**KATHFORD INTERNATIONAL COLLEGE OF ENGINEERING AND MANAGEMENT**

**Affiliated to Tribhuvan University**

**Institute of Science and Technology**

**A PROJECT REPORT ON**

**FIELD VISIT TO ITEL COMMUNICATION PVT. LTD.**

**Submitted to**

**Department of Computer Science and Information Technology**

**Kathford International College of Engineering and Management**

***In partial fulfillment for the third semester course “Introduction to Management (CSC-205)” of Bachelors of Science in Computer Science and Information Technology (B.Sc. CSIT)***

**Under the Supervision of**

**Mr. Roshan Thapa**

(Lecturer, B.Sc. CSIT, Kathford College)

**Submitted by**

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**EXECUTIVE SUMMARY**

This report was prepared to study how Itel Communication has been performing management activities to handle the costumers and staffs working in it. The company, formed in partnership 5 years ago, started its service only after 2 years after its establishment. In that two-year time, they worked on gathering data through various surveys and learning process.

The company started their services from Kathmandu with approximately 40 members. And have now reached to Kakarbhitta in the east and Butwal in the west opening about 25-30 branches in Kathmandu Valley. The company has divided sectors in more numbers than previously and they are broadening their service in more fields.

The report also talks about how the company has been motivating and encouraging the staffs in order to increase their productivity. As the company is slowly growing in size, it has been formulating various new plans in order to provide better services to the costumers with lower prices. They are focused on making their company better and reachable by every part of country. As all the works progress is kept in record and are evaluated, the actions for different results are taken accordingly. Understanding customer requirement and dedicating an expert team to meet the requirement is the culture Itel practices. Team-Itel is a pool of professionals who are among the best in the industry and are well trained to impart a difference in service and value.

The report finds the prospects of the company in its current position are not positive. The major areas of weakness require further investigation and remedial action by management. Recommendations discussed include:

1. Providing trainings to the unemployed, to fulfill the scarcity of low level staffs.

2. Improving customer service

3. Decentralizing the power for better growth of the company

**LIST OF ABBREVIATION**

1. ISP : Internet Service Provider.
2. CSR : Corporate Social Responsibility.
3. BOD : Board of Directors.

**CHAPTER I: INTRODUCTION**

* 1. **Background of the Study**

With densely populated cities, it is not possible for an ISP to have enough resources to provide its service to all the people. What is being delivered is only a portion of its service, to not all but many people. Lack of low level employees, political strike, and unmanaged wire bundles has always been the major problem. Although these challenges have continued to prevail, Itel is working hard and are continuously developing their business.

This thesis reports the findings of a thorough study to establish some of the practices that this company have done and how it all started from the beginning. We focused mainly on its establishment and how its journey has been so far. We also emphasized on the decision making processes and the evaluation of the reports that shows the progress of the company with the main focus of the research being exploration of the role and responsibility of the General Manager and his contributions to the company.

Because of lack of time and privacy, our thesis has not covered all the questions that we wanted the answer from. So what we have are only what the company wanted us to know. According to what we have got so far, the challenges of this company are directly linked to the government of country. If they manage a better working environment for all the business, they would definitely rise and grow rapidly providing more people services that they intend to provide. However, the company is still managing to work at its best in the hardest situation and is able to provide good service among people. A good leadership can only provide that and they are play a great role in success of any business.

To achieve any goal in our life, we need to have a better working environment, patience, hard work and be determinant. We should take the responsibility and believe in reading and gaining experiencing the things that we learnt. Our thesis has incorporated interviews with Itel ISP with different questionnaire survey.

* 1. **Objectives of the Study**

1. The sole intension of this case study is to relate the managerial theories so far acquired with the practical aspect.
2. To gain the knowledge of structure of the organization, the different levels of management, the acts and policies related managerial issues of the management as well as make us aware of the our field related terms and terminologies, and the ISP in Nepal.
   1. **Importance of the Study**
3. To know how planning and decision making is done in IT Company.
4. To know how human resource is managed.
5. To know how staffs are motivated.
6. To know whether power is centralized or decentralized.
7. To know whether they follow corporate social responsibility or not.
   1. **Limitations of the Study**
8. Weonly got to talk with the general manager, not with managers of different sectors and every employees to know about the working conditions.
9. We didn’t get figurative information, only approximate data were collected.
   1. **Definition of Terms**
10. **Emotional intelligence:** the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.
11. **Pervasive:** spreading widely throughout an area or a group of people.
12. **Incentives:** a thing that motivates or encourages someone to do something.
13. **Departmentalization**: an aspect of organizational design that includes the subdivision of a business into units based on their function or other criteria.
14. **Constability** :The ability to be consistent, without flaking out on those who have come to depend on you resulting in lost opportunities in personal, private or professional relationships.
    1. **Methodology**

This case study entitled “A Project Report On Field Visit To Itel Communication Pvt. Ltd. Is carried out in two phases. In the first phase, we went to the organization with the college recommendation letter requesting for the permission for the case study. We all members first went to “Itel Communication Pvt. Ltd.” which is situated in Jawalakhel.

In second phase, we went with our query list and had a meeting with Mr. Kalyan Thapa, General Manager. There we asked all the questions to obtain the information and data necessary for our case study.

In our report, first we have included introduction section in chapter one where we have provided the introductory profile of Itel communication which includes objective, importance and limitation of the study. Then chapter two deals with all the theoretical background where we have summarized all the chapters of our course. In chapter third, we have mentioned all the questions that we asked during our meeting with Mr. Kalyan Thapa along with the answers that he provided us. Finally, the fourth chapter includes some key findings, conclusion and recommendations.

Concluding, we can say that we have tried best to prepare good report. However some error might have been still crept in. The availability of information may be limited and our capture range is also naturally limited and the internal affairs of Itel Communication couldn’t be brought that accounts for strategy leak.

**CHAPTER II: THEORETICAL BACKGROUND**

**MANAGEMENT**

According to *Harold Koontz*, “Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals”. According to *F.W. Taylor*, “Management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way”.

So, Management can be called as a purposive activity, the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively.

**LEVEL OF MANAGEMENT**

The term “Level of Management” refers to the various managerial positions assigned to people working in an organization. The level of management determines status and the level of authority a person has in an organization. The level of management is classified into three divisions. Top-Level, Middle-Level and Low-level. The top-level management has the role of executive coaching, leadership, delegation and empowerment. The middle-level management has the role of problem solving, team building, talent development, performance management etc. And the low-level management has the role of coaching for performance, emotional intelligence etc.

**MANAGERIAL SKILLS**

Managerial skill is defined as the ability to make business decisions and lead subordinates within a company. There are basic three managerial skills.

## Technical Skills: Technical Skills are like the “how to” skills which are needed to accomplish a task. These skills are the combination of formal education, training, and on-the-job experience.

## Human Skills: It is the skill which is required by a manager to work with his/her subordinates. It is the ability to communicate and motivate the people the he/she is working with.

## Conceptual Skills: Conceptual skill is the ability to understand concepts, develop ideas and implement strategies for the betterment of the organization

**CHARACTERISTICS OF MANAGEMENT**

1. Management is goal oriented process, it always aims at achieving the organizational goal.
2. Management is pervasive as its use is not restricted to business firms but also to non-business organizations, hospitals, schools etc.
3. Management is multidimensional as is the combination of three main activities including management of work, people and operations.
4. Management is a continuous process as planning, organizing, staffing, directing and controlling occur in cycle every time.
5. Management is a group activity as it involves number of people of different levels working together for a common goal.
6. Management is intangible as it cannot be physically seen but its presence can be felt.

**FUNCTION OF MANAGEMENT**

1. **Planning:** It is the basic function of management. It deals with chalking out a future course of action & deciding in advance the most appropriate course of actions for achievement of pre-determined goals.

2. **Organizing:** It is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achievement of organizational goals.

3. **Staffing:** It is the function of manning the organization structure and keeping it manned. The main purpose of staffing is to put right man on right job.

4. **Directing:** It is that part of managerial function which actuates the organizational methods to work efficiently for achievement of organizational purposes.

5. **Controlling:** It implies measurement of accomplishment against the standards and correction of deviation if any to ensure achievement of organizational goals.

**TYPES OF MANAGER**

1. **Top Managers:** They are a small group of executives who manage the overall organization, the strategic level.
2. **Middle Managers:** They are a large group of individuals that implement the strategies developed at the top-level management.
3. **First-Line Managers:** They supervise and coordinate the activities of operating employees.

**ROLES OF MANAGER**

1. **Interpersonal Roles:** These roles deal with interpersonal relationship. Through this role, managers provide supervisions to employees and help to develop contact and build relationships with people inside and outside the organization. They are categorized into further sub categories,

* Figurehead Role, which consists of works such as greeting and receiving visitors, chairing board meetings and symbolically representing the organization.
* Leader Role, which consists of works such as directing, coordination, motivating, staffing and control activities.
* Liaison Role, which involves maintaining relations internally with different units and externally with the society for building image.

1. **Information Role:** These roles are related with obtaining and transmitting the necessary information. This role is characterized by these three roles:

* Monitor Role, which involves watching over the activities taking place in and around the organization.
* Disseminator Role, which provides information to subordinates to keep them up-to-date on activities of the organization.
* Spokesperson Role, which involves representing the unit of work to explain to organizational members and outsiders about related issues of their interests.

1. **Decisional Role:** It involves making the choice of the best alternative to solve organizational problem.it emerges from responsibility for day to day activities. It includes the following four roles:

* Entrepreneur Role, which involves planning, initiating change and taking risk for better result.
* Disturbance Handler Role, which is related with maintaining congenial working environment and organizational stability by solving disagreements and conflicts.
* Resource Allocator Role, which deals with the managerial function of allocating resource to different units and subordinates.
* Negotiator Role, which includes the protection of organizational interest while making the negotiation with various parties both inside and outside the organization.

**CHALLENGES OF MANAGER**

1. **Globalization:** The world economy is becoming global because of the development of transformation, communication and economic interdependency. The products and services of the multinational companies are easily crossing the national border creating challenge to the local business.
2. **Quality and Productivity:** It is a challenge for the manager and the management to produce more units with improved quality by using same level of resource.
3. **Ethics and Social Responsibility:** Every stakeholder such as customer’s suppliers, shareholder, employees, community, government etc. have their own expectations from the business organization and it is a challenge to fulfill those expectations.
4. **Technology:** Due to new technologies arriving in the market, it is a challenge for a manager because they have to spend more in resources and development.
5. **Workforce Diversity:** Since people working in an organization differ with each other in terms of gender, age, race, religion, nationalities, income level, economic and education level and have their own cultural values and life style, so it is a challenge for a manager to manage the employees as different employees might require different treatment.
6. **Change Management:** Managers are facing the challenges of managing the changes in the environment. They need to be aware of specific changes factors contributing them and their likely impact on the practice of management.

**CLASSICAL THEORY**

The Classical Theory is the traditional theory, wherein more emphasis is on the organization rather than the employees working therein. According to the classical theory, the organization is considered as a machine and the human beings as different components/parts of that machine.

**SCIENTIFIC MANAGEMENT THEORY**

The Scientific Management Theory is well known for its application of engineering science at the production floor or the operating levels. The major contributor of this theory is Fredrick Winslow Taylor, and that’s why the scientific management is often called as “Taylorism”. The scientific management theory is focused on improving the efficiency of each individual in the organization. The major emphasis is on increasing the production through the use of intensive technology, and the human beings are just considered as adjuncts to machines in the performance of routine tasks.

The major principles of scientific management, given by Taylor, can be summarized as follows:

* Separate planning from doing.
* The Functional foremanship of supervision. i.e Supervisors required to give directions and instructions in their respective fields.
* Time, motion and fatigue studies shall be used to determine the fair amount of work done by each individual worker.
* Improving the working conditions and standardizing the tools, period of work and cost of production.
* Proper scientific selection and training of workmen should be done.
* The financial incentives should be given to the workers to boost their productivity and motivate them to perform well.

**ADMINISTRATIVE MANAGEMENT THEORY**

The Administrative Management Theory is based on the concept of departmentalization, which means the different activities to be performed for achieving the common purpose of the organization should be identified and be classified into different groups or departments, such that the task can be accomplished effectively.

The administrative theory is given by Henri Fayol, who believed that more emphasis should be laid on organizational management and the human and behavioral factors in the management. Thus, unlike the scientific management theory of Taylor where more emphasis was on improving the worker’s efficiency and minimizing the task time, here the main focus is on how the management of the organization is structured and how well the individuals therein are organized to accomplish the tasks given to them.

Fayol has given 14 principles of management with the intent to improve the functioning of the managers.

1. **Division of Work:** The work should be divided among the individuals on the basis of their specializations, so as to ensure their full focus on the effective completion of the task assigned to them.
2. **Authority and Responsibility:** The authority and responsibility are related to each other. Authority means the right to give orders while the responsibility means being accountable. Thus, to whomsoever the authority is given to exact obedience must be held accountable for anything that goes wrong.
3. **Discipline:** The individuals working in the organization must be well-disciplined. The discipline refers to the obedience, behavior, respect shown by the employees towards others.
4. **Unity of Command:** According to this principle, an individual in the organization must receive orders from only one supervisor. In case an individual has the reporting relationship with more than one supervisor then there may be more conflicts with respect to whose instructions to be followed.
5. **Unity of Direction:** Unity of direction means, all the individual or groups performing different kinds of a task must be directed towards the common objective of the organization.
6. **Subordination of Individual to General Interest:** According to this principle, the individual and organizational interest must coincide to get the task accomplished. The individual must not place his personal interest over the common interest, in case there a conflict.
7. **Remuneration of Personnel:** The payment methods should be fair enough such that both the employees and the employers are satisfied.
8. **Centralization:** Fayol defines centralization as the means of reducing the importance of subordinate’s role in the organization, and the extent to which the authority is centralized or decentralized depends on the organization type in which the manager is working.
9. **Scalar Chain:** This means there should be a proper hierarchy in the organization that facilitates the proper flow of authority and communication. It suggests that each individual must know from whom he shall get instructions and to whom he is accountable to. Also, the communication either going up or down must pass through each level of authority
10. **Order:** This principle is related to the systematic arrangement of things and people in the organization. This means every material should be in its place, and there should be a place for every material. Likewise, in the case of people, a right man should be in the right job.
11. **Equity:** All the employees in the organization must be treated equally with respect to the justice and kindliness.
12. **Stability of Tenure:** The employees should be retained in the organization, as new appointments may incur huge selection and training cost.
13. **Initiative:**The manager must motivate his subordinates to think and take actions to execute the plan. They must be encouraged to take initiatives as this increases the zeal and energy among the individuals.
14. **Esprit de Corps:** This means “unity is strength”. Thus, every individual must work together to gain synergy and establish cordial relations with each other.

**BEHAVIOR SCIENCE THEORIES**

Behavioral science theory focuses on human behavior in an organization and seeks to promote verifiable propositions for scientific understanding of human behavior in organizations.

**MANAGEMENT SCIENCE THEORY**

The management science approach to management is also known as the mathematical or quantitative approach. This approach makes use of mathematical and quantitative models to solve complex business problem. Management Science Theory had its origin in military science. The focus of this approach is, thus, on planning, designing and implementing strategies through mathematical models and determining how best can forthcoming problems be predicted and solved.

**THE SYSTEM APPROACH**

The system theory studies management by putting all parts of an organization together. Thus, system theory is the unified view of management and looks at an organization in its totality.

**THE CONTINGENCY APPROACH**

This theory focuses on situational factors. It is based on the premises that there is probably no one best way to solve management problem in all organizations and in every situation.

**BUSINESS ENVIRONMENT**

Business Environment means a collection of all individuals, entities and other factors, which may or may not be under the control of the organization, but can affect its performance, profitability, growth and even survival. Every business organization operates in a distinctive environment, as it cannot exist in isolation. Such an environment influence business and also gets affected by its activities.

The Business Environment is broadly classified, into two categories:

1. **Internal Environment**: The factors which exist within the organization, imparting strength or causing weakness to the organization, comes under internal environment. It includes:
   * + Value System
     + Vision and Mission
     + Objectives
     + Corporate Culture
     + Human Resources
     + Labor Union
2. **External Environment**: External Environment consists of those factors which provide opportunity or pose threats to the business. It is further classified as:
   * **Micro Environment**: The immediate periphery of the business that has a continuous and direct impact on it is called Micro Environment. It includes suppliers, customers, competitors, market, intermediaries, etc. which are specific to the business.
   * **Macro Environment**: Macro Environment, is one such environment that influences the functioning and performance of every business organization, in general. It comprises of demographic, socio-cultural, legal, political, technological, and global environment.

**ECONOMIC ENVIRONMENT**

It is of critical importance to managers because economic cycle and other economic factors have a tremendous impact on prices and income. This effects consumers’ real purchasing power as well as their confidence is purchasing. The major components of economic environment are:

1. **Economic Systems:** The nature of property rights, ownership of factors of production, role of the government in the country in the economy etc. influence the economic system of the country. Thus, it’s nature is crucial factor to determine the shape of national economic environment.
2. **Economic Dimensions:** The economy has four important dimensions. Economic dimension indicates the purchasing power and consumption pattern of the people. The socio-economic dimension provides data on the quantity of people. Industrial and agricultural dimensions of a country indicate its potential to supply goods, services and raw material. Finally, the economic development plans indicate overall economic development policies and strategies.
3. **Economic Policies:** It further has various parts. Fiscal policy deals with the collection and spending of money by the government. Monetary policy involves the amount of money in circulation. Industrial policy makes conditions favorable or unfavorable for business.
4. **Business Cycle:** Prosperity, Recession and recovery are three stages in a business cycle. With prosperity in the economy, business organization flourish. Recession damages business, as there is a downturn in economic activities. Recover is the step of regaining strength in economic activities.
5. **Capital Market:** The capital market refers to the various banking and non-banking financial intermediaries including the central bank, finance companies, insurance companies and the stock market. Thus, it has significant influence in business organization.

**SOCIO-CULTURAL ENVIRONMENT**

Social environment of business means all factors which affects business socially.  The cultural environment mean an environment which affect the basic values, behaviors, and preferences of the society-all of which have an effect on consumer marketing decisions. Hence, socio-cultural environment is a set of beliefs, customs, practices and behavior that exists within population. Dome of the main components of it are:

1. **Religion:** The cost of ignoring certain religious aspects could be very high, sometimes fatal in international business.
2. **Language:** Differences in language is a very important problem area in business.
3. **Consumer Preference, Habits and Beliefs:** What is most likes by people of one culture may not be liked by those of other culture. Many companies modify their products and promotion strategies to suit the tastes and preferences of the population of other countries.
4. **Educational Institutions:**  Educational institutions are also main part of societies. They provide good knowledge, education, awareness, thinking what should students buy or not to buy. Suppose if a student is habitual to drink the tea and if his teacher advises him that this is harmful to his health after his guidance students can avoid to drink tea after this the sale of tea will decrease.

**POLITICAL ENVIRONMENT**

The political climate in a country in which a business firm operates is a very important force. A hospitable and stable government can encourage business investment and growth in spite of scarcity of natural and other resources. The opposite is equally true. Various factors play a role in political environment like Constitution, Political parties, Government, International political events etc.

**TECHNOLOGICAL ENVIRONMENT**

Technological environment consists of the inventions, techniques and the vast store of organized knowledge of ways of doing things. The modern business is characterized by newer and ever-changing technological developments. The organization must move ahead with the new technological developments in order to compete with its rivals in the market.

**CORPORATE SOCIAL RESPONSIBILITIES**

Corporate social responsibility (CSR) refers to business practices involving initiatives that benefit society. A business's CSR can encompass a wide variety of tactics, from giving away a portion of a company's proceeds to charity, to implementing "greener" business operations. The various approaches to social responsibility are:

1. Obstructive Approach: A company that takes an obstructive stance toward social responsibility attempts to defend its economic priorities by blocking any attempts to point out the company's lack of social responsibility. An obstructive company does not make social responsibility an effort, instead making profits the most important aspect of its business.
2. Defensive Approach: Companies that take a defensive stance towards social responsibility are not particularly responsible. These companies may consider themselves neutral, and they make profits a more important motive than performing actions in a socially responsible way.
3. Accommodative Approach: An accommodating stance signifies that a company believes social responsibility is important -- and perhaps as important as making a profit. These companies satisfy all legal requirements and attempt to meet ethical standards. An accommodating company does not attempt to hide its actions and remains open about why it takes specific actions.
4. Proactive Approach: Like an accommodating company, a proactive company makes social responsibility a priority. Instead of reacting to criticism, a proactive company attempts to remain ahead of the curve when it comes to social responsibility.

**MANAGERIAL ETHICS**

Ethics are the moral codes that govern behavior of a person or group of people regarding what is right and wrong. These moral codes revolve around established values and principles and may not be the same from culture to culture. Ethics point the way to a particular course of action defining acceptable behaviors and choices. Managerial ethics are a set of standards that dictate the conduct of a manager operating within a workplace.

**PLANNING**

Planning is the fundamental management function, which involves deciding beforehand, what is to be done, when is it to be done, how it is to be done and who is going to do it. It is an intellectual process which lays down organization’s objectives and develops various courses of action, by which the organization can achieve those objectives. It chalks out exactly, how to attain a specific goal.

**CHARACTERISTICS OF PLANNING**

1. **Managerial Function:** Planning provides the base for other functions of the management, i.e. organizing, staffing, directing and controlling, as they are performed within the periphery of the plans made.
2. **Goal Oriented:** It focuses on defining the goals of the organization, identifying alternative courses of action and deciding the appropriate action plan, which is to be undertaken for reaching the goals.
3. **Pervasive:** It is pervasive in the sense that it is present in all the segments and is required at all the levels of the organization. Although the scope of planning varies at different levels and departments.
4. **Continuous Process:** Plans are made for a specific term, say for a month, quarter, and year and so on. Once that period is over, new plans are drawn, considering organization’s present and future requirements and conditions. Therefore, it is an ongoing process, as the plans are framed, executed and followed by another plan.
5. **Intellectual Process:** It is a mental exercise at it involves the application of mind, to think, forecast, imagine intelligently and innovate etc.
6. **Futuristic:** In the process of planning we take a sneak peek of future. It encompasses looking into future, to analyses and predict it, so that the organization can face the future challenges effectively.
7. **Decision making:** Decisions are made regarding the choice of alternative courses of action that can be undertaken to reach the goal. The alternative chosen should be best among all, with least number of negative and highest number of positive outcomes.

**IMPORTANCE OF PLANNING**

1. It helps managers to improve future performance, by establishing objectives and selecting a course of action, for the benefit of the organization.
2. It minimizes risk and uncertainty, by looking ahead into future.
3. It facilitates coordination of activities. Thus, reduces overlapping among activities and eliminates unproductive work.
4. It states in advance, what should be done in future, so it provides direction for action.
5. It uncovers and identifies future opportunities and threats.
6. It sets out standards for controlling. It compares actual performance with the standard performance and efforts are made to correct the same.

**TYPES OF PLANNING**

1. **Strategic Planning:** Strategic plans are designed with the entire organization in mind and begin with an organization's mission. Top-level managers, such as CEOs or presidents, will design and execute strategic plans to paint a picture of the desired future and long-term goals of the organization. Essentially, strategic plans look ahead to where the organization wants to be in three, five, even ten years. Strategic plans, provided by top-level managers, serve as the framework for lower-level planning.
2. **Tactical Planning:** Tactical plans support strategic plans by translating them into specific plans relevant to a distinct area of the organization. Tactical plans are concerned with the responsibility and functionality of lower-level departments to fulfill their parts of the strategic plan.
3. **Operational Planning:** Operational plans sit at the bottom of the totem pole; they are the plans that are made by frontline, or low-level, managers. All operational plans are focused on the specific procedures and processes that occur within the lowest levels of the organization. Managers must plan the routine tasks of the department using a high level of detail.

**STEPS OF PLANNING**

1. Step 1: Analyzing opportunities
2. Step 2: Setting objectives
3. Step 3: Developing premises
4. Step 4: Identifying alternatives
5. Step 5: Evaluating alternatives
6. Step 6: Selecting an alternative
7. Step 7: Implementing action plan
8. Step 8: Reviewing

**METHODS OF PLANNING**

1. **Top-down Planning:** The central office or headquarters of an organization develops and provides guidelines, which includes business definition, mission statement, economic objective etc. and lower-level management follows these directions and prepares schedule of activation to meet these goals and objectives.
2. **Bottom-up Planning:** It is also called decentralized planning. The lowest operating level informs the top management what they expect to do. After the opinions of the bottom line come up to the top management, these are consolidated, discussed, analyzed and compared with vision and mission of the organization and adjustments are made and organizations’ plans are finalized.
3. **Composite Planning:** The headquarter may issue guidelines and set some tentative goals and allow each unit or branch to submit goals. These are compared, and changes are made at both locations until they coincide.
4. **Team Planning:** A cross-functional team of managers having requisite experience in various functional areas is constituted by the management. The job of planning is then assigned to the team. The team prepares the draft plan, taking internal as well as external factors into account.

**DECISION MAKING**

A decision is defined as “an act of making choices”. A choice or a decision is made from among two or more alternatives or courses of action. In management terms, we can define a decision as “the process by which individuals select a course of action among several alternatives, to produce a desired result.”.

Hence, decision making can be defined as the thought process of selecting a logical choice from the available options. When trying to make a good decision, a person must weight the positives and negatives of each option, and consider all the alternatives. For effective decision making, a person must be able to forecast the outcome of each option as well, and based on all these items, determine which option is the best for that particular situation.

**TYPES OF DECISION MAKING**

Decision made in an organization can be classified according to their frequency and nature.

1. **Types by Frequency:** On the basis of frequency of recurrence, managerial decision is further classified as:

* Programmed Decisions: Most decision making that can relate to the day-to-day running of an organization is called programmed decision making. Such decisions are repetitive and routine type.
* Non-programmed Decisions: Non-programmed decisions are those that cannot be programmed or foreseen. These do not recur frequently and hence are no ready-made decision rules that managers can apply to a situation.

1. **Types by Nature:** Organizational decision can be classified very broadly into three categories:

* Operating Decisions: Operating decisions are day to day decisions which aim at maximizing the efficiency and profitability of the organization’s current operations.
* Strategic Decisions: Strategic decisions focus on issues external to the organization. These decision deal with problems such as goals and objectives of the organization, select of a product-market mix, strategies for diversification, investment and expenditure etc.
* Administrative Decision: A balance between the operating and strategic decisions has to be maintained for organizations success and effectiveness. Administrative decision serve this linking function. They are decisions which aim at structuring the organization’s resources for optimum performance.

**DECISION MAKING PROCESS**

Step 1: Identify the decision.

Step 2: Gather relevant information

Step 3: Identify the alternatives

Step 4: Weigh the evidence

Step 5: Choose among alternatives

Step 6: Take action

Step 7: Review your decision & its consequences

**GROUP DECISION MAKING**

The Group Decision Making is the collective activity wherein several persons interact simultaneously to find out the solution to a given statement of a problem. In other words, group decision making is a participatory process wherein multiple individuals work together to analyze the problem and find out the optimum solution out of the available set of alternatives.

In group decision-making, the number of participants often ranges from two to seven. It is not necessary that all the group members agree with each other and hence most of the times, the decision is taken on the basis of a majority if no other mode of a majority is prescribed. The majority means the number of votes in favor or against the proposed alternative.

There are several techniques that can be used to increase the efficiency of group decision making. These are as follows:

1. **Nominal group Technique:** The Nominal Group Technique is a form of brainstorming, wherein a structured meeting is held among the group members where they are required to find solutions to the problem identified for the discussion.

In other words, a systematic and an organized group meeting held among the members to facilitate decision making by properly identifying the problems and generating the solutions thereof. The nominal group technique helps in preventing the discussion being dominated by a single person and hence, allow the silent members, who are quite shy, to speak out their ideas in the group.

1. **Delphi Technique:** The Delphi Technique refers to the systematic forecasting method used to gather opinions of the panel of experts on the problem being encountered, through the questionnaires, often sent through mail. In other words, a set of opinions pertaining to a specific problem, obtained in writing usually through questionnaires from several experts in the specific field is called as a Delphi technique.
2. **Brainstorming:** The Brainstorming is a technique to stimulate creative ideas and solutions through a group discussion. Simply, a process wherein a group attempts to find a solution for the specific problem by aggregating all the spontaneous opinions or suggestions given by each group member individually is called as brainstorming.
3. **Dialectic Decisions Method:** The Dialectic Decisions Method is a technique used to overcome the problem in the group-decision making, wherein the group members quickly agree to one alternative proposal and might overlook more promising solutions than the chosen one. Thus, it ensures a full consideration of alternatives.

**ORGANIZATION**

Organization is the foundation upon which the whole structure of management is built. Organization is related with developing a frame work where the total work is divided into manageable components in order to facilitate the achievement of objectives or goals. Thus, organization is the structure or mechanism (machinery) that enables living things to work together. In a static sense, an organization is a structure or machinery manned by group of individuals who are working together towards a common goal.

According to Keith Davis, “Organization may be defined as a group of individuals, large or small, that is cooperating under the direction of executive leadership in accomplishment of certain common object.”

**CHARACTERISTIC OF ORGANIZATION**

1. **Division of work:** Division of work is the basis of an organization. Under division of work, the entire work of business is divided into many departments. The work of every department is further subdivided into sub works.
2. **Coordination:** Under organization different persons are assigned different works but the aim of all these persons happens to be the same the attainment of the objectives of the enterprise. Organization ensures that the work of all the persons depends on each other’s work even though it happens to be different. Hence, it helps in establishing coordination.

**CENTRALIZATION**

Centralization occurs when decision-making authority is located in the upper organizational levels. Centralization increases consistency in the processes and procedures that employees use in performing tasks. In this way, it promotes workplace harmony among workers and reduces the cost of production. Centralization allows for rapid, department-wide decision-making; there is also less duplication of work because fewer employees perform the same task. However, it can limit flexibility and natural synergies.

**DECENTERALIZATION**

Decentralization occurs when decision-making authority is dispersed among the lower organizational levels. With decentralized authority, important decisions are made by middle-level and supervisory-level managers. Because there are fewer hierarchical layers to navigate, this kind of structure helps to enable adaptability, quick reactions to lower level issues, and more empowered employees. However, making organization-wide changes that are implemented homogeneously can become quite difficult in this system.

**HUMAN RESOURCE MANAGEMENT (HRM)**

In simple words, HRM is a process of making the efficient and effective use of human resources so that the set goals are achieved.

According to Flippo “Personnel management, or say, human resource management is the planning, organizing, directing and controlling of the procurement development compensation integration, 4intenance, and separation of human resources to the end that individual, organizational and social objectives are accomplished”.

Thus, HRM can be defined as a process of procuring, developing and maintaining competent human resources in the organization so that the goals of an organization are achieved in an effective and efficient manner. In short, HRM is an art of managing people at work in such a manner that they give their best to the organization for achieving its set goals.

**COMPONENTS OF HRM**

1. **Acquisition:** Acquisition function is concerned with recruitment and selection of manpower requirement for an organization. It ensures that the company has the right number of people at the right place and at the right time who are capable to complete required work. Acquisition is primarily concerned with planning, recruitment, selection and socialization of employees
2. **Development:** Development phase begins after the socialization of newly appointed employees in an organization. It is concerned with imparting knowledge and skill to perform the task properly. Moreover, it is an attempt to improve employee performance by imparting knowledge, changing attitudes and improving skills. It can be done through teaching, coaching, class-room courses, assignments, professional programs and so on
3. **Motivation:** M means an activity which induces and inspires people to perform well in actual work floor. Motivation includes job specification, performance evaluation, reward and punishment, work performance, compensation management, discipline and so on. It is important for better work performance because high performance depends on both ability and motivation.
4. **Maintenance:** Maintenance is concerned with the process of retaining the employees in the organization. This contributes towards keeping the employees who can do extremely better for the organization. It creates such a homely and friendly environment for those high performers, and make them to remain in the same organization for a longer period of time.

**Motivation**

The term motivation is has a key word "motive" which is derived from the Latin word "movere", which means "to move". All types of motives has this thing in common. Literally, motivation means inducement to move or act. It is the process of stimulating people to actions to accomplish goals. In the work goal context the psychological factors stimulating the people's behaviors can be-

* desire for money
* success
* recognition
* job-satisfaction
* Team work etc.

The process of motivation consist of three stages:-

* a felt need or drive
* a stimulus in which needs have to be aroused
* When needs are satisfied, the satisfaction or accomplishment of the goals.

Our classification refers to primary and secondary motives. Primary motives are those which serve biological function for organisms. Secondary motives are largely social in nature. There is also another classification of the motives, relevant to organization as internal motive and external motive. Internal motives are those which start from the ego needs of the person. External motives arise because of the social and family influences.

The different types of motivation are:-

1. Intrinsic motivation
2. Extrinsic motivation

**Intrinsic Motivation**

This motivation is related to the job one is doing. Intrinsic motivation satisfies the creative instinct in an individual.

**Extrinsic Motivation**

This motivation is external to the job or task. External motivations are praise, recognition, admiration, working conditions, and other facilities.

**Motivation Theory**

Dozens of theories of motivation have been proposed over the years by social scientists. These are important for the increment of the productivity of our workplace. Some of the theories of motivation are:-

1. **Hertzberg's Two-Factor Theory**
2. **Maslow's Hierarchy of Needs**
3. **Theory X**-**Theory Y**

**Hertzberg's Two-Factor Theory**

This theory is also known as dual-factor theory or two-factor theory which was developed by psychologist Frederick Hertzberg in 1950's. Analyzing to the responses of many accountants and engineers who were asked about their positive and negative feelings about their work, Herzberg found 2 factors that influence employee motivation and satisfaction. They were:-

1. **Motivator Factors-**Simply put, these are factors that lead to satisfaction and motivate employees to work harder. Examples might include enjoying your work, feeling recognized and career progression.
2. **Hygiene Factors-**These factors can lead to dissatisfaction and a lack of motivation if they are absent. Examples include salary, company policies, benefits, relationships with managers and co-workers.

According to Herzberg's findings, while motivator and hygiene factors both influenced motivation, they appeared to work completely independently of each other. While motivator factors increased employee satisfaction and motivation, the absence of these factors didn't necessarily cause dissatisfaction. Likewise, the presence of hygiene factors didn't appear to increase satisfaction and motivation but their absence caused an increase in dissatisfaction.

**Maslow's Hierarchy of Needs**

The Hierarchy of Needs theory was coined by psychologist Abraham Malow in his 1943 paper. The crux of the theory is that individual’s most basic needs must be met before they become motivated to achieve higher level needs. The hierarchy is made up of 5 levels:-

1. **Physiological**-These needs must be met in order for a person to survive, such as food, water and shelter.
2. **Safety-**Including personal and financial security and health and wellbeing.
3. **Love/belonging-**The need for friendships, relationships and family.
4. **Esteem-**The need to feel confident and be respected by others.
5. **Self-actualization-** The desire to achieve everything you possibly can and become the most you can be.

According to this theory, you must be in good health, safe and secure with meaningful relationships and confidence before you are able to be the most that you can be.

**Theory X-Theory Y**

Douglas McGregor formulated two models which he calls Theory X and Theory Y which he examined on behavior of individuals at work.

**Theory X assumptions**

The average human being has an inherent dislike of work and will avoid it if he/she can.

* Because of their dislike for work, most people must be controlled and threatened before they will work hard enough.
* The average human prefers to be directed, dislikes responsibility, is unambiguous, and desires security above everything.
* These assumptions lie behind most organization principles today, and give rise both to "tough" management with punishments and tight controls, and "soft" management which aims at harmony at work.
* Both these are wrong because human needs more than financial rewards at work, they also needs some deeper higher order motivation-the opportunity to fulfill himself.
* Theory X managers do not give their staff this opportunity so that the employees behave in the expected fashion.

**Theory Y assumptions**

* The expenditure of physical and mental effort in work is as natural as play or rest.
* Control and punishment are not the only ways to make people work, man will direct himself if he is committed to the aims of the organization.
* If a job is satisfying, then the result will be commitment to the organization.
* The average man learns, under proper conditions, not only to accept but to seek responsibility.
* Imagination, creativity and ingenuity can be used to solve work problems by a large number of employees.
* Under the conditions of modern industrial life, the intellectual potentialities of the average man are only partially utilized.

**Meaning of leadership**

Leadership is the process of directing and influencing the task-related activities of group members. It is the relationship in which one person (leader) influences others to work together willingly on related tasks to attain organizational goal. It is the heart of the management. Some of the functions of leadership are:-

1. Directing
2. Supervisor and coaching
3. Motivating
4. Communicating
5. Maintaining
6. Mediating

Some of the qualities of a good leadership are:-

1. A clear sense of purpose
2. Good judgement
3. Self-knowledge
4. Objectivity
5. Emotional maturity
6. Initiative
7. A perpetual desire for learning
8. Cooperativeness
9. Integrity
10. Adaptability

**Leadership Styles**

Different types of leadership styles exist in work environments. Advantages and disadvantages exist within each leadership style. The culture and goals of an organization determine which leadership style fits the firm best. Some of the leaderships styles are:-

1. Autocratic style
2. Democratic style
3. Free-rein style

**Autocratic style**

The autocratic leadership style allows managers to make decisions alone without the input of others. Managers possess total authority and impose their will in employees. No one challenges the decisions of autocratic leaders. Countries such as Cuba and North Korea operate under autocratic leadership style. This leadership style benefits employees who require close supervision. Creative employees who thrive in group functions detest this leadership style.

**Democratic style**

Also called the participative leadership style, democratic leadership values the input of team members and peers, but the responsibility of making final decision rests with the democratic leader. Democratic leadership boosts employee morale because employees make contributions to the decision-making process. It causes them to feel as if their opinions matter. When a company needs to make changes within the organization, the democratic leadership style helps employees accept changes easily because they play a role in the progress. This style meets challenges when companies need to make a decision in a short period.

**Free-rein style**

Under this style, a manager gives complete freedom to his subordinates. The entire decision-making authority is entrusted to them. There is a least intervention by the leader and so the group operated entirely on its own. There is free flow of communication. In this style, manager does not use power but maintains contact with them. Sub-ordinates have to exercise self-control. This style helps subordinate to develop independent personality.

**Meaning and sources of conflict**

A conflict is a process that begins when one party perceives than other party has negatively affected its interests. Hence, a conflict is disagreement among two or more individuals, groups or organization.

**Types of conflicts**

Conflicts are of various types. Some of the various types of conflicts are:-

* Intrapersonal Conflicts
* Interpersonal Conflicts
* Intracteam Conflicts
* External Conflicts
* Management Policies and Practices Conflicts
* Operational Conflicts
* Interdepartmental Conflicts

**Sources of Conflicts**

Conflicts arise when people are dissatisfied with themselves, their colleagues or organization’s decisions. The most common source of conflicts are:-

* Conflict in Goals
* Conflict in Ideas
* Conflict in Attitudes
* Conflict in Behavior

**Conflict Resolution**

Conflict resolution is conceptualized as the methods and processes involved in faciliting the peaceful ending of conflict and retribution. Committed group members attempt to resolve group conflicts by actively communicating information about their conflicting motives or ideologies to the rest of the group. Some of the concept resolution are:-

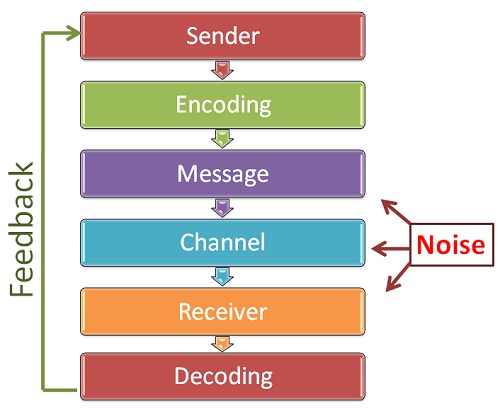
1. Avoidance
2. Diffusion
3. Containment
4. Confrontation

**Avoidance of Conflict**

It is a method of dealing with conflict, which attempts to avoid directly confronting the issue at hand. Methods of doing this can include changing the subject, putting off a discussion until later, or simply not bringing up the subject of contention. Conflict prevention can be used as a temporary measure to buy time or as permanent means of disposing of a matter.

**Diffusion of Conflict**

In conflict studies literature, the term 'diffusion' refers to the spread of instability from one geographic area to another. The original conflict may be sub-national, national, regional or international in nature. Diffusion of conflict can take place internally within or externally beyond the geographic boundaries of the original conflict country or region.

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

The communication is a dynamic process that begins with the conceptualizing of ideas by the sender who then transmits the message through a channel to the receiver, who in turn gives the feedback in the form of some message or signal within the given time frame.   
  
  
  
**TYPES OF COMMUNICATION**

**FORMAL COMMUNICATION:**

The communication in which the flow of information is already defined is termed as Formal Communication. The communication follows a hierarchical chain of command which is established by the organization itself. In general, this type of communication is used exclusively in the workplace, and the employees are bound to follow it while performing their duties. As the communication is generally written, documentary evidence is present.

**Example:** Requests, commands, orders, reports etc.

**INFORMAL COMMUNICATION:**

The communication which does not follow any pre-defined channel for the transmission of information is known as informal communication. This type of communication moves freely in all directions, and thus, it is very quick and rapid. In any organization, this type of communication is very natural as people interact with each other about their professional life, personal life, and other matter.

**Example:** Sharing of feelings, casual discussion, gossips, etc.

**INTERPERSONAL COMMUNICATION:**

Interpersonal communication is an exchange of information between two or more people. It is also an area of study. Communication skills are developed and may be enhanced or improved with increased knowledge and practice. During interpersonal communication, there is message sending and message receiving. This can be conducted using both direct and indirect methods. Successful interpersonal communication is when the message senders and the message receivers understand the message. Encompasses: speech communication, nonverbal communication

**NON-VERBAL COMMUNICATION:**

Nonverbal Communication has been defined as communication without words. It includes apparent behaviors such as facial expressions, eyes, touching, and tone of voice, as well as less obvious messages such as dress, posture and spatial distance between two or more people.

**BARRIERS TO EFFECTIVE COMMUNICATION**

**INDIVIDUAL BARRIERS:**

* + 1. Conflicting or inconsistent clues.
    2. Credibility about the subject.
    3. Reluctance to communicate.
    4. Poor listening skills.
    5. Predispositions about the subject.

**ORGANIZATIONAL BARRIERS:**

Semantics

Status or power differences.

Different perceptions.

Noise.

Overload.

**IMPROVING COMMUNICATION:**

Communication is very important in any organization. So, managers have developed several methods of overcoming barriers to effective communication. Some of these methods involve individual skills whereas other are based on organizational skills.

**INDIVIDUAL SKILLS:**

Develop good listening skills.

Encourage two-way communication

Maintain credibility

Be aware of language and meaning

Be sensitive to receiver’s perspective

Be sensitive to sender’s perspective

**ORGANIZATIONAL SKILLS:**

* + 1. Follow up
    2. Regulate information flows
    3. Understand the richness of media

**CONTROLLING:**

Controlling is the basic managerial function. It is the process of ensuring the actual activities confined to planned activity. It is an essential function for all levels of management. It ensures the right things are done in the right manner at right time. Each and every organization set the goals. All activities are directed towards the goals. Controlling is defined as a measurement of Actual performance and expected performance and taking corrective action. Its purpose is to make sure that actual performance is consistent with plans. In fact control helps managers to monitor the effectiveness of their planning, their organizing and their directing activities.

**TYPES OF CONTROL SYSTEM**

**PRE-CONTROL**

Pre-control focuses on the regulation of inputs (human, material, and financial resources that flow into the organization) to ensure that they meet the standards necessary for the transformation process. Pre-controls are desirable because they allow management to prevent problems rather than having to cure them later. Unfortunately, these control require timely and accurate information that is often difficult to develop. Pre-control control also is sometimes called preliminary control, preventive control, or steering control.

**CONCURRENT CONTROL**

Concurrent control takes place while an activity is in progress. It involves the regulation of ongoing activities that are part of transformation process to ensure that they conform to organizational standards. Concurrent control is designed to ensure that employee work activities produce the correct results. Since concurrent control involves regulating ongoing tasks, it requires a thorough understanding of the specific tasks involved and their relationship to the desired and product.

**POST-CONTROL**

This type of control focuses on the outputs of the organization after transformation is complete. Sometimes called post action or output control, fulfils a number of important functions. For one thing, it often is used when feedforward and concurrent controls are not feasible or are too costly.

Sometimes, Post-control is the only viable type of control available. Moreover, feedback has two advantages over pre-control and concurrent control. First, Post-control provides managers with meaningful information on how effective its planning effort was. If Post-control indicates little variance between standard and actual performance, this is evidence that planning was generally on target.

**CHARACTERISTICS OF EFFECTIVE CONTROL SYSTEM**

**Integration with planning:**

Control should be linked with planning. The more explicit and precise this linkage, the more effective the control system. The best way to integrate planning and control is to account for control as plans develop.

**Flexibility:**

 The control system itself must be flexible enough to accommodate changes in the environment. It should consider situational variable. They can be size, activity, decentralization and organizational climate.

**Accuracy:**

Control is based on feedback of performance information. The information system should provide accurate feedback.

**Timeliness:**

 To manage work standards, the control measures should be taken at the right times, depending on their purposes at any particular time.

**Objectively:**

The control system should provide reliable information. It should not be based on guesses. it should be reasonable and attainable.

**Economy:**

The control system should be economic to operate. Costs should justify benefits.

**User-friendly:**

The control system should be understandable by the users. It should be simple and acceptable by users.

**Strategic focus:**

The control system should focus on key performance points or key results areas. It should not aim to control everything.

**Management Information System (MIS)**

Management information systems are primarily meant for providing information from data after processing them. The information systems do not generate data. The data are generated, collected, recorded, stored, processed and retrieved after it has been generated by business operations in an organization. The information systems are designed for different levels of management-they are supported to cater to the information needs of decision makers at top, middle and lower levels of management. Information systems are designed for supplying information to managers in the areas of marketing, finance, production, personnel, materials, logistics, etc

**QUALITY CONCEPT**

Quality is the perception of excellence viewed by customers to satisfy their needs. It is a sense of appreciation that a product or service is better than others. Consumers perceive quality by evaluating one or more dimensions consisting of performance, reliability, conformance, durability, serviceability, aesthetics, and perceived quality.

**Dimensions of quality:**

* Performance: operating characteristics of a product.
* Conformance: Degree to which designs and characteristics meet specific standards.
* Reliability: Consistent performance within a specific standard.
* Durability: The length of product/service’s useful life.
* Serviceability: The speed and ease of repair.
* Aesthetics: The looks, taste, feel, sound, smell of product.
* Perception: As seen by customer (Brand name, reputation)

**Factors affecting Quality**

Quality is the level of excellence viewed by customers to satisfy their needs. The greater the perceived value of product or service, the higher is customer expectations for quality. The effective management of quality depends upon a number of factors consisting of:

1. Policy
2. Information
3. Engineering and Design
4. Materials
5. Equipment
6. People

**Total Quality Management (TQM)**

Total Quality Management (TQM) refers to management methods used to enhance quality and productivity in organizations, particularly businesses. TQM is a comprehensive system approach that works horizontally across an organization, involving all departments and employees and extending backward and forward to include both suppliers and clients/customers.

**Advantages of Total Quality Management (TQM)**

It makes the organization/company focus clearly on the needs of its market. This is essential for a organization/company to survive in the competitive market.

It helps in achieving a top quality performance in all areas, not only in the final product or service quality. In fact, achieving top quality performance in all areas reflects substantially on the final product or service quality, since quality is a continuous chain.

It assists in implementing the simple procedures necessary for the achievement of quality performance.

It helps, critically and continuously, in examining all processes to remove non-productive activities and waste.

It determines the required improvements and develops a measure of performance.

It provides full, detailed understanding of the competition and develops an effective competitive strategy.

It develops the team approach to problem solving.

It develops good procedures for communication and recognition of outstanding work.

It reviews continuously the processes to develop the strategy of never ending improvement

Management objectives, such as customer satisfaction, meeting specifications, larger market share, higher productivity, zero defects, increase in sale and decrease in costs, can be achieved by embodying TQM ethics in all aspects of the organization.

**Quality Assurance (QA)**

Quality assurance (QA) is a process-centered approach to ensuring that a company or organization is providing the best possible products or services. It is related to quality control, which focuses on the end result, such as testing a sample of items from a batch after production. Although these terms are sometimes used interchangeably, quality assurance focuses on enhancing and improving the process that is used to create the end result, rather than focusing on the result itself. Among the parts of the process that are considered in QA are planning, design, development, production and service.

**Quality Control (QC)**

Quality Control defined by ISO “the operational techniques and activities that are used to satisfy quality requirements. An important part of the quality control is the Quality Assessment: the system of activities to verify if the quality control activities are effective, in other words: an evaluation of the products themselves.  
Quality control is primarily aimed at the prevention of errors. Yet, despite all efforts, it remains inevitable that errors are be made. Therefore, the control system should have checks to detect them.

**CHAPTER III: ANALYSIS AND INTERPRETATION**

1. When was your company started?

-> 13 July, 2014.

2. How long has your company been running?

-> 4 years.

3. Was this company established in partnership or single person investment?

->Partnership.

4. How many BOD's?

->4.

5. Has this company organized any social service?

->Internet itself is a social service. But beside profession, we have been contributing the sponsorship in sports as a CSR.

6. As a General Manager how do you motivate your employees to work better in company?

->Before doing the job, they are first provided with training for what they have to do. We provide platform for the employees to work. We focus on the implementation of what they have been taught in the particular field. We try to show them how the environment here works.

7. How do you manage to broaden your company's name to people here?

->We have TV ads, FM ads, paper ads, door to door marketing.

8. What is the coverage of Itel?

->from east (Kakarbitta) up-to West (Butwal).

9. Is there door-to-door marketing facility outside the valley?

->Yes. In each different places, we have got marketing employees for that place.

10. Is this company's power decentralized?

->No. Power is centralized, but working process is decentralized. The plans are provided from main office here, and they organize and implement our plans. They cannot make their own decisions without informing to head office.

11. What plans did you made before starting this company?

->For two years before starting this company, we did a survey on this field. We made different plans and strategies. We started service in July 3, 2014. Before that we searched and analyzed the demand, we tried seeing the prospects of this market.

12. Is the Itel Company evolved from something else?

->No. It’s original and was established to do what it is doing now.

13. What are your strategy to compete with other top ISP's like World link and Vianet?

->First of all, we don’t take them as competitor. There are 13 lakhs houses known as registered. All together there are more than 20-25 lakhs in Kathmandu. Out of all those houses, each ISP's has not more than 30-40 thousands subscribers. If we can’t give our service to the customer faster or soon as they want, there is no meaning to compete. So rather making it a competition, we target on making our service better and reachable to all the places.

14. What are the challenges that you faced while establishing this company?

->Challenge is almost same. There are not enough manpower. We need low level as well as top managers. Many low level managers they fly to abroad, and other remaining are not skilled. Gathering the skilled manpower has still been our problem from starting.

15. Why Otel to Itel?

->Otel was already a product name in Japan. So because of that that we changed to Itel to keep our uniqueness in company's name.

16. Where did you started this company from?

->From Kathmandu. Later we opened different branches outside valley.

17. Are there different complaints from the user inside the valley and outside the valley about the internet service that this company provides?

->It's similar.

18. How are you managing to help your customer if they need queries?

->We have Call Center department for it. There are 15-16 people in there to receive the call and support them. Its online 24 hours.

19. How many human resource were there when this company first started?

->30-40.

20. Were the sectors separated from the beginning?

->Yeah there was marketing department and technical department as a whole. We didn’t have call center at the beginning.

21. How many sectors now?

->13-14. Marketing also has different sectors like pre sales, post sales and Accounting department has different sectors like finance, account and Technical has its own sectors like Layer 1, layer 2, layer3. There are also separate sectors for voice call, fiber operation department, recovery department admin, HR etc.

22. What field do you handle?

->Primarily, I handle technical field. But now as a General Manager, I handle all the departments.

23. How many branches has been established in Kathmandu?

->25-30. Each branches have supervisor.

24. How do you plan?

->We organize different meetings. Inter-department meeting are managed weekly. Monthly we will have BOD's meeting. There are different meetings organized for different departments.

25. What is your current goal?

->To provide better service in low cost.

26. What are your challenges now?

->Sometime workers don’t come due to political strike. The wires are bundled in an unmanaged way all over the street so it’s difficult to set up ours. Sometimes blackout.

27. How do you motivate the person who has not been able to work properly?

->We have evaluation on each employees work. About how much they have worked from past months. So if we find someone good employee who now is not been able to work now we try to know what their problem is and solve it with proper measure. But if an employee is not working from the beginning, we fire them.

29. Do you evaluate all the works that your branches do?

->Yes. Each branches are giving with some targets. We compare their performances to each other and if any there is fluctuation in performance we talk to that branch about the reasons why it is not functioning well and take action.

30. How do you take action? Do you change the branch that is not functioning properly?

->First we open our branch where there are dense people. There is no reason to open a branch where there are less people. So, we don't change the branch but we change the managers or employee of that branch.

31. How so you manage to check the reports of the evaluations of your branch work?

->Each branches supervisor provides the report of their progress to head office. And the system also automatically tracks the progress that each branches has achieved.

32. What may be the challenges for the new comers in this field?

->Patience, Intention, Hard work, determination. These are thing that today’s people lack. Big companies don’t come with easy work. So this might be the greatest challenges for the new comers.

33. How do you manage to provide holiday to the employees?

->We provide once a day holiday in week. In a month we provide 6 days leave. We provide holiday on different days to different holiday to maintain our 24x7 working process.

34. How do you manage to provide the new training to employees?

->We provide training to them depending on their level and requirement. We even send them outside the country. We also provide motivational training.

35. How do you manage to keep your employees happy?

->We celebrate the birthday of each employees.

36. Beside Internet what are your other services?

->We have TV cable, Intranet services, and fiber net. And we are planning to contribute in more fields.

37. Any message for young bachelor's students?

-> The main problem nowadays in youth is that they try to learn many things and only that’s included in course. They don’t focus in professional training. They ignore the interns. They seek only money but doesn’t value the experience that they might have got. So my message is to learn something and focus on that. Be best at that and then implement that in real life. Try to work even when u are not paid for some short time and gain experience. When they get experience they are almost promised to do better at that field. And with that you can fit in your country and also abroad. So first try to learn and gain as much experience you can. Then find a good job that suits you.

**CHAPTER IV: FINDINGS, CONCLUSION AND RECOMMENDATION**

**FINDINGS**

Through our questionnaire and researching we found out that the company existed 5 years ago that is on 2012 but only started its service after 2 years it was founded from July 3 2014. Itel was established in partnership and currently there are 4 BOD’s (Board of Director). Previously known as Otel, the company chairman decided to change the name to Itel because Otel was already the name of product in Japan and that would blur the company's name. For two years before starting their service, the Top Level managers worked on gathering the information about their field and did many surveys to find out what people needs. Itel was established as an ISP. The company was first established on Kathmandu and later on gradually it started providing its service outside the Kathmandu in different districts of Nepal. Currently the coverage of Itel's service ranges from Kakarbitta(East) to Butwal(West). There are 25-30 branches in Kathmandu only at the present.

Starting their service with 30-40 human resources at the beginning on year 2014, they faced different challenges. Low level workers like cable guy was hard to find, most of those skilled workers would go abroad so it has always been hard for them to manage good number of these workers. When they first started their company there were only two sectors : Technical Department and Marketing Department as a whole. Later on, they added different sectors and currently there are 13-14 sectors which includes sub-departments of Marketing department like pre-sales department, post-sales department, sub-sector of Accounting department like finance department, account department, sub sector of Technical department like Layer 1 department, Layer 2 department, Layer 3 department and other sectors like voice call, fiber operation, recovery, admin, HR and so on. The Call Center department was added later on for the support for their customer which previously was not there previously.

Itel is mainly known for its internet service but it has also been giving other services like TV's channel, telephone and more are to come soon in coming days. They manage to spread their service message through television ads, newspaper, FM and door to door marketing. They even provide door-to-door marketing outside the valley from the branches that are opened on that place. The complaints provided by people outside and inside the valley are same. Each branches has their own supervisor who manages the task provided by the top level managers from head department. The power is centralized as the main plans and policies are passed from the head office to each supervisor on different branches and they can only follow them. The main objective of this company is to provide the good internet service in low cost. Beside their professional service, they also provide sponsorship in the sports as CSR. Political strike, blackout, the unmanaged wires on the streets are some of the major problems for Itel that effects its service.

The General Manager handles all the department. There are meetings held for the planning. The inter-department meeting are held weekly. The BOD's meeting are held monthly. Every department has different and separate meetings. While hiring someone new employee in the company, they first provide the training for the field so that they will know what actually is going on. They provide training to them depending in their level. They provide additional training if required. Some are even sent outside the country for high level training. As for entertainment for the employee's, they celebrate the birthdays of every employee's. The holidays are provided as regular i.e. once a week. They provide different day for different employees. On a month, an employee can get up to 6 days leave.

This company does not takes other ISP as a competitor. They are focused on their work to make it better for the people. Every progress done so far are evaluated. Each branches are given the same goal, and there is a comparison on their work. The supervisor provides the result and the branch not functioning properly are monitored and actions are taken accordingly. Each employees work are also evaluated so if any particular employees is not able to work properly his is guided accordingly his past working records.

The general managers thinks that today's youth are focused on learning many things and earning only. They neglect the fact that experience and determination is the main key. They try to get everything and later be good at nothing. So he wants the youth to be good at one thing first which identifies them and promises their good future and later get on to something new. He want's youths to run after experience rather than money. He believes in patience, hard work and determined mind.

**CONCLUSION**

Itel is a newly established telecommunication service provider in Nepal but has already managed to gain the goodwill of customers and clients by various value added services. The area covered by Itel is growing day by day. It not only provide customer with internet access but also with low cost calling card service, compact managed solution and secure solutions. From our case study, we conclude that Itel is in progressive phase and also providing customer with effective services. Also it hasn’t forget its duty towards society and has been carrying out various social corporate responsibility. It conducts various programs to motivate and enhance the skills of its employee. The power being centralized, all the plans and policies are effectively executed in Itel.

**RECOMMENDATION**

The area of Itel for social corporate responsibility is limited. So the area should be increased.

The area of Itel is more centralized in Kathmandu and few other developed city areas outside the valley. So, it should increase the area of its services to other developing cities and if possible to also villages.

Complete brainstorming of the staffs for providing the organizational service to the customer is most essential.

Increasing the number of staffs in customer service sector from better customer service.

Providing the training to the unemployed to fulfill the scarcity of low level staffs.

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