract better talent from the market. People feel that everybody will be respected for talent and not on the basis of other features. In the absence of inclusive environment, those who joined the organisation may opt to join the organisations where there is no discrimination of any sort. So inclusive environment not only attracts new talent, but it retains also.
- Social Cohesion and Harmony.** Inclusive environment is essential to promote understanding among diverse groups. When everyone is treated in the same way and there is no prejudice of any type, there will be cohesion and harmony. When everyone is valued equally, it will reduce prejudice, discrimination and social divisions and will bring harmonious coexistence.

Strategies for Inclusion

- Education and Awareness:** Promoting inclusion begins with education and raising awareness about the importance of embracing differences. This involves providing training programs, workshops, and resources that promote empathy, cultural competence, and understanding.
- Inclusive Policies and Practices:** Organizations and institutions should implement policies and practices that ensure equal opportunities for all individuals. This includes fair hiring practices, pay equity, flexible work arrangements, and creating a culture of respect and inclusivity.
- Diverse Representation and Leadership:** Encouraging inclusive representation at all levels, including leadership positions, is crucial for fostering inclusion. By embracing Inclusive and Diverse Perspectives in decision-making roles, organizations can drive positive change and set an example for others.

Challenges for Work-Life Balance

Following challenges are faced for achieving work-life balance:

- 1. Technological Advancements.** Businesses are spending lot of resources for finding new technologies for remaining ahead of others. When advanced technologies are introduced in an organisation then there will be a pressure on workforce also. The employee will be required to learn new technologies and then apply them in the real situation. The pressure of work will create difficulties in personal lives also. It is a challenge to cope with new technologies and balance the work life.
- 2. Fast Connectivity.** The advancement in technology has blurred the boundaries between work and personal life. Constant connectivity makes it challenging to disconnect from world, leading to disruption in the balance of work-life.
- 3. Higher Working Hours.** The business are working under competitive environment. In order to cope with the competition, employees are required to work for long hours. This makes it difficult to get proper time for personal pursuits.
- 4. Time Management.** It may become difficult to manage the time properly. The lack of time management may result in adversely affecting the work-life balance. An individual may not be able to plan properly either the working time or the personal time. It is a challenge to balance the time between work and life.
- 5. Lack of Boundaries.** There should be clear boundaries between working life and private life. The concept of 9 to 5 timing for work and other times for personal life are no longer followed. There is a need to create boundaries for time so that there is no imbalance in work life.

Strategies for Achieving Work-Life Balance

Following strategies will help in creating a balance between work and life.

- 1. Establishing Boundaries.** There should be clear cut boundaries between work life and private life by specifying the time for both. There should be defined working hours and no personal activities should be undertaken during that time. Similarly, the time specified for personal life should be used for those activities which are required for family and maintaining relationships.
- 2. Prioritising Self Care.** There should be a priority for self care. There should be a time for exercise, hobbies, relaxation and personal development. Taking care of one self promotes physical and mental well-being, enhancing overall satisfaction.
- 3. Effective Time Management.** Time management is essential for bringing a balance in work-life. The time schedules meant for various activities should be followed strictly. There should be a time for every task and it should be done in that time only. One should avoid multi-tasking, delegation should be done when possible. It will help individuals to accomplish their work effectively, leaving time for personal activities.
- 4. Open Communication.** There should be proper communication with colleagues and seniors in the organisation and members of the family about the need of work-life balance. The support should be sought from professional and personal network.

3. **Decide Income Streams.** Freelancers can work with multiple clients simultaneously. They can diversify their income sources by getting more work. It also reduces the risk of relying upon one employer.
4. **Skill Development.** Freelancers take up varied projects, they have the opportunity to enhance their skills and gain new experiences.
5. **Location Independence.** Freelancers can work from anywhere, eliminating the need of a fixed office location.

Challenges Faced by Freelancers

Freelancers face following challenges:

1. **Income Stability.** Freelancers do not have fixed income sources. There are fluctuations in income due to irregular project flow. In order to get financial cushion, there is a need to maintain steady client base which can help in meeting this challenge.
2. **Self Discipline and Time Management.** When one is working independently, then self discipline and effective time management is essential. There will be a need to meet the time deadlines and maintain productivity.
3. **Client Acquisition and Marketing.** There is a challenge to find clients and market for one's services. A strong online presence, networking, and leveraging social media platforms are essential to attract clients.
4. **Skill Upgradation.** The upgrading of skills and keeping pace with industry trends is essential to stay in the competitive freelancing market. Investing in professional development and learning opportunities is essential to upgrade knowledge and skills.
5. **Administrative Responsibilities.** Freelancers have to manage their finances, taxes, contracts, and invoicing. The basic knowledge of business and legal practices can help in taking up these tasks.

FLEXI-TIME AND WORK-FROM-HOME

Introduction

Flexi-time and work from home have transformed the modern workplace. The employees get great autonomy, flexibility, and work-life balance. Though these working styles have benefits but challenges are also faced. During covid times, work from home was the only option. The corporate sector, government departments, educational institutions allowed employees to work from home using latest technologies. Even the movement of people was limited but organisations continued getting their work done while employees worked from home.

Meaning of Flexi-Time Working. Flexi-time refers to flexible work schedule that allows employees to choose their working hours within a defined range. The office provides time frame to the employees during which they can come to the office and undertake their work. Instead of following a rigid 9 to 5 schedule, employees have the autonomy to decide when they start and finish their workday. This arrangement empowers individuals to balance their professional commitments with personal responsibilities, leading to improved work life balance.

2. **Cost Savings.** Work from home can result in substantial cost savings both to the employees and the employers. The employee will save travelling cost and employer will require lower office space and decreased overhead costs.
3. **Job Satisfaction.** When employees save time and cost on travelling and work from their home environment, the employees can use the saved travelling time for doing the office work or to use it for personal responsibilities. The improved performance of employees will increase productivity and brings job satisfaction.
4. **Access to Global Talent.** By introducing work from home, organisations can tap into a global talent pool. Work from home arrangement eliminates geographical constraints, enabling companies to hire the best candidates regardless of their location.

Challenges of Work from Home

Following challenges are faced for work from home arrangement:

1. **Potential for Social Isolation.** Work from home can lead to isolation, leading to feelings of loneliness and reduced social interaction. In order to meet this challenge, organisations should encourage regular virtual meetings and provide opportunities for social interactions.
2. **Crossing of Work-life Boundaries.** While working from home, the boundaries between office work and personal life are blurred. The absence of physical separation between work and personal life creates problems for the employees and their families. The employers should set clear working hours and encourage employees to maintain a healthy work-life balance.

CO-SHARING AND CO-WORKING

Introduction

In recent years, changes are happening in the way people work and collaborate. Traditional office setups are gradually being replaced by innovative co-sharing and co-working spaces. The shared work spaces offer entrepreneurs, freelancers, professionals a flexible and collaborative environment to work, network and grow businesses. Persons who cannot afford separate offices share the common work space. The space in common places is allocated as per the requirement of the entrepreneur or the professional. The expenses of the work space are shared by those who are occupying it.

Meaning

Co-sharing and co-working spaces are shared work environments where individuals from diverse backgrounds come together to work independently or collaborately. These spaces provide a wide range of facilities and amenities such as office equipment, meeting rooms, high speed internet, and common areas like lounges and kitchens. The aim is to have an environment that fosters productivity, and community.

Co-sharing and co-working is a management concept that has gained significant popularity in India and globally. While the origin of co-working spaces can be traced back to the early 2000s in western countries, India has embraced this idea and added its own flavour to it. It has added subaltern management ideas related to co-sharing and co-working that have emerged from India.

Benefits of Co-sharing and Co-working

Following are the benefits of co-sharing and co-working:

- Flexibility.** Co-sharing and co-working spaces offer flexible memberships, allowing individuals to choose their working hours and duration of usage. This flexibility caters to the needs of remote workers, freelancers, entrepreneurs and professionals.
- Cost Effective.** Renting of entire office space can be expensive, especially for startups, or small businesses. Co-sharing and co-working spaces provide a cost-effective alternative. The members pay for the space they need, reducing overhead costs significantly.
- Networking Opportunities.** The members get an opportunity to connect and collaborate with professionals from diverse industries. These spaces often host networking events, workshops, seminars and other such gatherings and encourage exchange of ideas.
- Increased Productivity.** Working in a shared environment can enhance productivity due to the positive atmosphere and reduced distractions compared to working from home. These spaces offer a structured setting that motivates individuals to focus on their work and meet their goals.
- Encourages Innovation and Collaboration.** Co-sharing and co-working spaces encourage innovation of new ideas and collaborations. The diversity of professionals working under one roof facilitates knowledge sharing, fosters innovation and promotes growth of new business ventures.
- Work-life Balance.** Co-sharing and co-working spaces recognise the importance of a healthy work-life balance. Many spaces provide amenities like wellness areas, gym facilities, and relaxation zones to support the overall well-being of their members.
- Remote Work Revolution.** With the increasing popularity of remote work, co-sharing and co-working spaces provide a dedicated workspace for remote workers who seek separation between their personal and professional lives. These spaces offer a supporting environment for remote employees, promoting productivity and reducing isolation.

The co-working and co-sharing industry is projected to continue its rapid growth in the coming years. As more organisations embrace flexible work arrangements, the demand for these shared spaces will increase. This growth is likely to lead to further innovation in workspace design, technology integration, and tailored offerings to cater to the evolving needs of professionals.

Objectives

A. MULTIPLE CHOICE QUESTIONS

Select the Right Alternative

- The term subaltern refers to:**
 - Established industrialists
 - Politically and economically marginalised groups
- Subaltern studies were initiated by:**
 - Ranjit Guha
 - Ramesh Podial
- Subaltern management refers to:**
 - USA
- Subaltern management refers to:**
 - More investments
 - Labour reforms
- Under subaltern management:**
 - Done at top
- Diversity management refers to:**
 - Getting co-operation
 - Getting full potential
- Inclusion emphasises:**
 - Valued and empowers
 - Neglected
- Work-life balance refers to:**
 - Good rapport with others
 - Low working hours
- Freelancing refers to:**
 - Contractual basis
 - Guaranteed basis
- Flexi-time refers to:**
 - Follow 9 to 5 schedule
 - Regular working hours
- When same office is called:**
 - Co-sharing
 - Team working

Benefits of Flexi-time Schedule

Following are the benefits of flexi-time schedule :

- Increased Productivity.** Flexi-time allows employees to work during their most productive hours. It will enhance overall efficiency and output. By aligning work hours with individual energy levels will improve productivity.
- Job Satisfaction.** The employees have freedom to choose their working hours, it will provide a sense of autonomy and empowerment. When employees have control over their work schedules, it will reduce stress on employees. The employees will be motivated to improve their performance. All these factors will lead to enhanced job satisfaction.
- Better work-life Balance.** The employees will be able to perform their personal and family responsibilities without disturbing their work commitments. Flexi-time schedule offers flexibility to do things as per requirements and maintain a healthy life style.

Challenges of Flexi-time Schedule

Following challenges will be faced in a flexi-work schedule.

- Difficulty in Team Collaboration.** There may be a need to discuss common work issues with the employees in a meeting. Since everybody has own working schedule, there will be a difficulty to fix such meetings and discuss the issues.
- Difficulty in Communication.** Communicating with all the employees at one time becomes a problem. All the employees may not be available at a particular time to talk, so communication becomes a problem.
- Fairness and Equity.** The implementation of flexi-time across the organisation can be complex. It is crucial to establish clear guidelines and ensure equal opportunities for all employees, preventing any perceived or actual disparities in workload or career advancement.

WORK FROM HOME

Meaning

The employees are not required to come to the office for doing their work. They are allowed to work from the comforts of their homes. With advancements in technology, remote work has become increasingly prevalent and offers a range of benefits for both employees and employers. The employees remain at their home and continue working from there. The computer network is used to communicate about the work done and the meetings are also arranged on computer facilities.

Benefits of Work from Home

Following are the benefits of working from home:

- Increased Flexibility.** Work from home provides unparalleled flexibility, eliminating the need for commuting and working from their home. Employees work from the environments that suit their preferences.

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- Cost Savings.** Work employees and the will require lower
- Job Satisfaction.** In their home environment, the office work of employees will be
- Access to Global** into a global market constraints, enabling location.

Challenges of Work from Home

Following challenges

- Potential for Isolation.** feelings of loneliness in organisations for social interaction
- Crossing of Work and Personal Lives.** office work and personal life work and personal life employers should promote healthy work-life balance

CO-SHARING

Introduction

In recent years, office setups are becoming more shared. The shared work space environment to work in offices share the requirement of the by those who are

Meaning

Co-sharing from diverse backgrounds provide a wide range of speed internet, which fosters pro

5. **Flexible Work Arrangements.** The flexible work arrangements should be sought from the employers. If there are flexible working hours, working from home, compressed work weeks then such options can provide more control over one's schedule and improve work-life integration.

Conclusion

Balancing professional and personal life will allow individuals to lead fulfilling lives and maintain good mental and physical health and maintain strong relationships.

FREELANCING

Meaning

Freelancing has emerged as a popular and viable career option in the modern workforce. With changing work dynamics and advancements in technology, more and more persons are opting for freelance work to pursue their careers. Freelancing work provides greater control over the professional career. **Freelancing refers to the practice of offering services or skills on a contractual basis to multiple clients or companies without entering into long-term employment contracts.**

Freelancing allows individuals to work independently and often entails flexible working hours. One individual can work for more than one employer and can decide his/her own working hours. In these cases individuals normally work from home and complete the assigned task as per the pre-decided time frame. The business organisations are concerned with their work and not with the time when it was done. Freelancers work from home and complete the task as per the requirements of the contracting organisation.

Types of Freelancing

Following are some of the types of freelancing:

- Professional Freelancing.** The chartered accountants, architects, advocates, consultants offer their services to the clients on the basis of fee on the basis of a project.
- Technical Freelancing.** The individuals having skills in some areas such as software development, programming, data analysis offer their specialised technical services.
- Platform Based Freelancing.** There are some platforms like Upwork or Fiverr who arrange services of freelancers to various clients.
- Creative Freelancing.** It involves providing artistic services such as graphic design, writing, photography, or web developing.

Benefits of Freelancing

Freelancing offers numerous advantages, and these are discussed as follows:

- Flexibility.** Freelancers have freedom to choose their projects or tasks, clients, and work hours. They can achieve work-life balance that suits their needs.
- Independence.** Freelancers are their own bosses and take their own decisions. They select the projects as per their interests and set their rates.

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- Decide Income Structure.** They can diversify risk of relying upon a single client.
- Skill Development.** To enhance their skills.
- Location Independence.** Of a fixed office location.

Challenges Faced by Freelancers

- Freelancers face following challenges:
- Income Stability.** Income due to lack of work need to maintain.
 - Self Discipline.** Self discipline at the time of work.
 - Client Acquisition.** For one's services, platforms are required.
 - Skill Upgradation.** It is essential to keep skills updated for development.
 - Administrative Tasks.** Contracts, agreements help in taking care of them.

FLEXI-TIME WORK

Introduction

Flexi-time and work from home get great autonomy, benefits but challenges. The corporates encourage employees to work limited but organised time at home.

Meaning of Flexi-time: It allows employees to choose their work frame to the employer's convenience. Instead of following a strict 9-to-5 routine, they start and finish work according to their professional commitments and work-life balance.



4. **Foster Inclusive Spaces:** Creating inclusive spaces where individuals feel safe and empowered is essential. This can involve establishing employee resource groups, providing mentorship programs, and fostering a culture of open dialogue and feedback.

Conclusion

Diversity and inclusion are not mere buzzwords; they are the foundation of a thriving and innovative society. By embracing the power of diversity and fostering inclusive environments, we can unlock the full potential of individuals and create a future where everyone can contribute, regardless of their background. By valuing diversity and promoting inclusion, we can build stronger organizations, communities, and ultimately, a more harmonious and prosperous world for all.

WORK-LIFE BALANCE

The tremendous increase in business activities requires that all those connected with it should keep a pace with it. The creativity and innovations taking place at a rapid pace are bringing challenges to the workforce.

A balance needs to be kept between life and work. Work-life balance refers to the equilibrium between the time and energy invested in professional endeavours and personal activities, relationships, and self-care. This balance is essential for individuals to lead fulfilling lives, maintain good mental and physical health.

Importance/Need for Work-Life Balancing

Every individual needs to work for meeting their varied needs. At the same time, nothing should be done at the cost of mental and physical health. This balance is important for the following reasons:

1. **Maintaining Healthy Life Style.** It is essential to maintain a life style which enhances mental and physical well being. A balanced life reduces stress and burnout. Individuals should engage in activities which they enjoy. They should also pursue hobbies and other interests which will help in maintaining a healthy life style.
2. **Strengthening Personal Relationships.** Allocating quality time for the family, meeting friends and other loved ones will help in nurturing healthy relationships. Maintaining emotional well being is also required for keeping healthy relationships at the workplace and outside. All this will ensure that personal connections are not compromised due to excessive work commitments.
3. **Increasing Productivity.** When an individual is able to maintain a balanced work-life style, then he will be able to increase his productivity. A relaxed person will be motivated to work more and improve his work performance.
4. **Job Satisfaction.** A person having a balanced work life will take his career advancement seriously. When he is satisfied with his performance, it will bring job satisfaction.
5. **Preventing Burnout.** When individuals prioritise their personal lives, they can avoid burnout. Prolonged work related stress causes exhaustion and adversely affects emotional and mental health.