



**INSTITUTE OF CHURCH OFFICE MANAGEMENT**

**FOUNDATION LEVEL ONE**

**STUDY PACK**

**USE OF ENGLISH**

**F1/001**

**INTRO. TO CHURCH OFFICE ADMINISTRATION**

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**INTRO. OF PHILOSOPHY OF RELIGION**

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## **Course content:**

**Language Skill (Listening)**

**Language Skill (Speaking)**

**Language Skill (Reading)**

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# USE OF ENGLISH

## LANGUAGE SKILLS (LISTENING)

Listening is the act of hearing attentively. However, Listening is not simply hearing, it is the absorption of the meanings of words and sentences by the brain. Listening enables the understanding of facts and ideas. Listening is the 1st of the 4 language skills. There is a difference between Simply Listening and Listening with focused attention irrespective of distractions. English Listening Skills require concentration, which is the focusing of your thoughts upon one particular area, which in this case would be English. Good listening skills also include using body language which empowers the speaker. Making eye contact with the speaker is important when in a large auditorium or in a classroom. It shows that you are responding to what the speaker is saying and not down or gazing at some daydream. A person who incorporates listening with concentration is actively listening to details at any time.

### Types of Listening

In our daily lives, we are faced with different situations which require different types of listening. We listen in a different way in order to obtain information, improve a relationship, gain an appreciation for something, make discriminations, or engage in critical evaluation. Though we indulge in these different types of listening all the time we do not categorise it. It is important to know about these types of listening to hone one's skill in communication and behaviour.

### There are various types of Listening:

- Active listening – It is a type of Listening wherein the listener is attentive towards what the speaker is saying. It helps in understanding the emotions, which the words are expressing. This helps in commuting your thoughts towards that person in a better way. Active listening is more than just listening to what is being said, it is also listening to what is unspoken. Sometimes a speaker may convey his/her thoughts in an indirect manner as he/she may not be comfortable in taking a direct approach. It is here that Active Listening provides us with the cues to 'read between the lines'.
- Appreciative Listening – It is a type of Listening where one accepts and appreciates the other person through what they say. It seeks to praise. Alternatively, listening to something for pleasure, such as music is also a type of Appreciative Listening. The response of the listener defines appreciative listening, not the message. Appreciative Listening also affects one's ability to appreciate something valuable in an apt manner, especially at times where we might fall short of words whilst appreciate.
- Casual listening – The term says it all, Listening without showing much attention. However actual attention may vary a lot from person to person. Its importance lies in the fact that even though we are not listening carefully, our sub-conscious is alert to it. Everything that we hear is being observed by the brain and indirectly it enhances our memory to the point that we can recall certain types of accent which were being spoken and even more.

- **Comprehension Listening** – In this type of listening to the listener's primary concern is to understand the message which is being conveyed by the speaker. Listeners assign a meaning to that message, which is as close as possible to that, which the sender intended. It enables to sort out important words from less important words from a long speech. Comprehension listening is also known as Content Listening, Informative Listening and Full Listening.
- **Critical Listening** – Critical listening is listening performed to evaluate, judge, form opinion about what is being said. The judgment includes assessing strengths and weaknesses, agreement and approval. Critical listening requires critical thinking skills as well. A detailed logical analysis goes with critical listening. The key is to try to understand the person before evaluating. It is used to distinguish between real compliments and flattery. A friend shopping with you might force you to buy a pair of shoe which suit you. But we evaluate his statement, whether we really like it or not before making a decision. It is also known as Evaluative Listening.
- **Dialogic Listening** – It is a type of listening wherein a listener hears a conversation and engages in an interchange of ideas and information in order to learn more about the person and how they think. Dialogic listening is sometimes known as Relational Listening. It can be a shared activity where people regard each other's point of view without interrupting or engaging in an argument.
- **Discriminative Listening** – It is a type of listening where the listener discriminates between different sound and sights. Here the listener is trying to hear something specific. From an early age, we learn to discriminate between sounds within our own language and later are unable to discriminate between the sounds of other languages. This is one reason why a person from one country finds it difficult to speak another language perfectly, as they are unable to distinguish the subtle sounds that are required in that language. By being sensitive to changes in the speaker's rate, volume, force, pitch, and emphasis, the listener can detect even nuances of difference in meaning. Sensitivity to pauses and other vocal and nonverbal cues allows critical listeners to more accurately judge not only the speaker's message but his intentions as well.
- **Empathetic Listening** – It is a type of listening where the listener understands the speaker's concern or loss with a rational approach. This rational approach is about being empathetic towards the listener without being carried away with his concerns or loss. It is about paying close attention to the nuances of emotional signals and be rational. This kind of listening is often used by those involved in customer service where the objective is to earn profits for the organization and acknowledge the customer's emotions as well.
- **Relationship Listening** – When listening is performed to develop, support or sustain a relationship, it is called Relationship Listening. A glaring example is that of lovers who talk for hours and attend closely to what each other has to say. But when the same words come from someone else, they would seem to be rather boring. Relationship listening is also important in areas such as negotiation and sales, where it is helpful if the other person likes you and trusts you.
- **Sympathetic Listening** - Sympathetic listening is a listening used to show care for the speaker and acknowledging his sorrows in a sympathetic way. Sympathetic listening

invariably encourages sympathetic conversations, which are social skills in themselves apart from being noble skills.

- **Therapeutic Listening** – In this type of listening to the listener has a purpose of not only empathizing with the speaker but also to use this deep connection in order to help the speaker understand, change or develop in some way. This type of listening is utilized by counsellors, medical personnel, coaches, or other professionals, who allow a troubled person to talk through a problem. However, it is also used by us when we listen to our friends or acquaintances and allow them to get things off their chests.

### **Effective Listening Skills can be acquired through:**

- **Dictation Audio** – Dictation Audio is the dictation of words in an audio format. These also help one to learn new vocabulary. One can listen to Dictation Audio through Online Dictation, Digital Dictation Software and Audio / Video Tapes.
- **Listening to Radio** – Listening to English language Radio stations enhances one's listening capacity & understanding of the language. One can hear any programme be it news, cultural or even advertisements to one's benefit.
- **Music / Songs** – English Language Songs is the most popular world over. One can listen to these anytime or anywhere, even on foreign-language radio and TV stations. One should listen to them often. Aspirants can buy cassettes, CDs, download, borrow these from various sources. One can also record these from various audio video sources. Initially one should choose songs which are slow and the words are sung are clear. One can try to write the words for an entire song in order to understand the song.
- **Listening to webcasts** - A webcast is a media file distributed over the Internet using streaming media technology to distribute a single content source to many simultaneous locations locally or internationally. These can be in the format of stations like the BBC or Voice of America. Most sites work with two players - the RealPlayer and the Windows Media Player.
- **English as a Second Language website** - ESL (English as a second language), ESOL (English for speakers of other languages), and EFL (English as a foreign language) all refer to the use or study of English by speakers with a different native language. ESL is a top free online English-learning resource especially for all teachers and students in the world.
- **Watching Television** - TV is the most common resource for hearing and listening to English. The pictures help you understand what is being said. One can watch TV on the Internet if they don't have access to English-language TV.
- **Cinema** – Cinema is another common medium to better one's listening skills. Non-English speaking Countries have cinemas that show films in English, usually with sub-titles. Make it a habit to go to these films. Even if one may not know how to read English, they'll be still hearing English. One can also attend English Film festivals whenever they are held in their country or region.
- **Making English speaking friends** – This is another easy way for those who wish to understand English. One can practice his/her English through conversation. One can make friends online as well if one is not social. Your friends by correcting you become your teachers as well.



- Reading – Those who are beginners can start with reading children's storybooks. And when their vocabulary has become rich, they can move on to novels etc. Reading itself is listening as when we read aloud or in our minds, we are actually hearing ourselves read the words.
- Visiting an English Speaking Country – Those who can afford it, touring an English speaking country can be a fun-filled experience. Hearing the natives talk is the easiest way of understanding English. One can stay with an English family as well.

## **LANGUAGE SKILLS ( SPEAKING)**

The ability of speaking is the measure of knowing a language. The more fluent a person is speaking the more proficient he is. Speaking English is a matter of pride and those who are fluent in are looked with great esteem. But not all of us are good at speaking English but with practice and determination, one can learn to speak fluent English. It is not necessary to have a native-English accent. What's important to be able to speak clearly, so that people can understand you. English speaking pronunciation varies considerably across the English speaking world. It's impossible to sound exactly like a native English speaker if you are learning English as an adult in a non-English speaking country. There is another form of Speaking apart from general Speaking. It is called Public Speaking. Public speaking is the process of speaking to a group of people meant to inform, influence, or entertain the listeners. A lot of emphasis is given to it as it addresses a larger platform and is meant to affect a larger group of people. But here we will focus on Speaking English in general.

### **How to gain Effective English Speaking Skills**

1. **Listen as often as possible** – Listening is the basic and foremost step to improve your English Speaking. There is no dearth of English material available world over. Various listening materials are Songs, Movies, Radio, Television, Seminars, Debates, Public Speeches etc. One should pay attention to how speakers pronounce various words and phrases and they should model their pronunciation on what you hear.
2. **Practice makes a man perfect** – This adage hasn't been said by the elders just like that. It is very much applicable in real life. Speaking doesn't require much of an effort. One can practice, what one has learned wherever and whenever they can. Any practice is good – whether one speaks to someone who is a native English speaker or not. Speak short sentences, pause well initially and rehearse a few lines if you need to present yourself.
3. **Phonetic Alphabets** – A speaker should read the phonetic alphabet page which is given at the beginning of most good dictionaries. It is a guide to pronouncing new words. For example, the vowel sounds move around considerably with location. In the US *ó* often sounds similar to aa or sometimes o. In the south UK *ã* is the same as aa, but in the US and the north UK usually, the sound is like a (the actual sound of a is also different).
4. **Problematic Sounds** – We all have difficulty in certain sounds when the words are to be pronounced. For example, French speakers have difficulties with "th"; Mandarin speakers have difficulties with "r" or "l", and Arabic speakers have difficulties with "p" and "b". One should practice on producing the correct sound of the words. For this one can perform the Minimal Pair Exercise. In this exercise, one can practice words which are difficult to distinguish. For example, there are words which are the same except for the sound "p" and "b". Some of these words are "pair" and "bear"; "pond" and "bond"; "pie" and "buy" etc.

**5. Recognizing Spelling Patterns** – There are 44 sounds in the English language. There are 19 vowel sounds including 5 long vowels, 5 short vowels, 3 diphthongs, 2 'oo' sounds, 4 'r' controlled vowel sounds and 25 consonant sounds.

Long Vowels – (i) Long -a- in Make, Take. (ii) Long -e- in Beet, Feet.

Short Vowels – (i) Short -i- in It, In. (ii) Short -o- in Top, Hop.

Diphthongs – (i) -oi- in Foil and Toy (ii) -ow- in Owl and Ouch.

Long OO-sound - Boom, Shoot - Short OO-sound – Tomb, Womb.

R-Controlled Vowel Sounds – (i) -ur- in Her, Bird (ii) -ar- in Bark, Dark.

Consonant Sounds – (i) -b- in bed, bad (ii) -k- in cat and kick.

Generally, certain words are pronounced in a certain manner. For example, "tion" on the end of a word is pronounced "shun", while "sion" is pronounced "zhun". However, there are exceptions to this rule as there are many ways to pronounce a particular spelling pattern. For example, the pattern "ough" can be pronounced "uff" as in "enough" and "tough", or "oh" as in "although" and "dough".

**6. Intonation** – Intonation refers to the variation of pitch. The pitch of voice rises and falls whilst speaking especially to convey surprise, irony, disbelief, sarcasm, teasing or to pose a question. Usually, our voices go up at the end of the sentence to show a question, and down at the end to show a statement. Generally speaking, if English is not your first language, then you are going to run into difficulty. Because even if you pronounce each word clearly if your intonation patterns are non-standard, your meaning will probably not be clear.

Example:

You know her, don't you? - Here intonation rises on, don't you? to show it's a question.

You know her, don't you – Here intonation falls down on don't you to show it's a statement you expect the other person to agree with.

**7. Sentence Stress** – In a sentence, all words do not have equal stress. Generally, only the Information Words (nouns and verbs) are stressed.

'Where's the 'book' I gave you?

'Where's the 'black' book' I gave you?

Where's the 'black' and 'white' book I gave you yesterday?

The unstressed words such as "the", "I", "you" and "and" don't carry as much weight as the stressed words.

However, Sentence stress isn't fixed like word stress. In fact, one can stress words that are normally unstressed in order to highlight different meanings.

For example:

I 'hate' you - Hate, rather than just unlike.

'I' hate you - The stress here is on 'I' to highlight that it's me rather than another person who hates you.

I hate 'you' – The stress here is on you and nobody else.

**8. Word Stress** - Every English word has its own stress. For example, the word "survive" has two syllables (sur and vive), but only the second syllable is stressed. We say sur'vive and not 'sur vive. A dictionary will show the syllable stress by an apostrophe (')

before the syllable to be stressed. Word stress is important as someone can misunderstand you because of wrong word stress than because of the wrong pronunciation of a sound.

**9. Neither too Fast Nor too slow** – It is important to know that one should have a certain speed of speaking wherein you do not skip over some words. One should also make sure that while trying to speak fast one should not, fail to pronounce them completely or mix them up. Similarly speaking too slowly can make you sound unnatural. However, it's better to speak slowly and clearly than too quickly.

**10. Telephonic Conversation** – Chatting on the telephone is another common method to hone one's speaking skill. However one should restrain from long conversations especially if you are making the call. If the phone bill puts one in a quandary then one can choose to always answer the phone instead of allowing others to handle the call. This way you will be saving the phone bill and earn the talking experience. Most of us fear of talking on the phone in English. But if we practice often we can get over this habit of fear. Talking on the phone has another advantage as the person with whom you are conversating is not able to see you. This frees one from another consciousness factor like dressing etc. which can hamper one's confidence level whilst speak.

**11. Commonly Mispronounced Words** - English can be a tricky language, especially when it comes to pronunciation rules. You probably know a few people who would pronounce that word "prob-lee." We even do it ourselves. It is important to know how to pronounce these words in order to perfect your English.

Aegis: ee-jis, not ay-jis

Asterisk: as-ter-isk, not as-ter-ik

Alumnae: a-lum-nee, not a-lum-nay

Archipelago: ar-ki-PEL-a-go, not arch-i-pel-a-go

Athlete: ath-leet, not ath-a-leet

Candidate: kan-di-dayt, not kan-i-dayt

Chimera: kiy-MEER-a, not CHIM-er-a

Disastrous: di-zas-tres, not di-zas-ter-es

Electoral: e-LEK-tor-al, not e-lek-TOR-al

Etcetera: et-set-er-a, not ek-set-er-a

Lambaste: lam-bayst, not lam-bast

Larvae: lar-vee, not lar-vay

Library: li-brar-y, not li-bar-y

Mischievous: MIS-che-vus, not mis-CHEE-vee-us

Mispronunciation: mis-pro-nun-see-ay-shun, not mis-pro-nown-see-ay-shun

Nuclear: noo-klee-ur, not noo-kyu-lur

Nuptial: nup-shul, not nup-shoo-al

Primer: (schoolbook) prim-mer, not pry-mer

Picture: pik-cher, not pit-cher

Prescription: prih-skrip-shun, not per-skrip-shun

Prerogative: pre-rog-a-tive, not per-rog-a-tive

Peremptory: per-emp-tuh-ree, not pre-emp-tuh-ree

Probably: prob-a-blee, not pra-lee or prob-lee



Realtor: reel-ter, not ree-la-ter  
Supposedly: su-pos-ed-lee, not su-pos-ab-lee  
Spurious: spyoor-ee-us, not spur-ee-us  
Tenet: ten-it, not ten-unt  
Ticklish: tik-lish, not tik-i-lish  
Triathlon: try-ath-lon, not try-ath-a-lon

## **LANGUAGE SKILLS ( READING)**

Reading skills encompass a variety of skills that can permeate all aspects of life. Having strong reading abilities can enable you to interpret and find meaning in everything you read, and when you continuously improve these skills, you can develop your ability to communicate effectively through writing. Literacy encompasses so much of what we do that it can be a critical skill to possess, both in your personal life as well as within your career.

Reading skills are abilities that pertain to a person's capacity to read, comprehend, interpret and decode written language and texts. Exceptional reading skills can be highly beneficial to assimilating and responding to written communications like emails, messages, letters and other written messages. Using reading skills in the workplace can also be important for ensuring effective written communication, which can result in less miscommunication or misunderstanding of expectations.

Reading skills can also encompass several key aspects that work together to develop overall literacy skills, including comprehension, fluency, vocabulary and strategies that help readers interpret and find meaning in texts.

## **WHAT IS READING COMPREHENSION?**

Reading comprehension is simply the ability to understand what you read. Strong reading comprehension typically encompasses a variety of literacy skills needed to interpret and identify meanings within a text. Several elements like fluency, the ability to decode unfamiliar vocabulary and using context clues from the reading to identify key features of a text can all be components of effective reading comprehension.

Essential skills needed for reading comprehension include:

- Decoding
- Fluency
- Vocabulary
- Inference
- Retention

## **Decoding**

Decoding is a skill that relies on your ability to sound out words you've heard but never seen written out. It relies on phonemic awareness, which is the ability to hear individual sounds in words and connect those sounds to letters. Making the connection between a letter or group of letters the sounds they make and is a crucial step to "sounding out" or decoding words.

## **Fluency**

Fluency refers to a mix of different factors. First, it focuses on your ability to read clearly with flow. Fluency also focuses on your ability to decode new vocabulary quickly while reading. Fluency is what it sounds like to read, which can directly impact your ability to comprehend what you read. For example, as a child becomes more fluent in their reading, they will be able to quickly find meaning and an understanding of what they read, which contributes to understanding the text.

### **Vocabulary**

The ability to decode or determine the meaning of new words can also influence your reading comprehension. When you can quickly interpret new meanings and identify relationships between new vocabulary and familiar terms, you can increase your ability to make assumptions, form ideas and generally better understand the texts you read.

### **Inference**

Inference is also a key element of reading comprehension. When we make inferences, we are connecting information from texts to our own ideas and opinions that help us identify the meaning of what we read. For instance, when reading an article about plastics in the oceans, you might make an inference that to reduce the amount of plastic waste you should recycle. Inferring happens when we read a text where the purpose and meaning of the text is not implicitly stated. Additionally, the ability to connect ideas and make inferences can help increase retention.

### **Retention**

Reading comprehension is typically all about retaining what we read. Comprehension is based on the retention of information. By practicing your summarizing skills and remembering what you have read, you can further strengthen your reading comprehension.

## **HOW TO IMPROVE YOUR READING SKILLS**

There are a variety of ways you might improve your reading skills. You might practice speed reading to improve your fluency or make notes each time you encounter unfamiliar vocabulary. The following steps also help outline what you might do to improve and further develop your reading skills.

- Set aside time to read each day.
- Set reading goals.
- Preview the texts you read.
- Determine the purpose.
- Apply key reading strategies.
- Take notes while you read.
- Apply what you read by summarizing.

### **1. Set aside time to read each day.**

One of the most effective ways to build your skills is to practice. Developing your reading skills will ultimately take practice, and you can set aside 10 to 15 minutes each day to read. You can read news articles, fiction, magazine issues or any kind of text, as long as you are taking the time to practice your reading skills.

## **2. Set reading goals.**

You can set reading goals for yourself to help you develop a wider vocabulary, gain a deeper understanding of different texts and improve your ability to make connections between things you read and your own perspectives and ideas.

For example, you might set a goal to learn different vocabulary related to a central topic like business management, technology or another subject that interests you. Then, you can find meanings to unfamiliar words that help build your vocabulary as you read. As you build your vocabulary to higher-level words and phrases, you can increase the difficulty level of the texts you read.

## **3. Preview the texts you read.**

Previewing and scanning over texts can be another step toward improving your reading skills. You can apply this strategy by previewing titles, captions, headlines and other text features to get an idea of what you are reading about. This can help you form central ideas about the text before you begin reading it.

## **4. Determine the purpose.**

As you read through different texts, practice determining the purpose. Think about why various texts were written and what meanings or themes can be understood from a text. Additionally, you might identify the purpose that you are reading for, such as to find information, follow instructions in a manual or to enjoy a story. Knowing your purpose for reading a text can help you look for key ideas and details that support your purpose.

## **5. Apply key reading strategies.**

As you read different texts, you can apply several key strategies to help you increase your comprehension. For instance, when previewing a text, you might identify the text structure as informational, persuasive or instructional. You might also determine key elements of different texts like the central themes, problems and solutions or comparative ideas presented in what you read. Using strategies like identifying text features, determining the purpose and taking notes can all work to help you improve your reading skills.

## **6. Take notes while you read.**

Another highly effective method for improving your reading skills is to take notes while you read. For instance, you might take notes while reading a fiction novel to gain a deeper understanding of the author's choice of language, or you might write down new vocabulary while reading a science journal. Effective note-taking can prompt you to ask questions about and make connections to what you read.

Similarly, creating visual representations like charts, tables or diagrams can clarify themes and ideas and can help you form inferences from your reading. Note-taking can be highly beneficial for comprehension exercises like summarizing, too.

## **7. Apply what you read by summarizing.**

Summarizing what you read can also improve your reading skills. Summarizing forces you to remember specific details and central topics about what you read in your own words and

through your own unique perspective. You might try verbally summarizing what you read by sharing information with a friend or write a short summary to help you retain and comprehend what you read.

As you develop your reading skills, your communication and overall ability to interact with others and perform in your career can develop as well.

## **LANGUAGE SKILLS ( WRITING )**

Writing is a method of representing language in a visual or tactile (sensed through touch) format through the use of a set of letters, words, signs or symbols. Writing is mostly performed using tools like paint, pencils, pens, typewriters and computers. Writing represents units of language in a systematic way, with the purpose of recording messages which can be retrieved by everyone who know that particular language. Writing by hand is not just another way of communication but it improves idea composition and expression, and aids fine motor-skill development. Writing in English utilises a sets of symbols to represent the sounds of speech, and may also have symbols for such things as punctuation and numerals. English Writing system is not just functional but it also serves a symbolic purpose as it represents cultures and peoples.

Though the usage of English Writing is almost the same worldwide. However, there are very few differences in British and American English Writing. American English is more inclined to simplifications and adding colloquial expressions (conversational) to the vocabulary. These differences are generally in usage of vocabulary with synonyms such as: sidewalk vs. pavement, elevator vs. lift, etc. Another example of that would be the regularisation of irregular verbs, such as dreamt vs. dreamed. There are very minor Punctuation rule differences amongst them. For Example - In US English, the 'Full Stop' usually goes inside the quotation marks in all cases. However, there is a lot of difference in spellings which we will discuss further.

## **HOW TO IMPROVE ENGLISH WRITING SKILLS?**

English Writing is based on certain rules which are essential for Error Free Writing. Error Free Writing translates into Writing free of grammatical errors. In order to improve English Writing Skills in English Writing one needs to be aware of English Writing Rules.

**I. Alphabetical Order** – There are 26 Alphabets in English. They always begin with 'A' and end with 'Z'. This order is useful when we are creating a serial wise list of dictionaries, indexes of books, telephone directories etc. This makes it easy for the reader to find a particular item in the list.

Example - List of Mammals:

Anteater.

Bear.

Cat.

Dog.

If more than one word begins with the letter A, we put them in order based on the second letter, and then the third letter, and so on:

Anteater.

Aardvark.  
Bat.  
Bear.

**II. Using Large and Small Letters** - English Alphabets can be written as Small Letters (a,b,c) and Large Letters (A,B,C). Large letters or Capital Letters are mainly used for the first letter of sentences, names, days and months as well for some abbreviations. In addition, they are always used to write the first person pronoun as a capital 'I'. Most of the text material is written in Small Letters with very few exceptions. Words written in capital letters have no shape and are therefore not easy on the eyes as compared to Small Letters. Also, it is considered impolite, to write large amounts of text in capital letters.

Examples

Where can I go? - A capital letter has been used for the personal pronoun 'I'.

The girl was beautiful - A capital letter is used to begin a sentence.

Jai asked "Do you believe in God?" - A capital letter is used to begin a speech.

W.W.F. (World Wide Fund for nature) - A capital letter is used to begin Abbreviations and acronyms.

Monday, January, India, Guru Nanak – A capital letter is used to begin a day of the week, month, country, and Name.

Similarly names of important things start with a Capital Letter.

**III. Check your Spellings** – Spellings represent spoken words and we often make mistakes while writing them. Apart from this, spelling rules in English have exceptions.

Commonly used Spelling rules:

Change a Final Y to I - Change a final 'y' to 'i' before a suffix, unless the suffix begins with 'i'.

Examples: Defy + ance = defiance, party + es = parties, try + es = tries, occupy + ing = occupying.

Common exceptions: Journeying, memorize.

Drop the Final E - Drop the final 'e' before a suffix beginning with a vowel (a, e, i, o, u) but not before a suffix beginning with a consonant.

Examples: Ride + ing = riding, guide + ance = guidance, entire + ly = entirely

Common exceptions: truly, noticeable.

Double a Final Consonant - Double a final single consonant before a suffix beginning with a vowel when both of these conditions exist:

(a) a single vowel precedes the consonant;

(b) the consonant ends an accented syllable or a one-syllable word.

Examples: stop + ing = stopping, admit + ed = admitted, occur + ence = occurrence.

'I' before 'E' - Use 'i' before 'e', except after 'c', or when sounded as 'a' as in 'neighbour' and 'weigh.'

Examples: Believe, chief, piece, thief, deceive, receive, weigh, and freight.

Common exceptions: Efficient, weird, height, neither, ancient, caffeine, foreign.

**IV. Easily Confused Words** – English language is filled with words which are pronounced differently as compared to how we write it. Some of these can be written in a wrong manner as they are similar in structure.



Check the image below

<u>Accidentally</u> - Accidently	Asterick - <u>Asterisk</u>	<u>Basicly</u> - Basicly	Disasterous - <u>Disastrous</u>
<u>Grammar</u> - Grammer	Murmer - <u>Murmur</u>	<u>Parliament</u> - Parliment	Tenative - Tentative

Words Underlined are the correct formation of that word.

Sometimes we may write words which though sound similar but their meanings are not.

#### Examples

Affect - Effect	Aid - Aide	Allowed - Aloud	Allude - Elude
Allusion - Illusion	Already - All Ready	Alright - All Right	Capital - Capitol
Cite - Site	Complement - Compliment	Discreet - Discrete	Elicit - illicit
Emigrant - Immigrant	Foreword - Forward Lightening - Lightning	It's - Its	Principal - Principle
Stationary - Stationery	Their, There and They're	Who's - Whose	Your - You're

**V. Punctuation Rules** - Punctuation are special characters, symbols or marks used to clarify meaning by indicating separation of words into sentences and clauses and phrases. These characters are: full stop, comma, colon, semicolon, question mark, exclamation point etc. Know in detail about Punctuation Rules

**VI. American English and British English** – There is a lot of difference in U.S. English and U.K. English Spellings. Sometimes these spellings also alter the meaning of a Word. For Example - Tire, in U.K. English stands for 'Getting Tired' whereas in U.S. English it means 'Hoop that covers a wheel'.

<i>Differences in spelling between English and American English</i>	<i>British English</i> <b>EXAMPLES</b>	<i>American English</i> <b>EXAMPLES</b>
<i>In U.K., some words end in -Ogue. In U.S., some words end in-Og.</i>	<b>Analogue</b> <b>Catalogue</b>	<b>Analog</b> <b>Catalog</b>
<i>In U.K., some words end in -Tre. In U.S., some words end in- Ter.</i>	<b>Centre</b> <b>Theatre</b>	<b>Center</b> <b>Theater</b>
<i>In U.K., some words end in -Our. In U.S., some words end in- Or.</i>	<b>Colour</b> <b>Labour</b>	<b>Color</b> <b>Labor</b>
<i>In U.K., some words end in -ize or -ise. In U.S., all words end in -ize</i>	<b>Realise, Realize</b> <b>Harmonise, Harmonize</b>	<b>Realize</b> <b>Harmonize</b>
<i>In U.K., 't' is always doubled after one vowel in stressed and unstressed syllables. In U.S., 't' is usually doubled only in stressed syllables.</i>	<b>Rebel &gt; Rebelled</b> <b>Travel &gt; Travelled</b>	<b>Rebel &gt; Rebelled</b> <b>Travel &gt; Traveled</b>

## Common Differences

British English	American English	British English	American English
<i>All Right</i>	<i>All Right, Alright</i>	<i>Cheque</i>	<i>Check or Bill</i>
<i>Counsellor</i>	<i>Counselor</i>	<i>Criticise, Criticize</i>	<i>Criticize</i>
<i>Defence</i>	<i>Defense</i>	<i>Doughnut</i>	<i>Donut</i>
<i>Favour</i>	<i>Favor</i>	<i>Fibre</i>	<i>Fiber</i>
<i>Flavour</i>	<i>Flavor</i>	<i>Fulfil</i>	<i>Fulfill</i>
<i>Grey</i>	<i>Gray</i>	<i>Honour</i>	<i>Honor</i>
<i>Humour</i>	<i>Humor</i>	<i>Jewellery</i>	<i>Jewellery, Jewelry</i>
<i>Judgement, Judgment</i>	<i>Judgment</i>	<i>Kerb</i>	<i>Curb</i>
<i>License, Licence (verb)</i> <i>Licence (noun)</i>	<i>License (verb)</i> <i>License (noun)</i>	<i>Litre</i>	<i>Liter</i>
<i>Metre</i>	<i>Meter</i>	<i>Mould</i>	<i>Mold</i>
<i>Neighbour</i>	<i>Neighbor</i>	<i>Offence</i>	<i>Offense</i>
<i>Practise (verb)</i> <i>Practice (noun)</i>	<i>Practice (verb)</i> <i>Practice (noun)</i>	<i>Pretence</i>	<i>Pretense</i>
<i>Programme</i>	<i>Program</i>	<i>Pyjamas</i>	<i>Pajamas</i>
<i>Savour</i>	<i>Savor</i>	<i>Speciality</i>	<i>Specialty</i>
<i>Tyre</i>	<i>Tire</i>	<i>Valour</i>	<i>Valor</i>

## HIERARCHICAL ELEMENT OF LANGUAGE (MORPHEME)

Morphemes are the smallest units of meaning in a language. They are commonly classified as either free morphemes, which can occur as separate words or bound morphemes, which can't stand alone as words.

Many words in English are made up of a single free morpheme. For example, each word in the following sentence is a distinct morpheme: "I need to go now, but you can stay." Put another way, none of the nine words in that sentence can be divided into smaller parts that are also meaningful.

### Free and Bound Morphemes

There are two types of morphemes-free morphemes and bound morphemes. "Free morphemes" can stand alone with a specific meaning, for example, **eat**, **date**, **weak**. "Bound morphemes" cannot stand alone with meaning. Morphemes are comprised of two separate classes called (a) bases (or roots) and (b) affixes.

A "base," or "root" is a morpheme in a word that gives the word its principle meaning. An example of a "free base" morpheme is **woman** in the word **womanly**. An example of a "bound base" morpheme is **-sent** in the word **dissent**.

## **Affixes**

An "affix" is a bound morpheme that occurs before or after a base. An affix that comes before a base is called a "prefix." Some examples of prefixes are ante-, pre-, un-, and dis-, as in the following words:

antedate  
prehistoric  
unhealthy  
disregard

An affix that comes after a base is called a "suffix." Some examples of suffixes are -ly, -er, -ism, and -ness, as in the following words:

happily  
gardener  
capitalism  
kindness

## **Derivational Affixes**

An affix can be either derivational or inflectional. "Derivational affixes" serve to alter the meaning of a word by building on a base. In the examples of words with prefixes and suffixes above, the addition of the prefix un- to healthy alters the meaning of healthy. The resulting word means "not healthy." The addition of the suffix -er to garden changes the meaning of garden, which is a place where plants, flowers, etc., grow, to a word that refers to 'a person who tends a garden.' It should be noted that all prefixes in English are derivational. However, suffixes may be either derivational or inflectional.

## **Inflectional Affixes**

There are a large number of derivational affixes in English. In contrast, there are only eight "inflectional affixes" in English, and these are all suffixes. English has the following inflectional suffixes, which serve a variety of grammatical functions when added to specific types of words. These grammatical functions are shown to the right of each suffix.

-s     noun plural  
-s     noun possessive  
-s     verb present tense third person singular  
-ing   verb present participle/gerund  
-ed   verb simple past tense  
-en   verb past perfect participle  
-er   adjective comparative  
-est   adjective superlative

## **HIERARCHICAL ELEMENT OF LANGUAGE (WORD)\*\*\***

A word is a speech sound or a combination of sounds, or its representation in writing, that symbolizes and communicates a meaning and may consist of a single morpheme or a combination of morphemes.

The branch of linguistics that studies word structures is called morphology. The branch of linguistics that studies word meanings is called lexical semantics.

## THE PHRASE/GROUP

A phrase is a small group of words that communicates a concept but isn't a full sentence. You use phrases in your writing and your speech every day. There are lots of different kinds of phrases, some of which play a technical role in your writing and others that play a more illustrative role. No matter which role a phrase is playing, it's achieving one simple goal: making your sentences richer by giving your words context, detail, and clarity.

Keep in mind, not all phrases are good phrases. Sometimes, common phrases actually undermine your writing by making you look less confident or making your point less clear. Know which phrases to avoid so you don't inadvertently weaken your writing by using them.

Even though you write and speak phrases every single day, truly understanding their mechanics can be tricky. Read on for a deep dive into the various types of phrases English speakers use and become a stronger writer, speaker, and editor by mastering the art of phrasing.

### Grammatical phrases

A grammatical phrase is a collection of words working together as a unit. Grammatical phrases add meaning to sentences by giving detail about one or more of the parts of speech in use.

A grammatical phrase can clarify any part of speech—the key here is that all a phrase does is provide some detail; it doesn't have the structure to be a clause of its own.

Sentences don't need to have phrases to be grammatically correct. Sometimes, a sentence only has individual words working together, like:

Sheila skated yesterday.

It's a short, simple sentence that paints a clear, yet stark, picture. By expanding some of those words into phrases, you get a much more detailed image of how Sheila spent her time yesterday. For example, you might write:

Sheila skated through the park yesterday.

Sheila skated with Dennis and Terry yesterday.

Sheila skated on her brand-new longboard yesterday.

Grammatical phrases come in a variety of types and often, you'll find two or more in the same sentence. Each type is named for the part of speech it modifies or the role it plays in a sentence:

### Adjective

An adjective phrase is a phrase that describes or otherwise provides additional meaning for an adjective. It contains an adjective and any words that modify the adjective. Here are a few examples of adjective phrases within sentences, with the adjective phrases bolded:

That song choice was **way too bold**.



She was **taller than all of her classmates**.

### Adverb

An adverbial phrase is a phrase that takes on the role of an adverb in a sentence. Adverbs modify verbs, adjectives, and other adverbs. Adverbial phrases in action look like:

He bakes cakes **every Sunday**.

We ran out of there **at a breakneck speed**.

### Noun

A noun phrase provides detail or clarification about a noun. Examples of noun phrases include:

My small dog barks at ducks.

**The boxy van outside** has circled the block twice already.

### Verb

Verb phrases are phrases that contain a verb and any linking verbs or modifiers. Like an adverbial phrase, a verb phrase plays the role of a verb in the sentence where it's used.

Examples of verb phrases include:

Shelley **has been waiting** for an hour already.

I **am writing** a novel.

### Prepositional

Prepositional phrases are phrases that include a preposition and its object. They can also include modifiers, but they don't have to. A few examples of prepositional phrases include:

The cat jumped **onto the counter**.

The space **under the gray shed** is overgrown and needs to be cleared out.

### Gerund

A gerund phrase is a phrase that includes a gerund, which is a noun created by adding ing to a verb, and its modifiers. Within a sentence, a gerund phrase acts as a noun. It can be tricky to understand, so remember the definition of a noun: a person, place, thing, or concept. Often, gerunds fall into the category of "thing." Examples of gerund phrases include:

**Competitive horseback riding** is one of my favorite hobbies.

All the neighbors are looking forward to **barbecuing on Sunday**.

### Infinitive

Can you guess what an infinitive phrase is? Yep, it's a phrase made up of an infinitive (the most basic form of a verb, often accompanied by "to") and the words that give it clarity. A few examples of infinitive phrases within sentences are:

We had hoped **to be there**.

Mom said to call Grandma tomorrow.

### Participle

Participles are modified verbs that take on the role of adjectives. Participle phrases are phrases that contain participles and their modifiers, like:

The **continually sputtering** boat finally broke down.

The fish that **swam away from its school** got eaten by a shark.

### **Appositive**

An appositive phrase is a phrase that includes an appositive and the noun (or pronoun) it describes. Appositives are short descriptions that add detail about a noun by defining it.

Here are a few examples of appositive phrases:

Their favorite horse, **a pinto named Molly**, won lots of awards.

Fairfield, **a town in New Jersey**, is home to 7,500 people.

### **The Clause**

A clause is a group of words that contains a subject and a verb that have a relationship. This relationship is crucial; a clause conveys information about what that subject is or is doing, rather than simply being a random grouping of words. Because a clause expresses an action or a state of being, a clause can often—but not always—function as an independent sentence.

A sentence can have just one clause or it can have multiple clauses. The only defining characteristic of a clause is that it must contain a related subject and verb. Clauses play a variety of roles in English and because of this, there are numerous ways to structure and combine them.

### **CLASSIFYING CLAUSES IN ENGLISH**

When it comes to expressing a complete thought, a clause falls between a phrase and a sentence. In many cases, a clause can function as its own sentence. A phrase, in contrast, can't. Here's a quick look at the difference between a phrase and a clause:

Phrase: Meows so loudly

Clause: That cat meows so loudly

In this example, the clause can be an independent sentence. It can also be part of a complex sentence. For example:

That cat meows so loudly when she wants to eat.

### **TYPES OF CLAUSES**

Independent clauses

An independent clause is a clause that can stand on its own as a distinct sentence. Take a look at these examples:

I love eating cookies.

My dog barks a lot.

The kids ate lunch.

His truck is green.

As you can see, independent clauses aren't long or complex sentences. They can certainly be part of complex sentences, but by definition, they are known as simple sentences. Other types of sentences include complex sentences, compound sentences, and compound-complex sentences. Each type of sentence is created by a unique combination of independent and dependent clauses. We'll get into the ways to combine clauses to create different kinds of sentences shortly.

## Dependent clauses

In contrast, a dependent clause is not a complete sentence. Dependent clauses are sometimes known as subordinate clauses. As their name implies, these clauses depend on independent clauses to clearly express ideas. Here are a few examples of dependent clauses:

When I grow up

Although he sings well

The mouse that was hiding

To turn these dependent clauses into full sentences, you need to combine them with independent clauses:

**When I grow up**, I want to be a doctor.

**Although he sings well**, he hates karaoke.

I searched through the basement and found **the mouse that was hiding**.

Take a look at these three sentences and see if you can pick out the differences between the first two and the last one.

In the first two examples, the dependent clause comes before the independent clause and the two clauses are separated by commas. Keep this in mind when you're writing: Whenever the dependent clause comes first in a complex sentence, it's followed by a comma.

The Basics of Clauses in English

The Basics of Clauses in English

Lindsay Kramer

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Updated on June 21, 2021 · Grammar

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A sentence can have just one clause or it can have multiple clauses. The only defining characteristic of a clause is that it must contain a related subject and verb. Clauses play a variety of roles in English and because of this, there are numerous ways to structure and combine them.

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Although you use clauses in your speech and writing every day, it can be easy to overlook the intricacies of clauses in English. Read on to learn how clauses are classified, the roles clauses play in sentences, how to combine clauses to express your thoughts, and the difference between independent and dependent clauses.

## CLASSIFYING CLAUSES IN ENGLISH

When it comes to expressing a complete thought, a clause falls between a phrase and a sentence. In many cases, a clause can function as its own sentence. A phrase, in contrast, can't. Here's a quick look at the difference between a phrase and a clause:

Phrase: Meows so loudly

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In this example, the clause can be an independent sentence. It can also be part of a complex sentence. For example:

That cat meows so loudly when she wants to eat.

How do clauses in English work?

Clauses can perform three distinct functions: They can operate as adverbs, adjectives, or nouns.

Here's an example of a noun clause:

She completely understood everything he said.

In this example, everything he said is a dependent clause that acts as a noun because it communicates the specific "thing" that she, the subject of the sentence, understands. Everything he said can be replaced with his explanation and the sentence still makes perfect sense:

She completely understood his explanation.

To test whether a clause is a noun clause, try swapping it out for a noun. If your sentence still makes sense, you've got a noun clause. Here are two more examples of noun clauses illustrated through swapped-in nouns:

They remembered what the keynote speaker covered.

They remembered the keynote speaker's presentation.

I don't know how the company handles onboarding.

I don't know their onboarding process.

Just like a noun clause is a clause taking on a noun's role, an adverbial clause is a clause acting as an adverb. For example:

She fixed the sink without facing difficulty.

She fixed the sink easily.

They spent four years living outside the United States.

They spent four years living abroad.

The pool was installed after they built the deck.

The pool was installed later.

Based on the other two categories, we bet you can guess how an adjective clause works. In case you can't, here it is: An adjective clause acts as an adjective in its sentence. Here are a few examples with adjectives swapped in to illustrate them:

My friend who rides a motorcycle said it's a great weekend to ride.  
My motorcyclist friend said it's a great weekend to ride.  
No matter what time of day we visit, we always run into the dog that barks.  
No matter what time of day we visit, we always run into the loud dog.

### Types of clauses

#### Independent clauses

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My dog barks a lot.  
The kids ate lunch.  
His truck is green.

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In the first two examples, the dependent clause comes before the independent clause and the two clauses are separated by commas. Keep this in mind when you're writing: Whenever the dependent clause comes first in a complex sentence, it's followed by a comma.

### HOW TO COMBINE CLAUSES

When you want to write a sentence that's more than one independent clause, you need to combine clauses. Every sentence you write includes at least one independent clause. The



other clauses in your sentence determine how you can combine them with your independent clause.

A sentence that includes two or more independent clauses is known as a compound sentence. In a compound sentence, the clauses are joined by a comma paired with a coordinating conjunction, a semicolon, or a colon. This kind of combination is known as coordination. Take a look at these examples of compound sentences:

I love drinking soda, **but** I know it's bad for my teeth.

Maria loved hosting dinner parties; her friends enjoyed her cooking.

We danced until the band finished playing: they played until midnight.

When all of your clauses are independent clauses, you can combine them using a coordinating conjunction. In English, the coordinating conjunctions are:

for

and

nor

but

or

yet

so

If you need to combine a dependent clause with an independent clause, you need a subordinating conjunction. There are a lot more subordinating conjunctions than there are coordinating conjunctions, and they can be divided into categories according to their function.

A sentence that includes an independent clause and one or more dependent clauses is known as a complex sentence, and a sentence that includes two or more independent clauses and at least one dependent clause is known as a compound-complex sentence. In either of these kinds of sentences, the subordinating conjunction signifies the beginning of the dependent clause. Here are a few examples:

The fun can begin **now that the clown is here**.

**While we slept**, the plane reached its destination.

**Before you leave**, remember to take a goodie bag!

The pool is open daily **until the temperature drops**.

As you can see in these examples, when the dependent clause comes first, it needs to be followed by a comma.

Subordinating conjunctions aren't the only way to add a dependent clause to a sentence.

Dependent clauses can also start with relative pronouns or relative adverbs.

Relative pronouns include that, whose, whom, who, and which. Take a look at how these dependent clauses that begin with relative pronouns work in sentences:

The guy **who shouted all night** made it impossible to fall asleep.

Pac's, **that restaurant with the arcade**, is the best restaurant in town.

Relative adverbs include where, when, how, and why. Here are a few relative adverb-led dependent clauses at work:

The traffic jam is the reason **why we were late**.

I have no idea **when my hose stopped working**.

## SENTENCE

A sentence is the largest unit of any language. In English, it begins with a capital letter and ends with a full-stop, or a question mark, or an exclamation mark.

The sentence is generally defined as a word or a group of words that expresses a thorough idea by giving a statement/order, or asking a question, or exclaiming.

Example:

He is a good boy (statement), Is he a good boy? (question), What a nice weather! (exclaiming).

Ideally, a sentence requires at least one subject and one verb. Sometimes the subject of a sentence can be hidden, but the verb must be visible and present in the sentence. Verb is called the heart of a sentence.

Example:

Do it. (In this sentence, a subject 'you' is hidden but verb 'do' is visible)

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"[A sentence is] a group of words, usually containing a verb, that expresses a thought in the form of a statement, question, instruction, or exclamation and starts with a capital letter when written." - (Cambridge Advanced Learner's Dictionary & Thesaurus © Cambridge University Press.)

### More Examples of Sentences

In other words, a complete English sentence must have three characteristics:

- First, in written form, a sentence begins with a capital letter and ends with a period (i.e., a full stop) [.] , a note of interrogation (i.e., a question mark) [?], or a note of exclamation (i.e., an exclamation mark) [!].
- Second, it must express a complete thought, not fragmented.
- Third, it must contain at least one subject (hidden/visible) and one verb comprising an independent clause. (An independent clause contains an independent subject and verb and expresses a complete thought.)

### TYPES OF SENTENCES

Structurally, sentences are of four types:

- Simple sentence
- Compound sentence
- Complex sentence, and
- Compound-complex sentence.

#### Simple sentence

A simple sentence must have a single clause (a single verb) which is independent, and it cannot take another clause.

Example:

I always wanted to become a writer. (One clause – one verb)

#### Compound sentence

A compound sentence must have more than one independent clause with no dependent clauses. Some specific conjunctions, punctuation, or both are used to join together these clauses.

Example:

I always wanted to become a writer, and she wanted to become a doctor. (Two independent clauses – two verbs)

#### Complex sentence

A complex sentence also has more than one clause but of one them must be an independent clause and the other/others must be (a) dependent clause(es). There are also some particular connectors for the clauses of a complex sentence to be connected.

Example:

I know that you always wanted to be a writer. (Here, a dependent clause is followed by a connector and an independent clause. The other way around is also possible.)

## Compound-complex sentence

A compound-complex sentence (or complex–compound sentence) is a mixture of the features of compound and complex sentences in one sentence. So, it must contain at least two independent clauses and at least one dependent clause.

Example:

I know that you always wanted to become a writer, but I always wanted to become a doctor.  
(Here, one dependent clause is followed by a complex connector and two independent clauses with a compound conjunction between them.)

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## SENTENCE: DEFINITION & TYPES

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Do it. (In this sentence, a subject 'you' is hidden but verb 'do' is visible)

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## More Examples of Sentences

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Second, it must express a complete thought, not fragmented.

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## Types of Sentences

Structurally, sentences are of four types:

### Simple sentence

Compound sentence  
Complex sentence, and  
Compound-complex sentence.  
Simple sentence

A simple sentence must have a single clause (a single verb) which is independent, and it cannot take another clause.

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### More Complex Sentence Examples

#### Compound-complex sentence

A compound-complex sentence (or complex–compound sentence) is a mixture of the features of compound and complex sentences in one sentence. So, it must contain at least two independent clauses and at least one dependent clause.

Example:

I know that you always wanted to become a writer, but I always wanted to become a doctor. (Here, one dependent clause is followed by a complex connector and two independent clauses with a compound conjunction between them.)

Functionally, sentences are of mainly four types:

- Declarative sentence
- Imperative sentence
- Interrogative sentence, and
- Exclamatory sentence

**Declarative sentence:**

An assertive sentence (declarative sentence) simply expresses an opinion/feeling, or makes a statement, or describes things. In other words, it declares something. This type of sentence ends with a period (i.e., a full-stop).

Examples:

I want to be a good cricketer. (a statement)

I am very happy today. (a feeling)

#### **Imperative sentence:**

We use an imperative sentence to make a request or to give a command. Imperative sentences usually end with a period (i.e., a full stop), but under certain circumstances, it can end with a note of exclamation (i.e., exclamation mark).

Examples:

Please sit down.

I need you to sit down now!

#### **Interrogative sentence:**

An interrogative sentence asks a question. Interrogative sentences must end with a note of interrogation (i.e., question mark)

Examples:

When are you going to submit your assignment?

Do you know him?

### **Exclamatory sentence.**

An exclamatory sentence expresses overflow of emotions. These emotions can be of happiness, wonder, sorrow, anger, etc.

Examples:

What a day it was!

I cannot believe he would do that!

### **WORD GROUP AND DETERMINANT**

Determiners are words that make the reference of nouns more specific. If I say 'this car' it is clear that I mean a particular car which is near me. If I change it to 'my car' I am saying something quite specific about ownership.

Determiners can be divided into several kinds according to:

- their meaning.
- what they may go with and where they may come in the noun phrase.

There are eight classes of determiner:

- the indefinite article a or an.

An honest person would return the wallet to the owner.

- the definite article the.

The dog chased the rabbit.

- the demonstratives this, that, these, those.

This book is better than that one.

These apples are redder than those ones.

- the possessives my, your, his, her, its, our, their.

I gave my share to her sister.

Shona found his book in her car.

- the quantifiers some, any, enough, no, all, both, half, double, several, much, many, more, most, few, fewer, fewest, a few, little (meaning not much), less, least, a little.

I've got some coffee but I haven't got any sugar.

Have you got much money on you?

There were no witnesses to the accident.

Both girls saw the attack.

Few people know the answer to that.

The safety net gives little help to those who need it most.

- the numbers, cardinal (one, two, three...), and ordinal (first, second, third...).

There's one thing I need to ask you.

The two boys grew up together in Manhattan.

Three men were found hiding in the building.

Their second child is due in October.

She lost in the third round of the tournament.

- the distributives each, every, either, neither.

Each child received a book.

Every girl was given a number to wear.

Either book should help you with the problem.

- the exclamatives what, such.

What nonsense!

What a shame!

They make such a fuss over small things!

Generally, a noun phrase has only one determiner in it, or none at all. A few determiners, e.g. all, both, and the numbers, can be used together with another determiner.

## NOUN, PRONOUN AND VERB

### NOUN

A noun is the name of a person, place, thing, or idea.

man... College... house... happiness

A noun is a word for a person, place, thing, or idea. Nouns are often used with an article (the, a, an), but not always. Proper nouns always start with a capital letter; common nouns do not. Nouns can be singular or plural, concrete or abstract. Nouns show possession by adding 's. Nouns can function in different roles within a sentence; for example, a noun can be a subject, direct object, indirect object, subject complement, or object of a preposition.

The young **girl** brought me a very long **letter** from the **teacher**, and then she quickly disappeared. Oh my!

### PRONOUN

A pronoun is a word used in place of a noun.

She... we... they... it

A pronoun is a word used in place of a noun. A pronoun is usually substituted for a specific noun, which is called its antecedent. In the sentence above, the antecedent for the pronoun she is the girl. Pronouns are further defined by type: personal pronouns refer to specific persons or things; possessive pronouns indicate ownership; reflexive pronouns are used to emphasize another noun or pronoun; relative pronouns introduce a subordinate clause; and demonstrative pronouns identify, point to, or refer to nouns.

The young girl brought **me** a very long letter from the teacher, and then **she** quickly disappeared. Oh my!

### VERB

A verb expresses action or being.

jump... is... write... become

The verb in a sentence expresses action or being. There is a main verb and sometimes one or more helping verbs. ("She can sing." Sing is the main verb; can is the helping verb.) A verb must agree with its subject in number (both are singular or both are plural). Verbs also take different forms to express tense.

The young girl **brought** me a very long letter from the teacher, and then she quickly **disappeared**. Oh my!

## Adverb, Adjective and Preposition

### ADJECTIVE

An adjective modifies or describes a noun or pronoun.  
pretty... old... blue... smart

An adjective is a word used to modify or describe a noun or a pronoun. It usually answers the question of which one, what kind, or how many. (Articles [a, an, the] are usually classified as adjectives.)

The **young** girl brought me a very **long** letter from the teacher, and then she quickly disappeared. Oh my!

### 5. ADVERB

An adverb modifies or describes a verb, an adjective, or another adverb.  
gently... extremely... carefully... well

An adverb describes or modifies a verb, an adjective, or another adverb, but never a noun. It usually answers the questions of when, where, how, why, under what conditions, or to what degree. Adverbs often end in -ly.

The young girl brought me a **very** long letter from the teacher, and **then** she **quickly** disappeared. Oh my!

### PREPOSITION

A preposition is a word placed before a noun or pronoun to form a phrase modifying another word in the sentence.

by... with.... about... until

(by the tree, with our friends, about the book, until tomorrow)

A preposition is a word placed before a noun or pronoun to form a phrase modifying another word in the sentence. Therefore a preposition is always part of a prepositional phrase. The prepositional phrase almost always functions as an adjective or as an adverb. The following list includes the most common prepositions:

The young girl brought me a very long letter **from the teacher**, and then she quickly disappeared. Oh my!

## CONJUNCTION AND INTERJECTION

### CONJUNCTION

A conjunction joins words, phrases, or clauses.

and... but... or... while... because

A conjunction joins words, phrases, or clauses, and indicates the relationship between the elements joined. Coordinating conjunctions connect grammatically equal elements: and, but, or, nor, for, so, yet. Subordinating conjunctions connect clauses that are not equal: because, although, while, since, etc. There are other types of conjunctions as well.

The young girl brought me a very long letter from the teacher, **and** then she quickly disappeared. Oh my!

## INTERJECTION

An interjection is a word used to express emotion.

Oh!... Wow!... Oops!

An interjection is a word used to express emotion. It is often followed by an exclamation point.

The young girl brought me a very long letter from the teacher, and then she quickly disappeared. **Oh my!**

## REGISTER

In linguistics, the register is defined as the way a speaker uses language differently in different circumstances. Think about the words you choose, your tone of voice, even your body language. You probably behave very differently chatting with a friend than you would at a formal dinner party or during a job interview. These variations in formality, also called stylistic variation, are known as registers in linguistics. They are determined by such factors as social occasion, context, purpose, and audience.

Registers are marked by a variety of specialized vocabulary and turns of phrases, colloquialisms and the use of jargon, and a difference in intonation and pace; in "The Study of Language" describes the function of jargon as helping "to create and maintain connections among those who see themselves as 'insiders' in some way and to exclude 'outsiders.'"

Registers are used in all forms of communication, including written, spoken, and signed. Depending on grammar, syntax, and tone, the register may be extremely rigid or very intimate. You don't even need to use an actual word to communicate effectively. A huff of exasperation during a debate or a grin while signing "hello" speaks volumes.

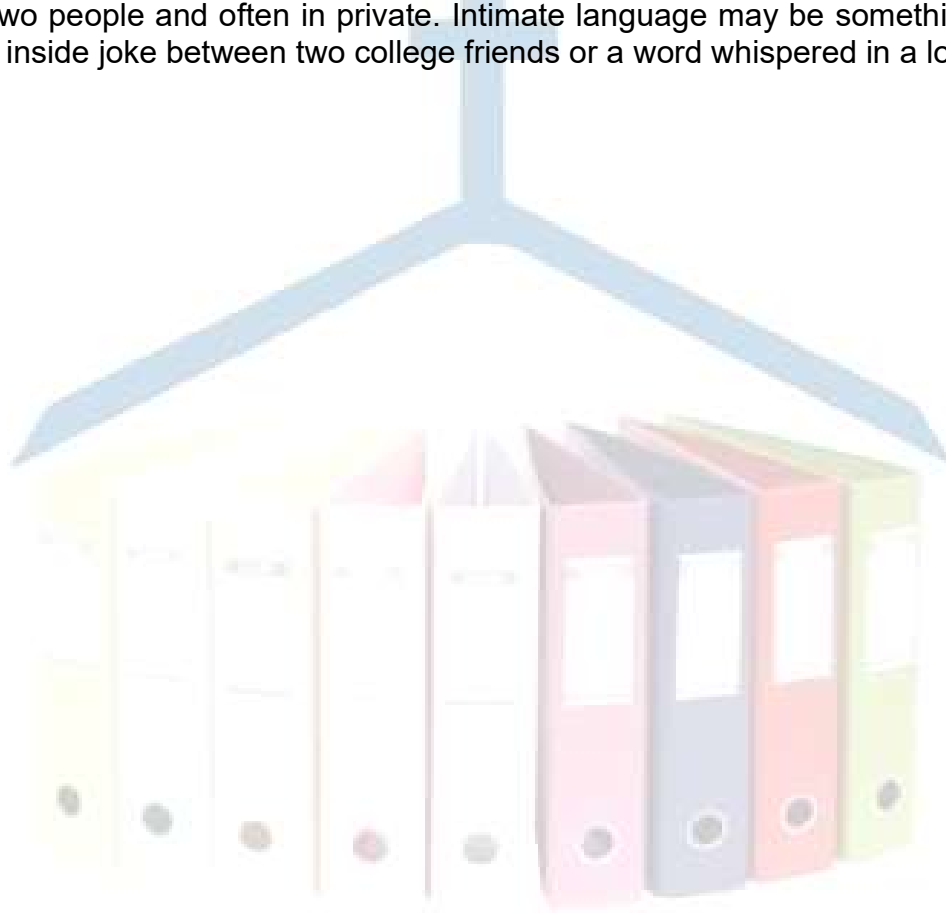
## TYPES OF LINGUISTIC REGISTER

Some linguists say there are just two types of register: formal and informal. This isn't incorrect, but it is an oversimplification. Instead, most who study language say there are five distinct registers.

- **Frozen:** This form is sometimes called the static register because it refers to historic language or communication that is intended to remain unchanged, like a constitution or prayer. Examples: The Bible, the United States Constitution, the Bhagavad Gita, "Romeo and Juliet."
- **Formal:** Less rigid but still constrained, the formal register is used in professional, academic, or legal settings where communication is expected to be respectful, uninterrupted, and restrained. Slang is never used, and contractions are rare. Examples: a TED talk, a business presentation, the Encyclopaedia Britannica, "Gray's Anatomy," by Henry Gray.
- **Consultative:** People use this register often in conversation when they're speaking with someone who has specialized knowledge or who is offering advice. Tone is often respectful (use of courtesy titles) but may be more casual if the relationship is longstanding or friendly (a family doctor.) Slang is sometimes used, people may

pause or interrupt one another. Examples: the local TV news broadcast, an annual physical, a service provider like a plumber.

- Casual: This is the register people use when they're with friends, close acquaintances and co-workers, and family. It's probably the one you think of when you consider how you talk with other people, often in a group setting. Use of slang, contractions, and vernacular grammar is all common, and people may also use expletives or off-color language in some settings. Examples: a birthday party, a backyard barbecue.
- Intimate: Linguists say this register is reserved for special occasions, usually between only two people and often in private. Intimate language may be something as simple as an inside joke between two college friends or a word whispered in a lover's ear.





# **INTRODUCTION TO CHURCH OFFICE ADMINISTRATION F1/002**

## **Course Content:**

**Fundamental of Administration**

**Principles of Office Layout**

**Principles of Office Management**

**Basic of Office Etiquette**

**Office Ergonomics**

**Personnel Administration**

**Salary Administration**



# INTRODUCTION TO CHURCH OFFICE ADMINISTRATION

Church administration is spiritual service to the Body of Christ which involves the wise stewardship of God's resources for the accomplishment of the work of ministry. Church administration or management has to do with the organization of church ministry, and with the operations that govern that organization. Administration is not an end in itself, but rather it is a means for serving people effectively, while making efficient use of resources in a manner that glorifies God.

With regard to organization, we believe that the affairs of the church are to be guided by biblically qualified elders who are nominated by the congregation, approved by the Board of Elders, and affirmed by the congregation. Like other organizations, churches usually have ongoing needs. Like, maintenance, cleaning, and landscaping. They often also need a budget to pay for expenses. And someone needs to handle communications. Like, managing the church website and parish newsletter. Church administration often involves making sure these and many other needs are met. Simply put, it's where business management meets faith.

Keep in mind that church admins typically don't handle every detail themselves. But they may be responsible for a church's overall operations. They may manage staff and volunteers. And, they may oversee church events and communications that spread the word of God. The goal: to ensure the church runs smoothly and serves the needs of the community.

## **Fundamental of Administration**

### **Principles of Office Layout**

Office layout may be defined as the arrangement of equipment within the available floor space. Office layout deals with design and set up of an office. It takes into account all the accessories and equipment needed in an office.

The details of the office work depend on the type of business involved and activities conducted. Features of an office such as people, space, equipment, furniture and the environment, must fit together well for workers to feel healthy and comfortable and to be able to work efficiently and productively.

### **Factors Affecting Office Layout:**

After the choice of office location is done, there are few factors that we need to look at when choosing a proper office space. Some of the top factors are,

### **The office should comprise of the minimum required space**

- Localization effects

- Factor of taxes
- Healthier surrounding
- Availability of various services
- Transport availability

## **What is the Importance of Office Layout?**

Work that needs to be executed for each type of task requires the necessary equipment within the allotted space. The office layout has to be designed in such a way that it is comfortable as well as functional.

A lot of money and time is invested in designing those layouts. There are various reasons behind the need of having a proper office design layout.

### **1. Impacts morale:**

Studies have shown that the layout of an office impacts employee morale which affects the functioning. When we say layout, it does not imply only the décor and facilities, but the relationships between people who work there and the general environment. Often this is referred to as ergonomics.

### **2. Impacts business:**

As layout has an impact on the morale, it directly impacts the efficiency and thereby the business success rate. The more the people working there are happy, the better is the output. This is a direct link to the business success factor.

### **3. Way the work is done:**

The traditional style of work like working at one desk or work executed by only one person has been replaced by a re-engineered organizational structure. The work or task at this modern age has changed due to globalization that is governed by the use of information technology. The tremendous developments in this technology have impacted the office working hours and way to perform the tasks.

### **4. Manage changes:**

Businesses are prone to changes to manage the pressure of the market needs. To keep up with it, layouts are effective only when the changes can be accommodated within. Hence, having simpler layouts helps businesses to re-design whenever needed so that it does not affect the tasks being executed or the work done.

### **5. Increase productivity:**

Using office space effectively is important while designing office layouts. It should be such a way that it does not delay the work and job gets done quicker consuming less time. In other words, the flow of work is not interrupted.

#### 6. Facilitate Supervision:

When office accommodation and layout is designed to place managers or supervisor closer to their teams, they can meet or discuss issues immediately and get solutions. Communication gets smoother and quicker.

There would be a reduced number of internal memos or emails or movement of staff. The working conditions would be better as their workstations are placed in relation to their work and needs.

#### 7. Effective use of equipment:

Designing office equipment properly is indeed very important so that it is not underused or overused. Providing at the place where the work needs to be completed is crucial. The power consumption is evenly distributed and the noisy equipment is placed away from workplaces where silence is required.

Hence, you would now know that the positioning of workstations is crucial. For this you need to pay attention to some of the issues like the provision of sufficient space, assessing the needs of staff, the design of workstation; in short complete office design.

### **What are the Objectives of the Office Layout?**

The minimum standards to be followed are:

- 1) To ensure the proper utilization of space so that the spaces provided are effectively used.
- 2) To ensure that workflow is uninterrupted and there is the maintenance of steady flow.
- 3) To ensure that managers can supervise their team members in a better way.
- 4) To be able to provide a comfortable work environment which brings satisfaction.
- 5) To enable better communication between the team members.
- 6) To provide a safe working environment.
- 7) To have provisions for future expansions.

### **Principles of Office Layout:**

The main principle behind the office layout design should be such that it occupies the available space in an economical way so that the aim and objectives of the organization or business is achieved.

The layout must be effective such that the workstations are planned to be positioned such that data is being transmitted with minimal costs and information can flow with minimum delays or without interruption.

The workstation has to be provided with items necessary for executing the job. Care has to be taken for storage of information and documents. Listed are some of the principles to be taken care while designing

1. Natural lighting:

Designing offices that face the north or east gets more of natural lighting. It avoids more consumption of power.

2. Placing computers:

Desks having computers or desktops must be placed in such a way that staff sitting at it must not have their backs or faces to the windows.

3. Designing work tables:

It is preferable to seat staff not facing each other. It is said to disrupt work. Besides having minimum intrusion is better. Also reducing the field of vision of employees to other employees will reduce distraction.

Also, they need to be provided with adequate lighting, ventilation, and ergonomic chairs and tables to prevent eyestrain and muscle aches.

4. Flow of work:

By carefully studying the sequences of the tasks to be done, the design of the workspace is imitated. If the person has to go back and forth in the space it will bring frustration and reduce output. Ensure that the flow of work is smooth and in one direction.

5. Pleasant:

The most important of all the aspects is that design should be aesthetically pleasant. Do not concentrate on functionality alone but also on its looks. Space has to be optimally used.

6. Provision of tools:

Assignments are completed quickly if they have the necessary space and tools to perform them. The work station should be spacious enough to accommodate their files, papers and their documents. Having copiers and printers closer to them is better to avoid them frequently moving out and wasting their time.

7. Grouping:

Placing the same functional type of work together or closer to each other will help to reduce time wastage. The employees have the freedom to consultation and information easily so

that work is handled efficiently. Hence, it is better to list out the functions or tasks that employees perform and design the office planning and layout accordingly.

#### 8. Open a private space:

The employer needs to verify which tasks require collaboration with one another and which set of tasks require concentration. Based on this, specific cubicles are designed with open or low separators and others with separate cubicles or traditional with closed doors. Making a separation between the two types is essential

#### 9. Informal and formal spaces:

Every workspace does require employees to take breaks in between work. For this, communal spaces are designed that is closer to the work stations. These informal communal spaces are often built with more space to accommodate large numbers during coffee or lunch breaks. The informal communal spaces meant for conferences or meetings are often placed away from busy workspace that is noisy.

#### 10. Security:

As it is aware that information is very critical to any business, care needs to be exercised to define a level of security and norms for workstations processing data. Mainly the storage of confidential and sensitive data has to be placed away from main workspace and protected.

#### 11. Reducing risk:

Designing has to be such that it reduces the risk of accidents or falls. Allowing ergonomic norms of wiring and placing of tables, chairs, and work stations provide safe working conditions. The safety would be maintained.

#### 12. Reduce distances:

While figuring out the workspace the distance between movements of each task has also to be considered. Movements like walking, carrying, pulling consumes time and energy. It causes exhaustion thereby reducing effectiveness. Hence, distances has to be reduced to minimize costs and energy.

### **Different Types of Office Layouts**

The office layouts are broadly classified as general office layouts and private office layouts. The latest layouts are combination offices, a co-working office, narrative layouts, nodal layouts, neighborly office, and nomadic office.

When talking about “ the types of office”, the general office layouts are of two types

Open plan office layout

Landscape office layout



## 1. Open plan office layout:

As the name indicates, the open office plan layout does not have walls or separators or passages. Cupboards, shelves screens, cabinets serve as separators between workstations. All staff are seated in the same direction. This is useful for teams and employees who are working on a similar project.

### **The advantages of open plan office are:**

- 1) To reduce costs and saves space.
- 2) To facilitate communication as there are no phone calls and fewer memos.
- 3) To adapt to changes
- 4) To help supervise all staff
- 5) To increase the effectiveness of heating, lighting
- 6) To motivate staff within a group.

### **The disadvantages of open plan office are:**

- 1) Distracts people from work due to noise
- 2) No privacy for confidential matters
- 3) Impersonal atmosphere.
- 4) The spread of infections is easier

## 2. The landscape office layout:

The concept is the same as open plan layout with the only difference being that the staff are seated in different directions unlike in open plan style. It was not preferred much as it did not give privacy and the staff working in such layouts complained of being exposed to noise and continuous movement of people around them.

It was also said to have destroyed the conventional forms of politeness and being civil. It later was referred to as 'modified\ open plan style' with plants around and preassembled cubicles that can be moved accordingly to accommodate more people.

### **The private office layout:**

The private office layout refers to cellular styles where the interior walls stretch from floor to the ceiling. The space is normally occupied by one person, but depending on the company's

budget, two or three are accommodated. But mostly it is preferred seating for senior management to give privacy.

Though it is considered as a privilege and prestigious to occupy, these type of offices are indeed a valuable place as it indicates a high level of confidence in the work of the occupants. The private offices are often given where privacy and confidentiality is required.

Besides, these offices are secured well through proper locking systems. These types of offices are lined along passages or sometimes ad hoc according to space.

#### **The combination office:**

It is a combination of open and cellular types where the individual and multicellular types co-exist. The offices surround the common spaces instead of being connected through hallways. This helps for individuals to concentrate or focus on work and also allow communication within the team, denoting the person(s) has to perform solo and group activity.

#### **Co-working office:**

With laptops replacing personal computers, employees are increasingly becoming mobile with their work. The arrangement where the office is considered as a common sharing place where employees come and go. The worker is exposed to an open office style with no specific allocation of desks.

It's suitable for self-employed where the individuals can pay a small fee. This helps them to interact with customers and also enjoy networking.

#### **The narrative office:**

As story narrates about the character in depth, so does this style of layout that describes the 'brand' of the company. This approach is to make the office itself get involved in the marketing of its brand wherein all the staff are considered as brand managers or front line staff.

#### **The nodal office:**

The office is designed such a way that it is considered as a hub or node for knowledge where all other offices are connected.

#### **The neighbourly office:**

Here the office is designed to give a look like a familiar neighbour with a landscape with it. It gives a feeling of being social.

### **The nomadic office:**

As the name itself suggests, the office design principles are typical of nomad style wherein the workspace is distributed within.

### **Advantages of a Good Office Layout:**

- Better Goodwill
- Better Morale
- Reduction of Cost in Office Maintenance
- Economic Stabilization
- Promotes Efficiency
- Improves Quality of Supervision
- Best Uses of equipment and Machines and Equipment
- Speeding of Inter-department Communication

### **Principles of Office Management**

Office management involves the planning, design, implementation of work in an organization and its offices. This includes creating a focused work environment, and guiding and coordinating the activities of office personnel to achieve business goals. These activities are evaluated and adjusted to improve and maintain efficiency, effectiveness, and productivity.

### **Key Office Management Functions**

#### **1. Planning**

Creating a structure of the responsibilities required to achieve the objectives of your company is a key function of office management. When you fully recognize the short and long term goals of your respective business, you can then plan your approach to achieving the goals. Detailed planning and meeting organization is the first step toward efficient operations and facilitating control.

#### **2. Organizing Resources**

Organizing resources walks hand in hand toward achieving company goals with planning. These resources include materials, personnel, and financial backing. The next stage after planning for office managers is task delegation, such as identifying which materials are necessary and assigning those materials to chosen personnel. The best office managers consistently coordinate tasks in order to keep these resources moving toward planned goals.

#### **3. Staffing**

Another key responsibility of the office manager is staffing. Executive office managers run lead or coordinate with human resources on all matters of staffing recruitment, compensation, promotion, and retirement of subordinate managers.

#### 4. Communication

Effective communication, a staple of any high-functioning operation, is a necessary factor of office management. If an office manager is unable to properly dictate the needs of the company to its employees, then optimum efficiency will not be possible. Does one team need a certain sized meeting space to hold their weekly meetings? Do they have the technology they need in that space? Remember, good communication goes both ways. If this same office manager is unable to articulate the needs of your company, then the issue may be that this office manager is not a good fit for your organization.

#### 5. Working with IT

Modern office managers use technology quite a bit on the job. They may use software for their own day to day role and also help to manage the software and technology for employees. Perhaps your company uses digital facilities management software. Office managers also work with the IT department to ensure that all meeting rooms are running smoothly, and should be trained on all video conferencing technology and Wifi connection for employees and guests.

#### 6. Motivation

A highly complex factor of office management, motivation comes in two forms. Self-motivation and external motivation. When your employees are self-motivated, the job of the office manager is made easier. But when they are not, that is where the job of office management is to externally motivate. This motivation should satisfy the employees' needs while being competitive, productive, and comprehensive. When external motivation does all of this, your office workers will have high morale and be more likely to improve their performance.

Office managers are some of the few people who interact with every level of employee, either virtually or face-to-face every day. As office cultures around the world continue to expand and shift, the significance of the office manager role will increase.

### **Principles of Office Management**

**Principle of Objective:** An office organization takes all efforts to achieve the common objectives with the unity of all departments.

**Principle of division of Labour:** In different departments, the entire work must be divided into smaller tasks. It should then be assigned to the person who best fits in that position. This leads to enhanced efficiency.

**Principle of unity of function/Command:** There should be a unity of command in the organization. A person should be answerable to one boss only. If a person is under the control of more than one person then there is a like-hood of confusion and conflict

**Principle of simplicity:** The organizational structure should be simple so that it is easily understood by each and every person. The authority, responsibility and position of every person should be made clear so that there is no confusion about these things.

**Principle of Span of control:** Span of control means how many subordinates can be supervised by a supervisor. The number of subordinates should be such that the supervisor should be able to control their work effectively. Moreover, the work to be supervised should be of the same nature.

**Principle of Flexibility:** The organisation structure should be such that it may be easily adapted to changes in the nature of business and technical aspects of the work situation.

**Principle of Initiative:** subordinates should not be made to feel dependent on the superiors' orders and instructions so as to give up independent thinking

**Principle of Coordination:** This principle suggests that the office manager should be able to coordinate activities of different functional departments with a view to achieve the given goals.

**Principle of continuity:** The organisational design should ensure continuity and growth of the enterprise. This can be achieved if the structure of office organisation permits review of objectives, readjustment of plans and provides opportunities for development of future staff.

**Principle of Efficiency:** Office organisation should achieve goals at minimum, amt, which is the real test of efficiency. The structural design should be such that a higher level of efficiency may be achieved by individuals, and by groups.

### **Basic of Office Etiquette**

Office etiquette rules are the general standards for workplace behavior. Etiquette rules are the unspoken but generally accepted guidelines for interacting with your colleagues at work. These rules can vary depending on your company's unique culture and work environment, but many etiquette standards are common among most industries and offices. For example, some offices adhere to a strict professional dress code of suits while other environments may allow casual wear. However, managers at both types of offices expect employees to maintain good hygiene.

### **Office Etiquette Rules**

Here are office etiquette rules you can practice to help maintain a positive work environment, divided into categories:

#### **Privacy**

These guidelines relate to maintaining privacy among coworkers:

Take personal or sensitive calls in private. Respect personal space and boundaries by closing your office doors or going outside for personal calls.

Protect personal information. Store confidential or sensitive information for coworkers or clients in secure locations and make sure sensitive documents stay in a protected location.

Avoid blind copying others on sensitive emails. When you copy other people on work emails, allow the recipients to be aware of everyone on the email chain. This can help build trust among teammates.

Keep work matters off of your social media accounts. Try to avoid venting about your job online as this can appear unprofessional and may violate company policies.

Only include necessary recipients on emails. Only sending emails to the involved parties shows that you respect your coworkers' time and don't want to distract them with irrelevant emails.

### **Professionalism**

Follow these standards for presenting yourself professionally to peers and clients:

Focus on presenters during meetings and presentations. Show that you are engaged in meetings by making eye contact and monitoring your body language. Put your phone away if possible.

Arrive on time. Try to arrive to work and meetings on time. Alert your manager or project partners if you're going to be late.

Save personal conversations for breaks or after working hours. Having friendships at work can improve your job satisfaction, but personal conversations can be distracting and detract from work tasks. Try to discuss these matters outside of work.

Respond to messages promptly. Respond to messages and emails in a timely manner to let your colleagues know that you received their inquiry. You don't have to formulate a full response immediately, but you can send a quick response saying that you'll reply fully within the day or week.

Share credit when appropriate. If you're part of a group project, make sure all team members receive recognition for their work. This shows teamwork and honesty.

Speak professionally. Avoid using slang or controversial terms in the office. Instead, speak clearly and professionally when at work. This encourages your peers and supervisors to take you seriously.



## **Interpersonal relationships**

These etiquette rules can help you engage positively and professionally with colleagues:

Keep interactions professional. Even if you have friendships or other personal relationships with your colleagues, it's important to maintain professionalism while at work by limiting physical contact, speaking appropriately and avoiding personal conversations.

Invite new employees to join your group. Consider including new employees when you take breaks or go out for lunch to help welcome them to the team. This can improve workplace camaraderie and morale.

Eliminate gossip. Avoid participating in gossip in the workplace. Remove yourself from conversations that become unprofessional.

Be courteous to all team members. Treat all employees with kindness and respect, regardless of their position at the company. This shows integrity and friendliness.

## **Personal hygiene**

Follow these tips for taking proper care of your health and appearance:

Show up to work clean and well-groomed. Prioritize proper hygiene by maintaining a clean and neat appearance.

Dress to suit your work environment. Adhere to your office's dress code and make sure your clothes are clean, ironed and free of stains and rips.

Limit strong-smelling scents. Avoid powerful scents in colognes, perfumes and lotions.

Stay home when you're sick. To keep your workplace healthy and avoid spreading germs, stay home if you don't feel well.

Keep your workstation clean and organized. Maintain a clean work area by sanitizing your desk and computer regularly. Remove clutter and trash and keep your shelves and desk organized.

## **Common areas**

These etiquette rules apply to areas you might share with other employees, like kitchens and break rooms:

Only consume food you brought. Bring your own meals and snacks and label them clearly.

Clean up after yourself. Throw away trash, clean dishes and wipe down any tables or counters that you use during breaks.

Replenish items you take from common areas if necessary. Depending on your office policies, you may need to replenish items you take from the kitchen or break room, such as silverware or napkins. Only take what you need.

Eat strong-smelling food in a separate area. When making meals or snacks that have potent odors, consider eating outside or in your private office.

Silence your notifications. When you work in a shared space, turn off notifications on your phone, email and messaging services to minimize noise.

Limit distractions for other team members. Ask employees around you before playing music or taking calls in a common work area. Keep calls brief, and if you need to take longer calls, use a conference room or private office.

### **Office Ergonomics**

Office is a complex and dynamic collection of elements. It constantly is evolving in response to emerging technology and employee and customer needs. With all the changes and complexities to consider, managing the modern office workplace is indeed a challenge. At the center of the challenge is the need for organizations to maintain stimulating and healthy environments for their employees. As the physical office and work tasks continue to evolve, we also must continue to evaluate the office environment and adjust it accordingly to make sure employees are willing and able to come to work every day.

The office workplace has unique challenges resulting from the use of common office tools including computers, laptops and phones (and now tablets and smartphones, too). Increasing your awareness of existing and potential ergonomic issues in the office, knowing how to adjust the office workstation to fit the office worker, using proper work practices and following a proven ergonomic improvement process within your organization can improve overall comfort and productivity at work.

By applying some ergonomic principles outlined below, you'll be on the path to long-term success.

#### **1. Understand Office Ergonomics**

Ergonomics is defined as designing the workplace and tasks to fit the capabilities of the working population. It is a relentless pursuit and continuous effort to design the workplace for what people do well, and design against what people do not do well, thereby fitting the job to the person to enhance human performance.

If people perform well, your company will perform well. If people perform poorly, long-term company success is difficult to achieve.

The goals of ergonomics are to provide a positive working environment in which the design of equipment, work layouts and work environment matches the capabilities of people so they can lead healthy and productive lives. Differences in job tasks and body sizes among employees are accommodated so that job hassles, soreness and potential injury can be avoided.

## 2. Understand Ergonomic Injuries

Ergonomic injuries don't happen overnight. Musculoskeletal disorders (MSDs) are soft-tissue injuries of the muscles, nerves, tendons, ligaments, joints, cartilage, blood vessels or spinal discs, and result from gradual exposure over a long period to low-level harmful agents called risk factors. A brief exposure to these risk factors generally would not cause harm, but prolonged exposure to risk factors exceeding the body's ability to heal can result in its reduced ability to function.

The three primary ergonomic risk factors that cause MSDs are awkward posture, high force or long frequency. Combinations of postures, forces and frequencies increase the chance of developing an MSD.

## 3. Identify Your Ergonomic Challenges

A simple, three-step process will help you identify and address ergonomic challenges at a workstation:

Observe the office environment and tasks to identify potential ergonomic issues.

Conduct formal ergonomic risk assessments to identify and document sources of risk.

Find potential solutions.

Once you've identified what needs fixing, you can adjust or change the workplace to reduce or eliminate exposures to the risk factors.

## 4. Set Up Your Workstation

Certified professional ergonomists at Humantech developed the Four Points of Contact model to teach individuals to identify ergonomic issues and empower them to take action to adjust their own workstations. Whether you are using a traditional desk/chair workstation, or working on your laptop at an airport terminal, these four elements should be the focus.

The four elements include: eyes to the source; hands to input devices; feet to the floor; and the body to the chair.

## 5. Select the Right Equipment

With the vast array of office products, equipment and furniture available today (much of which is labeled "ergonomic"), how do you choose which are most appropriate for the task

at hand? Refer to this partial list, outlining key features you'll need when purchasing common workstation items:

Chair – Should offer pneumatic seat-pan height adjustment, a backrest that tilts backward and forward, backrest tension control and lumbar support.

Adjustable workstation – Should offer height adjustability of work surface and have a large surface with ample room to perform tasks.

Keyboard/keyboard tray – Should lie flat and offer slope adjustability to achieve up to  $\pm 15^\circ$  slope and have a low profile (approximately 1" or 30 mm).

Input device – Features should include a long cord for proper placement or wireless, should move easily and be usable by left- and right-handed users.

Monitor – Adjustable brightness and contrast, free from flicker and adjustable tilt.

Monitor arm/stand – Should be height-adjustable 27" (69 cm) to 34" (86 cm) above the seat pan and the weight of monitor should match the weight of the stand or arm.

Wrist rest – Should be constructed of compressible or soft material to reduce external pressure on the wrist and offer a non-friction surface.

Headset – Should be digital, rather than analog, and offer a quick-disconnect capability.

Footrest – Needs to be height adjustable from 11" (28 cm) to 18" (46 cm).

Task lighting – Should offer 75 to 140-foot candles of adjustable lighting and be asymmetrical to reduce shadows and glare spots.

Laptops – Use an external mouse and keyboard for extended periods of computer use and take regular breaks and change your posture when working for long periods of time.

### **Personnel Administration**

Personnel administration, better known as human resources (HR) management, is the coordination and regulation of employees in a company. It involves organizing, recruiting, hiring, training, and assessing workers. Conflict resolution and legal compliance also are important aspects. With a good HR team doing their jobs well, a company will often be ultimately more efficient and competitive, generating additional revenue. The first goal of personnel administration, therefore, is to organize all employees in such a way that allows them to cooperate and complete tasks in the best way possible. Examples of issues in this area include how many departments are necessary, how many individuals should be in each department, what the manager to employee ratio should be, and what alternate chains of command should be used when managers cannot be contacted. Organization also deals

with how to assign individuals to specific projects, as well as keeping the employees healthy and safe in the work environment.

## **Function of Personnel Administration**

### **Recruitment and Hiring**

Once those in a company's personnel administration team know how to organize workers and their projects, they begin to recruit and hire employees actively. They post notices about positions available, organize or take part in events such as job fairs, and conduct initial interviews to find the most qualified and experienced candidates. They then pass on information about the final candidates to department managers, who often conduct the last interviews and make the call about whom to hire.

### **Training**

Employees who are new to a company do not always know the business' policies and procedures, even if they have incredible experience and skill sets. Training is almost always necessary to remedy this. Members of the HR department may develop the training events and documentation needed to get employees working efficiently. They also put together and oversee additional training, such as that needed to advance to a different position in the company. In some instances, they partner with various educational institutions to develop programs that will allow employees to get certifications or degrees related to the industry.

### **Assessment**

Most companies want to know that their employees are performing at a certain level. They also want to know that the workers are following policies and procedures well. One duty of the personnel administration team, therefore, is to develop techniques and tools that managers can use for assessment purposes. A common example is a standardized form for an employee performance review. HR workers use the data collected through these items to analyze the activity within the company and to make decisions such as whether to increase pay.

### **Conflict Resolution**

An advantage of using people over machines is that individuals can be innovative and display logical thought processes based on experience, but people do not always get along as they strive to do this. The HR department is responsible for resolving conflicts that may arise in the company, especially those between different levels of management. They also work to resolve conflicts that are not interpersonal, such as a new employee feeling out of place in his work environment. Keeping detailed records related to these activities is a must, as some conflicts eventually lead to disciplinary action or termination that, if not properly executed, can lead to lawsuits.

## Salary Administration

salary administration refers to the establishment and implementation of sound policies and practices of employee compensation. It includes such areas as job evaluation, development and maintenance of wage structures, wage surveys, wage incentives, profit sharing, wage changes and adjustments, supplementary payments, control of compensation costs and other related pay items.

The primary requirement of all the employees is an adequate wages and salaries which will commensurate with the responsibilities and duties involved. Wage constitute the income of the worker and his standard of living and social status depend upon the wages he earns on the other hand, the wage constitute the cost of production to the management

The most important thing that the W&S administration is to start with is to determine salary levels which are determined through the process of job evaluation. Having arrived at salary levels, the other obligations of the W&S administration are to – (a) design and maintain salary structure, (b) operate salary progression systems, (c) administer and control salary reviews and (d) design and operate other allowances.

A brief description of these obligations is as follows:

### 1. Salary Structure:

Salary structure of an organisation comprises its salary grades (or ranges) and its salary levels for a single job or group of jobs. It is the job evaluation that plays an important role in designing a salary structure into which all the jobs of an organisation can be appropriately graded based on their relative worth.

While designing a salary structure, it is essential to provide for internal equity as well as maintaining competitive rates of pay. A salary structure can be either of the following or even a combination of both.

### 2. Salary Progression Systems:

These refer to increases in salary in relation to merit or performance. In it, salary ranges are divided into defined zones through which an employee passes while he/she progresses. There are incremental systems which differ in their rigidity and flexibility. While the former indicates the rates at which employees can progress as per merit or experiences, in the latter (flexible), management exercises its full discretion over the award as well as the size of increments with practically no guidelines.

In between the rigid systems and flexible systems, there are middle-ranged, semi-flexi systems. It is highly desirable and in the interest of employees as also of organisation to ensure that employees are correctly placed in their range according to their performance and potential.



### 3. Administration and Control of Salary Reviews:

While salary policies are executed, it is also necessary that salary costs against budgets are properly controlled because control is a vital element of salary administration. In salary budgets, it has to be estimated that how many people will be working at different levels of activities during the budgeted period and how much financial resources will be made available.

Another important thing in salary administration is salary reviews which can be either individual salary review or one annual review for all the staff, to decide on the merit increments. Then finally comes the fixing of salaries on appointment or promotion.

While control on starting salaries is an important issue, salary fixation on promotion also demands adequate attention. The increase in salary on promotion should be adequate, and it should leave enough scope to reward good performance in the new job.

### 4. Designing and Operating Other Allowances:

There are various forms of additional cash payments employers give to their employees over and above the basic salary in order to seek their commitment and active participation in the success of the enterprise, besides motivating them. This may be to compensate them for additional burden assigned to them or the like in the interest of the organisation. The reward may be in the form of bonus, medical facilities, holidays, sick pay, pensions and so on.

### **Important Functions of wages and salary Administration**

A sound W&S administration is supposed to:

1. Recommend to top management the wage policies for the administration of wage programme
2. Recommend changes in the wage policies as and when required
3. Design and maintain salary structure
4. Design and operate other allowances
5. Operate salary progression systems department-wise and remove anomalies if there is any
6. Review W&S scheme
7. Ensure that activities of W&S administration are in line with the company policies
8. Ensure proper system of job description, job evaluation, job pricing and wage structure
9. Maintain internal and external relativities and individual worth in salary levels

10. Recommend to top management for its approval specific pay raises for executives above a specified limit.

### **Major Factors Affecting Wages and Salary Administration**

1. The organisation's ability to pay and the sustaining strengths;
2. Supply and demand of labour and levels of skills;
3. The prevailing market rate – government legislation on wages;
4. The cost of living- inflation rate;
5. Living wage concept;
6. Productivity;
7. Trade Union's Bargaining power and judicial directions;
8. Job requirements, working conditions;
9. Managerial attitudes;
10. Psychological and Sociological factors; and
11. Levels of Skills available in the market.

### **Essentials of a Sound Wage and Salary Structure**

- i. Wage payment system should be fair and justifiable to the workers and organization,
- ii. Wage payment system should help in maximizing workers' satisfaction and minimizing labour turnover.
- iii. Wage payment system should assure minimum guaranteed wages to all workers.
- iv. Wage payment system should assure equal pay for equal work.
- v. Wage payment system should provide more wages to efficient and skilled workers.
- vi. Wage payment system should follow government policy and trade union's norms.
- vii. Wage payment system should be simple and understandable to all the workers.
- viii. Wage payment system should help in improving performance and productivity of the workers.
- ix. Wage payment system should be flexible enough to suit the needs of the organization.

# **INTRODUCTION TO PHILOSOPHY OF RELIGION F1/003**

## **Course Content:**

**Introduction to Philosophy of Religion**

**Religion Concepts**

**Types of Religion**

**Divine Attribute**

**Free Will and Province**

**Knowledge of God Reality**

**Philosophical Approach to Christian Ethics**

**Philosophical Theology**

**Characteristics of Philosophical Problems**



# INTRODUCTION TO PHILOSOPHY OF RELIGION

Philosophy is the most critical and comprehensive thought process developed by human beings. It is quite different from religion in that where Philosophy is both critical and comprehensive, Religion is comprehensive but not necessarily critical. Religion attempts to offer a view of all of life and the universe and to offer answers to most, if not all, of the most basic and important questions which occur to humans all over the planet. The answers offered by Religion are not often subject to the careful scrutiny of reason and logic. Indeed many religious beliefs defy logic and seem to be unreasonable. Religion has its basis in belief. Philosophy, on the other hand, is a critic of belief and belief systems. Philosophy subjects what some would be satisfied in believing to severe examination. Philosophy looks for rational explications and justifications for beliefs. Philosophy has its basis in reason. Philosophy of Religion is rational thought about religious issues and concerns without a presumption of the existence of a deity or reliance on acts of faith.

Philosophers examine the nature of religion and religious beliefs. Philosophers in the West have focused on ideas related to the existence and nature of the deity because that idea is central to the religions of the West. Western Philosophy of Religion has centered on arguments or proofs for the existence of god and explications of apparent inconsistencies in the description of the nature of god.

## RELIGION CONCEPTS

Religion is a set of organized beliefs, practices, and systems that most often relate to belief and worship of a controlling force such as a personal god or another supernatural being. While this is a basic definition, there are many different understandings of what religion is and not all religions are centered on a belief in a god, gods, or supernatural forces. Religion often involves cultural beliefs, worldviews, texts, prophecies, revelations, and morals that have spiritual meaning to members of the particular faith, and it can encompass a range of practices including sermons, rituals, prayer, meditation, holy places, symbols, trances, and feasts.

The variety and number of religious organizations and beliefs around the world is so large that sociologists have a difficult time arriving at a single definition of religion. In Western societies, people usually identify religion with Christianity: the belief in Jesus Christ as the Son of God who promises salvation through faith and life after death. Yet religion as a global phenomenon presents a much more complex picture, because most of the world's religions lack the core concepts of Christianity.

To avoid thinking about religion from a culturally biased point of view, sociologists first define what religion is not.

- First, religion is not necessarily monotheistic, which is the belief in **monotheism**, or a single deity. Instead, many religions embrace **polytheism**, or the belief in multiple deities. Still other religions, such as Confucianism, recognize no gods at all.

- Religion is not necessarily a body of moral rules and demands concerning the behavior of believers. The notion that deities somehow keep track of how believers behave is foreign to many religions.
- Religion is not necessarily a belief in the supernatural, heaven, hell, or even life after death. Confucianism, again as an example, emphasizes acceptance of the natural harmony of the world, not finding truths that lie beyond it.
- Finally, religion is not necessarily an explanation of the origins of creation. The Christian story of Adam and Eve explains the origins of humanity. Many religions, but not all, have similar myths of origin.

Having examined what religion is not, sociologists consider what characteristics do constitute religion. Sociologists generally define religion as a codified set of moral beliefs concerning sacred things and rules governing the behavior of believers who form a spiritual community. All religions share at least some characteristics. Religions use symbols, invoke feelings of awe and reverence, and prescribe rituals for their adherents to practice. Religion differs from magic, which involves superstitious beliefs and behaviors designed to bring about a desired end.

Religion has numerous rituals and ceremonies, which may include lighting candles, holding processions, kneeling, praying, singing hymns and psalms, chanting, listening to sacred readings, eating certain foods, fasting from other foods on special days, and so forth. These rituals, because of their religious nature, may differ quite a bit from the procedures of ordinary daily life. Religious individuals may practice their rituals and ceremonies alone, at home, or within special spaces: shrines, temples, churches, synagogues, or ceremonial grounds.

In most traditional societies, religion plays a central role in cultural life. People often synthesize religious symbols and rituals into the material and artistic culture of the society: literature, storytelling, painting, music, and dance. The individual culture also determines the understanding of priesthood. A priest offers sacrifices to a deity or deities on behalf of the people. In smaller hunting-and-gathering societies no priesthood exists, although certain individuals specialize in religious (or magical) knowledge. One such specialist is the shaman, who the people believe controls supernatural forces. People may consult the shaman when traditional religion fails.

## **TYPES OF RELIGION**

### **Judaism**

Judaism is a strictly monotheistic religion practiced by the Jewish people, an ethnic and religious nation descended from the historic peoples of Israel and Judah. Judaism as it would be recognized today originated in the Middle East in at least the 500s BCE, although certain religious traditions or beliefs can be traced back much further. Its adherents have long faced persecution from dominant religious groups around them. The Roman Empire destroyed the Second Temple, the center of Judaism, and the nation was scattered. Through to the modern day, Jews have been the victims of intense violence and

discrimination. All the same, Judaism has persisted and remains one of the most visible and widely practiced religions in the world.

### **Christianity**

Christianity is a monotheistic religion centered around the personage of Jesus of Nazareth, or Jesus Christ. Christianity arose in the 30s and 50s CE as a religious offshoot of Judaism based on the teachings of Jesus, who was himself Jewish. Early Christianity rejected many of the social, cultural, and religious institutions of Judaism and pursued radically different strains of spiritual thought. Within a century a recognizable Church was founded. The texts of the faith and its most important creeds were codified in the 300s CE. Despite persecution, Christianity became the state religion of the Roman Empire and all of its inheritors, and in the time since the different Christian denominations have collectively become the largest faith in the world by a wide margin.

### **Islam**

Islam is a strictly monotheistic faith founded by the prophet Muhammad in the year 607 in present-day Saudi Arabia. His teachings, collected in the Quran, claim common descent with many Jewish and Christian beliefs. Muhammad preached monotheism in the city of Mecca despite opposition from local polytheists, and quickly built a religious community of early Muslims. The Islamic community was forced to relocate to Medina in 622, after which the group codified and began their expansion across the Arabian peninsula. Nearly all of Arabia converted to Islam by 632, the year of Muhammad's death, and in the years since it has grown to become the world's second largest religion, mostly concentrated in the Middle East and Southeast Asia.

### **Baha'i**

Baha'i is the youngest major world religion, founded in 1863 by the prophet Bah'u'llh. Baha'i grew out of the earlier religion of Babism, whose founder the Bab presaged the coming of another great prophet like the coming of Muhammad. Baha'i originated in Iran, although its current center is in Haifa, Israel. Baha'i is a monotheistic religion, but it teaches that religious truth is manifested and revealed by the founders of all the major world religions, including Jesus Christ and the Buddha. Baha'is believe that the different cultural interpretations of religion all have the same goal, and they strive for prosperity across faiths. There are around eight million Baha'is today, who indirectly vote for the leaders of their religion every few years.

### **Zoroastrianism**

Zoroastrianism is perhaps the world's oldest monotheistic religion, founded by the Persian prophet Zoroaster. It is first recorded in the 500s BCE, but many historians believe it was founded as early as the 900s BCE. Zoroastrianism became the dominant religion of the vast Achaemenid Empire of Persia, and it continued to play an important part in the region until the ascent of Islam in the 700s CE. Many credit Zoroastrianism with affecting the development of other major religions. Zoroastrianism declined through the medieval era, and today there are fewer than 200,000 Zoroastrians as of the last reputable survey. However, there are some indications that many Kurds are converting to Zoroastrianism, which they see as an ancestral religion, which may reverse the long declining population.



## **Shinto**

Shinto is the traditional religion of Japan, which incorporates a vast array of local beliefs and customs across the nation. These traditions were collected and described as something like Shinto in the 800s CE, although the different beliefs predate this. Shinto is, for the most part, not an organized religion, and is instead the foundation of many cultural practices in Japan. Likewise, it's difficult to produce a number of people who follow Shinto; based off of membership in Shinto organizations, only 4% of Japan follows the religion. However, up to 80% of Japanese people (even ones who proclaim no religious belief) still keep shrines and make Shinto prayers. The intimately cultural quality of Shinto means that it is limited almost entirely to Japan.

## **Hinduism**

Hinduism is by many accounts the oldest religion in the world, due to its origins in Vedic beliefs dating as far back as the 1500s BCE. The religion has no founder, and is a synthesis of many different Indian religious traditions. The religion waxed and waned in competition with Jainism and Buddhism throughout Indian history, before seeing a huge resurgence after the medieval period. Thereafter it became the dominant religion on the Indian subcontinent. Hinduism is one of the most geographically concentrated of the major world religions?of the world's 1.12 billion Hindus, 1.07 billion live in India and Nepal. The sheer number of practitioners, however, makes Hinduism the world's third largest religion.

## **Buddhism**

Buddhism is a religious tradition founded by Gautama Buddha in the early 400s BCE, drawing from (or opposing) many of the same Vedic traditions that inform Hinduism. Buddhists engaged Hindus and Jains in religious dialogues for centuries, developing mutual competing traditions and beliefs. Buddhism flourished in India, receiving support from several powerful leaders, before declining during the medieval period. Buddhism continued to grow and develop in East Asia, having a profound impact on the cultural landscape of the entire region. Buddhism is today the fourth largest religion in the world, being the majority religion of many countries in Southeast Asia, and with nearly 200 million practitioners in China.

## **Jainism**

Jainism is an ancient religious tradition from India; per its practitioners Jainism is eternal, or at least older than Hinduism, but many historical estimates will place it contemporary with Buddhism as a Classical offshoot of old Vedic tradition. Like Buddhism, Jainism received varying degrees of support or opposition from powerful sponsors, and was in constant dialogue with India's other religious traditions. Unlike Buddhism, Jainism didn't spread far outside of its home in India, and today the vast majority of the world's 4-5 million Jains live in India. The Jain community enjoys a large profile, however, due to their high literacy rates and the esteem Mohandas Gandhi professed for Jain teachings and beliefs.

## **Sikhism**

Sikhism is a young religion founded in the early 1500s CE in Punjab (Northern India) by the Guru Nanak. Guru Nanak was raised as a Hindu in the Muslim-ruled Mughal Empire, but he

rejected both dominant faiths and began preaching his own religion. A community formed around him. Over the next two centuries, the Sikhs would be led by nine more gurus. The last living guru named the Sikh holy book, Guru Granth Sahib, as his successor, and there has since been no single leader of the Sikh community. Despite being a religious minority, the Sikhs overthrew the Mughals and founded a major empire in Northern India in the 1800s. By different definitions Sikhism is either the fifth or eighth largest religion in the world, mostly concentrated in their home region of Punjab.

### **Confucianism**

Confucianism, it must be said, is not a religion in a strict sense. It is a philosophy that draws on the folk religion of China. Confucianism as a school of thought was founded by the Chinese philosopher King Qi, better known as Master King or Kingz, during China's Spring and Autumn period in the 500s BCE. It quickly became the preeminent of the "Hundred Schools of Thought" and became the foundation of the later imperial government of China. The Chinese folk religion that Confucianism draws on is still concentrated in China, but its teachings are widespread throughout East Asia.

### **Taoism**

Taoism is a philosophy and religion originating in China around the same time as Confucianism, and was the primary rival to Confucian thought out of the Hundred Schools. Taoism claims descent from the (perhaps mythical) figure Lioz, which literally means "Old Master." Taoism shares some common elements with Chinese folk religion, but the core teachings differ (unlike Confucianism). Taoism has been immensely influential on Chinese and East Asian cultures, with Taoist thought influencing everything from literature to medicine to martial arts. Due to the syncretic interactions of Taoism with Chan Buddhism and Confucianism, it is hard to find a hard number of Taoists, but Chinese religions collectively are the fifth largest religion in the world.

### **Atheism/Agnosticism**

Atheism refers to either the absence of a belief in the existence of deities or to an active belief that deities do not exist. This belief system rejects theology as well as the constructs of organized religion. Use of the term originated in the ancient world and was meant to degrade those who rejected commonly accepted religious precepts. It was first self-applied during the Age of Enlightenment in 18th century France. The French Revolution was driven by the prioritization of human reason over the abstract authority of religion. This prompted a period of skeptical inquiry, one in which atheism became an important cultural, philosophical, and political entity.

Many who characterize themselves as atheists argue that a lack of proof or scientific process prevents the belief in a deity. Some who refer to themselves as secular humanists have developed a code of ethics that exists separate from the worship of a deity. Determining the actual number of "practicing" atheists is quite difficult, given the absence of a unifying religious organization. Polling around the world has produced an extremely wide variance, with the largest rates of atheism generally seen in Europe and East Asia.

Closely related is the idea of agnosticism, which doesn't profess to know whether there is or isn't a deity. Instead, agnosticism argues that the limits of human reasoning and understanding make the existence of god(s), the origins of the universe, and the possibility of an afterlife all unknowable. Like atheism, the term emerged around the fifth century BCE and was contemplated with particular interest in Indian cultures. It gained more popular modern visibility when coined by English biologist Thomas Henry Huxley, who in 1869 recognized that incapacity of humans to truly answer questions regarding the divine. To Huxley, and the agnostic and athiest thinkers who followed, theistic or gnostic religions lack scientific basis, and therefore, should be rejected.

## **TRADITIONAL AFRICAN RELIGIONS**

Countless religious traditions inform the inhabitants of the African continent, each with its own distinct practices and beliefs based on region and ethnicity. Because Africa contains diverse people groups, and their religions remain deeply tied to geography and tribal lands, the continent's history is a tapestry of distinct spiritual traditions. Many share common threads, including the belief in spirits, respect for the dead, and the importance of the intersection between humanity and nature. Also common: many of these religions rely on oral history and tradition, rather than scriptures. Though Christianity and Islam are today the dominant religious traditions in Africa, informal estimates place the number of adherents to Traditional African Religions at 100 million. The following list — borrowed from Wikipedia — identifies some of the best known or most prominent of these religions:

- Bushongo mythology (Congo)
- Lugbara mythology (Congo)
- Baluba mythology (Congo)
- Mbuti mythology (Congo)
- Akamba mythology (Kenya)
- Lozi mythology (Zambia)
- Tumbuka mythology (Malawi)
- Zulu mythology (South Africa)
- Dinka religion (South Sudan)
- Hausa animism (Chad, Gabon)
- Lotuko mythology (South Sudan)
- Maasai mythology (Kenya, Tanzania, Ouebian)
- Kalenjin religion (Kenya, Uganda, Tanzania)
- Dini Ya Msambwa (Bungoma, Trans Nzoia, Kenya)
- San religion (South Africa)
- Traditional healers of South Africa
- Manjonjo Healers of Chitungwiza of Zimbabwe
- Akan religion (Ghana, Ivory Coast)
- Dahomean religion (Benin, Togo)
- Efik mythology (Nigeria, Cameroon)
- Edo religion (Benin kingdom, Nigeria)
- Hausa animism (Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Niger, Nigeria, Togo)
- Odinani (Igbo people, Nigeria)

- Serer religion (Senegal, Gambia, Mauritania)
- Yoruba religion (Nigeria, Benin, Togo)
- West African Vodun (Ghana, Benin, Togo, Nigeria)
- Dogon religion (Mali)
- Vodun (Benin)

## **DIVINE ATTRIBUTE**

There are a fair number of theologians and philosophers who claim that our situation is analogous to the one described above when it comes to acquiring reliable knowledge about God. We are like earthworms—incapable of producing any adequate sensory perception or mental representation of God. All that we can do is cautiously approach the mystery of God by being aware that all our images, reflections, and teachings about it are ultimately inadequate attempts to grasp a reality far beyond our cognitive grasp.<sup>Footnote1</sup>

According to such a view, any philosophical and theological reflection about the divine nature and the divine attributes amounts to mere academic quibble or, even worse, pseudo-discussions.

There is no doubt that the motivation for holding such a view is noble and also points to something religiously important. “You shall not make for yourself a carved image of God,” says the first of the Ten Commandments. This commandment reminds us that any attempt to grasp God in a determinate and precise way is hubris that will inevitably end in idolatry. This reminder, however, does not mean that any attempt to systematically reflect on the nature of God is religiously misleading. On the contrary, a closer look shows that, among the different roads leading to a reflection about the nature of God, there are at least two that are intrinsically motivated by religious life itself.

The first road is scriptural evidence. Various passages in the Bible ascribe properties to God that are taken to be part of the divine nature. Gen. 17:1 and Ps. 91:1, for instance, describe God as almighty; Ps. 139 says that God has unlimited knowledge; and Ps. 51:1 declares that God’s love and faithfulness will never cease. If these passages are not taken as purely metaphorical expressions but are read with a literal kernel, then one natural question to ask is in what sense we shall attribute these properties to God.

The second road is the religious praxis of worship. Reflection upon what kind of being is worthy of worship leads to a reflection upon the divine attributes. It appears obvious to claim that a being that is surpassed in its positive attributes is not worthy of worship, for then there would exist another more excellent being that deserves more to be worshipped. In other words, it seems to be religiously unsatisfying if a being possesses many great-making and admirable attributes that, however, can still be thought to be ascribable in a qualitatively and quantitatively increased manner to another being.

The third road is philosophical theology. Some philosophers and theologians have provided arguments for the existence of God. With these arguments comes the requirement to clarify which features God possesses. Take, for instance, Thomas Aquinas. After providing arguments for the existence of God, he goes on to argue for God’s infinity, moral perfection, omnipresence, omniscience, immutability, eternity, omnipotence, beatitude, etc. at the very

beginning of the Summa Theologica. Traditional handbooks of dogmatics kept this order with some modifications up to the present day. It has been part of the general curriculum of theology to reflect on the divine attributes.

These brief considerations indicate that a thorough reflection about divine attributes appears to be well motivated from the perspective of religious praxis as well as systematic reasoning about it.

## **THE ATTRIBUTES OF GOD**

When we speak of God's attributes, we are talking about those characteristics that help us to understand who He truly is. That which follows is a thorough, yet incomplete list and summary of His attributes.

- **Eternality**

Exodus 3:14 — And God said to Moses, "I AM WHO I AM."

Psalms 102:12 — But You, O Lord, shall endure forever, and the remembrance of Your name to all generations.

Hebrews 13:8 — Jesus Christ is the same yesterday, today, and forever.

- **Mercy**

Psalms 6:4 — Return, O Lord, deliver! Oh, save me for Your mercies' sake!

Hebrews 4:16 — Let us therefore come boldly to the throne of grace, that we may obtain mercy and find grace to help in time of need.

Romans 9:23,24 — And that he might make known the riches of His glory on the vessels of mercy, which He had prepared beforehand for glory, even us whom He called, not of the Jews only, but also of the Gentiles?

Ephesians 2:4 — God, who is rich in mercy.

Titus 3:5 — Not by works of righteousness which we have done, but according to His mercy He saved us, through the washing of regeneration and renewing of the Holy Spirit.

1 Peter 1:3 — Blessed be the God and Father of our Lord Jesus Christ, who according to His abundant mercy has begotten us again to a living hope through the resurrection of Jesus Christ from the dead.

- **Goodness**

Exodus 34:6-7 — The Lord, the Lord God, merciful and gracious, longsuffering, and abounding in goodness and truth, keeping mercy for thousands, forgiving iniquity and transgression and sin, by no means clearing the guilty, visiting the iniquity of the fathers upon the children and the children's children to the third and the fourth generation.

Psalms 25:8 — Good and upright is the Lord.

James 1:17 — Every good gift and every perfect gift is from above, and comes down from the Father of lights with whom there is no variation or shadow of turning.

- **Omnipotence**

Romans 11:36 — For of Him and through Him and to Him are all things, to whom be glory forever. Amen.

Ephesians 1:11 — In Him also we have obtained an inheritance, being predestined according to the purpose of Him who works all things according to the counsel of His will.

Hebrews 1:3 — [God's Son upholds] all things by the word of His power.



Mark 14:36 — And He said, "Abba, Father, all things are possible for You. Take this cup away from me; nevertheless, not what I will, but what You will."

Jeremiah 32:17 — "Ah, Lord GOD! Behold, You have made the heavens and the earth by Your great power and outstretched arm. There is nothing too hard for you."

Matthew 19:26 — "With God all things are possible."

Psalms 115:3 — "But our God is in heaven; He does what He pleases."

- **Grace**

Psalms 145:17 — The Lord is righteous in all His ways, gracious in all His works.

Romans 1:5 — Through Him we have received grace and apostleship for obedience to the faith among all nations for His name.

Romans 3:24 — [We] being justified freely by His grace through the redemption that is in Christ Jesus.

Romans 5:15, 20 — But the free gift [is] not like the offense. For if by the one man's offense many died, much more the grace of God and the gift by the grace of the one Man, Jesus Christ, abounded to many.... Moreover the law entered that the offense might abound. But where sin abounded, grace abounded much more.

Ephesians 4:7 — But to each one of us grace was given according to the measure of Christ's gift.

Hebrews 4:16 — Let us therefore come boldly to the throne of grace, that we may obtain mercy and find grace to help in time of need.

- **Omnipresence**

1 Kings 8:27 — "But will God indeed dwell on the earth? Behold, heaven and the heaven of heavens cannot contain You."

Job 11:7-9 — Can you search out deep things of God? Can you find out the limits of the Almighty? They are higher than heaven - what can you do? Deeper than Sheol - what can you know? Their measure is longer than the earth and broader than the sea.

Jeremiah 23:23-24 — "Am I a God near at hand?" says the LORD, "And not a God afar off? Can anyone hide himself in secret places, so I shall not see him?" says the LORD; "Do I not fill heaven and earth?" says the LORD.

Psalms 139:7-10 — "Where can I go from Your Spirit? Or where can I flee from your Spirit? If I ascend into heaven, You are there; If I make my bed in hell, behold, you are there. If I take the wings of the morning, and dwell in the uttermost parts of the sea, even there your hand shall lead me, and Your right hand shall hold me.

Psalms 90:1-2 — LORD, You have been our dwelling place in all generations. Before the mountains were brought forth, or ever You had formed the earth and the world, even from everlasting to everlasting, You are God

- **Holiness**



Exodus 3:5-6 — Then He said, "Do not draw near this place. Take your sandals off your feet, for the place where you stand is holy ground." Moreover He said, "I am the God of your father-the God of Abraham the God of Isaac, and the God of Jacob." And Moses hid his face, for he was afraid to look upon God.

1 Samuel 2:2 — "No one is holy like the Lord."

Psalms 99:2-3 — The Lord is great in Zion, and He is high above all the peoples. Let them praise Your great and awesome name-He is holy.

Isaiah 6:3 — "Holy, holy, holy is the Lord of hosts; the whole earth is full of His glory!"

Revelation 4:8 — "Holy, holy, holy, Lord God Almighty, who was and is and is to come!"

- **Omniscience**

Psalms 147:5 — [God's] understanding is infinite.

Ezekiel 11:5 — Then the Spirit of the LORD fell upon me, and said to me, "Speak! 'Thus says the Lord: "Thus you have said, O house of Israel; for I know the things that come into your mind"'. "

Acts 15:18 — "Known to God from all eternity are all His works."

Romans 11:33 — Oh the depth of His riches both of the wisdom and knowledge of God! How unsearchable are His judgments and His ways past finding out!

1 John 3:20 — For if our heart condemns us, God is greater than our heart, and knows all things.

Hebrews 4:13 — And there is no creature hidden from His sight, but all things are naked and open to the eyes of Him to whom we must give account.

Romans 2:16 — God will judge the secret things of men by Jesus Christ, according to [Paul's] gospel.

- **Immanence**

Jeremiah 23:23-24 — "Am I a God near at hand?" says the LORD, "And not a God afar off? Can anyone hide himself in secret places, so I shall not see him?" says the LORD; "Do I not fill heaven and earth?" says the LORD.

Acts 17:27-28 — He is not far from each one of us; for in Him we live and move and have our being.

Haggai 2:5 — "According to the word that I covenanted with you when you came out of Egypt, so My Spirit remains among you; do not fear!"

- **Righteousness**

Genesis 18:25 — Far be it from You to do such a thing as this, to slay the righteous with the wicked, so that the righteous should be as the wicked; far be it from You! Shall not the Judge of all the earth do right?

Psalms 19:7-9 — The law of the Lord is perfect, converting the soul; the testimony of the Lord is sure, making wise the simple; the statutes of the Lord are right, rejoicing the heart; the commandment of the Lord is pure, enlightening the eyes; the fear of the Lord is clean, enduring forever; the judgments of the Lord are true and righteous altogether.

Psalms 145:17 — The Lord is righteous in all His ways, gracious in all His works.

Jeremiah 9:24 — "But let him who glories glory in this, that he understands and knows Me, that I am the Lord, exercising lovingkindness, judgment, and righteousness in the earth. For in these I delight," says the Lord.

- **Immutability**

Malachi 3:6 — "For I am the Lord, I do not change."

James 1:17 — Every good gift and every perfect gift is from above, and comes down from the Father of lights with whom there is no variation or shadow of turning.

- **Self-Existence**

Exodus 3:14 — And God said to Moses, "I AM WHO I AM."

Psalms 90:2 — Before the mountains were brought forth, or ever You had formed the earth and the world, even from everlasting to everlasting, You are God.

John 1:1-5 — In the beginning was the Word, and the Word was with God, and the Word was God. He was in the beginning with God. All things were made through Him, and without Him nothing was made that was made. In Him was life, and the life was the light of men.

John 5:26 — "For as the Father has life in Himself, so He has granted the Son to have life in Himself."

Colossians 1:15-17 — He is the image of the invisible God, the firstborn over all creation. For by Him all things were created that are in heaven and that are on earth, visible and invisible, whether thrones or dominions or principalities or powers. All things were created through Him and for Him. And He is before all things, and in Him all things consist.

- **Justice**

Genesis 18:25 — Far be it from You to do such a thing as this, to slay the righteous with the wicked, so that the righteous should be as the wicked; far be it from You! Shall not the Judge of all the earth do right?

Exodus 34:6-7 — The Lord, the Lord God, merciful and gracious, longsuffering, and abounding in goodness and truth, keeping mercy for thousands, forgiving iniquity and transgression and sin, by no means clearing the guilty, visiting the iniquity of the fathers upon the children and the children's children to the third and the fourth generation.

Nehemiah 9:32-33 — However You are just in all that has befallen us.

Romans 9:14-33 — What shall we say then? Is there unrighteousness with God?

Psalms 99:4 — The King's strength also loves justice; You have established equity; You have executed justice and righteousness in Jacob.

Romans 1:32 — Who, knowing the righteous judgment of God, that those who practice such things are deserving of death, not only do the same but also approve of those who practice them.

1 Peter 1:17 — The Father... without partiality judges according to each one's work, conduct yourselves throughout the time of your stay here in fear.

- **Sovereignty**

Genesis 14:19 - "Blessed be Abram of God Most High, possessor of heaven and earth; and blessed be God Most High, who has delivered your enemies into your hand."

Exodus 18:11 - Now I know that the Lord is greater than all the gods.

Psalms 115:3 - But our God is in heaven; he does whatever he pleases.

Matthew 10:29 - "Are not two sparrows sold for a copper coin? And not one of them falls to the ground apart from your Father's will."

Romans 9:15 - For He says to Moses, "I will have mercy on whomever I will have mercy, and I will have compassion on whomever I will have compassion."

Ephesians 1:11 - In Him also we have obtained an inheritance, being predestined according to the purpose of Him who works all things according to the counsel of His will.

1 Peter 3:17 - For it is better, if it is the will of God, to suffer for doing good than for doing evil.

- **Love**

Deuteronomy 7:7-8 — "The Lord did not set His love on you nor choose you because you were more in number than any other people, for you were the least of all peoples; but because the Lord loves you, and because He would keep the oath which He swore to your fathers, the Lord has brought you out with a mighty hand, and redeemed you from the house of bondage, from the hand of Pharaoh king of Egypt."

John 14:31 — "But that the world may know that I love the Father, and as the Father gave Me commandment, so I do."

Romans 5:5, 8 — Now hope does not disappoint, because the love of God has been poured out in our hearts by the Holy Spirit who was given to us.

Romans 8:35, 39 — Who shall separate us from the love of God? Shall tribulation, or distress, or persecution, or famine, or nakedness, or peril, or sword? [Neither] height nor depth, nor any other created thing, shall be able to separate us from the love of God which is in Christ Jesus our Lord.

1 John 4:8,16 — He who does not love does not know God, for God is love. And we have known and believed the love that God has for us. God abides in him, and who abides in love abides in God, and God in him.

- **Transcendence**

Isaiah 55:8-9 - "For my thoughts are not your thoughts, nor are your ways My ways," says the Lord. "For as the heavens are higher than the earth, so are My ways higher than your ways, and My thoughts than your thoughts."

Isaiah 57:15 - For thus says the High and Lofty One who inhabits eternity, whose name is Holy: "I dwell in the high and holy place, with him who has a contrite and humble spirit, to revive the spirit of the humble, and to revive the heart of the contrite ones.

Psalms 113:5-6 - Who is like the Lord our God, who dwells on high, who humbles Himself to behold the things that are in the heavens and in the earth?

John 8:23 - And He said to them again, "I am going away, and you will seek Me, and will die in your sin. Where I go you cannot come. You are from beneath; I am from above. You are of this world; I am not of this world."

## **FREE WILL AND PROVINCE**

Free will is a moral, religious, and social concept that is central to philosophy and most religions. It has been argued that the basis of freedom lies in the contingency of natural events. Though this line of reasoning has been by and large abandoned, for freedom to exist at all the concept of strict universal causality will have to be suspended, at least in the moral sphere. Another line of thought sees the foundation of freedom in spirituality: The soul,

as immaterial, is not subject to the deterministic laws of nature. Whatever the explanation, belief in free will amounts to the conviction that, as individuals, human beings are endowed with the capacity for choice of action, for decision among alternatives, and specifically that, given an innate moral sense, humans can freely discern good and evil and choose the good, though they often do not.

The essential presupposition of most major religions is that humans are born with freedom of choice. Free will is the capacity to choose among courses of action, objectives, things, desires, and so forth, and also to assume full moral responsibility for them. For the will to be free it is therefore necessary that there be no direct coercion, serious compulsion, or distortion of truth (for example, through propaganda or brainwashing) and also that alternatives for choice be at hand. A variety of conditions in society will allow for a variety of beliefs and the free exercise of human choice. Religious freedom, including, but not reducible to, freedom of worship, illustrates the inseparability of these aspects, being at the same time freedom from spiritual coercion (for example, forcibly inculcated atheism, active proselytism) and freedom for the consciousness to believe, the individual to practice, and the community to exercise the rules of conduct and rituals of its own tradition.

### **KNOWLEDGE OF GOD REALITY**

God's presence is real, full of love, and completely transformational. It takes what was broken and brings healing. It takes what was lost and guides us to our rightful place in the Father. It satisfies the weary, brings light to the darkness, and pours out the refreshing rain of God's love on the driest, deepest parts of the soul. It's a troubling truth in Christianity today that many believers don't know about or aren't experiencing continual encounter with the real, manifest presence of God. The Bible contains story after story of life-changing, world-altering encounters with the reality of God's presence. From Moses and the tent of meeting to the disciples at Pentecost, we continually read about God supernaturally encountering his people in real, transformative ways. Jesus died so that we might walk in communion with our heavenly Father not only in heaven, but here on this earth. Biblical characters modeled what it was to experience God consistently in both the New and Old Testaments. God, in his desire to have restored relationship with you, has made the reality of his presence fully available to you. Through the death of Christ there is nothing separating you from him. Before we dive into different stories of God's manifest presence on the earth, let's take time to focus on the biblical basis for encountering God. Open your heart and mind to the truth about God's nearness and allow your faith to be stirred for all the ways your heavenly Father would transform your life through encounter with him.

Psalm 139:7-8 says, "Where shall I go from your Spirit? Or where shall I flee from your presence? If I ascend to heaven, you are there! If I make my bed in Sheol, you are there!"

Scripture is clear that God is omnipresent and his presence can be tangible to us. David describes God's presence this way: "In your presence there is fullness of joy; at your right hand are pleasures forevermore" (Psalm 16:11).

There is no doubt in looking at Scripture that God's presence is real, good, and available to us. Rest in the truth of that for a moment. You can consistently enter into the tangible

presence of your heavenly Father anywhere and anytime. Have faith today that God created you to experience him. Encountering his presence is made possible entirely by his grace, so it is available apart from any good or bad thing you do. But, know that God will never force his presence on you. He only fills up what is open and ready to receive. He sweetly calls you to meet with him and waits for you to make space in your life to receive what he longs to give.

There is no more life-giving pursuit you can embark on than the pursuit of God's presence. Spending time resting in him is meant to be the satisfaction that lays a foundation for you to live the life of abundance made available to you through Jesus. Your role in encountering God is simply seeking him. If you will make time to encounter him, open your heart, and have faith in his word, then you will discover the wellspring of life, joy, love, and transformation that is the presence of our heavenly Father.

### **Philosophical Approach to Christian Ethics\*\*\***

#### **PHILOSOPHICAL THEOLOGY**

Philosophical theology is a branch of theology in which philosophical methods are utilized to arrive at a clearer understanding of divine truths. There is debate as to whether or not theology and philosophy must both be involved in man's effort to arrive at the truth, or whether divine revelation can, or should, stand on its own. Over the centuries, there have been several different theories as to how extensively philosophical systems should be applied to theological concepts. Some say that the two must be absolutely separate, that they have nothing to do with one another. Others say that philosophy and reason are necessary if man is to rightly understand divine revelation. Still others take a moderate approach, saying that philosophy is a useful tool but not to be relied on utterly.

Both philosophers and theologians carefully study the works of previous practitioners. In fact, much of the impetus for their work is provided by the study of the past.

But there are also important differences. The most important one is that Christian theology is based on the assumption that certain propositions are to be accepted because they are revealed truths. In theology, that is, certain claims can be and commonly are accepted on authority, for example, because the Bible says so. Thus, in the pages of Christian theological works, it is quite common to find biblical references appended to arguments, references that are obviously designed to lend credence and authority to the points being made. Typical philosophers, on the other hand, require arguments, reasons, or evidence in order for some point to be acceptable. They will rarely, if ever, appeal to an authority as a reason for accepting a view. Instead, they will typically appeal to the reason or argument given for that view.

Because of this difference, some people think that philosophy and theology are enemies. Many philosophers have apparently believed this, and so have some great figures in Christian theology, from Tertullian to Karl Barth. Some even think that the apostle Paul asserted passionately that philosophy and the Christian gospel are at odds with each other: "See to it that no one takes you captive through hollow and deceptive philosophy, which



depends on human tradition and the elemental spiritual forces of this world rather than on Christ” (Col. 2:8). Paul’s words can easily be misinterpreted. Of course many philosophies are inimical to Christian faith, but we believe that philosophy itself—the search for answers to ultimate questions—is neutral. Some philosophers attack religion and some defend it, but philosophy itself is neither an enemy nor a friend of Christian faith.

## **CHARACTERISTICS OF PHILOSOPHICAL PROBLEMS**

Philosophical knowledge, like other types of knowledge, has its own characteristics. These can be listed as:

- Philosophical knowledge is the product of a critical attitude that curious, inquiring, questioning and doing research. It emerges from people who are curious about the beings and events around them.
- Philosophy is a regular and systematic knowledge. What needs to be understood from order and systematicity is the effective use of the principles of logic in all issues covered in philosophy. While dealing with issues and concepts in philosophy, contradictory judgments and inconsistent views cannot be included. No information is a philosophical knowledge without a systemic integrity.
- Philosophical knowledge is cumulative. Accordingly, the reasoning, the results reached by each philosopher by trying to achieve a consistent whole by affecting each other.
- Knowledge of philosophy is unifying and integrative. When philosophers make explanations about the universe, they do not look from a single aspect. It takes existence, life as a whole and tries to explain it without separating it.
- Knowledge of philosophy is universal. Anything that enters human life can be the subject of philosophy. Philosophy is a universal knowledge characteristic because it embraces the whole, deals with existence completely, tries to understand the human being considered within its own essence and structure, and tries to ground the values that exist everywhere.
- Philosophy of knowledge does not feature progress. In other words, the philosopher who came after in the history of philosophy is not seen as someone who surpassed the first thinkers and solved the problems they could not solve. Because philosophy cannot be isolated from its own history.
- The accuracy or inaccuracy of philosophical knowledge cannot be the subject of investigation as in the sciences. Since philosophers’ perspectives, creative intelligence and living conditions are different, they can reach different conclusions on the same subject. One cannot say that one of these different views is right and the other is wrong.



# INTRODUCTION TO MANAGEMENT F1/004

## **Course Content:**

**Definition of Management**

**Principles of Management**

**Management School of Thought**

**Effective Planning and Control**

**Effective decision Making**



# INTRODUCTION TO MANAGEMENT

Management is the coordination and administration of tasks to achieve a goal. Such administration activities include setting the organization's strategy and coordinating the efforts of staff to accomplish these objectives through the application of available resources. Management can also refer to the seniority structure of staff members within an organization.

To be an effective manager, you'll need to develop a set of skills, including planning, communication, organization and leadership. You will also need extensive knowledge of the company's goals and how to direct employees, sales and other operations to accomplish them.

## FIVE BASIC OPERATIONS OF A MANAGER

In general, there are five basic functions of a manager:

- Setting objectives
- Organizing
- Motivating the team
- Devising systems of measurement
- Developing people

### 1. Setting objectives

Setting and achieving objectives is the primary way a manager accomplishes and maintains success. They must also be able to convey them to their staff or employees in a compelling manner. For instance, a restaurant manager could state they want to improve service times and remind employees that faster service increases revenue and tips.

### 2. Organizing

Managers evaluate the type of work, divide it into achievable tasks and effectively delegate it to staff. Organization consists of a series of relationships among individual staff as well as departments or entities inside the organization. It is the manager's responsibility to ensure that these individuals and entities work together in harmony, which includes motivating staff members and departments to stay on task. A good manager is skilled at building interpersonal relationships among their team members and can troubleshoot when members confuse their encounter challenges.

Organization also requires a manager to establish relationships of authority among their team members. Maximizing organizational arrangements can help businesses enhance the company's efficiency in the market, reduce the costs of business and improve productivity.

### 3. Motivating the team

In addition to the tasks of organization and delegation, motivation includes having the skills to handle different types of personalities in a team. An effective manager must know how to form and lead successful teams and know how to galvanize team members around a cause.

#### **4. Devising systems of measurement**

Managers need to set targets or key performance indicators that the team aims for and then generate ways to measure whether their team is on track to meet those goals. Because it can be challenging to come up with measurable ways of understanding performance, managers must often be creative and thoughtful. However, like the other functions of management, measurement is critical to improving business performance.

#### **5. Developing people**

In addition to leading their team toward a goal and measuring their progress along the way, good managers invest in their staff's development. Managers can, for example, work with their team to help them set goals to move up in their careers.

Managers must have leadership skills to use these five operations successfully. They are responsible for coaching their team members by helping them recognize their strengths and weaknesses and improve their performance. Different managers may have different styles of leadership. Regardless of their style, managers should develop their leadership skills to be an effective supervisor.

### **CONCEPT OF MANAGEMENT**

#### **Management concepts**

A manager needs to understand a few simple ideas to employ the five basic operations. These concepts are essential to ensure their team comes together to reach the business' goals:

**Control:** Employees of an organization need to understand the goals that they are aiming for as well as the measurement that will be used to determine whether they have been successful. Different staff members in a company have different roles that entail separate levels of responsibility. A manager must have control over what the members do, how they do it and how to measure their progress. Control over these factors helps a manager reach success.

**Planning:** The best managers know that planning is critical before the implementation of any strategy, but it is also an ongoing activity. Planning does not end when implementation begins. Rather, management needs to be prepared to answer the questions of who, what, when and where a team is working to implement the organization's mission. Planning should include selecting objectives as well as implementing them.

**Staffing:** Staffing is an underappreciated but crucial function of management. Managers need to ensure that they have the right people for the job, but they also need to pay attention to issues like organizing workplace policies. The company needs to retain the best talent by providing incentives such as benefits, paid time off and a thorough training program.

#### **Management styles**

Analysts who study management have identified several effective leadership styles. There is no one best style of management, and some people will feel more personally suited to one type or another. You can also select elements of different styles of management to create the best archetype for you and your company.

Here, we briefly review three positive management styles that can help make any manager a more effective leader.

### **Persuasive management style**

A compelling leader spends a lot of time with their team members. Being engaged with employees allows the persuasive manager to lead by example, and to gain buy-in and compliance from the team by persuading rather than instructing or demanding. Influential managers are aware of the work that their team members are doing on a day-to-day basis and are involved in their work lives.

### **Democratic management style**

A democratic manager invites the team to be directly involved in decision-making. Open lines of communication between democratic managers and employees allow these types of managers to understand the skills and advantages that each employee brings to the table. Open participation and exchange of ideas among different levels of employees allow everyone to contribute to the outcome of a decision or a project.

This style of management is more successful when managers develop organized and streamlined decision-making processes. Otherwise, accepting input from everyone can make the process sluggish and disorganized.

### **Laissez-faire management**

The laissez-faire manager functions almost more like a mentor than a manager. They empower their employees to step up and make decisions. This allows the team to feel like they own a part of each project. The manager takes a backseat role, stepping in to offer advice or get things back on track when something goes wrong. Otherwise, they stand aside, allowing their employees to flourish creatively and exercise their own leadership.

### **Three layers of management**

Large businesses and corporations often have three primary levels of management organized in a hierarchical structure. You may have heard terms that refer to these different layers of management, such as “middle management” or “senior management.”

#### **Low-level management**

Low-level managers include roles like front-line team leaders, foremen, section leads and supervisors. This level of management, the lowest in the three layers, is responsible for overseeing the everyday work of individual employees or staff members and providing them with direction on their work.

Low-level management’s responsibilities often include ensuring the quality of employees’ work, guiding staff in everyday activities and routing employee problems through the

appropriate channels. They also are responsible for the day-to-day supervision and career planning for their team, as well as providing feedback on their employees' performance.

### **Middle management**

Middle managers, the next layer in the management hierarchy, are overseen by senior management. Middle management includes those working in the roles of a department manager, regional manager and branch manager. Middle management is responsible for communicating the strategic goals developed by senior management down the line to front-line managers.

In contrast with senior management, middle managers spend more of their time on directional and organizational functions. This includes defining and discussing important policies for lower management, providing guidance to lower-level management to achieve better performance and executing organizational plans at the direction of senior management.

### **Senior management**

Senior management, including the chief executive officer, president, vice president and board members, is at the top layer of this management hierarchy. Senior management needs to set the overall goals and direction of an organization. Senior management develops strategic plans and company-wide policy and makes decisions about the direction of the organization at the highest level. They also usually play an essential role in mobilizing outside resources and are held accountable to the company's shareholders as well as the general public for the performance of the company.

### **The Importance of Management**

Management is a task of getting things done which makes it the most important human activity in an organisation. No business can run on itself and management acts as a continuous impetus for a business to operate smoothly.

#### **1. Coordination of Different Factors:**

Management is important for enabling coordination between people working across different levels and functions in an organisation. Through coordination, management aims at unifying, integrating, synchronizing efforts of all subordinates/employees to provide unity of action for seeking organisational goals. Management seeks to achieve coordination through its basic functions-planning, organising, staffing, directing and controlling.

#### **2. Achievement of Objectives:**

Every organisation sets objectives or specific results to be achieved within a particular time frame with certain resources. They serve as the basis for formulating policies, rules, performance standards, etc., which may further lead to minimising expenses, maximising profits, market expansion, customer satisfaction and so on. Management becomes important for achievement of such objectives for directing and unifying the group efforts to achieve them.

#### **3. Increasing Productivity:**

Management is important for increasing productivity as it ensures that resources like capital, labour, energy, raw materials, etc. are consumed efficiently at a particular time period to produce as planned by the organisation. The management also ensures that the increase in productivity can be realistically obtained by motivating labour and equitable alignment of supporting resources.

#### **4. Facing Competition:**

All businesses experience competition with increase in demand of products/services. Businesses thereby compete with each other to seek more sales, more profit and a higher market share by offering the products / services at best prices, quality and service. Human and physical resources accordingly need to be managed suitably with increasing competition thus necessitating the need for management.

#### **5. Inventions:**

Modern scientific and technical inventions have made production processes complex that has resulted in demand for sophisticated machines and methods. These inventions have also resulted in less dependence in human resources leading to the need for management that can facilitate efficiency in such innovative resources.

#### **6. Positive Influence:**

Management aims at getting things done but this can be possible with supporting positive influences which are set in an organisation. Positive influences include positive communication and leadership abilities of the management. For example, during economic difficulties management can motivate and assure workers of job security and provide them necessary guidance to work efficiently.

#### **7. Adding to Real Value:**

Integration of all efforts efficiently can generate team spirit; create new ideas, imaginations and vision among employers / employees working together and between other stakeholders by a sound management. A good and positive management can develop an improved standard of living, access and availability to leisure, amenities and overall welfare leading to good quality of life.

#### **8. Necessary to all Organisations:**

Management is important for various types of organisations which are for profit, non-profit, educational, religious and charitable organisations. Management is found also among households, families, clubs and associations that require human activities supported by other physical resources.

#### **9. Optimum Utilization of Resources:**

Management with the help of experts and professionals tries to make best use of all of its physical & human resources. Their knowledge and skills ensures most efficient way thus avoiding underutilization of resources. By finding best possible alternate use of even by-products, management provides maximum utilization of scarce resources.

#### **10. Reduces Costs:**



Management is an integrating process in the sense; it incorporates the men, machine and material to carry out the operations of the enterprise in the best possible manner. This integration process is result oriented.

It takes these as inputs & produce output for the consumption of the society in the form of goods & services. Thus, the use of experts, efficient utilization of resources, results in maximum output and minimum wastage which in turn leads to cost reduction.

## **CHALLENGES OF MANAGEMENT**

Here are few management challenges that you are likely to face at some point in your entrepreneurial journey:

### **1. Maintaining Communication**

Strong communication is the bedrock of any functional team; by ensuring your employees feel comfortable communicating with you and with one another, you cultivate a collaborative and, ultimately, more productive environment. At all levels, good communication ensures that issues are always resolved and never left to fester. Therefore, fostering and maintaining such a culture is one of the biggest challenges faced by managers today. Without open dialogue in the office, every other management challenge you face will become exponentially more difficult, so you need to enable constructive feedback, encourage employees to share their thoughts and opinions, and engender a platform (digital or otherwise) that ensures everybody is continually talking to each other.

### **2. Resolving Conflict**

Although communication can help negate situations of conflict, eventually, an issue will arise that you will need to step up and resolve. Whether it is a personal gripe between individual employees, or as a result of a broader performance problem, you need to address the matter as soon as possible.

To manage conflict effectively, you need to use all the information available. This means putting a process in place where you can listen to everyone that is involved, allowing you to work with your team members to find a positive resolution to the problem. Always be on the lookout for ways to improve this process, too, as drawn-out conflict can be hugely detrimental to productivity.

### **3. Hiring the Right Candidate**

A manager is only as good as the performance of their team, so naturally, putting together a strong one is a crucial challenge for a manager. Finding candidates that possess the right skills and personality for your company can be an agonising process. Ultimately, the most foolproof method for finding the perfect candidate is to establish a selection process that you can trust. Depending on the size of your business, this may mean integrating department heads and HR managers, but the sooner you and your company can implement such a process, the sooner you can find the right people and avoid the problems that come with hiring the wrong ones.

### **4. Developing Employees**

One of the biggest challenges for the modern manager is adapting to millennial and Gen Z employees, who place great value on development and growth. If you are not paying attention to the professional progress of your staff, then it is more than likely that they will start looking elsewhere. As well as increasing their value, helping your employees to realise their career objectives has multiple benefits, such as:

Sending a positive message to other employees, making them more likely to be engaged with their work.

Developing new skills that will bring added value to the work they complete.

Attracting other competent prospects, making the process of hiring good people easier.

## **5. Holding Employees Accountable**

As a manager, you should be doing everything you can to give your employees the best chance to succeed. However, on the inevitable occasion that a worker is performing poorly, you also need to be comfortable taking action. Not only will an office without accountability fail to get the best out of individual employees, but the entire team will lag without the presence of proper authority. To keep your employees accountable, you need to be proactive in establishing your expectations. Be realistic in what goals are achievable and make sure you are communicating these expectations, either in one-to-one meetings or through company communications. This way, your employees will be aware if they are failing to meet their goals, and any issues can be approached and addressed quickly. Holding your employees accountable isn't a mandate to be a disciplinarian, but rather an opportunity to determine why something might have gone awry. It shouldn't be an excuse to fire someone, either; accountability is about understanding the cause of poor performance and addressing any underlying issues.

## **6. Firing Staff**

Of course, no matter how hard you try and help a struggling employee, there is a cutoff point at which the only remaining solution is termination. As unpleasant as it might be, firing a continually underperforming or incompetent employee is a reality that, at some point, all managers must face. While there are no easy tricks to make this portion of your duties any less uncomfortable, there are best practices you can utilise to make the process as fluid as possible. For a start, your office policies and code of conduct should be clear, while you should also document any ongoing performance or attendance issues, as well as any other violations of office policy. Make sure that the entire process is as transparent as possible, and always deliver the news in a professional manner and setting, with (if applicable) the appropriate HR personnel present. If you are forced to resolve layoffs, meanwhile, ensure you have a consistent and transparent system for carrying them out. Let your employees know that you have worked to get them the best severance package that the situation allowed for, too.

## **7. Retaining Employees**

Another huge challenge faced by managers today - particularly given the nomadic nature of millennial workers - is the loss of key staff. While you can't stop high-value employees from leaving, you can reduce the frequency of losing them by implementing rewards programmes, as well as enticing benefits packages. This doesn't just mean financial compensation, either;

show that you are supportive of their career goals and give them the tools to keep growing within the company. When your star employee does eventually claim to have outgrown their role, see if you can find them a new challenge elsewhere within the company. Not only will they appreciate your willingness to accommodate them, but they can continue to benefit the business.

### **8. Keeping News You Can't Share**

One of the most uncomfortable challenges of management is in keeping things from employees, especially when your working relationships rely on trust and honesty to function effectively. After all, if your company is having financial problems or facing a takeover, the entire livelihood of your employees could be affected.

Those situations can be frightening for everyone involved and, as rumours tend to travel quickly, you may find yourself confronted by an employee who wants answers. As difficult as it may be, you need to assert that you can't disclose any information. Reassure your employee that you will inform them of any changes as soon as you can - but don't reveal anything that you have been instructed not to. Remember: spilling the secrets of upper management doesn't just have consequences for your staff's morale; it also jeopardises any potential resolution strategy that your company is considering, too.

### **9. Developing Your Own Skills**

One of the lesser discussed challenges that you will face doesn't necessarily revolve around your team; as well as staying on top of potential conflicts and employee development programmes, you must also ensure that you are continuing to develop your own skillset. Always carve out time to reflect on your performance and analyse what you do well and what you could improve on, as well as identify ways in which you can address those weaknesses.

## **MANAGEMENT AND ADMINISTRATION**

Management is an act of managing people. Their work is to achieve a common goal by using the resources. For better workflow needs a suitable environment. It creates that's an opportunity. As a result, subordinates and their manager do the work together to reach the objective. Management is a group of people. They use their talent and skills to complete organizational tasks. So, we can say that it consists of the following features. Such as:-

Functional initiative

Activity

Documental discipline,

Systematic process,

And much more.

Management performs organizing, planning, coordination, motivating, controlling, decision making, and leading. It contains the 5M features of the organization. It is also called the 5M's Model of management. There are mentioned the 5M's full form. Such as:-

1st M = Men (Peoples)

2nd M = Machines (Tools or equipments)

3th M = Medium or Measurementals (Inspection & environment)

4th M = Mission (Purpose)

5th M = Management (Leadership)

It is a result-oriented action, which focuses on attaining the wanted output. Research includes three extra, additionally. So, it may also call the 8M Model. Such as Material, Method or Mother nature, and Maintenance.

## **ADMINISTRATION**

A systematic process of administering is the administration. If we have to give an example, we can provide a huge amount of samples. Such as the management of a business organization, an educational institution, school, college, university, government office, or any non-profit making organization. Besides these, there are more functions. For example:

- Formation of policies, plans, and procedures
- Setting up of objectives and goals.
- Implementing rules and regulations, etc.

Within the management of the organization functions, the administration lays down the fundamental framework of an organization.

## **SIMILARITIES BETWEEN MANAGEMENT AND ADMINISTRATION:**

Management and administration deal with the different peoples. Both are performed by any level of the hierarchy, for example, top-level, middle-level, and lower-level. As much as managers at the top level work to make their activities more effective, lower-level managers work harder to implement them. In fact, management can be operative management and administrative management.

Management and administration both deal directly with primary issues such as planning, regulation, collaboration, and organization. As mentioned earlier, the main difference between them is in use only. For example, the term 'administration' is used in general government agencies. On the other hand, the term 'management' is used in the private sector or business organization. Of course, people in different sectors do not usually work with different functions.

However, an in-depth analysis reveals that the relative importance of these functions varies from time to time at different stages. Whenever a policy is set at a higher level, it becomes effective and comes to a lower level. If you don't think materially, there is no obstacle to calling formulation or execution is called management or administration. In many cases today, the debate between 'management' and 'administration' is almost non-existent, as management organizations do not differ much in implementing different measures among themselves.

## **Key Similarities between Management and Administration:**

To understand the issue more clearly, some important similarities between management and administration are presented below in the form of points. Such as

- Management and administration, both practice through expert personnel to accomplish the goals. For newbies, these two things are not suitable.

- Both things are required to implement in the organization for a long time to get effective results. These two important things are essential in both.
- Normally management forms with administration tasks. At the same time, administration work with management. Here important thing is that a manager needs to have both skills like management and administration.
- Through proper and particular techniques or tricks and tips, both are running. Although each one application process is different, initiatives are almost the same.
- Management and administration must acquire some things to come to an end. Whether administered or managed, the goal is to deliver the expected results.
- Administration and management, both are available in the new public management models (NPM).
- These two systematic processes perform in the all levels of hierarchy like top-level, middle level, and lower level.
- Both directly involve organizing, planning, and controlling. These are the basic functions of management and administration. In public administration, it is called POSDCORB.
- We know that administration deals with government and management deal with business or non-government. Yet, both are stood in the same functionalities.

## **PERSPECTIVE OF MANAGEMENT**

### **Management as a Process**

As a process, management refers to a series of inter-related functions. It is the process by which management creates, operates and directs purposive organization through systematic, coordinated and co-operated human efforts, according to George R. Terry, "Management is a distinct process consisting of planning, organizing, actuating and controlling, performed to determine and accomplish stated objective by the use of human beings and other resources". As a process, management consists of three aspects:

- Management is a social process - Since human factor is most important among the other factors, therefore management is concerned with developing relationship among people. It is the duty of management to make interaction between people - productive and useful for obtaining organizational goals.
- Management is an integrating process - Management undertakes the job of bringing together human physical and financial resources so as to achieve organizational purpose. Therefore, is an important function to bring harmony between various factors.
- Management is a continuous process - It is a never ending process. It is concerned with constantly identifying the problem and solving them by taking adequate steps. It is an on-going process.

### **Management as an Activity**

Like various other activities performed by human beings such as writing, playing, eating, cooking etc, management is also an activity because a manager is one who accomplishes the objectives by directing the efforts of others. According to Koontz, "Management is what a manager does". Management as an activity includes -



- Informational activities - In the functioning of business enterprise, the manager constantly has to receive and give information orally or in written. A communication link has to be maintained with subordinates as well as superiors for effective functioning of an enterprise.
- Decisional activities - Practically all types of managerial activities are based on one or the other types of decisions. Therefore, managers are continuously involved in decisions of different kinds since the decision made by one manager becomes the basis of action to be taken by other managers. (E.g. Sales Manager is deciding the media & content of advertising).
- Inter-personal activities - Management involves achieving goals through people. Therefore, managers have to interact with superiors as well as the sub-ordinates. They must maintain good relations with them. The inter-personal activities include with the sub-ordinates and taking care of the problem. (E.g. Bonuses to be given to the sub-ordinates).

### **Management as a Discipline**

Management as a discipline refers to that branch of knowledge which is connected to study of principles & practices of basic administration. It specifies certain code of conduct to be followed by the manager & also various methods for managing resources efficiently.

Management as a discipline specifies certain code of conduct for managers & indicates various methods of managing an enterprise. Management is a course of study which is now formally being taught in the institutes and universities after completing a prescribed course or by obtaining degree or diploma in management, a person can get employment as a manager.

Any branch of knowledge that fulfils following two requirements is known as discipline:

- There must be scholars & thinkers who communicate relevant knowledge through research and publications.
- The knowledge should be formally imparted by education and training programmes.
- Since management satisfies both these problems, therefore it qualifies to be a discipline. Though it is comparatively a new discipline but it is growing at a faster pace.

### **Management as a Group**

Management as a group refers to all those persons who perform the task of managing an enterprise. When we say that management of ABC & Co. is good, we are referring to a group of people those who are managing. Thus as a group technically speaking, management will include all managers from chief executive to the first - line managers (lower-level managers). But in common practice management includes only top management i.e. Chief Executive, Chairman, General Manager, Board of Directors etc. In other words, those who are concerned with making important decisions, these persons enjoy the authorities to use resources to accomplish organizational objectives & also responsibility to for their efficient utilization.

Management as a group may be looked upon in 2 different ways:

- All managers taken together.



- Only the top management

The interpretation depends upon the context in which these terms are used. Broadly speaking, there are 3 types of managers -

- Patrimonial / Family Manager: Those who have become managers by virtue of their being owners or relatives of the owners of company.
- Professional Managers: Those who have been appointed on account of their specialized knowledge and degree.
- Political Managers / Civil Servants: Those who manage public sector undertakings.
- Managers have become a part of elite group of society as they enjoy higher standard of living in the society.

### **Management as a Science**

Science is a systematic body of knowledge pertaining to a specific field of study that contains general facts which explains a phenomenon. It establishes cause and effect relationship between two or more variables and underlines the principles governing their relationship. These principles are developed through scientific method of observation and verification through testing.

Science is characterized by following main features:

- **Universally acceptance principles** - Scientific principles represents basic truth about a particular field of enquiry. These principles may be applied in all situations, at all time & at all places. E.g. - law of gravitation which can be applied in all countries irrespective of the time. Management also contains some fundamental principles which can be applied universally like the Principle of Unity of Command i.e. one man, one boss. This principle is applicable to all type of organization - business or non business.
- **Experimentation & Observation** - Scientific principles are derived through scientific investigation & researching i.e. they are based on logic. E.g. the principle that earth goes round the sun has been scientifically proved. Management principles are also based on scientific enquiry & observation and not only on the opinion of Henry Fayol. They have been developed through experiments & practical experiences of large no. of managers. E.g. it is observed that fair remuneration to personal helps in creating a satisfied work force.
- **Cause & Effect Relationship** - Principles of science lay down cause and effect relationship between various variables. E.g. when metals are heated, they are expanded. The cause is heating & result is exexpansion. The same is true for management, therefore it also establishes cause and effect relationship. E.g. lack of parity (balance) between authority & responsibility will lead to ineffectiveness. If you know the cause i.e. lack of balance, the effect can be ascertained easily i.e. in effectiveness. Similarly if workers are given bonuses, fair wages they will work hard but when not treated in fair and just manner, reduces productivity of organization.
- **Test of Validity & Predictability** - Validity of scientific principles can be tested at any time or any number of times i.e. they stand the test of time. Each time these tests will give same result. Moreover future events can be predicted with reasonable accuracy

by using scientific principles. E.g. H<sub>2</sub> & O<sub>2</sub> will always give H<sub>2</sub>O. Principles of management can also be tested for validity. E.g. principle of unity of command can be tested by comparing two persons - one having single boss and one having 2 bosses. The performance of 1st person will be better than 2nd.

It cannot be denied that management has a systematic body of knowledge but it is not as exact as that of other physical sciences like biology, physics, and chemistry etc. The main reason for the inexactness of science of management is that it deals with human beings and it is very difficult to predict their behavior accurately. Since it is a social process, therefore it falls in the area of social sciences. It is a flexible science & that is why its theories and principles may produce different results at different times and therefore it is a behavior science. Ernest Dale has called it as a Soft Science.

## **TYPES OF MANAGER**

The digital age exposed the shortcomings of management that addressed problems in formal or bureaucratic approaches at the expense of creativity and innovation. Today, many organizations use “flatter” structures, with fewer levels between the company’s chief executives and the employee base. Most organizations, however, still have four basic levels of management: top, middle, first line, and team leaders.

### **Top-Level Managers**

As you would expect, top-level managers (or top managers) are the “bosses” of the organization. They have titles such as chief executive officer (CEO), chief operations officer (COO), chief marketing officer (CMO), chief technology officer (CTO), and chief financial officer (CFO). A new executive position known as the chief compliance officer (CCO) is showing up on many organizational charts in response to the demands of the government to comply with complex rules and regulations. Depending on the size and type of organization, executive vice presidents and division heads would also be part of the top management team. The relative importance of these positions varies according to the type of organization they head. For example, in a pharmaceutical firm, the CCO may report directly to the CEO or to the board of directors.

Top managers are ultimately responsible for the long-term success of the organization. They set long-term goals and define strategies to achieve them. They pay careful attention to the external environment of the organization: the economy, proposals for laws that would affect profits, stakeholder demands, and consumer and public relations. They will make the decisions that affect the whole company such as financial investments, mergers and acquisitions, partnerships and strategic alliances, and changes to the brand or product line of the organization.

### **Middle Managers**

Middle managers have titles like department head, director, and chief supervisor. They are links between the top managers and the first-line managers and have one or two levels below them. Middle managers receive broad strategic plans from top managers and turn them into operational blueprints with specific objectives and programs for first-line managers. They also encourage, support, and foster talented employees within the organization. An

important function of middle managers is providing leadership, both in implementing top manager directives and in enabling first-line managers to support teams and effectively report both positive performances and obstacles to meeting objectives.

### **First-Line Managers**

First-line managers are the entry level of management, the individuals “on the line” and in the closest contact with the workers. They are directly responsible for making sure that organizational objectives and plans are implemented effectively. They may be called assistant managers, shift managers, foremen, section chiefs, or office managers. First-line managers are focused almost exclusively on the internal issues of the organization and are the first to see problems with the operation of the business, such as untrained labor, poor quality materials, machinery breakdowns, or new procedures that slow down production. It is essential that they communicate regularly with middle management.

### **Team Leaders**

A team leader is a special kind of manager who may be appointed to manage a particular task or activity. The team leader reports to a first-line or middle manager. Responsibilities of the team leader include developing timelines, making specific work assignments, providing needed training to team members, communicating clear instructions, and generally ensuring that the team is operating at peak efficiency. Once the task is complete, the team leader position may be eliminated and a new team may be formed to complete a different task.

## **PRINCIPLE OF MANAGEMENT**

Management is essential to any organization that wishes to be efficient and achieve its aims. Without someone in a position of authority there would be organizational anarchy with no structure and very little, if any focus. It has been said that management has four basic functions – planning, organizing, leading and controlling. Common sense dictates that without these principles of management being in place an organization would have trouble achieving its aims, or even coming up with aims in the first place! A classic theory on the principles of management was written by Henri Fayol. It seeks to divide management into 14 principles. We'll take a look at these basic principles of management and explain them in easy to understand terminology.

### **Principles of Management – Fayol's 14 Principles**

- **Division of Work** – This principle of management is based on the theory that if workers are given a specialized task to do, they will become skillful and more efficient in it than if they had a broader range of tasks. Therefore, a process where everyone has a specialized role will be an efficient one.
- **Authority** – This principle looks at the concept of managerial authority. It looks at how authority is necessary in order to ensure that managerial commands are carried out. If managers did not have authority then they would lack the ability to get work carried out. Managers should use their authority responsibly and ethically.
- **Discipline** – This principle relates to the fact that discipline is needed within an organization for it to run effectively. Organizational rules, philosophies, and structures need to be met. In order to have disciplined workers, managers must build a culture of mutual respect and motivation.

- Unity of command – There should be a clear chain of command in place within an organization. An employee should know exactly whose instructions to follow.
- Unity of direction – Work should be organized in a way that means employees are working in harmony toward a shared objective or goal using a shared method or procedure.
- Subordination individual interests to the collective interests – The interests of the organization as a whole should take precedence over the interests of any individual employee or group of employees. This encourages a team spirit and collective mentality of all for one and one for all.
- Remuneration – In order to motivate and be fair to employees, they should be paid a reasonable rate for the work they carry out. An organization that underpays will struggle to attract quality workers who are motivated.
- Centralization – This principle relates to whether decisions should be made centrally, as in from the top down, or in a more democratic way, from the bottom up. Different decision making processes are appropriate for different types of decisions.
- Scalar chain – This relates to the principle of a clear chain of communication existing between employees and superiors. The chain should be respected, unless speedy communication is vital, in which case the chain may be bypassed if all parties consent.
- Order – This relates to the proper use of resources and their effective deployment in a structured fashion.
- Equity – Managers should behave ethically towards those they manage. Almost every organization in the modern world will have a written set of policies and procedures which will outline exactly what is expected from staff at all levels.
- Stability of tenure of personnel – It is seen as desirable within an organization to have a low staff turnover rate. This is due to the benefits that come with having experienced staff and the time and expense needed to train new ones. There should be a clear and efficient method of filling any staff vacancies that arise.
- Initiative – Employees that have an input as to how to best do their job are likely to feel more motivated and respected. Many organizations place a great deal of emphasis on listening to the concerns of staff.
- Morale – Keeping a high level of morale and team spirit is an essential part of having the most productive organization possible. Happy and motivated employees are far more likely to be productive and less absent.

## **MANAGE SCHOOL OF THOUGHT**

The various approaches to the study of management as propounded by specialists from different disciplines have come to be called the Schools of Management Thought. There are several approaches to understand what management is. We can understand how managers take decisions through the decision-making approach. Empirical or case study approach helps us to know what management is through the experiences of various successful managers. Even the failure stories unfold certain mystery and this forms a part of management lessons.

## **The Functional Management Approach\*\*\*\*\***



## **The Behavior Science Approach**

The 'behavioural science' approach utilises methods and techniques of social sciences such as psychology, sociology, social psychology and anthropology for the study of human behaviour. Data is objectively collected and analysed by the social scientists to study various aspects of human behaviour.

The pioneers of this school such as Gantt and Munsterberg reasoned that in as much as managing involves getting things done with and through people, the study of management must be centred around the people and their interpersonal relations.

The advocates of this school concentrated on motivation, individual drives, group relations, leadership, group dynamics and so forth. The noted contributors to this school include Abraham Maslow, Fredrick Herzberg, Victor Vroom, McGregor, Lawler, Sayles, and Tannenbaum.

## **THE HUMAN RELATION APPROACH**

The human relations approach is concerned with the recognition of the importance of human element in organisations. Elton Mayo and his associates conducted the world famous Hawthorne Experiments and investigated the myriad of informal relationships, social cliques, patterns of communication and patterns of informal leadership. As a result of these experiments, a trend began which can be phrased as 'being nice to people'. This trend was eventually termed as 'the human relations movement'.

The human relations approach revealed the importance of social and psychological factors in determining workers' productivity and satisfaction. It was instrumental in creating a new image of man and the workplace. It put stress on interpersonal relations and the informal groups. "It's starting point was in individual psychology rather than the analysis of worker and work. As a result, there was a tendency for human rationalists to degenerate into mere slogans which became an alibi for having no management policy in respect of the human organisation." Nevertheless, this school has done a unique job in recognising the importance of human element in organisations.

## **THE QUANTITATIVE APPROACH TO MANAGEMENT**

Morale and productivity though are closely related, there are other factors as well that impact productivity. Quantitative approach explores the linkage between man and machine with a focus on fine-tuning the principles of management. The ownership and management is separated. The hired management professionals are given more control and this has resulted in the wider use of scientific methods of management.

Quantitative approach is also called mathematical approach or management science approach. This involves use of mathematical or quantitative approach for decision making more often called Operations Research.

This considers management as a system of mathematical models and processes and involves interdisciplinary approach. Here, managerial decisions are based more on the

scientific techniques for providing quantitative base. Here management is viewed as a system of logical process.

Techniques such as – linear programming, simulation, queuing, project crashing, etc., extensively use mathematical symbols, relationships and models in analysing the management problems such as – cost minimisation, profit maximisation, resource optimization, etc.

This approach has one serious limitation. Not all management problems can be expressed in terms of mathematical models and these models cannot be considered to provide judicious decisions. As Harold Koontz observed, mathematics is just a tool and it cannot be viewed as school or a separate approach to management theory.

### **THE SYSTEM APPROACH TO MANAGEMENT**

A system is composed of elements or subsystems that are related and dependent on each other. The system approach is based on the generalisation that an organisation is a system and its components are inter-related and inter-dependent. This approach lays emphasis on the strategic parts of the system, the nature of their interdependency, goals set by the system and communication network in the system.

Another basic feature of the systems approach is that attention is paid towards the overall effectiveness of the system rather than the effectiveness of subsystems. Under system approach, the overall objectives and performance of the organisation are taken into account and not only the objectives and performance of its different departments or subsystems.

The spiritual father of this school of management was Chester I. Barnard. The systems theory lays emphasis on the interdependency and interrelationships between the various parts of a system.

It stresses communication and decision processes throughout the organisation. It follows an open system approach. The organisation as an open system has an interaction with the environment. It can adjust to the changes in the environment.

### **SCIENTIFIC MANAGEMENT APPROACH**

The industrial revolution in England gave an immense impetus for the scientific management approach. It brought about such an extra ordinary mechanisation of industry that it necessitated the development of new management principles and practices. Bringing groups of people together for the purpose of working in the factory posed problems for the factory owners.

The establishment of formal organisation structure, formal lines of authority, factory systems and procedures had to be undertaken for coordinated effort. In order to deal with these problems, a management movement known as 'Scientific Management' was born.

Frederick Winslow Taylor (1865-1915) was the first to recognise and emphasise the need for adopting a scientific approach to the task of management. The introduction of the



concept of standard time, standard output, standard cost, standardisation of production process, change in the attitude of management and workers to bring about the mutuality of interests are the important landmarks of scientific management.

A significant part of Taylorism was time studies. Taylor was concerned with reducing process time and worked with factory managers on scientific time studies. At its most basic level, time studies involve breaking down each job into component parts, timing each element, and rearranging the parts into the most efficient method of working. By counting and calculating, Taylor sought to transform management into a set of calculated and written techniques.

Scientific management has at its heart four core principles that also apply to organizations today. They include the following:

- Look at each job or task scientifically to determine the “one best way” to perform the job. This is a change from the previous “rule of thumb” method where workers devised their own ways to do the job.
- Hire the right workers for each job, and train them to work at maximum efficiency.
- Monitor worker performance, and provide instruction and training when needed.
- Divide the work between management and labor so that management can plan and train, and workers can execute the task efficiently.

## **EFFECT PLANNING AND CONTROL**

### **Nature of Planning**

Nature of Planning in Management -Each manager has to choose objectives for his enterprise, department, section, unit or group. Based on the objectives he has to set goals for a exact period and make plans that include ways of reaching the set goals. Planning in general is explained as generating alternatives and selection of the most suitable alternatives from among them for solving a problem. The problem in this context has positive connotation also. How to achieve growth is a problem which has a positive implication only. Planning has the subsequent inherent characteristics- Business Management

### **Nature of Planning in Management**

**Planning is directed towards Efficiency:** the most purpose of planning is to increase the potency of the enterprise. It's an effort on the part of a manager to anticipate the long run so as to attain higher performance. It's become a vital operate as a result of unsure and ever changing surroundings of business.

**Planning Contributes to the Objective:** an idea starts with the setting of objectives and so as to appreciate it develops policies, procedures and techniques etc. Obviously, while not setting the goals to be reached and lines of action to be followed, there's a continual and ne'er ending activity of a manager to stay the enterprise going.

**Planning could be a choosing Process:** planning could be a selective method. It involves the study and a careful analysis of varied alternatives and so choosing the best one. It not

only pertains to process a problem that right away confronts the manager however usually it mentally searches the probabilities for issues that may seem within the future.

**Planning forms the Premises for the choice of the Future:** Plans become premises, for the choices of the longer term. Detailed planning may include many plans that are mentally exclusive. It provides series or sets of decision that may be created underneath various attainable circumstances.

**Planning pervades all managerial Activities:** planning may be a pervasive activity covering the complete enterprise with all its segments and its each level of management. It's not the exclusive responsibility of prime management however it extends to middle and lower management still. It's a primary operate of the management and its level and extent etc.

**Planning in an Intellectual Process:** planning as an intellectual method, the aware determination after all of action. Thus, it's an intellectual stimulation. It possesses part of day-dreaming. Within the initial stage it should involve what may be known as vision. It involves foreseeing future development, creating forecasts or predictions and so taking selections. Thus, it becomes a very important mental exercise.

**Planning may be a Continuous and repairable Process:** as a result of uncertainties of the longer term the planner should be ever alert and will kind his plans in such how on adopt them to changing circumstances while not inconvenience and undue prices. There is more information about Scope Management in Business Functional.

## **PLANNING APPROACH**

Fundamentally, there are four different approaches to do formal strategic planning. The approaches are:- 1. Top-Down Approach 2. Bottom-Up Approach 3. Mixture of the Top-Down and Bottom-Up Approaches 4. Team Approach.

### **1. Top-Down Approach:**

In a centralised company, such planning is done at the top of the corporation and the departments and outlying activities are advised straightway what to do.

In a decentralised company, the CEO or the President may give the divisions guidelines and ask for plans. The plans after review at the head office are sent back to the divisions for modifications or with a note of acceptance.

### **2. Bottom-Up Approach:**

The top management gives the divisions no guidelines but asks them to submit plans. Such plans may contain information on:

- (i) Major opportunities and threats;
- (ii) Major objectives;
- (iii) Strategies to achieve the objectives;
- (iv) Specific data on sales/profits/market share sought;
- (v) Capital requirements, etc.

These plans are then reviewed at top management levels and the same process, as in the top-down approach, is then followed.

### **3. Mixture of the Top-Down and Bottom-Up Approaches:**

This is practised in most large decentralised companies. In this approach, the guidelines given by the top management to the divisions are broad enough to permit the divisions a good amount of flexibility in developing their own plans. Sometimes, the top management may decide basic objectives by dialogue with divisional managers in respect of sales and return on investments especially when divisional performance is measured upon those criteria.

### **4. Team Approach:**

The chief executive, in a small centralised company, often use his line managers to develop formal plans. The same approach is used even by the president of a large company. In many other companies, the president meets and interacts with his group of executives on a regular basis to deal with all the problems facing the company so that the group can develop written strategic plans.

Within each of these approaches, there are many alternatives as follows:

- (i) **Complete SWOT analysis or not:** In some companies, the divisions supply the top management with perceived opportunities and threats and with the strategies to exploit opportunities and avoid threats.
- (ii) **Depth of analysis:** Some companies, at the initial stage, do not make in-depth analysis of all aspects of planning. They increase the intensity of analytical exercise gradually as experience is gained.
- (iii) **Degree of formality:** Divergent practices are in vogue as regards formality. For some large companies having centralised organisation structures, and comparatively stable environment and homogeneous product lines, planning is less formal than large diversified companies with decentralised and semi-autonomous product division structures.
- High technology companies usually have more formal systems; yet, they recognise informality in decision making and managerial activities associated with planning.
- (iv) **Reliance on staff:** It is up-to the managers to decide the extent of delegation.
- (v) **Corporate planner or not:** Large corporations employ corporate planners to help in the planning process. Smaller companies cannot afford to this luxury.
- (vi) **Linkage with plans.**
- (vii) **Getting the process started:** Strategic planning may begin with an effort to solve a particular problem. It may begin with a SWOT analysis or simply with a review of current strategy.
- (viii) **Degree of documentation:** A balance has to be struck between too little and too much paper work.
- (ix) **Role of CEO:** The chief executive officer's role is critical depending on the degree of complexity of organisations.

## IMPORTANCE OF PLANNING

One of the first and most important functions of management is planning. Planning consists of the process of evaluating the goals of an organization and creating a plan to meet these goals. Without planning, an organization can expect inefficiency, confusion, disorder, and wasting valuable resources in both human and material.

- Makes the objectives clear and specific: planning clearly specifies the objectives and the policies or activities to be performed to achieve these objective in other words what is to be done and how it is to be done are clarified in planning.
- Off setting the uncertainty and change: planning is necessary to look ahead towards future and to take decisions regard facing the expected changes/requirement of the future. E.g. before coming of summer session producers started production for the products to be used in summer.
- Plans facilitate decision-making: to achieve the objective predetermined under planning, business has to take various decisions by considering the available resources. If job may be completed by using various alternatives (e.g. manually or by machines) and the best alternative is decided by the management, which is more helpful in achieving the objective.
- Provides basis of control: under controlling actual performance is compared with the planed performance (target/objective). So planning is the base of controlling process.
- Leads to economy and efficiency: planning clarifies the work and its method of doing. Resultantly it reduces confusion and wastage of resources in the form of thinking at the time of doing. So efficiency of the worker will risen which will further result economy in production.
- Facilitates integration: under planning proper directions as per plane are provided to the subordinates. Resultantly they all make effort towards the achievement of preplanned objective. Such co-ordination of sub-ordinates and their departments will certainly help the organisation in achieving its objective.
- Encourages innovation and creativity: planning is the process of thinking in advance and so plans are made to achieve a target at future date by using latest methods and technology to perform the industrial/business activities and so plans lead to innovation.
- Facilitates control: planning facilitates the managers in performing their function of control. Planning and control are inseparable in the sense that unplanned action cannot be controlled because control involves keeping activities on the predetermined course by rectifying deviations from plans. Planning facilitates control by furnishing standards of control. It lays down objectives and standards of performance, which are essential for the performance of control function.
- Improves motivation: the effective planning system ensures participation of all managers, which improves their motivation. It improves the motivation of workers also because they know clearly what is expected of them. Moreover, planning also serves as a good training device for future managers.
- Improves competitive strength: effective planning gives a competitive edge to the enterprise over other enterprises that do not have planning or have ineffective planning. This is because planning may involve expansion of capacity, changes in

work methods, changes in quality, anticipation of tastes and fashion of people and technological changes, etc.

- Encourages innovation and creativity: planning helps innovative and creative thinking among the managers because many new ideas come to the mind of a manager when he is planning. It creates a forward-looking attitude among the managers.
- Achieves better coordination: planning secures unity of direction towards the organisational objectives. All the activities are directed towards the common goals. There is an integrated effort throughout the enterprise. It will also help in avoiding duplication of efforts. Thus, there will be better coordination in the organisation.

## **MANAGEMENT BY OBJECTIVES**

Management by Objectives (MBO) is a strategic approach to enhance the performance of an organization. It is a process where the goals of the organization are defined and conveyed by the management to the members of the organization with the intention to achieve each objective.

An important step in the MBO approach is the monitoring and evaluation of the performance and progress of each employee against the established objectives. Ideally, if the employees themselves are involved in setting goals and deciding their course of action, they are more likely to fulfill their obligations.

### **Steps in Management by Objectives Process**

#### **1. Define organization goals**

Setting objectives is not only critical to the success of any company, but it also serves a variety of purposes. It needs to include several different types of managers in setting goals. The objectives set by the supervisors are provisional, based on an interpretation and evaluation of what the company can and should achieve within a specified time.

#### **2. Define employee objectives**

Once the employees are briefed about the general objectives, plan, and the strategies to follow, the managers can start working with their subordinates on establishing their personal objectives. This will be a one-on-one discussion where the subordinates will let the managers know about their targets and which goals they can accomplish within a specific time and with what resources. They can then share some tentative thoughts about which goals the organization or department can find feasible.

#### **3. Continuous monitoring performance and progress**

Though the management by objectives approach is necessary for increasing the effectiveness of managers, it is equally essential for monitoring the performance and progress of each employee in the organization.

#### **4. Performance evaluation**

Within the MBO framework, the performance review is achieved by the participation of the managers concerned.



## **5. Providing feedback**

In the management by objectives approach, the most essential step is the continuous feedback on the results and objectives, as it enables the employees to track and make corrections to their actions. The ongoing feedback is complemented by frequent formal evaluation meetings in which superiors and subordinates may discuss progress towards objectives, leading to more feedback.

## **6. Performance appraisal**

Performance reviews are a routine review of the success of employees within MBO organizations.

### **Importance of Management by Objectives (MBO)**

- The Management by Objectives process helps the employees to understand their duties at the workplace.
- KRAs are designed for each employee as per their interest, specialization and educational qualification.
- The employees are clear as to what is expected out of them.
- Management by Objectives process leads to satisfied employees. It avoids job mismatch and unnecessary confusions later on.
- Employees in their own way contribute to the achievement of the goals and objectives of the organization. Every employee has his own role at the workplace. Each one feels indispensable for the organization and eventually develops a feeling of loyalty towards the organization. They tend to stick to the organization for a longer span of time and contribute effectively. They enjoy at the workplace and do not treat work as a burden.
- Management by Objectives ensures effective communication amongst the employees. It leads to a positive ambience at the workplace.
- Management by Objectives leads to well defined hierarchies at the workplace. It ensures transparency at all levels. A supervisor of any organization would never directly interact with the Managing Director in case of queries. He would first meet his reporting boss who would then pass on the message to his senior and so on. Every one is clear about his position in the organization.
- The MBO Process leads to highly motivated and committed employees.
- The MBO Process sets a benchmark for every employee. The superiors set targets for each of the team members. Each employee is given a list of specific tasks.

### **MANAGEMENT BY OBJECTIVES LIMITATIONS**

Management by Objectives Limitations are refers to how MBO can use to implement business goals and objectives

- Failure to Teach the Philosophy: As simple as MBO may seem, managers who are to put it into practice must understand and appreciate a good deal about it. They must explain to subordinates what it is, how it works, why it is being done, what role it will play in appraising performance, and above all, how all will get benefits from it.
- Problems of Goal Setting: MBO, like any other kind of planning, cannot work if those who are expected to set goals are not given needed guidelines. Truly verifiable goals



are difficult to set. MBO sets verifiable goals so that person responsible for attaining them is quite clear in his approach.

- **Time and Cost:** It is a process which requires large amount of the most scarce resource in the organisation and time of the senior managers. Sometimes managers get frustrated and feel overburdened.
- **Inflexibility:** In a dynamic environment, a particular objective may not be valid for even, in the context of revised objectives, changed premises, it is useless to follow the old objectives. Thus inflexibility created by applying MBO may cause harms.
- **Frustration:** Sometimes MBO creates frustration among managers, because it tends to arouse high expectation for rapid change, particularly among the young and junior managers.
- **Resentful Attitude of Subordinates:** The subordinates can also be resentful towards the system of MBO. Sometimes, while setting the goals, they may be under pressure to get along with the management and the objectives which are set may be unrealistically high or far too rigid. The subordinates, generally, feel suspicious of the management and believe that MBO is another play of the management to make them work harder and become more dedicated and involved.
- **Poor Integration:** Generally, the integration of the MBO with the other systems such as forecasting and budgeting is very poor. This lack of integration makes the overall functioning of the system very poor.
- **Difficulty in Achievement of Group Goals:** When goals of one department depend upon the goals of another department, cohesion is difficult to maintain. In such cases, the achievement of goals will also become very difficult.

## EFFECTIVE DECISION MAKING

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

### Decision-making Styles

There are countless perspectives and tactics to effective decision-making. However, there are a few key points in decision-making theory that are central to understanding how different styles may impact organizational trajectories. Decision-making styles can be divided into three broad categories:

- **Psychological:** Decisions derived from the needs, desires, preferences, and/or values of the individual making the decision. This type of decision-making is centered on the individual deciding.
- **Cognitive:** This is an integrated feedback system between the individual/organization making a decision, and the broader environment's reactions to those decisions. This type of decision-making process involves iterative cycles and constant assessment of the reactions and impacts of the decision.
- **Normative:** In many ways, decision making (particularly in groups, such as within an organization) is about communicative rationality. This is to say that decisions are derived based on the ability to communicate and share logic, using firms premises and conclusions to drive behavior.

## **Decision Making Process**

Decision making and problem solving are ongoing processes of evaluating situations or problems, considering alternatives, making choices, and following them up with the necessary actions. Sometimes the decision-making process is extremely short, and mental reflection is essentially instantaneous. In other situations, the process can drag on for weeks or even months. The entire decision-making process is dependent upon the right information being available to the right people at the right times.

Using a step-by-step decision-making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible.

### **Step 1: Identify the decision**

You realize that you need to make a decision. Try to clearly define the nature of the decision you must make. This first step is very important.

### **Step 2: Gather relevant information**

Collect some pertinent information before you make your decision: what information is needed, the best sources of information, and how to get it. This step involves both internal and external “work.” Some information is internal: you’ll seek it through a process of self-assessment. Other information is external: you’ll find it online, in books, from other people, and from other sources.

### **Step 3: Identify the alternatives**

As you collect information, you will probably identify several possible paths of action, or alternatives. You can also use your imagination and additional information to construct new alternatives. In this step, you will list all possible and desirable alternatives.

### **Step 4: Weigh the evidence**

Draw on your information and emotions to imagine what it would be like if you carried out each of the alternatives to the end. Evaluate whether the need identified in Step 1 would be met or resolved through the use of each alternative. As you go through this difficult internal process, you’ll begin to favor certain alternatives: those that seem to have a higher potential for reaching your goal. Finally, place the alternatives in a priority order, based upon your own value system.

### **Step 5: Choose among alternatives**

Once you have weighed all the evidence, you are ready to select the alternative that seems to be best one for you. You may even choose a combination of alternatives. Your choice in Step 5 may very likely be the same or similar to the alternative you placed at the top of your list at the end of Step 4.

### **Step 6: Take action**

You’re now ready to take some positive action by beginning to implement the alternative you chose in Step 5.

## **Step 7: Review your decision & its consequences**

In this final step, consider the results of your decision and evaluate whether or not it has resolved the need you identified in Step 1. If the decision has not met the identified need, you may want to repeat certain steps of the process to make a new decision. For example, you might want to gather more detailed or somewhat different information or explore additional alternatives.

## **EFFECTIVE DELEGATION**

Delegation is when managers or supervisors give responsibility and authority to subordinates to complete a task, and let the subordinates figure out how the task can be accomplished. Effective delegation develops people who ultimately become more fulfilled and productive. Effective delegation is not simply about handing over a task. It's about understanding the competence and commitment of the person you want to delegate to – how experienced are they at doing this work? Have they ever done anything like this before? How signed up are they to the task?

There are many different components to delegation beyond simply assigning a task to someone else. What follows is a detailed, step-by-step guide to important things to consider when delegating.

### **Step 1 – Identify the task**

Clarify what tasks should be delegated. What has been on your list a long time, what is causing you frustration or boredom, and what are you doing that is of lower importance or better done by someone at a lower pay grade?

### **Step 2 – Choose who to delegate the task to**

Consider who the best person is to do this task. Is there someone who may be even better and faster than you are at doing it? Who has the skill set already? If there is no one, who has the aptitude to learn the skills needed to complete the task? Has the person you chose established that they are capable, trustworthy, and can follow through? Do they have the time for the task?

### **Step 3 – Confirm level of interest**

Highly motivated employees will usually be excited that they have been selected for a task, and feel empowered by you asking them. If they are not interested, or only express lukewarm interest, it may be an indicator of a larger issue related to workload, aptitude, or what brings them satisfaction. Make sure they are committed and on board with the project.

### **Step 4 – Clearly define the task**

Begin with the end in mind and clearly articulate desired results. When clarifying task specifics, be sure to focus on the final result, not the how to part. It is often helpful to offer general suggestions on how they might proceed along with appropriate training, but be clear that they are in charge of how they get to the desired outcome. When people are unclear about a desired outcome, they will often underperform rather than risk making a mistake.

### **Step 5 – Clarify level of responsibility, authority, and accountability**

Name the level of responsibility, authority, and accountability you are giving them. Clearly set out these levels at the beginning of the process. What are the reasons that they should come to you for feedback and approval? This will vary from person to person and from task to task. Ask and assess if they are comfortable with the level of responsibility, authority, and level of resourcing.

### **Step 6 – Establish timeframes and completion date**

Clearly agree upon a task completion date and when certain phases of the task should be completed. Consider having this in written format to avoid misinterpretation or confusion. Be clear about what completion looks like, and that both of you are in agreement to these timeframes. Be sure to discuss how much time each day or week is appropriate to give to the task. Consider how the time needed for this new task will impact their other work.

### **Step 7 – Express confidence**

Let employees know that you believe in them and their ability to do this task. People typically live up to – or down to – the expectations we place upon them. One of the most powerful ways to build confidence in your employees is to express your positive expectations of them. Using phrases like “I know that with dedication and hard work you will be able to do this.” while simple and brief, can be inspiring to the person hearing these words.

### **Step 8 – Monitor progress and give feedback**

Follow through on the timeframes agreed upon in Step 6. Establish a process of receiving periodic updates. This helps to hold the employee accountable. Stay close enough to be available for questions and to ensure everything goes well, but not so close that you are actually the one making the decisions. Be sure to avoid micro-managing the tasks as this undermines the authority you have handed over.

### **Step 9 – Give credit**

Whatever you do, don't take the credit yourself. When the task is completed give credit where credit is due. Giving credit for a job well done inspires loyalty and continued commitment to new tasks. When possible give public praise and recognition for a job well done.

### **Step 10 – Review**

Once you've delegated a task and it has been completed, pay attention to the results and learn from mistakes. Change the way you approach things, and tweak your approach as needed. Once someone has succeeded at one task, consider if they are ready for a more significant one.

Delegation requires us to identify the right tasks to turn over to the right people while giving them the resources and authority to complete the task. Effective delegation saves time, increases capacity, and develops and motivates employees.

## **INTRODUCTION TO TOTAL QUALITY MANAGEMENT**

Quality refers to a parameter which decides the superiority or inferiority of a product or service. Quality can be defined as an attribute which differentiates a product or service from its competitors. Quality plays an essential role in every business. Business marketers need to emphasize on quality of their brands over quantity to survive the cut throat competition. Total Quality management is defined as a continuous effort by the management as well as employees of a particular organization to ensure long term customer loyalty and customer satisfaction.

Total quality management ensures that every single employee is working towards the improvement of work culture, processes, services, systems and so on to ensure long term success.

Total Quality management can be divided into four categories:

- Plan
- Do
- Check
- Act

Also referred to as PDCA cycle.

### **PLANNING PHASE**

Planning is the most crucial phase of total quality management. In this phase employees have to come up with their problems and queries which need to be addressed. They need to come up with the various challenges they face in their day to day operations and also analyze the problem's root cause. Employees are required to do necessary research and collect relevant data which would help them find solutions to all the problems.

### **DOING PHASE**

In the doing phase, employees develop a solution for the problems defined in planning phase. Strategies are devised and implemented to overcome the challenges faced by employees. The effectiveness of solutions and strategies is also measured in this stage.

### **CHECKING PHASE**

Checking phase is the stage where people actually do a comparison analysis of before and after data to confirm the effectiveness of the processes and measure the results.

### **ACTING PHASE**

In this phase employees document their results and prepare themselves to address other problems.

### **Managing Change**

Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome. Ultimately, change management focuses on how to help people engage, adopt and use a change in their day-to-day work. When defining change management, we recognize it as both a process and a competency.

### **CHANGE MANAGEMENT AS A PROCESS**



The change management process enables practitioners within organizations to leverage and scale the change management activities that help impacted individuals and groups move through their transitions. The Prosci Methodology includes a robust, research-based process called the Prosci 3-Phase Process:

During Phase 1 – Prepare Approach, we ask and answer:

What are we trying to achieve?

Who has to do their jobs differently and how?

What will it take to achieve success?

During Phase 2 – Manage Change, we ask and answer:

What will we do to prepare, support and engage people?

How are we doing?

What adjustments do we need to make?

And during Phase 3 – Sustain Outcomes, we ask and answer:

Now, where are we? Are we done yet?

What is needed to ensure the change sticks?

Who will assume ownership and sustain outcomes?

### Change Management as a Competency

At the organizational level, change management is a leadership competency for enabling change within an organization. It is also a strategic capability designed to increase the change capacity and responsiveness of the organization.

For senior leaders, change management competency means being able to lead change for the organization, including being an effective sponsor of change and demonstrating commitment to the change, both individually and organizationally. For people managers working with front-line employees, competency relates to effectively coaching direct reports through their change journeys. Although competency varies according your relationship to change, organizations are more effective and successful when they build change management competencies throughout their ranks.

Change management is not just communication and training. Nor is it simply managing resistance. Effective change management follows a structured process and employs a holistic set of tools to drive successful individual and organizational change.

## STEPS IN THE CHANGE MANAGEMENT PROCESS

### 1. Prepare the Organization for Change

For an organization to successfully pursue and implement change, it must be prepared both logistically and culturally. Before delving into logistics, cultural preparation must first take place.

In the preparation phase, the manager is focused on helping employees recognize and understand the need for change. They raise awareness of the various challenges or problems facing the organization that are acting as forces of change and generating dissatisfaction with the status quo. Gaining this initial buy-in from employees who will help implement the change can remove friction and resistance later on.



## **2. Craft a Vision and Plan for Change**

Once the organization is ready to embrace change, managers must develop a thorough and realistic plan for bringing it about. The plan should detail:

Strategic goals: What goals does this change help the organization work toward?

Key performance indicators: How will success be measured? What metrics need to be moved? What's the baseline for how things currently stand?

Project stakeholders and team: Who will oversee the task of implementing change? Who needs to sign off at each critical stage? Who will be responsible for implementation?

Project scope: What discrete steps and actions will the project include? What falls outside of the project scope?

The plan should also account for any unknowns or roadblocks that could arise during the implementation process and would require agility and flexibility to overcome.

## **3. Implement the Changes**

After the plan has been created, all that remains is to follow the steps outlined within it to implement the required change. Whether that involves changes to the company's structure, strategy, systems, processes, employee behaviors, or other aspects will depend on the specifics of the initiative.

During the implementation process, change managers must be focused on empowering their employees to take the necessary steps to achieve the goals of the initiative. They should also do their best to anticipate roadblocks and prevent, remove, or mitigate them once identified. Repeated communication of the organization's vision is critical throughout the implementation process to remind team members why change is being pursued.

## **4. Embed Changes Within Company Culture and Practices**

Once the change initiative has been completed, change managers must prevent a reversion to the prior state or status quo. This is particularly important for organizational change related to processes, workflows, culture, and strategies. Without an adequate plan, employees may backslide into the "old way" of doing things, particularly during the transitory period.

By embedding changes within the company's culture and practices, it becomes more difficult for backsliding to occur. New organizational structures, controls, and reward systems should all be considered as tools to help change stick.

## **5. Review Progress and Analyze Results**

Just because a change initiative is complete doesn't mean it was successful. Conducting analysis and review, or a "project post mortem," can help business leaders understand whether a change initiative was a success, failure, or mixed result. It can also offer valuable insights and lessons that can be leveraged in future change efforts.

### **Tips for change management success**

Change management can be challenging for several reasons. For example, an organization may attempt to implement change when they are not ready or a company may not provide adequate support to allow its employees to adjust to the change in a successful way. Regardless of the scale of change in your company, the following tips can help boost the success of your program.

#### **Make it people-facing**

The success of your change program depends on the acceptance of your employees. It is important to consider the impact of your policies on the individuals who will be implementing these changes. While many stakeholders may support your initiative, if other employees resist, the project may not succeed.

#### **Take it slow**

If you are implementing a program that will affect roles, work conditions, the business model or organizational culture, you must give your people time to understand the implications of the new policies, accept them, adapt and practice the new program. Have a flexible plan that allows for input during implementation.

#### **Establish a vision**

Create a plan outlining what the future looks like if the organization supports the new policy. Describe the benefits and address the concerns of stakeholders as you implement the program.

#### **Engage employees at all levels**

Involve the people who the proposed change affects most in the planning and implementation of the project. With the right presentation, you can win their support and boost the success rate of the program.

#### **Communicate**

While it is essential to use every communication channel to deliver your message to employees, you also need to listen to their concerns. Use all available means to get people to believe in your vision so they become willing supporters. However, be ready to accept honest feedback from employees, especially from those who the changes will affect directly. This provides valuable input that can improve the implementation and overall success of the proposed change.

#### **Identify key stakeholders**

Identify leaders across the organization and convince them to champion your cause at different levels of the company. This will save a lot of time and resources and improve the success of your program.

#### **Create a change-friendly environment**

Simplify change by identifying the reasons for resistance and addressing those concerns.

**Start small**

If you are planning a large-scale change program, start with a small pilot project. That way, you can demonstrate the benefits of the initiative, encourage adoption by rewarding participants and identify challenges when you roll out the main system.

