



Maharashtra State Board of Technical Education, Mumbai

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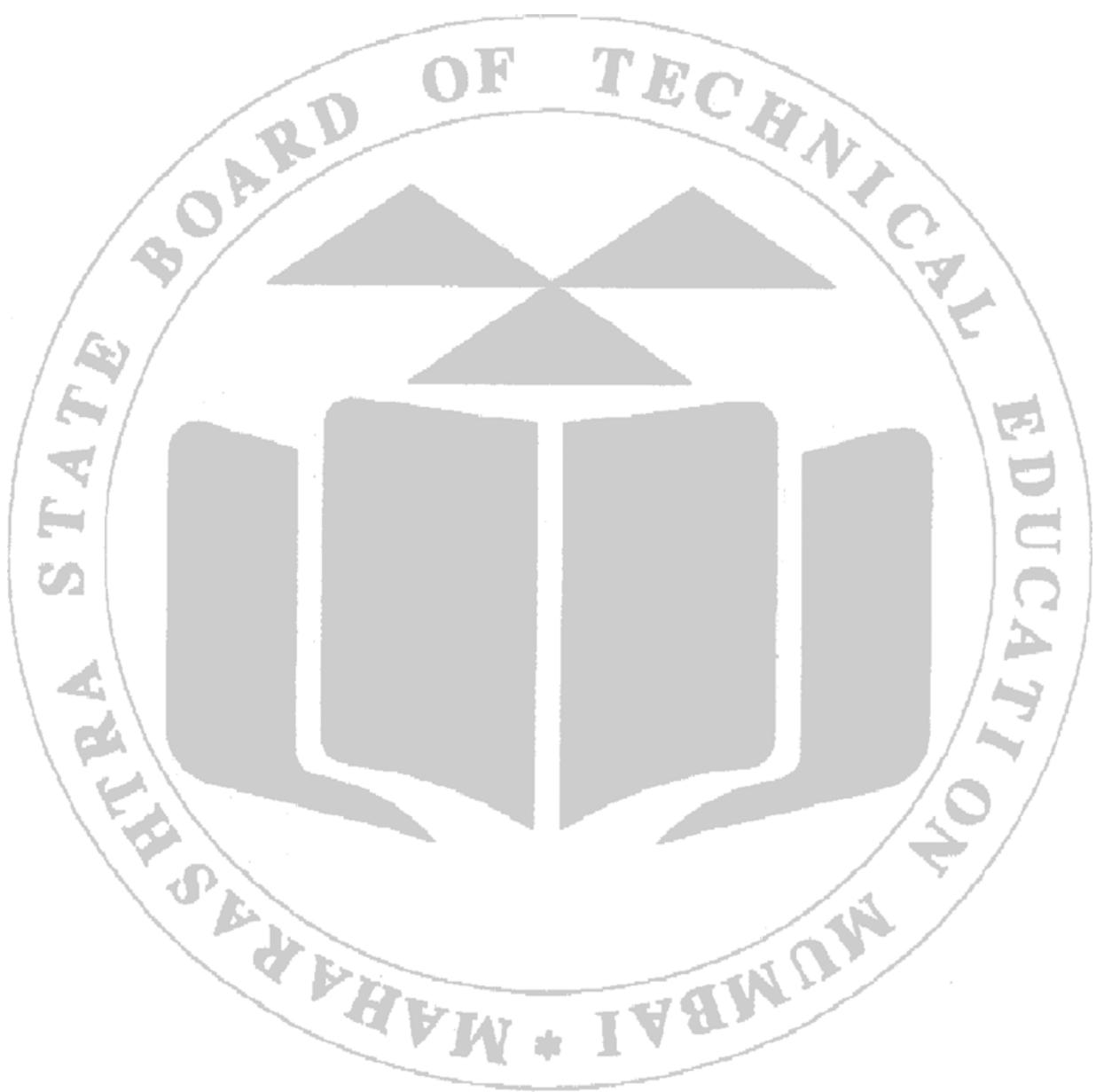
Diploma in Engineering and Technology

Learning Material

Management
(315301)

All Programme

Diploma in Engineering and Technology



Learning Manual

Management

(315301)

Diploma in Engineering & Technology

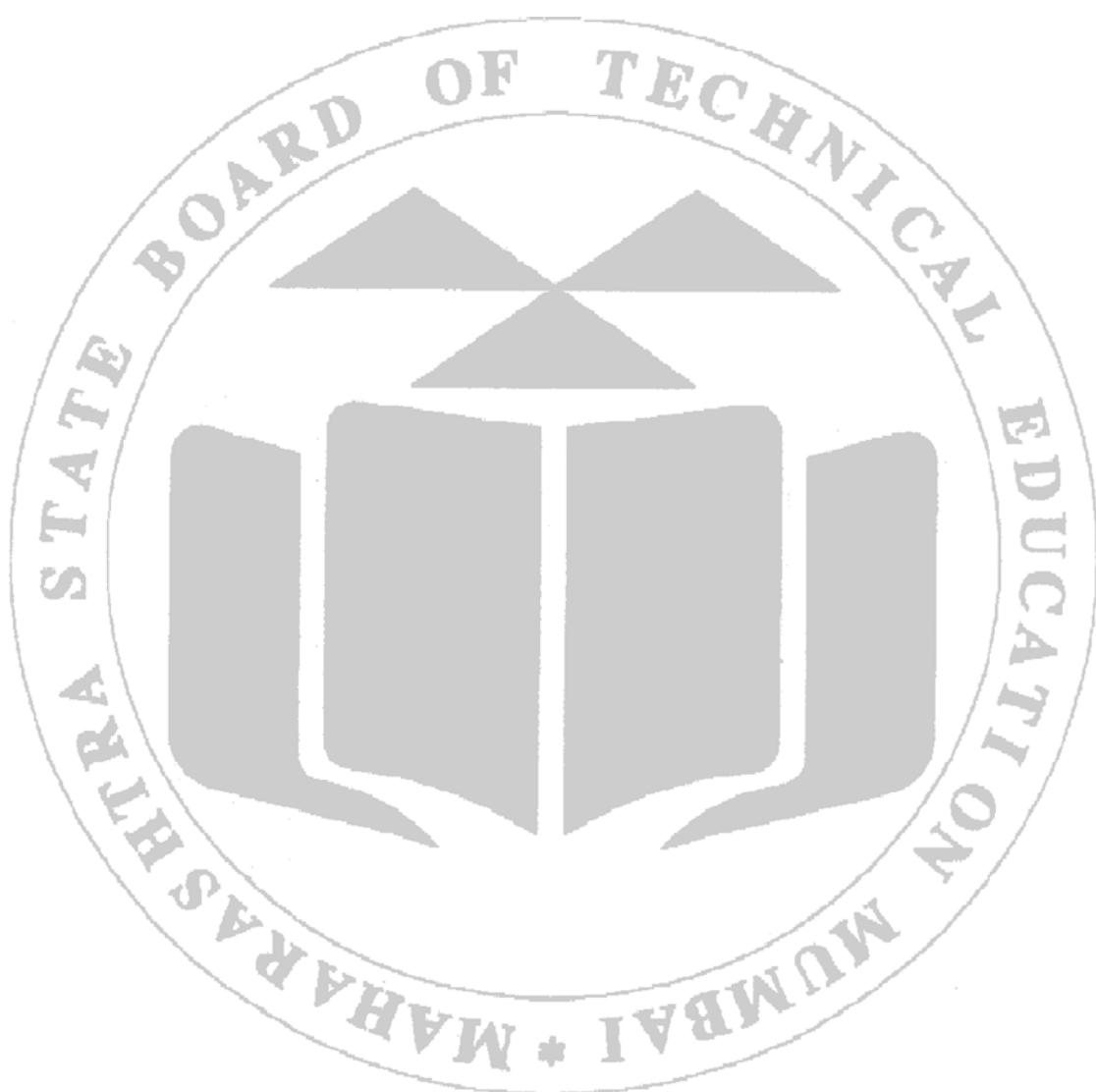
Fifth /Sixth Semester

All Programme



महाराष्ट्र राज्य तंत्र शिक्षण मंडळ, मुंबई

(स्वायत्त) (ISO 21001:2018) (ISO/IEC 27001-2013)



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(स्वायत्त) (ISO: २१००१:२०१८) (ISO/IEC: २७००१-२०१३)



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प्रास्ताविक

महाराष्ट्र राज्यातील पदविका स्तरावरील तंत्रशिक्षणामध्ये विद्यार्थ्यांचे रोजगार कौशल्य विकसित करून विद्यार्थ्यांचा सर्वांगीण विकास घडवून आणण्याकरिता महाराष्ट्र राज्य तंत्रशिक्षण मंडळ कटिबद्ध आहे. उद्योगाधिकारील बदलत्या तंत्रज्ञानाशी संबंधित गरजा लक्षात घेऊन महाराष्ट्र राज्य तंत्र शिक्षण मंडळाकडून पदविका अभ्यासक्रम वेळोवेळी अद्यावत करण्यात येतो. अभियांत्रिकी पदविका अभ्यासक्रम शिक्त असताना संकल्पनात्मक ज्ञान, सुसंगत संदर्भ, प्रश्न विचारण, विश्वसनीय पुरावे, कारणमीमांसा आणि सुस्पष्ट निकष यांचा वापर करून अर्थाची उकल करण्याची, विश्लेषण व मूल्यमापन करण्याची तसेच तर्कनी अनुमान काढण्याची क्षमता घेणजेच चिकित्सक विचार विद्यार्थ्यांमध्ये अधिक दृढ होतील असा मला विश्वास आहे. जेव्हा विद्यार्थी ज्ञान मिळवण्याच्या माध्यमाशी पूर्णपणे परिचित आणि सोयीस्कर असतात, तेव्हा त्यांच्यासाठी वर्गातील चर्चेत भाग घेणे सोपे होते, संकल्पनात्मक व सेंद्रियिक बाबींचे आकलन परिपूर्ण होते, संज्ञानात्मक क्षमता सुधारते आणि त्यांचा आत्मविश्वास देखील वाढतो. या सर्व गोष्टींचा विचार करून मंडळाकडून शैक्षणिक सामुद्रीची निर्मिती करण्यात आलेली आहे. भारत देश हा खेड्यापाडयातून विकसित झालेला देश असून ग्रामीण भागातील विद्यार्थ्यांना तांत्रिक शिक्षण घेताना भाषेचा अडसर न येता तांत्रिक बाबींचा आशय समजून घेणे शक्य होईल या दृष्टिकोनातून महाराष्ट्र राज्य तंत्र शिक्षण मंडळाने पदविका स्तरावरील तांत्रिक शिक्षणाकरीता विद्यार्थ्यांना मराठी-इंग्रजी द्विभाषिक माध्यमाचा पर्याय उपलब्ध करून दिलेला आहे.

राष्ट्रीय शैक्षणिक धोरण-२०२० प्रादेशिक भाषेतील शिक्षणास प्रोत्साहन देते, यामुळे विद्यार्थ्यांना तांत्रिक अभ्यासक्रमांसाठी प्रादेशिक भाषेतुन शिक्षणाचे माध्यम निवडता येते. त्या अनुंंगाने प्रादेशिक भाषांमध्ये तांत्रिक सामग्री आणि अभ्यास सामग्रीचा विकास आणि भाषांतर करण्याची आवश्यकता आहे. या धोरणास अनुसरून मंडळाने भागधारकांसाठी शैक्षणिक वर्ष २०२१-२२ पासून I-Scheme तसेच शैक्षणिक वर्ष २०२३-२४ पासून K-Scheme मध्ये द्विभाषिक माध्यमाचा पर्याय प्रथम ते तृतीय वर्षाकरिता उपलब्ध करून दिलेला आहे. या पर्यायास अनुसरून मंडळाने मराठी-इंग्रजी द्विभाषिक शैक्षणिक सामग्रीही संबंधीत विद्यार्थी व अधिव्याख्यातांकरिता उपलब्ध करून दिली आहे.

पदविका स्तरावरील तंत्रशिक्षण अधिक दर्जेदार करण्यासाठी महाराष्ट्रातील अनुभवी व तज अध्यापकांनी व्यवहारिक मराठी भाषा व इंग्रजी भाषेतील तांत्रिक शब्दावली यांचा वापर करून मराठी इंग्रजी भाषेचा सुवर्णमध्य साधण्याचा प्रयत्न केलेला आहे. मंडळाच्या स्तरावर गठीत सुकाणू समितीमार्फत सदर शैक्षणिक सामुद्रीचा दर्जा, तसेच इतर बाबींची तपासणी करण्यात आलेली आहे. त्यामुळे सदर शैक्षणिक सामुद्री अधिक संपन्न झालेली असून, विद्यार्थी त्यांच्या व्यक्तिमत्त्वाचा सुसंबोधी आणि सर्वांगीण विकास साधतील. परिणामतः विश्वस्तरीय मनुष्यबळाच्या गरजा पूर्ण करण्यात महाराष्ट्र राज्य अग्रेसर राहील व पर्यायाने राष्ट्रनिर्मिती करीता निश्चितच हातभार लागेल, असा मला विश्वास आहे.

अभियांत्रिकी पदविका अभ्यासक्रमातील विषयांची मराठी-इंग्रजी (द्विभाषिक) शैक्षणिक सामुद्री बनविण्यासाठी अध्यापक व सुकाणू समितीचे सदस्य यांनी दर्शविलेले समर्पण व वचनबद्धता कौतुकास पात्र आहे, या सर्वांचे मी मनःपूर्वक अभिनंदन करतो!

(डॉ. प्रमोद नाईक)
संचालक
म. रा. तंत्र शिक्षण मंडळ, मुंबई

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Unit 1 Introduction to Management

CO1 - Use relevant management skills to handle work situation.

TLO 1.1 Justify the importance of management thoughts in Indian knowledge system.

TLO 1.2 Describe the importance of management in day to day life.

TLO 1.3 Explain Henry Fayol's principles of management.

TLO 1.4 Describe the role of each level of management in its management hierarchy.

TLO 1.5 Practice the self-management skills for a given situation

TLO 1.6 Apply the required managerial skills for a given situation

1.1 Introduction - Management is the process of planning, organizing, leading, and controlling resources (human, financial, material, and technological) to achieve organizational goals efficiently and effectively. It involves making decisions, coordinating tasks, and guiding teams toward success.

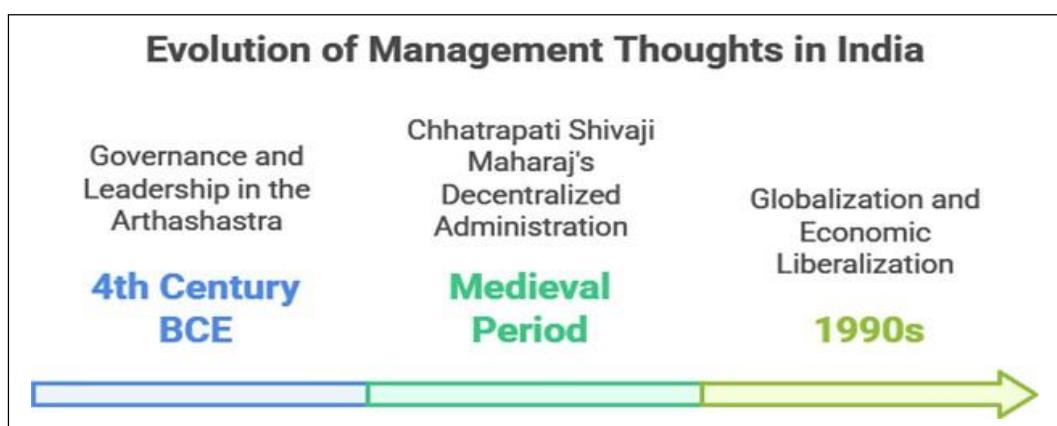


Figure 1.1 - Evaluation of Management thoughts in India

1.1.1 Management Thoughts in Ancient India - Management in ancient India was deeply embedded in philosophy, governance, economics, and ethics. The concepts of leadership, organization, strategy, teamwork, and administration were systematically practiced in various forms. These principles were documented in texts like the Vedas, Upanishads, Ramayana, Mahabharata, and Arthashastra influencing both ancient governance and trade.

a) **Governance and Leadership in the Arthashastra** - One of the most significant contributions to management thoughts in ancient India comes from Chanakya's Arthashastra (4th Century BCE). This provides a structured approach to governance, economic policies, taxation, law enforcement, and military strategies. Chanakya emphasized strategic planning, bureaucracy, and leadership, which are key components of modern management.

Chanakya helped Chandragupta establish a well-organized empire by implementing a hierarchical administration with ministers, local governors, and military officers. He introduced taxation policies, similar to modern economic planning. He created an intelligence network (spies) to gather crucial information—comparable to today's market research and competitive analysis.

This mirrors modern corporate structures, where CEOs rely on strategic planning, data analysis, and governance frameworks to manage businesses.

- b) Ethical Leadership and Decision-Making in the Mahabharata** - The Mahabharata is rich in management lessons, particularly in leadership, conflict resolution, teamwork, and ethics. Lord Krishna's role as a guide to Arjuna highlights the importance of mentorship and strategic thinking in management. Lord Krishna advised Arjuna to focus on duty (Karma Yoga) rather than emotions, similar to corporate leaders making rational, data-driven decisions. He helped the Pandavas use strategy over strength, which is like modern business leaders using innovation to compete with larger firms. He encouraged Teamwork and specialization, just like businesses assign roles based on employee strengths. This resembles today's leadership coaching and executive decision-making in business management.
- c) Leadership and Teamwork in the Ramayana** - The Ramayana offers a great leadership model through Lord Rama, who showed trust, delegation, motivation, and crisis management on his journey. He built a strong, loyal team (the Vanara Sena), just like modern leaders create strong corporate cultures. Rama assigned roles based on skills—Hanuman for intelligence, Lakshmana for defense—much like how successful project managers allocate tasks. His acceptance of Bibhishana (Ravana's brother) into his team highlights adaptive leadership, similar to how companies hire external talent for a strategic edge. This mirrors how businesses today focus on teamwork, smart delegation, and leadership to achieve success.

1.1.2 Management Thoughts in Medieval India - Management thoughts in medieval India were deeply influenced by indigenous traditions, warfare strategies, and governance models. Chhatrapati Chatrapati Shivaji Maharaj exemplified exceptional management skills through his administration, military tactics, and strategic planning.

1. **Decentralized Administration** – Chatrapati Shivaji Maharaj established an efficient administrative system with ministers (Ashta Pradhan) handling various departments, ensuring smooth governance.
2. **Military Organization** – Chatrapati Shivaji Maharaj built a disciplined army with guerrilla warfare tactics, making his forces agile and unpredictable.
3. **Fort Management** – Chatrapati Shivaji Maharaj strategically built and maintained forts like Raigad and Pratapgad, ensuring defense and quick mobility.
4. **Navy Development** – Chatrapati Shivaji Maharaj developed a strong naval force to protect the Konkan coastline from foreign invasions.
5. **Revenue System** – Chatrapati Shivaji Maharaj implemented a fair revenue system, replacing the oppressive Jagirdari system with direct tax collection.
6. **Religious Tolerance** – Chatrapati Shivaji Maharaj promoted secularism, respecting all religions, and ensured justice for all communities.
7. **Spy Network** – Chatrapati Shivaji Maharaj maintained an effective intelligence system to gather enemy information and counter threats.
8. **People-Centric Policies** – Chatrapati Shivaji Maharaj ensured welfare measures for farmers,

traders, and common people, preventing unnecessary oppression.

9. Diplomacy – Chatrapati Shivaji Maharaj formed strategic alliances with different rulers, including the Mughals and the British, when needed.

1.1.3 Management Thoughts in Modern India - Modern management thoughts in India have evolved significantly, blending traditional wisdom with Western management principles. The focus shifted towards industrialization, corporate governance, entrepreneurship, technology-driven management, and ethical leadership. With globalization and economic liberalization in the 1990s, India witnessed rapid growth in business strategies, human resource management, and financial planning.

a) Industrial and Corporate Management – Tata Group

The Tata Group pioneered modern industrial management in India. The group focused on long-term planning, ethical business practices, and employee welfare, setting a benchmark for Indian businesses.

Example:

Tata's Ethical Leadership and Business Expansion

- a) J.R.D. Tata introduced professional management in Indian industries, much like today's corporate governance models.
- b) The company focused on employee welfare, establishing pension funds and medical benefits, like modern HR management.
- c) Tata's long-term vision led to the creation of TCS, Tata Motors, and Tata Steel, reflecting diversification and strategic business expansion.

This aligns with modern business strategies, where companies focus on long-term growth, social responsibility, and employee well-being.

b) IT and Technology Management – Infosys & Wipro

Narayana Murthy's Leadership at Infosys:

Narayana Murthy introduced the Global Delivery Model (GDM) at Infosys, enabling remote project management, much like today's cloud-based models. He also promoted merit-based growth, offering stock options, similar to Silicon Valley firms. Infosys set high standards for financial transparency and ethical practices, reflecting modern IT business management principles.

Azim Premji's Leadership at Wipro:

Azim Premji turned Wipro into a global IT leader by focusing on innovation, quality, and employee growth. He emphasized a strong company culture and high ethical standards, helping Wipro excel in IT outsourcing and digital transformation.

Start-Up Culture and Digital Management – Flipkart & Paytm

In the 21st century, India became a hub for start-ups, fueled by digital technology and innovation. Companies like Flipkart, Paytm, and Zomato pioneered e-commerce, fintech, and digital business models.

Example: Flipkart's E-Commerce Success

- Flipkart introduced online shopping in India, similar to Amazon's early model.
- It leveraged cash-on-delivery (COD), adapting to the Indian market, just like Uber localized its model in new markets.
- The company's supply chain and logistics innovations set new industry standards, helping other start-ups. This reflects modern digital business models, where customer behavior, logistics, and innovation drive growth.

1.2.1 Meaning of Management - Management is the process of planning, organizing, leading, and controlling resources to achieve business goals efficiently. It ensures smooth operations and growth in an organization.

1.2.2. Importance of Management

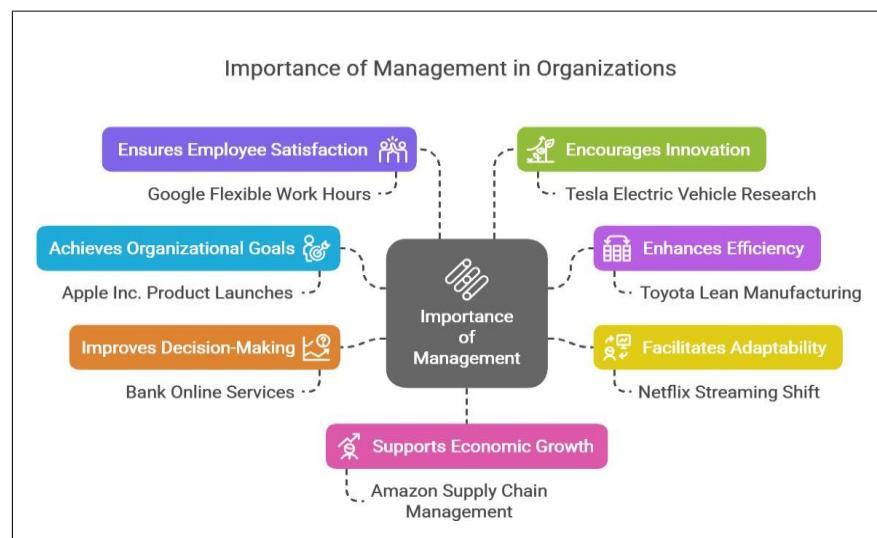


Figure-1.2 Importance of Management

a) **Achieves Organizational Goals**- Management aligns resources and people toward the organization's objectives.

Example: Apple Inc. sets goals for launching innovative products like iPhones and manages teams to achieve them.

b) **Enhances Efficiency** - It helps optimize time, labor, and financial resources to increase productivity.

Example: Toyota uses lean manufacturing to reduce waste and improve production efficiency.

c) **Facilitates Adaptability** - Organizations need to adjust to external changes like market trends and technology.

Example: Netflix shifted from DVD rentals to online streaming to remain competitive.

d) **Improves Decision-Making** - Managers analyze situations and make strategic decisions based on data and experience.

Example: A bank manager decides to introduce online banking services based on customer demand.

- e) **Ensures Employee Satisfaction** - Effective management fosters a positive work culture and boosts employee morale.

Example: Google offers flexible work hours and creative spaces to keep employees motivated.

- f) **Encourages Innovation** – Companies thrive on new ideas and continuous improvement.

Example: Tesla invests in electric vehicle research to stay ahead in the industry.

- g) **Supports Economic Growth** - Strong management leads to business growth, increasing employment and economic progress.

Example: Amazon's efficient supply chain management contributes to global trade and job creation.

1.2.3. Characteristics of Management

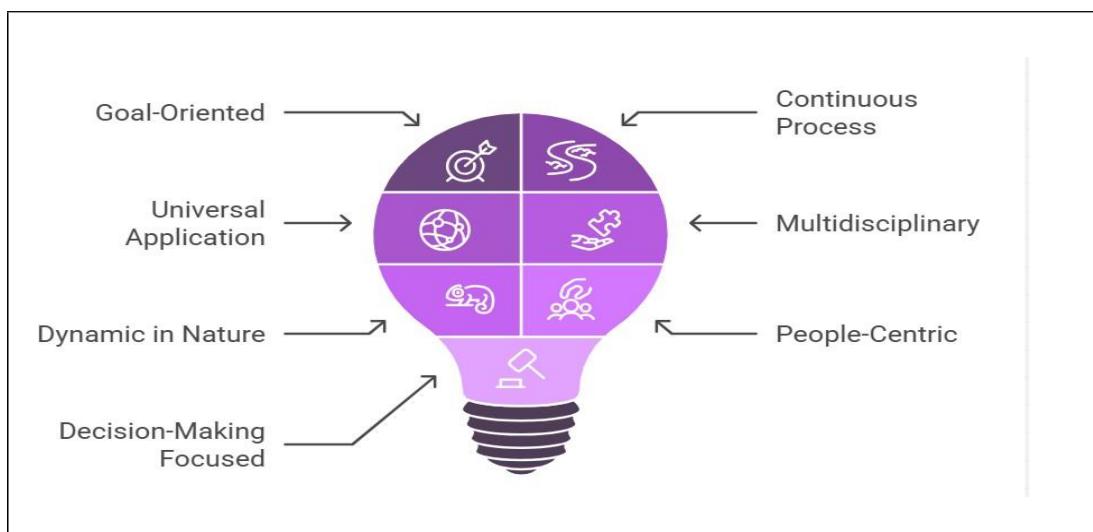


Figure-1.3 Characteristics of Management

1. **Goal-Oriented** - All managerial activities aim to achieve specific business objectives.

Example: A school principal ensures that teachers and students meet academic performance targets.

2. **Continuous Process** - Management is an ongoing process and evolves as the organization grows.

Example: A retail store manager consistently monitors sales and adjusts marketing strategies.

3. **Universal Application** - Management principles apply to businesses, governments, NGOs, and personal life.

Example: A football coach manages players and strategies, just like a corporate manager.

4. **Multidisciplinary** - Management uses knowledge from economics, psychology, sociology and technology.

Example: HR managers use psychology to improve employee relations and motivation.

5. **Dynamic in Nature** - Organizations must adapt to market trends, laws, and competition.

Example: Nokia failed to adapt to Smartphone trends, while Samsung innovated and thrived.

6. People-Centric - Employees are a company's biggest asset, and management focuses on their development.

Example: Starbucks trains employees to improve customer service and retain workers.

7. Decision-Making Focused - Management involves making key choices that impact the business.

Example: An airline manager decides to reduce ticket prices to attract more customers.

1.2.4. Functions of Management

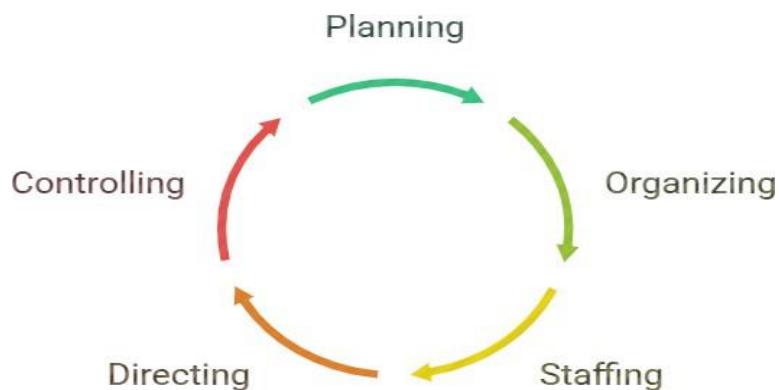


Figure 1.4 Functions of Management

- a) **Planning:** This function involves setting goals, forecasting future conditions, and determining the best strategies to achieve objectives. For example, a retail company planning to expand its business may conduct market research, analyze customer demand, and set sales targets before launching a new store.
- b) **Organizing:** This step focuses on arranging resources such as manpower, finances, and materials in an efficient manner. It includes defining roles, delegating responsibilities, and establishing a clear hierarchy within the organization.
For example, a software company developing a new app will assign tasks to different teams, such as coding, design, and marketing, to ensure smooth workflow.
- c) **Staffing** is the process of hiring, training, and managing employees to ensure the right people are in the right roles. It includes recruitment, selection, training, and workforce planning to achieve organizational goals. For Example, A manager hires and trains new employees to ensure the right people are in the right roles for business success.
- d) **Directing:** This function involves motivating, guiding, and supervising employees to ensure they work effectively towards the organization's goals.
For example, a manager at a call center may introduce incentives like bonuses or rewards to encourage employees to meet their targets and provide excellent customer service.
- e) **Controlling:** This function ensures that planned activities are executed properly by monitoring performance, comparing actual results with set standards, and taking corrective actions if necessary. For example, a manufacturing company tracking production quality may

use regular inspections to identify defects and make improvements to maintain high standards.

1.2.5 Challenges in Management



Figure 1.5 - Challenges of Management

1. **Technological Advancements** -Companies must keep up with digital transformation.
Example: Kodak failed to adopt digital cameras, losing to competitors like Canon.
 2. **Globalization** – Businesses face international competition and diverse market demands.
Example: McDonald's offers different menus in India and Japan to suit local tastes.
 3. **Workforce Diversity** - Managing employees from different cultures and backgrounds is challenging.
Example: Microsoft implements diversity programs to ensure equal opportunities.
 4. **Ethical Issues** - Companies must maintain transparency and ethical business practices.
Example: Volkswagen faced backlash for faking emissions data in its diesel cars.
 5. **Economic Uncertainty** -Businesses must prepare for financial crisis and market fluctuations.
Example: Airlines struggled financially during the COVID-19 pandemic.
 6. **Change Management** - Employees may resist new policies and technologies.
Example: IBM had to restructure its workforce to shift from hardware to software services.
 7. **Sustainability Concerns** - Businesses must balance profits with environmental responsibility.
Example: Tesla focuses on electric cars and renewable energy solutions.
- 1.3.1 Scientific Management** -Scientific Management is a management technique that utilizes scientific methods to enhance workforce efficiency. It uses scientific methods that include systematic, objective, and logical principles and techniques to solve management problems. The use of scientific principles and techniques in various managerial functions is known as scientific management. It is the art of knowing exactly what you want your employees to do and

seeing that they do it in the best and cheapest ways. It involves the study of each activity in detail and doing the work in such a manner so that work can be completed effectively and efficiently.

According to F.W. Taylor: “Scientific management is the art of knowing exactly what you want your men to do and then seeing that they do it in the best and cheapest way.”



Figure 1.6 -Taylor's Principles of Scientific Management

1.3.2 F.W. Taylor's Principles of Scientific Management

- Science, not Rule of Thumb** - Taylor focused on the scientific study and analysis of each and every element of a work to replace the old rule of thumb method or hit and trial method. Rule of thumb is not based on science or exact measurement. Scientific method is based on cause and effect, whereas rule of thumb was based solely on the discretion of managerial decisions. Taylor focused that managers should scientifically analyze each and every component of work. According to him, even a small work, like loading of iron pigs into boxcars can be scientifically done. Doing a work scientifically reduces wastage of time and resources and helps to achieve the target effectively and efficiently.
- Harmony, Not Discord** - Taylor recognized the class conflict that existed between the workers and managers. He emphasized that there should be no conflict between the workers and managers. Both of them should realize the importance of each other and should work together for organizational goals. In order to achieve this harmonious relation, he focused on ‘Mental Revolution’, which means that workers and managers should transform their thinking. In such a situation, management aims at providing better working environment for the employees, and sharing the gains of the company, etc., and workers should avoid going on strikes and work hard to the best of their ability.

3. **Cooperation, Not Individualism** - According to this, there should be cooperation between management and workers instead of individualism. There should be cooperation between them, and competition should be replaced by cooperation. For achieving this principle, management should welcome the constructive ideas and suggestions of the workers. The workers should be praised and rewarded for the suggestions given if their suggestions were helpful. Workers should be taken into consideration while taking important decisions. On the other hand, workers should avoid unreasonable demands and strikes and should work effectively and efficiently to achieve organizational goals.
4. **Development of Workers to their Greatest Efficiency and Prosperity** - Taylor focused on the efficiency of workers. According to him, every organization should follow the scientific method of selection of workers, and each worker should be scientifically selected. They should be assigned work according to their mental, physical and intellectual capabilities. To increase efficiency, training should be provided. This increase in efficiency will be beneficial for both workers and management.

1.3.3 Henri Fayol's 14 Principles of Management -

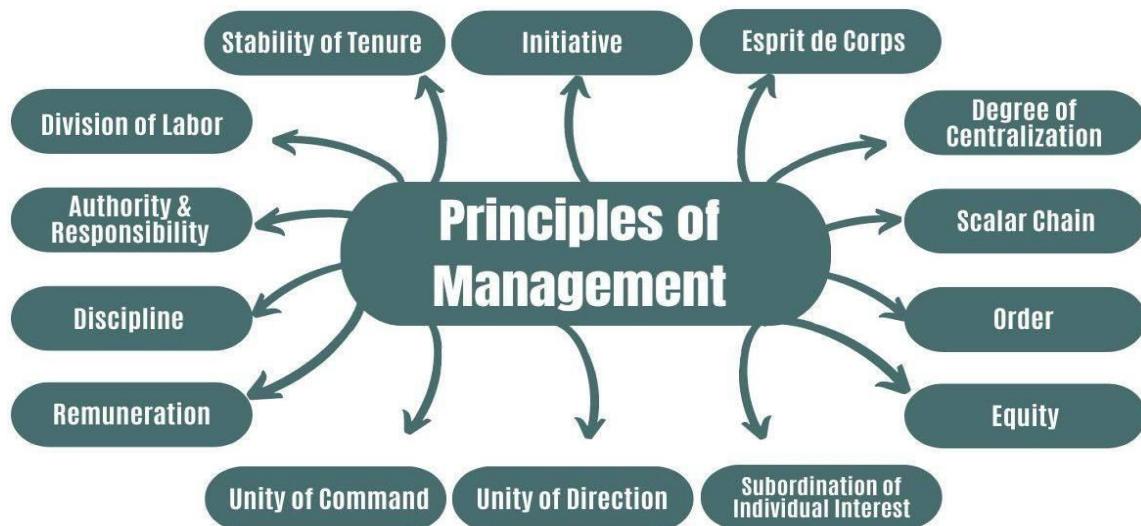


Figure-1.7 Henri Fayol's 14 Principles of Management

Henry Fayol, the Father of Modern Management Theory, introduced a universal framework for maximizing managerial efficiency, which is still used today to organize and regulate organizational activities.

The fourteen principles of management created by Henri Fayol are explained below.

1. **Division of Work** -Henri believed that segregating work in the workforce amongst the workers will enhance the quality of the product. Similarly, he also concluded that the division of work improves the productivity, efficiency, accuracy and speed of the workers. This principle is appropriate for both the managerial as well as a technical work level.

2. **Authority and Responsibility**- Authority facilitates the management to work efficiently, and responsibility makes them responsible for the work done under their guidance or leadership.
3. **Discipline** -Without discipline, nothing can be accomplished. It is the core value for any project or any management. Good performance and sensible interrelation make the management job easy and comprehensive. Employees' good behavior also helps them smoothly build and progress in their professional careers.
4. **Unity of Command** -This means an employee should have only one boss and follow his command. If an employee has to follow more than one boss, there begins a conflict of interest and can create confusion.
5. **Unity of Direction** -. This means all the people working in a company should have one goal and motive which will make the work easier and achieve the set goal easily.
6. **Subordination of Individual Interest** -This indicates a company should work unitedly towards the interest of a company rather than personal interest. Be subordinate to the purposes of an organization. This refers to the whole chain of command in a company.
7. **Remuneration** -This plays an important role in motivating the workers of a company. Remuneration can be monetary or non-monetary. Ideally, it should be according to an individual's efforts they have put forth.
8. **Centralization** -In any company, the management or any authority responsible for the decision-making process should be neutral. However, this depends on the size of an organisation. Henri Fayol stressed on the point that there should be a balance between the hierarchy and division of power.
9. **Scalar Chain** -Fayol, on this principle, highlights that the hierarchy steps should be from the top to the lowest. This is necessary so that every employee knows their immediate senior also they should be able to contact any, if needed.
10. **Order** - A company should maintain a well-defined work order to have a favourable work culture. The positive atmosphere in the workplace will boost more positive productivity.
11. **Equity** -All employees should be treated equally and respectfully. It's the responsibility of a manager that no employees face discrimination.
12. **Stability** -An employee delivers the best if they feel secure in their job. It is the duty of the management to offer job security to their employees.
13. **Initiative** -The management should support and encourage the employees to take initiatives in an organisation. It will help them to increase their motivation and morale.
14. **Esprit de Corps** -It is the responsibility of the management to motivate their employees and be supportive of each other regularly. Developing trust and mutual understanding will lead to a positive outcome and work environment.

1.4.1 Levels of Management



Figure-1.8 Levels of Management

There are three levels of management:

- 1. Top Level Management** -The senior most executives of the organization are found at the top level of management. The managers at the top level of management of an organization are responsible for its survival and welfare. These managers perform stressful and complex work that demands long hours and commitment towards the company.
- 2. Middle Level Management** -The next level of management is the Middle Level, which serves as a link between the Top Level Management and the Lower Level Management. The middle level management is superior to the lower or operational level management and subordinate to the top level management.. The employees or members of the middle level management are responsible to the top level management for their performance.
- 3. Lower Level Management (Supervisory Level Management)** -The last level of management is the lower level management and is also known as the Supervisory or Operational Level Management. The managers at the lower level of management play a crucial role in the proper management of an organization, as they directly interact with the actual work force and interpret the instructions of the middle level managers to them. The responsibility and authority of the lower level managers depend upon the plans and policies formed by the top level management.

Functions of the Lower Level Management

- 1. Issuing Orders and Instructions:** Operational managers give clear instructions to workers and supervisors about their tasks, responsibilities, and authority, while also overseeing their work.
- 2. Preparation of Plan for Activities:** Lower-level managers plan daily tasks, assign work to subordinates, guide them, and make corrections when needed.

3. **Assigning and Assisting in Work:** They assign tasks to employees, explain how to do the work, and help solve problems for better performance.
4. **Representing Workers' Grievances:** These managers listen to workers' issues and report them to middle-level managers.
5. **Ensuring a Safe and Proper Work Environment:** They make sure the workplace is safe, disciplined, and motivating, which helps employees work better.
6. **Helping the Middle Level Management:** Operational managers assist middle-level managers in selecting, training, and evaluating workers based on direct work experience.
7. **Encouraging Employee Initiative:** They motivate employees by welcoming their suggestions, rewarding good ideas, and making them feel valued.

1.5.1 Self-management -Self-management is the conscious and intentional practice of directing your own behaviors, thoughts, and emotions to achieve personal and professional goals. It involves a set of interconnected skills that allow us to take responsibility for our lives, make informed decisions, and adapt to changing circumstances.

1.5.2 Self-management skills

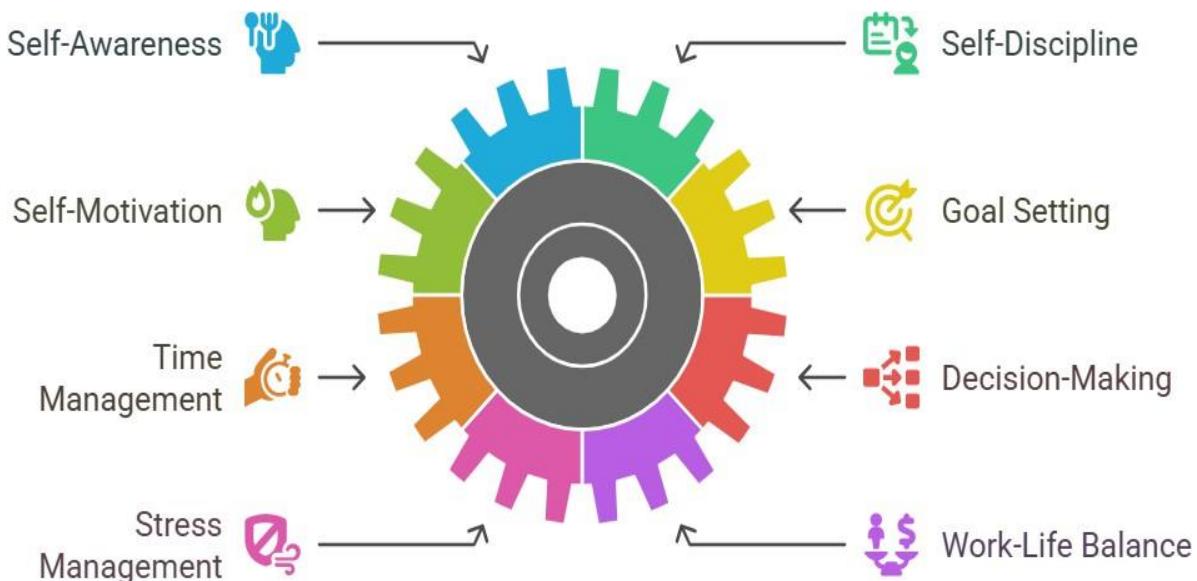


Figure-1.9 Self-management skills

1. **Self-awareness** -Self-awareness is the ability to recognize and understand our own emotions, thoughts, values, and motivations a major cornerstone of self-management. And being self-aware is essentially like having an internal compass that guides us toward our goals and helps us make choices aligned with our authentic selves.
2. **Self-discipline**-Self-discipline is the ability to control our impulses and actions in pursuit of our goals. It allows us to resist temptations, stay focused on our priorities, and follow through on our commitments. Self-discipline can be cultivated through setting clear goals, creating routines, and developing strategies for managing distractions and overcoming procrastination.

3. **Self-motivation** - Motivation is a complex phenomenon, influenced by a variety of factors. Self-motivation is like a muscle that needs to be exercised and nurtured. To ignite and sustain your motivation, set goals that truly matter and break down daunting tasks into smaller, manageable steps. This gives you the freedom to pursue your passions, celebrate your achievements, and envision your success. Surround yourself with a supportive network, be kind to yourself, and stay positive

The different types of motivation:

- a) Intrinsic motivation: This comes from within and is driven by personal interest, enjoyment, or a sense of satisfaction in the activity itself. When we are intrinsically motivated, we engage in tasks because they are inherently rewarding.
- b) Extrinsic motivation: This comes from external sources, such as rewards, praise, or recognition. While extrinsic motivation can be effective in the short term, it may not be sustainable over the long run.
- c) Values-based motivation: This stems from our core values and beliefs. When our actions are aligned with our values, we are more likely to feel a sense of purpose and meaning, which can fuel our motivation.

4. **Goal setting** - Goal setting is the bridge that transforms our aspirations into concrete achievements. It provides us with direction, focus, and a sense of purpose, guiding us towards the life we envision for ourselves.

Setting SMART goals is a proven strategy for setting and achieving goals. SMART is an acronym that stands for:

- a) Specific: Clearly define your goal, avoiding vague or general statements.
- b) Measurable: Establish criteria to track your progress.
- c) Achievable: Confirm your goal is realistic and attainable within your resources and timeframe.
- d) Relevant: Align your goal with your overall values and objectives.
- e) Time-bound: Set a deadline for achieving your goal.

The goal-setting process:

- a) Brainstorm: Generate a list of potential goals you'd like to achieve. Consider different areas of your life, such as career, health, relationships, and personal growth.
- b) Prioritize: Choose the most important and relevant goals you value.
- c) Define SMART goals: Rewrite your chosen goals using the SMART criteria.
- d) Develop action plans: Break down each goal into smaller, manageable steps. Outline the specific actions you need to take to achieve each step.
- e) Track your progress: Regularly review your progress and adjust your plans as needed. Celebrate milestones and learn from setbacks.
- f) Stay motivated: Remind yourself of the reasons why your goals are important to you. Visualize yourself achieving them and maintain a positive attitude.

5. **Time management** - Time management is the skill of using our time effectively to

achieve our goals. Mastering time management skills begins with understanding how you actually spend your time. Start by conducting a time audit by tracking your activities for a week. This will show you where your time is being wasted and expose opportunities for improvement. Once you have a better grasp of your current time management patterns, you can start improving them and when it comes to time management, procrastination is your greatest enemy. Instead of dragging your feet, break down large tasks into smaller, more manageable steps. This can make the big task seem less daunting and easier to start.

6 Decision-making - Decision-making skills are an integral part of life, shaping our paths and determining our outcomes. It's a skill that requires careful consideration, analysis, and the courage to act. We are forced to make hundreds to thousands of decisions a day, from little things like what we'll wear to big decisions around what priorities we focus on that day. Large or small, these decisions can hold us up and end up wasting unnecessary amounts of time to make.

7. Stress management - Stress is unfortunately an inevitable part of being human, but how we manage it can significantly impact our health, well-being, and overall quality of life. It's not about eliminating stress altogether, stress management is developing healthy coping mechanisms to navigate its challenges.

Stress is a natural response to demands and pressures, both real and perceived. And much like pressure, stress can be a positive catalyst for growth and motivation when experienced in moderation. But chronic or excessive stress can significantly impair both our physical and mental well-being, leading to a range of issues, including:

- a) Physical: Headaches, fatigue, muscle tension, digestive problems, weakened immune system
- b) Emotional: Anxiety, irritability, sadness, depression

c) Behavioral: Changes in sleep or eating patterns, social withdrawal, substance abuse Ultimately, self-care is at the heart of stress management. Take time to nourish your body, mind, and spirit so you can stay resilient and be able to cope with life's challenges. Self-care can involve a wide range of activities, such as spending time in nature, pursuing hobbies, reading, listening to music, or simply relaxing. Make self-care a priority, and don't feel guilty about taking time for yourself.

8. Work life Balance -Work-life balance is the equilibrium between professional responsibilities and personal life. It ensures individuals allocate adequate time for work, family, health, and leisure activities. A good balance reduces stress, prevents burnout, and enhances overall well-being. Prioritizing tasks, setting boundaries, and managing time effectively are key strategies. Employers can support this by offering flexible work arrangements and promoting a healthy work culture. Employees should also learn to disconnect from work outside office hours. Striking this balance leads to increased productivity, job satisfaction, and a fulfilling personal life.

9. Multitasking - Multitasking is the ability to perform multiple tasks simultaneously or switch between them efficiently. It is often seen as a way to increase productivity, but it can sometimes reduce focus and lead to errors. Effective multitasking requires prioritization, time management, and minimizing distractions. While some activities, like listening to music while working, can complement each other, complex tasks may suffer from divided attention. Research suggests that excessive multitasking can decrease efficiency and increase mental fatigue.

1.6. Overview of Managerial Skills



Figure-1.10 Important Managerial skills for Organizational success

Managerial skills are essential abilities that help managers effectively lead teams, make decisions, and achieve organizational goals.

- 1. Negotiation Skills** -Negotiation skills involve reaching mutually beneficial agreements through discussion and compromise. A good negotiator listens actively, understands different perspectives, and finds solutions that satisfy all parties. These skills are crucial in business deals, salary discussions, and conflict resolution. Successful negotiation requires preparation, emotional control, and persuasion. Strong communication and problem-solving abilities also play a key role.
Example: A sales manager negotiating a contract with a client offers a discount in exchange for a longer contract term, ensuring both sides benefit

- 2. Team Management** -Team management is the ability to lead, coordinate, and motivate a group to achieve common goals. It involves delegating tasks, setting clear expectations, and fostering collaboration. A good team manager builds trust, resolves conflicts, and ensures productivity. Effective team management improves efficiency, employee satisfaction, and overall performance.
Example: A project manager assigns tasks based on individual strengths, holds regular check-ins, and provides support to ensure the team meets its deadline successfully.

- 3. Conflict Resolution** -Conflict resolution is the ability to handle and resolve disputes in a fair and constructive manner. Managers must identify the root cause, encourage open communication, and find solutions that satisfy all parties. Techniques include active listening, mediation, and compromise. Resolving conflicts quickly prevents workplace tension and improves team dynamics.
Example: Two employees arguing over task distribution are brought together by their manager, who mediates and redistributes the workload fairly to restore harmony.

4. Feedback - Giving and receiving feedback effectively helps employees improve performance and develop skills. Constructive feedback should be specific, timely, and solution-focused. Positive reinforcement boosts motivation, while constructive criticism helps employees learn and grow. Managers should encourage a culture where feedback is welcomed and used for continuous improvement.

Example: A supervisor praises an employee's creativity on a project but also suggests improving time management to meet deadlines more efficiently.

5. Leadership - Leadership is the ability to inspire, guide, and influence others to achieve goals. Great leaders set a vision, lead by example, and empower their teams. Key leadership qualities include decision-making, communication, adaptability, and emotional intelligence. Different leadership styles, such as transformational or servant leadership, suit different organizational needs.

Example: A CEO inspires employees by introducing an innovative company vision, fostering a positive work culture, and leading the company to success.

Sample Multiple Choice Questions:

TLO1.2 Describe the importance of management in day to day life.

1) The function of management that involves setting goals and deciding on future actions is called?

- a) Organizing
- b) Planning
- c) Leading
- d) Controlling

Answer: b) Planning

2) The primary objective of management in an organization is to achieve?

- a) Employee promotions
- b) Higher salaries for managers
- c) Business goals efficiently
- d) Product discounts for customers

Answer: c) Business goals efficiently

3) The characteristic of management that emphasizes its relevance across industries, governments, and NGOs is known as?

- a) Universal application
- b) Profit maximization
- c) Workforce specialization
- d) Limited adaptability

Answer: a) Universal application

4) The management function that ensures tasks are completed as planned by monitoring and correcting deviations is?

- a) Organizing
- b) Leading
- c) Planning
- d) Controlling

Answer: d) Controlling

5) The process of arranging resources like manpower, materials, and finances in a structured manner refers to?

- a) Organizing
- b) Decision-making
- c) Innovation
- d) Negotiation

Answer: a) Organizing

TLO 1.3 Explain Henry Fayol's principles of management.

1) Scientific Management aims to improve workforce efficiency using _approach?

- a) Traditional managerial discretion
- b) Scientific methods and logical principles
- c) Employee intuition and experience
- d) Personal opinions of managers

Answer: b) Scientific methods and logical principles

2) _____ is regarded as the Father of Scientific Management?

- a) Henri Fayol
- b) Elton Mayo
- c) F.W. Taylor
- d) Max Weber

Answer: c) F.W. Taylor

3) "Mental Revolution" in Taylor's Scientific Management refers to a shift in thinking between?

- a) Customers and suppliers
- b) Managers and workers
- c) Government and industries
- d) Investors and board members

Answer: b) Managers and workers

4) The principle that focuses on employees being assigned work according to their mental and physical capabilities is called?

- a) Unity of Command
- b) Development of Workers to their Greatest Efficiency and Prosperity
- c) Centralization of Authority
- d) Stability of Tenure

Answer: b) Development of Workers to their Greatest Efficiency and Prosperity

5) The principle that suggests employees should report to only one superior is called?

- a) Unity of Direction
- b) Unity of Command
- c) Scalar Chain
- d) Centralization

Answer: b) Unity of Command

6) _____ principle highlights the need for fair treatment and respect for all employees?

- a) Discipline
- b) Authority and Responsibility
- c) Equity
- d) Initiative

Answer: c) Equity

7) According to Fayol, _____ principle ensures employees feel secure in their jobs, leading to better performance?

- a) Stability of Tenure
- b) Order
- c) Division of Work
- d) Esprit de Corps

Answer: a) Stability of Tenure

8) The principle that promotes team spirit and unity among employees is called?

- a) Scalar Chain
- b) Initiative
- c) Remuneration
- d) Esprit de Corps

Answer: d) Esprit de Corps

9) A factory replaces its outdated production techniques with scientifically tested methods to reduce waste and increase output. This best represents _____ principle

- a) Science, Not Rule of Thumb
- b) Unity of Command
- c) Initiative
- d) Centralization

Answer: a) Science, Not Rule of Thumb

10) A company with multiple departments encourages employees to coordinate their efforts instead of working separately. This best represents _____ principle.

- a) Division of Work
- b) Authority and Responsibility
- c) Unity of Direction
- d) Remuneration

Answer: c) Unity of Direction

TLO 1.4 Describe the role of each level of management in its management hierarchy.

1) _____ level of management is responsible for the survival and welfare of an organization.

- a) Middle Level Management
- b) Top Level Management
- c) Lower Level Management
- d) Supervisory Level Management

Answer: b) Top Level Management

- 2) _____ acts as a link between the top and lower levels of management.
- a) Supervisory Level Management
 - b) Middle Level Management
 - c) Board of Directors
 - d) Operational Workers

Answer: b) Middle Level Management

- 3) _____ is responsible for direct interaction with the workforce.
- a) Middle Level Management
 - b) Top Level Management
 - c) Lower Level Management
 - d) Strategic Management Team

Answer: c) Lower Level Management

- 4) _____ is a function of lower-level management.
- a) Formulating company vision
 - b) Representing workers' grievances
 - c) Setting company-wide financial policies
 - d) Approving mergers and acquisitions

Answer: b) Representing workers' grievances

- 5) _____ describes the role of operational managers in task assignment.
- a) They only assign tasks without supervision
 - b) They guide workers and assist in problem-solving
 - c) They focus on financial planning instead of task allocation
 - d) They avoid daily planning activities

Answer: b) They guide workers and assist in problem-solving

TLO 1.5 Practice the self-management skills for a given situation

1. _____ refers to the ability to recognize and understand personal emotions, thoughts, and values.

- a) Self-motivation
- b) Self-discipline
- c) Self-awareness
- d) Goal setting

Answer: c) Self-awareness

2. The ability to control impulses and follow through on commitments is called _____.

- a) Time management
- b) Self-motivation
- c) Self-discipline
- d) Stress management

Answer: c) Self-discipline

3. _____ motivation comes from within and is driven by personal interest or satisfaction.

- a) Extrinsic
- b) Intrinsic
- c) Values-based
- d) External

Answer: b) Intrinsic

4. The letter "S" in SMART goal setting represents _____.

- a) Specific
- b) Speed
- c) Smart
- d) Supportive

Answer: a) Specific

5. The skill that helps individuals use time efficiently is _____.

- a) Self-awareness
- b) Time management
- c) Stress management
- d) Decision-making

Answer: b) Time management

6. Work-life balance ensures individuals allocate adequate time for _____.

- a) Only professional tasks
- b) Work and family
- c) Work, family, health, and leisure
- d) Office work only

Answer: c) Work, family, health, and leisure

7. Excessive multitasking leads to _____.

- a) Increased focus
- b) More efficiency
- c) Mental fatigue
- d) Better decision-making

Answer: c) Mental fatigue

8. The reason self-motivation is important in self-management is _____.

- a) It helps in setting unrealistic goals
- b) It allows individuals to stay driven toward achieving goals
- c) It removes the need for discipline
- d) It forces people to work continuously

Answer: b) It allows individuals to stay driven toward achieving goals

9. The impact of stress management on an individual includes _____.

- a) Eliminating stress completely
- b) Developing healthy coping mechanisms
- c) Increasing workplace conflicts
- d) Avoiding challenges

Answer: b) Developing healthy coping mechanisms

10. The benefit of goal setting in self-management is _____.

- a) Providing direction and focus
- b) Ensuring success without effort
- c) Removing the need for decision-making
- d) Encouraging procrastination

Answer: a) Providing direction and focus

11. The way to maintain proper work-life balance includes _____.

- a) Focusing only on professional responsibilities
- b) Working extra hours daily
- c) Setting boundaries and managing time effectively
- d) Ignoring personal well-being

Answer: c) Setting boundaries and managing time effectively

12. A drawback of multitasking is _____.

- a) Improving productivity
- b) Enhancing accuracy in complex tasks
- c) Reducing focus and leading to errors
- d) Ensuring perfect time management

Answer: c) Reducing focus and leading to errors

TLO 1.6 Apply the required managerial skills for a given situation

1. The ability to reach mutually beneficial agreements through discussion and compromise is called _____.

- a) Leadership
- b) Conflict resolution
- c) Negotiation skills
- d) Feedback

Answer: c) Negotiation skills

2. The managerial skill that involves leading, coordinating, and motivating a group is _____.

- a) Conflict resolution
- b) Team management
- c) Leadership
- d) Feedback

Answer: b) Team management

3. The process of handling disputes in a fair and constructive manner is known as _____.

- a) Feedback
- b) Conflict resolution
- c) Leadership
- d) Team management

Answer: b) Conflict resolution

4. Providing constructive criticism to help employees improve performance is part of _____.

- a) Leadership
- b) Feedback
- c) Negotiation
- d) Conflict resolution

Answer: b) Feedback

5. The managerial skill that includes inspiring, guiding, and influencing others is _____.

- a) Team management
- b) Conflict resolution
- c) Leadership
- d) Negotiation skills

Answer: c) Leadership

6. The reason negotiation skills are important in business is _____.

- a) Ensuring only one party benefits
- b) Preventing communication among stakeholders
- c) Achieving agreements that satisfy all parties
- d) Avoiding business discussions

Answer: c) Achieving agreements that satisfy all parties

7. The impact of strong team management on an organization includes _____.

- a) Decreasing productivity
- b) Improving efficiency and employee satisfaction
- c) Increasing workplace conflicts
- d) Removing the need for leadership

Answer: b) Improving efficiency and employee satisfaction

8. A manager handling a dispute between two employees by redistributing workload fairly demonstrates _____.

- a) Conflict resolution
- b) Negotiation skills
- c) Leadership
- d) Feedback

Answer: a) Conflict resolution

9. Constructive feedback should be _____.

- a) Negative and discouraging
- b) Specific, timely, and solution-focused
- c) Avoided in a professional setting
- d) General and vague

Answer: b) Specific, timely, and solution-focused

10. The leadership quality that involves setting a vision and leading by example contributes to _.

- a) Employee disengagement
- b) Organizational success
- c) Increased conflicts
- d) Lack of motivation

Answer: b) Organizational success

Unit 2 Product, Operations and Project Management

CO2 - Apply appropriate techniques of product, operations and project management

TLO 2.1 Identify the appropriate creativity technique for new product development.

TLO 2.2 Describe the new product development process for a product / service.

TLO 2.3 Comprehend the importance of various strategic steps Product Management.

TLO 2.4 Elaborate Agile product management.

TLO 2.5 Explain the significance of the Project Management.

TLO 2.6 Describe the various tools of project management.

2.1 Creativity and innovation management: Creativity and innovation management involves systematically fostering, developing, and implementing new ideas within an organization or personal projects. Several techniques can help generate creative solutions to problems.

Creativity techniques:

1. Brainstorming

- a) A group technique where participants generate as many ideas as possible without criticism.
- b) Encourages free thinking and diverse perspectives.
- c) Variants: classical brainstorming, brain writing (silent idea generation), and electronic brainstorming.

2. Checklist Method

- a) Uses a structured list of questions or prompts to explore new ideas.
- b) Example: SCAMPER technique (Substitute, Combine, Adapt, Modify, Put to another use, Eliminate, Reverse).
- c) Helps in refining or innovating existing products and processes

3. Reverse Brainstorming

- a) Instead of generating solutions, participants first identify ways to worsen the problem.
- b) Encourages unconventional thinking and reveals hidden aspects of the issue.
- c) After listing negative ideas, participants reverse them into potential solutions.

4. Morphological Analysis

- a) Breaks down a problem into key parameters and systematically explores all possible combinations.
- b) Example: If designing a new smartphone, factors like size, battery life, materials, and interface are considered separately and recombined in novel ways.
- c) Useful for complex problem-solving and product design.

5. Six Thinking Hats (Edward de Bono)

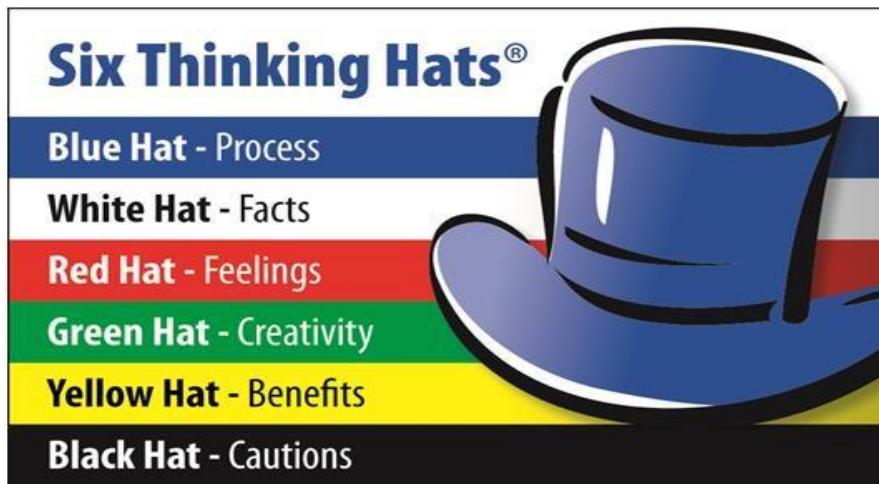


Figure 2.1 Six Thinking Hats Courtesy: The McQuaig Group , 2008

A structured thinking process where individuals or teams consider different perspectives using six metaphorical hats:

- White Hat: Focuses on facts and data.
- Red Hat: Considers emotions and intuitions.
- Black Hat: Identifies risks and drawbacks.
- Yellow Hat: Highlights benefits and positives.
- Green Hat: Encourages creativity and alternative ideas.
- Blue Hat: Manages the thinking process and ensures focus.

Helps in making well-rounded decisions and reducing conflicts. Each of these techniques can be used alone or in combination to drive creativity and innovation in organizations, teams, or personal projects.

2.2 New product development (NPD)

Stages of NPD

- Idea Generation** - This is where new ideas are born. Companies can use brainstorming sessions, gather customer feedback, analyze competitors, and conduct research and development (R&D).
- Idea Screening** - Here, ideas are evaluated for their feasibility (can we do it?), profitability (will it make money?), and alignment with business goals.
- Concept Development & Testing** - In this stage, product concepts are developed and tested with potential customers to see if they resonate.
- Business Analysis** - This involves estimating costs, potential revenue, pricing, and market size.
- Product Development & Prototyping** - A prototype is created, and usability testing is performed to refine the design.
- Market Testing** - A small-scale version of the product is launched to gather customer feedback.

- g) **Commercialization** - This is the full-scale launch of the product, including production, marketing, and distribution.
- h) **Continuous Improvement** - After the product is launched, collecting customer feedback is vital for ongoing refinement.

Example: Indian Snack Brand

Let's consider an Indian snack brand that wants to launch a new healthy snack.

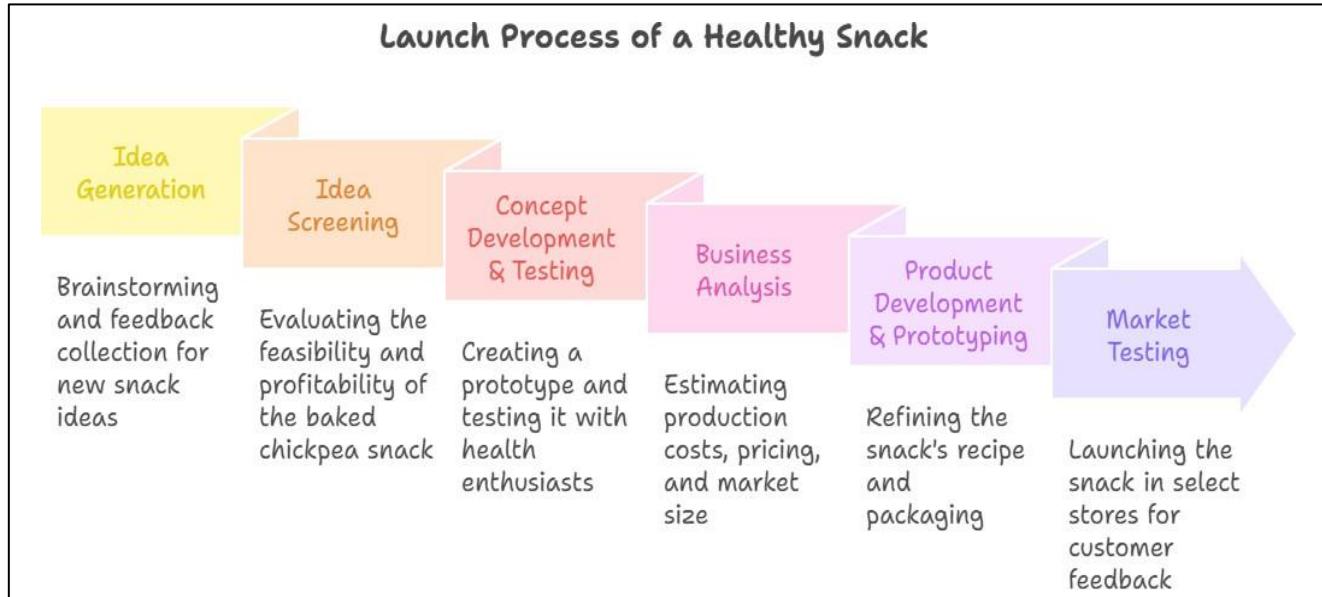


Figure 2.2 Launch Process of Snack

Idea Generation: The company brainstorms ideas for a new snack, gathers feedback from health-conscious customers, and looks at competitors like Haldiram's and Bikaji.

- a) **Idea Screening:** They evaluate the idea of a baked chickpea snack for feasibility and profitability, ensuring it aligns with their goal of promoting healthy eating.
- b) **Concept Development & Testing:** They create a prototype of the snack and test it with a focus group of health enthusiasts.
- c) **Business Analysis:** The team estimates production costs, potential pricing, and the target market size for the new snack.
- d) **Product Development & Prototyping:** They refine the snack's recipe and packaging based on feedback from initial testers.
- e) **Market Testing:** The company launches the snack in select stores to gather customer reactions and make adjustments.
- f) **Commercialization:** After successful testing, they roll out the snack nationwide, supported by a marketing campaign.
- g) **Continuous Improvement:** They continue to collect feedback and make improvements to the snack based on customer preferences.

Change Management - Change management is the structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. It is critical for successful innovation and adaptation.

Steps in Change Management

1. Identifying the Need for Change

- a) Recognizing market shifts, internal inefficiencies, or technological advancements.
- b) Using change models like PESTEL analysis (Political, Economic, Social, Technological, Environmental, Legal).

2. Creating a Change Strategy

- a) Defining clear objectives, key performance indicators (KPIs), and stakeholder involvement.
- b) Developing a change vision.

3. Communication & Stakeholder Engagement

- a) Transparent and consistent communication to build trust.
- b) Involving employees early to reduce resistance.

4. Implementing the Change

- a) Training programs, restructuring, and process updates.
- b) Using change frameworks like Kotter's 8-Step Model or Lewin's Change Model (Unfreeze-Change-Refreeze).

5. Managing Resistance to Change

- a) Identifying barriers (fear of job loss, uncertainty).
- b) Strategies: employee involvement, incentives, leadership support.

6. Evaluating & Sustaining the Change

- a) Monitoring impact, gathering feedback, and making necessary adjustments.
- b) Embedding change into company culture.

2.3 Product Management - Product Management is the process of guiding a product through its entire lifecycle, from conception to market launch and beyond. It involves strategic planning, development, marketing, and continuous improvement to ensure the product meets customer needs and business goals.

A Product Manager (PM) acts as the bridge between customers, business stakeholders, engineering, and marketing teams to ensure a product's success.

Strategic Steps for Sustainable Product Design:

a. Market Research & User-Centered Design

- i) **Identify needs:** Understand what customers want and what challenges they face.
- ii) **Example:** **Saree.com** conducted surveys to understand customer preferences for fabric quality and design, ensuring they delivered exactly what customers were looking for.

b. Define Product Vision & Strategy

- i) **Clear product vision:** Set goals that match business objectives and sustainability.
- ii) **Example:** **Tata Motors** aims to produce electric vehicles (EVs) to reduce pollution, aligning its product vision with sustainability goals.

- c. **Sustainable Material Selection & Eco-Design**
 - i) **Eco-friendly materials:** Choose recyclable or biodegradable materials.
 - ii) **Example:** **Khadi India** uses natural, handwoven fabrics made from sustainable cotton and silk, reducing chemical waste and supporting rural artisans.
- d. **Lean & Agile Product Development**
 - i) **Agile methodology:** Develop and improve products in small, manageable stages.
 - ii) **Example:** **Zoho** continuously updates its software based on user feedback, ensuring that features remain relevant and efficient.
- e. **Circular Economy & End-of-Life Management**
 - i) **Reuse & recycling:** Design products that can be reused or easily recycled.
 - ii) **Example:** **Paper Boat** encourages customers to return used pouches for recycling, reducing waste.
- f. **Ethical Sourcing & Supply Chain Sustainability**
 - i) **Fair trade suppliers:** Work with suppliers who follow ethical and sustainable practices.
 - ii) **Example:** **Amul** sources milk from local farmers, ensuring fair wages and reducing transportation emissions by sourcing locally.
- g. **Regulatory Compliance & Certifications**
 - i) **Eco certifications:** Follow environmental regulations and get recognized certifications.
 - ii) **Example:** **Maruti Suzuki** follows ISO 14001 standards for environmental management and strives to meet fuel-efficiency norms.
- h. **Branding & Customer Engagement in Sustainability**
 - i) **Transparency:** Communicate sustainability efforts clearly to customers.
 - ii) **Example:** **Bangalore-based Nudge Foundation** uses eco-friendly packaging and actively educates consumers on the benefits of sustainability.
- i. **Continuous Improvement & Innovation**
 - i) **Feedback & innovation:** Regularly gather customer feedback and innovate for sustainability.
 - ii) **Example:** **ReNew Power**, India's renewable energy company, constantly innovates in solar technology to improve efficiency and reduce costs.

2.4 Agile product management- Agile Product Management is an iterative and flexible approach to managing products, emphasizing continuous improvement, customer feedback, and cross-functional collaboration. Unlike traditional product management (which follows a rigid, linear process), Agile embraces adaptability, speed, and incremental value delivery to ensure that products evolve according to real user needs. Agile is widely used in software development, startups, and tech-driven industries, but its principles can apply to any product development process.

Benefits of Agile Product Management

- a) Faster Time-to-Market – Agile delivers small, usable product increments quickly.
- b) Customer-Centric Approach – Frequent user feedback ensures the product meets real needs.
- c) Greater Flexibility & Adaptability – Teams can pivot or adjust plans based on new insights.

- d) Improved Collaboration – Cross-functional teams work closely, improving efficiency.
- e) Risk Reduction – Continuous testing and iterations catch issues early.
- f) Higher Product Quality – Regular improvements ensure fewer bugs and a polished final product.

Principles (Based on Agile Manifesto) - The Agile Manifesto (2001) outlines 4 core values and 12 principles that guide Agile methodologies.

The 4 Core Values of Agile

1. Individuals and interactions over processes and tools.
2. Working software (or product) over comprehensive documentation.
3. Customer collaboration over contract negotiation.
4. Responding to change over following a plan.

The 12 Agile Principles

1. Customer satisfaction through early and continuous delivery of valuable products.
2. Welcome changing requirements, even late in development.
3. Deliver working solutions frequently (weeks rather than months).
4. Close collaboration between business and development teams.
5. Motivated teams with the right support and trust.
6. Face-to-face conversation is the most effective way to communicate.
7. A working product is the primary measure of progress.
8. Sustainable development, maintaining a constant pace indefinitely.
9. Continuous focus on technical excellence and good design.
10. Simplicity – maximizing the amount of work not done.
11. Self-organizing teams make the best decisions.
12. Regular reflection and adjustments for continuous improvement.

Popular Agile Frameworks Used in Product Management

- a) Scrum – Iterative development with sprints, daily stand-ups, and reviews.
- b) Kanban – Visual workflow management for continuous delivery.
- c) Lean Agile – Focuses on eliminating waste and maximizing customer value.
- d) SAFe (Scaled Agile Framework) – Used in large enterprises for Agile at scale.

2.5 Project Management - Project management is the process of planning, organizing, and overseeing the execution of a project to achieve specific goals within a set timeline and budget. It involves coordinating resources, managing risks, and ensuring that tasks are completed efficiently and effectively to meet the project's objectives.

Importance of Project Management

Project management is essential for ensuring that projects are completed on time, within scope, and on budget, while meeting business objectives.

It helps in organization to:

- a) Improve efficiency – Clear planning, coordination, and resource allocation reduce wasted time and effort.
- b) Control costs & risks – Risk assessment and proactive management prevent costly mistakes.

- c) Enhance team collaboration – Roles and responsibilities are well-defined, improving teamwork.
- d) Ensure quality delivery – Continuous monitoring ensures project outputs meet standards.
- e) Adapt to change – Agile methodologies allow teams to pivot based on feedback or market shifts.

Areas within Project Management

Project management covers multiple areas, as defined by PMBOK (Project Management Body of Knowledge):

1. Scope Management

- a) Defining project goals, deliverables, and tasks.
- b) Preventing scope creep (uncontrolled project expansion).

2. Time Management

- a) Creating schedules, deadlines, and milestones.
- b) Using tools like Gantt charts and Critical Path Method (CPM).

3. Cost Management

- a) Budgeting and controlling expenses to avoid overruns.
- b) Includes cost estimation and financial tracking.

4. Quality Management

- a) Ensuring that project outputs meet predefined standards.
- b) Using tools like Six Sigma and Total Quality Management (TQM).

5. Risk Management

- a) Identifying, analyzing, and mitigating potential risks.
- b) Developing contingency plans.

6. Human Resource Management

- a) Assigning roles, responsibilities, and optimizing team performance.
- b) Leadership and stakeholder engagement.

7. Communication Management

- a) Effective communication plans for stakeholders.
- b) Use of project management tools like Slack, Trello, or Jira.

8. Procurement Management

- a) Handling contracts and vendor management.
- b) Ensuring materials, services, and external support meet requirements.

9. Stakeholder Management

- a) Managing relationships with clients, sponsors, and team members.
- b) Addressing concerns and expectations.

The 4 Ps of Project Management

A successful project balances People, Process, Product, and Project:

1. **People** – The team, leadership, stakeholders, and communication strategies
2. **Process** – The frameworks and methodologies used (Agile, Waterfall, etc.).

3. **Product** – The deliverables and outcomes of the project.
4. **Project** – The overall execution plan, including goals, risks, and resources.

Phases of Project Management (Project Life Cycle)



Figure 2.3 Project Life Cycle

Every project follows a structured 5-phase lifecycle:

1. Initiation

- i. Defining project objectives, feasibility, and scope.
- ii. Conducting stakeholder analysis and securing approval.

2. Planning

- i. Developing detailed project plans, schedules, and budgets.
- ii. Risk assessment and resource allocation.

3. Execution

- i. Carrying out project activities and deliverables.
- ii. Managing teams, communication, and stakeholder expectations.

4. Monitoring & Controlling

- i. Tracking progress using KPIs and adjusting plans as needed.
- ii. Risk mitigation and quality assurance.

5. Closure

- i. Finalizing deliverables and ensuring stakeholder satisfaction.
- ii. Conducting post-project evaluation and documentation.

2.6 Tools of Project Management: Project managers use various tools to plan, schedule, monitor, and control projects efficiently. Some of the most widely used tools include PERT, CPM, Gantt Charts, and budgeting techniques.

- 1. PERT (Program Evaluation and Review Technique)** -A statistical tool used for project scheduling and time estimation. Helps in identifying the minimum time required to complete a project. Best for complex projects with uncertain activity durations.
- a) Uses a network diagram with nodes (tasks) and arrows (dependencies).
 - b) Focuses on three-time estimates: Optimistic time (O) – Best-case scenario. Pessimistic time (P) – Worst-case scenario. Most likely time (M) – Expected duration.
 - c) Uses the Expected Time (TE) formula:

$$TE = (O+4M+P)/6$$
 - d) Helps in identifying the Critical Path for efficient scheduling.
 - e) CPM (Critical Path Method) -A deterministic method used for project scheduling. Focuses on identifying the longest sequence of dependent tasks (Critical Path). Used for projects with predictable task durations (e.g., construction, manufacturing)Defines the earliest and latest start and finish times for each task.

- f) Helps in resource allocation and identifying slack time (time a task can be delayed without affecting project completion).
- g) Used for projects with well-defined activities and dependencies.

PERT vs. CPM

Feature	PERT	CPM
Type of Project	Uncertain, research-based	Predictable, repetitive
Time Estimation	Probabilistic (Optimistic, Most Likely, Pessimistic)	Deterministic (Fixed Time)
Focus	Time Management & Uncertainty	Task Dependency & Efficiency
Use Case	R&D, IT, Innovation	Construction, Manufacturing

Table 2.1

2. Gantt Chart - A visual representation of a project schedule. Displays tasks, their durations, dependencies, and deadlines.

- a) Uses bars to represent task durations over a timeline.
- b) Shows dependencies between tasks (finish-to-start, start-to-start, etc.).
- c) Helps in tracking progress and making adjustments.

Advantages

- a) Easy to understand and communicate progress.
- b) Helps in resource planning and avoiding bottlenecks.
- c) Works well with Agile and Waterfall methodologies.

Example of a Gantt Chart:

Task	Start Date	End Date	Duration	Dependencies
Research	March 1	March 10	10 days	None
Design	March 11	March 20	10 days	Research
Development	March 21	April 10	20 days	Design
Testing	April 11	April 20	10 days	Development
Deployment	April 21	April 25	5 days	Testing

Table 2.2

Estimation & Budgeting in Project Management - Accurate cost estimation and budgeting are crucial to ensuring a project remains financially viable.

Estimation Techniques

- a. Top-Down Estimation – Based on past projects or expert judgment.
- b. Bottom-Up Estimation – Each task is estimated separately and aggregated.
- c. Parametric Estimation – Uses historical data and mathematical models.
- d. Three-Point Estimation – Uses Optimistic, Pessimistic, and Most Likely estimates.

Budgeting Components

- i. Direct Costs – Labor, materials, equipment, subcontractors
- ii. Indirect Costs – Utilities, admin expenses, rent.
- iii. Contingency Reserve – Extra funds for unexpected risks.

It comprises of specialists from different functional areas of the parent organization. If needed experts are hired from outside also.

- a) The team of specialists work simultaneously to achieve the goals of the project.
- b) After the project is completed the team is dissolved. So it is a temporary in nature.

Advantages:

- 1. It does not interfere with the functioning of the existing organization.
- 2. Decision making is quick.
- 3. It allows maximum usage of specialist knowledge.
- 4. It provides the maximum attention that a project needs.

Disadvantages:

- 1. The members are recruited for a short period so it creates a feeling of insecurity and uncertainty.
- 2. There may be conflicts among specialists.
- 3. The project manager may not have complete authority over team members.
- 4. Sometimes decision may be difficult due to pressures from different specialists.

Applications:

In IT companies like L&T, Infosys, TCS, Wipro, etc where business is mainly project based.

Sample Multiple Choice Questions:

1.....is primary goal of brainstorming.

- a) To find a single best solution
- b) To generate a large number of ideas without judgment
- c) To analyze existing ideas systematically
- d) To criticize and refine ideas immediately

Answer: b) To generate a large number of ideas without judgment

2.....is NOT a rule of traditional brainstorming.

- a) Encourage wild ideas
- b) Defer judgment
- c) Critique ideas immediately
- d) Aim for quantity over quality

Answer: c) Critique ideas immediately

3. The checklist technique is primarily used to.....

- a) Generate random ideas
- b) Evaluate ideas systematically using a predefined list of questions
- c) Reverse an existing idea for better innovation
- d) Reduce the number of ideas generated in brainstorming

Answer: b) Evaluate ideas systematically using a predefined list of questions

4.....is true about reverse brainstorming.

- a) It is used to generate only positive ideas
- b) It focuses on identifying ways to solve a problem
- c) It involves identifying ways to create problems rather than solving them
- d) It limits the number of participants in idea generation

Answer: c) It involves identifying ways to create problems rather than solving them

5. Morphological analysis is best suited for problems that.....

- a) Have only one correct solution
- b) Can be broken down into independent parameters
- c) Do not require creative input
- d) Are solved best using a checklist

Answer: b) Can be broken down into independent parameters

6. In the Six Thinking Hats technique, the Green Hat represents:.....

- a) Creativity and new ideas
- b) Emotional perspective
- c) Critical judgment
- d) Facts and data

Answer: a) Creativity and new ideas

7..... is the role of the Black Hat in the Six Thinking Hats method.

- a) To generate new ideas
- b) To look at the problem with optimism

- c) To identify risks, weaknesses, and potential problems
- d) To encourage emotional viewpoints

Answer: c) To identify risks, weaknesses, and potential problems

8.....creativity technique involves systematically varying parameters of a problem to explore new solutions.

- a) Brainstorming
- b) Morphological analysis
- c) Checklist method
- d) Reverse brainstorming

Answer: b) Morphological analysis

9. In the Six Thinking Hats method, the Red Hat is associated with.....

- a) Logic and facts
- b) Caution and risk assessment
- c) Emotions and intuition
- d) Creativity and innovation

Answer: C) Emotions and intuition

10.....is main advantage of using the checklist technique in creativity.

- a) It limits the number of ideas for better focus
- b) It encourages rapid and random idea generation
- c) It provides a structured way to refine and expand ideas
- d) It prevents mistakes by following strict rules

Answer: c) It provides a structured way to refine and expand ideas

11.....is the first stage in the New Product Development (NPD) process.

- a) Market Testing
- b) Idea Generation
- c) Product Development
- d) Commercialization

Answer: B) Idea Generation

12.....is NOT a source of idea generation for new products.

- a) Customers
- b) Competitors
- c) Government Regulations
- d) Employee Layoffs

Answer: D) Employee Layoffs

13.....is the primary goal of concept testing in NPD.

- a) To test the final product in the market
- b) To gather feedback on the product idea from potential customers
- c) To create a prototype for testing
- d) To analyze production costs

Answer: B) To gather feedback on the product idea from potential customers

14.....stage in the NPD process involves developing a working prototype.

- a) Idea Screening

- b) Concept Development
- c) Business Analysis
- d) Product Development

Answer: D) Product Development

15. The final stage of the NPD process is:.....

- A) Commercialization
- B) Product Testing
- C) Business Analysis
- D) Idea Screening

Answer: A) Commercialization

16. A company uses a controlled launch in a limited market to evaluate product performance before full-scale introduction. This process is called:.....

- a) Market Penetration
- b) Test Marketing
- c) Product Development
- d) Idea Screening

Answer: B) Test Marketing

17..... is a risk associated with new product development.

- a) High development costs
- b) Market acceptance uncertainty
- c) Competitive imitation
- d) All of the above

Answer: D) All of the above

18. ----- is the primary goal of change management in an organization?

- a. To eliminate the need for change
- b. To manage and implement change smoothly and effectively
- c. To resist and slow down changes in the company
- d. To reduce employee involvement in change initiatives

Answer: B) To manage and implement change smoothly and effectively

19..... of the following is NOT a stage in Kurt Lewin's Change Management Model.

- a) Unfreezing
- b) Freezing
- c) Changing
- d) Refreezing

Answer: B) Freezing

20. According to Kotter's 8-Step Change Model, the first step in implementing change is to:.....

- a) Develop a vision for change
- b) Communicate the change vision
- c) Establish a sense of urgency
- d) Empower employees for broad-based action

Answer: C) Establish a sense of urgency

21. Resistance to change in organizations can be caused by.....

- a) Fear of the unknown
- b) Lack of trust in leadership
- c) Poor communication
- d) All of the above

Answer: D) All of the above

22. In the ADKAR Model of Change, "D" stand for.....

- a) Development c) Decision
- b) Desire d) Direction

Answer: B) Desire

23..... is a strategy to overcome resistance to change.

- a) Avoiding employee feedback
- b) Communicating the benefits of change clearly
- c) Implementing changes without informing employees
- d) Forcing employees to accept change

Answer: B) Communicating the benefits of change clearly

24..... best defines Organizational Change.

- a) A minor shift in daily operations
- b) The process of modifying structures, strategies, and procedures within an organization
- c) A temporary adjustment that does not impact business goals
- d) A method to avoid market competition

Answer: B) The process of modifying structures, strategies, and procedures within an organization

25. Change agents in an organization are responsible for.....

- a) Preventing change from happening
- b) Supporting and leading the change process
- c) Resisting management decisions
- d) Only informing employees about change without involvement

Answer: B) Supporting and leading the change process

26..... is the primary role of product management.

- a) Managing employees in production units
- b) Overseeing the development, launch, and success of a product
- c) Handling only the marketing of a product
- d) Ensuring that products are produced at the lowest cost

Answer: B) Overseeing the development, launch, and success of a product

27.....is best describes product management.

- a) A process focused only on product design
- b) A multidisciplinary function that involves strategy, development, and marketing
- c) A department responsible for supply chain management
- d) A function that works only with sales teams

Answer: B) A multidisciplinary function that involves strategy, development, and marketing

28.....is primarily responsible for defining the vision and strategy of a product.

- a) Product Manager
- b) Production Supervisor
- c) Sales Executive
- d) Finance Manager

Answer: A) Product Manager

29.....is NOT a key responsibility of a product manager?

- a) Defining product vision
- b) Conducting market research
- c) Setting financial policies
- d) Coordinating with development teams

Answer: C) Setting financial policies

30. A product lifecycle includes..... stages.

- a) Introduction, Growth, Maturity, Decline
- b) Planning, Execution, Profit, Loss
- c) Research, Development, Selling, Disposal
- d) Creation, Testing, Selling, Discontinuation

Answer: A) Introduction, Growth, Maturity, Decline

31. Sustainable product design primarily aims to.....

- a) Reduce environmental impact while ensuring profitability
- b) Maximize short-term profits
- c) Use only expensive eco-friendly materials
- d) Increase production speed regardless of consequences

Answer: A) Reduce environmental impact while ensuring profitability

32.....is a key factor in designing a sustainable product.

- a) Durability and recyclability
- b) Increasing packaging waste
- c) Short-term cost savings
- d) Focusing only on aesthetics

Answer: A) Durability and recyclability

33. In sustainable design, the term “Cradle-to-Cradle” refers to.....

- a) A design approach that ensures products are fully recyclable or reusable
- b) A method for reducing production costs
- c) A sales strategy for increasing profits
- d) A process for handling product failures

Answer: A) A design approach that ensures products are fully recyclable or reusable

34.....is NOT a strategic step in sustainable product design.

- a) Using renewable materials
- b) Minimizing energy consumption
- c) Increasing planned obsolescence
- d) Implementing eco-friendly manufacturing processes

Answer: C) Increasing planned obsolescence

35. The concept of a Circular Economy in product management focuses on.....

- a) Reducing, reusing, and recycling materials
- b) Creating products that cannot be repaired
- c) Increasing product disposal rates
- d) Selling products only in limited markets

Answer: A) Reducing, reusing, and recycling materials

36. Life Cycle Assessment (LCA) is important in sustainable product design because.....

- a) It helps analyze the environmental impact of a product from production to disposal
- b) It focuses only on marketing strategies
- c) It ensures the product is designed at the lowest cost possible
- d) It is used only for government regulations

Answer: A) It helps analyze the environmental impact of a product from production to disposal

37 best describes Eco-Design in product management.

- a. A design process that integrates environmental considerations into every stage of a product's lifecycle
- b. A method to reduce product quality for cost savings
- c. A short-term strategy to improve sales
- d. A focus on using only natural colors in product packaging

Answer: A) A design process that integrates environmental considerations into every stage of a product's lifecycle

38.....is an example of an eco-friendly packaging approach.

- a) Using single-use plastic for cost reduction
- b) Designing packaging that is biodegradable and reusable
- c) Increasing package size to make products look bigger
- d) Adding extra layers of plastic wrapping for branding

Answer: B) Designing packaging that is biodegradable and reusable

39 is the purpose of conducting market research in sustainable product management.

- a) To understand consumer preferences and sustainability expectations
- b) To determine the cheapest way to produce a product
- c) To focus only on product pricing strategies
- d) To reduce investment in research and development

Answer: A) To understand consumer preferences and sustainability expectations

40 best describes Extended Producer Responsibility (EPR).

- a) Manufacturers are responsible for the entire lifecycle of their products, including disposal and recycling
- b) Consumers are solely responsible for recycling their purchases
- c) Companies are not required to consider the environmental impact of their products
- d) EPR is a voluntary program with no legal implications

Answer: A) Manufacturers are responsible for the entire lifecycle of their products, including disposal and recycling

Unit 3 Management Practices

CO3:- Use comprehensive tools of recent management practice.

TLO 3.1: Understand the importance of quality management tools.

TLO 3.2: Explain the importance of various techniques for optimization and waste minimization.

TLO 3.3: State the importance of ISO quality standards.

TLO 3.4: Describe ERP.

TLO 3.5: State the importance of ISO.

TLO 3.6: Recognize the importance of customer satisfaction as a competitive advantage.

3.1 Introduction - The use of different management practices allows the managers, leaders, and stakeholders to adopt their approach based on specific situations and to solve dynamically changing problems within the work environment. This leads to increased productivity, employee engagement, and individual performance improvement by applying different strategies to different situations.

Overview of Quality -Quality is the ability of a product or service to consistently meet or exceed customer expectations. According to the International Standard Organization, quality means the degree to which a set of characteristics fulfills requirements. Quality is always defined by the customer. Quality is not only free, but it is a profit maker and provides a lot of money for free. The terms such as fitness for use, customer satisfaction, and zero defects are goals of quality management. The quality may be decided based on various factors such as performance of product/service, aesthetics of product like appearance or smell, or taste or feel etc., special or extra features, reliability i.e consistency of product performance, durability of product, serviceability i.e. after sale service, conformance i.e how well the product meet customer's expectations.

Benefits of Quality Management

- To Employee:** Job satisfaction, strong customer relationships, greater job security, and monetary benefits due to higher profits.
- To Organization:** Improved productivity, profit, quality, market share, good positive company image and decreased cost of production, decreased waste.
- To Customers:** Improved choices, improved goods and services, and meeting expectations lead to customer satisfaction.
- To Suppliers:** Achievement of performance requirements, streamlined processes, efficient communication, and increased customer satisfaction.
- To Society:** Economic growth and stability, increased employment opportunities, and product safety.

Signs of Poor Quality

- Loss of business:** Loss in sales, revenues, and customer base.
- Liability:** A poor quality product comes with the danger of the organization.
- Productivity:** There is a loss in productivity or time spent in rectifying the errors.
- Costs:** Increase in costs of repairing or replacing or making new.

3.1.1 Quality Circles - Quality circles are voluntary groups of employees who work on similar tasks or share an area of responsibility to identify, define, analyze, and solve work-related problems. The voluntary groups agree to meet regularly to discuss and solve problems related to work. Usually, the members of a quality circle should be from the same work area as well as from different areas. An ideal size of a quality circle is seven to eight members, but the number of members in a quality circle may vary depending on the problem. However, quality circles do not change the existing organizational structure. Quality circles are also called action circles, excellence circles, or HR circles. Quality Circle meetings are an important part of Quality Circle's work. Meetings are attended by all the members of the quality circle. Generally, meetings take place once a week or regularly.

Characteristics of quality circles include:

1. **Voluntary Participation:** Employees participate in quality circles voluntarily.
2. **Problem Solving:** It focuses on identifying, analyzing, and solving problems for improving the quality and efficiency at the workplace.
3. **Collaboration:** Quality circles promote teamwork and collaboration, which encourages open communication between staff and management.
4. **Employee Empowerment:** Employees are encouraged to contribute their ideas.
5. **Continuous Improvement:** The quality circles aim for continuous improvement. Strategies like Total Quality Management (TQM) and Lean Manufacturing are a few examples of continuous improvement.

Objectives of quality circles :

1. **Improve Product and Service Quality:** The primary objective is to enhance the quality of products or services by identifying and addressing problems, defects, and inefficiencies in the process.
2. **Problem Identification and Resolution:** The main aim of the quality circle is to develop a problem-solving culture in the organization by identifying problems.
3. **Increase Productivity and Efficiency:** The quality circles contribute to the improvement of productivity and operational efficiency by addressing process inefficiencies and eliminating waste.
4. **Enhance Employee Involvement and Ownership:** Quality circles are designed to involve the employees at all levels of the organization.
5. **Promote Continuous Improvement (Kaizen):** Quality circles promote a culture of continuous improvement, focusing on making small, incremental changes that lead to long-term gains in quality and efficiency. This is in line with the philosophy of Kaizen.
6. **Foster Teamwork and Collaboration:** The process encourages teamwork, collaboration, and communication among employees.
7. **Reduce Costs:** The quality circles can help reduce costs by eliminating waste, which leads to better financial performance for the organization.
8. **Develop Employee Skills:** Participation in quality circles helps employees develop critical skills such as problem-solving, decision-making, teamwork, and leadership.

9. Improve Workplace Morale and Satisfaction: Engaging employees in the decision-making process helps to increase their morale, job satisfaction, and employee retention.

The following tools and techniques are used by quality circles:

1. Brainstorming: It generates a wide range of ideas and solutions without judgment. The members of the quality circle contribute ideas freely, which are then discussed and evaluated for potential solutions.

2. Pareto Analysis (80/20 Rule): This is done to identify the most significant problems based on their frequency or impact. The Pareto principle suggests that 80% of the problems come from 20% of the causes. By focusing on the most critical issues, quality circles can tackle the biggest challenges first.

3. Fishbone Diagram (Ishikawa or Cause and Effect Diagram): It helps to identify the root causes of a problem. The problem is placed at the "head" of the fish, and potential causes are categorized into major areas (e.g., people, machines, methods, materials, etc.). This helps break down complex problems into smaller, manageable parts.

4. Flowcharts: It is used to visually map out processes and identify inefficiencies or areas of improvement. A flowchart provides a step-by-step diagram of a process, making it easier to see where problems occur.

5. Control Charts: It is used to monitor the performance of processes over time and identify variations. Control charts plot data points over time, showing whether a process is stable or if any deviations require attention.

6. Histogram: It is used to visualize the distribution of data. A histogram displays data in the form of bars, where each bar represents the frequency of a particular range of values. This helps identify patterns or trends.

7. Scatter Diagrams: It is used to identify relationships between two variables. A scatter diagram plots data points on a graph to show how two variables are related. This can help in identifying correlations between factors that may be influencing a problem.

8. Five (5) Whys: It determines the root cause of a problem by asking "Why?" repeatedly. The group asks "Why?" five times (or more) to go deeper into the root causes of an issue, going beyond the surface-level problem.

9. SWOT Analysis: It evaluates the Strengths, Weaknesses, Opportunities, and Threats of a particular situation or process. A SWOT analysis helps the team assess the internal and external factors affecting the problem at hand.

10. Decision Matrix Analysis: It evaluates and prioritizes multiple alternatives or solutions. The team uses a decision matrix to assess various options against criteria that are important for solving the problem.

The following figure shows examples of a fishbone diagram, a flowchart, a control chart, a histogram, a scatter diagram and a decision matrix analysis

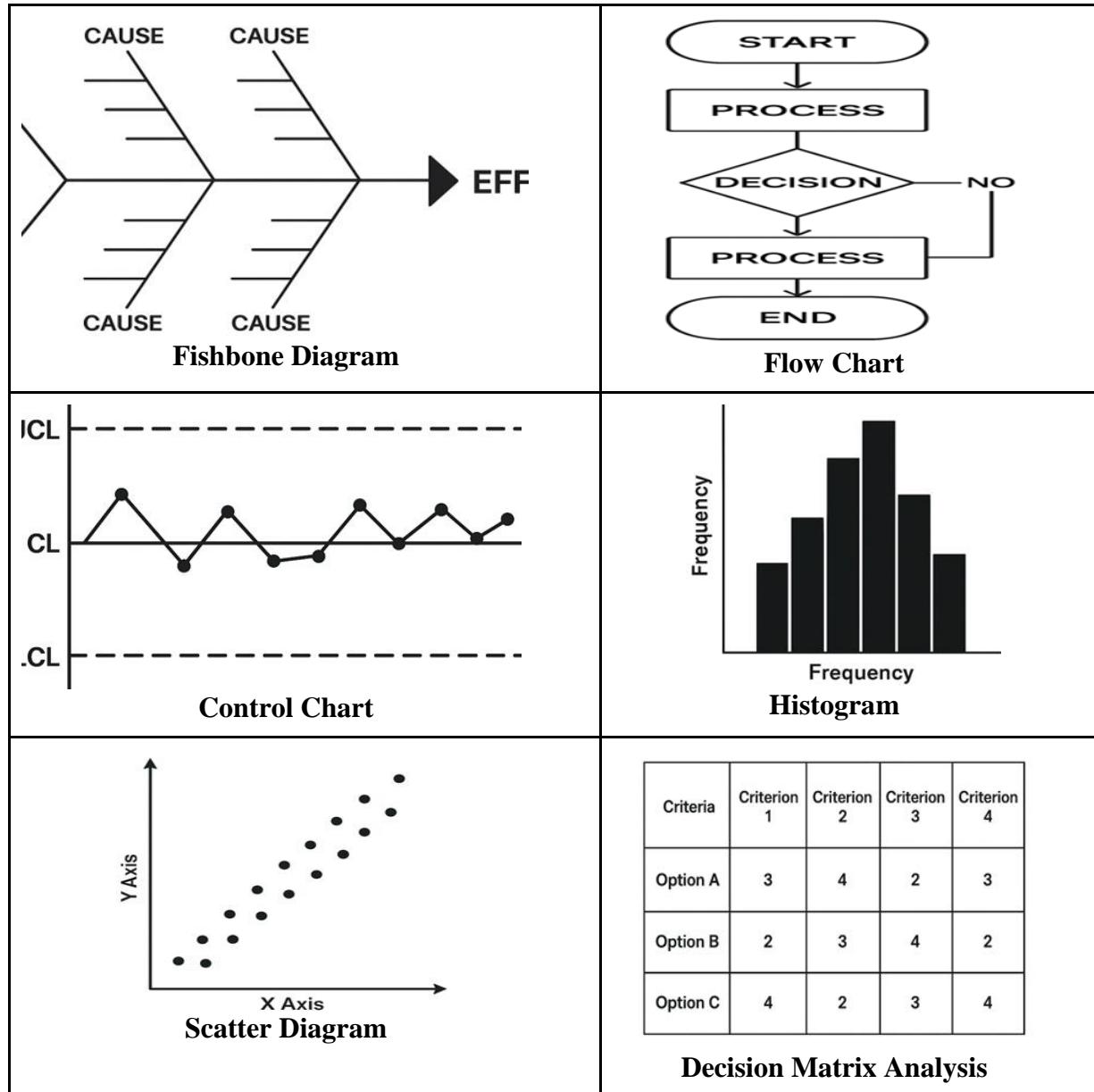


Figure 3.1 Quality Circle tools and techniques

3.1.2 Kaizen - Kaizen was created in Japan. It means "continuous improvement". It comes from the Japanese words "kai" which means "change" and ("zen") which means "good". Kaizen is a system of continuous improvement in quality, technology, processes, company culture, productivity, safety, and leadership. Kaizen is a system that involves every employee. Everyone is encouraged to come up with small improvement suggestions regularly. i.e., always improving productivity, safety, and effectiveness while reducing waste. In Japan, Kaizen is a system of improvement that includes both home/business life & social activities. Quality circles, automation systems, JIT delivery & 5S are all included within the Kaizen system. Kaizen involves setting standards and then continually improving those standards. Kaizen also involves providing the training, materials, and supervision that are needed for employees.

There are three types of Kaizen:

- a. Individual oriented, i.e., Suggestion System
- b. Group oriented, i.e., Quality Circle
- c. Management-oriented, i.e., Kaizen

Objectives of kaizen :

1. **Continuous Improvement:** It aims to make small, incremental improvements consistently over time in all areas of an organization.
2. **Eliminate Waste (Muda):** To reduce or eliminate waste in processes, which can include excess time, resources, energy, or materials.
3. **Improve Quality:** To enhance the quality of products, services, and processes continuously.
4. **Increase Productivity:** To improve the efficiency of operations and maximize output with the same or fewer resources.
5. **Promote Employee Involvement and Engagement:** To engage all employees in the improvement process, encourage their active participation and suggestions for change.
6. **Improve Work Culture:** To create a culture of continuous improvement where everyone is motivated to contribute ideas and strive for excellence.
7. **Standardize Best Practices:** To standardize the improvements made and ensure that best practices are followed across the organization.
8. **Improve Safety:** To enhance workplace safety by identifying hazards and eliminating unsafe practices.
9. **Enhance Customer Satisfaction:** To improve customer satisfaction by consistently delivering higher-quality products and services.

Benefits of Kaizen

1. Kaizen reduces waste in areas such as inventory, waiting times, transportation, worker motion, employee skills, overproduction, excess quality, and processes.
2. Kaizen improves space utilization, product quality, use of capital, communications, production capacity, and employee retention.
3. Kaizen provides immediate results.
4. Kaizen focuses on creative investments instead of focusing on large, capital-intensive improvements.

3.1.3 Six Sigma - Six Sigma is a rigorous, systematic, and quality improvement methodology that utilizes information and statistical analysis. These analyses are done to measure and improve a company's operational performance, practices, and systems by identifying and preventing 'DEFECTS' in processes. Most of the organizations measure their quality program in terms of Six Sigma. Six Sigma aims in cost cutting and defect minimization. Six Sigma [σ -greek symbol] represents the standard deviation of sample data. It focuses on minimizing variations by reducing the number of defects to 3.4 DPMO (Defects Per Million Objects). A process is said to be in the Six Sigma stage if it does not have more than 3 or 4 defects per million. It is a business strategy which makes customer more satisfied. Six Sigma Programs are always directed towards quality improvement, cost cutting & time saving. Six Sigma Programs are employed in the design,

production, service sector, operation management, and inventory management sectors.

The goals of Six Sigma :

1. To reduce variation in processes
2. To reduce defects /rework
3. To improve productivity
4. To enhance customer satisfaction
5. To improve the product and service quality
6. To improve financial performance
7. To promote a data-driven culture
8. Shortening cycle-time

Process of Six Sigma: It has various stages. Some organizations combine 1 or 2 stages for better monitoring & control purposes. Quality Experts normally identify the 5 stages.

1. **Define:** Define the problems, customer needs, current capability, and key processes that will have the greatest impact on customers.
2. **Measure:** Identify the statistical measures to monitor the major processes. Prepare the data collection plan and its implementation ways and finally measure the process
3. **Analyze:** Set new goals to close the gap between current and target performance levels. Establish benchmarks. Determine the analysis tools and methods like data analysis, root-cause analysis, process analysis, Pareto (80-20) analysis, or brainstorming. Summarize the data to be measured and run the analysis.
4. **Improve:** Generate the solutions on current analysis. Select an appropriate solution from the alternatives. Improve and Implement.
5. **Control:** Standardize and document the new process. Implement the plan and monitor the process by taking the feedback of the results.

Benefits of implementation Six Sigma: It is implemented for,

1. Improved Product and Service Quality
2. Cost Reduction
3. Increased Customer Satisfaction
4. Enhanced Operational Efficiency
5. Better Decision Making
6. Stronger Financial Performance
7. Increased Employee Engagement and Empowerment
8. Sustainability of Improvements
9. Improved Risk Management
10. Scalability and Flexibility

3.1.4 Total Quality Management (TQM) -Total quality management (TQM) is an integrated effort designed to improve quality performance at every level of the organization. In TQM, “Total means everyone associated with the company is involved in continuous improvement (including its customers and suppliers); Quality means customer’s requirements are met fully; and In management: Executives are fully committed”. Externally, TQM is customer-oriented and provides for more

meaningful customer satisfaction. Internally, TQM reduces production line bottlenecks and operating costs, thus enhancing product quality while improving organizational morale. Mature organizations today readily admit that they cannot accurately define quality. The reason for this is that the customer defines quality. Today, most organization's quality is a process rather than a product. TQM is a management strategy aimed at including awareness of quality in all organizational processes. Total Quality is the continual improvement effort by everyone in an organization to understand, meet, and exceed the expectations of customers. Total Quality Management (TQM) has been widely used in manufacturing, education, government, and service industries, as well as NASA space and science programs. Total Quality Management (TQM) is the management of total quality.

After effective implementation, TQM can provide organizations with a significant competitive advantage. It can lead to improved product quality, greater customer loyalty, and higher levels of employee satisfaction. Moreover, TQM can result in cost savings, as improved processes and reduced waste lead to more efficient operations. Companies that successfully implement TQM also often see a stronger market position, as their commitment to quality becomes a differentiator. Ultimately, TQM is a long-term commitment to quality and excellence, helping organizations build a reputation for reliability and continuous improvement.

Key tools and techniques support the TQM process, including statistical process control (SPC), Six Sigma, Pareto analysis, and root cause analysis. SPC uses statistical methods to monitor and control processes, ensuring they operate within predefined limits. Six Sigma focuses on reducing variability and defects, aiming for near perfection with only 3.4 defects per million opportunities. Pareto Analysis (80/20 Rule) identifies the most significant factors contributing to problems or defects. Root cause analysis helps organizations identify the underlying causes of problems, ensuring that corrective actions address the issue at its source rather than treating symptoms. Other tools like cause-effect diagrams, control charts, flowcharts, histogram, scatter diagrams, etc., can also be used to support TQM process improvement.

Obstacles in achieving TQM

1. Lack of top management support
2. Lack of customer focus
3. Lack of employee empowerment
4. Lack of training

3.2.1 5-S - It is a Japanese philosophy that focuses on effective workplace organization and standardized work procedures. 5S simplifies the work environment, reduces waste and non-value activity while improving quality efficiency and safety. 5S is a structured program to systematically achieve total organization, cleanliness, and standardization in the workplace. The results of the 5-S program are: improved profitability, efficiency, service, and safety.

Meaning of Five 'S':

1. **Sort (Seiri)-** The first step in making things clean and organized. It eliminates all unnecessary tools, parts, and instructions. Go through all the tools and materials. Keep only essential items and eliminate what is not required, prioritizing things as per requirements. Keep them at easily accessible places. Everything else is stored or discarded. To implement sorting, a Red-

Tagging method can be used. Red Tagging means putting red tags on items that need to be evaluated and on items with other abnormalities. An item with a red tag needs to be questioned. The methods used for eliminating waste can be throwing it away, selling it, or returning it to the vendor, lending it out, or distributing it to other parts of the company.

2. **Set In Order (Seiton)**— This focuses on efficient and effective storage methods. Organize, identify, and arrange everything in a work area. There should be a place for everything, and everything should be in its place. Each item should be clearly labeled. Each tool, part, supply, or piece of equipment should be kept close to where it will be used or easily accessible to all employees. The method of visual control can be used for “Set in Order”. A visual control is a communication device that tells us at a glance in a work environment how work should be done?, Where an item belong to?, How many items belong there?, How work should be done ?, The status of work in the process etc.
3. **Shine (Seiso)**— It focuses on clean work areas by regular cleaning and maintenance. Keep the workplace tidy and organized. At the end of each shift, clean the work area and be sure everything is restored to its place. This makes it easy to know what goes where and ensures that everything is where it belongs. A key point is that maintaining cleanliness should be part of daily work.
4. **Standardize (Seiketsu)**— It focuses on making everything easy to maintain and standardized. Work practices should be consistent and standardized. All workstations for a particular job should be identical. All employees doing the same job should be able to work in any station with the same tools that are in the same location in every station.
5. **Sustain (Shitsuke)**— It concentrates on maintaining what has been accomplished. Once the previous 4 S's have been established, they become the new way to operate. Maintain focus on this new way and do not allow a gradual decline back to the old way.

Benefits of following 5S: Once fully implemented,

1. The 5S process can increase morale in workers of an organization.
2. It creates positive impressions on customers.
3. It increases efficiency of organization.
4. Not only will the people feel better about where they work, the effect of continuous improvement can lead to less waste, better quality & faster lead times.

3.2.2 Kanban Card System - Kanban is the Japanese word meaning “signal” or “visible record”. It is a paperless production control system. The Kanban card system is a visual tool used to manage and control work processes in manufacturing, production, and various other industries. A Kanban card is like a sticky note on that board that represents one work item. A Kanban card can contain far more information, like descriptions, attachments, links, comments, card history, and more. The purpose of a Kanban card is to represent a work item and communicate its status as it moves through the workflow. Kanban cards represent actionable work items. Kanban cards move on a Kanban board from left to right. Kanban cards include important information about the work. By looking at the position of a Kanban card on the board, teams can tell where the card is in the process. The following

figure represents a sample kanban card, which can be used in the kanban card system.

PART NO. / ITEM NO.		ITEM DESCRIPTION	
ITEM NAME	STORAGE LOCATION	DELIVERY AREA	
BOX CAPACITY	BOX TYPE	KANBAN NO.	
PROCESS			

Figure 3.2 Kanban card

A core principle behind the Kanban card system is the "pull" system, where materials are only ordered or produced when there is demand rather than in advance. This helps eliminate overproduction and excess inventory, which can tie up resources and create unnecessary costs. When a workstation uses up the materials from a Kanban card, it signals the preceding process to produce or deliver more. This approach creates a continuous flow of materials and ensures that only what is needed is produced, thus minimizing waste and optimizing the production schedule.

One of the main benefits of the Kanban system is its flexibility. It can be adapted to different industries and processes, from production lines to software development. In a manufacturing setting, Kanban cards can be used to manage raw material flow, whereas in software development, the concept of Kanban is often applied to manage tasks, track progress, and visualize work in progress (WIP). With tools like digital Kanban boards, teams can manage workflows in a more dynamic environment, adjusting to changes quickly while ensuring that tasks are completed efficiently.

Overall, the Kanban system helps organizations maintain control over workflows, minimize waste, improve communication, and achieve higher levels of efficiency and productivity. These benefits make it an essential tool for businesses looking to enhance performance, reduce costs, and improve overall operational effectiveness.

3.2.3 Total Productive Maintenance (TPM) -Total Productive Maintenance (TPM) is a proactive approach to equipment maintenance that aims to maximize operational efficiency by improving the reliability and performance of machinery throughout its lifecycle. TPM focuses on preventing breakdowns and minimizing downtime through the active involvement of all employees, from operators to top management. TPM emphasizes maintaining equipment in optimal working condition to prevent issues before they arise, thus ensuring continuous, smooth production to minimize emergency and unscheduled maintenance.

The key concept behind TPM is the idea of "zero downtime," which is achieved by implementing a set of maintenance practices.

Types of maintenance:

- Breakdown maintenance:** This means that people wait until equipment fails and repair it.

Such a thing could be used when the equipment failure does not significantly affect the operation or production or generate any significant loss other than repair cost.

2. **Maintenance prevention:** It indicates the design of new equipment. The weaknesses of current machines are sufficiently studied and are incorporated before commissioning new equipment.
3. **Preventive maintenance:** It is a daily maintenance (cleaning, inspection, oiling, etc) designed to retain the healthy condition of equipment and prevent failure through the prevention of deterioration, periodic inspection, or equipment condition diagnosis to measure deterioration.
4. **Time-based maintenance - TBM:** TBM consists of periodically inspecting, servicing, and cleaning equipment and replacing parts to prevent sudden failure and process problems.
5. **Predictive maintenance:** It is a method in which the service life of an important part is predicted based on inspection or diagnosis to use the parts to the limit of their service life. Compared to periodic maintenance, predictive maintenance is condition- based maintenance.
6. **Corrective maintenance:** It improves equipment and its components so that preventive maintenance can be carried out reliably. Equipment with design weaknesses must be redesigned to improve reliability or maintainability.

Benefits of using TPM:

1. Avoid wastage in a quickly changing economic environment.
2. Producing goods without reducing product quality.
3. Reduce cost.
4. Produce a low batch quantity at the earliest possible time.
5. Goods to be sent to the customers must be non-defective.

3.2.4 **Lean manufacturing** - Lean manufacturing is aimed at the elimination of waste in every area of production, including customer relations, product design, supplier networks, and factory management. The term “lean” is used because lean manufacturing uses less labor in the factory, less manufacturing space, less capital investment, less materials, and less time between the customer order and the product shipment. The goal is to deliver more value to customers with fewer resources and in less time, resulting in higher profitability and better customer satisfaction.

Lean Manufacturing: is a management philosophy focusing on reduction of the seven wastes.

1. Overproduction (Capacity exceeding demand)
2. Waiting time
3. Transportation
4. Processing
5. Costs
6. Inventory
7. Motion (Lack of coordination of body movements)

The steps of lean manufacturing are:

- 1. Identify customer needs:** Understand what the customer values and what needs they have.
- 2. Map the value stream:** Map out the steps and processes required to take a product from concept to delivery.
- 3. Create a continuous flow:** Ensure that the process flows smoothly after removing non-value-adding steps.
- 4. Implement a pull production system:** Align demand with your internal process by only making enough products to meet customer demand.
- 5. Continuously improve:** Encourage your organization to constantly seek out ways to improve manufacturing processes.

Benefits of Lean manufacturing:

- 1. Waste Reduction:** By identifying and eliminating waste, organizations can streamline their operations, reduce unnecessary costs, and improve efficiency. Waste reduction leads to lower production costs and higher profit margins, ultimately benefiting the company's bottom line.
- 2. Improved Efficiency and Productivity:** With a smoother, continuous flow of work, businesses can achieve higher levels of productivity. Lean tools such as 5S, Kaizen, and Just-in-Time (JIT) help create an environment where resources, labor, and time are used efficiently.
- 3. Cost Savings:** By eliminating waste, reducing inefficiencies, and improving overall productivity, lean manufacturing helps organizations save on operational costs.
- 4. Better Quality and Customer Satisfaction:** Lean manufacturing places a strong emphasis on quality control and continuous improvement. By focusing on eliminating defects, improving processes, and empowering employees to make suggestions for improvements, companies can produce higher-quality products.
- 5. Employee Engagement and Morale:** Lean manufacturing encourages employee involvement at all levels. By empowering workers to identify issues, suggest improvements, and take ownership of their work processes, lean fosters a sense of responsibility and pride among employees.
- 6. Competitive Advantage:** Implementing lean manufacturing helps companies remain competitive in an increasingly demanding global market.

3.3 Quality standards and ISO - Quality standards are a set of guidelines or specifications used to ensure that products, services, and processes meet certain requirements for consistency, performance, and reliability. These standards are crucial for maintaining customer satisfaction, reducing defects, improving operational efficiency, and ensuring that products or services meet regulatory or industry-specific requirements. Quality standards can be applied at various levels, from individual products to organizational processes. The key types of quality standards include ISO standards, Six Sigma, TQM, Food and Drug Regulations (FDA) standards, industry-specific standards, and Lean/Agile Quality standards.

ISO Standards (International Organization for Standardization): The ISO 9000 family of standards is one of the most recognized and widely implemented quality standards globally. ISO 9001, the most popular standard within this family, sets out the criteria for a quality

management system (QMS). It focuses on ensuring that an organization can consistently meet customer requirements and improve customer satisfaction through continuous improvement. Achieving ISO 9001 certification demonstrates an organization's commitment to maintaining high-quality products and services.

3.3.1 ISO 9001:2016 - The most recent revision of ISO 9001 was finalized in 2015. ISO 9001:2015 is a globally recognized standard for quality management systems (QMS) that provides a framework for organizations to consistently meet customer and regulatory requirements. It is part of the broader ISO 9000 family of standards, which focuses on quality management principles. The 2015 revision brought significant updates, such as an emphasis on risk-based thinking, leadership involvement, and a focus on the context of the organization. These changes make the standard more adaptable, helping organizations improve their processes and increase customer satisfaction while maintaining compliance with international best practices.

One of the key changes introduced in ISO 9001:2015 is the focus on risk-based thinking. The new standard encourages organizations to identify, assess, and address risks and opportunities in their processes to ensure they achieve the intended outcomes and foster continual improvement.

The revision also brought a greater emphasis on leadership and the role of top management in the success of the quality management system. ISO 9001:2015 highlights the need for senior leaders to actively engage in the QMS, ensuring that quality is woven into the fabric of organizational strategy, culture, and decision-making.

Another change in ISO 9001:2015 is the requirement to consider the context of the organization when developing the quality management system. This means that companies must evaluate their external and internal environments, as well as the needs and expectations of interested parties such as customers, suppliers, and regulatory bodies.

Finally, ISO 9001:2015 introduces greater flexibility in how organizations document and manage their quality processes. This approach allows organizations to determine the level of documentation necessary for their specific operations, making the standard more adaptable to a wide range of industries and business sizes.

3.3.2 ISO 14000 - ISO 14000 is a series of international standards that help businesses reduce their environmental impact. The standards cover environmental management systems, auditing, labeling, and performance evaluation. The most well-known standard in the ISO 14000 family is ISO 14001, which outlines the requirements for an Environmental Management System (EMS). The ISO 14000 series aims to support businesses in reducing their environmental impact, improving resource efficiency, and complying with legal and regulatory requirements. The implementation of ISO 14001 can help organizations minimize pollution, reduce waste, and adopt more sustainable practices, contributing to environmental protection and the sustainable use of resources. With ISO 14001, companies are encouraged to continually assess and improve their environmental performance. This involves setting specific environmental objectives, identifying environmental impacts, and developing strategies to reduce negative effects such as emissions, waste, and resource consumption. ISO 14001 provides a set of principles to ensure that environmental considerations are embedded into

the core operations of an organization. These principles include Plan- Do-Check-Act (PDCA), which helps companies plan and implement improvements, evaluate their progress, and take corrective actions when needed. This cycle allows organizations to monitor their environmental performance continuously and make adjustments to improve their impact over time. In addition, ISO 14001 emphasizes the importance of leadership commitment, stakeholder engagement, and risk management in driving successful environmental management initiatives.

ISO 14000 also promotes the idea of **continuous improvement**, which is central to both the environmental and business success of an organization. The standards encourage companies to look beyond compliance and aim for higher levels of environmental performance through innovative solutions and practices. This can involve adopting new technologies, improving energy efficiency, reducing waste generation, and embracing renewable energy sources.

3.3.3 OSHA's Standard - OSHA's standards refer to the regulations set by the "Occupational Safety and Health Administration (OSHA)", a U.S. federal agency under the Department of Labor. OSHA is responsible for ensuring safe and healthy working conditions for employees by setting and enforcing standards and by providing training, outreach, education, and assistance. OSHA's standards cover a broad range of workplace hazards and are designed to reduce accidents, injuries, and fatalities in various industries. These standards apply to most private sector employers and some public sector employees in the United States. OSHA's standards are divided into four main categories:

1. **General Industry Standards:** These apply to most workplaces and cover a wide range of topics, including workplace safety, hazard communication, fire safety, personal protective equipment (PPE), and more. They aim to reduce hazards like slips, trips, falls, exposure to toxic chemicals, and machine accidents.
2. **Construction Industry Standards:** Specific to the construction industry, these regulations address unique hazards such as fall protection, scaffolding, electrical safety, and excavations. They aim to safeguard workers from the high-risk environments commonly found in construction projects.
3. **Maritime Standards:** OSHA has regulations for maritime workers, including those working on ships, on docks, and in shipyards. The regulations are designed to protect workers from risks like falls, chemical exposure, hazardous materials, and shipboard operations.
4. **Agriculture Standards:** OSHA also provides specific standards for agricultural workers. These address concerns such as pesticide exposure, tractor safety, and working in confined spaces on farms.

Overall, OSHA's standards play a vital role in reducing workplace accidents and protecting workers from harm by setting clear and enforceable safety protocols for all types of industries.

3.4 The overview of ERP - ERP stands for Enterprise Resource Planning. ERP refers to a type of software that organizations use to manage and integrate important parts of their business operations. An ERP system helps streamline and automate processes, creating a centralized platform for business functions like finance, human resources (HR), supply chain management, inventory management, manufacturing, and customer relationship management (CRM). The goal of ERP is to improve efficiency, increase productivity, and provide accurate, real-time data for better decision-

making across the organization. ERP systems typically work through a centralized database by integrating various business processes and functions into a unified system. ERP systems typically come with a wide range of modules that are tailored to specific business needs. Some of the most common ERP modules include:

1. **Finance and Accounting:** Manages financial transactions, general ledger, accounts payable, accounts receivable, and financial reporting.
2. **Human Resources (HR):** This department handles employee data, payroll, benefits management, recruitment, and performance tracking.
3. **Supply Chain Management (SCM):** Oversees the flow of goods and services, including procurement, inventory management, production planning, and distribution.
4. **Customer Relationship Management (CRM):** Manages interactions with current and potential customers and helps with sales, marketing, and customer service.
5. **Manufacturing and Production:** Manages the production process, including planning, scheduling, and quality control.

Modern ERP solutions are increasingly available through **cloud-based platforms**, offering flexibility, scalability, and lower upfront costs compared to traditional on-premise systems. Cloud ERP systems allow businesses to access the software from anywhere on any device.

Some of the leading ERP solution providers are,

1. **SAP:** SAP offers a variety of products, such as SAP S/4HANA and SAP Business One, and offers features like financial management, supply chain management, and human resources. The target market is large enterprises and small to mid-sized businesses.
2. **Oracle:** Oracle offers products like Oracle ERP Cloud and Oracle NetSuite. These products offer features such as financial management, project management, and supply chain management.
3. **Microsoft:** Microsoft offers Microsoft Dynamics 365 ERP Solution. It offers features such as Finance, Operations, Retail, Human Resources, and Customer Service Modules. The target market of Microsoft Dynamics 365 is small to large enterprises.
4. **Epicor:** Epicor offers products Epicor ERP and Epicor Kinetic. It offers services such as financial management, supply chain management, and human resources.

ERP Examples

1. **Fulton & Roark:** Men's grooming product maker Fulton & Roark successfully implemented ERP to better track inventory and financial data. Like many other businesses, the North Carolina company used spreadsheets to track inventory and accounting software to record financial data.
2. **Cadbury:** Cadbury, a global confectioner and maker of the popular chocolate Cadbury egg, also successfully implemented an ERP system. The company had thousands of systems but could not keep pace with its rapid growth and used ineffective warehouse management systems. It implemented a system that integrated its thousands of applications, standardized processes, and restructured warehouse management systems—breaking down silos for seamless, integrated coordination of work.

3.5 Service quality and customer/client satisfaction, services cape

3.5.1 Service Quality -Service quality means the overall assessment of the service provided by a business in terms of its ability to meet customer expectations. High service quality leads to improved customer satisfaction, loyalty, and repeat business, which are highly demanded in the service industry. Service quality can be measured through various dimensions and is directly linked to customer satisfaction.

Measuring Service Quality: Service quality can be measured using tools like **SERVQUAL**, which is a model that assesses the gap between customer expectations and perceptions of actual service performance. This model uses the five dimensions of service quality (reliability, responsiveness, assurance, empathy, and tangibles) to evaluate service quality. Other methods for measuring service quality include customer surveys, feedback forms, and mystery shopping.

Dimensions of Service Quality:

1. **Reliability:** It is the ability to consistently deliver accurate and dependable service. For ex. A customer expects that a food delivery service will always arrive on time and with the correct order.
2. **Responsiveness:** It is a willingness to help customers and provide prompt service. It includes addressing inquiries, handling complaints, and resolving issues quickly. For ex. A hotel's front desk staff promptly responds to guest complaints about noise or room conditions.
3. **Assurance:** It is the ability of employees to instill confidence in customers through knowledge, courtesy, and competence. This dimension includes the skills and professionalism of the service staff. For ex. A doctor who communicates clearly about treatment options and makes the patient feel confident in their care.
4. **Empathy:** The service provider can understand and care for the individual needs of customers, offering personalized service. For ex. A customer service representative who listens attentively to a customer's issue and makes a special effort to resolve it.
5. **Tangibles:** It is the physical aspects of the service, such as equipment, facilities, employees' appearance, and any other physical evidence of the service. For ex. The cleanliness and professional appearance of a restaurant, the modern design of a retail store, or the neat uniforms of staff.

3.5.2 Customer /Client Satisfaction - Customer or client satisfaction refers to the degree to which a company's products or services meet or exceed the expectations of its customers. It is a critical parameter for businesses to measure because satisfied customers are more likely to return, engage in repeat business, and recommend the service or product to others. However, dissatisfied customers may search for alternatives and spread negative words about a product or company, which can harm the business's reputation and growth.

Factors Affecting Customer Satisfaction:

1. **Product/Service Quality:** Customers expect a product to meet the standards they were promised or that they expect based on their previous experiences or marketing claims. For example, if a customer purchases a smartphone that is advertised to have excellent battery life but the phone fails to meet that expectation, their satisfaction will likely be low.

2. **Customer Expectations:** If the service or product exceeds expectations, customers are likely to be satisfied or even delighted. However, if expectations are not met, customers will feel dissatisfied. For example, A customer going into a coffee shop may expect a certain quality of coffee and service. If the coffee tastes better or the service is faster than anticipated, their satisfaction increases.
3. **Customer Service and Support:** The level of customer service, including how well a company handles inquiries, complaints, and returns, is a key factor in determining satisfaction. Friendly, knowledgeable, and helpful staff improve customer satisfaction significantly. For example, a customer who faces an issue with a product and receives prompt and helpful assistance from a customer service team will likely feel positive about the experience, even if there was a problem initially.
4. **Price vs. Value:** Customers generally expect to get good value for the price they pay. This will increase their satisfaction. For example, if a customer pays a high price for a meal at a restaurant and the food is not as good as expected, they may feel that the price did not match the value of the experience.
5. **Convenience and Accessibility:** The ease with which customers can access services or products, as well as how convenient it is for them to interact with the company, also plays a role in their satisfaction. This includes factors like location, user-friendliness of websites, payment methods, and customer support hours. For example, a customer who finds it easy to navigate an online store with a smooth checkout process and quick delivery is likely to be satisfied with the overall experience.

Methods to measure Customer Satisfaction:

Measuring satisfaction through surveys, feedback, and retention rates helps businesses identify areas for improvement, ensuring they stay competitive in the marketplace and continue to meet the evolving needs of their customers or clients.

1. **Surveys and Questionnaires:** Businesses often measure customer satisfaction using surveys that ask customers to rate their experience, typically on a scale (e.g., 1-10 or "very satisfied" to "very dissatisfied").
2. **Customer Feedback:** Collecting direct feedback from customers, either through online reviews, social media comments, or suggestion boxes, can provide valuable insights into customer satisfaction.
3. **Net Promoter Score (NPS):** NPS measures customer loyalty by asking how likely a customer is to recommend a company's products or services to others. A higher NPS suggests higher customer satisfaction.
4. **Customer Retention and Repeat Business:** High levels of satisfaction generally result in higher customer retention, meaning customers return to the business for future purchases. Monitoring repeat business and the frequency of return visits is a good indicator of customer satisfaction.
5. **Complaints and Returns:** The number and nature of customer complaints or returns can indicate levels of dissatisfaction. A low number of complaints and returns typically correlates with high customer satisfaction.

3.5.3 Servicescape - Servicescape means the physical environment in which a service is delivered and how this environment influences customers' perceptions, attitudes, and behaviors. The design and ambiance of the servicescape can significantly impact customer satisfaction, loyalty, and overall service quality. The servicescape is important because it creates the first impression of service, which can impact their overall evaluation. It can influence customer satisfaction, which can create repurchasing intention of the customers. It can also affect the customer's emotional and behavioral responses. By improving the servicescape, the overall customer experience can be enhanced. This can boost business performance. A well-designed servicescape can reinforce a company's brand identity and image.

A "servicescape" is used in any business where a customer interacts with a physical environment while receiving a service, essentially meaning it applies to places like restaurants, hotels, retail stores, salons, clinics, banks, and any other service-oriented establishment where the physical setting plays a role in shaping the customer experience and perception of the service quality.

Both service quality and servicescape are critical components in delivering a great customer experience. High service quality ensures that customers' needs and expectations are met, while a well-designed servicescape creates an environment that complements the service offering. Together, they enhance customer satisfaction, foster loyalty, and encourage positive word-of-mouth.

Dimensions of servicescape

- a) **Ambience:** These are the background elements that affect the overall atmosphere of the environment, such as lighting, temperature, sound, and scent. For example, a retail store with soft lighting, pleasant background music, and a comfortable temperature creates a welcoming atmosphere for customers.
- b) **Layout and function:** The arrangement of the physical space, including the flow of movement, placement of furniture, signage, and accessibility. It also includes how effectively the layout facilitates customer interactions with the service. For example, A coffee shop that is designed to allow customers to easily access self-service counters, seating areas, and order stations creates a positive and functional layout.
- c) **Signs and symbols:** These are the visual cues and markers in the environment that help customers understand the service offering and guide them through their experience. They include signage, logos, and decorative elements. For example, in a hospital, clear signage directs patients to different departments, or in a hotel, the use of art or furniture conveys a sense of luxury or relaxation.

Types of Servicescape:

1. **Self-Servicescape:** This refers to the physical environment where customers perform tasks themselves, such as self-checkout stations, ATMs, or online platforms.
2. **Interpersonal Servicescape:** This is where customers directly interact with service employees in a physical environment, like a hotel, bank, or restaurant.
3. **Ambient Servicescape:** Focuses on creating an atmosphere that evokes a certain feeling or mood, such as in spas, theme parks, or coffee shops.

Sample Multiple Questions:

TLO 3.1: Understand the importance of quality management tools:

1. _____ makes up a quality circle team?
 - a) Only upper management
 - b) External consultants
 - c) A group of workers from the same or different department
 - d) A group of customers
2. A quality circle is primarily used for _____
 - a) Production planning
 - b) **Continuous improvement**
 - c) Product design
 - d) Strategic planning
3. Identify the best suitable Kaizen approach for problem-solving from following
 - a) Top-down decision-making
 - b) Reactive, only addressing problems after they occur
 - c) **Proactive, focusing on constant, small improvements**
 - d) Ignoring employee feedback in decision-making
4. The main goal of Six Sigma methodology is _____
 - a) **To eliminate defects and improve quality**
 - b) Increase production speed
 - c) To reduce the number of employees
 - d) To lower operational costs without considering quality
5. Identify the tools and techniques from following that support the TQM process.
 - a) **Statistical Process Control (SPC), Six Sigma, Pareto Analysis, and Root Cause Analysis**
 - b) Lean Management, SWOT Analysis, Fishbone Diagram, and 5S
 - c) Benchmarking, BCG Matrix, Process Mapping, and Gantt Charts
 - d) SWOT Analysis, Value Stream Mapping, Balanced Scorecard, and Activity-Based Costing

TLO 3.2: Explain the importance of various techniques for optimization and waste minimization

1. In a Kanban system, what does a "Kanban card" typically represent?
 - a) A detailed list of orders
 - b) A request for more raw materials
 - c) **A visual signal for replenishing inventory**
 - d) A work schedule for employees
2. The primary purpose of the Kanban card system is
 - a) To track employee performance
 - b) **To manage inventory and control the flow of materials**
 - c) To improve employee scheduling
 - d) To track customer feedback
3. The primary goal of the "Set in Order" step of 5S is to _____
 - a) Eliminate waste by minimizing unnecessary items in the workspace
 - b) Clean and maintain all equipment
 - c) **Organize tools and materials for easy access and flow**

- d) Create standard operating procedures
 - 4. _____ is NOT a key element of TPM
 - a) Corrective maintenance
 - b) Scheduled preventive maintenance
 - c) Employee involvement in maintenance prevention
 - d) Outsourcing all equipment repairs**
 - 5. The "Overproduction" waste in Lean Manufacturing refer to _____
 - a) Producing more than what is needed, leading to excess capacity
 - b) The time workers spend waiting for resources or information
 - c) The unnecessary movement of materials or products between workstations
 - d) The cost of maintaining excessive inventory

TLO 3.3: State the importance of ISO quality standards

1. The abbreviation "ISO" stand for?
 - a) International Service Organization
 - b) **International Standards Organization**
 - c) International System Organization
 - d) International Organization for Standardization
 2. The key types of quality standards include following standards except _____

A) FDA standards	B) ISO standards
C) Lean/Agile Quality standards	D) PERT/CPM
 3. From the following _____ is NOT a quality standard.

A) ISO 9001	B) ISO 14001
C) Six Sigma	D) ISO 50001
 4. The PDCA cycle stands for _____

A) Plan-Do-Check-Act	B) Plan-Do-Check-Assess
C) Prepare-Differ-Correct-Act	D) Plan-Do-Cite-Advice
 5. OSHA's General Industry Standard includes _____

A) Excavation	B) Workplace safety
C) Risk from shipboard operations	D) Tractor safety

TLO 3.4: Describe ERP

1. ERP system uses _____ platforms
A) Decentralized B) Autocratic
C) Centralized D) Democratic
 2. _____ from the following NOT a benefit of implementing an ERP system
A) Increased efficiency in business processes
B) Improved productivity across different departments
C) Lack of real-time information
D) Better coordination & communication between department

3. The primary goal of ERP (Enterprise Resource Planning) systems is to _____
- A) Increase company profits by reducing employee salaries
 - B) Increase productivity & provide real-time data**
 - C) Manage employee personal information
 - D) Reduce the need for communication across departments
4. The main advantages of cloud-based ERP system includes
- a) Higher upfront costs
 - b) Limited accessibility
 - c) **Scalability and lower upfront costs**
 - d) Only accessible through PC's
5. The cloud-based ERP solutions are preferred for accessing software remotely because Cloud ERP systems _____
- a) Can only be accessed during business hours
 - b) Provide limited access to employees outside the office
 - c) Allow to access software from anywhere, at any time, on any device**
 - d) Require complex local installations

TLO 3.5: State the importance of ISO

1. ISO standard focuses on quality management systems?
- A) ISO 14001
 - B) ISO 9001**
 - C) ISO 45001
 - D) ISO 50001
2. The following a direct benefit of implementing ISO standards _____
- a) Increased bureaucracy
 - b) **Improved risk management and reduced operational costs**
 - c) Limited product development
 - d) Decreased employee involvement in decision-making
3. ISO certification help to improve _____ within an organization
- A) Marketing and production strategies
 - B) Organizational hierarchy
 - C) Financial investments only
 - D) Efficiency, quality, and customer satisfaction**
4. The key focus of ISO 14001, part of the ISO 14000 series is _____
- a) Enhancing financial performance only
 - b) Implementing energy-efficient practices
 - c) Establishing environmental management systems**
 - d) Setting prices for environmentally friendly products
5. ISO standard focuses on environment management systems?
- A) ISO 14001**
 - B) ISO 9001
 - C) ISO 45001
 - D) ISO 50001

Unit 4 Marketing Management

CO4 - Plan suitable marketing strategy for a product / service.

TLO 4.1 Explain the importance of marketing techniques.

TLO 4.2 Explain the importance of needs, wants and desires in marketing.

TLO 4.3 Interpret the traditional and digital marketing techniques.

TLO 4.4 Plan different aspects of an event management.

4.1 Marketing Management: Marketing Management refers to the process of planning, organizing, implementing, and controlling marketing activities to achieve organizational goals. It involves analyzing market opportunities, designing marketing strategies, and executing them to meet the needs of target customers while optimizing resources and ensuring profitability.

Significance of Marketing Management:

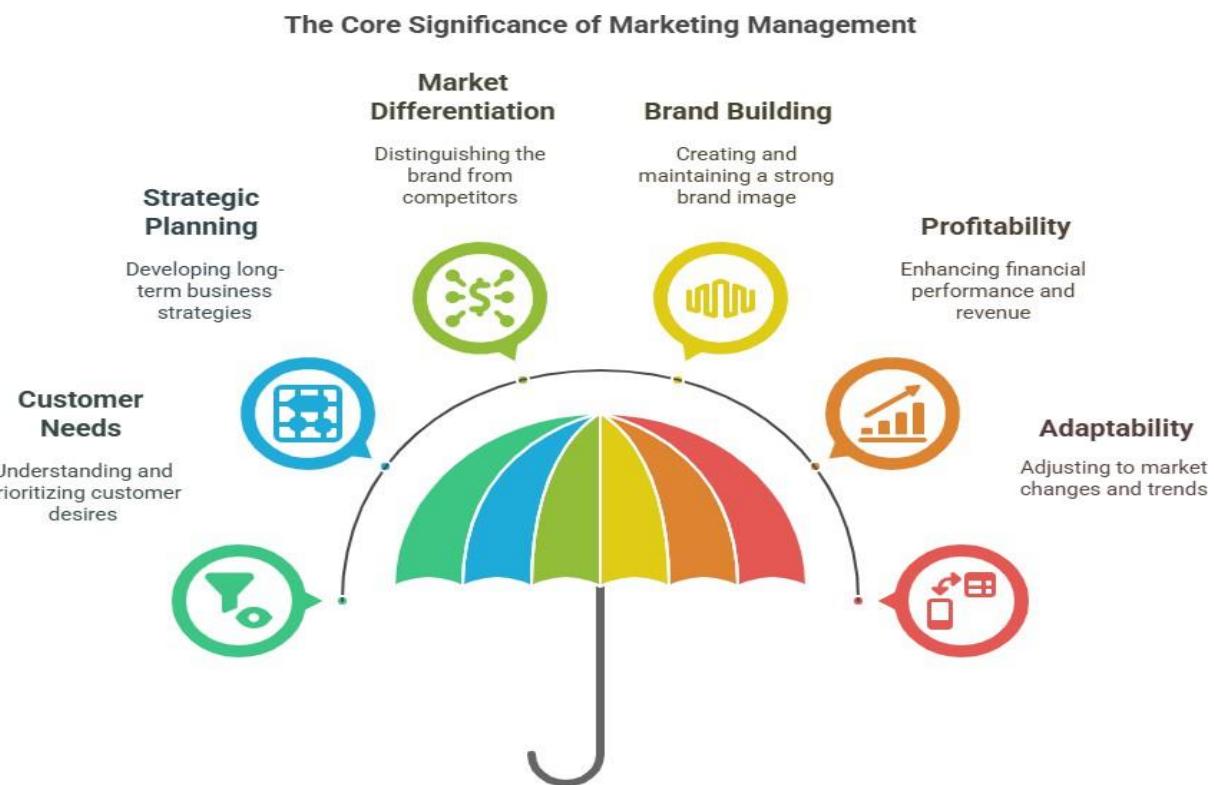


Figure 4.1 Significance of Marketing Management

- Customer-Centric Approach:** Marketing management helps businesses understand and cater to customer needs, ensuring that products or services are aligned with customer preferences.
- Strategic Planning:** Effective marketing management guides a business in creating and executing long-term strategies, leading to sustained growth.

3. **Market Differentiation:** By managing marketing activities, businesses can differentiate their products and services, creating a competitive advantage in the market.
4. **Brand Building:** Proper marketing management strengthens brand image and reputation, leading to better customer loyalty and increased market share.
5. **Profitability:** Marketing management optimizes marketing investments, ensuring a higher return on investment (ROI) and long-term profitability.
6. **Adaptation to Market Changes:** It helps businesses remain flexible and responsive to changes in market trends, customer behavior, and competition.

Seven P's of Marketing: The Seven P's of Marketing are a set of key elements that businesses use to strategically market their products or services. Originally, the "Four P's" were introduced by Jerome McCarthy, but later expanded to include three additional elements, particularly in service-based industries.

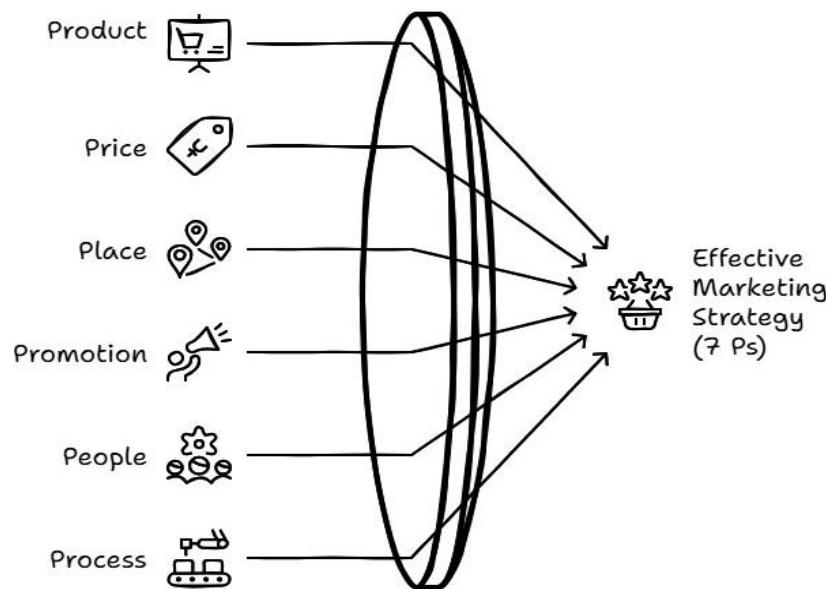


Figure 4.2 Seven P's of Marketing (Marketing Mix)

1. **Product:** Refers to the goods or services offered by a business. It includes the design, features, quality, brand, and warranty of the product. Effective marketing focuses on creating products that meet customer needs and stand out from the competition.
2. **Price:** The cost customers are willing to pay for the product or service. Pricing strategies include discounting, bundling, psychological pricing, and premium pricing. It needs to align with the perceived value of the product while also considering competitors' pricing and the target market.
3. **Place:** Refers to the distribution channels through which the product or service reaches the customer. This includes retail locations, online stores, wholesalers, or any other distribution mechanisms. The goal is to make the product easily accessible to the target market.
4. **Promotion:** Involves all the activities used to make the product known and attract customers, such as

advertising, sales promotions, public relations, personal selling, and digital marketing. The aim is to communicate the benefits of the product and create awareness.

5. **People:** Refers to everyone involved in the product or service, from employees to customers. In service marketing, the interaction between employees and customers is vital, as people can affect customer perceptions and experiences.
6. **Process:** The procedures, mechanisms, and flow of activities through which the product or service is provided to the customer. An efficient process ensures consistency, quality, and a positive customer experience.
7. **Physical Evidence:** This includes any tangible or visible aspects that reinforce the brand or the service, such as packaging, store design, branding, website design, or even the physical environment where the service is delivered. It helps customers form perceptions about the quality and reliability of the product or service.

4.2 Needs, wants and demands in marketing - In marketing, need, want, and demand are fundamental concepts that help businesses understand consumer behavior and how to address the desires of their target audience.

1. **Need:** A need is something essential for survival or well-being, like food, water, and shelter. Without these, we can't live properly.
Example: Food and water are basic needs.
2. **Want:** A want is something you desire beyond basic needs, shaped by culture and personal preference. Wants are often influenced by trends and advertising. Example: You need food, but might want pizza or sushi. You need a car, but may want a luxury car.
3. **Demand:** Demand happens when people want a product and can afford to buy it. Example: You might want a luxury watch, but only if you can afford it does it become demand.

NEED + WANT = DESIRE

Customer Relationship Management (CRM): Customer Relationship Management (CRM) refers to the practices, strategies, and technologies that businesses use to manage and analyze customer interactions and data throughout the customer lifecycle. The goal of CRM is to improve customer service, increase customer satisfaction, build strong relationships, and drive business growth.

CRM is a system that helps businesses manage and improve their relationships with customers.

Example: **Domino's Pizza** is a great example of how CRM helps improve customer satisfaction and sales. Customers can order food online and track their delivery in real-time. The app saves past orders so customers can reorder easily. If a customer orders pizza every Friday, they might receive a special Friday discount. Their CRM system tracks delivery times and ensures customers get their pizza on time. They use feedback to improve service and respond to customer complaints quickly. Domino's rewards regular customers with exclusive discounts and special deals and also engages with customers on social media to keep them connected to the brand.

Domino's India successfully uses CRM tools like mobile apps, personalized offers, quick feedback, and loyalty programs to maintain strong relationships with customers. This helps them boost sales and

customer satisfaction.

CMR Process Chart:

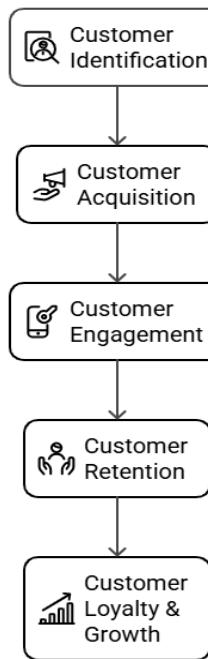


Figure 4.3 CMR Process Chart

1. **Customer Identification:** Collect customer data (name, contact, preferences) and use surveys, website sign-ups, and social media
2. **Customer Acquisition:** Attract new customers through marketing campaigns, ads, promotions Offer discounts or first-time purchase benefits
3. **Customer Engagement:** Interact with customers via emails, social media, mobile apps, and customer service. Provide personalized recommendations and offers
4. **Customer Retention:** Ensure high satisfaction through loyalty programs, follow-ups, and excellent support Solve complaints quickly and offer rewards for repeat purchases.
5. **Customer Loyalty & Growth:** Turn happy customers into brand ambassadors Encourage word-of-mouth marketing and long-term relationships.

Benefits of CRM:

- a. **Improved Customer Satisfaction:** By providing better service and personalized communication, businesses can enhance customer satisfaction and loyalty.
- b. **Increased Sales and Revenue:** CRM helps businesses identify opportunities for cross-selling, up-selling, and nurturing leads, leading to higher sales and revenue.
- c. **Efficient Operations:** Automating tasks like data entry, follow-ups, and customer segmentation streamlines business operations, saving time and resources.
- d. **Better Customer Retention:** CRM helps businesses understand customer needs and deliver solutions that increase the likelihood of repeat business and long-term relationships.

e. **Stronger Customer Insights:** Analyzing customer data through CRM helps businesses uncover trends and preferences, allowing for more targeted and effective marketing strategies.

4.3 Types of marketing:

1. **Traditional Marketing:** Conventional forms of marketing that use offline media to promote products and services.

Examples: Television ads, radio ads, billboards, print advertising (newspapers, magazines), and direct mail.

2. **Digital Marketing:** Marketing products or services using digital channels like social media, search engines, email, websites, and mobile apps.

Examples: Social media marketing, content marketing, SEO (Search Engine Optimization), email marketing, online ads, and influencer marketing.

Along with Traditional Marketing and Digital Marketing, there are many different types of marketing strategies like Content Marketing, Event Marketing , Direct Marketing ,Brand Marketing , etc.

1. **Traditional Marketing:** Traditional Marketing is effective for building brand awareness on a mass scale and reaching older demographics who are more likely to engage with traditional media.

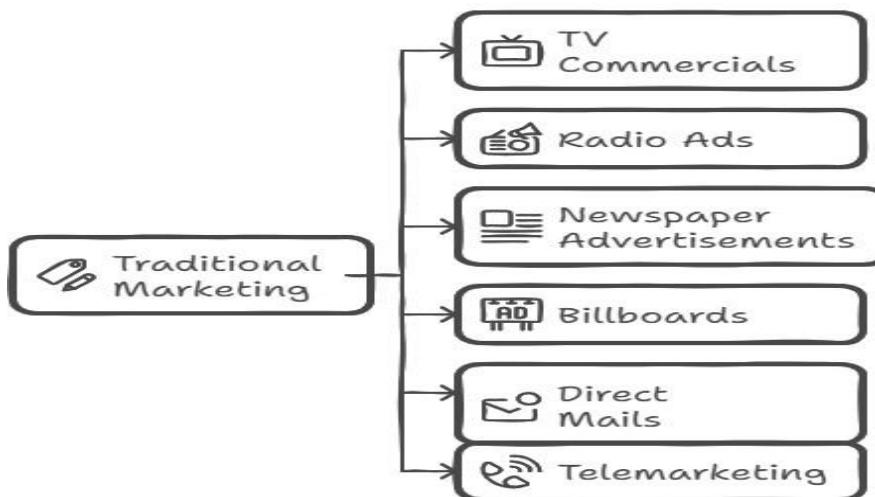


Figure 4.3 Examples of Traditional Marketing

Traditional marketing refers to conventional marketing methods that have been used for decades. It primarily involves offline methods to promote products or services.

Offline Channels: Involves media such as TV, radio, print (newspapers, magazines), billboards, flyers, direct mail, and telemarketing

One-way Communication: The business communicates a message to a broad audience, and there is usually little interaction or feedback from customers.

Local Focus: Often localized, as it relies on geographic locations and physical presence (e.g., local newspapers, TV stations).

Limited Tracking: Measuring the success of traditional marketing is often more challenging and imprecise, relying on surveys or sales reports.

Example: Amul, India's leading dairy brand, is a prime example of successful **traditional** marketing. Despite the rise of digital marketing, Amul continues to use billboards, TV ads, print media, and radio effectively.

Amul's billboards with its famous Amul Girl (a cartoon character) and witty taglines have been a key part of its branding for decades.

Amul regularly places advertisements in leading newspapers and magazines, ensuring visibility among all age groups.

Amul has used radio ads in regional languages to target rural and semi-urban audiences.

2. Digital Marketing : Digital Marketing offers more precise targeting, lower costs, and better engagement, making it ideal for reaching a younger, more tech-savvy audience.

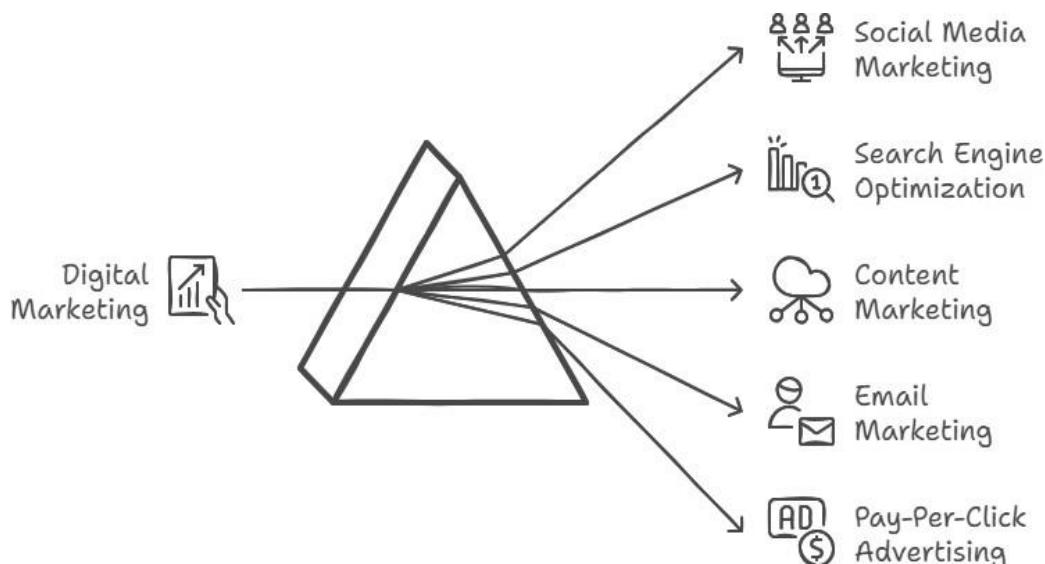


Figure 4.5 Examples of Digital Marketing

Zomato, India's leading food delivery and restaurant discovery platform, is a great example of how digital marketing can drive business success. Zomato is famous for its funny and relatable posts on platforms like Instagram, Twitter, and Facebook. Zomato sends quirky and engaging notifications to users to increase food orders. Zomato's success proves that digital marketing is essential for modern businesses. Their smart use of social media, SEO, influencer marketing, and personalization makes them a leader in the food delivery industry.

Benefits of Digital Marketing:

- Cost-Effective:** Digital marketing is generally cheaper than traditional marketing, especially for small businesses.
- Precise Targeting:** Allows targeting based on demographics, interests, behaviors, and locations.

3. **Real-Time Analytics:** Provides detailed insights into campaign effectiveness, enabling optimization.
4. **Engagement and Interaction:** Facilitates immediate feedback and interaction with customers.
5. **Combined Approach:** A mix of both traditional and digital marketing often works best, depending on the business type, goals, and target audience.

4.4 Event Management and Crisis Management:

Event management:

Event Management refers to the process of planning, organizing, coordinating, and executing events, whether large or small. It involves everything from conceptualizing the event to managing logistics, ensuring everything runs smoothly, and delivering an experience that meets the goals of the client or organization.

Example of a Traditional Indian Wedding (Shaadi). Indian weddings (Shaadis) are grand events that require detailed event planning. Let's explore the 7 key aspects of event management with an example of a Big Fat Indian Wedding in Jaipur.

1. **Event Planning:** Define event goals, budget, timeline, and logistics.
Example: The couple and their families decide the wedding date and budget. They hire an event planner who creates a detailed timeline for all events – Mehendi, Sangeet, Wedding, and Reception.
2. **Venue Selection:** Choose a location based on size, goals, accessibility, and amenities. Example: The family selects The Leela Palace, Udaipur, for its beautiful lakeside setting and luxury experience. A backup venue is also booked in case of unexpected weather issues.
3. **Vendor Coordination:** Work with vendors (caterers, decorators, etc.), negotiate contracts, and ensure timely service.
Example: The planner hires and coordinates with Caterers, Decorators Photographers & Videographers, Makeup Artists & Stylists, Entertainment Team (for DJ, live music, and dance performances)
4. **Event Marketing and Promotion:** Promote the event through social media, email, and ads, and track sales/RSVPs.
Example: The couple creates a wedding website with RSVP options for guests. E-invites and social media teasers are shared with family and friends.
5. **Logistics and Coordination:** Manage scheduling, transportation, seating, and technical support for the event.
Example: Arrangements are made for guest transportation (airport pickups, luxury buses, and private cars). Seating charts are prepared for each ceremony to ensure smooth guest accommodation.
6. **On-Site Management:** Oversee event flow, coordinate vendors, and ensure everything runs on schedule.
Example: The event planner ensures all ceremonies run on schedule. A dedicated team manages vendors, guest queries, and last-minute changes
7. **Post-Event Activities:** Collect feedback, analyze success, and send follow-up communications

like thank-you notes.

Example: Personalized thank-you notes and gifts are sent to Attendees. Wedding photos and videos are shared with the couple and guests via a private online gallery.

Finally, this wedding successfully covered all 7 key aspects of event management through strategic planning, efficient vendor coordination, smooth logistics, and digital promotions. A dream wedding well executed!

Types of Events:

1. Corporate Events:

Examples: Conferences, seminars, product launches, meetings, and corporate retreats.

2. Social Events:

Examples: Weddings, birthday parties, family reunions, and anniversaries.

Fundraising Events: Examples: Charity galas, auctions, and benefit dinners.

3. Exhibitions and Trade Shows:

Examples: Industry-specific events where businesses showcase their products or services.

4. Conferences and Conventions:

Examples: Professional gatherings where people from specific industries or professions come to share knowledge, network, and learn.

5. Festivals and Concerts:

Examples: Music festivals, cultural events, food festivals, or community celebrations.

6. Sports Events:

Examples: Marathons, tournaments, charity runs, and competitive games.

Skills Required in Event Management:

1. **Organizational Skills:** Ability to manage multiple tasks, deadlines, and responsibilities.
2. **Communication Skills:** Clear communication with clients, vendors, and teams is crucial.
3. **Negotiation Skills:** To get the best deals with vendors, venues, and suppliers.
4. **Problem-Solving Skills:** To handle unexpected challenges during the planning or execution of the event.
5. **Attention to Detail:** Ensuring all aspects, from décor to logistics, are carefully planned and executed.
6. **Time Management:** Keeping everything on track and ensuring deadlines are met.
7. **Budget Management:** Ability to manage finances efficiently to stay within budget while meeting event goals.

Benefits of Event Management:

- a. **Professional Planning:** Ensures every aspect of the event is handled by experts, reducing the chances of issues arising.
- b. **Time-saving:** Hiring professionals saves time and effort, allowing clients to focus on other priorities.
- c. **Memorable Experiences:** Well-executed events leave a lasting impression on attendees.
- d. **Increased Brand Visibility:** Effective event management, especially for corporate events, boosts brand awareness and recognition.

e. Networking Opportunities: Events create a platform for networking and forming valuable business or personal connections.

Event management is an essential service for organizing and executing successful events. Whether for corporate functions, social gatherings, or large public festivals, event management professionals ensure that everything runs seamlessly, delivering a positive experience for attendees and achieving the event's goals.

Event management encompasses a wide range of event types, each requiring specific skills and knowledge to plan, organize, and execute. Whether for corporate, social, charitable, or entertainment purposes, effective event management ensures that the event meets its objectives, is memorable for the attendees, and runs smoothly from start to finish.

Crisis Management: Crisis management refers to the process by which an organization deals with disruptive, unexpected events that threaten to harm the organization, its stakeholders, or its reputation. It involves planning, responding, and recovering from incidents or situations that could have significant consequences. The goal of crisis management is to minimize the impact of a crisis, restore normal operations, and protect the organization's reputation.

Example: Nestlé India faced a major crisis in 2015 when its popular instant noodle brand, Maggi, was found to contain high levels of lead and monosodium glutamate (MSG) beyond permissible limits, as per tests conducted by the Food Safety and Standards Authority of India (FSSAI). This led to a nationwide ban on Maggi noodles, causing a severe backlash against the brand.

Nestlé India recalled Maggi noodles from the market as a precautionary measure. The company conducted independent tests in laboratories worldwide to counter the allegations. Nestlé India continuously communicated with stakeholders, including the media, government authorities, and consumers, to reassure them of their commitment to food safety. The Company challenged the ban in court, arguing that the tests were inconsistent. After the ban was lifted, Nestlé India launched a marketing campaign highlighting the safety and quality of Maggi noodles, along with a transparent communication strategy.

ABCDE Model of Crisis Management:

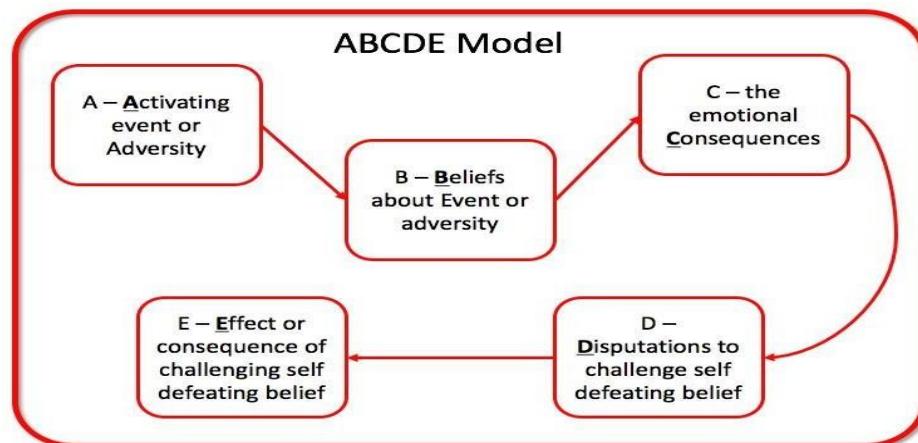


Figure 4.6 ABCDE Model of Crisis Management

1. Crisis Prevention and Preparedness

Risk Assessment: Identify potential risks (e.g., disasters, tech failures, PR issues).

Crisis Plan Development: Create a plan with clear steps, roles, and emergency procedures.

Training and Simulation: Train employees and teams through simulations to prepare for real crises.

2. Crisis Identification and Response

Early Detection: Monitor for signs of a crisis through reports, feedback, and communication.

Immediate Response: Act quickly, activate the crisis team, inform stakeholders, and start emergency actions.

Communication: Keep all parties informed with clear, timely updates.

3. Managing the Crisis

Coordinating Resources: Mobilize necessary resources (personnel, finances, equipment).

Handling Media Relations: Use a spokesperson to manage media and avoid misinformation.

Maintaining Stakeholder Trust: Keep customers, employees, and others informed and reassured.

4. Recovery and Post-Crisis Evaluation

Restoring Operations: Get business operations back to normal, fix damages, and address issues.

Support for Affected Parties: Offer support (financial, emotional, or rebuilding) to those impacted.

Crisis Analysis and Learning: Review the crisis handling to improve future responses and update plans.

Types of Crisis:

1. **Natural Disasters:** Earthquakes, floods, hurricanes, wildfires, or pandemics. Organizations must have emergency procedures in place for employee safety and business continuity.
2. **Technological Failures:** System outages, data breaches, cyber-attacks, or software failures. Companies must ensure cybersecurity measures, backups, and rapid recovery plans.
3. **Product Failures or Recalls:** A product defect that could endanger consumers or cause legal issues. Effective communication is required to manage customer concerns and minimize brand damage.
4. **Financial Crises:** Economic downturns, bankruptcy, or financial fraud. Companies need a financial crisis plan to manage cash flow, mitigate risks, and protect stakeholders.
5. **Public Relations Crises:** Negative media coverage, social media backlash, or a public scandal involving the organization or its leadership. A strong, proactive communications strategy is essential to manage and repair the organization's reputation.
6. **Workplace or Employee Crises:** Employee-related issues such as harassment, violence, or workplace accidents. Having clear HR policies and a crisis management team to address workplace crises swiftly is essential.

Steps in Crisis Management:

A. Pre-Crisis:

1. Develop a crisis management plan and ensure it is regularly updated.
2. Identify potential risks and develop strategies to mitigate them.
3. Conduct regular training and crisis simulation exercises for employees and crisis management teams.

B. During Crisis:

1. Respond swiftly to contain the crisis and minimize damage.
2. Communicate with internal and external stakeholders consistently and transparently.
3. Deploy resources effectively and coordinate actions across teams to resolve the issue.

C. Post-Crisis:

1. Work to return to normal operations as soon as possible.
2. Offer support to those affected, including employees, customers, and communities.

Evaluation: Assess the crisis response and learn from it to improve future preparedness.

Crisis Management Teams (CMT): A Crisis Management Team (CMT) is a group of key personnel within an organization responsible for making decisions and managing the crisis. This team typically includes:

Crisis Manager: Oversees the overall crisis management process.

PR and Communication Lead: Handles public relations, media, and internal communication.

Legal Counsel: Advises on legal implications and compliance issues. **Operations and Logistics Lead:** Manages logistics, resources, and operations during the crisis. **Finance Officer:** Manages financial resources and ensures cash flow during the crisis.

HR and Employee Support Lead: Addresses employee welfare and ensures internal morale.

Crisis management is a crucial discipline that helps organizations prepare for and navigate unexpected, disruptive events. A well-developed crisis management plan, quick response, clear communication, and thorough post-crisis evaluation are key to managing crises effectively and minimizing damage to the organization's reputation, operations, and stakeholders. Effective crisis management can turn a potentially damaging situation into an opportunity for growth and improvement.

Sample Multiple Choice Questions:

1.) is the primary purpose of marketing techniques.

- a) Increase production costs
- b) Satisfy customer needs and increase sales
- c) Limit the number of products in the market
- d) Reduce competition

Answer: b) Satisfy customer needs and increase sales

2) is NOT one of the Seven P's of Marketing.

- a) Product
- b) Price
- c) Positioning
- d) Promotion

Answer: c) Positioning

3) 'Place' refer to..... in the Seven P's of Marketing.

- a) The geographical location of the company headquarters
- b) The distribution channels used to deliver the product to consumers
- c) The online presence of a business
- d) The price strategy adopted by a company

Answer: b) The distribution channels used to deliver the product to consumers

4) In marketing management strategy, ROI means.....

- a) Return on investment
- b) Refer on Interest
- c) Rate of Interest
- d) Range of Internet

Answer: a) Return on investment

5) Marketing management system used to drive

- a) Only long term goals
- b) Short-term results and long-term growth
- c) Narrow mind
- d) Only Short term result

Answer: b) short-term results and long-term growth

6) The "Price" element in marketing refers to.....

- a) The cost of raw materials
- b) The amount a customer pays for a product or service
- c) The salary of employees in a company
- d) The advertising budget

Answer: b) The amount a customer pays for a product or service

7)describes the "needs" in marketing.

- a) A strong desire for a specific product
- b) Basic requirement for human survival
- c) A luxury that enhances lifestyle
- d) A product that satisfies a person's craving

Answer: b) Basic requirement for human survival

8) On the basis of marketing management, CRM is

- a) Customer Range Manufacturing
- b) Company Rate Material
- c) Customer Range Meaning
- d) Customer Relationship Management

Answer: d) Customer Relationship Management

9) "A person might want a specific type of food like pizza, burger". This is example of

- a) Customer Need
- b) Customer Want
- c) Customer Demand
- d) Customer Perfection

Answer: b) Customer Want

10) refers to the willingness and ability of consumers to purchase a Specific product or service at a given price.

- a) Customer Need
- b) Customer Want
- c) Customer Demand
- d) Customer Perfection

Answer: c) Customer Demand

Unit 5 Supply Chain and Human Resource Management

CO5 - Utilize supply chain and human resource management techniques for effective management.

TLO 5.1 State the importance of supply chain and logistics management.

TLO 5.2 Explain the components of supply chain and logistics management.

TLO 5.3 Describe the role of information technology in supply chain & logistics management.

TLO 5.4 State the significance of Human Resource management

TLO 5.5 Analyze the various methods of recruitment, selection and training for an organization.

TLO 5.6 List the qualities of a successful supervisor.

5.1 Overview of Supply Chain and Logistics Management

Introduction to Supply Chain Management (SCM)

"Supply Chain is a science and logistics is an art." - Fabry.

The word 'supply' means to provide something that is wanted or needed, often in large quantities and over a long period. On the other hand, logistics refers to arrangements of required things. Logistics deals with planning, implementing and controlling the efficient movement and storage of goods. It is a part of supply chain management. Thus, supply chain and logistics management helps businesses to deliver products on time which increases customer satisfaction and ultimately leads revenue growth.



Figure 5.1 Supply Chain Management

Supply Chain Management (SCM) involves coordinating and monitoring the entire flow of goods, services and information. It starts from the source of raw material to final delivery of the product to the end user. It involves the coordination and management of a network of interconnected businesses involved in the ultimate provision of product and service packages required by end customers. It ensures that the right product is delivered to the right location at the right time and at the right cost. Similarly it optimizes efficiency, reduces costs and ensures customer satisfaction by managing production, inventory, distribution and supplier relationships throughout the supply chain network.

For an engineer, a career in supply chain management is valuable because it combines technical

skills with problem-solving to improve efficiency in production, logistics and distribution. Engineers play a key role in designing and optimizing processes, reducing costs, and improving product quality. They use data analysis, automation, and innovative technologies like AI and IoT to enhance supply chain operations. This field offers diverse career opportunities in industries like manufacturing, logistics and retail. Engineers in supply chain management help businesses stay competitive by ensuring smooth operations, minimizing risks and improving sustainability, making it a rewarding and future-proof career choice.

5.2 Components of Supply Chain and logistics Management

"The goal of supply chain management is to meet customer demands in the most efficient way possible." – Peter Drucker

Supply Chain Management (SCM) is a crucial process that consists of several interconnected components, each playing a vital role in optimizing the supply chain. Similarly, logistics is crucial in Supply Chain Management as it ensures the efficient movement, storage, and delivery of goods and services. It optimizes transportation, warehousing and inventory management, enabling timely delivery, cost reduction, and customer satisfaction. Effective logistics enhances operational efficiency, minimizes disruptions, and supports seamless supply chain operations.

Components of Supply Chain Management



Figure 5.2 Components of Supply Chain Management

- a. Sourcing and Procurement** -Sourcing involves selecting suppliers that provide the best combination of cost, quality and reliability. Procurement includes negotiating contracts, purchasing raw materials, and ensuring a steady supply. A well-planned sourcing strategy minimizes risks and ensures a competitive advantage by securing cost-effective and high-quality products or services.
- b. Production** -This stage converts raw materials into finished goods through manufacturing processes. Effective production planning ensures efficiency, reduces waste and meets demand without excessive costs and delay. Companies adopt lean manufacturing, automation and quality control measures to

optimize this phase. **Warehousing & Inventory Management** - Warehousing involves storing goods in a way that ensures easy access, inventory tracking, and minimal damage. Proper warehouse management helps prevent stock shortages or overstocking, reducing storage costs while ensuring products are readily available when needed. Inventory relates to monitoring and controlling stock levels to ensure optimal supply without overstocking or stockouts.

- c. **Transportation** - Transportation ensures goods move efficiently across the supply chain. It travels from suppliers to warehouses, retailers or consumers. It includes logistics planning, route optimization and selecting cost-effective transportation modes, such as road, rail, air, or sea. Timely and efficient transportation reduces delays and enhances customer satisfaction ultimately enhances goodwill of the company.
- d. **Distribution** - The final step in SCM is delivering products to desired customers through retail stores, e-commerce platforms, or direct distribution. Effective distribution strategies ensure product availability, enhance customer experience, and encourage sales growth.

5.3 Role of Information Technology in Supply Chain & Logistics Management

"The best supply chains are not just fast and cost-effective, but also agile and adaptable." –

Tim Cook

Information Technology (IT) plays a crucial role in enhancing the efficiency and effectiveness of supply chain and logistics management. It enables seamless communication, data integration and real-time monitoring, which are essential for smooth operations. One of the key roles of IT in supply chain management is automation. By automating processes such as inventory tracking, order processing, and shipment scheduling, companies can significantly reduce errors, avoid delay and manual work. In a nutshell, it leads to cost savings and improved accuracy.

Data management and analytics are another critical aspect which improve the functioning of supply chain operations. IT systems collect and analyze vast amounts of data and enable companies to make data-driven decisions quickly. For example, demand forecasting software helps businesses predict customer needs and optimize inventory levels. Real-time tracking and visibility are made possible through IT solutions like GPS tracking or IoT devices. This ensures that companies can monitor the movement of goods throughout the supply chain and promptly address and solve any disruptions.

In addition, IT supports collaboration and communication among supply chain partners through integrated platforms and cloud-based systems. These tools help stakeholders share information efficiently, enhancing coordination and reducing delays. Furthermore, order management systems (OMS) improve customer satisfaction by providing timely updates and transparent tracking information. Software platforms like SAP and Oracle integrate functions such as procurement, inventory, and order processing in one place, improving accuracy and decision-making. Predictive analytics and AI tools help forecast demand, optimize routes, and anticipate supply chain disruptions.

In conclusion, IT is unavoidable in modern supply chain and logistics management, driving efficiency, accuracy, and real-time visibility while fostering collaboration among stakeholders. Information Technology revolutionized SCM by allowing real-time communication and visibility across the supply chain.

If we get an example of Amazon it uses information technology to make its supply chain and delivery system fast and efficient. It uses smart computers to predict what customers will buy, keeping the right products in its warehouses. Robots help pack and ship orders quickly. A tracking system updates customers on their package location in real-time. Amazon's system also finds the fastest delivery routes to ensure quick shipping. With services like Amazon Prime, customers get same-day or next-day delivery. By using technology like artificial intelligence and cloud computing, Amazon reduces delays, saves costs, and makes sure customers get their orders on time.

- 5.4 **Overview of Human Resource Management (HRM):** "Take care of your employees, and they will take care of your business. It's as simple as that." — Richard Branson

Human Resource Management (HRM) involves the effective management of people in an organization to achieve business goals. It is responsible for recruitment, training, and performance of the employees. It ensures not only the rights, but the overall well-being of employees.

Significance of HRM: HRM plays a crucial role in developing a strong organizational culture, enhancing employee productivity and ensuring compliance with labor laws and regulations. It is rightly said that happy employees keep their clients or customers happy. Good human resource management practices enhance satisfaction among employees which encourages loyalty for the organization. For example, Google's HR policies emphasize employee engagement, creativity, autonomy, and continuous learning, making it one of the most attractive employers globally.

Scope of Human Resource Management

a. **Recruitment & Selection:** This involves identifying the need for new employees, attracting potential candidates, and selecting the most suitable ones through interviews, assessments, and background checks. The goal is to hire individuals whose skills and qualifications match with the organization's needs which can ensure a productive and competent workforce.

b. **Training & Development:** Training and development focus on enhancing employees' skills, knowledge, and competencies to meet current and future job requirements. This includes conducting workshops, seminars, and on-the-job training sessions. The objective is to improve performance, boost morale, and support career growth while achieving organizational goals.

c. **Compensation & Benefits:** This scope includes designing and administering competitive salary structures, bonuses, incentives, and employee benefits like health insurance and retirement plans. The aim is to attract, motivate, and retain talent by offering fair and attractive compensation packages that recognize the employees' value to the organization.

d. **Performance Appraisal and Rewards :** Performance management involves setting performance standards, monitoring employee progress, and evaluating outcomes. It includes conducting performance appraisals and providing feedback to help employees meet their targets. The objective is to foster continuous improvement, align individual performance with organizational goals, and reward high performers.

Principles of Human Resource Management :

- a. **Employee Development to Ensure Continuous Growth:** Employee development involves offering training programs, workshops, and career advancement opportunities to enhance skills and competencies. By investing in professional growth, organizations not only boost productivity

but also increase employee satisfaction and retention. It fosters a culture of lifelong learning and personal development which indirectly contributes to the overall quality of work.

- b. **Work-Life Balance to Improve Employee Morale and Productivity:** A healthy work-life balance helps reduce stress and burnout. It maintains well-being and mental health employees. Offering flexible work hours, remote work options, and wellness programs boosts morale and productivity. It also promotes loyalty, as employees feel valued and supported in both their personal and professional lives.
- c. **Adherence to Legal and Ethical Standards:** Organizations must follow the industry acts , laborer laws, workplace regulations and ethical guidelines to ensure fair treatment and protect employees' rights. The transparency in HR practices strengthens the organization's reputation and fosters a good work culture. Ethical practices in context with human resource practices minimize legal risks and consequences.

5.5 Recruitment, Selection, and Training of Human Resources. Chalk Circle

"The secret of my success is that we have gone to exceptional lengths to hire the best people in the world." — Steve Jobs

Recruitment and Selection: Recruitment and selection processes are vital in Human Resource Management (HRM) as they ensure the right talent is hired to meet organizational needs. Effective recruitment attracts qualified candidates, while selection identifies the best fit for the role. This process enhances maximum utilization of resources to increase productivity and quality.

Difference between Selection and Recruitment:

Both are the key stages in hiring, but they have distinct meanings and processes. Recruitment is about generating applications, while selection is about choosing the right candidate from those applications.

Recruitment - As per Cambridge dictionary, to recruit means to persuade someone to work for a company or become a new member of an organization.In context with human resources management, recruitment is the process of finding, attracting candidates.It involves identifying job vacancies, sourcing candidates from different channels, advertising the positions, screening applications, conducting interviews and hiring the most suitable candidate.The goal of recruitment is to build a pool of suitable candidates for selection.It aims to increase the number of applicants.

Selection - The process of evaluating and choosing the most suitable candidate(s) from the recruited pool. It involves screening resumes, conducting interviews, tests, background checks and final decision-making.The goal is to hire the best-fit candidate for the job.Thus,it involves eliminating unsuitable candidates.

Techniques and Tools of Recruitment and Selection:

- 1. Job Postings:** Advertising job vacancies on company websites, job boards, and career portals to attract potential candidates. It provides detailed role descriptions and qualifications to encourage suitable applicants to apply.
- 2. Recruitment Agencies:** Third-party firms that help organizations find qualified candidates. They manage the hiring process, from sourcing to shortlisting, saving time and effort for the company's HR team.

3. Social Media: As the present generation is called the internet generation , social Media platforms like LinkedIn, Facebook, and Twitter can be used effectively to reach potential candidates. It helps to connect with job seekers with low cost.

4. Interviews: Direct interactions between interviewer and candidates to assess qualifications, skills and personality. Interviews can be conducted in person, virtually, or via phone, using structured or unstructured formats.

5. Psychometric Tests: Standardized assessments are carried out to evaluate candidates' cognitive abilities, personality traits, and behavioral tendencies.

6. Training - "An investment in knowledge pays the best interest." — Benjamin Franklin

Training in Human Resource Management (HRM) refers to the process of enhancing employees' knowledge, skills and abilities to improve performance and productivity. It is a systematic activity designed to boost employees' competencies, aligning their skills with the organization's goals. Training programs can include technical training, soft skills development, leadership training, and more, depending on organizational needs and employee's qualifications.

The importance of training in HRM is multifaceted. Firstly, it enhances employee performance by equipping them with the necessary skills to perform their tasks efficiently. This leads to higher productivity and better quality of work. Secondly, training contributes to employee satisfaction and morale, as workers feel more competent and valued when given opportunities to grow. This, in turn, reduces employee turnover and boosts retention rates.

Additionally, training supports the adoption of new technologies and processes by keeping the workforce updated on the latest developments. It also aids in building a competitive advantage by fostering a skilled and knowledgeable workforce. Moreover, well-trained employees are more likely to adapt to changing roles and responsibilities, making the organization vibrant.

Types of Training: In Human Resource Management (HRM), training programs are designed to develop employees' skills and enhance their performance.

Types of training in HRM:

a. **On-the-Job Training:** It helps employees to acquire practical skills and knowledge by performing tasks under the guidance of experienced supervisors. It promotes hands-on learning and real-time problem-solving while allowing employees to gain confidence through practical application.

b. **Off-the-Job Training:** This training refers to training conducted away from the employee's regular work environment. This training includes workshops, seminars, and classroom sessions. It provides a distraction-free environment to learn theoretical concepts, improve skills, and gain new knowledge without work-related interruptions.

c. **Orientation Training:** Orientation refers to preparation for a new job or activity. It introduces new employees to company policies, culture, and their roles. It familiarizes them with organizational values, expectations, and workplace norms, fostering a sense of belonging and enabling smooth integration into the team.

d. **Technical Skills Training:** It Enhances job-specific abilities or techniques such as software proficiency, machinery operation, or non-technical but domain related processes. It equips

employees with essential skills to perform tasks efficiently and meet industry standards, improving overall productivity and performance.

- e. **Soft Skills Training:** It Focuses on building interpersonal abilities, including communication, leadership, teamwork and emotional intelligence. It helps employees develop better relationships, resolve conflicts, and improve collaboration, It fosters a positive and healthy work environment.
- f. **Compliance Training:** Compliance training educates employees on legal regulations, workplace safety, and company policies to ensure adherence to laws, reduce risks. It promotes a safe, ethical, and respectful work environment.
- g. **Product/Service Training:** Product/Service Training educates employees about the features, benefits, and usage of the company's products or services. It educates employees to deliver accurate information to customer or client.
- h. **Leadership and Management Training:** This training develops leadership skills, decision-making abilities, and strategic thinking to prepare employees for managerial roles, enhancing their capacity to lead teams and make effective organizational decisions.

Chalk Circle

"The greatest gift we can give ourselves is the power of observation. It allows us to see beyond the surface and understand the deeper truths."

The term "Chalk Circle" is indirectly connected to the idea of "Genchi Genbutsu", a core principle of the Toyota Production System (TPS). He believes in - "go and see for yourself" and emphasizes going to the source to thoroughly understand the situation before making decisions. It focuses on a practical, observation-driven approach to problem-solving and continuous improvement (Kaizen).

The chalk circle is attributed to Taiichi Ohno, a key figure in the Toyota Production System, as a way to teach technicians, particularly managers, to observe and understand processes in detail. In other words, "Chalk Circle" is a teaching technique where someone stands in a circle drawn on the floor and observes a process, then questions are asked to assess their understanding and identify areas for improvement. In short it is the observation point from where to learn to observe, see, analyze and understand.

The idea of a "Chalk Circle" could metaphorically represent the practice of drawing a boundary on the shop floor where a manager or engineer stands and carefully observes the process to identify inefficiencies, issues, or areas for improvement.

Importance of chalk Circle

Chalk Circle practice can be used as a learning or training tool which encourages leaders and employees to directly engage with the environment where the work happens. It promotes first hand observation, learning new things and problem-solving.

The "Chalk Circle" in this sense symbolizes a commitment to understanding reality rather than relying solely on reports or secondhand information. It forces people to focus intently on the process and notice details they might otherwise overlook if not directly observed. It helps people understand the intricacies and potential problems within a process. By understanding the process better, people are better equipped to know things and processes.

5.6 Qualities of a Successful Supervisor/Team Leader -

"Leadership is not about being in charge. It is about taking care of those in your charge." — Simon Sinek

Qualities of a Successful Supervisor/Team Leader: A successful supervisor or team leader plays a crucial role in guiding, motivating, and supporting his or her team. A good leader fosters trust, encourages collaboration, and ensures clear communication, creating an environment where everyone can work efficiently. Good leadership directly impacts team productivity, morale and overall organizational success. There are some common qualities of a successful supervisor or team leader:

- a. **Effective Communicator** - A good leader communicates effectively by clearly conveying goals, expectations and instructions. This helps team members understand their roles and responsibilities, fostering collaboration and minimizing confusion. Active listening and open feedback can resolve the issues. Even it can create a positive environment where employees feel valued and heard, leading to stronger team unity and higher productivity.
- b. **Problem-Solving Skills** - Leaders with strong problem-solving skills can quickly assess situations, identify root causes and implement effective solutions. A leader should remain calm under pressure and encourage creative thinking to overcome challenges. By involving the team in finding solutions, leaders build trust and develop a proactive problem-solving culture within the organization.
- c. **Emotional Intelligence** - Emotional intelligence enables leaders to understand and respond to their team members' emotions. By showing genuine concern and support, leaders build stronger relationships and boost morale. This approach also helps identify underlying issues affecting performance, creating a more positive and motivating work environment.
- d. **Delegation** - Delegation means assigning tasks or responsibilities to other team members rather than handling everything yourself. A good leader assigns tasks based on team member's strengths and skills. It efficiently empowers employees, enhances their professional growth and ensures workload balance. Trusting others with responsibilities fosters accountability and allows leaders to focus on strategic decision-making, boosting overall team performance.
- e. **Decision-Making** - Good leaders make timely and informed decisions by analyzing relevant information and considering potential outcomes. Decisive actions build confidence among team members, while transparent reasoning promotes understanding and support for the choices made. They balance intuition with logic, weighing short-term and long-term effects.
- f. **Adaptability** - Adaptability means adjusting to changes and uncertainties with a flexible mindset. A good leader remains open to new ideas and willing to modify strategies when circumstances shift. By accepting change positively, leaders set an example for their teams to be quick and innovative in dynamic environments.

Types of Leadership Styles:

- a. **Autocratic Leadership** - Autocratic leadership involves centralized decision-making, where the leader maintains full control and makes choices with little or no input from team members. This style is effective in situations requiring quick decisions or strict adherence to the applicable rules and laws e.g. defense organization. However, it may hamper employee morale and creativity due to limited participation in decision making.

- b. Democratic Leadership-** Democratic leadership encourages team involvement in decision-making, fostering open communication and collaboration. Leaders seek input, value diverse perspectives, and consider feedback before making final decisions. This approach enhances employee satisfaction, commitment and innovation. While it may take more time, it results in well-rounded decisions with a motivated and engaged workforce.
- c. Transformational Leadership -**Transformational leadership focuses on inspiring and motivating employees to exceed expectations by communicating a strong interest vision. These leaders build strong relationships, encourage personal and professional growth, and foster a sense of purpose. This style boosts morale, innovation, and productivity, creating a positive, dynamic environment that drives long-term success and organizational change.
- d. Laissez-Faire Leadership -** Laissez-faire leadership involves minimal direct supervision. It gives employees the freedom to make decisions and manage their tasks. Such leaders provide resources and support, but do not control every part of a situation or small details. This style works well with highly skilled and self-motivated teams , but may lead to delay in work or confusion or lack of direction if guidance is insufficient.

Case Study: Supply Chain Management at Amazon

"We are stubborn on vision. We are flexible on details."- **Jeff Bezos**, the founder of Amazon

Amazon, the world's largest online retailer, has revolutionized supply chain management (SCM) through innovative ideas and advanced technology. The company's success largely depends on its efficient logistics and fulfillment strategies, enabling it to deliver products quickly and cost-effectively making customers happy.

Challenges:

Amazon faced challenges in handling a vast inventory, ensuring quick deliveries, and managing supplier relationships globally. High operational costs and last-mile delivery inefficiencies also posed difficulties.

Solutions Implemented:

- Automated Warehouses:** Amazon uses robotics and AI to automate sorting, packaging, and inventory management, reducing errors and enhancing efficiency.
- Strategic Warehousing:** With fulfillment centers strategically placed worldwide, Amazon reduces delivery times and transportation costs.
- Advanced Forecasting:** AI-driven demand forecasting helps optimize stock levels, preventing overstocking or shortages.
- Amazon Prime & Last-Mile Delivery:** Amazon Prime ensures fast deliveries, while investments in drone technology and local delivery networks improve last-mile efficiency.
- Supplier Integration:** Amazon's strong supplier collaboration and just-in-time inventory models ensure a smooth supply chain flow.

Results:

These strategies have helped Amazon achieve faster deliveries, reduced costs, and improved customer satisfaction. The company's SCM model serves as a benchmark for e-commerce businesses globally.

Conclusion:

Amazon's effective supply chain management highlights the importance of automation, data analytics, and strategic logistics planning. Its innovations continue to set new industry standards, ensuring a seamless shopping experience for customers worldwide.

Sample Multiple Choice Questions (MCQs)

1. Supply Chain Management (SCM) primarily involves ...

- a) Managing customer complaints and product returns.
- b) Coordinating and monitoring the flow of goods, services, and information from raw materials to final product delivery.
- c) Designing marketing strategies to boost product sales.
- d) Handling financial transactions and payroll management.

Answer: b) Coordinating and monitoring the flow of goods, services, and information from raw materials to final product delivery.

2. Logistics managementwhich leads to customer satisfaction and revenue growth.

- a) increases costs and reduces customer satisfaction
- b) optimizes efficiency and enhances customer satisfaction, leading to revenue growth
- c) has no impact on revenue
- d) reduces inventory accuracy

Answer:b) optimizes efficiency and enhances customer satisfaction, leading to revenue growth

3. Supply chain management contributes to business success.....

- a) By increasing product prices.
- b) By delivering products on time, enhancing customer satisfaction, and boosting revenue.
- c) By decreasing product availability.
- d) By minimizing customer interactions.

Answer:b) By delivering products on time, enhancing customer satisfaction, and boosting revenue.

4.is the primary goal of supply chain management (SCM)

- a) To maximize production costs
- b) To reduce customer satisfaction
- c) To deliver the right product at the right time, location and cost
- d) To decrease supplier relationships

Answer: c) To deliver the right product at the right time, location and cost

5the main components involved in supply chain management.

- a) Procurement, inventory management, distribution and delivery
- b) Marketing, branding, and customer loyalty.
- c) Finance, accounting and tax management.
- d) Advertising,human resource management

Answer: a) Procurement, inventory management, distribution and delivery

6..... is the role of transportation in Supply Chain Management (SCM)

- a) Production optimization
- b) Demand forecasting
- c) Movement of goods from one location to another
- d) Procurement negotiation

Answer: c) Movement of goods from one location to another

7 the importance of warehousing in Supply Chain Management (SCM) by selecting its primary purpose:

- a) Reducing the need for inventory
- b) Storage and efficient management of inventory
- c) Eliminating transportation needs
- d) Only providing security for goods

Answer: b) Storage and efficient management of inventory

8. is the primary objective of Supply Chain Management

- a) Delivering the right product to the right place at the right time and cost
- b) Increasing warehousing costs
- c) Decreasing customer demand
- d) Reducing supplier involvement

Answer: a) Delivering the right product to the right place at the right time and cost

9. Sourcing relates to in supply Chain Management:

- a) focuses on customer satisfaction; production focuses on storage
- b) deals with selecting suppliers that provide the best combination of cost, quality, and reliability.
- c) involve transportation
- d) handles order fulfillment

Answer: b) deals with selecting suppliers that provide the best combination of cost, quality, and reliability.

10. Choose the key component of logistics

- | | |
|----------------------|-----------------------------------|
| a) Supplier auditing | c) Delivery of goods to customers |
| b) Market research | d) Production scheduling |

Answer: c) Delivery of goods to customers

11 relates to the ERP systems on supply chain operations:

- a) Isolated data management
- b) Integrating functions such as procurement, inventory, and order processing
- c) Slower communication across departments
- d) Increased lead times

Answer: b) Integrating functions such as procurement, inventory, and order processing

12.is the role of predictive analytics in supply chain management:

- a) Eliminating the need for data-driven decision-making
- b) Increasing transportation costs
- c) Forecasting demand and anticipating supply chain disruptions
- d) Limiting the use of technology in logistics

Answer: c) Forecasting demand and anticipating supply chain disruptions **13.....is a key advantage of IoT(Internet of Things) devices in logistics management:**

- a) Reducing supply chain visibility
- b) Tracking the movement and condition of goods in real-time
- c) Increasing manual monitoring requirements
- d) Limiting communication between supply chain partners

Answer: b) Tracking the movement and condition of goods in real-time

14. The primary focus of IT-enabled SCM is on

- a) real-time communication and visibility
- b) manual data entry
- c) Marketing of the product
- d) branding of the products

Answer: a) real-time communication and visibility

15..... is one of the benefits of using IT in supply chain management.

- a) Increased lead times and inefficiencies
- b) Enhanced collaboration and data-driven decision-making
- c) Higher operational costs without insights
- d) Reduced transparency in supply chain operations

Answer: b) Enhanced collaboration and data-driven decision-making

16..... is the significance of HRM to an organization:

- a) Limiting employee engagement initiatives
- b) Enhancing employee productivity and organizational culture
- c) Eliminating the need for compliance with labor laws
- d) Focusing only on recruitment and dismissal processes

Answer: b) Enhancing employee productivity and organizational culture

17..... is the role of training and development by selecting its key benefit for employees:

- a) Decreasing skill levels over time
- b) Increasing employee frustration due to repetitive tasks
- c) Improving employees' skills and knowledge for better performance
- d) Limiting employees' exposure to new technologies

Answer: c) Improving employees' skills and knowledge for better performance

18..... is a key component of HRM related to employee assessment:

- a) Performance management
- b) Recruitment & selection
- c) Compensation & benefits
- d) Work-life balance initiatives

Answer: a) Performance management

19Ethical considerations in HRM focuses on

- a) Offering competitive salaries
- b) Adherence to legal and ethical standards
- c) Limiting employee concerns
- d) Increasing work-life conflicts

Answer: b) Adherence to legal and ethical standards

20..... HRM principles improve employee morale:

- a) Ignoring work-life balance
- b) Focusing only on compensation
- c) Promoting work-life balance initiatives
- d) Limiting employee development opportunities

Answer: c) Promoting work-life balance initiatives

21..... is the significance of HRM as a primary contributions to an organization:

- a) Limiting employee engagement initiatives
- b) Enhancing employee productivity and organizational culture
- c) Eliminating the need for compliance with labor laws
- d) Focusing only on recruitment and dismissal processes

Answer: b) Enhancing employee productivity and organizational culture

22the role of training and development by selecting its key benefit for employees:

- a) Decreasing skill levels over time
- b) Increasing employee frustration due to repetitive tasks
- c) Improving employees' skills and knowledge for better performance
- d) Limiting employees' exposure to new technologies

Answer: c) Improving employees' skills and knowledge for better performance

23..... is a key component of HRM related to employee assessment:

- a) Performance management
- b) Recruitment & selection
- c) Compensation & benefits
- d) Work-life balance initiatives

Answer: a) Performance management

24is a principle which can help to improve employee morale:

- a) Ignoring work-life balance
- b) Focusing only on compensation
- c) Promoting work-life balance initiative
- d) Limiting employee development opportunities

Answer: c) Promoting work-life balance initiative

25 is the primary purpose of the "Chalk Circle" technique in the Toyota Production System?

- a) To train employees in drawing techniques
- b) To encourage managers to physically participate in production
- c) To develop observation skills for identifying inefficiencies and areas for improvement
- d) To mark safety zones on the shop floor

Answer: c) To develop observation skills for identifying inefficiencies and areas for improvement

26 leadership style that involves centralized decision-making:

- | | |
|--------------------------------|-----------------------------|
| a) Democratic Leadership | c) Laissez-Faire Leadership |
| b) Transformational Leadership | d) Autocratic Leadership |

Answer:

- d) Autocratic Leadership

27 leadership style is based on shared decision-making and participation:

- | | |
|--------------------------|--------------------------------|
| a) Autocratic Leadership | c) Laissez-Faire Leadership |
| b) Democratic Leadership | d) Transformational Leadership |

Answer: b) Democratic Leadership

28 style do leaders inspire and motivate their employees to achieve higher goals and visions

- | | |
|--------------------------|--------------------------------|
| a) Democratic Leadership | c) Laissez-Faire Leadership |
| b) Autocratic Leadership | d) Transformational Leadership |

Answer: d) Transformational Leadership

29is the key feature of Laissez-Faire leadership:

- a) The leader makes all decisions
- b) Employees have the freedom to make decisions
- c) The leader supervises all actions closely
- d) The leader focuses on inspiring employees

Answer: b) Employees have the freedom to make decisions

30style fits an environment requiring strict control:

- | | |
|--------------------------|--------------------------------|
| a) Autocratic Leadership | c) Transformational Leadership |
| b) Democratic Leadership | d) Laissez-Faire Leadership |

Answer: a) Autocratic Leadership

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3	https://theproductmanager.com/topics/agile-product-management/	Agile Product Management
4	https://www.cdlogistics.ca/freight-news/the-5-components-of-supply-chain-management	Supply Chain Management
5	https://www.infosectrain.com/blog/understanding-the-concepts-of-gantt-chart-and-critical-path-methodology-cpm	PERT, CPM, GANTT Chart
6	https://www.simplilearn.com/best-management-tools-article	Management Tools
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