

SYLLABUS

	Topic
1.	Management : Need, Scope, Meaning and Definition. The process of Management, Development of Management thought F.W. Taylor and Henry Fayol, Horothorne Studies, Qualities of an Efficient Management.
2.	Planning & Organising : Need, Scope and Importance of Planning, Steps in planning, Decision making model. Organising need and Importance, Organisational Design, Organisational structure, centralisation and Decentralisation, Deligation.
3.	Directing & Controlling : Motivation-Meaning, Importance, need. Theories of Motivation, Leadership-meaning, need and importance, leadership style, Qualities of effective leader, principles of directing, Basic control process, Different control Techniques.
4.	Introduction to Communication : What is Communication, Levels of communication, Barriers to communication, Process of Communication, Non-verbal Communication, The flow of Communication: Downward, Upward, Lateral or Horizontal (Peer group) Communication, Technology Enabled communication, Impact of Technology, Selection of appropriate communication Technology, Importance of Technical communication.
5.	Business Letters : Sales & Credit letters; Claim and Adjustment Letters; Job application and Resumes. Reports : Types; Structure, Style & Writing of Reports. Technical Proposal : Parts; Types; Writing of Proposal; Significance. Nuances of Delivery; Body Language; Dimensions of Speech: Syllable; Accent; Pitch; Rhythm; Intonation; Paralinguistic features of voice; Communication skills, Presentation strategies, Group Discussion; Interview skills; Workshop; Conference; Seminars.

MANAGEMENT

1. ♦ Define Management. (2020-21)
♦ Define the term 'Management'. Also discuss features and significance of Management.

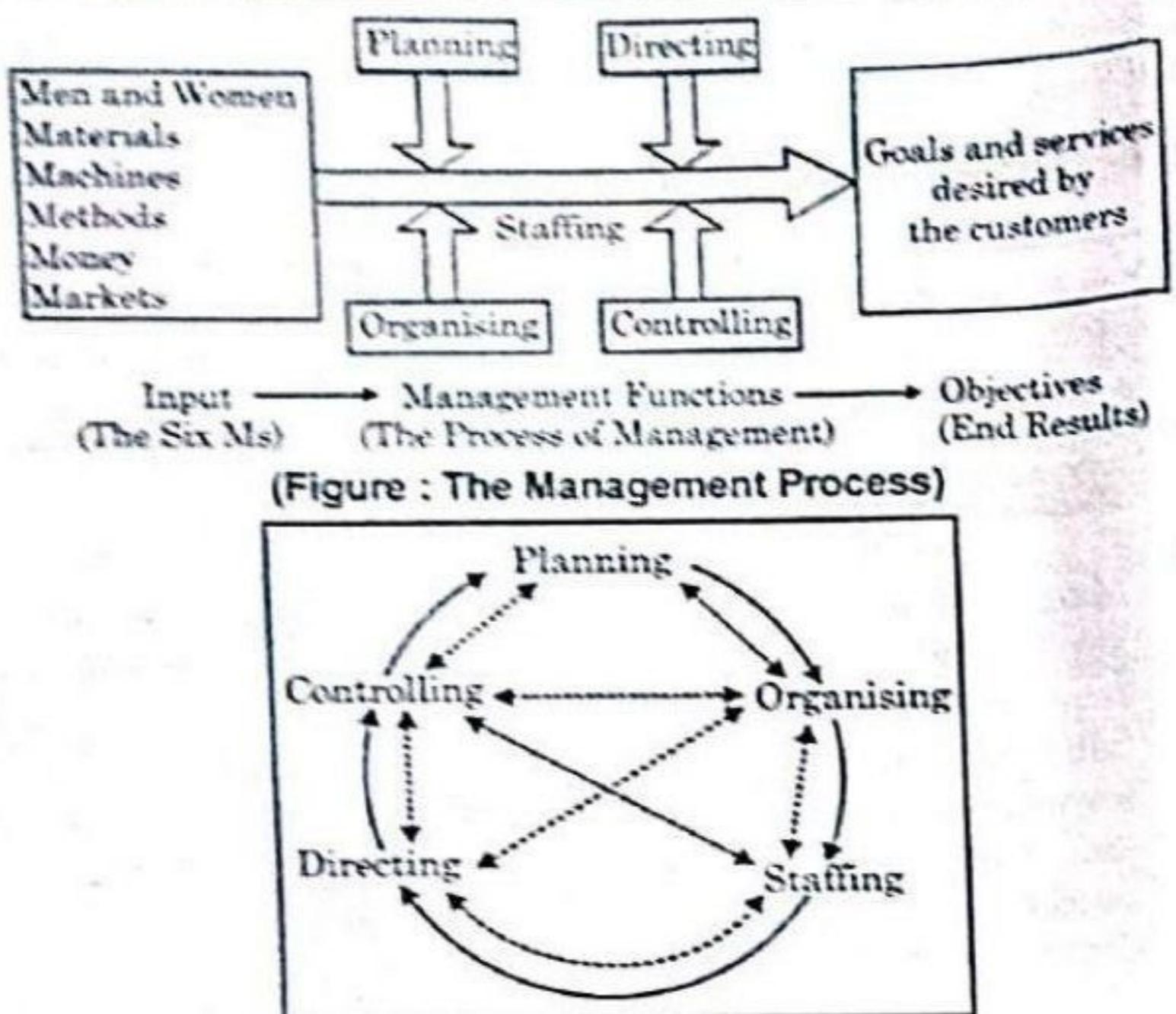
Management

Management is the art of getting things done. Management is applicable everywhere and has become the key to success in the modern world. Every organization requires making of decisions, coordination of activities, handling of people and control of operation directed towards its objectives. To achieve success in managing, a manager must have a thorough knowledge of management concepts, principles and techniques and possess skills to deal with the environmental forces effectively.

Management is classified into the following categories :

- (1) **Management as an Art of Getting Things Done :** Mary Parker Follett defines management as "*the art of getting things done through others*". It represents the traditional view of management under which workers are treated as a factor of production only. The concept of getting things done through others further depicts that management is a sort of 'one-way' traffic. The workers are supposed to do whatever they are told and they have no say in the organization. Such a view cannot be accepted, particularly when the employees are educated and have faith in democracy. Therefore, the employees should not be treated as mere commodity or means to achieve certain ends.
- (2) **Management as a Process :** According to Mc Farland, "*Management is that process by which managers create, direct, maintain and operate purposive organizations through systematic, coordinated and cooperative human effort*".

The process of management involves the determination of objectives and putting them into process.



(Figure : Management as a Continuous Process)

It does not stop anywhere when a manager reaches the last step, viz, control, his job not end here. Actually, he will again start with planning on the basis of his past observations and experience along with his projection about the future.

- (3) **Management as a Group of Managers :** A manager is a person who performs the managerial functions of planning, organizing, staffing, directing, and controlling. Since a manager performs the managerial function, he is a member of the management. It is the top management which is concerned with goal determination, strategic planning, policy formulation and overall control of organization.

Features of Management

- (1) **Goal Oriented Process :** The process of management comes with the purpose of achieving the organizational goals correctly and meaningfully. Hence, it is a goal oriented process.
- (2) **All Pervasive :** Management is used by all departments of an organization and by all

organizations, irrespective of size, nature and location. It is also practiced at each level of an organization.

- (3) **Multidimensional :** Management covers all aspects of an organization ranging from work, people and operations. Different mechanisms and systems are set up for each aspect.
- (4) **Continuous Process :** A series of functions are performed in organization by all its managers simultaneously. It keeps running in a cycle that repeats itself over and over again.
- (5) **Group Activity :** Management is never done in solidarity. It is a group activity that involves participation of all the people of an organization, including the managers and the workers, for the achievement of objectives.
- Intangible Force :** Management in its essence cannot be seen or touched, and hence is termed as intangible. But its effect can be felt and measured based on the results achieved by way of the organizational functions

Significance of Management

- (1) Optimum utilization of resources
- (2) Leadership and motivation
- (3) Initiative and innovation
- (4) Minimizes wastage
- (5) Industrial peace
- (6) Builds competitive Strength
- (7) Improves, Expansion and Diversification
- (8) Growth, Expansion and Diversification
- (9) Social Consciousness

2. Specify the functions of management. (2020-21)

Functions of Management

"Management is a set of principles relating to the functions of planning, organizing, directing, and controlling, and the applications of these principles in harnessing physical, financial, human, and informational resources efficiently and effectively to achieve organizational goals".

Hunters never stops learning
Yayy I'm with hunter

Management is essential for an organized life and necessary to run all types of organizations. Managing life means getting things done to achieve life's objectives and managing an organization means getting things done with and through other people to achieve its objectives.

There are basically five primary functions of management. These are :

- (1) Planning
- (2) Organizing
- (3) Staffing
- (4) Directing
- (5) Controlling

The controlling function comprises coordination, reporting, and budgeting, and hence the controlling function can be broken into these three separate functions. Based upon these seven functions, Luther Gulick coined the word POSDCORB, which generally represents the initials of these seven functions i.e. P stands for Planning, O for Organizing, S for Staffing, D for Directing, Co for Co-ordination, R for reporting & B for Budgeting.

But, Planning, Organizing, Staffing, Directing, and Controlling are widely recognized functions of management.

Five Functions of Management

(1) **Planning** : Planning is future-oriented and determines an organization's direction. It is a rational and systematic way of making decisions today that will affect the future of the company. It is a kind of organized foresight as well as corrective hindsight. It involves predicting of the future as well as attempting to control the events. It involves the ability to foresee the effects of current actions in the long run in the future.

Peter Drucker has Defined Planning as Follows :

"Planning is the continuous process of making present entrepreneurial decisions systematically and with best possible knowledge of their futurity, organizing systematically the efforts needed to carry out these decisions and measuring the results of these decisions against the expectations through organized and systematic feedback".

An effective planning program incorporates the effect of both external as well as internal factors. The external factors are shortages of resources; both capital and material, general economic trend as far as interest rates and inflation are concerned, dynamic technological advancements, increased governmental regulation regarding community interests, unstable international political environments, etc.

The internal factors that affect planning are limited growth opportunities due to saturation requiring diversification, changing patterns of the workforce, more complex organizational structures, decentralization, etc

(2) **Organizing** : Organizing requires a formal structure of authority and the direction and flow of such authority through which work subdivisions are defined, arranged and coordinated so that each part relates to the other part in a united and coherent manner so as to attain the prescribed objectives.

According to Henry Fayol, "To organize a business is to provide it with everything useful or its functioning i.e. raw material, tools, capital and personnel".

Thus the function of organizing involves the determination of activities that need to be done in order to reach the company goals, assigning these activities to the proper personnel, and delegating the necessary authority to carry out these activities in a coordinated and cohesive manner.

It follows, therefore, that the function of organizing is concerned with :

- (a) Identifying the tasks that must be performed and grouping them whenever necessary
- (b) Assigning these tasks to the personnel while defining their authority and responsibility.
- (c) Delegating this authority to these employees
- (d) Establishing a relationship between authority and responsibility
- (e) Coordinating these activities

(3) **Staffing** : Staffing is the function of hiring and retaining a suitable work-force for the enterprise both at managerial as well as non-managerial levels.

It involves the process of recruiting, training, developing, compensating and evaluating employees and maintaining this workforce with proper incentives and motivations. Since the human element is the most vital factor in the process of management, it is important to recruit the right personnel.

According to Koontz & O'Donnell, "Managerial

function of staffing involves manning the organization structure through the proper and effective selection, appraisal & development of personnel to fill the roles designed in the structure".

This function is even more critically important since people differ in their intelligence, knowledge, skills, experience, physical condition, age and attitudes, and this complicates the function. Hence, management must understand, in addition to the technical and operational competence, the sociological and psychological structure of the workforce.

Directing : The directing function is concerned with leadership, communication, motivation, supervision so that the employees perform their activities in the most efficient manner possible, in order to achieve the desired goals.

The leadership element involves issuing of instructions and guiding the subordinates about procedures and methods.

The communication must be open both ways so that the information can be passed on to the subordinates and the feedback received from them.

Motivation is very important since highly motivated people show excellent performance with less direction from superiors.

Supervising subordinates would lead to continuous progress reports as well as assure the superiors that the directions are being properly carried out.

Controlling : The function of control consists of those activities that are undertaken to ensure that the events do not deviate from the pre-arranged plans. The activities consist of establishing standards for work performance, measuring performance and comparing it to those set standards and taking

corrective actions as and when needed, to correct any deviations.

According to Koontz & O'Donnell, "Controlling is the measurement & correction of performance activities of subordinates in order to make sure that the enterprise objectives and plans desired to obtain them as being accomplished".

The controlling function involves :

- Establishment of standard performance.
 - Measurement of actual performance.
 - Measuring actual performance with the predetermined standard and finding out the deviations.
 - Taking corrective action.
- All these five functions of management are closely interrelated. However, these functions are highly indistinguishable and virtually unrecognizable on the job. It is necessary, though, to put each function separately into focus and deal with it.

3. Discuss the nature and scope of management.

Nature of Management

- Universality :** It is a universal phenomenon in the sense that it is common and essential in all enterprises. The principles of management can be applied in all managed situations regardless of size, nature and locations of organization. Universality also implies that managerial skills are transferable and managers can be trained and developed.
- Purposeful :** It is always aimed at achieving organization goals and purposes. The success of management is measured by the extent to which desired objectives are attained. The tasks of management are directed towards effectiveness and efficiency.
- Social Process :** It involves managing people organized in work groups. It involves retaining, developing and motivating people at work as well as taking care of their satisfaction as social beings.

(4) **Coordinating Force** : It coordinates the efforts of organizational members through elderly arrangement of inter-related activities to avoid duplication of efforts.

(5) **Intangible** : It is intangible. Its presence can be felt by outcomes of its efforts in the form of orderly, adequate, work output, employee satisfactions etc.

(6) **Continuous Process** : It is an ongoing process. The cycle of management continues as long as there is existence of organization.

(7) **Composite Process** : Management is a composite process made up of individual components. All the functions are performed by several components in orderly fashion.

(8) **Creative Organ** : Management creates synergy by producing results which are more than the sum of individual efforts of group members. It provides creative ideas, new imagination and vision to group efforts.

Scope or Branches of Management

Management is an all pervasive function since it is required in all types of organized endeavour. Thus, its scope is very large.

The following activities are covered under the scope of management :

- (1) Planning,
- (2) Organization
- (3) Staffing.
- (4) Directing,
- (5) Coordinating, and
- (6) Controlling.

The operational aspects of business management, called the branches of management, are as follows :

- (1) Production Management
- (2) Marketing Management
- (3) Financial Management.
- (4) Personnel Management.
- (5) Office Management.
- (1) **Production Management** : Production means creation of utilities. This creation of utilities takes place when raw materials are converted into finished products. Production management, then, is that

branch of management 'which by scientific planning and regulation sets into motion that part of enterprise to which has been entrusted the task of actual translation of raw material into finished product.'

It is a very important field of management, 'for every production activity which has not been hammered on the anvil of effective planning and regulation will not reach the goal, it will not meet the customers and ultimately will force a business enterprise to close its doors of activities which will give birth to so many social evils'.

Plant location and layout, production policy, type of production, plant facilities, material handling, production planning and control, repair and maintenance, research and development, simplification and standardization, quality control and value analysis, etc., are the main problems involved in production management.

(2)

Marketing Management : Marketing is a sum total of physical activities which are involved in the transfer of goods and services and which provide for their physical distribution. Marketing management refers to the planning, organizing, directing and controlling the activities of the persons working in the market division of a business enterprise with the aim of achieving the organization objectives.

It can be regarded as a process of identifying and assessing the consumer needs with a view to first converting them into products or services and then involving the same to the final consumer or user so as to satisfy their wants with a stress on profitability that ensures the optimum use of the resources available to the enterprise. Market analysis, marketing policy, brand name, pricing, channels of distribution, sales promotion, sale-mix, after sales service, market research, etc. are the problems of marketing management.

Financial Management : Finance is viewed as one of the most important factors in every enterprise. Financial management is concerned with the managerial activities pertaining to the procurement

and utilization of funds or finance for business purposes.

The main functions of financial management include :

- (a) Estimation of capital requirements;
- (b) Ensuring a fair return to investors;
- (c) Determining the suitable sources of funds;
- (d) Laying down the optimum and suitable capital

Structure for the Enterprise :

- (a) Co-coordinating the operations of various departments;
- (b) Preparation, analysis and interpretation of financial statements;
- (c) Laying down a proper dividend policy; and
- (d) Negotiating for outside financing.

(4) Personnel Management :

Personnel Management : Personnel Management is that phase of management which deals with the effective control and use of manpower. Effective management of human resources is one of the most crucial factors associated with the success of an enterprise. Personnel management is concerned with managerial and operative functions.

Managerial functions of personnel management include :

- (a) Personnel planning;
- (b) Organizing by setting up the structure of relationship among jobs, personnel and physical factors to contribute towards organization goals;
- (c) Directing the employees; and
- (d) Controlling.

<p>4. ◆ <i>Is Management being a Science or Art.</i> ◆ <i>Discuss.</i></p> <p>◆ <i>Discuss management as Science.</i></p> <p>◆ <i>Briefly discuss "Is management a science or an art or both?"</i></p>
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Management has come to be recognized as a science recently. Prior to this, the knowledge of the practices of management was not systematically organized and experience was the only way to acquire the skills of managing. But now management has been given the shape of the organized body of knowledge by the management practitioners and scholars.

As a Science
Science is a systematically organized body of knowledge based on proper findings and exact principles and is capable of verification. Any subject which is

(5) Office Management : The concept of management when applied to office is called 'office management'. Office management is the technique of planning, coordinating and controlling office activities with a view to achieve common business objectives. One of the functions of management is to organize the office work in such a way that it helps the management in attaining its goals. It works as a service department for other departments.

The success of a business depends upon the efficiency of its administration. The efficiency of the administration depends upon the information supplied to it by the office. The volume of paper work in office has increased manifold in these days due to industrial revolution, population explosion, increased interference by government and complexities of taxation and other laws.

Harry H. Wylie defines office management as "*the manipulation and control of men, methods, machines and material to achieve the best possible results - results of the highest possible quality with the expenditure of least possible effect and expense, in the shortest practicable time, and in a manner acceptable to the top management.*"

scientifically developed and consists a subject should have the following characteristics :

- (1) It should have a systematized body of knowledge including concepts, principles and theories.
- (2) It should have a method of scientific enquiry.
- (3) It should establish cause and effect relationships.
- (4) Its principles should be verifiable.
- (5) It should ensure predictable results.
- (6) It should have universal application.

It can't be denied that management has a systematized body of knowledge pertaining to its field. Tarnest Date called management a 'soft' science.

As an Art

Art is the bringing about a desired result through the application of skills. It is concerned with the application of knowledge and skills. Thus, an art has the following features :

- (1) It denotes personal skills in a particular field of human activity.
- (2) It signifies practical knowledge.
- (3) It helps in achieving concrete results.
- (4) It is creative in nature.

A manager is an artist because he applies the knowledge gained from the study of science of management for managing human and other resources. A person cannot be called a manager if he does not have the skills to apply certain skills which are the personal possession of the managers.

Science provides the knowledge about certain things and art teaches to do certain things by the application of knowledge and skills.

5. Management converts disorganized resources of Men, Machine, Money etc. into useful enterprise.' Discuss.

It helps in achieving group goals; it arranges the factors of production, assembles and organizes the resources, integrates the resources in effective manner to

achieve goals. It directs group efforts towards achievement of predetermined goals. By defining objective of organization clearly there would be no wastage of time, money and effort. Management converts disorganized resources of men, machines, money etc. into useful enterprise. These resources are coordinated, directed and controlled in such a manner that enterprise work towards attainment of goals.

6. ♦ Explain the principles of Management advocated by Henry Fayol. (2020-21)
- ♦ Define *Espirit de corps*.
- ♦ Write the contribution of the father of Administrative management in developing management.
- ♦ Briefly explain Fayol's fourteen universal principles of management.

Principles of Management as Designed by Henri Fayol are as Follows :

- (1) **Division of Work :** The object of division of work is to derive the benefits from the principle of specialization which can be applied not only in technical work, put in all other work as well. Unlike Taylor, Fayol pointed out that division of work has its obvious limits.
- (2) **Authority and Responsibility :** Authority and responsibility are correlated terms; authority is the essential counterpart of responsibility and they go hand. An ideal manager is expected to have official authority arising from official positions as well as his inherent personal authority. Such personal authority is "compounded of intelligence experience, moral worth, ability to lead, past services etc."
- (3) **Discipline :** "Discipline is an essence obedience, application, energy, behavior and outward marks of respect" shown by employees. "Discipline is what the leaders make it" through the observance of agreements, because agreements spell out to formalities of discipline. Three requisites of discipline are :

- (a) Good supervisors at all levels
- (b) Clear and fair agreements.
- (c) Judicious application of penalties or sanctions.

(4) Unity of Command : This principle requires that employee should receive orders from one superior only. Dual command wreaks havoc in all concerns, "since authority is undermined, discipline in jeopardy, order disturbed and stability threatened."

(5) Unity of Direction : Fayol discussed this principle of unity of direction in a different way from that of unity of command. While unity of direction is concerned with the functioning of the body corporate, unity of command is only concerned with the functioning of personnel at all levels. For the accomplishment of a group of activities having the same objective, there should be one head and one plan. "A body with two heads is in the social as in the animal sphere a monster, and has difficulty in surviving."

(6) Subordination of Individual Interest to General Interest : Common interest must prevail over individual interest, but some factors like ambition, laziness, weakness and others tend to reduce the importance of general interest.

(7) Remuneration of Personnel : As the prices of services rendered remunerations should be fair and satisfactory to both the parties.

(8) Centralization : "Everything which goes to increase the importance of the subordinate's role is decentralization, everything which goes to reduce it is centralization." The question of centralization or decentralization holds the key to the utilization of all facilities of the personnel.

(9) Scalar Chain : It is the chain of superiors or the line of authority from the highest executive to the lowest one for the purpose of communication. The need for swift action should be reconciled with due regard to the line of authority by using "gang plank" or direct contact.

(10) Order : This is a principle of organization relating to things and persons material order requires

"a place for everything and everything in its place" and social demands the engagement of "the right man in the right place."

(11) Equity : Equity is greater than justice, since it results from the combination of kindness and justice." The application of equity requires much good sense, experience and good nature with a view to securing devotion and loyalty from employees. Tenure is essential to get an employee accustomed to doing a new work and to enable him in performing it well. Instability of tenure is an evidence of bad running of affairs.

(12) Stability of Tenure of Personnel : Stability of tenure is essential to get an employee accustomed to doing a new work and to enable him in performing it well. Instability of tenure is an evidence of bad running of affairs.

(13) Initiative : The freedom to propose a plan and to execute it is what is known as initiative that increases zeal and energy on the part of human beings. Since initiative is one of "the keenest satisfactions for an intelligent man to experience." Fayol advised managers to secure as much initiative from employees as possible.

(14) Esprit de Corps : This is an extension of the principle of unity of command whereby team work is ensured. To maintain proper esprit de corps in the organization, personality politics and abuse of written and communications are to be guarded against.

7. ♦ Discuss the contribution of F.W. Taylor in Management.
- ♦ Write the contribution of the father of Scientific management.

The Contribution of F.W.Taylor to Scientific Management

Frederick Taylor (1856-1915), developer of scientific management. Scientific management (also called Taylorism or the Taylor system) is a theory of management that analyzes and synthesizes workflows, with the objective of improving labor productivity. The core ideas of the theory were developed by Frederick Winslow Taylor in the 1880s and 1890s, and were first published in his monographs, Shop Management (1905) and The Principles of Scientific Management (1911). Taylor believed that

decisions based upon tradition and rules of thumb should be replaced by precise procedures developed after careful study of an individual at work. Its application is contingent on a high level of managerial control over employee work practices.

Taylorism is a variation on the theme of efficiency; it is a late 19th and early 20th century instance of the larger recurring theme in human life of increasing efficiency, decreasing waste, and using empirical methods to decide what matters, rather than uncritically accepting pre-existing ideas of what matters. Thus it is a chapter in the larger narrative that also includes, for example, the folk wisdom of thrift, time and motion study, Fordism, and lean manufacturing. It overlapped considerably with the Efficiency Movement, which was the broader cultural echo of scientific management's impact on business managers specifically.

In management literature today, the greatest use of the concept of Taylorism is as a contrast to a new, improved way of doing business. In political and sociological terms, Taylorism can be seen as the division of labor pushed to its logical extreme, with a consequent de-skilling of the worker and dehumanisation of the workplace.

Professor Kempner Observes:

"In this area Taylor was an innovator of outstanding fruitfulness." Many of his ideas brought system, order and logic to areas where previously rule of thumb had prevailed - production planning, analysis of costs, systems of payment and many more. If he did not always invent such systems, he did carry them several stages further. Even Lenin praised Dr. Taylor.

He wrote in Pravda "We should try out every scientific and progressive suggestion of Taylor system."

Taylor's contribution can be summed up as under:

- (1) Application of scientific principles to the problems of management.
- (2) "He was the first to state that it was the duty of management to tell the workers what was expected of them" Haimann.

- (3) "He was the first to specify the way in which the job is to be performed" - Haimann.
- (4) Ushering in of mental revolution on the part of employers and employees both.
- (5) He was the first man in the history of management thought to use systematic experiments of time and motion study.
- (6) Planning of work separated from its execution was first introduced by him.
- (7) "Functional foremanship" concept was first coined and introduced by Taylor in management thought.

Taylor Summed up his Contribution in His Following Words:

Science and not rule of thumb Harmony not discord Co-operation, not individualism Maximum output in place of restricted output. The development of each man to his greatest efficiency and prosperity.

Dr. Taylor's contribution to management philosophy can best be appreciated in his human approach. It was his unprecedented contribution to the management thought that to have the best from an employee the maximum incentive should be given not only in terms of money but also through employer-employee relationship.

However, criticized, Scientific Management has definitely marked out a place in management thought which no authority could challenge - a new concept that had never before been conceived. Nothing is an unmixed blessing in this world - so Scientific Management concept cannot be an exception. It has given much more than it has taken away from the business management.

General Approach :

- (1) Shift in decision making from employees to managers
- (2) Develop a standard method for performing each job
- (3) Select workers with appropriate abilities for each job
- (4) Train workers in the standard method previously developed
- (5) Support workers by planning their work and eliminating interruptions
- (6) Provide wage incentives to workers for increased output

[A.16]

Criticisms :

- (1) Did not appreciate the social context of work and higher needs of workers.
- (2) Did not acknowledge variance among individuals.
- (3) Tended to regard workers as uninformed and ignored their ideas and suggestions.

Elements and Tools of Scientific Management :

- (1) Separation of planning and doing
- (2) Functional Foremanship
- (3) Job Analysis
- (4) Standardization
- (5) Scientific Selection and training of workers
- (6) Financial Incentives
- (7) Economy
- (8) Mental Revolution

8. What are the Principles of Scientific Management by Taylor?**Principles of Scientific Management by Taylor**

F.W. Taylor or Fredrick Winslow Taylor is also known as the 'father of scientific management' proved with his practical theories that a scientific method can be implemented to management. Taylor gave much concentration on the supervisory level of management and performance of managers and workers at an operational level. Let's discuss in detail the five (5) principles of management by F.W Taylor.

- (1) **Science, not the Rule of Thumb :** This rule focuses on increasing the efficiency of an organisation through scientific analysis of work and not with the 'Rule of Thumb' method. Taylor believed that even a small activity like loading paper sheets into boxcars can be planned scientifically. This will save time and also human energy. This decision should be based on scientific analysis and cause and effect relationships rather than 'Rule of Thumb' where the decision is taken according to the manager's personal judgement.
- (2) **Harmony, Not Discord :** Taylor indicated and believed that the relationship between the workers and management should be cordial and complete

9. Write a note on Hawthorne Studies.**Hawthorne Studies**

The Hawthorne studies were conducted on workers at the Hawthorne plant of the Western Electric Company by Elton Mayo and Fritz Roethlisberger in the 1920s. The

harmony. Difference between the two will never be beneficial to either side. Management and workers should acknowledge and understand each other's importance. Taylor also suggested the mental revolution for both management and workers to achieve total harmony.

- (3) **Mental Revolution :** This technique involves a shift of attitude of management and workers towards each other. Both should understand the value of each other and work with full participation and cooperation. The aim of both should be to improve and boost the profits of the organisation. Mental Revolution demands a complete change in the outlook of both the workers and management; both should have a sense of togetherness.
- (4) **Cooperation, not Individualism :** It is similar to 'Harmony, not discord' and believes in mutual collaboration between workers and the management. Managers and workers should have mutual cooperation & confidence and a sense of goodwill. The main purpose is to substitute internal competition with cooperation.
- (5) **Development of Every Person to his Greatest Efficiency :** The effectiveness of a company also relies on the abilities and skills of its employees. Thus, implementing training, learning best practices and technology, is the scientific approach to brush up the employee skill. To assure that the training is given to the right employee, the right steps should be taken at the time of selection and recruiting candidates based on a scientific selection.

These five (5) principles of scientific management process involved experiments, observation, analysis, and inference and were applied to create a cause and effect relationship.

Hawthorne studies were part of a refocus on managerial strategy incorporating the socio-psychological aspects of human behavior in organizations.

The studies originally looked into whether workers were more responsive and worked more efficiently under certain environmental conditions, such as improved lighting. The results were surprising : Mayo and Roethlisberger found that workers were more responsive to social factors-such as the people they worked with on a team and the amount of interest their manager had in their work-than the factors (lighting, etc.) the researchers had gone in to inspect.

The Hawthorne studies discovered that workers were highly responsive to additional attention from their managers and the feeling that their managers actually cared about, and were interested in, their work. The studies also found that although financial motives are important, social issues are equally important factors in worker productivity.

There were a number of other experiments conducted in the Hawthorne studies, including one in which two women were chosen as test subjects and were then asked to choose four other workers to join the test group. Together, the women worked assembling telephone relays in a separate room over the course of five years (1927-1932). Their output was measured during this time-at first, in secret. It started two weeks before moving the women to an experiment room and continued throughout the study. In the experiment room, they had a supervisor who discussed changes with them and, at times, used the women's suggestions. The researchers then spent five years measuring how different variables impacted both the group's and the individuals' productivity. Some of the variables included giving two five-minute breaks (after a discussion with the group on the best length of time), and then changing to two 10-minute breaks (not the preference of the group).

Intangible Motivators

Changing a variable usually increased productivity, even if the variable was just a change back to the original

condition. Researchers concluded that the employees worked harder because they thought they were being monitored individually. Researchers hypothesized that choosing one's own coworkers, working as a group, being treated as special (as evidenced by working in a separate room), and having a sympathetic supervisor were the real reasons for the productivity increase.

The Hawthorne studies showed that people's work performance is dependent on social issues and job satisfaction, and that monetary incentives and good working conditions are generally less important in improving employee productivity than meeting individuals' need and desire to belong to a group and be included in decision making and work.

10. What are the qualities of a good management?

Qualities of Good Management

Developing a good management team is a critical component of running a successful organization. Managers not only supervise employees but must make important decisions that directly affect the company. Employers desiring to hire managers must understand the qualities that make up good management. Understanding these characteristics allows companies to make good hiring decisions and helps managers understand what is required of them.

Good managers respect and appreciate their employees, provide necessary resources, share knowledge, listen and delegate tasks effectively.

Appreciation of Employees : Companies with good management teams understand the importance of respecting and appreciating their employees. Appreciation can come in many forms, such as saying thank you, monetary bonuses, paid-time off and other valuable rewards. When managers appreciate their employees, it results in a boost in employee morale. Satisfied employees value their jobs, are rarely absent from work and perform their duties with enthusiasm. Completing employee evaluations and rewarding employees based on their performances is another way management can show their appreciation.

Provide Necessary Resources : Good management provides employees with the resources necessary to accomplish their tasks. Employees can suffer from a lack of motivation when they are asked to complete duties and meet goals without receiving the proper resources.

Companies with good management properly train their employees in the latest technology, ethical issues and teamwork. Good organizational management believes in equipping their employees with the necessary skills and knowledge needed to grow and maintain success for the business.

Being Generous with Knowledge : Management must possess the necessary knowledge to effectively compete in their industry. Knowledge managers possess comes from the ability to learn relevant information. Therefore, managers must stay current on issues regarding their industry and organization. Managers must also be generous in sharing their knowledge with employees and other managers.

Listens and Makes Good Decisions : Managers should take time to listen to their employees. At times, management is willing to listen to the suggestions of valuable employees, but can brush off employee complaints. Effective managers understand the importance of listening to its employees. One reason is that it causes employees to feel as if their opinion is valued. Another reason is that management can consider employee suggestions, concerns and complaints when making decisions. The decisions made within an organization should benefit the company and its employees.

Lead Employees and Delegate Tasks : Good management knows how to develop employees by focusing on their strengths. In most cases, employees need to hear what they are doing right instead of constantly hearing what they are doing wrong or their weak areas.

Also, an organization with good managers employs professionals who know how to delegate tasks to subordinates. Successful organizations utilize teams and individual contributions. A manager that delegates duties to employees shows that workers are perceived as responsible and capable of fulfilling duties. Delegation also allows managers to focus on more pressing issues

that require a greater expertise than what employees possess.

11. ◆ *Elucidate the contributions of F.W. Taylor to management.* (2020-21) ◆ *Whether the Theories are helpful for managers in an organization and why?* ◆ *Access the contribution of scientific management to the development of management thought.*

A scientific management includes knowledge i.e., what we want to do or what are our expectations to the men and also to find it in best and easiest way. Scientific management for management thoughts is first given by 'Winslow Taylor'. He defined scientific tools and principles. Here are following points that are considered in development of management thought via scientific management:

- (1) In scientific management first step taken is planning. Workers or subordinates plans about their work before doing it. They also thought about instruments for requirement.
 - (2) A number of persons are involved to doing aspects of the work these are :
 - (a) Speed boss
 - (b) Inspector
 - (c) Maintenance foremen
 - (d) Gang-boss
- Each of above suggests to workers for their jobs.
- (3) Analysis of job is another step of scientific management jobs are analyzed by time study which is analysis time of a movement. A motion study includes study of movement in parts in different jobs. Beside it amount and frequency of rest are also required.
 - (4) Standards are maintained about tools, work time, instruments, production cost, working conditions etc. These are fixed on basis of above process.

- (5) Workers are trained according their education, aptitude, attitude, work experience, strength etc.
- (6) Incentives are given to worker to motivate them. They earn higher wages by putting extra effort.
- (7) To earn economy and profit cost estimation techniques are taken. By more productive resources profits are achieved.
- (8) Cooperation between worker and management should be taken place because it reduces conflicts among them.
- Taylor has given of following points for functioning of foreman:
- Replacing Rule of Thumb with Science**
- (1) An organized knowledge should be applied to determine any aspect of work.
 - (2) Obtaining Harmony : Harmony is obtained in group action rather than discard.
 - (3) Achieving Corporation : A corporation between management and workers provide a mutual understanding between them. It reduces conflicts gives better relationship between them.
 - (4) Work for Maximum Output : To make attention towards increasing the size of organization so that output can be found maximum.
 - (5) Development of Workers : It is done by providing training to the workers so that they are ready for new methods of working.
- 12. ♦ Why are Management systems required? Explain the tools of management. (2020-21)**
- ♦ Define importance of management in business.

Importance of Management

- (1) **Determination of Objectives** : The objectives of any organization are determined by the management. They are put into writing and communicated to all employees in the organization. No organization can succeed in its mission unless its objectives are identified and well defined.

- (2) **Achievement of Objectives** : Management is an important force for the accomplishment of the objectives of any group. The perfect coordination and integration of human and non-human resources is brought about by the management or the individual known as 'managers'.
- (3) **Efficient Use of Resources** : The role of professional manager has increased these days. They can ensure the efficient use of various resources and increase the productivity of the enterprise.
- (4) **Coordinated Human Efforts** : Management provides leadership and guidance to the workers. It also motivates them with the help of various incentive schemes.
- (5) **Meeting Challenges** : Management is the brain of any enterprise. All the policy decisions are taken by it. Management keeps itself in touch with the current environment and supplies foresight to the enterprise.
- (6) **Economic Development** : According to Peter Drucker, "Management is the crucial factor in economic and social development." Indian economic history prior to her independence clearly reveals that there was no lack of human and material resources in India.
- Management Tools are :**
- (1) Strategic Planning
 - (2) Customer Relationship Management
 - (3) Employee Engagement Surveys
 - (4) Benchmarking
 - (5) Balanced Scorecard
- Strategic Planning** : Strategic planning is the process of developing the strategy or direction and action plan to achieve the goals of an organisation. Key elements of any strategic planning process are :
- (1) Developing an understanding of vision, mission and values
 - (2) A current-state assessment of the most salient internal and external factors affecting the

tion that will contribute to an informed from strategic alternatives.

The vision, mission and values of the organisation are foundational elements of the strategic planning process. Well-defined vision and mission statements provide direction and focus for the organisation. The values of an organisation provide the context for decisions.

(3) Values are the shared set of beliefs that determine the culture of an organisation.

(4) Vision statements are future oriented and describe the desired or ideal state of the organisation or enterprise. They answer the question – where do we want to be?

(5) Mission statements describe the fundamental purpose of the organisation, why it exists and what it is trying to do to achieve its vision. Mission statements answer the question – what do we do?

Common tools for performing an assessment of the internal and external factors impacting on strategic decisions are SWOT, and PEST or PESTEL analysis.

SWOT : SWOT (strength, weaknesses, opportunities, threats) analysis is a method for analysing the internal strengths and weaknesses, and the external opportunities and threats facing the enterprise.

Strengths include a company's capabilities and resources that enable it to provide value and generate competitive advantage.

Weaknesses are issues that limit a company's ability to exploit its strengths.

Opportunities provide an organisation with the chance to improve its competitive position.

Threats may come from competitors, individuals, organisations, regulatory bodies or other factors in the greater business environment.

PEST : PEST (political, economic, social, technology) analysis is a macro framework for expanding a SWOT analysis to include political and regulatory issues, economic factors, social norms and attitudes as well as demographics, and technological developments.

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will achieve overall effectiveness through benchmarking. But to be effective, such change requires effective leadership and decision-making.

Benchmarking is potentially useful but not foolproof. To assume that successful companies use the best and most successful practices is dangerous. What are the best practices and how do you know? Every company is different, even in the same industry and market. They all work slightly differently, having different cultures and business drivers. The principle danger with benchmarking is that while it is interesting to note methods and processes that appear to work in 'successful' businesses, slavish copying of such methods does not guarantee similar success and may be counter productive.

Balanced Scorecard. : The balanced scorecard is a strategic planning and management system that is used extensively in business, industry, government as well as non profit organisations worldwide to align business activities to the vision and strategy of the organisation. Designed to improve internal and external communications, and monitor organisation performance against strategic goals, it was originated by Dr Robert Kaplan and Dr David Norton of the Harvard Business School.

"The balanced scorecard suggests that the business is viewed from four perspectives namely: finance, customer, learn and growth and internal processes, and that the collection and analysis of data as well as the development of metrics, should be relative to these perspectives."

The first requirement of the balanced scorecard, as described by Kaplan and Norton, is for a company to define its 'vision and strategy'. Having defined vision and strategy, the balanced scorecard suggests that the business is viewed from four perspectives namely: finance, customer, learn and growth and internal processes, and that the collection and analysis of data as well as the development of metrics, should be relative to these perspectives.

In the Kaplan and Norton model of the balanced scorecard, in order to answer the questions specific to each

perspective, the perspectives are all viewed in terms of objectives, measurements, targets and initiatives. For the customer perspective, the specific question is, "how should we appear to customers to achieve the corporate 'vision'? For the financial perspective, the question is, "how to appear to shareholders to succeed financially?" For learning and growth, "How to sustain change and improvement to achieve vision and strategy?". The key question for Internal Processes, is "What business processes must be excelled at to satisfying customers and shareholders?"

At the centre of the balanced scorecard is the corporate vision and strategy. For many businesses this is the opportunity to define the company position in terms of social commitment, environmental responsibilities and general good works. However, not many vision and strategy statements mention that the purpose of a commercial organisation is to develop a self-sustaining profitable business, which is essential for a company's future.

13. Write short note on Management as Science and Art.

Management as both Science and Art

Management is both an art and a science. Management combines features of both science as well as art. It is considered as a science because it has an organized body of knowledge which contains certain universal truth. It is called an art because managing requires certain skills which are personal possessions of managers. Science provides the knowledge & art deals with the application of knowledge and skills. A manager to be successful in his profession must acquire the knowledge of science & the art of applying it. Therefore management is a judicious blend of science as well as an art because it proves the principles and the way these principles are applied is a matter of art. Science teaches to 'know' and art teaches to 'do'. Example, a person cannot become a good singer unless he has knowledge about various ragas & he

[A.30]

also applies his personal skill in the art of singing. Same way it is not sufficient for manager to first know the principles but he must also apply them in solving various managerial problems that is why, science and art are not mutually exclusive but they are complementary to each other (like tea and biscuit, bread and butter etc.). The old saying that "Manager are Born" has been rejected in favor of "Managers are Made". It has been aptly remarked that management is the oldest of art and youngest of science. To conclude, we can say that science is the root and art is the fruit.



Planning

Planning is the process of deciding in advance what is to be done, who is to do it, how it is to be done and when it is to be done. It is the determination of a course of action to achieve the desired results.

It bridges the gap from where we are to where we want to go. Planning is a mental process requiring the use of intellectual faculties, imagination, foresight and sound judgment.

Process of Planning

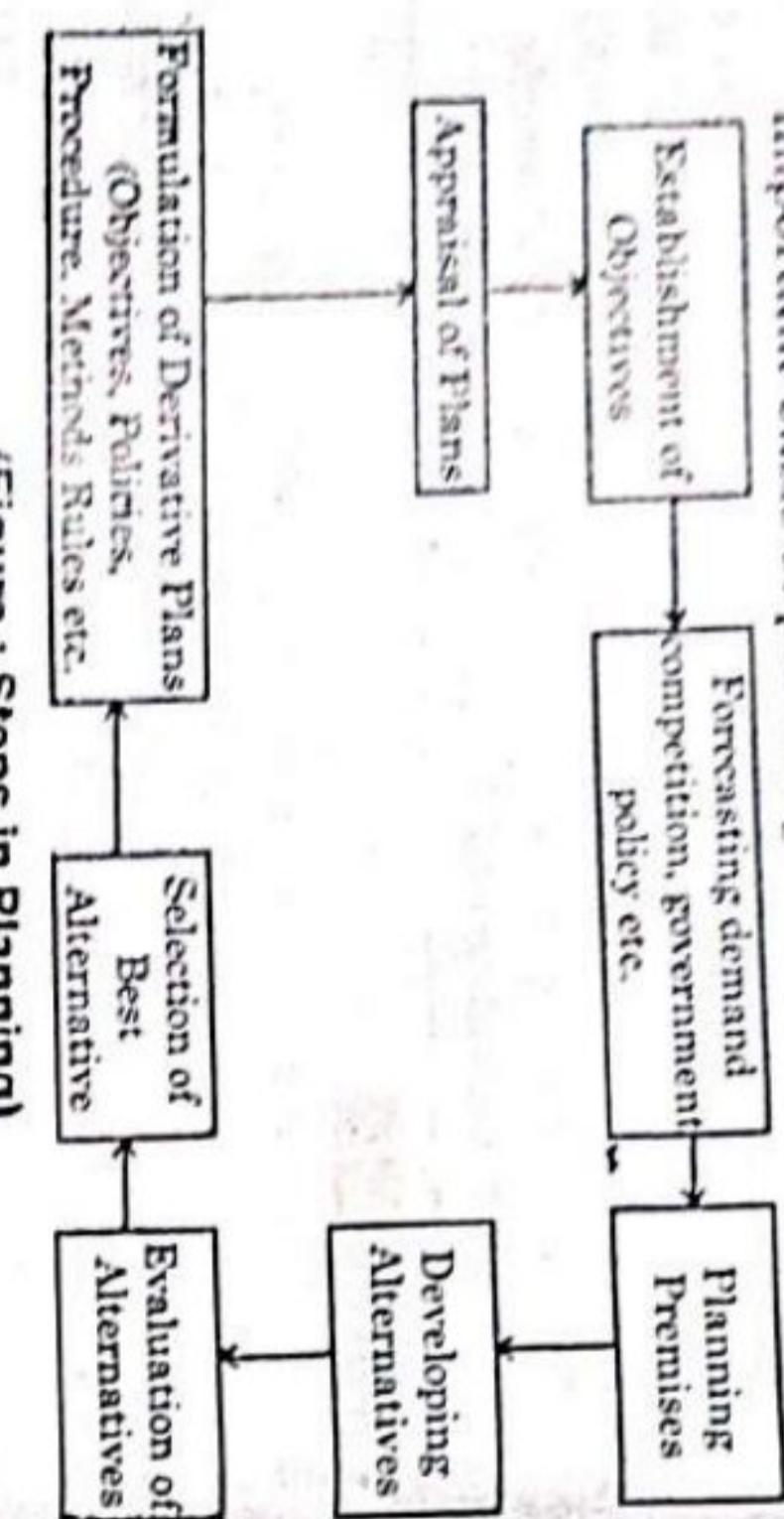
It is difficult to specify the steps in the planning process for all organizations because of their difference in size and complexity. Nevertheless, it is possible to suggest some important steps for effective planning. The steps which are applicable to the most types of plans are discussed below :

- (1) **Establishing Objectives** : Planning is an intellectual process which an executive carries out before he does any job with the help of other people. But while planning the question which must arise in the mind of the executive is "what is the objective of doing the job?" So the first step in planning is the determination of objectives. Objectives provide direction to various activities in the enterprise. Planning has no utility if it not related to objectives.
- (2) **Collection of Information and Forecasting** : Sufficient information must be collected in order to make the plans and sub-plans. Necessary information includes the critical assessment of the current status of the organization together with a forward look at

PLANNING & ORGANIZING

- | | |
|---|-----------|
| 1. ♦ <i>What do you mean by planning? Discuss steps in planning.</i> | (2020-21) |
| ♦ <i>Illustrate the steps in planning.</i> | (2020-21) |
| ♦ <i>Discuss the term planning. Elaborate the various steps of Process of planning.</i> | |

the environment that is anticipated. The assessment of external environment may consider the strong and weak points of the organization. Collection of information and making forecasts serve as an important basis of planning.



(Figure : Steps in Planning)

(3) Development of Planning Premises : This step involves making assumptions concerning the behaviour of internal and external factors mentioned in the second step. It is essential to identify the assumptions on which the plans will be based.

Assumptions denote the expected environment in the future and are known as 'Planning Premises'. Again, forecasting is important in premising. It helps in making realistic assumptions about sales, costs, prices, products, technological developments, etc., in the future. The assumptions along with the future forecasts provide a basis for the plans.

(4) Search of Alternatives : Usually, there are several alternatives for any plan. The planner must try to find out all the possible alternatives. Without resorting to such a search, he is likely to be guided by his limited imagination. At the time of finding or developing alternatives, the planner should try to screen out the most unviable alternatives so that there are only a limited number of alternative for detailed analysis.

Evaluation of Alternatives : Once alternative action plans have been determined, they must be evaluated

with reference to considerations like cost, long range objective, limited resources, expected payback, risk and many intangible factors to select the satisfactory course of action. Many quantitative techniques are available to evaluate alternatives. The manager may take the help of these techniques to reach the most objective result.

(6) Selection of Plan and Development of Derivative Plans :

The final step in the planning process is to select the most feasible plan and develop derivative plans. The plans must also include the feedback mechanism. The hierarchy of plans must be both integrated and flexible to meet the changing internal and external environment.

The derivative plans are required to support the basic or overall plans because the latter cannot be executed effectively unless they are supported by the derivative or sub-plans. The derivative plans are developed within the framework of the basic overall plan.

2. Explain the nature and limitations of planning.

Nature of Planning

The nature of planning can be highlighted by studying the following characteristics:

(1) Planning is an Intellectual Activity : Planning involves vision and foresightedness to decide the things to be done in future. It bridges the gap between where we are and where we want to go. It is not a simple process. It involves use of mental skills for the achievement of group objectives.

(2) Planning Involves Selection Among Alternatives : Planning is a choice activity. The planning process involves finding of alternatives and selection of the best alternative to achieve specified objectives. Thus, decision making is an integral part of planning. Every manager finds himself surrounded by many alternatives. He has to pick up the best one.

Planning is Forward-Looking : Planning means looking ahead. It is carried out to achieve some objectives in future. It may involve forecasting of

present more important than future because present is certain. Such persons are psychologically opposed to planning.

3. Define significance of planning for a manager.

[B.4] future events such as customers, demand, competition, government policies, etc. In other words, the manager attempts to handle future events effectively through the process of planning. Thus, planning is futuristic in nature.

(4) Planning is Related to Objectives : Every plan specifies the objectives to be attained in the future and steps necessary to reach them. As Billy E. Gotez said, "Plans forecast which actions will tend towards the ultimate objective. Managerial planning seeks to achieve a consistent, coordinated structure of operation focused of desired ends".

Limitations of Planning

Sometimes, planning fails to achieve the desired results. There are many causes of failure of planning in practice. These are discussed below :

(1) Lack of Reliable Data : There may be lack of reliable facts and figures over which plans may be based. Planning loses its purposes if reliable information is not available or if the planner fails to utilize the reliable information.

(2) Lack of Initiative : Planning is a forward looking process. If a manager has a tendency to follow rather than lead, he will not be able to formulate good plans.

Therefore, the planner must take the required initiative.

(3) Costly Process : Planning is time consuming and expensive process. This may delay action in certain cases. But it is also true that if sufficient time is not given to the planning process, the plans so produced may prove to be unrealistic.

(4) Non-acceptability of Change : Resistance to change is another factor which puts limits on planning. It is a commonly experienced phenomenon in the business world.

(5) External Limitations : The effectiveness of planning is sometimes limited because of external factors which are beyond the control of the planners. External stringencies are very difficult to predict.

(6) Psychological Barriers : Psychological factors also limit the scope of planning. Some people consider

The main significances of planning are as follows :

- (1) Planning increases the efficiency of an organization.
- (2) It reduces the risks involved in modern business activities.
- (3) It facilitates proper coordination within an organization.
- (4) It aids in organizing all available resources.
- (5) It gives a right direction to the organization.
- (6) It is important to maintain good control.
- (7) It helps to achieve the objectives of the organization.
- (8) It motivates the personnel of an organization.
- (9) It encourages managers' creativity and innovation.
- (10) It also helps in decision-making.

4. Discuss benefits of planning.

Benefits of Planning

Good planning can result in the following advantage : **(1) Focuses Attention on Objectives :** Since all planning is directed towards achieving enterprise objectives, the very act of planning focuses attention on these objectives.

(2) Ensures Economical Operation : Planning involves a lot of mental exercise which is directed towards achieving efficient operation in the enterprise.

This helps in better utilization of resources and thus minimizing costs.

(3) Reduces Uncertainty : Planning helps the managers in performing their function of control. Planning and control are inseparable in the sense that unplanned action cannot be controlled because control involves keeping activities on the

predetermined course by rectifying deviation from plans.

(4) Encourages Innovation and Creativity :

Planning is basically the deciding function of management. It helps innovative and creative thinking among the managers because many new ideas come to the mind of manager when he is planning. It creates a forward looking attitude among the managers.

(5) Improves Motivation : A good planning system ensures participation of all managers which improves their motivation. It improves the motivation of workers also because they know clearly what is expected of them.

(6) Improves Competitive Strength : Effective planning gives a competitive edge to the enterprise over other enterprises that do not have planning or have ineffective planning. This is because planning may involve expansion of capacity, changes in work methods, changes in quality, anticipating tastes and fashion of people and technological changes, etc.

(7) Facilitates Coordination : Planning secures unity of direction towards the organizational objectives. All the activities are directed towards the common goals. There is an integrated effort throughout the enterprise. It will also help in avoiding duplication of efforts. Thus, there will be better coordination in the organization.

5. ♦ What are the objectives of planning? (2020-21)

Four Objectives of Planning

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6. ♦

Define the term decision-making. Also discuss the process of decision-making with suitable examples.

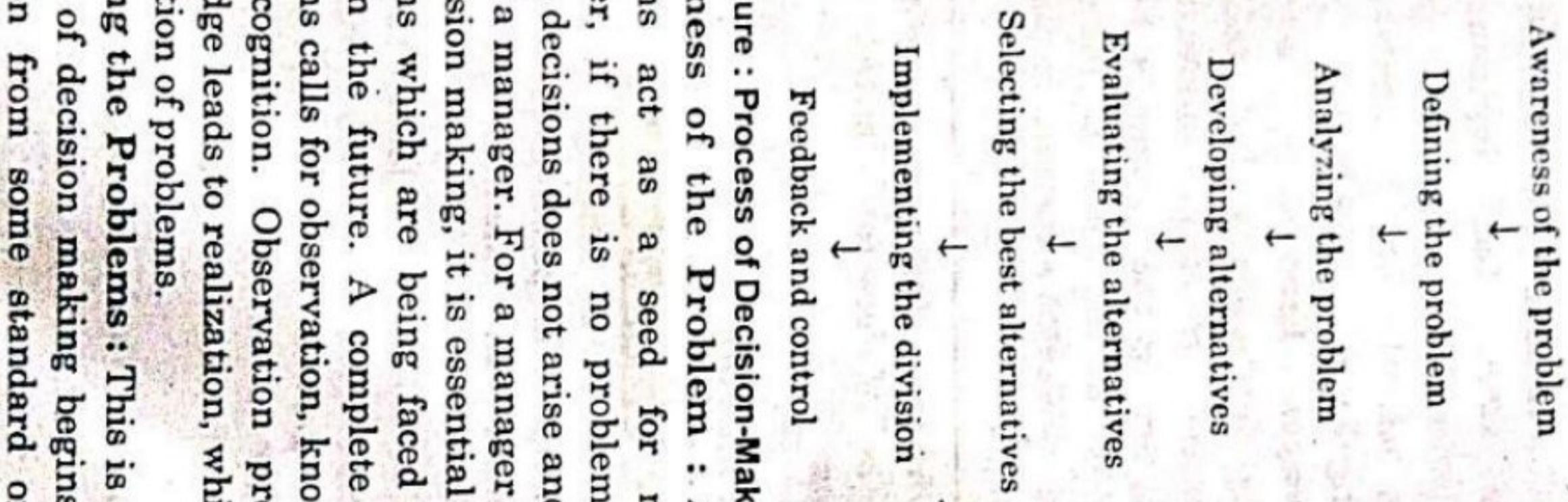
♦ Discuss the precautions and process of decision making.

Precautions of Decision Making

- (1) When it comes to making decisions, one should always weigh the positive and negative business consequences and should favour the positive outcomes.
- (2) This avoids the possible losses to the organization and keeps the company running with a sustained growth. Sometimes, avoiding decision making seems easier, especially, when you get into a lot of confrontation after making the tough decision.
- (3) But, making the decisions and accepting its consequences is the only way to stay in control of your corporate life and time.

Process of Decision Making

Decision-making is systematic process. It is a mental exercise. This process of decision-making consists of certain steps. And every manager normally follows there steps and in their proper sequence while assuring at a decision.



(Figure : Process of Decision-Making)

- (1) Awareness of the Problem : Awareness of the problems act as a seed for making decisions. However, if there is no problem, the question of making decisions does not arise and hence there is no need of a manager. For a manager who is responsible for decision making, it is essential to be aware of the problems which are being faced now or would be faced in the future. A complete awareness of the problems calls for observation, knowledge, realization and recognition. Observation provides knowledge, knowledge leads to realization, which in turn leads to recognition of problems.
- (2) Defining the Problems : This is the step where the process of decision making begins. "A problem is a deviation from some standard or desired level of

dimension important enough to be solved and to which a person is committed to find a solution. For the purpose, of locating and defining the problem is essential. In the process of defining the problem, an astute manager tries to find out critical or strategic factors. Once a manager finds out the strategic factor, he concentrates himself to that alone.

(3) Analyzing the Problem : This step calls for a thorough analysis. It consists of two important tasks :

- (a) Classification of problem
- (b) Collection of facts

According to Peter Drucker, the problem may be classified on the basis of "futurity of decision", "the impact of decisions on other areas and functions", "number of qualitative considerations that enter into it" and "Uniqueness or periodicity decisions".

Futurity of decision relates to the future period or the time span for which it commits the enterprise to a course of action and the speed with which the decision can be reversed.

The second task here relates to the collection of the fact. The nature of facts cannot be decided without defining and classifying the problem. On the basis of definition and classification, the adequacy and relevance can be decided. Further a manager needs to know, "what is known" and "what is unknown", "what is tangible" and "what is intangible".

(4) Developing Alternatives : Though developing alternatives as a time consuming and costly affair, it brings home several benefits. It paves the way to better choice making. It prevents from making wrong decisions, it makes the managers more creative, more imaginative, more per spacious in analyzing the problem and thereby improves his skills and expertise of decision-making, it enhances the quality of decisions. Alternative solutions are no guarantee of wisdom or of right decision. But at least they prevent as from making wrong decisions. Alternative solutions are our tool to mobilize and to train the

imagination. They are the heart of what is meant by "Scientific method".

(5) Evaluating the Alternatives : The next step is to evaluate the alternative searched out and developed.

These alternatives have their own strengths and weaknesses their own opportunities and threats and their own potentialities. It is therefore essential that before choosing on alternative, it must be carefully examined.

There are basically four criteria on which an alternative can be evaluated :

- (a) Risk
 - (b) Economy of effort
 - (c) Timing
 - (d) Limitation of resources
- The other relevant criteria are costs, impact on labour relations, undesirable effects, operating conditions, legal requirements etc. In all, various alternatives are compared on the basis of economic, political, technological, social and psychological values.

(6) Selecting the Best Alternative : The next step is to

select the alternative best suited to the enterprise. In the process of selecting the best alternative, the knowledge and power of judgment of a manager are very significant. The manager may use different approaches to select the best alternative. They are :

- (a) Past experience,
- (b) Hunch and intuition,
- (c) Opinions,
- (d) Experimentation,
- (e) Research and analysis

(7) Implementing the Decisions : This is virtually the final stage in decision making process. In reality if the decision is made it would be meaningful only when it is put into action. At this stage manager needs to take several decisions. They are :

- (a) Time of implementing the decision
- (b) Fixing responsibility on people involved in implementation of decision
- (c) Nature of participation of people-direct or indirect

- | | | |
|----|--|-----------|
| 7. | <ul style="list-style-type: none"> ◆ Define Organization. ◆ Define the term organizing. Also discuss the various types of organization. ◆ Describe organizational structure. Different types of organization structure and their relevance. ◆ Differentiate between organization and organizing. | (2020-21) |
|----|--|-----------|
- (d) Communicating the decision
 - (e) Gaining acceptance
 - (f) Motivating the people to accept and act
 - (g) Mobilizing resources
 - (h) Establishing effective co-ordination with others
- (8) Feedback and Control :** It may be possible that the decision has been implemented with utmost care and full sincerity, but there may be the chance of mistakes and missing and at times, decisions taken are not appropriately implemented. This calls for setting up a system of information gathering and its evaluation in the light of expected results.

Organizing

"Organizing is the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives."

Organization : A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems they affect and are affected by their environment.

Organizational Structure : An Organization structure specifies the various job tasks and shows how the same are formally divided, grouped, and coordinated. It provides an appropriate framework for authority relationship. It indicates the hierarchy of authority relationship. It

indicates the hierarchy of authority and the reporting relationships. It is a means to help the management to achieve the organizational objectives.

If the management makes a significant change in the organization's strategy, the organization's structure needs to be modified to accommodate and support the change.

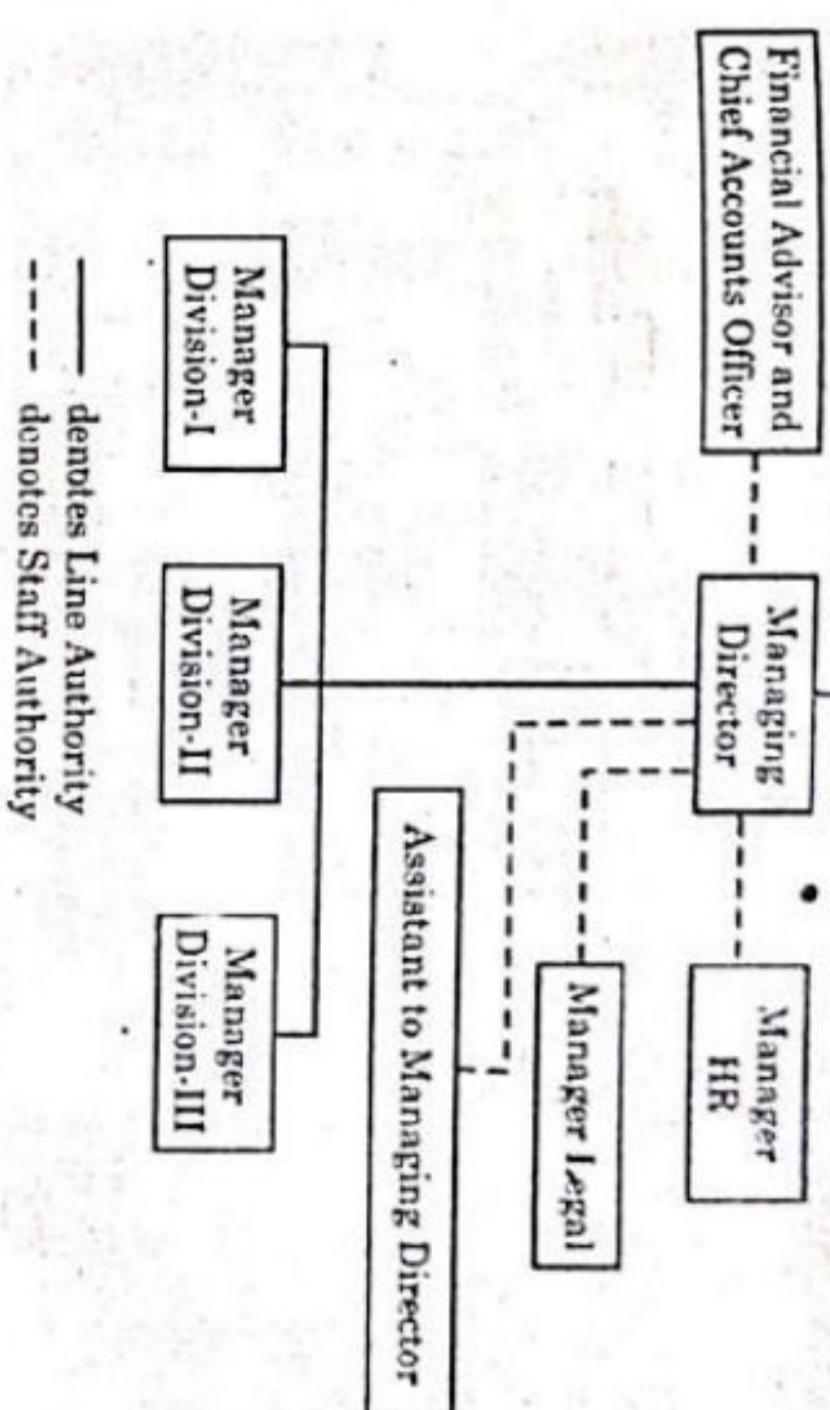
Types of Organization Structure

Line Organization : Line organization is the simplest form of organization structure. The line structure is based on the scalar principle, which states that authority and responsibility should flow in a direct line vertically from the highest level of the organization to the lowest level. The primary emphasis in the line organization is upon the superior-subordinate relationship. Every person in the organization is in the direct chain of command.



(Figure : Line Organization)

Line and Staff Organization : Most business organizations, except the very small, have this type of structure. As the organizations have grown complex, the problems of line executives have become sufficiently complicated. The line executives being generalists need the advice of personnel with specialized knowledge and functions to tackle these problems. For this purpose, the staff positions are created in the organization. In line and staff organization, the line authority remains the same as it does in the line organization i.e. the authority flows from top to bottom and the line executives perform the major functions, the staff functionaries support and advise the line executives.



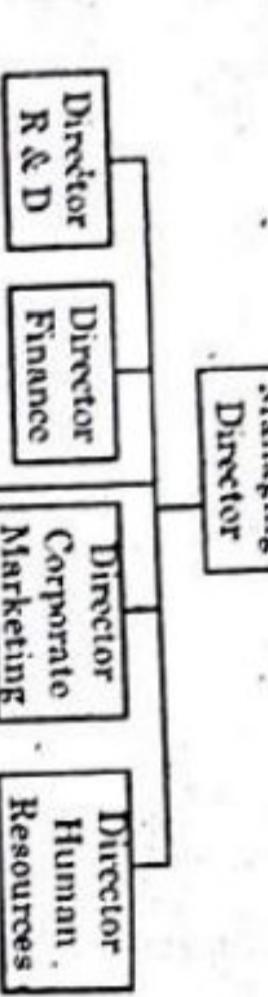
(Figure : Line and Staff Organization Structure)

Functional Organization Structure This is the most widely used form of organization structure because of its simple logic and commonsense appeal. Here the tasks are grouped together on the basis of common function. So, all production activities or all financial activities are grouped into a single function which undertakes all the tasks required of that function. The functional structure suits best to the small to medium organizations producing one or a few products, where the goals of the organization emphasize functional specialization, efficiency and quality.

Product Organization Structure / Divisional Structure : This form of organization structure is adopted

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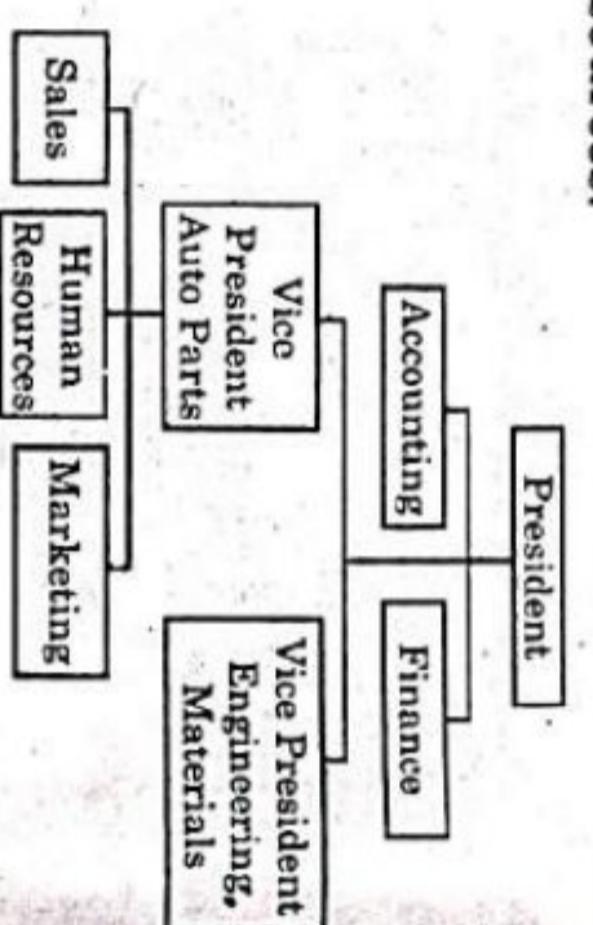
by large companies producing a wide range of products. Here, the activities are grouped on the basis of the individual products manufactured by the company.



(Figure : Product-based Organization Structure)

Thus, one finds autonomous "little companies within the company" adopting this type of organization structure. As such, within each of these little independent units, we find all important functions viz. production, marketing, finance and human resources.

Hybrid Structure :

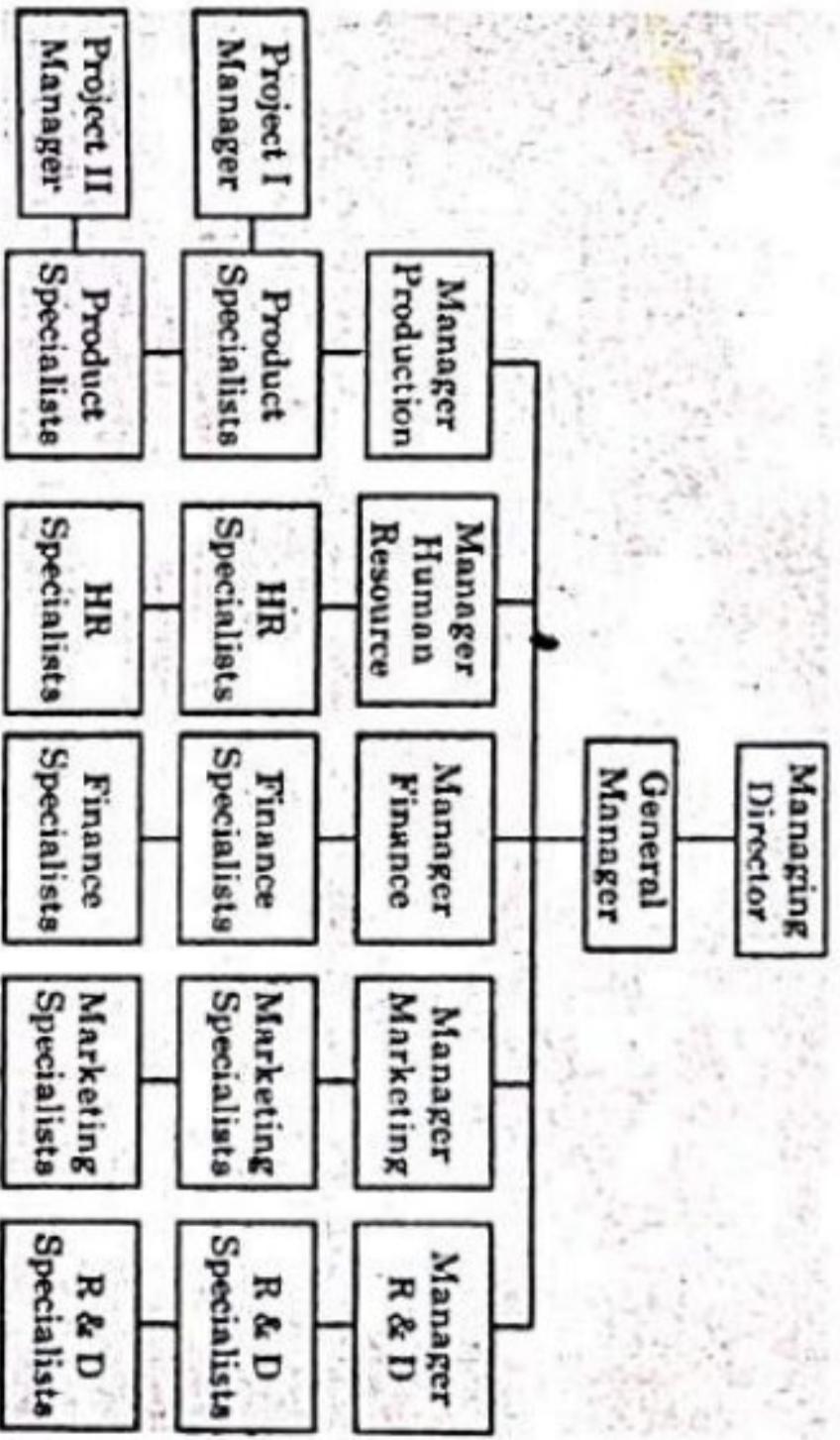


(Figure : A Hybrid Organization Structure)

The hybrid form combines features of both functional and divisional forms. When an organization starts to get very large, it establishes some self-contained units. Functions that are considered important to each product are decentralized to the units however; some functions like finance and accounting are centralized at head quarters for practical reasons.

Matrix Organization : The matrix organization combines forms of departmentalization - functional and product. It is built around a project which is headed by a Project Manager. The Project Manager is also known as Product

Manager as he is responsible for the output (product) of the project.



(Figure : Matrix Structure of an Engineering Firm)

The matrix organization is different from the functional organization. In the functional organization, the project manager is given complete responsibility for the project as well as the resources needed for its completion. But in the matrix organization, the Project Manager has to share the resource with the rest of the enterprise.

8. Define four objectives of organizing.

Objectives of Organizing

- (1) **Helps to Achieve Organizational Goal :** Organization is employed to achieve the overall objectives of business firms. Organization focuses attention of individual's objectives towards overall objectives.
- (2) **Optimum Use of Resources :** To make optimum use of resources such as men, material, money, machine and method, it is necessary to design an organization properly. Work should be divided and right people should be given right jobs to reduce the wastage of resources in an organization.
- (3) **To Perform Managerial Function :** Planning, Organizing, Staffing, Directing and Controlling cannot be implemented without proper organization.
- (4) **Facilitates Growth and Diversification :** A good organization structure is essential for expanding

business activity. Organization structure determines the input resources needed for expansion of a business activity similarly organization is essential for product diversification such as establishing a new product line.

9. ♦ What is Decentralization? (2020-21)
 ♦ Write short note on Centralization and decentralization.

Centralization

Centralization is said to be a process where the concentration of decision making is in a few hands. All the important decision and actions at the lower level, all subjects and actions at the lower level are subject to the approval of top management. According to Allen, "Centralization" is the systematic and consistent reservation of authority at central points in the organization. The implication of centralization can be :

- (1) Reservation of decision making power at top level.
- (2) Reservation of operating authority with the middle level managers.
- (3) Reservation of operation at lower level at the directions of the top level.

Under centralization, the important and key decisions are taken by the top management and the other levels are into implementations as per the directions of top level. For example, in a business concern, the father & son being the owners decide about the important matters and all the rest of functions like product, finance, marketing personnel, are carried out by the department heads and they have to act as per instruction and orders of the two people. Therefore in this case, decision making power remain in the hands of father & son.

Decentralization

On the other hand, Decentralization is a systematic delegation of authority at all levels of management and in all of the organization. In a decentralization concern authority is retained by the top management for taking major decisions and framing policies concerning the whole

concern. Rest of the authority may be delegated to the middle level and lower level of management.

The degree of centralization and decentralization will depend upon the amount of authority delegated to the lowest level. According to Allen, "Decentralization refers to the systematic effort to delegate to the lowest level of authority except that which can be controlled and exercised at central points.

Decentralization is not the same as delegation. In fact, decentralization is all extension of delegation. Decentralization pattern is wider in scope and the authorities are diffused to the lowest 'most' level of management. Delegation of authority is a complete process and takes place from one person to another. While decentralization is complete only when fullest possible delegation has taken place. For example, the general manager of a company is responsible for receiving the leave application for the whole of the concern. The general manager delegates this work to the personnel manager who is now responsible for receiving the leave applicants. In this situation delegation of authority has taken place. On the other hand, on the request of the personnel manager, if the general manager delegates this power to all the departmental heads at all level, in this situation decentralization has taken place. There is a saying that "Everything that increasing the role of subordinates is decentralization and that decreases the role is centralization". Decentralization is wider in scope and the subordinate's responsibility increase in this case. On the other hand, in delegation the managers remain answerable even for the acts of subordinates to their superiors.

10. Elucidate the importance of Organizing in an organization.

The importance of organizing becomes clear with the help of the following points:

- (1) Benefits of Specialization : Under organizing all the activities are subdivided into various works or

- (2) Clarity in Working Relationship : Organizing clarifies the working relations among employees. It specifies who is to report to whom. Therefore, communication becomes effective.
- (3) Optimum Utilization of Resources : Under the process of organizing the entire work is divided into various small activities. There is a different employee performing every different job.

- (4) Adaptation to Change : Organizing process makes the organization capable of adapting to any change connected with the post of the employees. This becomes possible only because of the fact that there is a clear scalar chain of authority for the manager's right from the top to the lower level.

- (5) Effective Administration : It has generally been observed that, there is always a condition of doubt about the authority of the managers among themselves. The process of organizing makes a clear mention of each and every activity of every manager and also of their extent of authority.

(6) Development of Personnel :

Under the process of organizing, delegation of authority is practiced. This is done not because of the limited capacity of any individual, but also to discover new techniques of work.

- (7) Expansion and Growth : The process of organizing allows the employees the freedom to take decision which helps them to grow. They are always ready to face new challenges. This situation can help in the development of the enterprise.

11. **Elucidate Delegation of Authority. Why knowledge of Authority and responsibility is necessary for Managers?**

Delegation of Authority

It refers the given authorities to the managers or organizational units to fulfill goal which is given, even manager has their working area and they extend the area of operations. It creates responsibilities in th-

manager. Without authority manager cannot responsible for his work. It decides limits of managers in which manager decide things. These authorities can be withdrawn or given to others, which depend upon the changing nature of enterprises. Authority can be specific or general. It is specific when it is specified otherwise it is general.

Knowledge of Authority and Responsibility is Necessary for Managers

Delegation of Authority is Necessary in an Organization and Its Problems.

The importance of organizing becomes clear with the help of the following points :

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12. Centralization vs. Decentralization.

Centralization vs. Decentralization

Basis For Comparison	Centralization	Decentralization
Meaning	The retention of powers and authority with respect to planning and decisions, with the top management, is known as Centralization.	The dissemination of authority, responsibility and accountability to the various management levels, is known as Decentralization.
Involves	Systematic and consistent reservation of authority.	Systematic dispersal of authority.
Communication Flow	Vertical	Open and Free
Decision Making	Slow	Comparatively faster
Advantage	Proper coordination and leadership	Sharing of burden and responsibility
Power of decision making	Lies with the top management.	Multiple persons have the power of decision making.
Reasons	Inadequate control over the organization	Considerable control over the organization
Best suited for	Small sized organization	Large sized organization

13. Explain Organizational design.

(2020-21)

Organizational Design

Organizational design is a step-by-step methodology which identifies dysfunctional aspects of work flow, procedures, structures and systems, realigns them to fit current business realities/goals and then develops plans to implement the new changes. The process focuses on

improving both the technical and people side of the business.

For most companies, the design process leads to a more effective organization design, significantly improved results (profitability, customer service, internal operations), and employees who are empowered and committed to the business. The hallmark of the design process is a comprehensive and holistic approach to organizational improvement that touches all aspects of organizational life, so you can achieve :

- (1) Excellent customer service
- (2) Increased profitability
- (3) Reduced operating costs
- (4) Improved efficiency and cycle time
- (5) A culture of committed and engaged employees
- (6) A clear strategy for managing and growing your business

By design we're talking about the integration of people with core business processes, technology and systems. A well-designed organization ensures that the form of the organization matches its purpose or strategy, meets the challenges posed by business realities and significantly increases the likelihood that the collective efforts of people will be successful.

As companies grow and the challenges in the external environment become more complex, businesses processes, structures and systems that once worked become barriers to efficiency, customer service, employee morale and financial profitability. Organizations that don't periodically renew themselves suffer from such symptoms as :

- (1) Inefficient workflow with breakdowns and non value-added steps
- (2) Redundancies in effort ("we don't have time to do things right, but do have time to do them over")
- (3) Fragmented work with little regard for good of the whole (Production ships bad parts to meet their quotas)
- (4) Lack of knowledge and focus on the customer
- (5) Silo mentality and turf battles
- (6) Lack of ownership ("It's not my job")

[B.22]

- (7) Cover up and blame rather than identifying and solving problems
 - (8) Delays in decision-making
 - (9) People don't have information or authority to solve problems when and where they occur
 - (10) Management, rather than the front line, is responsible for solving problems when things go wrong
 - (11) It takes a long time to get something done
 - (12) Systems are ill-defined or reinforce wrong behaviors
 - (13) Mistrust between workers and management
-

DIRECTING /CONTROLLING

1. Define Motivation and the techniques to improve motivation.

Motivation

Motivation is a reflection of the reasons why people do things. All behaviour has a purpose (often several). All behaviour is therefore based on choice; People choose to do the things they do. The term "motivation" was originally derived from the Latin word *movere*, which means "to move".

Huczynski and Buchanan (1993) defined motivation from three perspectives : in terms of the goals towards which human behaviour is directed; as the process through which those goals are pursued and achieved; and the social factors involved.

Motivation as a combination of needs, drives and incentives. Motivation is defined as 'a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive.'

Motivation is therefore both limited and directed by the situations and environments in which people find themselves. This is the general context in which people set their targets, ambitions, purposes, drives, goals, aims and objectives as marks of achievement and success. These are pursued in anticipation of the rewards - financial, social and behavioral - that their achievements are to bring. Satisfaction occurs when the targets set bring the anticipated rewards. Dissatisfaction occurs when the rewards are either not forthcoming, or else do not meet expectations.

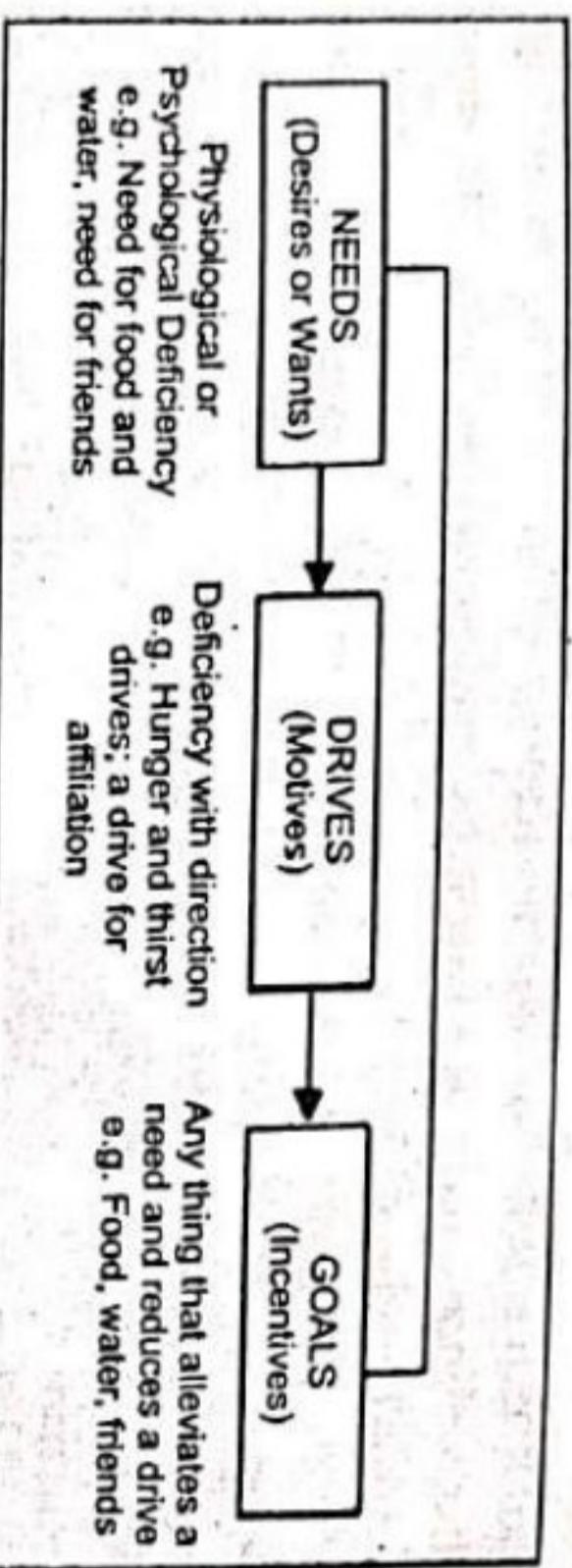
According to Stephen P. Robbins, motivation is the willingness to exert high levels of effort toward organizational goals, conditioned by the efft's ability to satisfy some individual need.

Fred Luthans views motivation as "a process that starts with a physiological or psychological deficiency or

need that activates behavior or a drive that is aimed at a goal or incentive."

The three key elements in the above definitions are needs, drives and goals. Needs set up drive aimed at goals; this is the basic process of motivation. Figure depicts the motivation process.

Need is the origin of any motivated behavior. Need is a felt deprivation of physiological or psychological well-being. Needs exist in each individual in varying degrees. When an individual recognizes a need, he is driven by a desire to fulfill the need. Drives are directed at fulfillment of needs. Drives are action-oriented and provide an energizing thrust toward reaching a goal. Incentives or goals are the instruments used to induce people to follow a desired course of action. Once the goal is attained, the physiological or psychological balance is restored and the drive is cut off.



(Figure : The Basic Motivation Process)

Techniques of Motivation

Motivation in the work environment has changed. Change has become the norm. Also the motivation level of employees has changed. This can lead to increased dissatisfaction and decreased productivity.

Ten techniques for motivation employees to succeed during chaos :

- (1) **Take Care of the Little Things to Motivate Others** : Doing the little things well will show that your respect your employees. Making sure you are on time for meetings, saying "good morning" and "thank you" and returning phone calls and e-mails in a timely manner goes a long way to showing your employees that you care during chaotic times.

(2) **Be an Active Listener to Motivate Others** : Recent research stated that the average supervisor or manager only invests two hours per year applying "pure listening" skills. Pure listening is when you as listening to your employee you are not :

- (a) Multitasking
- (b) Ordering your lunch
- (c) Watching people walk by your office
- (d) Answering telephone calls
- (e) Setting up appointments

To be a pure listener you must be an active listener. Good managers do more than pay attention. They genuinely care about people and never talk down to them. They ask their employees about their goals and dreams, their past achievement, their concerns and challenger during this time. They listen with their hearts and minds. They respect the employee's thoughts and opinions. They realize that the employees sometime have the best answer for achieving more through chaos.

(3) **Walk Your Talk to Motivate Others** : If you expect your employees to arrive early, they you arrive early. If you expect your employees to keep their promises, you keep your promises. If you want your employees to keep to high standards, you keep to high standards.

Your employees are watching you even when you don't think they are watching you. So set the tone. Once you walk through the doors of your organization make sure you are positive and upbeat if you expect your employees to be positive and upbeat

(4) **Let People Know They make a Difference to Motivate Others** : At the top many lists of what motivates employees, more than money, is knowing that they make a difference at work. One of the most powerful methods of letting your employees know they make in difference is praise. The praise relate to how the employee helps achieve the overall mission of the organization.

[C.4]

PRINCIPLES OF MANAGEMENT & COMMUNICATION

[C.5]

- (5) Communicate Clearly to Motivate Others :** Communicate so that others understand what you want to achieve. Adapt your communication to the audience you are speaking constantly communicate your vision and goals so that there are no misunderstandings. The clearer the vision, the clearer the communication, the clearer the opportunity for success.
- (6) Help Employees Succeed to Motivate Others :** People go to work to succeed, not fail. It is your job to understand your employee's strengths and weaknesses so that you can put them in the best position to succeed. If, for example, you find out that an employee is lacking in a certain skill set to succeed during a change then provide the coaching and training to make them and your organization successful. The best managers minimize or eliminate their employees weaknesses and while building on their strengths. Remove all barriers to success.
- (7) Focus Your Team on the Goal to Motivate Others :** Focus your employees on the end result, the overall team goal. Once you successful communicate this your team will bond together to defeat any obstacles that get in the way.
- (8) Create high Standards to Motivate Others :** High performance organizations set high standards for their people. Employees want to know what is expected of them, how their performance is measured and what rewards they can expect when they exceed the standard. Make sure the standards are consistently applied to each employee. Make sure each employee understands how the standards are measured so that they know how to reach it. As each plateau is reached, set new goals.
- (9) Help your Employees Compete and Win to Motivate Others :** Develop goals that help all your employees excel. Make your goals inclusive not exclusive. This means that everybody is working together and wins together. Have your employees compete against the goal, not each other.
- (10) Reward Outstanding Achievement to Motivate Others :** Find ways to recognize your achievers in a

public way. The more you reward employees for excellent achievement, the more you receive more of the same behavior. Make sure you are consistent with the way you contribute rewards to your employees. Very important, make use you communicate exactly why the employee is being rewarded. And last, reward as soon as possible to the action. Some of the ways you can show recognition are :

- (a) Idea board
- (b) Initiative board.
- (c) Star spotlight
- (d) Certificates
- (e) Gift Cards
- (f) Say thank you
- (g) Lunch

Apply these motivation techniques and you will motivate others to achieve your goals during the most challenging of times

- 2. ♦ Discuss the contemporary theories of motivation. (2020-21)**
- ◆ Explain Vroom's theory of Motivation. (2020-21)
 - ◆ Explain the Motivation theories.

Motivation Theories

Motivation is a state-of-mind, filled with energy and enthusiasm, which drives a person to work in a certain way to achieve desired goals. Motivation is a force which pushes a person to work with high level of commitment and focus even if things are against him. Motivation translates into a certain kind of human behaviour.

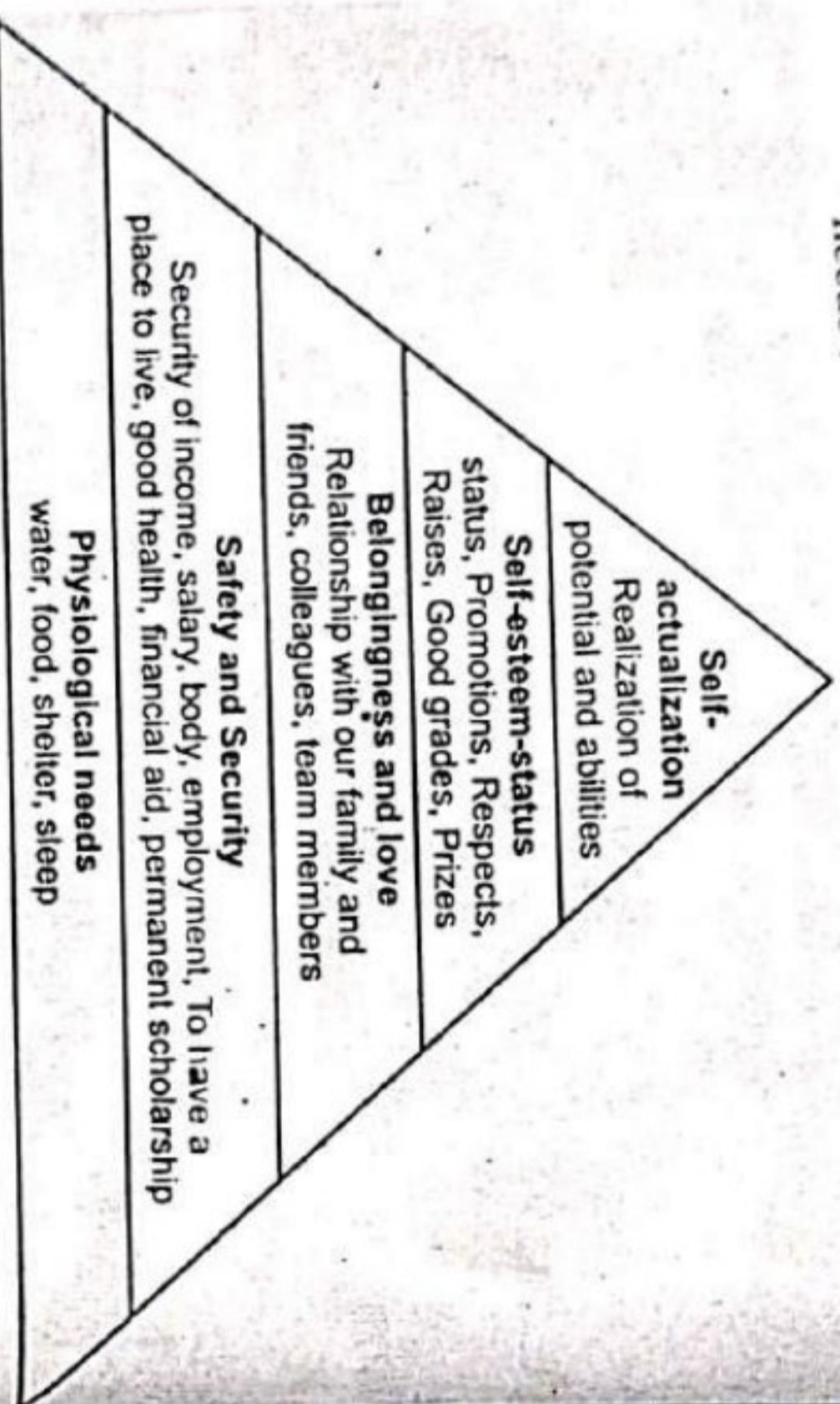
It is important to ensure that every team member in an organization is motivated. Various psychologists have studied human behaviour and have formalized their findings in the form various motivation theories. These motivation theories provide great understanding on how people behave and what motivates them.

Motivation is a Huge Field of Study : There are many theories of motivation. Some of the famous motivation theories include the following :

Hertzberg's Hygiene and Motivating Factors

[C.6]

(1) **Maslow's Hierarchy of Needs** : Abraham Maslow postulated that a person will be motivated when his needs are fulfilled. The need starts from the lowest level basic needs and keeps moving up as a lower level need is fulfilled. Below is the hierarchy of needs :

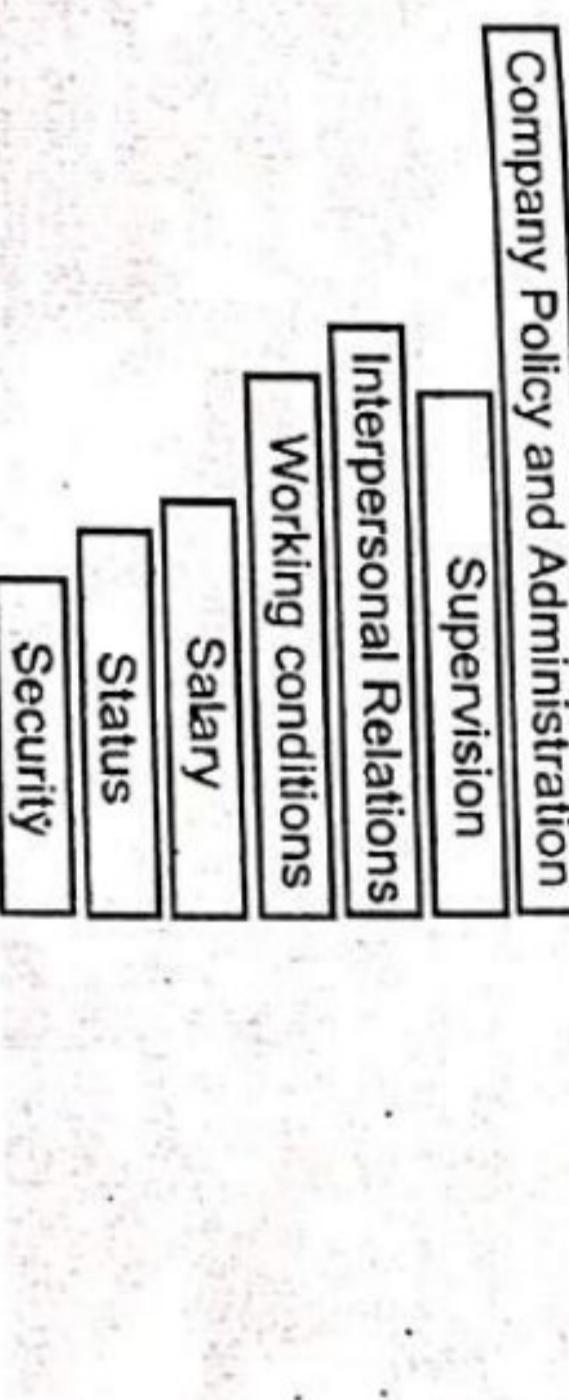


(Figure)

- (a) **Physiological** : Physical survival necessities such as food, water, and shelter.
- (b) **Safety** : Protection from threats, deprivation, and other dangers.
- (c) **Social (Belongingness and Love)** : The need for association, affiliation, friendship, and so on.
- (d) **Self-esteem** : The need for respect and recognition.
- (e) **Self-actualization** : The opportunity for personal development, learning, and fun/creative/challenging work. Self-actualization is the highest level need to which a human being can aspire.

The leader will have to understand the specific need of every individual in the team and accordingly work to help fulfill their needs.

- (2) **Hertzberg's Two Factor Theory** : Herzberg classified the needs into two broad categories namely hygiene factors and motivating factors.



(Figure)

Hygiene factors are needed to make sure that an employee is not dissatisfied. Motivation factors are needed for ensuring employee's satisfaction and presence of hygiene factors does not guarantee motivation, and presence of motivation factors in the absence of hygiene factors also does not work.

- (3) **McClelland's Theory of Needs** : McClelland affirms that we all have three motivating drivers, and it does not depend on our gender or age. One of these drives will be dominant in our behaviour. The dominant drive depends on our life experiences.

The Three Motivators are :

- (1) **Achievement** : A need to accomplish and demonstrate own competence People with a high need for achievement prefer tasks that provide for personal responsibility and results based on their own efforts. They also prefer quick acknowledgement of their progress.
- (2) **Affiliation** : A need for love, belonging and social acceptance People with a high need for affiliation are motivated by being liked and accepted by others.

Hygiene: Job Dissatisfaction	Motivators: job satisfaction
Supervision	Achievement
Interpersonal Relations	Recognition
Working conditions	Work itself
Salary	Responsibility
Status	Advancement
Security	Growth

[C.8] They tend to participate in social gatherings and may be uncomfortable with conflict.

- (3) **Power** : A need for control own work or the work of others. People with a high need for power desire situations in which they exercise power and influence over others. They aspire for positions with status and authority and tend to be more concerned about their level of influence than about effective work performance.

(4) **Vroom's Theory of Expectancy** : Victor Vroom stated that people will be highly productive and motivated if two conditions are met : (1) people believe it is likely that their efforts will lead to successful results and (2) those people also believe they will be rewarded for their success.

People will be motivated to exert a high level of effort when they believe there are relationships between the efforts they put forth, the performance they achieve, and the outcomes/ rewards they receive. **Expectancy Theory (Vroom)** : This theory is meant to bring together many of the elements of previous theories. It combines the perceptual aspects of equity theory with the behavioral aspects of the other theories. Basically, it comes down to this "equation":

$$M = E * I * V$$

or

$$\text{Motivation} = \text{expectancy} * \text{instrumentality} * \text{valence}$$

M (motivation) is the amount a person will be motivated by the situation they find themselves in. It is a function of the following.

- E (expectancy)** = The person's perception that effort will result in performance. In other words, the person's assessment of the degree to which effort actually correlates with performance.
- I (instrumentality)** = The person's perception that performance will be rewarded/punished. i.e., the person's assessment of how well the amount of reward correlates with the quality of performance. (Note here that the model is phrased in terms of extrinsic motivation, in that it asks 'what are the

chances I'm going to get rewarded if I do good job?'. But for intrinsic situations, we can think of this as asking 'how good will I feel if I can pull this off?').

V(valence) = The perceived strength of the reward or punishment that will result from the performance. If the reward is small, the motivation will be small, even if expectancy and instrumentality are both perfect (high).

- (5) **McGregor's Theory X and Theory Y** : Douglas McGregor formulated two distinct views of human being based on participation of workers. The first is basically negative, labeled as Theory X, and the other is basically positive, labeled as Theory Y. Both kinds of people exist. Based on their nature they need to be managed accordingly.

- (a) **Theory X** : The traditional view of the work force holds that workers are inherently lazy, self-centred, and lacking ambition. Therefore, an appropriate management style is strong, top-down control.

- (b) **Theory Y** : This view postulates that workers are inherently motivated and eager to accept responsibility. An appropriate management style is to focus on creating a productive work environment coupled with positive rewards and reinforcement.

Conclusion : Motivation is the state of mind which pushes all human being to perform things with the highest spirit and with positivity. The leader will have to ensure that every individual in the team and the organization is motivated. The various motivation theories helps in understanding what will motivate people.

3. Carrot and Stick approach of motivation.

The Carrot and the Stick approach to motivation, makes use of rewards and penalties in order to induce desired behaviour.

The philosophy of this approach comes from the old story that the best way to make a donkey move is to put a carrot out in front of it or jab it with a stick from behind.

Carrot refers to rewards, which are offered or promised to individuals to act in the desired way; while stick refers to punishments which are to be inflicted on individuals, for not acting in the desired way. In away, carrot refers to positive motivation; and stick refers to negative motivation.

Following are the implications of Carrot and Stick Approach:

- (1) An overdose of 'Carrot' element, in the system of motivation invites laziness and fewer attitudes towards work on the part of individuals. This happens, specially, because many-a-times, people get carrot i.e. rewards regardless of their performance e.g. salary increase, seniority based promotions, etc.
- (2) An overdose of 'stick' element, in the system of motivation leads to retaliatory behaviour on part of people, strong organisation of labour unions against management atrocities, poor quality workmanship etc.

4. Discuss Alderfer's existence - Relatedness - Growth (ERG) theory.

Alderfer's Existence - Relatedness - Growth (ERG) Theory

The most popular extension and refinement of Maslow's theory of needs is the one proposed by Alderfer (1972). While Maslow's model was not developed specifically for work organizations, Alderfer's theory attempted to establish a conceptualization of human needs that are relevant to organizational settings. In extending Maslow's theory, Alderfer argued that the need categories could be grouped into three more general classes:

Existence : These are needs related to human existence and are comparable to Maslow's physiological needs and certain of his safety needs.

Relatedness : These are needs that involve interpersonal relationships in the work place. Relatedness needs are similar to Maslow's belongingness needs and certain of his safety and esteem/ego needs.

Growth : These are needs associated with the development of the human potential. Included in this category are needs corresponding to Maslow's self-esteem and self-actualization needs.

Alderfer's model agrees with Maslow's in positing that individuals tend to move from existence, through relatedness, to growth needs as needs in each category are satisfied.

However, ERG theory differs from the needs hierarchy model in two important respects. First, Alderfer contends that, in addition to the satisfaction-progression process described by Maslow, a frustration-regression sequence also exists.

Second, and especially important, in contrast to the needs hierarchy theory, the ERG model does not hold that one level of needs must be satisfied before needs in the next level can emerge to motivate behaviour. Instead, the ERG model proposed that more than one need may be operative in a given individual at any point in time. The ERG model appears to be less rigid than the needs hierarchy theory, allowing for more flexibility in describing human behaviour.

5. Monetary vs. Non-monetary Motivation.

Difference Between Monetary and Non-monetary Motivation

Monetary Motivation	Non-monetary Motivation
Salary	Job Security
Bonuses	Flexible Work Hours
Stock Options	Working Conditions
Profit Sharing Plans	Work/Life Balance
Paid Time off	Training Opportunities
Pension Schemes	Career Development

6. Positive vs. Negative motivation.

Positive Motivation Vs Negative Motivation

Positive Motivation	Negative Motivation
Based on reward	Based on fear or force

[C.12]

Offered incentives	Punishes if the employee don't act accordingly
Achieved by the cooperation of employees	Fear act as a push mechanism.
They have feeling of	Causes anger and frustration. happiness.

7. Define objectives of motivation. Also mention sources of motivation for an employee.

Objectives of Motivation

The objective of motivation process is to know as to where from does it starts and where does it end. This is a work that cannot be finished at one go. It is a combination of various steps. Robbins and Coulter have presented the following 'Need - satisfying Process :

- (1) Unsatisfied Need : At the first step of motivation a person feels the need of something or there is a feeling that he lacks something.
- (2) Tension : The person concerned gets tensed at the very idea of his need not being satisfied.
- (3) Drives : Drive signifies some sort of tumult in the mind of the person concerned. At this step the person concerned endeavors to fulfill his need. The fulfillment of need depends on the direction and intensity of the drive.
- (4) Search behaviour : At this step, a person tries to discover different options to fulfill his need. He puts the best option into operation.

Sources of Motivation for an Employee

- (1) A Flexible Working Schedule : In today competitive marketplace, flexibility is an asset, and it is that many employees value. As a result offering even a little flexibility in their working schedule can go a long way toward making deposits in their "loyalty bank."
- (2) Opportunity for More Paid Time Off : Workers America take less time off than in any other country in the world (with the possible exception of Asia according to a recent news report), but that probably not an intentional occurrence. Rewarding your top employees with more paid time off is

relatively inexpensive yet valuable investment in those employees.

(3) The Chance to Earn Bonuses : Rather than giving across-the-board raises, more companies these days are opting for variable compensation structures that reward the best employees with bonuses. These aren't paid out at the end of the year, though. They're given when the employee reaches certain production levels and goals. Once again, that differentiates you from other companies and cultivates loyalty with your top employees.

- (4) Promotions : If an employee is excelling and could be given more responsibilities in a supervisory role, it makes perfect sense to promote them. This is not in lieu of a raise or other earned compensation benefits, but in addition to them. Of course, such a move should only be made if it makes sense for the company (i.e., will allow the employee to continue to grow and be more productive).

8. ♦ Mention the types of Leadership style. (2020-21)
 ♦ What do you understand by Leadership? Discuss the various styles of leadership. (2020-21)
- ♦ Define the term 'Leadership'. Also discuss Fiedler's Contingency model of leadership.
 - ♦ Discuss the term leadership. Briefly discuss the various styles of leadership.

Leadership

Leadership is creating a vision to which others can aspire and energizing them to work towards this vision.

"Leadership is the lifting of people's vision to a higher sight, the raising of their performance to a higher standard, the building of their personality beyond its normal limitations."

"There is a need in all organizations for individuals linking pins who will bind groups together and, as members of other groups, represent their groups elsewhere in organizations, leadership concerns the leaders themselves, the subordinates, and the ask in hand."

[C.12]

Offered incentives	Punishes if the employee don't act accordingly
Achieved by the cooperation of employees	Fear act as a push mechanism.
They have feeling of	Causes anger and frustration.

(3)

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- (1) Unsatisfied Need : At the first step of motivation a person feels the need of something or there is a feeling that he lacks something.
- (2) Tension : The person concerned gets tensed at the very idea of his need not being satisfied.
- (3) Drives : Drive signifies some sort of tumult in the mind of the person concerned. At this step the person concerned endeavors to fulfill his need. The fulfillment of need depends on the direction and intensity of the drive.
- (4) Search Behaviour : At this step, a person tries to discover different options to fulfill his need. He puts the best option into operation.

Sources of Motivation for an Employee

- (1) A Flexible Working Schedule : In today's competitive marketplace, flexibility is an asset, and it is that many employees value. As a result, offering even a little flexibility in their working schedule can go a long way toward making deposits in their "loyalty bank."
- (2) Opportunity for More Paid Time Off : Workers in America take less time off than in any other country in the world (with the possible exception of Asia, according to a recent news report). Rewarding a probably not an intentional occurrence. Rewarding your top employees with more paid time off is a

[C.13]

relatively inexpensive yet valuable investment in those employees.

(3) The Chance to Earn Bonuses : Rather than giving across-the-board raises, more companies these days are opting for variable compensation structures that reward the best employees with bonuses. These aren't paid out at the end of the year, though. They're given when the employee reaches certain production levels and goals. Once again, that differentiates you from other companies and cultivates loyalty with your top employees.

(4)

Promotions : If an employee is excelling and could be given more responsibilities in a supervisory role, it makes perfect sense to promote them. This is not in lieu of a raise or other earned compensation benefits, but in addition to them. Of course, such a move should only be made if it makes sense for the company (i.e., will allow the employee to continue to grow and be more productive).

8. ◆ Mention the types of Leadership style. (2020-21)
 ◆ What do you understand by Leadership?
 Discuss the various styles of leadership.
- ◆ Define the term 'Leadership'. Also discuss Fiedler's Contingency model of leadership.
 ◆ Discuss the term leadership. Briefly discuss the various styles of leadership.

Leadership

Leadership is creating a vision to which others can aspire and energizing them to work towards this vision. "Leadership is the lifting of people's vision to a higher sight, the raising of their performance to a higher standard, the building of their personality beyond its normal limitations."

"There is a need in all organizations for individuals linking pins who will bind groups together and, as members of other groups, represent their groups elsewhere in organizations, leadership concerns the leaders themselves, the subordinates, and the ask in them."

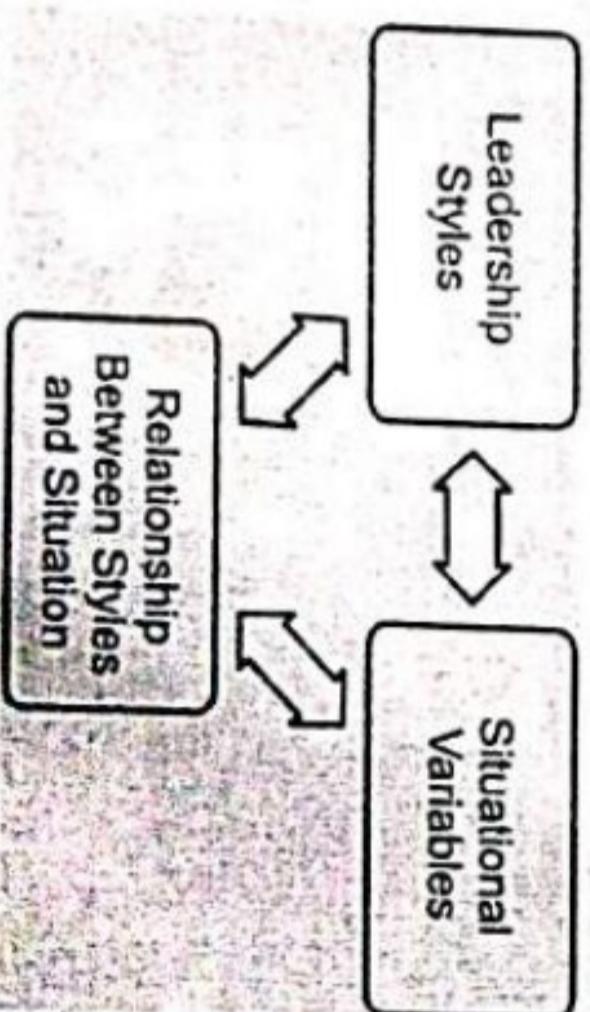
Leadership Styles

The path-goal model identified four distinct types of leader behaviors:

- (1) **Supportive Leadership** : Leaders with this style show concern for the well being and personal needs of subordinates.
- (2) **Directive Leadership** : Leaders with this style provide specific guidance for subordinates by setting standards of performance, scheduling and coordinating work efforts, and asking subordinates to follow rules and regulations.
- (3) **Achievement-oriented Leadership** : This style of leadership involves setting challenging goals, seeking improvements in performance, emphasizing excellence in performance, and showing confidence that subordinates will achieve high levels of performance.
- (4) **Participative Leadership** : Leaders with this style solicit suggestions and advice from subordinates and take this information into account when making decisions.

Fiedler's Contingency Model : Fred Fiedler was the first amongst all the leadership theorists to talk about the situational variables. According to him, the effectiveness of the leadership style depends on the situation. Thus, he along with his associates identified the situational variables and studied about their relationship with the appropriateness of leadership styles.

Fiedler's contingency model is comprised of three elements, viz, Leadership styles, situational variables and the relationship between styles and situation. Let's study these in detail.



(Figure : Fiedler's Contingency Model)

- (1) **Leadership Style** : According to Fiedler, the leadership style depends on two dimensions, task-oriented and human-relations oriented. The task-oriented leader is primarily concerned with the task performance and the accomplishment of task goals. He gets satisfied with the accomplishment of task performance. While, the manager concerned with human relations lay more emphasis on developing the interpersonal relationship with his subordinates. In order to understand the attitude of a leader, Fiedler developed a "Least Preferred Co-worker Scale (LPC)", wherein the leaders are asked to rate a person on a scale ranging from lowest (1) to highest (8) on several parameters to identify the worker with whom they least like to work. Certain parameters on the LPC scale are: pleasant / unpleasant, friendly/ unfriendly, tense /relaxed, supportive/ hostile, cooperative/ uncooperative, quarrelsome/harmonious, etc. The leaders with high LPC scores are said to be relationship-oriented whereas the ones with the low LPC scores are considered as task-oriented.
- (2) **Situational Variables** : It has been observed that several situational factors influence the effectiveness of the leadership styles, but however, Fiedler has talked about three critical dimensions :
 - (a) **Leader's Position Power** : This element is concerned with the power or authority a leader derives from the position held by him in the organization. It has been observed, that a manager with absolute power influences the behavior of others more than the ones without power.
 - (b) **Task Structure** : The task structure means the extent to which the task requirements are clearly defined in terms of the task goals, processes and relationship with other tasks. It has been observed, that with the clear definition of task structure the actions of the subordinates can be well directed and their performances can be well controlled, which may not be possible in case of unclear task structure.

(c) Leader-Member Relations : This dimension talks about the degree to which the members have trust, confidence and faith in their manager.

(3) Relation Between Styles and Situations : This is the last element of Fiedler's contingency model, wherein he talks about the relationship between the situation and the appropriateness of leadership style. According to him, the leadership effectiveness depends on the situation, as one style favoring one situation may not necessarily be appropriate in any other situation. Thus, it is the situation that gives an opportunity to the leader to influence his subordinates through the right kind of leadership style.

9. Discuss the functions of leadership (2020-21)

Leadership Functions

Following are the important functions of a leader :

- (1) **Setting Goals** : A leader is expected to perform creative function of laying out goals and policies to persuade the subordinates to work with zeal and confidence.
- (2) **Organizing** : The second function of a leader is to create and shape the organization on scientific lines by assigning roles appropriate to individual abilities with the view to make its various components to operate sensitively towards the achievement of enterprise goals.
- (3) **Initiating Action** : The next function of a leader is to take the initiative in all matters of interest to the group. He should not depend upon others for decision and judgment. He should float new ideas and his decisions should reflect original thinking.
- (4) **Co-ordination** : A leader has to reconcile the interests of the individual members of the group with that of the organization. He has to ensure voluntary co-operation from the group in realizing the common objectives.

- (5) **Direction and Motivation** : It is the primary function of a leader to guide and direct his group and

motivate people to do their best in the achievement of desired goals, he should build up confidence and zeal in the work group.

(6) **Link between Management and Workers** : A leader works as a necessary link between the management and the workers. He interprets the policies and programmes of the management to his subordinates and represents the subordinates' interests before the management. He can prove effective only when he can act as the true guardian of the interests of his subordinates.

10. Autocratic vs. Democratic leadership style.

Difference Between Autocratic and Democratic Leadership Styles

Basis For Comparison	Autocratic Leadership	Democratic Leadership
Meaning	Autocratic leadership is one wherein a line of demarcation exists between the leader and his followers and all the decisions are taken by leader solely.	Democratic leadership alludes to a type of leadership in which the leader shares decision making power and other responsibilities with the group members.
Authority	Centralized	Decentralized
Behavior orientation	Task Oriented	Relation Oriented
Conceived from	Theory X	Theory Y
Control	High level of control	Low level of control
Autonomy	Less	High
Suitability	Appropriate when the subordinates unskilled, uneducated and obedient.	Appropriate when team members are experienced, qualified and professional.

11. Briefly discuss the merits and demerits of various styles of leadership.

Merits And Demerits of Leadership

- Democratic Leadership:

- (1) Slower decision making

- (2) Less initial production
- (3) Leader can be unsure and makes everything a matter for group discussion.

Merits :

- (1) More individual responsibility
- (2) More friendliness
- (3) Better implementation
- (4) More personal growth
- (5) More motivation
- (6) Greater ultimate production

Autocratic Leadership :**Demerits :**

- (1) More group hostility
- (2) More dependence on leader
- (3) More apathy in group
- (4) Slower execution of decisions

Merits :

- (1) More group productivity while leader watches
- (2) Group makes quicker decisions
- (3) Often does the task themselves as it is quicker
- (4) Pushes the group.

Laissez-faire Leadership :**Demerits :**

- (1) Less group satisfaction,
- (2) Less group productivity
- (3) Poorer quality of work
- (4) Less personal growth
- (5) Jobs fall back on someone else or are not completed
- (6) Who takes credit or blame?

Merits :

- (1) No work for the leader
- (2) Frustration may force others into leadership roles
- (3) Allows the visionary worker the opportunity to do what they want, free from interference
- (4) Empowers the group

Charismatic Leadership :**Demerits :**

- (1) Can be spectacular failures.
- (2) Create a personality cult
- (3) Can wear out the workers

12. Explain the importance of Leadership.***Importance of Leadership***

The following points justify the importance of leadership in a concern.

- (1) **Initiates Action :** Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
- (2) **Motivation :** A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.
- (3) **Providing Guidance :** A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.
- (4) **Creating Confidence :** Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.
- (5) **Building Morale :** Morale denotes willing cooperation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full cooperation so that they perform with best of their abilities as they work to achieve goals.
- (6) **Builds Work Environment :** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and

- Merits :**
- (1) Work usually done well
- (2) Workers inspired to perform
- (3) Workers valued.

solve them. He should treat employees on humanitarian terms.

(7) **Co-Ordination :** Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

13. ♦ **Describe in detail about principles of directing. (2020-21)**
- ♦ **Explain the principles and techniques of directing.**

Principles of Directing

Direction is a complex function as it deals with people whose behaviour is unpredictable. Effective direction is an art which a manager can learn and perfect through practice. However, managers can follow the following principles while directing their subordinates:

- (1) **Harmony of Objectives :** Individuals join the organization to satisfy their physiological and psychological needs. They are expected to work for the achievement of organizational objectives. They will perform their tasks better if they feel that it will satisfy their personal goals. Therefore, management should reconcile the personal goals of employees with the organizational goals.
- (2) **Maximum Individual Contribution :** Organizational objectives are achieved at the optimum level when every individual in the organization makes maximum contribution towards them. Managers should, therefore, try to elicit maximum possible contribution from each subordinate.
- (3) **Unity of Command :** A subordinate should get orders and instructions from one superior only. If he is made accountable to two bosses simultaneously, there will be confusion, conflict, disorder and indiscipline in the organization. Therefore, every subordinate should be asked to report to only one manager.

(4) **Appropriate Techniques :** The managers should use correct direction techniques to ensure efficiency of direction. The techniques used should be suitable to the superior, the subordinate and the situation.

(5) **Direct Supervision :** Direction becomes more effective when there is a direct personal contact between a superior and his subordinates. Such direct contact improves the morale and commitment of employees. Therefore, wherever possible direct supervision should be used.

(6) **Strategic Use of Informal Organization :** Management should try to understand and make use of informal groups to strengthen formal or official relationships. This will improve the effectiveness of direction.

(7) **Managerial Communication :** A good system of communication between the superior and his subordinates helps to improve mutual understanding. Upward communication enables a manager to understand the subordinates and gives an opportunity to the subordinates to express their feelings.

(8) **Comprehension :** Communication of orders and instructions is not sufficient. Managers should ensure that subordinates correctly understand what they are to do and how and when they are to do. This will avoid unnecessary queries and explanations.

(9) **Effective Leadership :** Managers should act as leaders so that they can influence the activities of their subordinates without dissatisfying them. As leaders, they should guide and counsel subordinates in their personal problems too. In this way, they can win the confidence and trust of their subordinates.

(10) **Principle of Follow Through :** Directing is a continuous process. Therefore, after issuing orders and instructions, a manager should find out whether the subordinates are working properly and what problems they are facing. He should modify, if necessary, his orders in the light of these findings.

Techniques of Direction

A manager has at his disposal three broad techniques of direction.

(1) **Consultative Direction** : In this method executive consults with his subordinates concerning the feasibility, the workability and the extent and content of a problem before the superior makes a decision and issues a directive.

Advantages : The following advantages are claimed in this type of method :

- (a) Participation Occurs on Every Level of Organization
- (b) Better Communication
- (c) Least resistance from subordinates, experience and knowledge of subordinate also can be used to arrive at right directives.
- (d) It induces better motivation and morale..
- (e) It leads to better co-ordination and effective results.

Disadvantages : This method has the following disadvantages :

- (a) It is time consuming.
- (b) Subordinates may consider it their right and prerogative to be consulted before
- (c) A directive is given to them by their superiors.
- (d) Sometimes unnecessary arguments arise leading to wastage of time.

(2) **Free Rein Direction** : The free rein technique encourages and enables the subordinate to contribute his own initiative, independent thought, drive, perspicacity and ingenuity to the solution of the problem. The free rein technique of direction will probably show the best and quickest results, if the subordinate is highly educated, brilliant young man a sole performer, who has a sincere desire to become a top level manager.

(3) **Automatic Direction** : In this method manager gives direct, clear and precise orders to his subordinates, with detailed instructions as how and what is to be done allowing no room for the initiative of the subordinate.

14. What are the Qualities of an Effective Leader?

Qualities of an Effective Leader

(1) **Intelligence** : Leaders have higher level of intelligence than average people. Intelligence is mental ability to think scientifically and analyse accurately the problems arising before a person.

(2) **Physical Attributes** : Physical attributes and maturity level of determine personality of a person and hence an important factor in success of leadership.

(3) **Maturity** : A leader should have high emotional stability and cool temperament. He needs high degree of tolerance. He should also welcome ideas of other people and have a sense of social maturity.

(4) **Vision and foresight** : Vision and foresight, that is, being able to articulate future is the quality of good leader. A leader should be able to state concretely, what success will look like and how their organisation will get there.

(5) **Motivation** : A leader must understand what motivates people. Simple, but too often ignored motivators include; praise (tell people they've done a job well – it is hard to overdo this one!), appreciation (a simple "thank you" will earn respect), and recognition (awards, credit on a report, a letter of commendation). Learning to give positive feedback is crucial. Team building exercises are a great way to build enthusiasm and cooperation.

(6) **Responsibility** : A reliable leader should take responsibility for the consequences of his actions. He should be aware of the duties and obligations of the position he holds.

(7) **Open Mind** : A leader should absorb and adopt new ideas according to the situation. He should accommodate all viewpoints and alter his decision, if necessary.

(8) **Self-confidence** : A good leader should have confidence whenever he initiates any course of action. Self-confidence is essential to motivate the followers and boost their morale.

(9) **Human Relations Attitude** : A successful leader always tries to develop social understanding with other people. He is constantly busy achieving voluntary cooperation of the followers.

(10) **Empower** : An effective leader must be able to empower others. He should teach people how to accomplish a task—and not do it for them (even if he can do it faster or better). Leader should tell people what he expects from them, give them the tools they need to succeed, and then get out of their way. He should learn to listen; nothing is more empowering than being heard.

(11) **Trustworthy and Honest** : A leader must be trustworthy and honest. No one will follow a dishonest or unfair leader with enthusiasm. Actions speak much louder than words.

(12) **Risks** : Leaders must be willing to take risks. If they do things the way they've always been doing, they will always get what they had before. Leaders should also reward risk-taking in others.

(13) **Focus and Follow-Through** : A leader should be able to focus and follow through. This involves setting priorities and doing what he says he will. Knowing what to do and then doing it (or delegating it to someone who will make it happen) is a critical leadership trait.

(14) **Humour** : The ability to laugh at oneself demonstrates self-knowledge and is the easiest way to bring others along with him. Humour is a great tension breaker but inappropriate if used to belittle someone.

(15) **Non-coercive Influence** : Though leaders can influence the behaviour subordinates by offering rewards and penalties for good and bad behaviour, good leaders normally use non-coercive influence to achieve individual and organisational goals.

15. ♦ Interpret the meaning of controlling. (2020-21)
 ♦ Define the term 'Controlling'. Briefly discuss various techniques of controlling.

Controlling

Controlling organizing, staffing and directing. It is an important function because it helps to check the errors and to take the corrective action so that deviation from standards are minimized and stated goals of the organization are achieved in a desired manner.

According to modern concepts, control is a foreseeing action whereas earlier concept of control was used only when errors were detected. Control in management means setting standards, measuring actual performance and taking corrective action.

Controlling Techniques :

A - Traditional Techniques of Controlling

1. Observation	2. Statistical Report
3. Break Even point	4. Budgetary Control

B - Modern Techniques of Controlling

1. Management Information system (MIS)	2. Management Audit
3. Return on Investment	4. Responsibility Accounting

(Figure)

Control of business is done with different controlling techniques which can be useful for reducing the variance between actual performance and standard performance. There are following main techniques or method of controlling which can be classified into two head category.

Traditional Techniques

- (1) **Observational Techniques** : Observational technique is traditional technique of controlling. Under this technique, manager appoints authorities who observe other employees. They also note the actual performance of employee and they report it to manager after manager decides whose performance is weak and how to improve it.
- (2) **Statistical Report** : This is also technique of controlling. Under this technique company analysis the statistical data in the form of mean, median and mode also analysis the standard variation and correlation and find what are shortcoming in planning and try to control it.

(3) Break Even Point Analysis : This is the technique of controlling. Company sells their product up to the break-even point because it is point where total cost equal to total sale value and company can get any loss. But sale below from this point means that total cost is more than total sale value and company will suffer losses. So, break-even point is so important from controlling point of view. It is the reason that wise men have made it controlling technique and used in management.

(4) Budgetary Control : Budgetary control is that technique of controlling in which company managers make budget like production budget, sale budget, finance budget and research and development budget after this actual performance is measured with budget amount.

Modern Techniques of Controlling

(1) MIS :

MIS means management information system. In this system, raw data is collected from direct or indirect sources and then after classification of different analysis is rendered by company managers and after this company managers provide information about favourable and unfavourable position of company's different planning. MIS is very important technique and it is used very high-level after invention of computer and Internet.

(2) Management Audit System :

This is very simple type of auditing which is done by chartered accountant and company manager can use it as technique of controlling management. Managers establish their relations with CA of company and after discuss they make system of internal audit at spot and check the efficiency and correctness of plan and its implementation on staff of company.

(3) Return on Investment :

Return on investment means capacity of earning profit on total investment which is invested by company. It is very scientific technique of controlling Even Google is using also this technique for his google Ad Words project control.

16. Planning vs. Controlling.

Difference Between Planning and Controlling

Basis	Planning	Controlling
Meaning	It is the first step on deciding what to do, how, where and when a specific work has to be done	Controlling is the main goal and responsibilities of all management in any enterprises.
Function	Planning is about looking ahead	Controlling is looking back
Process	It is the first process in building a business	It is the last structure any business
Features	Planning, arranging, employee, direction	Controls all the planning features

18. Budget as a controlling device.

Budgetary Control

Budgetary control is that technique of controlling in which company managers make budget like production budget, sale budget, finance budget and research and development budget after this actual performance is measured with budget amount.

17. How are the terms planning and controlling related with each other?

Planning and Controlling Related with Each Other

Control and planning are interrelated so closely that they cannot be separated from each other. Without control all the planning is fruitless because control consists of the steps taken to ensure that the performance of the organization conforms to the plans.

In other words control is concerned with the actual performance in relation to the standards set in advance and the correction of deviations to ensure attainment of objectives. Planning is required at the very outset of management whereas control is required at the last stages.

If planning is looking ahead, control is looking back. In fact, control is the process of checking to determine whether or not proper progress is being made towards the objectives and goals set by management while doing planning.

Often it is said that planning is the basis, action is the essence, delegation is the key, information is the guide and control is the lifeblood of the success of any business enterprise. Organizational objectives cannot be achieved without planning and planning alone cannot be successful. If extra efforts are put in planning and control is ignored, a business may suffer from a number of administrative problems. These difficulties may be highly detrimental for the business in the long run.

Effective control through efficient superiors can only be a guarantee for success. The control system must be appropriate to the needs and circumstances of the enterprise.

Control is a fundamental management function that ensures work accomplishment according to plans. The purpose of control is to ensure that everything in an organization occurs in conformity with pre-determined plans. Control also ensures that there is no kind of indiscipline and incompetence in the organization and employees are not able to put undue pressure on the management.

Some people are not in favor of control because they feel that control is always used against the employee. They advocate automatic control rather than forced one. But a balanced viewpoint is that both the management an

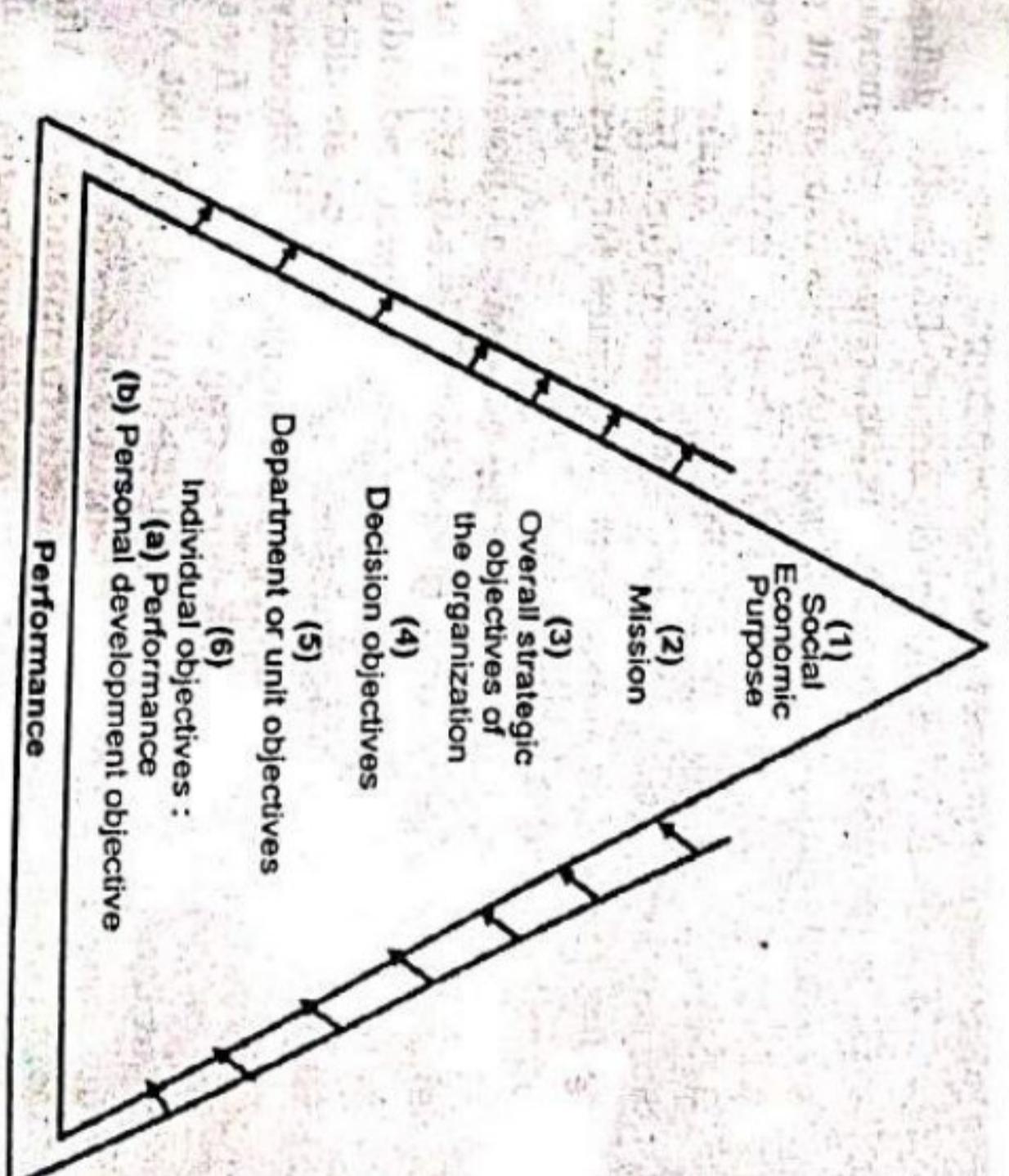
the employees should be put under some kind of control. Control should be engrained in the basic policies of any type of business organization.

Therefore, planning and controlling reinforce each other. According to Billy Goetz, "Relationship between the two can be summarized in the following points:

- (1) Planning precedes controlling and controlling succeeds planning.
 - (2) Planning and controlling are inseparable functions of management.
 - (3) Activities are put on rails by planning and they are kept at right place through controlling.
 - (4) The process of planning and controlling works on Systems Approach which is as follows:
- Planning → Results → Corrective Action
- (5) Planning and controlling reinforce each other. Each drives the other function of management.

Relationship between Planning and Controlling

In the present dynamic environment which affects the organization, the strong relationship between the two is very critical and important.



(Figure : Relationship between Planning and Controlling)

In the present day environment, it is quite likely that planning fails due to some unforeseen events. Then controlling comes to the rescue. Once controlling is done effectively, it gives us stimulus to make better plans. Therefore, planning and controlling are in separate functions of a business enterprise.

18. ♦ Describe and Elaborate process of Controlling. (2020-21)

Control Process

Five main steps in the control process with diagram are discussed below:

(1) Fixing the Control Standards / Objectives / Targets

A standard is a criterion (base) which is used to measure the performance of the subordinates. Standards may be of two types, i.e. Quantitative Standards and Qualitative Standards.

Quantitative Standard can be easily defined and measured. For e.g. number of products, number of customers, cost, net profit, time limits, etc.

Qualitative Standard cannot be easily defined and measured. For e.g. measurement of morale, measurement of job satisfaction, measurement of effect of a training programme, advertisement programme, etc. It is better to have quantitative standards because they are measurable. However, today there are many new techniques for measuring qualitative standards.

The standards should be as clear as possible. It should be easily understood by both superiors and subordinates. The responsibility of each individual should also be clearly defined i.e. everyone should be responsible for achieving a particular goal, objective, target, etc. For e.g. The marketing department fixes a standard - "We will sell 2,000 units of product X in one month". So here the standard is 2,000 units.

(2) Measuring the Actual Performances

: After establishing the standards, the subordinates should be provided with all the resources for performing the

job. They should be properly directed and motivated to perform the job. Similarly, they should be properly supervised. If the subordinates come under Theory X they require maximum supervision. However, if they come, under Theory Y then they require minimum supervision. After they complete the job their performance should be carefully measured. There are many traditional and modern techniques for measuring the performances of subordinates.

For e.g. After one month, the marketing department sold only 10,000 units of product X. So, their actual performance is only 10,000 units.

(3) Comparison : The actual performances of the subordinates are compared with established standards, and then the deviations are found out. The deviations which are found out may be positive or negative.

Positive Deviation : Means that, the actual performances are better than the established standards. Positive deviations should be appreciated.

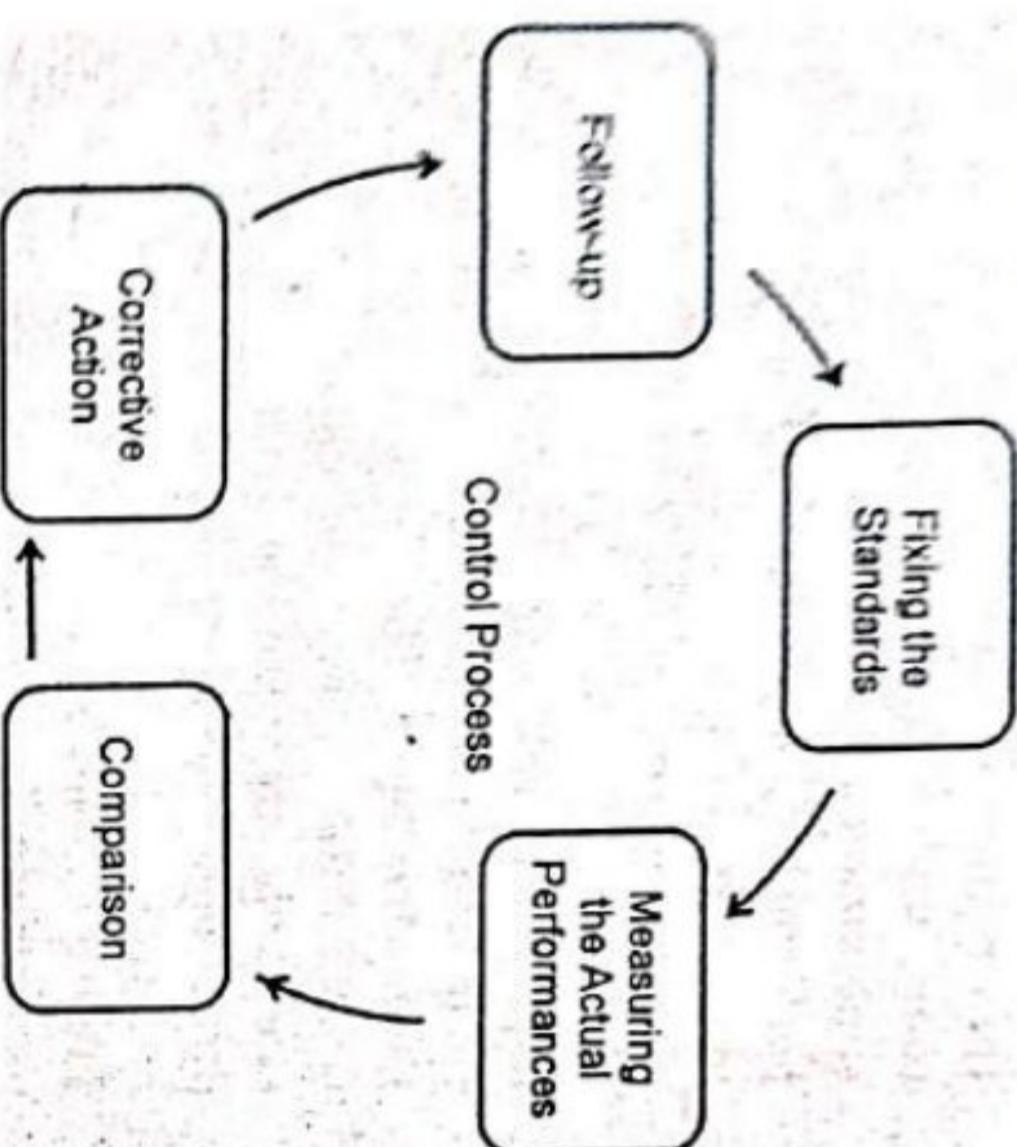
Negative Deviation : Means that the actual performance is less than the established standards. The management should pay special attention to the negative deviation. They should find out the causes of negative deviations.

Generally, minor (small) deviations are ignored. However, major deviations should be immediately addressed and reported to the top management. PERT, Budgetary Control, Observation, Inspection, Reports, etc. are some of the methods used for comparison.

For e.g. 10,000 units (Standard) - 9,000 units (Actual Performance) = 1,000 units (Negative Deviation).

(4) Corrective Action : After finding out the negative deviations and their causes, the managers should take steps to correct these deviations. Corrective actions should be taken promptly. Corrective action may include, changing the standards, providing better motivation, giving better training, using better machines, etc. The management should take essential steps to prevent these deviations in the future.

Example : The cause of the negative deviation was less advertising and untrained salesmen. So, the company must spend reasonable money on advertising and training.



(Figure)

- (5) Follow-up : After taking corrective action, the management must do a follow-up. Follow-up is done to find out whether the corrective actions are taken properly. It also finds out whether the deviations and their causes are removed. If follow-up is done properly, then the actual performance will be equal to or better than the established standards.

INTRODUCTION TO COMMUNICATION

Definition of Communication

The **Communication** is a two-way process wherein the message in the form of ideas, thoughts, feelings, opinions is transmitted between two or more persons with the intent of creating a shared understanding.

Simply, an act of conveying intended information and understanding from one person to another is called as communication. The term communication is derived from the Latin word "*Communis*" which means to share. Effective communication is when the message conveyed by the sender is understood by the receiver in exactly the same way as it was intended.

2. Explain Communication Process.

Communication Process

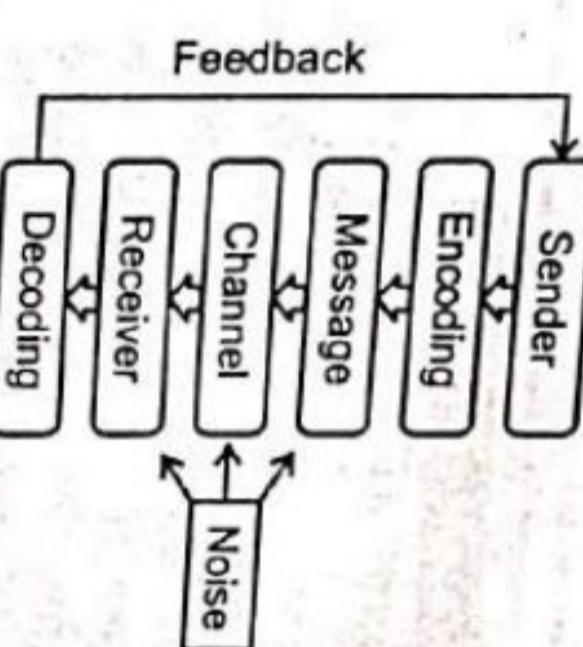
The communication is a dynamic process that begins with the conceptualizing of ideas by the sender who then transmits the message through a channel to the receiver, who in turn gives the feedback in the form of some message or signal within the given time frame. Thus, there are Seven major elements of communication process :

- (1) **Sender** : The sender or the communicator is the person who initiates the conversation and has conceptualized the idea that he intends to convey it to others.

(2) **Encoding** : The sender begins with the encoding process wherein he uses certain words or non-verbal methods such as symbols, signs, body gestures, etc. to translate the information into a message. The sender's knowledge, skills, perception, background, competencies, etc. has a great impact on the success of the message.

(3) **Message** : Once the encoding is finished, the sender gets the message that he intends to convey. The

message can be written, oral, symbolic or non-verbal such as body gestures, silence, sights, sounds, etc. or any other signal that triggers the response of a receiver.



- (4) **Communication Channel** : The Sender chooses the medium through which he wants to convey his message to the recipient. It must be selected carefully in order to make the message effective and correctly interpreted by the recipient. The choice of medium depends on the interpersonal relationships between the sender and the receiver and also on the urgency of the message being sent. Oral, virtual, written, sound, gesture, etc. are some of the commonly used communication mediums.
- (5) **Receiver** : The receiver is the person for whom the message is intended or targeted. He tries to comprehend it in the best possible manner such that the communication objective is attained. The degree to which the receiver decodes the message depends on his knowledge of the subject matter, experience, trust and relationship with the sender.
- (6) **Decoding** : Here, the receiver interprets the sender's message and tries to understand it in the best possible manner. An effective communication occurs only if the receiver understands the message in exactly the same way as it was intended by the sender.
- (7) **Feedback** : The Feedback is the final step of the process that ensures the receiver has received the message and interpreted it correctly as it was intended by the sender. It increases the effectiveness of the communication as it permits the sender to

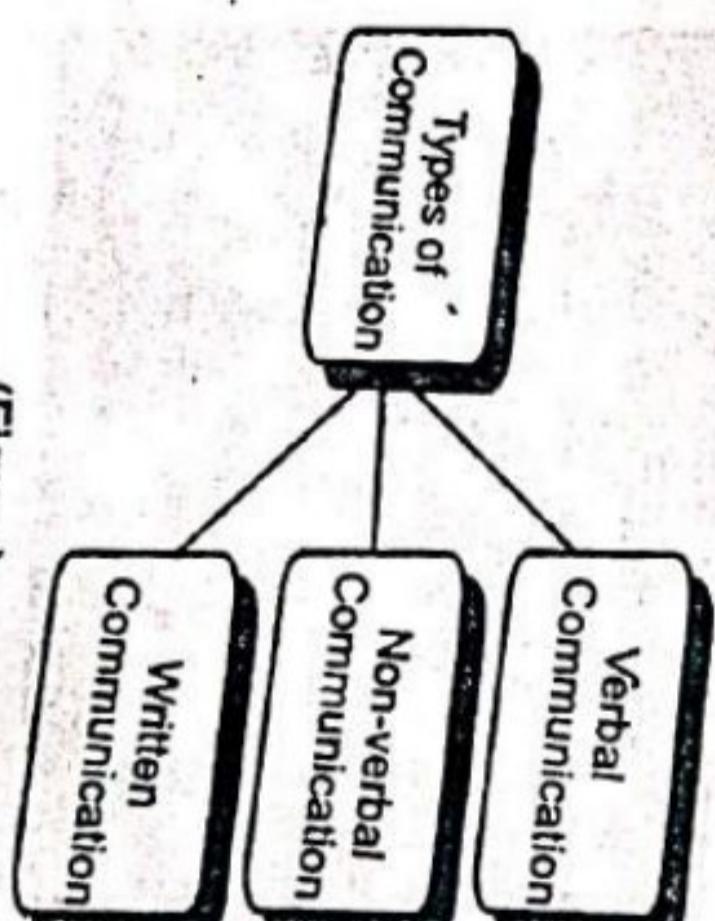
know the efficacy of his message. The response of the receiver can be verbal or non-verbal.

Note : The Noise shows the barriers in communications. There are chances when the message sent by the sender is not received by the recipient.

3. What are the types of Communication?

The communication is the important factor for the commercial success of any business. The organizational Hierarchy also decides the type of channel through which the communication passes. On the basis of the status of individuals involved in the communication process and the urgency of the message to be sent, the communication channels can be categorized as :

- (1) Formal Communication
 - (2) Informal Communication
- Further, there are several forms of communication that the individuals use to give some pattern or expression to their messages such that it is easily understood by all. The most common types of communication are :
- (1) **Verbal Communication** : Wherein you speak your subject matter, and others listen to it carefully and try to associate meaning with it.
 - (2) **Nonverbal Communication** : Wherein the others observe you and try to confer a meaning to it.
 - (3) **Written Communication** : Wherein you write your message and others read it to derive meaning out of it.



(Figure)

Deciding on the types of communication used in the business context is quite tedious. The organization must consider the following set of questions before finalizing the communication to be:

- Who are the intended recipients?
- What message is to be communicated?
- What is the time constraint?
- How much budget is sanctioned for such activity?
- What messages are often communicated? And what was their impact on the audience?

Hence, which form of communication shall be selected depends on the type of message to be transmitted and the personal preferences of the parties involved in the communication.

Verbal Communication

Definition : The Verbal Communication is a type of oral communication wherein the message is transmitted through the spoken words. Here the sender gives words to them in the form of speeches, discussions, presentations, and conversations.

The effectiveness of the verbal communication depends on the tone of the speaker, clarity of speech, volume, speed, body language and the quality of words used in the conversation. In the case of the verbal communication, the feedback is immediate since there are a simultaneous transmission and receipt of the message by the sender and receiver respectively.

The sender must keep his speech tone high and clearly audible to all and must design the subject matter keeping the target audience in mind. The sender should always cross check with the receiver to ensure that the message is understood in absolutely the same way as it was intended. Such communication is more prone to errors as sometimes the words are not sufficient to express the feelings and emotions of a person.

The success of the verbal communication depends not only on the speaking ability of an individual but also on the listening skills. How effectively an individual listens to the

subject matter decides the effectiveness of the communication. The verbal communication is applicable in both the formal and informal kind of situations.

Non-Verbal Communication

Definition : The Non-Verbal Communication is the process of conveying meaning without the use of words either written or spoken. In other words, any communication made between two or more persons through the use of facial expressions, hand movements, body language, postures, and gestures is called as non-verbal communication.

The Non-Verbal Communication, unlike the verbal communication, helps in establishing and maintaining the interpersonal relationships while the verbs only help in communicating the external events. People use non-verbals to express emotions and interpersonal attitudes, conduct rituals such as greetings and bring forward one's personality.

The non-verbal communication in the form of signals, expressions add meaning over the verbs and help people to communicate more efficiently. It supplements whatever is said in words, such as people nod to acknowledge and move their hands to give directions.

The non-verbal communication defines the distance between the communicators and helps them to exchange their emotional state of mind. Also, it regulates the flow of communication, for example, an individual can give signals to convey that he had finished speaking or else he wants to speak.

Sometimes, the non-verbals acts as a barrier to communicating effectively as the recipient could not understand what the sender is trying to say and may interpret it wrongly.

Written Communication

Definition : The Written Communication refers to the process of conveying a message through the written symbols. In other words, any message exchanged between two or more persons that make use of written words is called as written communication.

The written communication is the most common and effective mode of business communication. In any organization, the electronic mails, memos, reports,

documents, letters, journals, job descriptions, employee manuals, etc. are some of the commonly used forms of written communication.

Such communication is used when the information to be transmitted is lengthy and includes some complex terms that cannot be explained verbally. Also, the organizations maintain their documents in writings such that these can be used as a reference and evidence of any transaction anytime in the future. Thus, it is essential for every business organization to develop effective writing skills and inculcate this in all its employees.

The effectiveness of written content depends on the correct choice of words, their organization into correct sentence sequence and the cohesiveness in the sentences. The information in writing is considered more legal and valid than the spoken words. Also, people rely more on the written content than what has been said orally. But, however, unlike verbal communication the feedback of written communication is not immediate since it is not spontaneous and requires time to get into the understandable form.

Oral Communication

Oral communication implies communication through mouth. It includes individuals conversing with each other, be it direct conversation or telephonic conversation. Speeches, presentations, discussions are all forms of oral communication. Oral communication is generally recommended when the communication matter is of temporary kind or where a direct interaction is required. Face to face communication (meetings, lectures, conferences, interviews, etc.) is significant so as to build a rapport and trust.

4. Explain the three levels of communication.

Communication means a process of meaningful interaction among human beings in the form of ideas, information, orders, suggestions etc. with an objective to achieve some purpose. Now, this interaction can be at various levels or forms. Some of the levels of communication are as follows:

I st	Interpersonal	Communication between two or more individuals.
II nd	Organizational	Communication among people working in the organization.
III rd	Mass	Communication with the mass population of a given area.

(1) **Interpersonal :** It is the most simplest form of communication which can be experienced everywhere by everyone when there is exchange of thoughts, ideas, emotions, knowledge etc. between two or more individuals, it is called as interpersonal communication.

Example :

- (a) When a boss is delivering an order to his subordinate, it is interpersonal communication.
- (b) When a mother is talking to her son, it is interpersonal communication.
- (c) When two friends are talking to each other, it is interpersonal communication.

Feedback or response can be immediately received at this level of communication. The gestures, body language, tone and texture of voice of the sender play an important role in gathering a positive response or feedback from the receiver. Interpersonal communication can also be in written form through letters etc. But here, the time for receiving the feedback can be more.

(2) **Organizational :** Communication can take many forms at this level. Communication among the employees of the organization which can be in the form of discussions on a new policy or product, in the form of a message delivered from one employee to another or orders given from bosses to their subordinates can be termed as organizational communication. Organizational communication can be further classified as :

- (a) Formal or Informal
- (b) Upward / Downward or Horizontal
 - (i) Formal communication is structured on the basis of hierarchy, authority and accountability.

Example : Meetings, circulars, interviews, conferences etc. It can be with internal employees or external agencies like media, government agencies etc.

(ii) Informal communication is relatively less structured and is arising out of day to day routine and meetings among employees.

Example : Communication at lunch, tea breaks, social gatherings etc.

(iii) Upward communication is sending of messages, feedbacks and grievances from subordinates to superiors.

(iv) Downward communication refers to the flow of messages, orders instructions etc. from superiors to their subordinates.

(v) Horizontal communication refers to exchange of messages between employees of same hierarchy or level.

Example : Between two peers of the same department.

Every level of communication has its own importance and if it breaks the given path the outcome or the feedback will not be the desired one.

(3) **Mass Communication :** It is an extension of public communication, where the process of communication to the public is done through mass media such as television, internet, films, publications etc. Due to advancement in technologies voice mail, teleconferencing, video tapes, world wide web, mobile communication etc. has made mass communication the potent weapon of mass information and persuasion. Marketing of products, advertising, public notices etc. are made public through mass communication.

5. Discuss the importance of Communication.

Importance of Communication

Effective communication is vital for efficient management and to improve industrial relations. In modern world the growth of telecommunication

information technology and the growing competition and complexity in production have increased importance of communication in organisations large and small irrespective of their type and kind. A corporate executive must be in a position to communicate effectively with his superiors, colleagues in other departments and subordinates. This will make him perform well and enable him to give his hundred percent to the organisation.

The following Points can Illustrate the Importance of Communication in Human Resource Management:

- (1) **Base for Action :** Communication acts as a base for any action. Starting of any activity begins with communication which brings information necessary to begin with.
- (2) **Planning Becomes Easy :** Communication facilitates planning. Planning is made easy by communication. Any type of information regarding the human resource requirement of each department of the organisation with their qualifications, the type and kinds of job etc. can be collected through communication which helps in human resource planning. Policies and programmes for their acquisition can be prepared and implemented. In the entire process communication plays a vital role, it also facilitates managerial planning of the organisation.
- (3) **Means of Coordination :** Communication is an important tool for coordinating the efforts of various people at work in the organisation.
- (4) **Aids in Decision-Making :** The information collected through communication aids in decision-making. Communication facilitates access to the vital information required to take decisions.
- (5) **Provides Effective Leadership :** A communication skill bring manager near to his subordinates and knows their opinions, seeks advices and make decisions. This enables a manager to win confidence of his subordinates through constantly communicating with them and removing probable

misunderstandings. In this way he leads his people to accomplish the organisational goal.

(6) Boosts Morale and Motivation : An effective communication system instills confidence among subordinates and workers ensuring change in their attitude and behaviour. The main cause of conflict and dissatisfaction is misunderstanding which can be removed through communication skills. The removal of misunderstanding makes manager and his subordinates understand each other and create good industrial relations. This boosts up the morale of the people and motivates them to work harder.

6. Discuss the Technology Enabled Communication.

Technology Enabled Communication

Using technology in communication has become a necessity; it's now part of our lives. People communicate through emails, faxes, Mobile phones, texting services, video conferences, video chat rooms and social media channels. As time goes on, more emerging technologies will change the way we communicate and it will be up to us to embrace them or not. Let's look at the impact or use of technology in communication both to individuals and businesses. Because technology has completely changed how these two parties are communicating?

The Impact of Technology in Communication to a Business : Today, every business uses technology in its own way to reach the media and targeted consumers. Also, businesses have embraced technology by easing communication within companies and among investors and suppliers. Below are a few uses of technology in communication to a business.

- (1) **Easy Product Launch :** During the past, companies and small business used to face a lot difficulty in informing their consumers about a new product. A company had to pay for expensive door to door marketing which could even take a lot of time to yield results. Nowadays, things have become simple through email subscriptions, companies will have data for most consumers, so if they introduce a new item or service. The company will draft one email

- (2) **Product or Service Surveys :** Before the invention of the internet, it was so difficult to conduct a survey, most companies would pay money to magazines and place survey forms and offer gifts to users who filled those surveys and mailed them back to the company. Taking a survey is very important to a business because that is how you will know what your clients want and know areas of improvement. Nowadays, a business can conduct a survey using social networks and provide users with incentives like "gift cards". This produces a quick response and saves the company money and time.
- (3) **Social Interaction with Consumers :** With the recent invention of social networks like facebook and twitter, a business can create business pages then get followers for these pages. The process is so simple and free. For some business, they set a budget for building a fun base for their pages, so they use these pages to update and communicate with their followers. A good example is "Nordstrom" this is one of the largest fashion retail businesses in America. Nordstrom used its facebook page to update followers about new items and discounts. As of today, its facebook page has over 1,667 162 likes.
- (4) **Video Conferencing :** Gone are the days meeting to start a presentation. New technology in a hotel in Hawaii preparing for a business meeting while investors meeting. This has been made possible by the invention of video conferencing.
- (5) **Use of Digital Networks :** Phones and printers are all digitized, not like before when communication was hindered by telephone lines. During bad weather, most the lines would go off. Now with satellite and

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business that expects to thrive today must have at least a basic understanding of the various innovations, programs and devices as well as the knowledge of how to apply these technologies. The many tools and powers that technology makes available to the business owner and employees can help the business succeed in its goals after understanding how to use them properly.

Communication Tools

Following are the main

- (1) Telephone
 - (2) Fax Machine
 - (3) Computer
 - (4) Laptop
 - (5) Personal Digital Assistants
 - (6) Video Conferencing
 - (7) Audio Conferencing
 - (8) Email
 - (9) Voice Mail

7. Throw the light on Impact of Technology on Communication.

Effects of Technology on Communication everything has both a positive and negative impact, and the impact of technology on the communication process also comes as mixed baggage. In this article, we would be discussing the impact of popular technological elements like emails, telephones, cell phones, etc., on our means of communication. Mobiles and the Internet are literally the basic necessities these days. A majority of us would feel something missing in life, if there were no mobiles or Internet (Agreed?).

Impact of Technology on Communication

Take the daily routine of a person in this tech-savvy world. The day begins with a "good morning

TOPIC 1: THE IMPACT OF TECHNOLOGY ON SOCIETY

“message” on social networking sites and ends with a “bodnight” on the same website. The social networking sites are a world in themselves, like a virtual world! Therefore the incessant use of ‘mobiles and the Internet for communication, the whole day. To make the process quick and easy, there are modes like emails, teleconferencing, video conferencing, networking sites, etc., among other tools. Mobiles, emails, and social networking sites are the most popular means of communication among the current generation.

Positive Impact : Technology has transformed the once big and far world into a tiny global village. Thanks to technology, we now have the power to communicate with anybody on the other side of the world. The points below summarize these benefits.

-) **No Barriers :** Communication is now easy; in case of situations when you want to convey something urgently to someone, mobiles and emails come in handy.
-) **Strengthened Relations :** Technology has made it easy to keep in touch with old contacts, and has also helped strengthen relationships.
-) **Better Solutions :** Technology has brought the world closer and promoted exchange of thoughts to find better solutions to any problem.
-) **E-schools :** Services like video-conferencing has made it possible to give best education to students via expert faculty on the web.
-) **Impact on Relations :** Finding someone to date was never so easy, thanks to the dating and chatting websites! No one would disagree if I say – Technology is the rationale behind the success of long distance relationships. Video chats and social networking sites have played a big role in keeping people in touch.
-) **Development :** Technological advancements in the modes of communication have promoted faster decision-making, and led to the development and progress of the world. Video conferencing has played a considerable role in promoting faster decision-making. Most of the businesses depend on technology for communication.

Negative Impact : The most prominent negative effect of technology – the charm of the good old world is missing. The letters and lengthy face-to-face conversations have gone away, and have been replaced by texting or chatting. See the below given points for details.

- (1) **Impact on Interpersonal Communication :** The current generation lacks essential interpersonal skills (the ability to express the ideas and thoughts to others face-to-face). A major reason for this tendency is increased frequency of communication through texting and chatting on websites.
- (2) **Effect on Nonverbal Communication :** Technological means have also affected nonverbal communication. Lack of face-to-face interaction has reduced the nonverbal grasping power of individuals.
- (3) **Near Yet Far :** Teenagers especially are always hooked to the social networking sites. They are more close to online friends, but the gap between parents and kids has increased considerably. Communication is missing, parents are not technology savvy and not used to the communication styles of their kids, and this has increased the generation gap.
- (4) **Reduced Social Interactions :** Consider the socializing among people. Life has changed a lot; there are no social meetings and get-togethers (the frequency has reduced). People are more bothered about their online life rather than the real social life.
- (5) **Has Led to Many Addictions :** People have literally become addicted to the Internet and cell phones, and this addiction has led to many anxiety disorders. People addicted to the Internet feel lonely and isolated.
- (6) **Malicious Motives :** Many people abuse the social networking sites and communicate to unsuspecting beings pretending someone else. This tendency of people has done more harm than good.

8. **Describe the barriers involved in effective communication in detail. (2020-21)**

◆ **What do you understand by Communication types of barriers? What are the types?**

Communication Barriers

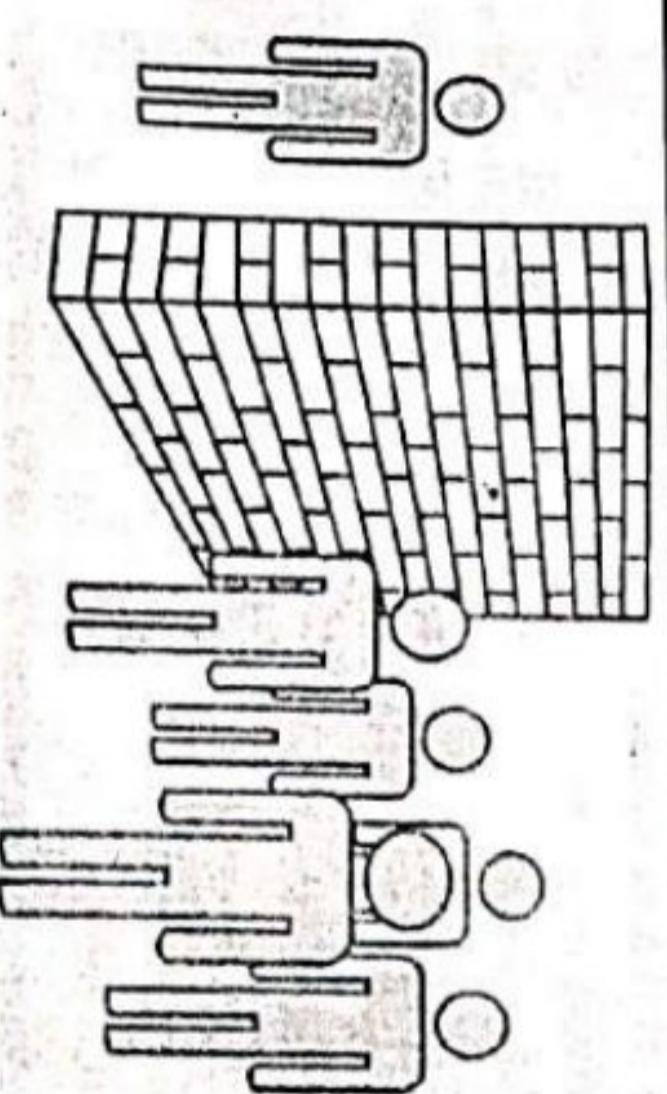
with the expectation that the receiver will receive, understand and act on it. Sender transmits a message to its intended that the receiver do not always reach to its intended. However, messages do not always reach to its intended. Some causes or factors receiver in way the sender think. Some causes or factors receiver in way the sender think. Some causes or factors receiver in way the sender think. Some causes or factors receiver in way the sender think. Some causes or factors receiver in way the sender think. Some causes or factors receiver in way the sender think. Such factors or causes are known as communication barriers.

Some definitions on communication barrier are quoted below:

According to Dr. Suruj Kumar Debnath, defined, "Barriers to communication mean obstacles to the process of communication."

In the opinion of Louise E. Boone and Others, "Communication barriers are the problems that arise at every stage of the communication process and have the potential to create misunderstanding and confusion."

According to C. B. Mamoria, "Communication, when it is impeded and does not reach the receiver is often somewhat ineffective and the impediments are known as barriers."



(Figure : Communication Barriers)

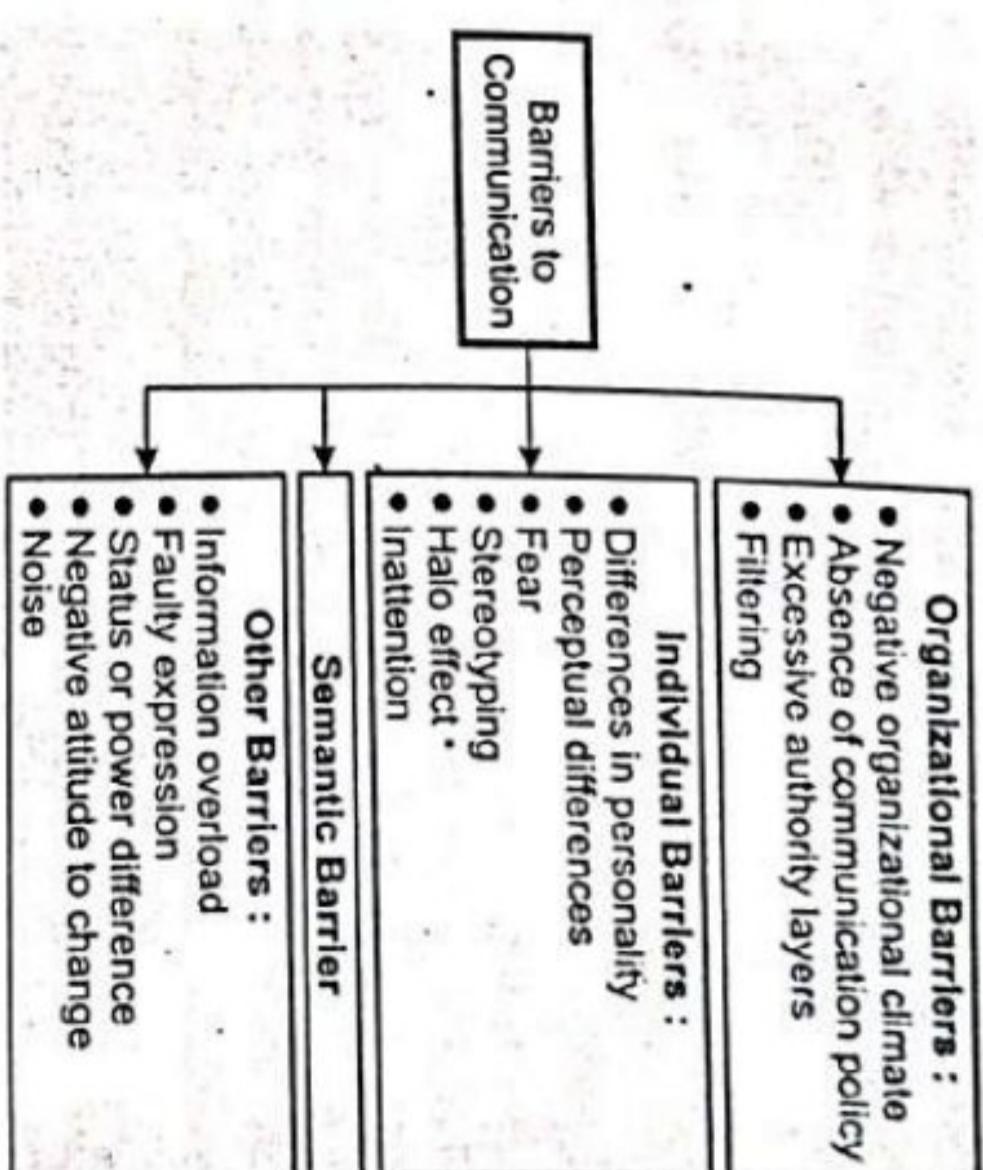
By considering the above discussion and definitions, it can be concluded that communication barriers are the factors that inhibit the effective flow of information that communication barriers are the factors that inhibit the effective flow of information in the process of communication. Communication barriers impede the flow of information or create problems in understanding and acceptance of information.

Types of Communication Barriers

Barriers to communication arise from a variety of sources such as complex organizational structure, use of ambiguous words, perceptual differences of sender and receiver, status difference etc.

Theo Haimann has classified the main barriers to communication into four major groups. These are :

- Barriers caused by organizational structure.
 - Barriers caused by status or positions.
 - Barriers caused by language.
 - Barriers resulting from the general inclination to resist change.
- McFarland** has classified the communication barriers into the following four groups :
- Unsound objectives
 - Organizational blocks
 - Semantic blocks
 - Human relations problems
- Ricky W. Griffin** has classified the Communication Barriers into two broad groups such as
- Individual barriers and
 - Organizational barriers.
- For the convenience of discussion we can classify the barriers to communication in the following four categories :
- (1) Organizational barriers
 - (2) Individual barriers
 - (3) Semantic barrier
 - (4) Other barriers
- The four categories of communication barriers are shown in the following diagram :



(Figure)

Types of Communication Barriers

(1) **Organizational Barriers** : The barriers that generate from within the organization are known as organizational barriers may be of the following types :

- (a) **Negative Organizational Climate** : The main aspect of organizational climate that acts as communication barrier is the negative attitude of top management. Negative attitude of top management discourages communication initiative of the employees.
- (b) **Absence of Communication Policy** : Well-designed communication policy encourages communication in the organization. In the absence of such policies, employees fail hesitate to communicate.
- (c) **Excessive Authority Layers** : Excessive authority layers acts as a severe impediment to successful communication. In the case of excessive authority impediment to successful communication. In the case of excessive authority layers, information reaches to its final destination passing through several hierarchical levels. As a result, information may be distorted or lost. Excessive authority layers also cause a delay in communication.

- (d) Filtering :** Filtering implies a willful distortion of information. This problem usually arises in upward communication. In upward communication, employees tend to pass only those messages that create a positive impression about them.
- (1) Individual Barriers :** Barriers created by the sender and receiver are known as individual barriers. Such barriers include the following:
- (a) Differences in Personality :** Personality is the set of attributes that define a person. Every person holds a distinct personality. This individual nature of personality acts as a barrier to communication.
- (b) Perceptual Differences :** Perception is the unique way in which people respond or interpret an object. The difference in perception is a very common problem in effective communication. It for example, a subscriber of BTTB's land phone in Bangladesh may positively react to the government's move to privatize BTTB expecting a better service. But an employee of BTTB might view this as step to cut jobs and retrench existing employees.
- (c) Fear :** Fear of reprisal or attack, fear of criticism for knowing very little etc. may create a problem in communication.
- (d) Stereotyping :** Stereotyping is generalizing about a class of people or events that is widely held by a given culture. In case of stereotyping, people develop communication statements and mindsets about others. This orientation exposes itself in such statements and mindsets. For example, "All used car salesmen are dishonest," or "All foreign recruiting agents are liars." Such all inclusive perceptions not only are seldom correct but they also block mental activity that is necessary for successful communication.
- (e) Halo Effect :** The halo effect is the tendency to use a general impression based on one or a few characteristics to judge other characteristics of that same individual. For example, a manger
- might identify one trait of an employee, such as an excellent attendance record, and perceive that the employee's productivity and quality of work must also be outstanding.
- (f) Inattention :** Sometimes communication does not reach due to the inattention of the receiver. Such inattention may result from busyness, lack of interest about subject, suffering from disease or family problem etc.
- (2) Language or Semantic Barrier :** A common barrier to effective communication is semantic distortion, which can be deliberate or accidental. A semantic problem arises when words and symbols have different meanings for different people that lead to a misunderstanding. For examples, an advertisement states, "we sell for less." It is ambiguous and raises the question: less than what? In another case, during a meeting, a male colleague said to one of his female colleagues, "Why don't you dye it?" meaning her hair. The female colleague thought he said, "Why don't you diet?" she did not speak to him for a month. Semantic barrier presents a difficult challenge when people from different cultures communicate with each other.
- (3) Other Barriers :** The following factors also act as the barrier to effective communication:
- (a) Information Overload :** Information overload may also be a problem of effective communication. Information overload is the situation when a person is given too much information at a time.
- (b) Faulty Expression :** Faulty expression of message fails to convey exact meaning to the receiver. It happens due to lack of clarity, use of vague terms, badly expressed information, an improper organization of ideas etc.
- (c) Status or Power Difference :** Communication problem may arise when people of different power or status try to communicate with each other. For example, the manger of a company may neglect suggestion from his subordinates simply because of difference in their status. This

under treatment of people makes the communication ineffective.

- (d) **Negative Attitudes to Change :** Some people always resist any kind of change in the organization. They think that 'old is good, and are fearful about the changes. Therefore, they create problems in communication through inattention, false interpretation, rumor, resistance and non-cooperation.
- (e) **Noise :** Environment factors may also disrupt effective communication. One such factor is noise. For example, in oral communication, noise hinders smooth flow of information or message. In factories, loud noise of machines makes oral communication very difficult.

9. What are the cultural barriers?

(2020-21)

Cultural barriers are challenges to cross-cultural communication within an organization. When people from different cultures who might speak different languages, have different cultural beliefs or use different gestures and symbols to communicate, their cultural differences might become barriers to workplace success. This happens because of a lack of cultural awareness, knowledge, and communication.

Here are 5 ways to overcome cultural barriers and embrace cultural difference:

Ensure Clear and Polite Communication : Clear and polite communication reduces the chances of surprises, crises, and confrontation. Both employers and employees should take diversity and cultural difference into account while drafting communication material. This can include :

- (1) Using simple words
- (2) Using visual methods to communicate results
- (3) Avoiding slang words and phrases

Learn About Different Cultures : Asking polite questions about each other's cultures and expressing willingness to learn about different cultural backgrounds can foster workplace relationships. It is important to create a culture of inquiry where asking questions is encouraged! Being patient and understanding towards beliefs and

norms of different cultures, speaking against discrimination at the workplace, and continuously learning about changing cultures are all an effective way to make workplaces more inclusive.

Work towards Accommodating Cultural Difference : According to Equality Challenge Unit, implicit or unconscious bias happens by our brains making incredibly quick judgments and assessments of people and situations without us realizing. And the only way to accommodate cultural difference is to recognize unconscious bias. An individual can accommodate cultural difference by being sensitive towards different cultures and an organization can accommodate cultural difference by understanding, for example, different religious customs or encouraging cultural celebrations.

Share Knowledge : Diversity recruiting's ability to produce creative outcomes has limits within the ability of a workforce to share cultural knowledge. Tomas Chamorro-Premuzic of Harvard Business Review writes, "Studies mapping the social networks of organizations have found higher levels of creativity in groups that are more interconnected, particularly when creative and intrapreneurial individuals are a central node [part] in those networks."

The evidence shows that knowledge sharing and collective contribution produce creative outcomes. Knowledge from different cultural backgrounds and experiences stimulates cultural inclusion and results in innovation. Thus, it is beneficial for both individuals and organizations to make knowledge sharing an important part of their culture.

Employ Diversity Training : Another way to overcome cultural barriers is to ensure there is an inclusion of people of different cultural backgrounds in the workplace. Diversity training can potentially foster inclusive work culture, encourage teamwork and leadership, create new opportunities, and thereby create a positive work culture. This training will help employees understand and embrace the cultural differences of their coworkers, and coworkers to embrace each other.

Hence, accommodating cultural commonalities and differences is extremely important to overcoming cultural barriers.

- 10. Explain few suggestions for managers to overcome barriers to communication.** (2020-21)

Important Measures to Overcome the Barriers of Communication

In order to remove hindrances in the way of communication the following steps are worth consideration :

- (1) **Clarify Ideas before Communication :** The person sending the communication should be very clear in his mind about what he wants to say. He should know the objective of his message and, therefore, he should arrange his thoughts in a proper order.
- (2) **Communicate According to the Need of the Receiver :** The sender of the communication should prepare the structure of the message not according to his own level or ability but he should keep in mind the level, understanding or the environment of the receiver.
- (3) **Consult Others before Communication :** At the time of planning the communication, suggestions should be invited from all the persons concerned. Its main advantage will be that all those people who are consulted at the time of preparing the communication plan will contribute to the success of the communication system.
- (4) **Be Aware of Language, Tone and Content of Message :** The sender should take care of the fact that the message should be framed in clear and beautiful language. The tone of the message should not injure the feelings of the receiver. As far as possible the contents of the message should be brief and excessive use of technical words should be avoided.
- (5) **Convey Things of Help and Value to the Listener :** The subject matter of the message should

be helpful to the receiver. The need and interest of the receiver should specially be kept in mind. Communication is more effective in such a situation.

- (6) Ensure Proper Feedback :** The purpose of feedback is to find out whether the receiver has properly understood the meaning of the information received. In the face-to-face communication, the reaction on the face of the receiver can be understood.

But in case of written communication or some other sort of communications some proper method of feedback should be adopted by the sender.

- (7) Consistency of Message :** The information sent to the receiver should not be self-contradictory. It should be in accordance with the objectives, policies, programmes and techniques of the organisation. When a message has to be sent in place of the old one, it should always make a mention of the change otherwise it can create some doubts.

- (8) Follow up Communication :** In order to make communication effective the management should regularly try to know the weaknesses of the communication system. In this context effort can be made to know whether to lay more stress upon the formal or the informal communication would be appropriate.

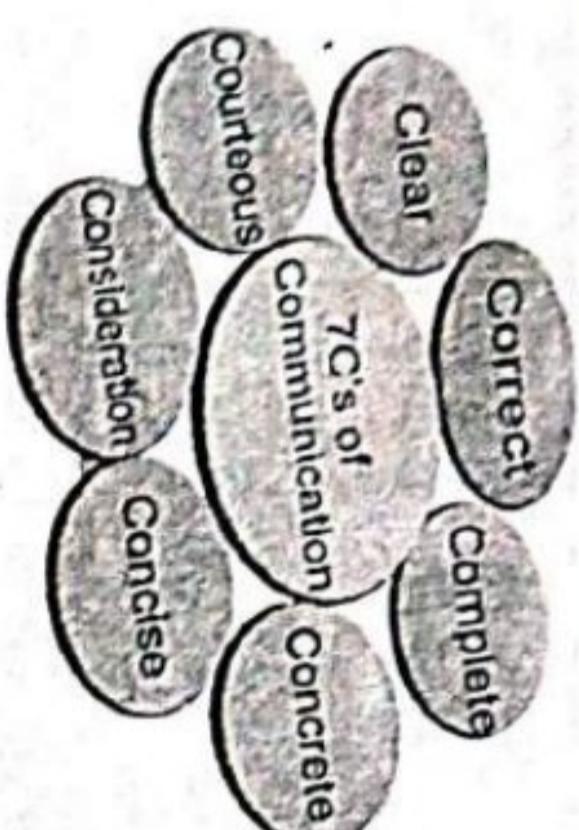
- 11. ♦ Examine the characteristics of good communication and state of good barriers.** (2020-21)
- ♦ **What are 7 C's of Communication?**

7 C's of Communication

Definition :

The 7 C's of Communication is a checklist that helps to improve the professional communication skills and increases the chance that the message will be understood in exactly the same way as it was intended.

The 7 C's of effective communication, also known as the Seven Principles of Communication are a useful way to ensure good and Business Communication. To have effective communication, one should keep the following 7 C's of communication in mind :



Figure

- (1) **Clear** : The message should be clear and easily understandable to the recipient. The purpose of the communication should be clear to sender then only the receiver will be sure about it. The message should emphasize on a single goal at a time and shall not cover several ideas in a single sentence.
- (2) **Correct** : The message should be correct, i.e. a correct language should be used, and the sender must ensure that there is no grammatical and spelling mistakes. Also, the message should be exact and well-timed. The correct messages have a greater impact on the receiver and at the same time, the morale of the sender increases with the accurate message.
- (3) **Complete** : The message should be complete, i.e. it must include all the relevant information as required by the intended audience. The complete information gives answers to all the questions of the receivers and helps in better decision-making by the recipient.
- (4) **Concrete** : The communication should be concrete, which means the message should be clear and particularly such that no room for misinterpretation is left. All the facts and figures should be clearly mentioned in a message so as to substantiate to whatever the sender is saying.
- (5) **Concise** : The message should be precise and to the point. The sender should avoid the lengthy sentences and try to convey the subject matter in the least possible words. The short and brief message is more comprehensive and helps in retaining the receiver's attention.
- (6) **Consideration** : The sender must take into consideration the receiver's opinions, knowledge,

mindset, background, etc. in order to have an effective communication. In order to communicate, the sender must relate to the target recipient and be involved.

(7)

Courteous : It implies that the sender must take into consideration both the feelings and viewpoints of the receiver such that the message is positive and focused at the audience. The message should not be biased and must include the terms that show respect for the recipient.

The Seven Barriers to Great Communications

(1) **Barriers to Effective Communication :**

- (a) Marked out territories, empires and fiefdoms into which strangers are not allowed
- (b) Closed office doors, barrier screens, and separate areas for people of different status
- (c) Large working areas or working in one unit that is physically separate from others

Research shows that one of the most important factors in building cohesive teams is proximity.

As long as people still have a personal space that they can call their own, being close to others aids communication because it helps people get to know one another.

(2) **Perceptual Barriers** : It can be hard to work out how to improve your communication skills.

The problem with communicating with others is that we all see the world differently.

If we didn't, we would have no need to communicate: something like extrasensory perception would take its place.

The following anecdote is a reminder of how our thoughts, assumptions and perceptions shape our own realities.

A traveller was walking down a road when he met a man from the next town.

"Excuse me," he said. "I am hoping to stay in the next town tonight. Can you tell me what the townspeople are like?"

"Well," said the townsman, "how did you find the people in the last town you visited?"

"Oh, they were an irascible bunch. Kept to themselves. Took me for a fool. Over-charged me for what I got. Gave me very poor service."

"Well, then," said the townsman, "you'll find them pretty much the same there."

(3) Emotional Barriers : One of the chief barriers to open and free communications is emotional.

The emotional barrier is comprised mainly of fear, mistrust and suspicion.

The roots of our emotional mistrust of others lie in our childhood and infancy when we were taught to be careful about what we said to others.

"Mind your P's and Q's."

"Children should be seen and not heard."

As a result, many people hold back from communicating their thoughts and feelings to others.

They Feel Vulnerable : While some caution may be wise, excessive fear of what others might think stunts our development as effective communicators and our ability to form meaningful relationships.

(4) Cultural Barriers : When we join a group and wish to remain in it, sooner or later we will need to adopt the behaviour patterns of the group.

These are the behaviours that the group accept as signs of belonging.

The group rewards such behaviour through acts of recognition, approval and inclusion.

In groups that are happy to accept you, and where you are happy to conform, there is a mutuality of interest and a high level of win-win contact.

Where there are barriers to your membership of a group, game-playing replaces good communication.

(5) Language Barriers : Our language may present barriers to others who are not familiar with our expressions, buzz-words and jargon.

When we couch our communication in such language, it excludes others.

Understanding this is key to developing good public speaking skills and report writing skills.

In a global marketplace, the greatest compliment we can pay another person is to talk to them in their own language.

One of the more chilling memories of the 'Cold War' was the threat by the Soviet leader Nikita Khrushchev who said to the Americans at the United Nations :

"We will bury you!"

This was taken to mean a threat of nuclear annihilation.

However, a more accurate reading of Khruschev's words would have been:

"We will overtake you!"

By this, he meant economic superiority. It was not just the language used that was the problem.

The fear and suspicion that the West had of the Soviet Union led to the more alarmist and sinister interpretation.

(6) Gender Barriers : There are distinct differences between the speech patterns of men and women.

A woman speaks between 22,000 and 25,000 words a day whereas a man speaks between 7,000 and 10,000.

In childhood, girls speak earlier than boys and at the age of three, have a vocabulary twice that of boys. The reason for this lies in the wiring of a man's and woman's brains.

When a man speaks, he uses the left side of his brain but not a specific area of it.

When a woman speaks, she uses both left and right sides, in two specific locations.

This means that men speak in a linear, logical and compartmentalised way, demonstrating left-brain thinking.

Women speak more freely, mixing logic and emotion, using both sides of the brain.

This also explains why women talk for much longer than men each day.

(7) Interpersonal Barriers : There are six ways in which people can distance themselves from one another:

(a) Withdrawal : Withdrawal is an absence of interpersonal contact. It is both refusal to be in touch and time alone.

(b) Rituals : Rituals are meaningless, repetitive routines devoid of real contact.

- (c) Pastimes : Pastimes fill up time with others in social but superficial activities.
- (d) Working : Work activities follow the rules and procedures of contact but no more than that.
- (e) Games : Games are subtle, manipulative interactions which are about winning and losing. They include "rackets" and "stamps".
- (f) Closeness : The purpose of interpersonal contact is closeness.
- (g) Good interpersonal contact promotes honesty and acceptance.
- 12. ♦ Explain the flow of communication Downward, Upward, Lateral or Horizontal.**
(2020-21)
- ♦ What is meant by the flow of communication?
 - ♦ Discuss the various patterns of communication flow in an organization?
 - ♦ Discuss in what direction the communication can flow in an organization?
- Basically the flow of the communication can be understood by the following diagram.
- Message
- ```

 graph LR
 Sender[Sender] -- Encoding --> Medium[Medium]
 Medium -- Decoding --> Receiver[Receiver]
 Receiver -- Feedback --> Sender

```
- The above diagram explains how the communication flows, but in an organization the flow of communication is designed to ensure uniformity in dissemination (distribution) of information and to establish accountability. This flow of communication is either from top to bottom or bottom to top or on the same hierarchical levels. The communication will flow in the following patterns or directions in any organization :
- (1) Downward
  - (2) Upward
  - (3) Lateral or Horizontal.
- (1) Downward Communication** : Here, the communication flows from top to bottom of the organizational hierarchy i.e. the message is transmitted from superiors to subordinates i.e.
- Managing Director → Marketing,  
Managers → Salesmen
- The main objective of downward communication is to give directions, or explanations, to motivate, to control or to educate the employees.
- The problems or drawbacks of downward communication are as follows :
- (a) The message may get distorted at times.
  - (b) Delays are common because of long hierarchy.
  - (c) Messages may get overloaded or under loaded.
- This downward flow of communication can be made effective if:
- (a) All managers are well informed.
  - (b) The climate is conducive.
  - (c) Authority is not over concentrated.
  - (d) Message are clear, adequate and properly channelised.
- (2) Upward Communication** : Here, the communication flows from sub-ordinates to superiors. Earlier this direction of communication was given least importance, but with increase in participation of workers in management many method of upward communication are being given importance. Upward communication is generally in the form of periodical meetings, Open-door policy, and suggestion boxes, interviews, grievance procedures etc.
- Cashier → Accountant → Finance  
Manager → Main problems attached with upward communication are :
- (a) Immediate bosses generally hide the messages from top management.
  - (b) It results in delays and distortion of message.
  - (c) Employees are hesitant to communicate.
- The upward flow of communication can be made effective on if:
- (a) Conducive environment is created.
  - (b) Constructive suggestions are rewarded.
  - (c) The line of communication is short.

- (d) Committees of executives and employees may be constituted.
- (e) Social gatherings also encourage upward communication.

(3)

**Lateral or Horizontal Communication :** Here, the communication flow is between persons or individuals of equal rank, status or hierarchy in the organization. Its main purpose is to promote co-operations and coordination of activities.

Marketing Manager → Production Manager.

Lateral communication generally takes place face-to-face or through telephones or in meetings or through written messages.

Main problems attached with lateral communication are as follows:

- Many a times rivalry among employees is a result of lateral flow of communication as employees do not communicate openly or whole heartedly with colleagues due to competition.
- A system manager faces some difficulties to convey his requirements to the finance manager as their area of specializations are different.
- Physical barriers like noise or distance are frequent in lateral communication.
- Lateral communication would not be successful if employees are not motivated to co-operate with each other.

The lateral communication could be made effective if:

- Departmental heads and employees conduct meetings from time to time.
- Telephone and intercom facilities must be readily available to all the levels.

Lateral communication could be the main source to improve interdepartmental co-ordination and co-operation which many organizations lack.

□□

## BUSINESS LETTERS

1. *What do you understand by Business Letters? Discuss its functions. Explain the layout of Business Letters.*

### **Business Letters**

Business letters are an important piece of conversation whose objective is to achieve a definite purpose like selling product, seeking information, creating goodwill etc. Business letters are more formal and to the point.

### **The Layout of Business Letters**

#### Parts of Business Letter :

- Heading :** The heading of a letter generally consists of printed letterheads, mentioning name of the company, its address, telephone and e-mail address etc.

Tel no. : \_\_\_\_\_  
E-mail : \_\_\_\_\_  
Fax : \_\_\_\_\_

Mittal Traders  
Stockists and Distributors

of Rubber Chemicals.

- Date :** Two to three lines below the letterhead, the date when the letter was typed should be mentioned. Date serves an important reference for the future purpose.

Manner of writing the date can be any :

1st April 2001  
November 20, 2006.  
10th June 2009.

- Inside Address :** Below the date line the inside address is mentioned. It contains the name, title or division or department, mailing address or pin code is mentioned.

Mr. S.K. Parekh.  
Accounts Department  
Krishan Financers

12, Mall Road  
Agra.

- (4) **Subject Lines :** For attracting special attention to the subject matter of the letter or signaling out the person to whom the letter is addressed subject line is inserted below the salutation with words "Subject" or "Attention".

- (5) **Salutation :** Below the inside address the complimentary greeting, which is called "Salutation" is made on the right or left side. This salutation depends upon the writers' relationship with the correspondent.

**Example :** Dear Sir, Dear Madam or Dear Mr. Amit e.t.c.

- (6) **Body :** The body of the letter starts two lines below the salutation either in block style with no paragraphs or semiblock style with indented paragraph. The first paragraph introduces the subject or purpose. The second details the matter contained and the last paragraph ends the matter with action and the last paragraph ends the matter with action the writer likes the reader to take.

- (7) **Complimentary Close :** It conveys a conventional and polite way of ending the letter. It can be written as

Sincerely  
Truly  
Faithfully Yours Faithfully

Yours Sincerely  
Yours Truly

- (8) **Signatures :** After the complimentary close two line below signatures are attached of the writer. Under the signature the name and designation are typed.

- (9) **Reference Initials :** Below the name and designation of the sender, the sender puts his initials called "Reference initials".

- (10) **Enclosures :** Whenever certain material or document is attached with the letter its indication are put at the end of the letter as enclosures.

## 2. Discuss the types of business letters.

### Types of Business Letters

The term "business letters" refers to any written communication that begins with a salutation, ends with a signature and whose contents are professional in nature. Historically, business letters were sent via postal mail or courier, although the internet is rapidly changing the way businesses communicate. There are many standard types of business letters, and each of them has a specific focus.

**Sales Letters :** Typical sales letters start off with a very strong statement to capture the interest of the reader. Since the purpose is to get the reader to do something, these letters include strong calls to action, detail the benefit to the reader of taking the action and include information to help the reader to act, such as including a telephone number or website link.

**Order Letters :** Order letters are sent by consumers or businesses to a manufacturer, retailer or wholesaler to order goods or services. These letters must contain specific information such as model number, name of the product, the quantity desired and expected price. Payment is sometimes included with the letter.

**Complaint Letters :** The words and tone you choose to use in a letter complaining to a business may be the deciding factor on whether your complaint is satisfied. Be direct but tactful and always use a professional tone if you want the company to listen to you.

**Adjustment Letters :** An adjustment letter is normally sent in response to a claim or complaint. If the adjustment is in the customer's favor, begin the letter with that news. If not, keep your tone factual and let the customer know that you understand the complaint.

**Inquiry Letters :** Inquiry letters ask a question or elicit information from the recipient. When composing this type of letter, keep it clear and succinct and list exactly what information you need. Be sure to include your contact information so that it is easy for the reader to respond.

**Follow-Up Letters :** Follow-up letters are usually sent after some type of initial communication. This could be a sales department thanking a customer for an order, a businessman reviewing the outcome of a meeting or a job

seeker inquiring about the status of his application. In many cases, these letters are a combination thank-you note and sales letter.

**Letters of Recommendation :** Prospective employers often ask job applicants for letters of recommendation before they hire them. This type of letter is usually from a previous employer or professor, and it describes the sender's relationship with and opinion of the job seeker.

**Acknowledgment Letters :** Acknowledgment letters act as simple receipts. Businesses send them to let others know that they have received a prior communication, but action may or may not have taken place.

**Cover Letters :** Cover letters usually accompany a package, report or other merchandise. They are used to describe what is enclosed, why it is being sent and what the recipient should do with it, if there is any action that needs to be taken. These types of letters are generally very short and succinct.

**Letters of Resignation :** When an employee plans to leave his job, a letter of resignation is usually sent to his immediate manager giving him notice and letting him know when the last day of employment will be. In many cases, the employee also will detail his reason for leaving the company.

**3. Draft a business letter to XYZ company regarding the renewal of the Annual Maintenance Contract for furniture of your company.**

Date  
Recipient Name

Title  
Company Name  
Street Address City, ST ZIP Code

Dear Recipient Name:

I would like to request you for the renewal of our maintenance contract. I have been satisfied with your services and would like to hire you for the next 2 years. I have cleared the outstanding dues so that we may go ahead with the renewal process.

- Kindly give me your response by next Monday.
- Sincerely,

Your Name

**4. What do you understand by Sales Letter? As a manager of Lohia Pvt. Ltd. Write a sales letter to the dealers providing details about the new product launched in the market.**

**Sales Letter**

Sales letters are part of publicity and advertisement campaign. Its main function is to educate and persuade the customer.

Principles of selling also apply to writing effective sales letter. For writing effective sales letter one should have proper identification of readers' interests and needs and also about the product or services being offered. A good sales letter is like a successful advertisement. The purpose of every sales letters is to convert the readers into a customer.

**Letter to the Dealers Providing Details about the New Product Launched in the Market:**

Lohia Pvt. Ltd  
Chandigarh  
Date : May 11, 2013

Dear Friends,

Do you want a bike, that is light weight, pollution free and operates at just 10 paise per kilometre. It's time you forget the pricey petrol, go electric and contribute your bit to the environment. If so Lohia Auto launches new electric bike, Genius

Priced just at ₹ 25,495, this new electric bike is the third offering from Lohia Auto after Fame and Oma Star.

This new electric bike aims to cater the needs of today's teenager (specifically North India) by offering them a vehicle that is not only trendy but cost effective too! Available in three bright colours, blue, red and yellow, the e-bike claims to be a 'no-paisa' bike.

The USP of the bike is that there is a special VRLA hours of charging time. With the proposed charge, you can drive for 70 kilometres at a stretch. Other benefits of the

e-bike are that you do not have to get any registrations done neither do you need a license to drive it.

"The features that make this e-bike different from others are its more advanced shockers, the ease of putting it on the main stand and of course the low cost at which it operates," said Ayush Lohia, CEO, Lohia Auto Industries.

The company also plans to target Pan-India and other international markets by the next fiscal year. The e-bike also comes with a one year warranty and a battery life of 300 cycles, which comes to nearly 2-2.5 years.

We look forward of your interest and booking for this new launched product by Lohia Auto Industries.

Yours Sincerely,  
Ayush Lohia  
Manager  
Lohia Auto Industries.

- 5. .**
- ◆ **What are credit letters? How are they written?**
  - ◆ **Describe a Credit letter and its Features. Write a letter to the Credit Manager of H.P. Computers requesting for credit of 200 Computers for your office.**

#### **Credit Letter**

The term 'credit' generally means an agreement that one makes with some business establishment to pay later for something one buys. 'Buy now and pay later' is a common practice of the business world. Credit facilities can be called the pivot on which all major business activities revolve. Business on large scale is almost impossible without credit facilities. It facilitates more rapid economic growth since it helps the whole seller dealers and also the retailers to obtain a product without making payment in advance. However, offering credit may be risky so it is necessary to check the status of being trusted to pay back money. Details of the credit applicant about his present employer, source of income, his bank accounts and also other details of his financial standing should be obtained.

- (1) A credit letter should have request for the demanding credit.
- (2) All courteous obligations should be done and rude but very polite.
- (3) The language should not be harsh and rude but very polite.

(4) Give the whole detail about the material for which the credit is demanded or refused.

(5) Previous reference should also be mentioned, if necessary.

(6) Always keep in mind about the relations of other party, they should not be disturbed for the future business.

#### **A Sample Credit Letter**

Amit Electronics  
62, Civil Lines  
Kanpur

The Credit Manager  
H.P. Computers  
Sectors - 16  
Noida

Subject : Supply of 200 computers

Dear Sir,

Enclosed is an order no. 404 for 200 computers. Since we have good business relations with you and also that the computer manufactured by you are the best, we would like to place this order of 200 computers on 2 months credit. You may check our credit with Mr. Sameer Gautam, General Manager, HCL, New Delhi.

We hope to receive your favorable response at the earliest. In case you need any other information please contact us.

Yours Sincerely,  
Mohan Kapoor

- 6. Invent the necessary details to draft an effective sales letter to the 'Lab-in-charge' of Saraswati Vidya Mandir for requirement of computer & other hardware devices for their new computer lab.**

Balaji Computers  
Mishran Street  
Shamli - 247776

(U.P.)

Date : 05/06/2015  
Saraswati Vidya Mandir

Budhana Road  
Shamli – 247776  
(U.P.)

Dear Lab Incharge Sir,

Now 'Balaji Computers' have a range of computers and other hardware device to suit budgets of our esteemed customers. It is very pleasure in writing to your school, which is one of the popular schools in UP board. Our lowest prices and best quality service are outstanding. Our Brand is reaching worldwide now.

We are providing the best computer accessories and parts and all the service needed to maintain a computer. We have specialized service centers in many parts of the city and we are expanding our network.

Therefore, we want inform you, to be a part of our network to enjoy the services we provide to you and your customers. We are also expanding our business in other states like Haryana, Assam, Jaipur and other cities. We are providing the discounts of flat 30% in all services including the accessories.

Kindly contact us. We are waiting for you positive response.

Sincerely,

Ravi Menon,  
Sales Executive.  
Balaji Computers

7. Write an application to the General Manager, Hindustan Petroleum applying for the post of computer analyst in response to the recent advertisement in Times of India.

Date : May 10, 2013.

To,  
The General Manager  
Hindustan Petroleum  
Gurgaon.

**Subject :** Application for the post of computer analyst.

Respected Sir,

Your advertisement in The Times of India dated May 8, 2013 for the post of computer analyst caught my attention. I am glad to inform you that I possess all the relevant skill for this post.

I did my computer engineering from Indian Institute of Technology, New Delhi in the year 2011. After which, I also acquired on MBA degree from Birla Institute of Technology, Pilani with specialization in marketing. Presently, I am working with a software

firm as a chief software programmer, but working with a brand like Hindustan Petroleum would be also quite challenging. Presently, I am drawing a salary of ₹ 35,000/- per month and anything above 40,000/- will be acceptable for me. You can contact me on my mobile number and call me for the interview to give me chance to show my expertise and be associated with employers like you.

Thanking you

Your Sincerely,  
Rakesh Kumar

**Enclosures :**

- (1) Biodata
- (2) B.Tech. passing certificate
- (3) M.B.A. passing certificate.

**8. What do you understand by Claim Letter?**

A claim letter is a persuasive letter sent by a customer to a business or agency to identify a problem with a product or service and can also be referred to as a letter of complaint.

Typically, a claim letter opens (and sometimes closes) with a request for adjustments, such as a refund, replacement, or payment for damages, though a cordial opening paragraph about the transaction or product may be preferred.

As a method of business writing, claim letters are sent as a legally binding form of communication which can serve as evidence if a claim is taken to court. In most cases, court appearances are not required because the business recipient typically drafts a reply in the form of an adjustment letter, which settles the claim.

**Main Elements of a Claim Letter :** Most business professionals and scholars agree that a basic claim letter should include four core elements: a clear explanation of the complaint, an explanation of what strife this has caused or the losses suffered because of it, an appeal to consider a fair adjustment in return.

Preciseness in the explanation is pivotal to the claim being settled quickly and effectively, so a claim writer should provide as much detail about the defectiveness of a product or the fault in service received, including date and

time, the amount is cost and receipt or order number, and any other detail that help define exactly what went wrong.

The inconvenience this fault has caused and an appeal to the reader's humanity and compassion are equally important in getting what the writer wants out of the claim. This provides the reader motivation to act on the writer's request promptly in order to rectify the situation and maintain the customer as a client.

As R.C. Krishna Mohan writes in "Business Correspondence and Report Writing" that in order "to secure a prompt and satisfactory response, a claim letter is usually written to the head of the unit or the department responsible for the mistake."

Stay Warm Wool Centre  
35, Dombivli

Thane

November 26, 2012

The General Manager  
Northern Railway

Dear Sir

We would like to bring to your kind attention that our consignment of hosiery goods sent from Amritsar on November 10, 2012 was tampered with during transit. This fact has been duly certified by the railway clerk at Thane station from whom we received the consignment. His remarks are enclosed herewith. We are writing to request compensation for our losses.

The pilferage of woolen clothes has resulted in huge losses for us. We have enclosed an itemized list of the lost items along with their costs and we must insist that you register this claim of ours and reimburse us immediately.

We look forward to hearing from you.

Sincerely,

Authorized signatory

#### 9. What is Resume? What are the Types of Resume?

##### **Resume**

A resume is the first thing that attracts the attention of the interviewer.

A resume is a document that includes information about a person. It includes name, address, contact information, skills, educational information, work experience and job profile held in previous companies, and references. It is an outline of a person in a printed format for corporate use in interviews. The interviewer gets an idea of the capability of the person, just by looking at his resume. A resume with reliable information is the perfect resume, but one needs to remember all matter and facts mentioned in it. However, a resume needs to be changed according to many circumstances such as changing industries, functionalities or a job profile upgrade. There are different styles of writing a good resume depending upon the information a person wants to share and also depending upon position for which he or she is writing the resume.

##### **Types of Resume**

There are two types of resume :

(1) Chronological Resume : This type of resume is written chronologically. Some important points of this type of resume are as :

- (a) Career objective
  - (b) Summary (optional)
  - (c) Educational history
  - (d) Personal data
  - (e) Work history
- (2) The Functional Resume : The functional resume focuses on skills and strengths. The functional resume has the following sections :
- (a) Objective
  - (b) Personal data
  - (c) Education
  - (d) Work experience (if any)
  - (e) Skills and certifications

##### **Guidelines for Writing a Good Resume**

The main function of resume is to attract the employer. Hence, the following guidelines should be followed:

- (1) The resume should be well written, sentences and paragraphs should be short and simple.
- (2) Use of Jargon should be avoided.

- (3) It should be type written.  
 (4) It should provide all necessary information relating to the applicants education and experience.

- (5) Any personal information which is not directly related to the job target should be included.  
 (6) It should be complete in all respect.  
 (7) Adopt your resume to your audience.

**Resume**

Pranshu Gupta  
112 / 27, Shastri Nagar  
Kanpur

**Position :**  
Technical Executive

**Objective :**  
To work as technical executive efficiently.

**Experience :**  
Assistant technical engineer in N.T.P.C. Pata of Aunaya, from January 2004 to date.

**Technical Skill :**

- (1) Proficient in the use of computers.
- (2) Fluent in speaking English and Hindi.
- (3) Received scholarship from I.I.T, Delhi

**References :**

- (1) Dr. Govind Saini  
Professor of Digital Department of Electronics, KIT, Kanpur
- (2) Dr. S. Verma  
Professor of Physics  
MKTL, Lucknow

**Cover Letter :**  
122/127, Shastri Nagar  
Kanpur.

Date – 23 October, 2008  
The Managing Director  
Gas Authority of India Ltd.  
Bangalore

**Subject : Application for the post of Assistant Executive**

Dear Sir,  
With reference to the advertisement published in 'Times of India' dated 18<sup>th</sup> October 2008 of Lucknow edition, I wish to apply for the above mentioned post. Since my educational qualifications and professional experience claim to fulfill all the requirements of the person you are looking for.

**PRINCIPLES OF MANAGEMENT & COMMUNICATION**

[E:13]

At present, I am working in N.T.P.C pata as assistant engineer. This job has given me a good training and insight into the job requirement.

I have given all the details of my qualifications, experience, honours in the enclosed resume for your kind consideration. If you require any other information, kindly let me know.

Yours faithfully  
Pranshu Gupta

**10 Invent the necessary details to draft a 'Cover Letter' & a 'Resume' with reference to an advertisement in Times of India for the post of 'System Manager' required in Bharti Tele Communications.**

**Cover Letter and Resume for the Post of System Manager**

XYZ  
8832 Trundle Blvd.  
Undulate, TN 44455  
December 15th, 2015  
Bharati Telecommunication  
5543 Hamrick Lane  
Bakersfield, CA 88833

Dear Mr. ABC

I was excited to learn of the available Information Systems Manager position available at your company and am writing to apply for the position with the reference to your advertisement in the Times of India 10 December. I have garnered six years of increasingly responsible experience in a similar role at Data Solutions Technologies. Additionally I hold a Bachelor's Degree in Computer Information Systems and extensive knowledge of current technologies and applications.

My current role calls for me to analyze the company's systems hardware and applications and recommend updates and upgrades to senior executives. I direct the IT department in all installations of new hardware and software and then provide for staff training as needed and making suggested updates as needed. Keeping a company's information technology infrastructure up-to-date helps businesses to stay current. I am very knowledgeable and also possess excellent presentation skills are likewise exceptional and allow me to clearly communicate tasks and needs. I would make an excellent choice as your Information Systems Manager.

I offer a blend of high-level skill and experience to the role. I request that you carefully review my attached resume and call me as soon as possible to arrange an interview.

Thank You

XYZ

### **Resume**

**Name** : XYZ  
**Father's Name** : DEF  
**Address** : 8832 TrundleBlvd. Undulate, TN 44455  
**Academic Qualification** : Bachelor of Arts English Literature, NY, 1996  
**Professional Certifications** : Professional Certification in Management, 1998 from Hampston, NY

### **Experience :**

Since July 2011, I have been working as system manager in H.I. Ltd.

|                         |                      |
|-------------------------|----------------------|
| <b>Salary expected</b>  | : 60,000 p.m.        |
| <b>Personal Details</b> | :                    |
| <b>Age</b>              | : 27years            |
| <b>Health</b>           | : Excellent but slim |
| <b>Marital Status</b>   | : Married            |
| <b>Nationality</b>      | : Indian             |

### **11. Discuss the Structure of a Job Application or the Cover Letter With Example.**

#### **Structure of a Job Application or the Cover Letter With Example**

The reason why 90% of job application letters fail to reach the interview pile is due to poor presentation, content, and writing style - combined with a misunderstanding of what the recruiter is seeking in a candidate.

Job applications or cover letters that sell the job skills and experience which match the job role-clearly, factually and concisely - to present a compelling case for taking your application to the interview stage only serve the purpose of this document.

Getting your application letter right is crucial to making a good first impression and is often the only opportunity to position yourself prior to being selected for an interview.

#### **Guidelines on Writing a Job Application Letter**

**Addressing Job Application Letters :** Your address and the date should be on the right hand side. Following this on the left hand side you should address it to the recipient. Ensure you include the name of the person, their title, company name and the position's reference.

**The Introductory Paragraph :** The first paragraph should simply state why you are writing to them (recipient). If it is an advertised position, mention the position title and where it was advertised. If it is not an advertised position you should specify that you are applying for any current or future employment opportunities.

**The Main Body of the Job Application Letter :** The main body of the letter should tell the recipient what you have to offer and why they should read your CV. In one of the paragraph you need to summarize your experience, skills and respond to the position requirements as per the advertisement. The next part of the body of the letter should be a brief description of your personal skills.

**The Closing Paragraph :** The closing paragraph should point out your appreciation for the anticipated action from the recipient. For example, "I shall receive your reply with great appreciation". Thank the recipient for giving you the opportunity to apply. Finish the letter by adding a closing remark for example, "Yours sincerely" or "Yours faithfully". Leave a few spaces for your signature and then place your full name.

#### **An Example of a Job Application Letter**

P.O. Box 5872 WINDHOEK  
20 November 2004

Ministry of Finance  
Private bag 13305  
WINDHOEK  
Dear Sir/Madam

**RE : Application for tax administrator position.**

In response to you advertisement in the press recently, I hereby submit my application for consideration to the above mentioned post.

You will find my curriculum vitae enclose for your consideration. Although you require a person with two year's tax law experience in the corporate field, you will note from my curriculum vitae that I do not have the length of experience.

Now with standing this, I am applying because I have obtain a diploma in tax law. I am currently studying for the higher Diploma in law through the University of Namibia though it does not appear in my curriculum vitae, I have been tutoring LLB student in the field of tax law.

It should also be mentioned that recently my article on tax law dealing with the corporate situation appeared in the SA Law Journal. A copy is enclosed for your perusal.

Yours faithfully,

John Martin Penning gate

***Structure of a Report***

There are three parts of a report :

(1) **Front Matter** : The front matter includes cover page, title page, acknowledgement, table of contents and an abstract or summary. The cover page protects report from damages. The title page has the name of the writer, its title and date.

(2) **Main Body** : Under this heading the whole body of the report have been mentioned. All facts and figures are also mentioned in this selection.

(3) **Back Matter** : Back matter has thanks and conclusion of the whole report. Without this a report cannot be completed. The result of the whole report also has this. Back page may consist about the life history of the author too.

***Specimen of Report***

Municipal Corporation, Kanpur

September 27, 2006

Mr. V. S. Swami

District Collector,

Kanpur

Respected Mr. Swami,

**Sub : Rapid increase in road accident in Kanpur**

Please refer to your letter number SWD/1M/2006 in which you have asked me to study the causes and remedies of increasing road accident in Kanpur.

**Finding** : The data for the report was collected by newspaper and FIR lounge in police stations. We found the data of last two years.

**Present Status** : From the data we found that number of road accidents in 2005 was 1045 cases in which 200 cases of death and 50 cases of serious injuries and remaining nominal injuries. In 2006 the total case of accidents were 1576. In which 456 cases of death and 640 cases for serious injuries and remaining nominal injuries.

**Reasons** : After study about the cases we reach at the region that conditions also responsible for it. In few places the railways at closed barrier. The private bus services also not follow the traffic rules; they stopped the buses at any place or any time which lead

**Report**

A report generally means "to give an account of something seen, heard, done etc. J. Stanley Jones, which defining a report says "A report is a special form of narration which aims chiefly at conveying information based upon facts. A report should be objective in approach based on solid facts. The writer aims at attracting the reader's attention by the adoption of certain ways. The main thrust of the writer to provide information in a scientific and objective ways.

**Voluntary or Authorized Report** : Reports which are prepared on one's own initiatives are known as voluntary reports which often require more detail than authorized reports which are prepared at the request of someone.

**Internal or External Report** : Reports which are designed for use within the organization are known as internal report and the reports sent to the external candidates are known as external report.

**Short or Long Report** : A short report discusses one point of the problem while a long report takes into consideration a problem in detail. Such long reports are prepared after extensive and formal research.

**Remedy :** To sort out these problems first of all the public should use helmets, seat belts, limited speed on rusted roads, if they do not obey the rules they should penalize for this which creates fear the public to obey the rules. Besides this the roads which have heavy traffic should be maintained timely as well as it should be wide also as possible as. We should organize the traffic awareness camps for welfare of public. I hope that this report will give you an insight into the nature of the problem and also its possible solutions. I would be glad to provide any clarification or additional information required in this regards.

Amit Goyal  
Chairman Municipal Corporation Kanpur

### 13. What are the characteristics of a report?

#### **Characteristics of a Report**

**Precision :** Effective reports clearly reflect their purpose. While putting together reports, your investigation, analysis and recommendations should be directed by this central purpose.

**Factual Details :** Your report should be very detailed and factual. The point of your report is to go into details, the kind of details your specific audience needs. The scientific accuracy of facts is very essential to a good report.

**Relevance :** The facts presented in a report should be not only accurate but also relevant. While it is essential that every fact included in a report has a bearing on the central purpose, it is equally essential to see that no relevant information excluded.

**Reader-Orientation :** A good report is always reader-oriented. While drafting a report, it is necessary to keep in mind the persons(s) who is (are) going to read it. A report meant for the layman will be different from one meant for technical experts.

**Objectivity of Recommendations :** If recommendations are made at the end of a report, they must be impartial and objective. They should come as a logical conclusion to investigation and analysis. They must not reveal any self interest on the part of the writer.

**Simple and Unambiguous Language :** A good report is written in simple unambiguous language. It is a document

of practical utility; hence it should be free from various forms of poetic embellishment.

**Special Format :** The technical report uses a rather involved format including cover, title page, table of contents, list of illustrations, letter of transmittal and appendices. These have to be prepared according to a set standard.

**Illustrations :** Most technical reports contain illustration, which may be tables, graphs, maps, drawings, charts or photographs.

**Homogeneity :** Your report should deal with one topic at a time. All the sections of your report should focus on that topic.

**Documentations :** Technical reports acquire more value when adequately documented by acknowledging sources of information in an appropriate style.

### 14. What are the different techniques or methods to draft a Technical report?

Different techniques or methods to draft a technical report

A report may be drafted in the following two styles:

(1) **Letter Style Report :** In this style, a report is written like a letter on the letter-head of the company. It is divided into paragraphs and signed at the end. Such a report is more lengthy and detailed than a memorandum.

This style is used for brief and informal reports.

Two letter style reports are given below :  
**Example 1 :**

Wear well corporation ltd.  
11, Sansad Marg,  
New Delhi-1

December 31, 2001

To,  
The Managing Director  
Subject: Declining Sales  
Dear Sir,

As desired by your letter No. ... dated .... I have investigated the decline in the sales of our company during the last year. I wish to report as under :

- (a) The sales of our readymade shirts have declined from 60,000 shirts in 1998 to 40,000 in 1999.
- (b) During the last year there has been a spurt of new brands of readymade shirts in the market. Highly reputed companies like Reliance, Grasim, Bombay Dyeing, Raymonds, etc., have introduced readymade shirts. These companies have made a considerable dent into our sales.
- (c) Our competitors have better marketing distribution network and advertising system.
- (d) These competitors produce shirts with greater variety of designs and colours.
- (e) The competition is growing rapidly and one must take immediate remedial steps to prevent further decline in sales.
- (f) The following steps may be taken to improve our sales :
- We should introduce new designs in plain, strips and checks.
  - Our packing also needs improvement keeping in view the modern packing system.
  - We should undertake a regular advertising campaign on radio and television. At present we have no publicity except an occasional advertisement in the local newspaper.
  - We should increase the number of our dealers particularly in the suburbs.
- I am quite confident that the above measures will enable us to meet the challenge of growing competition and to improve our sales.

Yours faithfully  
XYZ  
Sales Manager

**Example. 2 :**

NATIONAL DISTRIBUTORS LTD.

5, Park Street, Kolkata

Dated : 1st January, 2002

To  
The Managing Director  
Dear Sir,

**Subject : Installation of Computers**

In accordance with your letter No. .... dated ..... asking me to examine the desirability of installing a computer in our head office, I have thoroughly examined the proposal and would like to report as under:

- (a) During the last ten years there has been tremendous increase in the amount of clerical work in the correspondence, accounts and records sections of the office.
- (b) With increase in the number of shareholders the work of the Share Transfer Department has increased.
- (c) The office is understaffed to do the increased amount of work.
- (d) In order to handle the increased workload efficiently, accurately and promptly, there is need to install computers.
- (e) Installation of a computer will obviate the need for additional staff and also reduce the overtime bill. In addition the accuracy and speed of clerical work will improve.
- (f) Office staff should be taken into confidence before placing order for the purchase of a computer.

Yours faithfully  
ABC  
Secretary

ABC  
Secretary

ABC  
Secretary

**(2) Schematic Style Report :** In this style the report is presented in a prescribed format under specific headings. It is written according to a specific scheme.

Generally, the following headings are used :

- (a) **Terms of Reference :** Under this heading, the purpose of the report, the requesting authority and the scope of enquiry are stated clearly.
- (b) **Action Taken :** This heading contains details of the actions taken to collect the data and other material for investigations.
- (c) **Findings :** This part contains the details of what was discovered and what information was collected. All the data relevant to the enquiry is presented in a systematic manner.
- (d) **Conclusions :** This section comprises the conclusions drawn from the data and other evidence. Conclusions reflect the writer's opinion and assessment of the situation.
- (e) **Recommendations :** Under this heading, the suggestions based on conclusions are given.
- Generally a covering letter is sent along with the schematic report. Two examples of schematic report are given below :

**Example 1 :**

**BEAUTY AIDS LIMITED**  
C-5, Connaught Place  
New Delhi-110001

**15. Report on Labour Unrest at Nagda Plant**

To : Mr. S.C. Jain, Managing Director  
From : The Labour Unrest Investigation Committee

**Terms of Reference**

To investigate into the workers unrest and make recommendations to restore peace.

**Action Taken**

The committee met the manager of the Nagda Plant twice and detailed discussions were held. Subsequently, two meetings were held with the foremen. Ten workers selected at random were interviewed personally. The President and the Secretary of the labour union in the plant were also consulted.

**Finding and Conclusions**

(1) The unrest is widespread involving all sections of the factory. The unrest was observed in March 2001 for the first time. In the beginning there were occasional outbursts of ill-temper. Later groups of workers discussed the problems. In December 2001 a meeting of the plant union was held and a memorandum was submitted to the plant manager. The plant manager sent a report to the General Manager's without enclosing the memorandum of the plant union. Most of the foremen felt that unless immediate remedial action was taken, the situation might get out of hand with the possibility of total strike.

(2) Workers made the following complaints : (i) The plant canteen does not provide wholesome refreshments and the prices charged are high; (ii) There was no suitable bus service from the railway station to the factory; (iii) The plant manager behaved like a dictator.

**Recommendations :**

- (1) The canteen contractor should be asked to improve the quality of refreshments and reduce the rates.
- (2) A bus service should be introduced between the factory and the railway station, to be run four times daily to coincide with the two shifts.
- (3) The plant manager should be advised to be more humane in dealing with workers and union leaders.

M.C. Goel

Chairman of the Committee

**PRINCIPLES OF MANAGEMENT & COMMUNICATION****16. What are the various types of reports used in the Modern Business era?****Various Types of Reports Used in the Modern Business Era**

**Types of Reports :** Reports can be broadly classified based on following categories :

**(1) On the Basis of Legal Requirement :** These reports are generally called as statutory reports.

These are presented according to the legal procedures. Section 165 of companies act requires every company to prepare statutory report with 6 months from the date of incorporation.

**Example :** Annual Reports, Auditors Report etc.

**Non-Statutory reports** are prepared not because of legal requirement but due to the need felt by the management.

**(2) On the Basis of Formality :** Reports may also be classified as formal and informal reports.

**Formal reports** are those in which the structure, the sequence of matter, title and the recommendations or conclusions are expected to be used or implemented for solving any crisis situation.

**Format Reports Include Formal Structure :**

- (a) Prefactory Parts : Title, letters of reference, acknowledgement, context etc.
- (b) Body : Introduction, text, summary of findings, recommendations etc.
- (c) Supplementary Parts : Appendix, bibliography, index etc.

**Informal reports** are those in which the formal structure is not of important but the main matter or the body of the report is of utmost important. These are routine reports that are framed for day to day running of any department etc.

- (3) **On the Basis of Frequency :** Reports may also be routine or special reports depending on the intervals or number of times they are written.
- Routine reports are those reports that are structured and submitted at regular intervals i.e. yearly, half yearly, monthly, for nightly etc.

**Example :** Annual reports, quarterly reports, Monthly sales report etc.

**Special reports** are those reports which are submitted on special occasions. These are generally need-based reports. When any need or situation arises these reports are formulated.

**Example :** Managements report on strike of labour, feasibility report etc.

**On the Basis of Functions :** Business reports can be classified in to two i.e. informational or analytical. Informational reports are those which present the facts, figures, and summary without analyzing, interpreting and making recommendations.

Whereas, **committee reports** are those submitted by committee, consisting of number of members. Committee reports are formulated for taking business decisions, where knowledge and experience of different departmental heads is required.

Apart from these given above there are few other types of reports also which can be discussed here.

**(a) Progress Report :** These reports are prepared on separate time intervals to show the progress, accomplishments, or activities achieved or done in any area or department. These reports can be periodical or made on special occasions.

The plan of these reports is usually as follows :

- (i) Introduction, stating purpose and nature of the project.
  - (ii) Description of accomplishments during the reporting period.
  - (iii) Unanticipated problems.
  - (iv) Plans for the next reporting period.
  - (v) Summary, narrating overall appraisal of the project.
- (b) Confidential Reports :** These reports are prepared by the immediate bosses for submission to higher authorities to evaluate the periodical performance at the subordinates. These reports

are generally used for promotions and incentives decisions.

**Example :** Progress Reports, Sales Reports etc.

While analytical reports are those which present facts after their analysis and interpretation and make recommendations, if any.

**Example :** Recommendation reports, Justification reports etc.

**(3) On the Basis of Subject Matter :** Reports can be classified as marketing reports, Accounting reports, production reports etc on the basis of the matter contained in them.

**(4) On the Basis of Length :** The reports may be structured as long or short reports.

- (a) Short reports are those which are written less formally, addressed with personal touch and presented with lesser introductory material.
- (b) Long reports are those which are structured in formal style of writing.

**(5) On the Basis of Writers :** The reports may also be classified on the basis of who has written it or number of writers involved in formulating the report. It can be said as Individual Report or committee report.

Individual report are the reports submitted by individuals like auditors report, works managers report, company secretary's report etc.

- (6) **Press Report :** For any company or business the public image of it is very crucial. Also it is important for the company to keep the public informed about the important initiatives taken by the company. Thus, press reports are those which are published through media about the important events happening in any company like any important appointment, any new venture, any collaboration etc. It is important that the press reports should be accurate and correct as it build positive or negative image of the company.
- (7) **Market Reports :** Market reports are reports that convey the activities of the market. These reports are published in the form of news in the various daily newspapers. These reports may relate to stock market, money market, bullion market or commodity

market. The trends of the market may be upward (bullish) or downward (bearish).

There are some of the types of reports framed and prepared by the organizations in order to stay informed about the facts and figures or other information's and activities that effects business decisions.

- (8) **Technical Reports :** These are the reports which are prepared by technical expert in a specific technical area. These are generally difficult for a layman to interpret. These reports consist of technical language and jargons to transmit the message among technical persons in expeditious and professional way.

- (9) **Director's Report :** These reports are prepared by the Directors of the company at the end of every financial year. These reports consist of the following information:

- (a) State of company's affairs.
- (b) The financial results during the year.
- (c) Dividend amount recommended.
- (d) Material changes that effect financial decisions.
- (e) Other matters that have effected business as regards to company law and legal rules.

- (10) **Auditor's Report :** Auditor's are required to examine and attest the accounts by an independent authority who are generally the CAs as per the company law. Auditors at the end of every financial period examine and make a report stating the correctness, reliability and completeness of the accounts and finances maintained by the company.

Any forgery or misappropriation of fund can be identified so as to help the management manage the accounts and wealth efficiently.

Be it any type of report, there is always a purpose behind it formulation. The writer has to fulfill this purpose so that it could be helpful in growth and progress of any business. Reports have many functions which offer a lot of help for even the day to day running of any business

**17. What are proposals? Describe various objectives of writing proposals.**

The word proposal is taken from the word 'propose' which means to offer for consideration, as a plan, suggestion and purpose. In this way proposal means which is proposed before someone to accept it as an idea. Some basic features of a proposal are given below:

- (1) A good proposal must have the information which attracts the eyes of the person to whom the proposal is sent.
- (2) The subject matter of a proposal must be according to the interest of the concerned person so that he would think it as an important one.
- (3) The proposal must focus on the qualities of the propose so that one could accept it immediately and without any interrogation.
- (4) A good proposal must convince a man concerned to take action immediately.

**18. What are the types of Technical Proposals? Discuss its significance.**

**Types of Technical Proposal & its Significance**

Consider the situations in which proposals occur. A company may send out a public announcement requesting proposals for a specific project. This public announcement- called a request for proposals (RFP)-could be issued through websites, emails, social media, newspapers, or trade journals. Firms or individuals interested in the project would then write proposals in which they summarize their qualifications, project schedules and costs, and discuss their approach to the project. The recipient of all these proposals would then evaluate them, select the best candidate, and then work up a contract.

But proposals also come about much less formally. For example: if someone is interested in doing a project at work (for example, investigating the merits of bringing in some new technology to increase productivity). Suppose you meet your supervisor and try to convince her of this.

She might respond by saying, "write me a proposal and I'll present it to upper management." This is more like the kind of proposal you will write in a technical writing course.

Most proposals can be divided into several categories :

- (1) Internal, External : A proposal to someone within your organization (a business, a government agency, etc.) is an internal proposal. With internal proposals, you may not have to include certain section (such as qualifications) or as much information in them. An external proposal is one written from one separate, independent organization or individual to another such entity. The typical example is the independent consultant proposing to do a project for another firm. Chances are, you will write one of these two kinds of proposals for this class, and it may be solicited or unsolicited, as explained below.

(2) - Solicited, Unsolicited : A solicited proposal is one in which the recipient has requested the proposal. Typically, a company will send out requests for proposals (RFPs) through the mail or publish them in some news source. But proposals can be solicited on a very local level : for example, you could be explaining to your boss what a great thing it would be to install a new technology in the office; your boss might get interested and ask you to write up a proposal that offered to do a formal study of the idea. Unsolicited proposals are those in which the recipient has not requested proposals. With unsolicited proposals, you sometimes must convince the recipient that a problem or need exists before you can begin the main part of the proposal. Most of the technical writing projects we have seen in this class have been unsolicited proposals.

### **Significance**

Proposals are key documents in any organization. While the primary purpose of the proposal is to help secure funding for project's interventions, it is important to understand that the proposal document has other critical functions and that proposals need to be of a good quality to serve all of these. The functions of the proposal are :

(1) **Fundraising** : Proposals secure funding. The proposal must convince the donor that the need that has been identified is important, and that proposal presenter has the capacity and the right approach to address the needs and achieve good results, and to ensure accountability. A poor quality proposal, or a proposal that misses the submission deadline, may result in missing out on important funding opportunities.

(2) **Design** : The proposal documents the design of a project. Good quality outcomes depend on good quality project designs, and on a needs - based approach so the proposal must be more than just a sales pitch. The proposal must represent an appropriate design (activity and budget design) term implications of its interventions to support the recovery of the affected population.

(3) **Implementation** : The proposal serves as a key management tool for the implementation of projects.

The proposal and budget should follow a clear logic, and provide adequate description or activities and expected outputs to help a project manager implement the project. It also assists with identifying staff required to carry out project activities. The expected outputs and outcomes must be clear and achievable.

(4) **Accountability** : The proposal is the document that will be held accountable against in terms of what has been delivered. The project manager will need to report against what is stated in the proposal, so it is critical that the content is feasible programmatically and financially, and achievable within the approved time frame.

### **19. ♦ What are the nuances of delivery?**

- ◆ **Describe different modes of speech making? Differentiate between extempore and impromptu speech.**

### **Nuances / Modes / Types of Delivery**

Just having a desire to say something is not enough, one must also have the skill to say it. Most audiences prefer the presentation that combines a certain degree of

formality with the best attribution of good conversation directness, spontaneity, animation, vocal and facial expressiveness, and a lively sense of communication.

There are four modes of delivery which can be used for making presentations:

- (1) **Extemporaneous :** Extemporaneous presentation is the most popular and effective method. Hero rehearsal of presentation to be made is must but studying must be avoided. It also requires meticulously and well organized content so as to make the presentation more effective.

#### Advantages :

- (a) This gives enough time to prepare the presentation, so work hard on the theme/central idea to present the theme in the best structured way.
- (b) Extemporaneous gives chance to decide the outline of language to be used according to the targeted audience.
- (c) The speaker can incorporate appropriate quotations, proverbs, illustrations, and statistics to make his statements authentic.
- (d) Here presentation sounds natural and spontaneous so that speaker can establish rapport with the audience through eye contact.
- (e) It enables one to move freely with ease.

#### Disadvantages :

- (a) If the preparation is inadequate, the speaker can get lost and find himself uncomfortable.
- (b) If the speaker takes the support of notes or the cards prepared by him, he would lose the spontaneity of flow of ideas.

- (2) **Manuscript :** In manuscript presentation, material is written and the speaker is supposed to read it ad verbum. One should be wise enough not to attempt to read a speech until he is a proficient reader. Unfortunately most speakers are not good readers. They make it uninteresting by reading in a dull and monotonous way.

For effective use of this mode, one should have gone through the material several times before he

becomes absolutely familiar with the text. One should know what is written where.

#### Advantages :

- (a) It is a permanent and accurate record of whatever you have to say.
- (b) There is no chance of tampering with the facts and figures.
- (c) The content can be systematically organized.
- (d) Language gets polished.

#### Disadvantages :

- (a) Since the speaker is reading from the script, he would not be able to maintain eye contact.
- (b) Non verbal communication would have less scope.
- (c) Flexibility and adaption is difficult.
- (d) In the absence of effective reading skill, you fumble over words, lose your pace, and miss punctuation marks, etc. This adds up to an uninteresting speech and loss of audience attention.

#### (3)

**Impromptu :** The impromptu mode, as the word suggests, is when one delivers an informal speech without preparation. For example, at a formal dinner party delivering a vote of thanks. Panicking would not help instead calmly stating our topic and then previewing them would help. Impromptu presentations must be kept as brief as possible.

#### Advantages :

- (a) The speaker should be natural as he does not get enough time to make any elaborate preparation.
- (b) Speaker gets the chance to express his thoughts irrespective of what other think or say.

#### Disadvantages :

- (a) The presentation lacks organized development of ideas because of the shortage of time.
- (b) There is no supplementary material to substantiate the speech.
- (c) The presentation may turn out to be a failure if you have inadequate proficiency in the language to use.
- (4) **Memorization :** This method of presentation is very difficult for most of the people. Probably a handful of

people can actually memorize an entire speech. This type of delivery stands somewhere between extemporaneous and manuscript presentation.

#### Advantages :

- (a) It is easy for speaker to maintain eye contact with audience.

- (b) The speaker can easily move and make use of appropriate non verbal communication.

- (c) Speech can be completed in time.

#### Disadvantages :

- (a) Memorization requires too much of time.

- (b) There are chances of making dull presentation.

- (c) Flexibility cannot be adopted during the presentation.

The speaker gets flustered if he forgets a word,

sentence, or a whole paragraph.

#### Comparing Methods of Delivery

Each of the four methods has advantages and disadvantages. Let's take a moment to compare them. The manuscript method has an advantage in that there is no danger of forgetting a part of one's speech, unless a wind blows away the manuscript. It allows the speaker plenty of time to choose the most effective language for your speech beforehand. Presidents of the United States and other heads of state often read from manuscripts when making policy statements. This helps to assure that they do not make any "slips of the tongue" that could result in embarrassment. The use of manuscript also assures precise timing of a speech. Unfortunately, many speeches read from manuscript sound as if they are being read. It prevents the speech from sounding natural.

Memorized delivery has some of the same advantages as manuscript delivery. One may choose the most effective language beforehand, and his speech may be timed precisely. Memorized delivery often sounds prepackaged, however, as indeed it is. Word-for-word memorization puts a tremendous burden on the speaker's memory for any speech longer than 4 or 5 minutes. This method is rarely used now days.

The major advantage of the extemporaneous method is that it sounds natural, much like ordinary conversation.

To an audience, extemporaneous speaking sounds more like "telling" one's speech than like "reading" it. Audiences usually become bored when a speaker reads the speech. Audiences are very tolerant of a speaker who looks them in the eye and addresses them directly, even if the flow of words is a bit halting.

The extemporaneous method also gives, the speaker, the best opportunity to make use of positive and negative feedback from his audience. It allows the speaker to survey his audience and look at their facial expressions, etc.

The only advantage of impromptu delivery is that it sounds natural, much like ordinary conversation. Its major drawback, of course, is its tendency to sound unprepared, unless the speaker has much experience in impromptu speaking.

#### 20. ♦ What is Body Language? (2020-21) ♦ What is Kinesics (Body language) in an Oral presentation?

##### Kinesics or Body Language

Kinesics is the name given to the study of the body's physical movements. Nodding head, blinking eyes, shrugging shoulders, waving the hands, and other such physical activities are all forms of communication. Some kinesic behaviors are deliberately intended to communicate, as when you nod for acceptance. Understanding non-verbal cues helps one to use them more effectively during presentations.

In face to face communication the message is conveyed on two levels simultaneously. One is verbal and other is non verbal. Non verbal communication is instinctive.

Non verbal communication is concerned with body movements (Kinesics), space (Proxemics) and vocal features (paralinguistic features). It is important to know more about these features of body language because the verbal components of oral communication carry less than 35% of the social meaning of the situation, while more than 65% is carried on the non-verbal band. People react strongly on what they see.

**Kinesics Includes**

**Personal Appearance :** Personal appearance plays an important role; people before they hear. As you familiarize yourself and your language to an audience, you should also dress rightly. Appearance includes clothes, hair, jewellery, cosmetics, and so on. In today's society the purpose of clothing is not just fulfilling a basic need but to express oneself. Clothes accent the body's movements.

**Posture :** Posture generally refers to the way we hold ourselves when we stand, sit or walk. The way we sit, stand, or walk reveals a lot about us. New speakers are unsure of what to do with their body. Certain mannerisms creep in, usually from nervousness - pacing constantly, bobbing the shoulders, fidgeting with notes, jingling coins, and either constantly moving or remaining static. Truly, what one speaks is more important but what we do just before we begin and after we have finished is equally important.

**Gesture :** Gesture is the movement made by hands, arms, shoulders, head and torso. Adroit gestures can add to the impact of speech. Gestures clarify our ideas or reinforce them and should be well suited to the audience and occasion. It has been observed that there as many as 7,00,000 varied hand gestures alone and the meanings derived from them may vary from individual to individual.

Gesture, should not divert the attention of the listener and distract from our message. Speakers' gestures should be quite natural and spontaneous.

**Facial Expression :** Facial expressions also play an important role in presentation. The face is the most expressive part of our body. A smile stands for friendliness, a frown for discontent, raised eyebrows for disbelief, tightened jaw muscles for opposition, etc. The face rarely sends a single message at a time. Instead it sends a series of messages-your facial expressions may show anxiety, recognition, hesitation, and pleasure in quick succession.

**Eye Contact :** The eyes are considered to be the windows of the soul. Eyes of a speaker help us find out the truthfulness of his speech, his intelligence, attitudes, and feelings. Eye contact is a direct and powerful form of non-

verbal communication. Looking directly at listeners builds rapport. Prolonging the eye contact for three to five seconds tells the audience that speaker is sincere in what he is sad and that he wants the audience to pay attention to his words.

Thus, these are some of the points to be given due consideration before and during the presentation so that the purpose of the presentation gets across.

21. ◆ Write a short note on **paralinguistic and its uses.**
- ◆ How you can define the role of paralinguistic features in business presentation.
  - ◆ What are Paralinguistic features of voice dynamics?

**Paralinguistic and its Uses**

Paralinguistic is the study of non-verbal language, stance, tone of voice, etc. Paralanguage is the set of non-phonemic properties of speech, such as speaking tempo, vocal pitch and intonation contours, that can be used to communicate attitudes or other shades of meaning and paralinguistic is relating to paralanguage or its study the linguist.

George L. Trager developed a classification system which consists of the voice set, voice qualities, equal vocalization:

- (1) The voice set is the context in which the speaker is speaking; this can include the situation, gender, mood, age and a person's culture.
- (2) The voice qualities are volume, pitch, tempo, rhythm, articulation, resonance, nasality and accent. They give each individual a unique "voice print".
- (3) Vocalization consists of three subsections : characterizers, qualifiers and segregates. Characterizers are emotions expressed while speaking. Such as laughing, crying and yawning. A voice qualifier is the style of delivering a message for example, yelling "Hey stop that!" as such opposed to whispering "Hey stop that" vocal segregates.

## **Uses of Paralinguistic Features**

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gesture posture and tone of voice is an important expression can help a small business interactions. Paralinguistic component successfully interpret a message received from another person. On the other hand, paralinguistic features signals that interfere with the effective can also send or reception of messages. Sometimes they express true feelings more than accurately than the spoken or written language. There are three main elements of non-verbal communication (paralinguistic) : appearance, body language

**Appearance :** In oral forms of communication, the appearance of both the speaker and the surroundings are vital to the successful convergence of a message. Whether you are speaking to one person face to face or to a group in a meeting, personal appearance and

stimuli that effects attitudes even emotions-toward the spoken words", according to Murphy and Hildebrandt. For example, a speaker's clothing, cause a listener to form impressions about her occupation, socioeconomic level, competence etc. Similarly, such details of the surroundings as room size, furnishings, decorations, lighting and windows can affect a listeners attitudes toward to speaker end the message being presented. The importance of nonverbal uses in surroundings can be seen in the desire of business managers to have a corner office with a view rather than a cubical in a crowded area.

(2)

**Body Language :** Body Language and particularly facial expressions, can provide important information that may not be contained in the verbal portion of the communication. Facial expressions are especially helpful as they may show hidden emotions that contradict verbal statements. For example, an employee may deny having knowledge of a problem, but also have a fearful expression and glance around guiltily. Other forms of body language that may

provide communication clues include posture and gestures. For example, a manager who puts his feet up on the desk may convey an impression of status and confidence, while an employee who leans forward to listen may convey interest. Gestures can add emphasis and improve understanding when used sportingly, but the continual use of gestures can distract listeners and conveys nervousness.

(3) **Sounds :** Finally, the tone rate and volume of a speaker's voice can convey different meanings, as can sounds like laughing, throat clearing or humming. It is also important to note that perfume or other odors contribute to a listener's impressions, as does physical contact between the speaker and the listener. Silence or lack of round, is a form of nonverbal communication as well. Silence can communicate a lack of understanding or even hard feelings in a face-to-face discussion.

### **Paralinguistic Feature**

It is usually understood as the process of communication through bending and receiving wordless messages.

It can be communicated through gesture and touch (Haptic Communication), by body language or posture, by facial expression and eye contact. It can be communicated through object communication such as clothing, hair-styles or even architecture, symbols and info-graphics. Speech contains paralanguage known as nonverbal elements, including voice quality, emotions and speaking style, as well as prosodic features regarded as a paralinguistic features. Likewise, written tests have nonverbal elements such as handwriting.

## **22. Explain Dimensions of Speech.**

### **Dimensions of Speech**

**Syllable; Accent, Pitch, Rhythm, Intonation**

A syllable may be defined as a unit of sound with one vowel sound and with or without consonant sounds. A syllable is the sound of a vowel (a, e, i, o, u) that is created when pronouncing a word.

A syllable is a part of a word that is pronounced with one uninterrupted sound.

A syllable is a unit of sound which can be pronounced with a single effort of the voice.

For example, the word water is composed of two syllables : wa and ter as we have to make two efforts to pronounce this word.

Syllables are ways to split words into speech sounds usually think about it until we need to separate the syllables for reading or spelling purposes. So, why do we need syllables?

When we learn to read, and as we encounter more difficult words, we may need to decode a word. You'll often hear someone telling a reader to "sound it out" or "break the word into parts" when we do this, breaking the word into syllables can help us read the word. Here are a few examples :

(i) word

One syllable, Word  
Two syllables, Spe + lling

(ii) spelling Three syllables, Com + pu + ter

Breaking a word into syllables can also help when we learn to spell new words. There are many spelling rules that apply to how a word is broken apart. For example, if a syllable ends with a vowel, the vowel sound is usually long,

tiger – two syllables, ti + ger

The i in tiger is a long i, making the sound "i". If the word had been broken up like this, tig/er, we would pronounce the i as a short i, as in the word igloo and the beginning of the word would be "tig."

**Accent : (Way of Pronunciation)** : Accent is the way of pronouncing the words of a language that shows the person belongs to which country, area or social class.

Accent is a manner of pronunciation peculiar to a particular individual, location, or nation. The region to which you belong affects your accent. Not only the locality but the economic status, ethnicity, caste etc. all make an impact on the accent. Accent mainly includes pronunciation, which also has correlation with stress.

It is an important factor whether English is your first language or second language. To learn the right pronunciation, like that of the native speaker, you must

watch the native speakers in action. It should not look like affected accent. Many times you do not give importance to pronunciation and that makes your speech seem below par.

Children are able to take on accents relatively quickly. Children of immigrant families, for example, generally have a more native – like pronunciation than their parents, though both children and parents may have a noticeable non – native accent – however these generally differ: the parents' accent tends to be influenced by the sound system of their native language whilst the child is more inclined to apply hyper-pronunciation resulting from their need to correct their parents' shortcomings in fluency. Accents seem to remain relatively flexible until a person's early twenties, after which a person's accent seems to become more fixed.

**Pitch : (Loudness)** : Pitch is a property that allows the ordering of sounds on a frequency – related scale. Pitches are compared as "higher" and "lower".

The rise and fall of the voice conveys various emotions. "Thank you" is such a phrase. You can find out the difference when you utter it indifferently and when you say it with sincerity. Lowness of pitch can indicate sadness, shock, dullness, guilt etc. if you are excited, joyous, ecstatic, triumphant and even angry then your pitch automatically becomes high. A well balanced pitch results in a clear and effective tone. It helps you avoid being monotonous.

A variety of pitches should be used to hold listener's attention. Avoid raising the pitch of the voice at the end of a sentence.

**Rhythm : (Sound pattern achieved by using stress in words)** :

Rhythm refers to a pattern of sounds. Maintaining a rhythm in a speech makes the speech sound natural and fluent. Rhythm is produced by stressed and unstressed words in a sentence. Using only the stressed words in a sentence may make a speech sound dull and artificial. The listener may also not understand the intended emphasis or meaning in the speech.

This leads to one or more of the following conclusions :

- (1) Rhythm is not primarily expressed by patterns of duration.
- (2) The person – to – person and paragraph variation within a language may be much larger than expected. Perhaps linguists may have idealized the form of each language, neglecting the variation.

#### Intonation :

Many people from different countries have improper intonation because their teacher had improper bad intonation. The worst is when someone goes up and down too much on every word. Another thing you should avoid is to end high at the end of a sentence.

To correct improper intonation, you need to remember to start high and end low. You cannot do it any other way. I recommend going to the interview section and listening to one of the audio files provided by a native speaker. You will hear proper intonation. After listening to the audio, record yourself and listen to it. Does it sound the same? If not, then find the areas that are dissimilar and make the necessary corrections.

This advice is very trivial, but intonation is relatively easy to correct. You can fix your intonation with only a little effort. If you have a friend who is a native English speaker, you can usually fix intonation in a couple of lessons. Recording you and listening to yourself might be tedious, but having correct intonation can go a long way.

### 23. What is communication skill? And explain its importance.

Communication is simply the act of transferring information from one place to another. It may be vocally (using voice), written (using printed or digital media such as books, magazines, websites or emails), visually (using logos, maps, charts or graphs) or non-verbally (using body language, gestures and the tone and pitch of voice).

#### **The Importance of Good Communication Skills**

Developing your communication skills can help all aspects of your life, from your professional life to social gatherings and everything in between.

The ability to communicate information accurately, clearly and as intended, is a vital life skill and something that should not be overlooked. It's never too late to work on your communication skills and by doing so improve your quality of life.

Professionally, if you are applying for jobs or looking for a promotion with your current employer, you will almost certainly need to demonstrate good communication skills. Communication skills are needed to speak appropriately with a wide variety of people whilst maintaining good eye contact, demonstrate a varied vocabulary and tailor your language to your audience, listen effectively, present your ideas appropriately, write clearly and concisely, and work well in a group. Many of these are essential skills that employers seek.

24. ◆ *What is presentation? Explain the strategies of presentation skills?*
- ◆ *How will you plan your presentation? Discuss with examples.*

The central purpose of any presentation, written, oral or visual, is communication. To communicate effectively, you must state your facts in a simple, concise and interesting manner. It is proven that the people learn more readily and retain more information when learning is reinforced by visualization. You can entertain, inform, excite and even shock an audience by the proper integration of visual images into virtually any exchange of information. Meetings which might normally be considered dull, or a chore to be avoided, can be transformed into exciting productions that grab the attention of the viewers. Presentation should be entertaining. Leave the audience feeling better and more relaxed when they leave and that impression will carry over to both your subject matter and yourself. There is no logical reason that the presentation of routine sales figures and financial reports should not be as exciting as the unveiling of a new product or a first rate service proposal. In order to make an effective presentation one must give keen attention

towards implementing following in the best possible manner.

### **Preparing Content and Outline**

People vary in their ability to speak confidently in public. While facing an audience people generally tend to feel nervous you. Thus, one must prepare more than required material as it helps to raise confidence in speaker. Thus, the contents must be organized into three major parts namely :

- (1) Introduction
- (2) Middle part
- (3) Conclusions

**Introduction** : Introduction must comprise of the opening statement, the aim and the objective of the presentation. The beginning can be with a sincere greeting, question, quotation, anecdote, a short story, analogy so as to grab the attention of the audience.

A good introduction is a vehicle to lead the audience into the main body of the speech, with smooth transition.

**Middle Part** : The main body or discussion is the part that will support the aim or purpose of the presentation. The major points are highlighted in introduction. There are different patterns of organizing the content in the middle part. They are :

- (a) Chronological
- (b) Categorical
- (c) Cause and Effect
- (d) Problem Solving
- (e) Persuasive

Speaker can make this part or presentation authentic by providing facts, figures, examples, illustrations, statistics, testimony, analogy or definition. Speaker is always advised to avoid too many points. Enough time must be devoted to each point so that the audiences can be convinced.

**Conclusions** : At the end main points must be reviewed and proper signal must be given to end the presentation and must not be stretched too long. It should be concluded with quotation, anecdote, a short story, analogy and so on.

After this the presenter can invite the questions for discussion. Questioners must be motivated and confident replies must be given.

### **Strategies of Presentation for Effective Communication**

**Clear Pronunciation** : The first important prerequisite of effective oral communication is that words should be pronounced clearly and correctly. Oral messages are often misunderstood because the speaker does not talk distinctly. Inability to use the jaws freely to speak with a limber tongue and limber lips and to speak slowly often makes for poor oral transmission.

**Brevity** : People take pleasure in talking, so oral communication to suffer from over-communication. But if a speaker keeps on talking for long, his message will get lost in a sea of verbosity and distraction. It is important to keep the message as brief as possible without appearing abrupt and discourteous.

**Precision** : Precision can make oral communication very effective. Instead of saying total these invoices as early as possible, it is preferable to specify the time and say, could you kindly total these invoices and bring them back to me in half an hour's time. 'Come to the office early tomorrow' is not as good as 'could you reach the office tomorrow by 8 o'clock since all these letters have to be dispatch by the first mail.'

**Conviction** : A person communicating orally must have conviction in what he says. Lack of conviction causes lack of confidence, so that he is not able to impress the receiver with the message. Conviction comes from sincerity of approach and careful thinking and planning. Careful analysis and objectives evaluation of the message while formulating it also promote the speaker's conviction in it.

**Logical Sequence** : If the speaker has given a proper thought to his message, he will be able to arrange the various ideas contained in it in their logical sequence. Jumbled ideas create confusion, while logically arranged ideas make the message forceful.

**Appropriate Word Choice** : Words have different meaning for different people. So it is important to be

careful in the choice of words. The speaker, while speaking something, knows what he means, so, he presumes that his listener also does so, which may be a wrong presumption. In oral communication it is more important that his terms familiar to the listener rather than the terms that are familiar to the speaker.

**Natural Voice :** Some speakers deliberately cultivate an affected style under the impression that it would make them look more sophisticated. Nothing is farther from truth, and nothing impresses so much as the natural way of speech.

**25. What is an Interview? Mention at least four kinds of Interview.**

The word 'Interview' means 'view between' or 'sight between'. I suggest a meeting between two people for the purpose of getting a view of each others, or for knowing each other. When we think an Interview, we think of a situation in which an employer tries to size up an applicant for a job. The employer's aim is to know whether the applicant can be of service to his company, and the applicant's aim is to find out whether the job being offered by the company can be suitable to him. An Interview is, thus a means to two-way communication. The four kinds of Interview as :

- (1) Selection Interview
- (2) Appraisal Interview
- (3) Exist Interview
- (4) Reprimand Interview

**26. ♦ Write an essay on the educational value of conferences, seminars, and workshops. How do they strengthen an organization?**

- ◆ **What you understand by conferences, seminars and workshops?**

**Conference :** Conference is a highly anticipated event. It's a time to collaborate with industry peers and discover knowledge and resources that can be used to achieve your personal and organizational goals.

Seminar : This is one of the oldest forms of communication. It was used by the Greek small discussion groups. It was used by 400 years ago philosopher Plato as a teaching method in business world before the birth of Christ. In modern business world seminars are used as one of the major tools of effective

**Meaning :** A seminar can be called a small group discussion in which the result of some research or some study is presented through oral or written reports.

**Purpose :** The main purpose of a seminar is to share knowledge and also to come upon the views of others who are scholars of the subject. The most important thing in a seminar is the speaker, a small group of audience and the experts or specialists of the subject who express their views freely. The speaker therein has to answer the queries made by the audience.

**How to Prepare for a Seminar**

For successful seminar, the speaker has to take into consideration a number of things so that his presentation can be systematic and purposeful.

- (1) Choose a topic
  - (2) Analyze the topic and also check out the strategy how to present ideas.
  - (3) Analyze the audience.
  - (4) Organize the data and the subject matter of presentation.
  - (5) If necessary, select visual aids according to the topic of the seminar.
  - (6) Be ready to answer the queries of the audience.
- Thus, like conference, convention, symposium and workshop, seminar is also a practice in business communication.

**Workshops**

Workshop is generally organized by an institution or association in order to develop certain instructional materials, book, resources material, supportive material, work book etc. Workshops can be organized to develop certain skills of teachers.

Teachers could be trained in certain new laboratory skills, develop a question bank, analyse question in set

different examinations and suggest reforms. A workshop could mean hard and concentrated work on the part of experienced teachers to create certain educational materials. A workshop comprises a small, selected group of teachers or experts drawn from actual working situations or related experts who theories on the activities.



Time : Three Hours

Note : Attempt all Sections. If require any missing data; then choose suitably.

### SECTION - A

$(2 \times 7 = 14)$

1. Attempt all questions in brief.  
 (a) Write short note on Management as Science and Art.

- (b) Define significance of planning for a manager.  
 (c) Carrot and Stick approach of motivation.  
 (d) What is Communication?  
 (e) Discuss the different kinds of Interview.  
 (f) Briefly Explain Levels of Management.  
 (g) Monetary vs. Non-monetary Motivation.

### SECTION - B

$(3 \times 7 = 21)$

2. Attempt any three of the following : (SEM. I) MODEL PAPER  
 by

- (a) What are the Principles of Scientific Management by Taylor?  
 (b) Discuss benefits of planning.  
 (c) Autocratic vs. Democratic Leadership style.  
 (d) Discuss the Functions of Communication.  
 (e) What you understand by conferences, seminars and workshops?

### SECTION - C

$(1 \times 7 = 7)$

3. Attempt any one part of the following :  
 (a) Explain different levels of management existing in organizations.

- (b) Define the importance and techniques of decision making.

4. Attempt any one part of the following : (1 × 7 = 7)

- (a) Explain the principles and techniques of directing.  
 (b) Throw the light on Impact of Technology on Communication.

5. Attempt any one part of the following : (1 × 7 = 7)

- (a) What is presentation? Explain the strategies of presentation skills?  
 (b) Write the contribution of the father of Scientific management.