

Unit-I

Procrastination:

Procrastination is the action of unnecessarily and voluntarily delaying or postponing something despite knowing that there will be negative consequences for doing so. The word has originated from the Latin word *procrastinatus*, which itself evolved from the prefix *pro-*, meaning "forward," and *crastinus*, meaning "of tomorrow."^[1] Oftentimes, it is a **habitual** human behaviour.^[2] It is a common human experience involving delay in everyday chores or even putting off **salient** tasks such as attending an appointment, submitting a job report or academic assignment, or broaching a stressful issue with a partner. Although typically perceived as a negative trait due to its hindering effect on one's productivity often associated with **depression**, low **self-esteem**, guilt and inadequacy,^[3] it can also be considered a wise response to certain demands that could present risky or negative outcomes or require waiting for new information to arrive.^[4]

Indecision meaning:

The quality of being unable to make a decision or having a lot of difficulty in deciding something: I tossed and turned all night in a frenzy of indecision.

Whenever there are at least two great choices, you're sure to feel at least a little indecision. Too many options at the grocery store can cause indecision, as can choosing a college major or picking just one friend to take with you to Disney World. Any time you waver or hesitate between possibilities, it's evidence of your indecision.

Acting with incomplete information:

Ignoring incomplete information or not taking decision based on the incomplete information should be the first preference for any manager. That is unless the problem needs to be resolved for safety, process continuity or is essential for business. In these modern times, when all of us are working with lean organizations and teams and the notion that taking decision is better than no decision at all, techniques to take the relatively correct decision with

incomplete information is incredibly important. It is important to know the potential impact of this decision on the business whether it be on day to day operations, financials, organizational, or contractual obligations. This consideration will help us use the best strategy to arrive at the correct decision. If the impact of these decisions are trivial in nature, then there is no need to spend valuable efforts such as organizational restructuring and rewriting job descriptions but for tangible impacts – a effective plan to establish an operating system to plug the hole should be put in place.

Their decisions can be made primarily based on experience, archive records, past trends, and future projections. Using this information, hypothesis required for decision making can be established, but this should be done with limited and reasonable deviation. An example can be “feeding an anaerobic digester”. It is a technical example, but I think it is relatively easy one to put the point across. Feed to anaerobic digester is based on the health of the digester that is primarily reflected as pH, Bi-carbonate alkalinity, and volatile fatty acids concentration in the digesters. Imagine a situation that lab is shut down and as a manager we must take a decision on feed rate to be established for the weekend period with no lab information. Under this circumstance it is important to look at past trends, identify the minimum and maximum deviation of these parameters based on past lab records under similar situation, subject matter expert (team) should be consulted, thumb rule application principles should be applied and a reasonably decision on feed rate is made. It is important to consult key team members as it brings in a broader collaborative perspective and reduce bias and increase buy-in from the team and staff. We should not assume the worst-case scenario or a scenario that happens once in 100 years for this day to day operational decision. But as we do not have any information to make this decision so, we should behave with caution and not over-reach or behave ambitiously. In our example situation this mean - do not try to ramp up or over feed the digester compared to our normal day operational feed rate.

Anybody can make decisions when complete information is available.

Anybody can make decisions when partial information is available. But it requires immense imagination and intuition to make decisions when there is a dearth of information. It has become a big challenge for CEOs currently to make decisions with limited and imperfect information.

Great leaders must be decisive. They must know how to make decisions as it involves not only their survival but also the success of their organizations. So let us explore decision-making skills in this regard.

We all make decisions every day. Some are simple, others are more complex. In fact, making decisions is not an easy task. Although everyone wants to succeed in making their decisions, the outcome may not match their expected objectives. At times, there is a disconnect between their expected objectives and achieved outcomes. Why does it happen? Are people not confident to make decisions? Why do most people fail to make the right decisions? What makes people to make the right choices?

When you have all the information, it is possible to make decisions easily. You can interpret the information and make a few right choices to execute. When you don't have any information, it is tough to make decisions. You cannot interpret as you don't have any information. It is a major challenge to make decisions when faced with uncertainty. Leaders at the operational level make decisions based on the available information and from their experience. Leaders at the strategic level make decisions based on their gut and intuition.

Senior leaders and CEOs conduct meetings regularly to understand the challenges from the grass-roots level. They listen to their employees and their challenges. They throw the challenges in the meeting to all members and brainstorm. After listening to all sources, and considering their viewpoints, they make decisions based on their intuition, experience, and gut. They know pretty well that all decisions might not go well. They are prepared to risk and implement their decisions. They take feedback from their decisions and reflect a lot. They learn lessons from their wrong decisions and move forward with remedial action.

Almost all successful leaders, including Richard Branson and Warren Buffett, failed in making the right decisions. But they learned lessons and improved their decision-making skills. Warren Buffett believed both in timing and time. He knew the right time to invest in the right companies. He made many mistakes while investing, and he advises youngsters and college students to invest wisely. Decision-making is not an easy task. There are many aspects to consider, such as collecting information from all sources, interpreting the information, consulting the concerned people, obtaining their viewpoints, building a consensus, and implementing the decision. Additionally, it is essential to get feedback and take corrective steps to achieve the desired objectives.

Approach to be maintained while dealing with team members:

Start from ground zero

Find the root cause of the frustration. Is the team member difficult to deal with because of his/her bad attitude, poor work ethics, or lack of right skill sets? Remember that conflicts may be caused by divergence in views. What do you see in the drawing below at first glance? You will be surprised that there may be varying answers among your team members.

Stay cool

When your team member responds with a negative statement or challenges your authority, stay cool. Do not get into an argument in order to establish your stand. You must be clear minded and respond rationally. Your frustration will be visible to other team members, and this may escalate the problem.

Understand the scope of the problem and its impact

You need to understand the scope of the issue and how it impacts your business and other colleagues.

Is it a one-off problem, or does it have a lasting impact? Observing the difficult team member, and evaluating the consequences of the problem will help you find your solution.

Take a step back

As a leader, you need to hear and accept different views.

You have to decide if that team member's behaviour is helpful when analysing a situation. For example, this "difficult" team member may be the devil's advocate you need when you are stuck with tried-and-tested solutions to a problem.

Listen to other team members

Is this team member also giving a headache to other members?

If possible, ask others if they notice the same behaviour. Feedback from your peers will help you understand the problem in a new light. If the team member and you are the only ones butting heads, maybe it's time to evaluate your own behaviour.

Set a one-to-one meeting

Have a one-to-one meeting where you, as the manager, listen and discuss the issue with your team member. Allow the team member to air his/her grievances and listen to their suggestions for improvements to be made. If you do not agree with their suggestions, voice it out and guide the team member towards a better solution during the meeting.

After listening and evaluating the problem, work out a resolution plan together. If possible, document the learning points after the meeting.

Follow up, and give time

Most changes do not come overnight, or may be short-lived. It is important to have a constant conversation with the team member to monitor the progress of the situation.

Do not beat yourself up

Dealing with difficult team members can be exhausting and time consuming. If you realise that your team members are not pleased with your management, do not give up! There are many resources for you to research on the best practices that will help you become a better leader.

Determine the best approach

Managers and co-workers need the capacity to confront and deal with uncooperative team members decisively. Doing so without alienating the person is the challenge. Immediately rule out giving the person a dressing down in front of the team. Regardless of how bad the behavior and the other employee's anger levels, such a confrontation is unwise.

A good people person knows when to withdraw from a situation before behaving in an unprofessional manner. Unbecoming behavior can result in long-term consequences such as disciplinary measures or termination. The best thing to do is to calmly determine the way forward and the best approach to deal with the difficult team member.

Unit-II

Crisis management:

Crisis management is the application of strategies designed to help an organization deal with a sudden and significant negative event.

A crisis can occur as a result of an unpredictable event or an unforeseeable consequence of some event that had been considered as a potential risk. In either case, crises almost invariably require that decisions be made quickly to limit damage to the organization.

The nature of the potential damage varies based on the nature of the crisis. In most cases though, a crisis can affect health or safety, the organization's finances, the organization's reputation, or some combination of these. A devastating fire could be a crisis that puts the organization's finances in jeopardy. However, if the fire occurs during business hours, then the fire might also jeopardize health and safety since employees may find themselves in harm's way.

Crisis management goals

Crisis management seeks to minimize the damage a crisis causes. However, this does not mean crisis management is the same thing as crisis response. Instead, crisis management is a comprehensive process that is put into practice before a crisis even happens. Crisis management practices are engaged before, during and after a crisis.

Effects of unclear communication:

Communication is a fact of life, especially in the workplace, where teamwork, technology and remote work are increasingly common. For a business to thrive, meet deadlines and exceed goals, solid communication systems and relationships must be in place. When stress, unmet expectations, relational breakdown, low morale, dissatisfied clients, family problems, health

concerns and a smaller bottom line become chronic workplace issues, poor communication could be at the root of the problem.

Organizations that fail to prioritize communication in business and ensure that employees are connected to company goals are likely to experience a range of negative outcomes. Here are 6 effects poor communication commonly has in the workplace:

Increased employee turnover

Employee retention is a huge metric because it is not only costly but also impacts the company's ability to serve its customers. Research estimates that replacing an employee can cost as much as 3x the person's salary. On the flip side, when companies do communicate effectively, they are 50 percent more likely to report turnover levels below the industry average.

Poor customer service

Customer service is impacted in two ways by poor communication in the workplace. First, employees don't have the information they need to do quality work, which can be quite detrimental for customer-facing roles such as [field service technicians](#).

Second, low employee morale is felt by customers during their interactions and creates a negative experience. Sears found that a five-point improvement in employee attitude resulted in a 1.3 percent increase in customer satisfaction and thus a 0.5 percent increase in company revenue.

Lower shareholder return

Research by Towers Watson has shown year after year that companies with highly effective communication skills in their business practices see [47 percent higher total returns to shareholders compared](#) with firms that are the least effective at communicating. These higher shareholder returns are also complemented by an increased market premium.

Lower employee productivity

With poor communication in the workplace comes lower productivity because employees don't have access to the people, knowledge, and resources that help them do their jobs and don't have the passion and motivation to perform well or even exceed expectations.

Greater incidence of injury

Poor communication around health and safety hazards is not only dangerous, resulting in higher rates of injury and death, it also gives employees the feeling that the company doesn't care about the well-being of its employees.

Increased absenteeism

The impact of poor communication in the workplace shows up pretty significantly in employee satisfaction and engagement rates. If employees aren't up and leaving the company, research shows that many of them will choose to simply not show up for work. One company revealed that 18 percent of the variation in sickness and absence rates were due to variations in communication practices. Another study revealed that when employees feel fully informed, absence rates are below average.

Impact of unclear objectives:

1. Unclear objectives lead to unclear methods of operation. The absence of a goal justifies almost any activity espoused by an individual under the guise of, "This is my burden," or "This is my calling," or "This is the Lord's leading." I do not mean to minimize this nor speak lightly of holy things. But I think there is more evasiveness in these pronouncements than most of us in Christina work are willing to admit, and it is tragic. If you do not have a goal, then any road will get you there.

2. Results cannot be measured without some prior expectation against which to judge them. In other words, if we do not have clear objectives, then almost any level or degree or quality of performance will satisfy the people involved. Almost any activity can be justified on an individual basis. This is where we are in missions and in our churches. There are, however, some people who will never work in an organization. If we were able to devise an ideal organization, some people would never fit into it. Accommodate these people outside the organizational structures. Recognize that not everyone can

conform to an organizational structure. If there are individuals who must work on their own, let them go! The great bulk of humanity, however, needs the kind of restraint and control provided by an organization.

3. If we are not clear on our objectives, we do not know when things are drifting. One does not realize it until a lifetime has been spent and then, suddenly it dawns, "I didn't achieve it. I didn't hit it." Oh, we rationalize, we exonerate ourselves, we excuse ourselves, we make allowances; but in the end we find we have failed.

4. People in an organization cannot perform with maximum effectiveness if they are unaware of the goals, the purposes of their work, or how well they are doing in relation to the goals.

Lack of planning:

Lack of planning often results in missed deadlines, improper delegation, lack of motivation, low employee productivity, and project infeasibility. Hence, it's important for organizations to have a reliable strategy in place that instructs management to conduct thorough planning and requirement gathering prior to kick-starting their operations.

The importance of planning doesn't end with a business plan. For a thriving organization, it should be a part of the weekly routine. Many companies compartmentalize planning on a project-by-project basis. If you fail to properly plan for just one project, you'll soon understand why it's important.

1. Lack of support: If stakeholders have no faith in what your project is going to accomplish, how much it will cost, and what its benchmarks are, they won't support it.
2. Budget overages: Even a well-planned project can easily go over budget. Without a good plan, this is almost a certainty.
3. Scope creep: Stakeholders usually want to add new objectives to a project even after it's well underway. Without a definite plan from the outset, the scope of a project will likely change and change again, costing more time and expending more resources.

There are several consequences of poor planning which, you've guessed it, can lead to disastrous consequences. Here are the 6 biggest ones:

1. Increased expenses
2. Delays
3. Quality issues
4. Client Relations breakdown
5. Lacking motivation in your team
6. Loss of trust by clients and employees

1. Increased expenses

Some consequences of poor project management are not as obvious or immediate as others, but they can be just as dangerous in the long run. One such consequence is increased expenses.

As your team works on your projects, you shouldn't be surprised when costs increase gradually over time; that's normal and to be expected. However, if there is a sudden and unexpected spike in costs, that could be an indication of poor planning.

2. Delays

Another danger of poor project management is the increased risk of delays. Your team may have underestimated how long a task will take to complete – or perhaps unforeseen issues kept popping up. This is unfortunately common; you might be surprised by how often projects get delayed.

The problem is, on some jobs, a delay can add up. If your team misses deadlines continuously, then the project may fall behind schedule and that will impact the final deadline. What's more, this can snowball into expensive consequences down the road; if your project is running late, then you'll likely have to pay your team overtime rates.

Delays also impact other factors in a project. For instance, if your staff misses deadlines for milestones, then they may miss them on the entire project. You could even experience delays due to missed milestones or because work wasn't done properly the first time around.

If a project gets delayed, you'll have to work extra hard to meet the new deadline. You may even have to bring in additional help or hire more staff if that's an option. However, you cannot just push back the deadline repeatedly because that will put your client – and your project – at risk.

3. Quality issues

Another problem with poor project management is the risk that your final product will be of inferior quality. The reason for this is twofold: you might need to rush a task or do multiple things at once, and your staff may not have enough time to complete all of their tasks properly.

When rushing a task, it's easy for mistakes to happen. You could end up overlooking important details or rushing through something that would have taken more time if it had been done properly the first time around. If your team members are working on multiple tasks at once, they might not have enough time to conduct proper quality assurance testing or carry out extensive research for each task.

4. Client relations breakdown

If you fail to stay connected with your clients, it will be more difficult to get their buy-in. If you neglect the client's wishes or try to force something on

them that they aren't comfortable with, you could damage your relationship with them.

If you're not attentive, then your client may go to another company that can meet their needs. This will leave you in a tough situation because now it's difficult to rebuild your relationship with the client or find another one. You also cannot give them any guarantees about what happens to the work you've already completed for them so this damages your reputation as well.

5. Lacking motivation in your team

If your team loses motivation, then their productivity will suffer and the quality of their work might decrease. This can happen for a couple of reasons. One, the task is too simple and gets tedious; and two, because the project plan keeps changing, and their efforts feel like they aren't making a difference.

If the project is too easy, your team members will most likely get bored because they aren't challenged.

If the project keeps shifting then your team members may lose interest in the project altogether because it's always changing. This can also happen if timelines are continually missed.

6. Loss of trust by client and employees

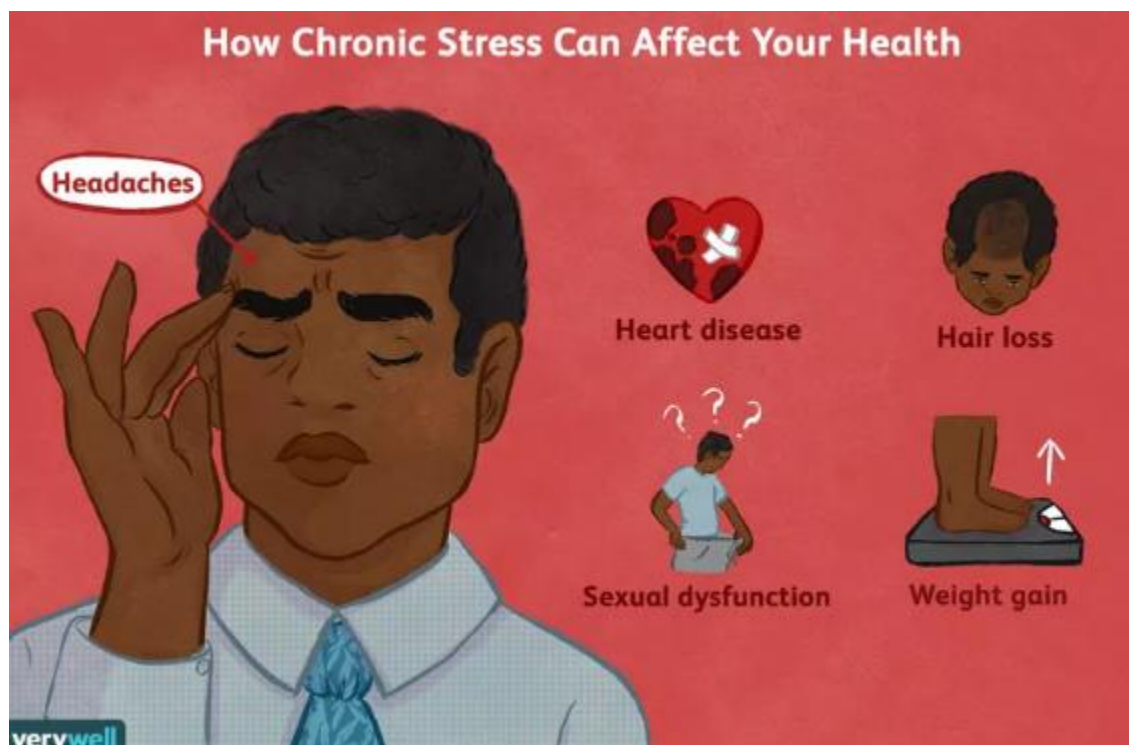
If you let the client down by missing deadlines and providing low-quality work, they will lose faith in you and your services. This might cause them to turn to another firm, which means you could be losing out on a crucial source of income as well as future employment possibilities.

Your team members may also lose faith in you if you don't respect your own deadlines. If you fail to hold yourself accountable for your work commitments, then they may not respect the deadlines either.

Stress and Fatigue:

Stress:

Stress can be defined as **any type of change that causes physical, emotional, or psychological strain.**



Everyone experiences stress to some degree. The way you respond to stress, however, makes a big difference to your overall well-being.

Sometimes, the best way to manage your stress involves changing your situation. At other times, the best strategy involves changing the way you respond to the situation.

Some [common signs of stress](#) include:¹

- Changes in mood
- Clammy or sweaty palms
- Decreased sex drive
- Diarrhea
- Difficulty sleeping
- Digestive problems
- Dizziness
- Feeling anxious
- Frequent sickness
- Grinding teeth
- Headaches
- Low energy
- Muscle tension, especially in the [neck](#) and shoulders
- [Physical aches and pains](#)
- Racing heartbeat
- Trembling

Stress is not always easy to recognize, but there are some ways to identify some signs that you might be experiencing too much pressure. Sometimes stress can come from an obvious source, but sometimes even small daily stresses from work, school, family, and friends can take a toll on your mind and body.

If you think stress might be affecting you, there are a few things you can watch for:

- **Psychological signs** such as difficulty concentrating, worrying, anxiety, and trouble remembering
- **Emotional signs** such as being angry, irritated, moody, or frustrated
- **Physical signs** such as high blood pressure, changes in weight, frequent colds or infections, and changes in the menstrual cycle and libido
- **Behavioral signs** such as poor self-care, not having time for the things you enjoy, or relying on drugs and alcohol to cope

Fatigue describes a state of tiredness that does not resolve with rest or sleep.^[1] In general usage, fatigue is synonymous with extreme tiredness or exhaustion that normally follows prolonged physical or mental activity. When it does not resolve after rest or sleep, or occurs independently of physical or

mental exertion, it may be a symptom of a medical condition that may become severe or progressive.^[2]

Fatigue can be a feature of a mental disorder such as depression; may be associated with conditions of chronic pain such as [fibromyalgia](#); it may also feature in conditions of chronic low-level inflammation, and be a disease-related symptom in many other conditions.^[3] Fatigue often has no known cause, and is recognised as being very complex in nature.^[4] Fatigability describes a susceptibility to fatigue.^[5]

Physical fatigue results from [muscle fatigue](#) brought about by intense [physical activity](#).^{[6][7][8]} Mental fatigue results from prolonged periods of cognitive activity which impairs cognitive ability. Mental fatigue can manifest as [sleepiness](#), [lethargy](#), or [directed attention fatigue](#).^[9] Mental fatigue can also impair physical performance.

Physical fatigue, or [muscle fatigue](#), is the temporary physical inability of muscles to perform optimally. The onset of muscle fatigue during physical activity is gradual, and depends upon an individual's level of physical fitness – other factors include [sleep deprivation](#) and overall health.^[11] Physical fatigue can be caused by a lack of energy in the muscle, by a decrease of the efficiency of the [neuromuscular junction](#) or by a reduction of the drive originating from the [central nervous system](#), and can be reversed by rest.^[12] The central component of fatigue is triggered by an increase of the level of [serotonin](#) in the central nervous system.^[13] During motor activity, serotonin released in synapses that contact [motor neurons](#) promotes [muscle contraction](#).^[14] During high level of motor activity, the amount of serotonin released increases and a spillover occurs. Serotonin binds to extrasynaptic receptors located on the [axonal initial segment](#) of motor neurons with the result that [nerve impulse](#) initiation and thereby muscle contraction are inhibited.^[15]

Muscle strength testing can be used to determine the presence of a [neuromuscular disease](#), but cannot determine its cause. Additional testing, such as [electromyography](#), can provide diagnostic information, but information gained from muscle strength testing alone is not enough to diagnose most neuromuscular disorders.^[16]

Mental fatigue is a temporary inability to maintain optimal cognitive performance. The onset of mental fatigue during any cognitive activity is gradual, and depends upon an individual's cognitive ability, and also upon other factors, such as sleep deprivation and overall health. Mental fatigue has

also been shown to decrease physical performance.^[9] It can manifest as [somnolence](#), [lethargy](#), [directed attention fatigue](#), or disengagement. Research also suggests that mental fatigue is closely linked to the concept of [ego depletion](#). For example, one pre-registered study of 686 participants found that after exerting mental effort, people are likely to disengage and become less interested in exerting further effort.^[19] Decreased attention can also be described as a more or less decreased [level of consciousness](#).^[20] In any case, this can be dangerous when performing tasks that require constant concentration, such as operating large vehicles. For instance, a person who is sufficiently somnolent may experience [microsleep](#). However, objective cognitive testing can be used to differentiate the neurocognitive deficits of brain disease from those attributable to tiredness.^[citation needed]

A condition marked by extreme tiredness and inability to function due to lack of energy. Fatigue may be acute or chronic.

Inability to say no:

The fear of saying no also **stems from the urge to avoid conflicts, or confrontation**. Another reason that why people tend to worry about saying no is because they don't want to disappoint others, or hurt their feelings.

Why is it so hard to say no?

For some adults, the inability to say no stems from childhood. From an early age, children are [taught to be polite and forthcoming](#). If a parent or teacher asked a child to do something, saying no was interpreted as a form of backtalk. In some cases, refusing an adult meant punishment or negative reinforcement.

However, this can cause issues around [communication](#) and self-assertion. Being raised to believe that saying no is bad makes it difficult for children to communicate their preferences. For some people, this inability to [speak up for themselves](#) continues into adulthood.

Another reason you may find it difficult to say no is if you doubt yourself. With imposter syndrome, you feel like you are not good enough to do the role that you are in.

Because of these feelings, you avoid saying no to others. You are afraid they will think you are unable to perform your roles and responsibilities. It can also make it hard to say no to yourself. You constantly feel that you have to say yes to prove to yourself that you can actually do your job.



When you should say no

If you struggle to say no, learning to identify signs of personal discomfort can help you know when to draw the line.

These five signs indicate you need to say no for your own good.

1. If you feel uncomfortable

Nobody knows your limits better than you do. If you are asked to do something that makes you feel uncomfortable, it could be a sign that you need to say no. Take a moment to do some [mindful breathing](#) and listen to your intuition.

2. You feel guilty or obligated

In a work situation, it can be particularly difficult to say no. Your job may require you to oblige when superiors [delegate tasks to you](#). But that doesn't mean your time and energy are less valuable than theirs.

Use your [self-advocacy skills](#) to step up and say no. Your decision should not be based on guilt or obligation.

3. When you're overloaded

If you are overloaded with work, say no to more tasks or projects. Wait until you've freed up some time and energy before you take on anything new.

If you are always [working long hours](#), say no to working on the weekend. [COVID-19](#) has drastically increased the number of [employees working from home](#). Research shows that remote employees [work longer hours and face a bigger workload](#) than before the pandemic hit.

You may also feel especially [overloaded around the holidays](#), as obligations from both family and work pile up. You likely need to wait until after the holiday season to take on anything new.

Keep in mind that saying no to yourself is just as important as saying no to others. Putting pressure on yourself only adds to your [stress and anxiety](#). Make sure to prioritize your [mental health](#) and [physical health](#) to avoid [burnout](#).

4. If the request crosses your personal boundaries

When someone asks you to do something that crosses [your boundaries](#), it is important to stop the process in its tracks and say no. Your boundaries are worth standing up for.

5. If you are only saying yes to please someone else

While pleasing others is a natural incentive for performing tasks, it shouldn't be the only reason you work hard. If pleasing someone else comes at the cost of your own [happiness and well-being](#), it isn't worth it.

Why it's important to say no

Let's go through a couple of reasons why it's so important to say no.

- **Do less to deliver more.** Focus on one thing at a time, and do it well. You can produce much higher quality work when your energy is directed into projects you enjoy.
- **Saying no can benefit your performance and career.** Being assertive pays off. It gives you the freedom to pursue projects that are in alignment with your professional goals. And it keeps you on track with your future career plans.
- **It's important for your mental well-being.** Our mental fitness suffers when we bite off more than we can chew. To maintain mental clarity, you need to say no to tasks you know you can't handle.

Helpful tips on how to say no

Many of us could use a helping hand when it comes to being more assertive. Learning how to say no can be a lifelong journey, but everyone has to start somewhere.



- **Practice saying no.** Knowing when to say no takes time and practice. The more often you say no, the easier it will become. Practice assertiveness in all areas of your life until the [habit is built into your lifestyle](#).
- **Communicate your decision clearly.** The clearer you are about saying no to someone, the better they will respond. If you are notably unsure about your decision to decline, it could be harder for others to respect your decision. Aim for clarity and simplicity.
- **[Express gratitude](#) for being asked.** If someone asks you to do something and you respond with a no, a little bit of gratitude might help soften the delivery. Expressing thanks for being offered a new task will show others you care about their position, too.
- **Take your time to [make an informed decision](#).** If you're uncertain about whether you want to accept a new task, that's okay. Take your time to consider the pros and cons, and then you can [re-enter the conversation](#) with a clear head.
- **Be assertive but respectful.** Not everyone who asks you to do something is trying to take advantage of you. They may just be desperate for assistance. If you can't accept their offer, be respectful in how you communicate with them.
- **Don't beat around the bush.** Providing long-winded explanations about why you can't do something rarely makes things easier. Instead, opt for a short, simple, and straightforward approach to saying no.
- **Understand the power of influencing tactics.** [Influencing tactics](#) are strategies used to engineer a specific outcome. By gaining a better understanding of [how influence works](#) (particularly in the workplace), you can become a stronger and more assertive employee.
- **Seek advice from others.** Almost everyone can relate to the dilemma of people-pleasing. Ask your friends and family members if they have any tips. For professional advice, [seek help](#) from a mental health professional. They can give you expert guidance on how to say no the next time you feel put on the spot.

How to decide when to say no

Struggling to know if you should say no? It can help to have a mental list of questions to ask yourself when the right choice isn't yet clear. There's nothing wrong with taking some time to make the right decision.



The next time someone asks you to do something, and you're not sure how to respond, use these questions as a template for gaining insight.

- **Do I have the time and energy to do this?**
- **Will saying yes add value to my life?**
- **What makes saying “no” important to me?**
- **Am I doing this just to please someone else?**
- **Am I being used?**
- **Does saying no to this mean I can say yes to something else more important?**

Unit-III

Priorities management :

It is the practice of focusing time and resources towards work, projects, and tasks that affect high-value projects, accounts, and long-term goals.

Priority management is an essential part of [time management](#) and [project management](#), where [project managers](#) adjust resources, schedules, and tasks to deliver projects on time and within scope.

Why is priority management important?

Priorities management is an important technique because you don't want to be fighting fires constantly in your team.

- **Triage tasks.** You also don't want them to just pick up a task as soon as it comes in, leaving other tasks incomplete, especially if the older task is more of a priority.
- **Manage workloads.** Learning how to manage your work effectively so you can do the things you need to do will make sure that you and the team are aligned with the business goals and needs.
- **Keep projects on track.** Having the ability to work with the team to prioritize certain tasks will enable you to keep on track with the project.
- **Visualise your project.** Being able to see what tasks you have to do is also important. Scheduling them with a time of how long it should take will be worth it to see what you have left that needs doing to hit certain deadlines within the project.
- **Build teamwork and work/life balance.** Prioritizing tasks will also help you and the team with work/life balance. Knowing what you have to do each day and in what order makes you more productive, a more cohesive team and means that as people can pitch in on urgent tasks, no-one is left behind.

Tips for effective priorities management.

1. Understand top company objectives.

For effective priorities management, it's essential to practice upward alignment before attempting downward alignment. You could manage the most unified, productive team on the planet, but if the goals they're achieving aren't furthering the objectives most valued by [stakeholders](#), what will that get you?

You don't want to be the team that speeds a dozen new products to market when the executive team is more interested in reinvesting in the flagship product.

If you aren't clear about overall [business goals](#), not to mention your boss's objectives for you and your team, it could be a failing by upper management. But sitting back and waiting for clarity to float down from on high will hurt you more than it hurts them.

2. Align team goals with company objectives.

Armed with clarity around the company's intended destination, it's time to get your team members all rowing in the same direction. According to one Harvard Business study, cited in a recent Workfront white paper, 95 percent of a company's employees are unaware of or do not understand their company's [strategic plan](#).

To combat this staggering statistic on your team, start with clear and frequent communication, especially about top company objectives. Set team and individual goals that align with company goals, and make sure you're measuring employees toward these

But who determines what's valuable? That's where secret number three comes in.

Learn more: [How to problem solve with the 5 whys analysis](#)

3. Standardize and score work requests.

Create standardized processes to [initiate projects](#) in the same format every time.

[Work management software](#) solutions have these capabilities built in, making sure employees aren't wasting valuable time combing through emails, voicemails, sticky notes, and meeting minutes to figure out what's expected of them. They'll know they have one work queue to consult, where essential details are readily accessible.

4. Encourage the team to make time for important but not urgent work.

Steven Covey's [seven famous habits](#) have now been in circulation for 27 years—an entire lifetime for many of today's enterprise workers. But it never hurts to be reminded of tried-and-true principles.

Covey suggested dividing work into four quadrants:

1. Important and Urgent
2. Important and Not Urgent
3. Not Important and Urgent
4. Not Important and Not Urgent

It's easy to spend too much time hanging out in quadrant three (Not Important and Urgent), and without a scorecard system to help you define universal standards of "importance," many of your team members will be.

5. Make course corrections.

Once you've absorbed strategic company objectives, created a series of complementary goals for your own team, and figured out how to rank each incoming project in terms of value, your work has just begun. Now you need to make sure you have a good bird's-eye view of what's going on with your team, so you can offer feedback and adjust along the way.

If you follow an [Agile project management](#) approach, your weekly [stand-up meeting](#) is a great place to do this, but it doesn't always require a meeting. Cloud-based work management solutions make it easy to offer feedback and course corrections minute by minute.

Increasing work effectiveness:

There are a number of ways you can support employee development: **individual coaching, workshops, courses, seminars, shadowing or mentoring, or even just increasing their responsibilities.** Offering these opportunities will give employees additional skills that allow them to improve their efficiency and productivity.

Top 10 Ways to Improve Employee Efficiency:

1. Don't be afraid to delegate

While this tip might seem the most obvious, it is often the most difficult to put into practice. We get it – your company is your baby, so you want to have a direct hand in everything that goes on with it. While there is nothing wrong with prioritizing quality (it is what makes a business successful, after all), checking over every small detail yourself rather than delegating can waste everyone's valuable time.

Instead, give responsibilities to qualified employees, and trust that they will perform the tasks well. This gives your employees the opportunity to gain skills and leadership experience that will ultimately benefit your company. You hired them for a reason, now give them a chance to prove you right.

2. Match tasks to skills

Knowing your employees' skills and behavioral styles is essential for maximizing efficiency. For example, an extroverted, creative, out-of-the-box thinker is probably a great person to pitch ideas to clients. However, they might struggle if they are given a more rule-intensive, detail-oriented task.

Asking your employees to be great at everything just isn't efficient – instead, before giving an employee an assignment, ask yourself: is this the person best suited to perform this task? If not, find someone else whose skills and styles match your needs.

3. Communicate effectively

Every manager knows that [communication](#) is the key to a productive workforce. Technology has allowed us to contact each other with the mere click of a button (or should we say, tap of a touch screen). This naturally means that current communication methods are as efficient as possible, right? Not necessarily. [A McKinsey study](#) found that emails can take up nearly 28% of an employee's time. In fact, email was revealed to be the second most time-consuming activity for workers (after their job-specific tasks).

Instead of relying solely on email, try social networking tools (such as [Slack](#)) designed for even quicker team communication. You can also encourage your employees to occasionally adopt a more antiquated form of contact ... voice-to-voice communication. Having a quick meeting or phone call can settle a matter that might have taken hours of back-and-forth emails.

4. Keep goals clear and focused

You can't expect employees to be efficient if they don't have a [focused goal to aim for](#). If a goal is not clearly defined and actually achievable, employees will be less productive. So, try to make sure employees' assignments are as clear and narrow as possible. Let them know exactly what you expect of them, and tell them specifically what impact this assignment will have.

One way to do this is to make sure your goals are "SMART" – specific, measurable, attainable, realistic, and timely. Before assigning an employee a task, ask yourself if it fits each of these requirements. If not, ask yourself how the task can be tweaked to help your workers stay focused and efficient.

5. Incentivize employees

One of the best ways to **encourage employees to be more efficient** is to actually give them a reason to do so. Recognizing your workers for a job well done will make them feel appreciated and encourage them to continue increasing their productivity.

6. Cut out the excess

If possible, try not to give employees smaller, unnecessary tasks when they are focused on a larger goal. Take a look at the team's routine, and see if there is anything that you can cut to give employees more time to focus on higher-priority assignments.

7. Train and develop employees

Reducing training, or cutting it all together, might seem like a good way to save company time and money (learning on the job is said to be an effective way to train, after all). However, this could ultimately backfire. Forcing employees to learn their jobs on the fly can be extremely inefficient.

So, instead of having workers haphazardly trying to accomplish a task with zero guidance, take the extra day to teach them the necessary skills to do their job. This way, they can set about accomplishing their tasks on their own, and your time won't be wasted down the road answering simple questions or correcting errors.

8. Embrace telecommuting

Allowing your employees to [work from home](#) might seem inefficient – after all, how can you guarantee that they will still be productive if no one is watching them? However, the reality is quite the opposite (in fact, [studies show](#) that people who work from home are more productive than office employees). Letting your employees telecommute will allow them to save time that would otherwise be wasted completely.

9. Give each other feedback

There is no hope of increasing employee efficiency if they don't know they're being inefficient in the first place. This is why [performance reviews](#) are essential – measure your employees' performance, then hold individual meetings to let them know where they are excelling, and what areas they need to work on.

Increasing employee efficiency isn't all about what they can do better – some of the responsibility falls on you as well. But just like your employees, you aren't psychic. So after reviewing your employees, ask them what you could do to help them improve. Maybe they would like a little more guidance on certain tasks, or would prefer a little more room for creative freedom. Asking for feedback not only gives you clear, immediate ways to help your employees improve, but also encourages a culture of open dialogue that will allow for continued development over time.

Increasing productivity:

Try incorporating these tips to increase that productive flow and work smarter:

1. Stop multitasking:

- It can be tempting to want to take care of a few tasks at once, especially if they seem small or easy. But it simply doesn't work. According to neuroscience professor Earl K. Miller, "[multitasking is not humanly possible.](#)" We're fooling ourselves when we say we can easily juggle phone calls, presentations, and eating lunch. Focus on one task at a time, and you'll actually end up completing it faster.
- **2. Take breaks**
- We might think working longer hours means we're getting more done, but we never work as well when we're burned out. Studies show taking regular breaks helps [concentration](#) and [boosts your mood](#). Take a five-minute walk around the office, or spend 15 minutes grabbing that mid-afternoon coffee.
- **3. Set small goals**
- Sometimes, looking at our goals can be overwhelming. Seeing a handful of big projects on our calendar can be stressful... but if you break it up into smaller tasks, you'll feel more in control and will be much more productive. Rather than write down "finish project," break that into all

the tasks it will take. This will keep you on track in your day-to-day and make the bigger projects seem less daunting.

- **4. Take care of the biggest tasks when you're most alert**
- We all sometimes push aside big goals because we're not confident we'll accomplish them... And by the time we get to them, we're too burned out from our day to give it the attention it needs. That's how projects end up bleeding into additional days, and making it feel like productivity has disappeared.
- Understanding when and how you work best is key to getting those big projects done on time. There's **no set schedule** that works for everyone... if you're a morning person, tackle the big tasks first thing in your day.
- **5. Implement the "two-minute rule"**
- Make the most of your time at work by filling those tiny windows with actual tasks. According to entrepreneur **Steve Olenski**, finding and immediately completing tasks that take two minutes or less actually saves you time. So, if it takes less than two minutes, do it now.

Planning:

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

Planning is nothing but **thinking before the action takes place**. It helps us to take a **peep into the future** and decide in advance the way to deal with the situations, which we are going to encounter in future. It involves logical thinking and rational decision making.



1. **Managerial function:** Planning is a first and foremost managerial function provides the base for other functions of the management, i.e. organising, staffing, directing and controlling, as they are performed within the periphery of the plans made.
2. **Goal oriented:** It focuses on defining the goals of the organisation, identifying alternative courses of action and deciding the appropriate action plan, which is to be undertaken for reaching the goals.
3. **Pervasive:** It is pervasive in the sense that it is present in all the segments and is required at all the levels of the organisation. Although the scope of planning varies at different levels and departments.
4. **Continuous Process:** Plans are made for a specific term, say for a month, quarter, year and so on. Once that period is over, new plans are drawn, considering the organisation's present and future requirements and conditions. Therefore, it is an ongoing process, as the plans are framed, executed and followed by another plan.

5. **Intellectual Process:** It is a mental exercise as it involves the application of mind, to think, forecast, imagine intelligently and innovate etc.
6. **Futuristic:** In the process of planning we take a sneak peek of the future. It encompasses looking into the future, to analyse and predict it so that the organisation can face future challenges effectively.
7. **Decision making:** Decisions are made regarding the choice of alternative courses of action that can be undertaken to reach the goal. The alternative chosen should be best among all, with the least number of the negative and highest number of positive outcomes.

Importance of Planning

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

Organizing:

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

Steps in the Process of Organising

Organising is a step-by-step process. At each step, an important task is performed by the administrators working at the top-level of management.

While organising, the top managers carry out following important tasks:-

In this general eight-stepped process, the top management first fixes the common objectives of the organisation.

In the second step, they (top management) identify all the activities (i.e. works or jobs) which are required to achieve these predefined objectives.

In the third step, they group similar (related) activities and make their individual departments.

In the fourth step, they define the responsibilities (duties) of all the staff members (employees and managers).

In the fifth step, they delegate authority to staff members.

In the sixth step, the authority relationships between superiors and subordinates are established.

In the seventh step, they provide the staff members with all the essential requirements like money, machines, materials, etc., which are used for achieving the objectives.

In the eighth final step, they co-ordinate the efforts of all staff members and direct it towards achieving the common objectives of the organisation.

Staffing:

Staffing is the process of hiring eligible candidates in the [organization](#) or [company](#) for specific positions. In management, the meaning of staffing is an operation of recruiting the employees by evaluating their skills, knowledge and then offering them specific job roles accordingly. Let us find out more about what is Staffing and what it entails along with its [functions](#) and characteristics.

Staffing can be defined as one of the most important functions of management. It involves the process of filling the vacant position of the right personnel at the right job, at right time. Hence, everything will occur in the right manner.

It is a truth that **human resource** is one of the greatest for every organization because in any organization all other resources like- money, material, machine etc. can be utilized effectively and efficiently by the positive efforts of human resource.

Therefore it is very important that each and every person should get right position in the organization so as to get the right job, according to their ability, **talent**, **aptitude**, and specializations so that it will help the organization to achieve the pre-set goals in the proper way by the 100% contribution of manpower. Thus it can be said that it is staffing is an essential function of every business organization.



Functions of Staffing

1. The first and foremost function of staffing is to obtain qualified personnel for different jobs position in the organization.
2. In staffing, the right person is recruited for the right jobs, therefore it leads to maximum productivity and higher performance.

3. It helps in promoting the optimum utilization of human resource through various aspects.
4. Job satisfaction and morale of the workers increases through the recruitment of the right person.
5. Staffing helps to ensure better utilization of human resources.
6. It ensures the continuity and [growth](#) of the organization, through development managers.

Unit-IV

Office etiquette:

Office etiquette is **the customary code of behavior that you're expected to observe in the workplace**. The rules of etiquette define what manners are appropriate and what conduct you should try to avoid. When you use good manners in the workplace, you create an environment of respect.

Perhaps office etiquette is something that differs from office to office and place to place. Even if this is true, comprehending basic etiquette in the workplace helps things run a bit smoother. Even if we know what social etiquette is, in an office setting, it is a little different when it comes to expectations.

What is office etiquette and why is it important? Office etiquette is simply defined as basic manners in the world of business. It is important because it cuts down on stress and conflict between coworkers, which ultimately affects the company's success.

Office Etiquette Rules:

1. Appropriate Dress-Code:

- Every workplace has its own dress code. Even if there are no strict rules on dressing, employees should be dressed in sync with the company's dress code. After all, your attire and the overall look is the first impression you will leave with anyone.
- In the most recent years, the term business casual dress code is very popular, even though not everyone understands what this term means. Depending on the company, this term can mean a lot of different things. For example, for some, casual dresses, casual pants, even khakis, and polo shirts may fit in this criteria.
- Then some companies may forbid wearing jeans or sandals to the office. Some will require different attire in the office and different on client meetings. Either way, clothes should be clean, ironed, and not very revealing.

2. Be Punctual

Being punctual doesn't refer to only coming to the office 5 minutes early, but also means that you are on time for every meeting, presentation or seminar. This way you will show respect towards your coworkers and that you value their time as much as yours.

3. Be Polite and Don't Forget to Use the Magic Words "Thank you" and "Please"

By being pleasant and using common courtesy will demonstrate your response to the people you work with. Also, words such as Thank you, Please, You are welcome, add politeness to your communication, so when you have some requests from coworkers, they will be more eager to help you.

When you are polite, your coworkers and managers will be happy to collaborate with you.

4. Be a Team Player

One of the office etiquette rules is to be open as much as you can, communicate, and get along with your coworkers. Make sure to take your time listening to other people's opinions. Of course, you may not always agree, but try to be open and find some common ground, since you might end up learning something new and earn the respect of your coworkers.

5. Keep the noise distractions to a minimum

Being loud while talking to another colleague. Whether the conversation is work-related or something personal, the rest of the office doesn't need to hear your conversation;

Being loud while taking a personal call. This can be very disturbing for the people around you, especially if you run the call on a speaker mode. If you are in an office, close the door. If you are working in an open plan workplace, go to an area that is more private.

6. Beware of the Smells

If you plan to eat food with a strong smell, try to eat your meal in the kitchen, or outside. Eating at your desk can cause spreading not very pleasant odors in the office. Especially in small offices, smells from the packed lunch can be felt right away.

Also, you should be careful with applying strong perfume or cologne. Strong perfumes can be a cause of headaches.

7. Respect the space of your coworkers

Treat everyone's workstation as a private office. Even if it's within your reach, ask for permission if you need to borrow or use something from their desk.

8. Respect the privacy of your coworkers

Even if you have some mutual task, try not to look at the screen of their computer, checking their documents and files without permission or hover around their desk. This might feel as intruding in their personal space. Also, just because they sit next to you, doesn't mean that they are available to have a chat with you. Don't interrupt them while making business calls.

9. Be careful of your body language and overall attitude

Everyone has a bad day once in a while, but that doesn't mean that you have to be nervous or show some attitude when you come to the office. Even if you don't say anything, your colleagues can feel the tension.

Give yourself a 10-minute break to chill out and calm yourself. Make sure to stay professional even on your worst day.

Telephone etiquette:

Telephone **etiquette** refers to a set of rules that apply when people make calls to others or when they are receiving a phone call. There are slightly different rules for a variety of situations. and making and receiving personal calls is not the same as making/receiving business calls. Within this set of rules, there can be additional differences, especially for business calls where companies may want callers or receivers to say certain things.

Telephone Etiquette Elements

Every caller has their way of talking on the phone. However, there are some set of rules and Telephone etiquette guidelines that should be followed whenever you have Telephone communication. These are briefly discussed as follows:

- **Friendly Greetings**

The way you greet your caller must be warm and pleasant. The call should get a feel that you are alert and attentive to his call. The cheerful and positive greeting will get back the same enthusiasm. Start with a proper salutation, thank you for calling, a brief introduction of yourself and the Business and then enquire about the reason for calling.

- **Body Language**

Gestures, facial expressions, body language also have an impact while you communicate on the Telephone. While you talk on the phone, a cheerful voice and a bright tone give the feeling to the receiver that you are relaxed and at ease. Thus, body language has its communication even when you talk on the phone. Professional body language gives a good impression.

- **The Tone of Voice**

The attitude on the phone gives customers opinions about your Business. Also, the attitude is conveyed through the tone you adopt to talk. The tone of your voice should be confident as well as respectful towards the caller. A pleasant pitch of voice gives a sweet note to the ears.

- **Tact**

Sometimes it becomes inadvertent to inform unpleasant, upsetting and sensitive information on the phone. At such times, it becomes imperative to handle the situation tactfully. The choice of words should be soft yet stern and should not at all offend the caller.

- **Active Listening**

An important point that office phone etiquette considers is active listening. You should provide undivided attention to your caller with the least possible disturbances. It gives the impression that you care about the customer and his needs.

- **Appropriate Closing**

While bidding goodbye, always thank your customer and ensure that all that he wants to convey is completed. This ensures the customer that your Business is a customer-driven one. Also, try that the customer hangs up the call. This ensures there are no accidental hang-ups.

Importance of Telephone Etiquette

Telephone etiquette is essential when you communicate on the Telephone. The customer analyses you and your Business according to your communication. Following point shows how important it is to have Telephone etiquette while talking on the Telephone:

- **Professionalism**

Communicating with Telephone manners always shows your professionalism. It makes the customers believe that their work is in good and safe hands. Most likely they would repeat the deal.

- **Impression**

The impression that you create on Telephone communication has a lasting effect. The Telephone etiquette you follow makes the receiver feel respected.

- **Loyalty and Trust**

Telephone etiquette builds the trust of your potential customers. It makes them loyal to you and purchases the products and services from you frequently.

- **Customer Satisfaction**

When the customers get satisfied with the Telephone conversation, they are sure that their needs and requirements will be satisfied in-person also. It gives them a consistent and well-rounded experience.

Managing a Balanced life style:

The following practices will help bring balance in your life:

- **Be reasonable.** People have a limit to resources like time, money and energy. It is completely understandable to want to accomplish so many things; however, it is important to consider how much time is in a day. Know that you are *one* Erase the idea of perfection and problem-solving for others—it's okay to not get everything done. You are doing your best.
- **Find a support system.** Find the people in your life who build you up and support you, who add value to your life and inspire you to be a better version of yourself. Try to avoid people who add or create more stress for you. Remember that stress will affect you physically, so,

within reason, consider phasing out those who might be causing your stress or imbalance.

- **Take control and say no.** Often people say yes to others because there might be an unreasonable pressure to immediately please people. It is important to consider your current list of responsibilities. Take time to think about what you can reasonably complete. Try to alleviate adding extra stress by learning how to say no.
- **Make a schedule for rest.** Resting doesn't always have to equate to sleeping, but scheduling time to relax can be beneficial to your health. Intentionally do things that give you comfort, peace, health, and happiness. Make a deliberate effort to prioritize your needs.
- **Focus on today.** There will always be something that we will need to do, haven't gotten to or something we have always wanted to do. Try to avoid obsessing about the future, and focus on what is happening today. Creating a healthy, balanced life requires you to be present in your family, friends, hobbies and work.