STRATEGIC ROADMAP

MANAGEMENT AND SYSTEM DIVISION COUNCIL (MSDC)

EXECUTIVE SUMMARY

The standards prepared by Management Systems Division Council are generic in nature and are applicable to all sectors, whether it is manufacturing or service or educational institutes or R&D Sector. All these standards are globally relevant and are continuously being upgraded at international level also. So, to compete in the international world it is very essential for India to establish itself as a major international player in standardization in the areas of quality management, sustainable finance, risk management, resource management including human resource, innovation etc.

The Strategic Road Map document for MSDC is prepared with aim of providing mid and long-term Goals and identifying programs towards strengthening the standardization process in the field of Management and Systems as provided in its scope. . This road map will be reviewed from time to time to evaluate the progress as well to formulate new strategies to deal with the changing context, new concepts and challenges. This will enable India to remain abreast with global developments in critical areas such as quality management, resources management, and other aspects of managing organizations.

The Strategic road map with a five-year perspective aims to align the standardization work with emerging business environment needs and trends and to allow sectional committees to select and prioritize the subjects, to identify the benefits expected from the availability of Indian Standards, and to ensure adequate resources for their development. It covers an up-to-date overview of the Division Council's work that would form the basis for the Sectional Committees working under the Division Council in turn develop their respective standardization plan and can be shared with all interested stakeholders.

1 INTRODUCTION

1.1 Management & Systems Division Council (MSDC) is one of the divisions of Bureau of Indian standards that is responsible for standardization in the field of various management systems and other general areas covering following scope:

Standardization in the field of Quality management systems, statistical quality control, data analytics, management and productivity, documentation and information, publication and graphic technology, resource management including assets, human resource and facilities management, social responsibility, sustainability, psychological assessment, brand valuation, product recall, consumer product safety, consumer affairs, event management, competence standards, and conformity assessment including reference material".

1.2 The work of the division is managed by the Management & Systems Division council (MSDC) through several Sectional committees established under it. MSDC is also responsible for harmonizing the national standards with that of the international standards primarily developed by ISO.

The Road Map covers the main objectives and strategies taking into consideration the economic, social, regulatory and other environment in which the Division Council operates.

2 Business Environment of MSDC (SCOPE OF MSDC and SCs)

2.1 MSDC operates within the overall strategic directions adopted by the Bureau of Indian Standards as determined from time to time by the BIS Governing Board and the Standards Advisory Committee. The guiding principles for standards development are provided in the Standards National Action Plan and the Indian National Strategy for standardization. Accordingly, all strategic initiatives taken by MSDC should remain in conformance with the framework objectives.

2.2   The Scope of MSDC addresses a wide area of management practices including quality management, risk management, productivity, governance, information systems, publications, asset management, human resources, facilities, social responsibility, sustainability, consumer interests, and conformity assessment. These subjects have a deep impact on the governance of organizations, their performance, and reputation which in turn has a bearing on the national image.

2.3   The business environment has been undergoing a rapid change with the integration of digital and cloud-based technologies in all spheres of business and personal interests, the development of technologically enabled communication methods, the growing relevance of data and artificial intelligence, the concerns related to cyber security and data privacy, the need to align all practices with sustainable development, the increasing adoption of circular economy and shared economy practices.

2.4   It is essential that all of MSDCs work considers the current and evolving business environment and ensure that both the subject selection for standardization and the contents of the standards reflect these needs fully.

3   BENEFITS EXPECTED FROM THE WORK OF DIVISION COUNCIL

3.1   Standards developed by MSDC have a wide and deep impact on the multiple stakeholders associated with business, commerce, governance, sustainable development and social initiatives. These include organizations and their leadership, business managers, people working for and with the organizations, bodies engaged in delivering public services and regulations, voluntary organizations, consumers and common citizens. The standards developed or adopted by MSDC present the most contemporary and up to date management concepts and practices that influence organizations, and broader domains such as value networks, supply chains, regional and global cooperation. At a more operational level, the standards aim to provide tools, methodologies, techniques and guidance for management of resources, quality, information, data, risks, stakeholder expectations and perceptions, including their monitoring and measurements.

3.2 These standards assist business leaders in better governance, provide managers with handy tools for effective and efficient management of systems and processes, and enable all employees in engaging more effectively with their work environment. All stakeholders of the organizations including consumers derive benefit from their implementation through improved consistency of products and services, better servicing of their needs and smoother transactions.

With the emerging use of data, the standards being developed on data management and analytics will help both practitioners and students in learning and adopting practical use cases.

4   STAKEHOLDER REPRESENTATION

4.1 The Management System Division Council (MSDC) and all its Sectional Committees (List of Sectional Committees is given in Annex A) are represented by all relevant stakeholders, including, consumers, organized buyers, industry including MSMEs, scientific and technical organizations, academic and research institutions, government and regulatory bodies etc. In some cases, eminent scientific persons with established credentials have also been given representation in personal capacities. The composition of each sectional committee is reviewed every three years by the Division Council based on their participation in the work of the committee. The recommendations of the sectional committees on co-options and withdrawals are also considered and approved by the Division Council.

4.2 Each sectional committee works in close liaison with its liaison committees and in line with the relevant ISO technical committees.

4.3 In order to encourage participation in the committee meetings, it is ensured that meetings are organized at a place that would ensure maximum participation. The meetings are also organized through video conferencing to avoid travel by the members.

5   OBJECTIVES OF THE STRATEGIES

5.1   Objectives of Management and Systems Division Council (MSDC)

MSDC will promote an integrated approach to all the sectional committees under MSDC across standards development and will encourage participation from other technical committees, industry associations, national and international standards bodies, regulators and governmental agencies as well as private industry and other groups. Specifically, MSDC has the following objectives:

a)   National Level

1   Develop standards in areas of management and systems that guide and support Indian industry, business, and other organizations in the adoption of contemporary and relevant management practices, in business promotion.

2   Ensure that any new standard or material is aligned with the strategy of MSDC and above mentioned TCs as well as follows a systematic approach. New materials may expand on, or clarify, the guidance or framework as needed, but not repeat or contradict above mentioned TCs work.

3   Ensure standards developed and/or recommended by MSDC are practical, user friendly and capable of being integrated into other standards, management systems and practices

4   To identify legislative and/or regulatory changes that may present opportunities or issues that may impact on the effectiveness of standards or guidance produced by the committee.

5   Develop a wide and contextual portfolio of management systems standards considering the diversity and current status of India's business, social and strategic interests, and alignment with national priorities and sustainable development goals.

6   To identify the key issue and focus on making the standard formulation process easy.

7   The development of unambiguous and reliable market/society-driven standards in the areas of economic and social activity.

8   To emphasize safeguards in the areas affecting the environment, health, and safety for overall community benefit.

9   Ensure that standards are maintained to reflect all times, the state-of-the-art and global best practices, and harmonization with international standards.

b)   International Level

1   Participate actively and effectively in ISO/TCs where India is member (List of ISO Technical Committees relevant to MSD is given in Annex B).

2   Evaluate the standards developed by these ISO/TCS and recommend BIS for adopting them as India's National Standard, if it deems fit.

3   To actively engage and liaise with other BIS technical committees that includes guidance in any form within their portfolio to provide support and ensure consistency with above mentioned TCs work. Where appropriate, identify where additional guidance may need to be developed, in partnership with other Technical Committees, to clarify guidance and maintain consistency with the above mentioned TCs work and other good practice materials from MSDC.

4   Ensure that India's interests are met and protected in the development of international standards.

5   Take leadership positions in apex international forums in the related areas and fields of work

c)   Communication

1   To actively engage with national bodies and liaison organizations to encourage greater participation by Subject Matter Experts in their work and that of MSDC, Sectional Committees and above mentioned TCs.

2   To communicate with stakeholders regularly on MSDC, Sectional Committees as well as above mentioned TCs work, activities and developments.

3   To create awareness among relevant stakeholders about the standards prepared by MSDC.

d) To focus on the Sustainable Development Goals

e) To review the standards for their efficacy and relevance to market / societal needs for their continuance or revision/amendment.

f) **Defining Roles, Responsibilities, Work-Activities & Timeline at the Stage of Planning**: Development of a process and appropriate procedure, which shall define the roles, responsibilities and target dates for the development of a standard, to ensure that the concerned persons engaged in the standard development are made accountable and responsible for every level/stage of activity that is involved in the standard development.

g) **Testing the Developed Standard on a Pilot Basis:** Ensuring that the standard is tested on a 'pilot basis' in some select business sectors and accordingly, reviewed from the perspective of implementation by business houses, followed by addressing the gaps/challenges, if any, in further revising the standard, to make it 'market need specific', 'market tested' and 'implementable'. Accordingly, funds if required, for testing the standard on a pilot basis could be decided at the project planning stage

h) Introduction of a Peer Review Panel to Review the Work of the Panel that has Developed the Standard: Introduction of a 'Peer Review Panel' in parallel to the 'Standards Development Panel'. Such a 'Peer Review Panel' shall comprise of professionals/experts from the lead consulting firms (say the Big 4s and Big 3s), select representatives of the national policy making bodies and select academicians, relevant to the standard to be developed, for their expert opinion on the draft standards developed, prior to rolling out the standards for wide/public consultation.

5.2   Keeping pace with global market, majority of Management systems standards are harmonized with relevant international standards in order to maintain their global relevance. To have India's view point in these international standards, it is very essential to actively participate during all development stages of International standards from the beginning itself. Experts under MSDC should effectively contribute in International standardization also.

6   **IMPLEMENTATION OF THE STRATEGIC ROAD MAP**

The strategic road map of Management & Systems Division Council shall be implemented in the next five years and the progress to be monitored periodically in terms of measurable parameter identifiable against each item. Keeping in view the above broad objectives, it is necessary to give emphasis on its implementation strategy that will enable to work out plans, programmes, projects et with clearly defined tasks, resources and time targets for arriving at the desired benefits. The implementation of this Road Map should address the following points to achieve the targeted benefits.

6.1   Harmonization of Standards

The adoption of standards is theoretically voluntary, but in order to stay relevant in the global market place, the adoption of a standard that is meaningful in all countries fosters voluntary support of one standard as a basic necessity of trade. Harmonization may be defined as standards on the same subject approved by different standardizing bodies, that establish interchangeability of products and services or mutual understanding of test results or information provided according to these standards. It is to be ensured that as far as possible, all available national and international standards are to be examined for adoption as Indian Standards. In cases, where total harmonization is not possible, the aim should be to see that the Indian standard incorporates the requirements of international/regional or other standards without giving rise to any conflict and without compromising the need of the country.

6.2   Compliance to Code of Good Practice

India is a member on the WTO and therefore, it is obligatory for all standardizing bodies within the country to abide by the code of good practice for the preparation, adoption and application of standards.

6.3   New Subjects

MSDC should identify the broad areas of priority in which standardization work needs to take place, linking this to the trends in business, technologies, innovations, government policies,

environmental and social aspects and the market demand and the need for involvement in international/regional standardization.

Following subjects have been identified for standardization in near future:

a) Digital Image to Microfilm

b) Life cycle costing

c) Data Analytics Software

d) Leveraging Human Capital in Brick Kilns

e) Cyber Resilience

f) Risk Maturity Framework

g) Governance Maturity Model

h) Implementation of Risk Management

i) Revision of IS 15700

6.4   Human Resource Development

There is a need to progressively increase the rate of generation of high quality skilled human resource at all levels of standardization. For building up the human resource base in relevant areas, the technical committee members be encouraged to undergo specialized trainings being organized by BIS and be provided opportunities in international participation. The officers of BIS involved in standardization may also be encouraged to attend skill enhancement programmes organized by outside organizations in various sectors. Schemes for training towards enhancement in skills should be a continuous process.

6.5   Review of Standards

Standards under SSDC shall be reviewed at regular intervals to ensure relevance. Standards due for periodic review shall be identified sufficiently in advance to ensure their currency. In required cases, review may even be taken up before the stipulated period, especially in case of adopted standards to keep in line with international developments.

6.6   Strategic and Tactical actions

MSDC will consider the following Strategic and Tactical actions to achieve the objectives:

a)   Give attention to items that will be identified in an appropriate planning document.

b)   Regularly engage with a wide base of stakeholders to gain feedback on industry practices and identify areas of concern or opportunities and determine actions to be taken, if any.

c)   Liaison with other National Technical Committees/NMCs, who address issues relevant to above mentioned TCs work as a part of their committee-specific standards to increase the reach and effectiveness of engagement of MSDC.

d)   Submit regular written updates on national issues and developments for discussion, where appropriate, at MSDC, Sectional Committees, ISO/ TC or WG meetings or for possible publication on the ISO/TC websites.

e)   Increase the number and range of liaisons with professional and industry bodies to directly contribute to the MSDC across the subjects relevant to above mentioned TCs work.

f)   Develop a communications strategy that reaches out to wider communities of interest such as professional institutions, public sector, industries including MSMEs and trade bodies to develop awareness, encourage the use of MSDC and above mentioned TCs standards.

g)   Develop a process to assess current ISO standards and review New Work Item Proposals to determine those in other committees that intend to, or are providing guidance on above mentioned TCs work. Review the guidance and identify any major areas of concern on the guidance provided. Agree a plan of action that addresses these concerns with the relevant TC Secretariat and Chairperson or escalate within ISO/BIS.

h) Decide on an informed case -by- case basis whether the most appropriate deliverable for a New Work Item will be a standard, a technical specification, a publicly available specification, a technical report or any other deliverables including handbooks.

i) Follow BIS Rules and ISO directives, the Codes of Conduct and Ethics rules.

j) Encourage the use of technology by BIS and members to facilitate meetings to enable Working Group experts participate more in MSDC, Sectional Committees, Sub-committee meetings.

k) Develop a process to support a regular review of legislation and regulation changes to identify opportunities or issues that may impact on the use of standards or guidance produced by the committee.

l) Develop and deploy a process to recognize and encourage the contribution of the experts in the MSDC, Sectional Committees and its sub-committees.

m) Develop additional strategies as needed as the work of the MSDC, Sectional Committees and its sub-committees progresses.

n) The Chairperson and Conveners will provide regular updates on the progress against various plans to MSDC and encourage feedback and comment on Sectional Committees and its sub-committees activities and welcome suggestions from all participants and stakeholders.

o) Provide excellent opportunity for enhancing participation at international level.

p) Consider scheme of accredited SDOs to provide opportunity for promoting such bodies and synergizing / offloading work to them.

q) Provide opportunity to develop management standards to support emerging regulations in several areas (example SEBI, Corporate Governance, Consumers protection, labour laws).

r) Organizing Webinars/Seminars and creating awareness.

s) Ensure representation of BIS in industry bodies/associations to involve in their programs or policy making

t) Ensure incentives/ recognition of committee members.

u) Ensure adequate follow up system for Standards adoption by users.

v) Create a process for identification of new subjects for development of appropriate standards.

w) Identify and encourage domain experts to participate in the TC meetings and provide appropriate funding support.

x) Encourage members to review and vet standards for adoption.

y) Sectional committees should map standards with relevant SDGs.

z) Emphasis on participation by Indian Experts at ISO for formulating and proposing new international standards.

aa) Increase the active participation of experts from industry in a working group meeting at international level standardization so that BIS industry interests are incorporated at the inception of the document itself. Providing technical and administrative support to experts for leading work at ISO.

bb) Taking up standards formulation activity in alignment with priority areas of the Government of India.

cc) Promoting implementation of various certifiable management systems standards.

dd) Submission of a yearly report highlighting important work carried out by each sectional committee to the division council. Sectional Committees should review the progress at least biannually.

ee) Technical committees should address how the standards they are making will address national issues and international commitment made by India regarding the same.

ff) Proper training and other support should be given to each expert of all the Sectional Committees by BIS to make them aware of the standard formulation process.

gg) Members of SCs to periodically reports progress

hh) Effective Marketing of the Developed Standards: Ensuring effective marketing of the developed standards through domain-specific professional experts/consultants. Typically, voluntary standards are first implemented by the large and forward-looking business houses. The prominent consulting firms are agents for change *(primarily the Big4s, Big 3s, and the other key consulting firms, inclusive of industry associations such as CII, FICCI, etc.).* Hence, such consulting firms could be roped-in for driving and marketing such new standards. Further, in their own interest, such consulting firms shall drive/market such

standards from the perspective of improving their revenue. BIS could therefore consider strategies of engaging with such consulting firms at a policy level, to give more power and traction to the new standards developed

7   REVIEW OF PLAN

The Strategic Road Map of the Management System Division Council shall be approved by the Council. The plan be reviewed from time to time to evaluate the progress as well to formulate new strategies to deal with new challenges. It shall also be reviewed in every meeting of the Management System Division Council which is normally held once in a year. Any changes proposed shall be discussed in the meeting and approval of the Council shall be obtained before incorporation. All stakeholders shall also recommend appropriate actions required for further progress and to analyze whether new situations call for any strategic revision for treading on new opportunities.

ANNEX A

(List of Sectional Committees under MSDC)

Sl. No.	Name of Sectional Committee	Name of Chairman
1.	MSD 2 Quality Management	**Shri Anupam Kaul** In personal Capacity New Delhi
2.	MSD 3 Statistical Methods for Quality and Reliability	**Prof. Bimal K. Roy** Former Director Indian Statistical Institute, Kolkata
3.	MSD 4 Management and Productivity	**Prof Chandan Chaudhary,** Indian School of Business, Mohali
4.	MSD 5 Documentation and Information (Please see 4.4)	**Dr. Jaideep Sharma** Head (Library), Delhi University, New Delhi
5.	MSD 6 Publication and Graphic Technology	**Director,** Directorate of Printing Min. of Urban Development Govt. of India, New Delhi
6.	MSD 10 Social Responsibility	**Dr. Bhaskar Chatterjee** Former-DG & CEO Indian Institute of Corporate Affairs (IICA)
7.	MSD 12 Resource Management (Please see 6.4)	**Shri V. K. Jain** Indian Institute of Materials Management
8.	MSD 14 CASCO- NMC	DDG, Certification, BIS
9.	MSD 15 COPOLCO-NMC	**Joint Secretary (CA)** Ministry of Consumer Affairs, Food and Public Distribution (Deptt of Consumer Affairs), New Delhi
10.	MSD 17 Risk Management, Security	**Prof. S G Deshmukh,**

Sl. No.	Name of Sectional Committee	Name of Chairman
	and Resilience	IIT, Delhi
11.	MSD 18 Sustainable Finance	**Prof. M. Jayadev**, IIM Bengaluru
12.	MSD 19 Human Resource & Innovation Management	**Dr. Bhimaraya Metri** Director, IIM, Nagpur
13.	MSD 20, ISO/ TC 334 Reference Material NMC	**Dr. D K Aswal**, Director, NPL, New Delhi

ANNEX A

(List of ISO technical Committees under MSDC)

Sl. No.	National Mirror Committee *Sectional committee*	ISO Committee	Status of Participation
1.	Statistical Methods for Quality and Reliability Sectional Committee MSD 3	Application of statistical methods ISO/TC 69	P – Member
2.	Publication and Graphic Technology Sectional Committee MSD 6	Graphic Technology ISO/TC 130	P – Member
3.	Quality Management Sectional Committee MSD 2	Quality management and quality assurance ISO/TC 176	P – Member
4.	Resource Management Sectional Committee MSD 12	Asset Management ISO/TC 251	P – Member
5.	Management and Productivity Sectional Committee MSD 4	Project, Programme, and Portfolio Management ISO/TC 258	P – Member
6.	Human Resource and Innovation Management Sectional Committee MSD 19	Human Resource Management ISO/TC 260	P – Member

Sl. No.	National Mirror Committee *Sectional committee*	ISO Committee	Status of Participation
7.	Risk Management and Security & Resilience Sectional Committee MSD 17	Risk Management ISO/TC 262	P – Member
8.	Resource Management Sectional Committee MSD 12	Facilities Management ISO/TC 267	P – Member
9.	Human Resource and Innovation Management Sectional Committee MSD 19	Innovation management ISO/TC 279	P – Member
10.	Management and Productivity Sectional Committee MSD 4	Brand evaluation ISO/TC 289	P – Member
11.	Risk Management and Security & Resilience Sectional Committee MSD 17	Security and resilience ISO/TC 292	P – Member
12.	Social Responsibility Sectional Committee MSD 10	Governance of organizations ISO/TC 309	P – Member
13.	Sustainable Finance Sectional Committee, MSD 18	Sustainable Finance ISO/TC 322	P – Member
14.	Reference Material Sectional Committee, MSD 20	Reference Material ISO/TC 334	P – Member

Sl. No.	National Mirror Committee *Sectional committee*	ISO Committee	Status of Participation
15.	CASCO – NMC	Conformity Assessment Committee CASCO	P – Member
16.	COPOLCO - NMC	Committee on Consumer Policy COPOLCO	P – Member
17.	Documentation and Information Sectional Committee MSD 5	Information & documentation. ISO/TC 46	O – Member
18.	Documentation and Information Sectional Committee MSD 5	Processes, data elements and documents in commerce, industry and administration ISO/TC 154	O – Member
19.	Documentation and Information Sectional Committee MSD 5	Document management applications ISO/TC 171	O – Member
20.	Social Responsibility Sectional Committee MSD 10	Guidelines for the promotion and implementation of gender equality, ISO/PC 337	O – Member