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**Inaugural Address by**

**DR. S. D. KARNIK,**

*Vice Chancellor, University of Bombay*

**AT THE NATIONAL MANAGEMENT  
RESEARCH WORKSHOP**

Organised by

**AIMS, CCMS, CIDA on 22 nd June 1992,**

at Indira Gandhi Research Institute,

Goregaon, Bombay.

Mr. President & Friends,

I am happy to be amidst a galaxy of management experts and above all amidst research scholars in management who have come from different parts of the country to participate in this National Management Research and Development Workshop organised by Association of Indian Management Schools in collaboration with the Canadian Consortium of Management Schools and Canadian International Development Agency. I have been very closely associated with research as a scholar and also as the Head of a research establishment namely: WRC/ICSSR in Bombay. I have therefore come here to share with you some ideas, thoughts and processes which may be useful to you for further musings when the deliberations are on and may be even when you get back to your respective work places.

Research in any field has to be goal oriented and must subserve the cause of society one way or another. Although text books adopt a didactic approach and distinguish between pure or basic research on the one hand and applied research on the other, I for one, believe that even basic research must attempt to subserve the cause of society in one form or the other. In any case applied research and Management is concerned with applied research has to be goal oriented and subserve

the cause of the end objectives espoused. At a time that the world is experiencing radical alterations and adjustments in politico economic and socio-economic systems, the entire process of management underlying the existing systems will be experiencing a rather traumatic change. And the researchers in the field of management, that is the audience here, have to address themselves to these changes globalisation, deregulation, liberalisation, technology upgradation and the concomitant revolution in informatics. Even the presence of robotics has to be taken into account in the process of evolving Management Systems in time to come. Our economy is experiencing these changes and the winds of change are blowing quiet fast particularly after the formation of the Tenth Lok Sabha last year. In the last few months we have had dismantling of controls, delicensing, deregulation and the like. In a way these changes represent a Perestroika. We are researching our locus in the economic map of the globe. Research is going out to look for a change instead of waiting for it to come. The management models that were evolved to grapple with the 'License Raj' system will have to give way to models that can capture, command and control a marketdriven, market oriented and market friendly economic system. Therefore, research in the field of management has to address itself to augmenting, improvising and upgrading the speed and quality of information that flows to different decisional centers. Business has grown in size, complexity, diversity and geographical expanse. Business today is no longer an isolated exercise within the four walls of a company, city or country. The whole world is now viewed, and rightly so, as a global electronic village closely knit with a technology prowess that can transmit information across national frontiers with lightning speed. Everyone is in know of what someone else is likely to do or what is happening elsewhere. In the circumstance time is of essence in decision making. Decisions, be it in business or any organisation, have to be taken within decreasing reaction of time. Hence, Research in Management has to aid in the process which can improve our understanding of the inter relationships between different variables, different management systems, tools, controls and techniques on the one hand and organisational effectiveness and efficiency on the other. Such findings

