iJRASET
International Journal For Research in Applied Science and Engineering Technology



INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Volume: 6 **Issue:** I **Month of publication:** January 2018

DOI: http://doi.org/10.22214/ijraset.2018.1424

www.ijraset.com

Call: 08813907089 | E-mail ID: ijraset@gmail.com

International Journal for Research in Applied Science & Engineering Technology (IJRASET)
ISSN: 2321-9653; IC Value: 45.98; SJ Impact Factor :6.887
Volume 6 Issue I, January 2018- Available at www.ijraset.com

Professional Practice of Total Quality Management

Dr. L. Udaya Kumar
Associate Professor, Center for Mahayana Buddhist Studies, Acharya Nagarjuna University, Nagarjuna Nagar, Guntur-522510,Andhra Pradesh, India,

Abstract: Professional Ethics and Values are a set of moral principles and standards of conduct, supporting the moral prestige of professional groups in society. The tasks of professional ethics are to identify moral standards and assessments, judgments and concepts, characterizing people as representatives of a particular profession. Professional ethics develop norms, standards, requirements, typical to certain activities. Ethics is designed to educate people, to help them to behave properly with others, to communicate at the workplace, etc. Professional ethics seeks to establish the standards of morality with respect to different professions with a purpose to regulate human behaviour. The standards that are prescribed are meant to be followed by employees. Aligning themselves to these values, an employee should cultivate the appropriate personal qualities. The main types of professional ethics are: Medical ethics, Business ethics, Organizational ethics, and Entrepreneur ethics, Engineer ethics, and Management ethics… etc
Key Words: Professional, Ethics, Quality, Management, Orgamnization, Loyalty…etc.

I. INTRODUCTION

This portion deals on professional practice which we like to illustrate the conceptual analysis of management. Management is a multi-purpose organ that manages a business, manages manager, and manages workers and work. Management is the process of designing and maintaining an environment, working together in group to efficiently accomplish selected aims. Management is a distinct ongoing processor allocating inputs of an organization (human and economic resources) by typical managerial functions for the purpose of achieving stated objectives. viz., output of goods and services desired by its customers(environment).[1] In the process, work is performed with and through the personnel of the organization in an ever changing environment. Management is a social process involving co-ordination of human and material resources through the functions of planning, organizing, staffing, leading and controlling in order to accomplish stated objectives. The concept of management can be understood under the following as: Management as a Process which consists of typical elements of management or functions of management such as planning, organizing, motivating, leading and controlling of human efforts. Through these managerial functions or management process we can have accomplishments of: The right work, at the right place, at the right time, and with the right methods. When values and skills are combined by a manager and workers, the management of organization will be much better. Management is special field of study.[2]A professional manager is one who specializes in the work of planning organizing, leading and controlling the efforts of others and does so through systematic use of classified knowledge. Managers must commit themselves to accomplish steady increase in productivities of all resources particularly in turbulent and ever changing environment. On the basis of the above we need to know outlining the basic functions of management. A manager performs of all six functions simultaneously or several times during the working day. Leading, motivating, co-coordinating, and communicating constitute enacting management-in-action.

Here, we would like to bring the important concept of total quality management by the professional practice. We need to approach through quality that is total quality management (TQM) is an integrated approach within a management and organization that aims to achieve continuous improvement in the quality of goods and services. In the organization professional manager should act both with loyalty and honesty in carrying out the lawful policy and instructions of his organization. Quality as everybody's responsibility in the organization is the basic tent of TQM. A holistic value driven management and ethical value system plays a vital role in TQM. [3] Total qualities management and value based management are complementary and if both are integrated, then the result is corporate excellence. Professional team work and team spirit are mutual trust, mutual respect, personal pride above all genuine team's work, will lead perfection and excellence. They proper mission, vision, values, quality focus…etc. If we want have the total quality management than we should have the total quality mind as such. All professionals should have the perfect ethical and value oriented mind only. The professional's mind should be evident towards the following values: There are professional needs to dedicate and invest all these ethical quality for human values. These key elements are derived from the subjective 'deep structure' of the total quality civilization of India. [4]

©IJRASET (UGC Approved Journal): All Rights are Reserved

II. TOTAL QUALITY MANAGEMENT

We have discussed in this is chapter very systematically about professional and ethical codes and autonomy. This chapter divided into four parts. The first part of this chapter is conceptual understanding of profession which we have discussed about the framework of profession. In the contemporary society, many professions have come into existence where the service of the respective professional seems highly in demand. The purpose of this study is to consider common ethical problems found across professions. In this respect we bring in the notion of occupation and profession as they have similar nature on the ground that they share the same ethical problems. However, some features can be taken as necessary for an occupation to be a profession since all occupations may not be professions. [5]

Then we tried to explain about the relation and differences of profession and management. Management may be seen as getting things done by the people. Management as discipline is comparatively new and it has a great diversity. Now coming to profession, management plays an important role in carrying out a profession successfully. The organizations or profession must fulfill the employer's objectives. If the main task of professionals is to ensure customers well being then something more is needed. The next part of this chapter is professional and ethical code**.** Here, we explained the purposes of code, the code will help to understand well and communicate well all the member of the organization. Professional association has a code of conduct which is maintained in good order and come from sectoral body.[6] The code of conduct that is developed in business is extremely demanding in organizational climate. The benefit of code must be examined to find out how they are used in practice and how do they address to different problems. Every code is not applicable to all problems. For the benefit of the company, the code of ethics must be explicitly recognized. Managers do not have the right to enforce moral standard on their employees. It is only through the enforcement of code that the ethical culture of the company can be brought. Whatever it may be, some advantage will be gained by exploring the enforcement of codes. [7]

Practice which basically deals with the basic code for managerial practice. Organizations refuse to run in a better way not only in terms of delivering the required services but also in terms of promoting the right kind of ethical culture within organizations. Every organization has a goal and our task is to attain this goal. Which we illustrate a code of corporate conduct would guide the directors in making decisions. It provides and helps them to inculcate ethical doctrine and general standard of corporate behavior. Thus the proposed code of corporate conduct should concentrate upon the recurring general situations or problems faced by the board of directors as a whole. To the professional practice accountants have multiple responsibilities. They have responsibilities to public professions and organization to which they serve. Corporate codes are of two types: The Philosophy that company holds and Deontological code of conduct.[8] The philosophy that company holds explains the general corporate values. It is not merely a list of deontological duties. Every professional have codes of conduct.

III. QUALITY ORIENTATED APPROACH

Total quality management (TQM) is an integrated approach within a management and organization that aims to achieve continuous improvement in the quality of goods and services. This is achieved by getting everyone in the organization to work together onwards producing a better quality product. The key point of TQM is that everyone is responsible for quality, not just the quality assurance personnel. The benefits of TQM are numerous and include improved customer satisfaction giving the customer what they really want rather than giving them what we think they want better quality goods and services that meet the needs of the customer accurately. Reduction of waste and stock become very important for business to become efficient and smooth running. More flexibility of the company becomes better at meeting customer demands. Reduced work in process to improve cash flow. Improved more accurate delivery times. Better use of the human resources in the Business Management. This is all achieved by the following strategies:

1) The development of a customer orientation, we give the customer what they want through a rational design process and competent marketing research.
2) Leadership by top management so that everyone in the organization pulls together towards the overall goal of customer satisfaction.
3) Statistical analysis of quality, problem solving and improvement so that problems in production processes can be identified and resolved.
4) The involvement of everyone in the business organization in the production of a quality product or service.
5) The recognition that multi function work teams are the best ways of soaring out quality. Above all, everyone in the organization is responsible for learning training and education. What is often known as 'the learning organization'? [9]

©IJRASET (UGC Approved Journal): All Rights are Reserved

So how TQM and ethics and values are related? Both have similar objectives. Both have the overall objective of giving fairness to stakeholders and making the organizing more transparent. It is easy to argue that the modern business needs to be both a producer of quality and a maintainer of good ethics.

A professional manager is primarily responsible to his organization. He is hereafter responsible to the following six stakeholders of his organization:

A. Investors
B. Employee
C. Suppliers
D. Customers
E. Government
F. Community[10]
G. *Regarding his organization, a professional manager should*

act both with loyalty and honesty in carrying out the lawful policy and instructions of his organization. He should not undermine its image or reputation. He should plan, establish and review objective, tasks and organization structures for himself. His subordinates which are compatible with the codes and practice of other professionals in the enterprise and will help to meet the enterprise's overall objectives. By his own work and through leadership and coordination direct all available effort towards the success of the enterprise rather than of himself. Provide a working climate in which innovation and free exchange of ideas are encouraged. Fully respect the confidentiality of information which comes to him in the course of his duties, and not use confidential information for personal gain or in a manner which may be detrimental to the organization for which he works or has worked. In his contacts and dealings with other people demonstrate his personal integrity and humanity when called upon to give an opinion in his professional capacity. To the best of his ability and give an opinion that objects should be reliable.[11]

As regards the Investor in his organization, a professional manager should ensure that surplus generated in the operations of the company is divided fairly amongst investors, employees and for further growth opportunities. Ensure that the investors are given fairly accurate financial and other important operating information periodically.

As regards the Employees, a professional manager should set an example for his subordinates through his own work, capacity and performance, through his leadership and by taking into account of the needs and problems of his subordinates. Train people as appropriate under him to become qualified for higher duties, including his own position. Giving attention to the safety and well being of the personnel for whom he is responsible.

As regards the customers and supplier, a professional manager should ensure that the terms of all contracts and terms of business be stated clearly and unambiguously and honored. In no circumstances supply inherently unsafe goods or services. Operate an organization's policy or require one to be established, which exclude corrupt practice, with regard to the giving or receiving of gifts or benefits and not to tolerate any practice which could lead to commercial or other corruption.

As regards the government, a professional manager should conform to the national interest as expressed in government policies.

As regards the community, a professional manager should: make the most effective use of all natural resources employed. Be ready to give professional assistance in community affairs. These examples of ethical codes of corporate bodies illustrate how companies perceive ethical business behaviour, and how they strive to incorporate these ethical aspirations into their day to day functioning. Finally, as David Murray, in his book, 'Ethics in Organizations', means fundamental principles such as honesty, fairness, trust and respect for human dignity may be phrased differently to make them relevant to individual organizations, but are essential to a sustainable human society and must be present in some form'[12]

The Japanese companies have demonstrated that the technique of Total Quality management (TQM) propounded by Crosb, when taken as a philosophy by a company, becomes an ethical tool to usher in corporate excellence. Many organizations worldwide are today adopting the techniques of quality management in different forms. For example, in Switzerland, the government has become so quality conscious that it has made it mandatory to introduce quality management schemes by higher educational institutions.

TQM is today no longer just a technique. It is a systematic approach to guide an organization towards excellence through superior quality products, services and processes. TQM involves new approaches for leadership changes an organizational culture and consists of unique tools, techniques and methods used by all levels of individuals in the organization to meet and surpass the quality standards set by customers. TQM means an organizational culture to satisfy totally consumers' needs and desires through an integrated system of tools, techniques and training. [13] TQM is rather a corporate strategy. Quality as everybody's responsibility in the organization is the basic tent of TQM. Quality improvement could be leveraged primarily based on organizational culture and core values. The ISO 9000 certification is an endorsement of total quality management. Behind the TQM philosophy lays the effort,

©IJRASET (UGC Approved Journal): All Rights are Reserved

the attitude, an entire mindset of the employee's of the company. In other words, it is only a committed, dedicated and ethical workforce that makes TQM a reality in the organization. That is why organizations like Modi Xerox, Eiche Tractors, etc. equates TQM with the development of the human resource in the company. HRD and TQM are considered to be the two sides of the same coin as only by changing the attitudes of the employees towards values, can TQM result.[14]

The term 'quality' today is no longer limited only to products and services, but is also measured in terms of value for customers. This concept of 'quality' has to be explained to workmen who physically produce the product. Quality is taken to be that standard of perfection that more than meets the customers' margin of expectation and results in customers 'delight. The expectations of the company and its customers about the standard of the product quality and how to act about achieving it, has also to be emphasized. It is in this context that HRD intervention becomes crucial. One way to do this has been the introduction of quality circles by many Indian companies. Many companies like IOC, L& T, etc, have introduced quality circles amongst their workmen, who themselves monitor the quality of the products they produce.

Many other companies try to explain the concept of quality by first emphasizing quality of life. Workers are helped to define what quality of life means to them and how to achieve it. Factors contributing to quality of life are also identified. The quality of work life is explained how quality in work life contributes to their job satisfaction. Finally the concept of quality products and services is introduced and the need for quality produces is explained. They are then helped to understand how quality products can be made possible and how it can lead to overall corporate excellence.[15]

Many individuals and indeed many companies, suffer from the fallacy that providing quality increases cost. They consider costly raw materials and expensive quality of work life is explained and how quality in work life contributes to their job satisfaction. Finally the concept of quality products and services is introduced and the need for quality products is explained. They are then helped to understand how quality products can be made possible and how it can lead to overall corporate excellence. TQM involves a complete overhaul of the organization's corporate culture and climate, including its management philosophy and an unweaving commitment toward continuous improvement in pursuit of excellence. A philosophy advocated by the ethics proves to be so vital in a company's adoption of TQM. A holistic value driven management and ethical value system plays a vital role in TQM. doption of the kaizen method practiced by Japanese companies like Toyota provides a foundation to an organization in its quest for perfection and goodwill. Kaizen means continuous improvement, continuously taking small steps for improvement which epitomizes a never-ending search of perfection. Total Quality Management and Value based management are complementary and if both are integrated, then the result is corporate excellence.

The TQM philosophy believes that an organization can never achieve external quality until it has assured quality internally and within the organization. Hence employees involved in each manufacturing process have to regard those working in the next process as their internal customers. Internal service quality is the pillar of TQM, because to produce a superior quality product, each process in the manufacturing line from the beginning to the end must be accurate. For TQM to survive, every employee as well as every executive and every manager has to believe that he is serving internal customers. Every activity in the organization has an internal customer. This is in accordance with the service oriented Indian ethos, wherein people are expected to believe that work is only a means of serving other people a means of purifying one's mind and soul through selfless service. Thus, the core of TQM is value based – a value for inner enlistment and ethical activates.

IV. PROFESSIONAL TEAM WORK AND TEAM SPIRIT

Professional manager will play a very important role in establishing the TQM philosophy in an organization. Only togetherness and unity of direction will help to create and sustain an environment, where everyone in the organization is self-motivated to achieve total satisfaction of customer's needs and expectations, leading to consumer delight, each employee contributing his or her own special talents, skills and abilities to the process. Mutual trust, mutual respect, personal pride and above all genuine team work, will lead to perfection and excellence.

TQM relies on professional team work; in fact, total quality management does not result without the cooperation of everyone in the organization. Only through the efforts of all concerned, can a perfect product or a zero-defect product result. Hence, TQM to be implemented, a matrix organization is useful. Cross-functional teams made up from the different functional areas working together are essential for TQM. Such a small work group where self-interest is subordinate to the larger interest of the group where everyone is self motivated where unity of direction and goal exists it becomes an example of efficiency and productivity in the organization and the TQM can be sustained. Such a team creates the synergy effect which proves helpful for TQM.

The most important aspect of TQM is to create and maintain a favorable quality environment within the organization. The organization culture itself should be quality oriented. The mission of such an organization should be to produce and offer in the

©IJRASET (UGC Approved Journal): All Rights are Reserved

marketplace products services of excellent quality and reliability and also to uphold high quality in its ethical conduct and in discharging its social responsibilities. Its endeavors should be to conduct itself, within and outside, with high standards of quality. Only then TQM in the true sense of the word will be honestly implemented in the organization. And when TQM in the true sense is implemented within the organization, it achieves high standards of corporate excellence and becomes a visionary company in the process. We can achieve the TQM through the following methods:

Mission: To offer products and services of excellent quality resulting in consumer delight, at a fair price consummate with quality, and to behave as a responsible corporate citizen.

Vision: To synonymies the organization's identity with high quality, within and outside the organization.

Values: The organization's stated values that the individual shall be the focus of all our activities can be elaborately saying that for without quality human being no quality produces can be produced. Professional Team work and team spirit shall be encouraged, for only through cooperation, goodwill and a spirit of one for all and all for one can bring harmony, industrial peace, efficiency and productivity. They are so indispensable for producing quality products achieved. Quality of professional life shall be maintained at a very high level. For poor quality of work, life cannot result in high quality products. Commitment of employees, executives and managers shall be created towards designing and sustaining a quality oriented corporate culture, so that all activities of the organization, however small or insignificant, shall be of a high quality. That production of quality products is the natural result of the high quality which is conscious environment of the organization. Qualities like integrity, honesty, truthfulness, courage, openness are valued in the day-to-day operations of the business.

Quality Focus: The quality focus of the organization shall be on quality products. But its not to be taken as the end, but only means towards corporate excellence and business ethics. Constant improvements in quality, in accordance with the concept of 'kaizen', shall be the endeavors of the organization. Both within the organizational climate and in the organization's products, no stone shall be left unturned in providing efforts not only to meet, but also to surpass, the needs and expectations of consumers as far as quality is concerned. Utmost importance will be given to the growth and development of our human resource, not only as a skillful workforce, but also as ethical, value-oriented human beings, so that they are assured of both personal and organizational benefits simultaneously. TQM shall be so implemented within the rank and file, at all levels and in all activities of the organization which the organization can usher in prosperity, happiness, harmony and quality to all concerned.

V. FRAMING TOTAL QUALITY MIND FOR TOTAL QUALITY MANAGEMENT

We shall try to briefly explore a theoretical approach to the current TQM philosophically. To strengthen this statement, the professionals should have the perfect ethical and value oriented mind only. The management should follow the following ethical concept in matured manner. The professional's mind should be evident towards the following values:

A. Value oriented management
B. Truthfulness and cooperation
C. Transparency and honesty
D. Compassion and Charity
E. Sacrifices and Dignity
F. Friendliness and fraternity
G. Gratitude and respectfulness
H. Harmony with self, society and nature.

There are professional needs to dedicate and invest all these ethical quality for human values. With this, the human being will be strong and wholesome; the effect will be also durable and authentic.[16]

What then are some of the major characteristics of 'total quality mind? The answer has to be offered in subjective, non-quantifiable terms. It is necessary, therefore, at the very outset to dispel fairly common notions that are not measurable and cannot be improved. The major variables of human existence-beauty, love, kindness, greed, anger, vindictiveness, contentment, humility, deceit, and many others-are immeasurable, yet their reality needs no vindication. We all continually experience them. It may be convincingly argued that it is because of our neglect of them in human development. The false notion of immeasurability which the intrinsic quality of social existence is beginning to consumption of standards.

Having said this much for the time being, let us list some of the ingredients of TQM. These key elements are derived from the subjective 'deep structure' of the total quality civilization that India has been.

A mind that understands and pursues purification of the heart.

A mind that seeks to learn and praise all wok and duty as homage to the cosmic worker.

©IJRASET (UGC Approved Journal): All Rights are Reserved

A mind that strives to maintain inner poise through recognition and denial, praise and blame, success and failure, etc.
A mind that recognizes and cultivates the synthesis of self-respect with obedience.
A mind that adopts the discipline of stilling thoughts and regulating breath.
A mind that commits itself to the task of learning to earn joy from cooperation and sharing, rather than from competition and grabbing.
A mind that is willing to foster the natural inner affluence and contain the artificial outer attachments.
A mind that starts convincing itself that giving is far more worthy and dignified than grabbing. than instruments for some other mundane gains. mind that is learning to face the only certain fact of living, physical death, and preparing quietly and daily for this culminating as a noble finale, whenever and however it might come.
If these are ingredients of TQM which are scarce or absent from the contemporary milieu, as I believe is the case, than they should not go unchallenged. We owe debts to the ancients and are accountable to posterity.
How might subjective TQM, as outlined above, affect objective TQM? A mind that sets itself on the TQM track will deplete less and less from psychological entropy. It will be capable of nurturing a consciousness that can gradually align itself with and empower itself from the Cosmic Connection. This is no mere figure of speech. From the hoary past to our own times it is such 'total quality minds' that have sustained Indian civilization, whether from the front or back stage. These have of course been the ultimate human examples of TQM. Nonetheless, even in our own organizational industrial context the grass root frame work of TQM presented above remains a valid model, a necessary ideal. It is both culturally and universally congruent.

VI. CONCLUSION

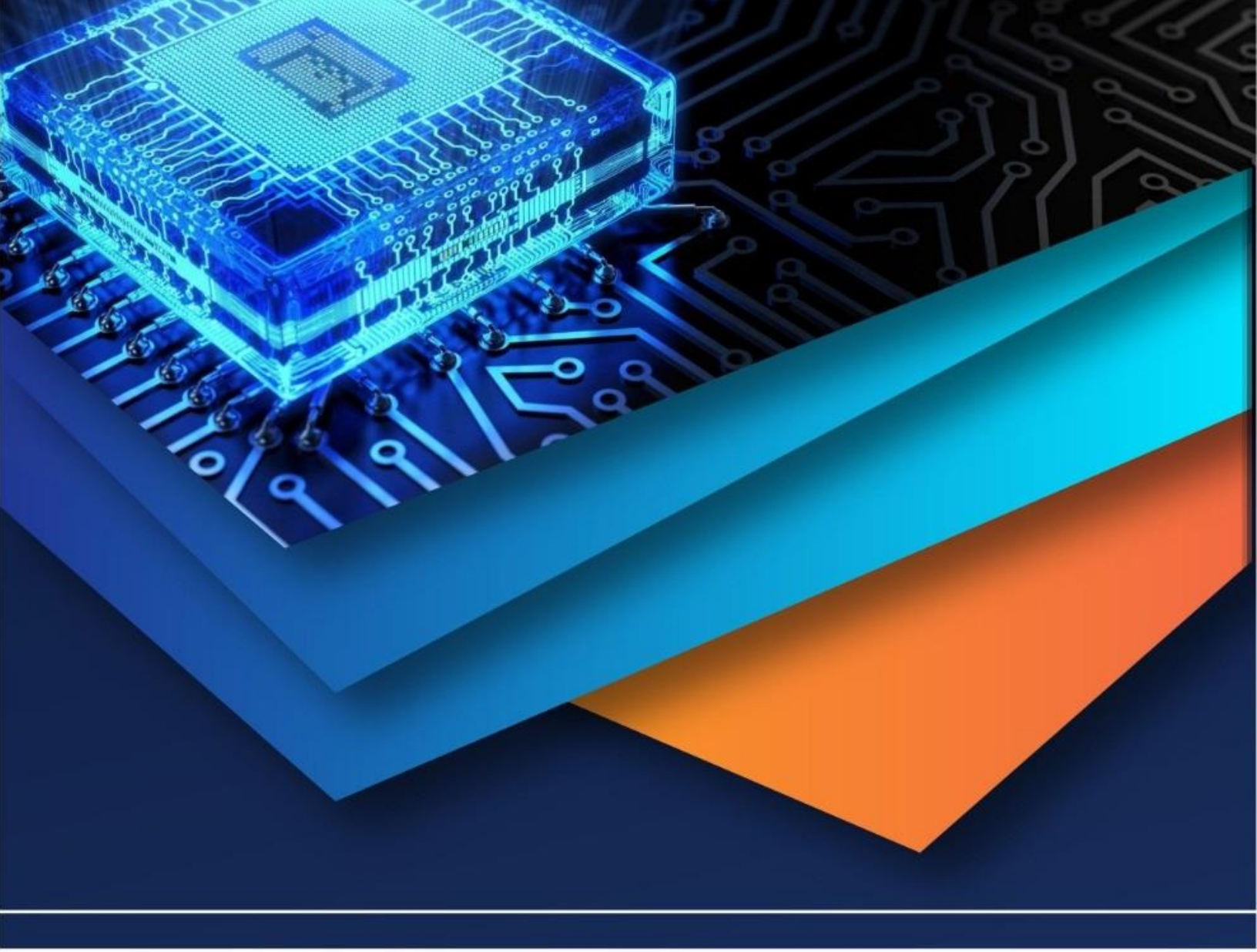
Regarding his organization, a professional manager should act both with loyalty and honesty in carrying out the lawful policy and instructions of his organization. TQM is rather a corporate strategy. Quality as everybody's responsibility in the organization is the basic tent of TQM. A holistic value driven management and ethical value system plays a vital role in TQM. Adoption of the kaizen method practiced by Japanese companies like Toyota provides a foundation to an organization in its quest for perfection and goodwill. Kaizen means continuous improvement, continuously taking small steps for improvement which epitomizes a never-ending search of perfection. Total quality management and value based management are complementary and if both are integrated, then the result is corporate excellence.
Mutual trust, mutual respect, personal pride an above all genuine team work, will lead perfection and excellence. To offer products and services of excellent quality resulting in consumer delight, at a fair price consummate with quality, and to behave as a responsible corporate citizens. To synonymies the organization's identity with high quality is within and outside the organization. The organization's stated values that the individual shall be the focus of all our activities can be elaborately saying that for without quality human being no quality produces can be produced. The quality focus of the organization shall be on quality products. Utmost importance will be given to the growth and development of our human resource, not only as a skillful workforce, but also as ethical, value-oriented human beings, so that they are assured of both personal and organizational benefits simultaneously. The professionals should have the perfect ethical and value oriented mind only. The professional's mind should be evident towards the following values. "Organizational development is the attempt to influence the members of an organization to expand their candidates with each other about their views of the organization and their experience in it, and to take greater responsibility for their own actions as organization members. Prior to the development of individual as ethical person, the organization as an ethical environment, procedures that encourage ethical behavior. Professional manager must understand that their actions, more than words alone, will determine the operating values in the organization. Creating a culture based on moral excellence requires a commitment among managers to embody and develop two qualities in their leadership. However, creating an organization characterized by moral excellence is a lengthy process. It involves organizational development culture. Management and people are working in the organization to know how to identify the success factors of a position which is a key to identification of professional candidates. Business exists and operates within a social framework and thus requires social connection. Society, on the other hand, requires business to fulfill its needs and for its economic and social well-being. A business receives inputs from the society. It offers its output to the society in terms of products and social service. Business men must realize that the best way to survive and grow in the long run is to operate profitably by serving customers responsibly. Since business exists and operates within the society, it needs social sanction and approval to function, in the society. To keep the balance, it needs to give back something to the society, to do something for its benefit. And what it does for the society and its welfare restores the balance between the business and the society.

©IJRASET (UGC Approved Journal): All Rights are Reserved

NOTES AND REFERENCE

[1] John John,(1988).The Ethical Dimension of National Security, In Bureaucratic Politics and National Security: Theory and Practice,Edited by David C. Kozac and James M.Keagle. Boulder,Co.Lynne Rienner Publisher,Pp18-58.
[2] Chakraborthy,S. k.(1987) Management by Values, OxfordUniversity Press, New Delhi,1987,115.
[3] John John, (1988).The Ethical Dimension of National Security, In Bureaucratic Politics and National Security: Theory and Practice,Edited by David C. Kozac and James M.Keagle. Boulder,Co.Lynne Rienner Publisher,Pp66-90.
[4] York Willbern, (1986).Values: The Bedrock of our Profession, USA,56.
[5] York Wellbern,(1987). Types and Levels of Publi Morality,USA,Pp22-98.
[6] Beeby,M. Brousine,M.Y. (1986).Ethical Dilemma in Organisation and Management Development, Management Education and Development, New Jersey,Pp12-17.
[7] Baberjee R.P.,(2001) Ethics in Business and Management: Concepts on Western and Indian) Cases(National and International),Himalaya Publishing House, Mumbai,p.172.
[8] Sherlakar,S.A 2004).Ethics In Management, Himalaya Publisher,Mumbai,Pp.30-50.
[9] Chakraborthy,S. k. (1998).Ethics and Values for Organisations, Oxford University Press,New Delhi,Pp.30-60.
[10] Beckhard, R.,(1969) Organization development: Strategies and models. Wesley, 1969,P p. 9-30.
[11] Cummings,t.G., and Worley, C.G (1993) "Organization Development and Change", Sixth Edition, Western Publishing, St.Paul, p.26-29.
[12] Burke, W.,(1982) Organization development: Principles and practices. Boston: Little, Brown & Co., Boston, Pp.200-.231.
[13] 13. Beauchomp and Bowie, (1979) Ethical Theory and Business, Printice Hall, New Jersey, Pp.189-201.
[14] Bhide, Amar, andHorward H. Stevenson. (1990). Why be Honesty If Honesty Doesn't, Pay Harward Business Review (Sept-oct):10-162
[15] Caloupka,Mel G.(1987). Ethical Response: How to Influence One's Organization, Naval War College Review,(Wnter),Pp.20-100.
[16] Neilsen, (1984) "Becoming an Organization Development Practitioner", Englewood Cliffs, CA: Prentice-Hall, pp. 2-34

©IJRASET (UGC Approved Journal): All Rights are Reserved



10.22214/IJRASET

45.98

IMPACT FACTOR: 7.129

IMPACT FACTOR: 7.429

INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Call : 08813907089 (24*7 Support on Whatsapp)