**Q1. Describe the concept of vision in an organisation with an example. How is it different from mission statement?**

**ANSWER –** Concept **of Vision**

Vision [describes](http://www.businessdictionary.com/definition/description.html) of what an [organization](http://www.businessdictionary.com/definition/organization.html) would like to [achieve](http://www.businessdictionary.com/definition/achieve.html) or [accomplish](http://www.businessdictionary.com/definition/accomplish.html) in the mid-term or [long-term](http://www.businessdictionary.com/definition/long-term.html) future. It [serves](http://www.businessdictionary.com/definition/serve.html) as a clear guide for choosing [current](http://www.businessdictionary.com/definition/current.html) and future courses of [action](http://www.businessdictionary.com/definition/action.html) for achieving the desire goal for an Organisation.Vision Statements and Mission Statements are the inspiring words chosen by successful leaders to clearly and concisely convey the direction of the organization. By crafting a clear mission statement and vision statement, we can powerfully communicate our intentions and motivate our team or organization to realize an attractive and inspiring common vision of the future.

**Example –** A NGO who wished to provide water to all the needy people has following Vision statement

**Charity: water** believes that we can end the water crisis in our lifetime by ensuring that every person on the planet has access to life’s most basic need — clean drinking water

**Parts of Vision Statement**

The parts of Vision statement should have following

1. It is written in the present, not future tense. They describe what we will feel, hear, think, say and do as if we had reached our vision now.
2. It is summarised with a powerful phrase. That phrase forms the first paragraph of the vision statement. The powerful phrase is repeated in whatever communication mediums you have to trigger memory of the longer statement. It is not a brand strap-line.
3. It describes an outcome, the best outcome we can achieve. It does not confuse vision with the business goal and objectives for a particular period of time. A vision statement, therefore, does not provide numeric measures of success.
4. It helps build a picture, the same picture, in people's minds.

**Difference between "Mission Statements" and "Vision Statements"**

A Mission Statement defines the organization's purpose and primary objectives. Its prime function is internal – to define the key measure or measures of the organization's success – and its prime audience is the leadership team and stockholders.

Vision Statements also define the organizations purpose, but this time they do so in terms of the organization's values rather than bottom line measures (values are guiding beliefs about how things should be done.) The vision statement communicates both the purpose and values of the organization. For employees, it gives direction about how they are expected to behave and inspires them to give their best. Shared with customers, it shapes customers' understanding of why they should work with the organization.

**Q2. Define the term ‘management’. Explain the scientific management theory proposed by Taylor**

**ANSWER –** Introduction **and Definition of Management**

Management is the process of reaching organizational goals by working with and through people and other organizational resources.

Management has the following 3 characteristics:

1. It is a process or series of continuing and related activities.
2. It involves and concentrates on reaching organizational goals.
3. It reaches these goals by working with and through people and other organizational resources.

**Brief Evolution of Management**

In recent times, management has become a more scientific discipline having certain standardised principles and practices. The following is a breakdown of the evolution of management thought during its developmental period:

• Early management approaches which are represented by scientific management, the administrative management theory and the human relations movement

• Modern management approaches which are represented by scientific management, the administrative/management science approach, the systems approach and the contingency approach

Thus management is concerned with resources, tasks and goals. It is the process of planning, organising, staffing, directing and controlling to accomplish organisational objectives through the coordinated use of human and material resources.

**Scientific Management Theory as proposed by Taylor**

Frederick Winslow Taylor (1856-1915) is the father of scientific management. He exerted great influence on the development of management thought through his experiments and writings. During a career spanning 26 years, he arranged a series of experiments in three companies: Midvale Steel, Simonds Rolling Machine and Bethlehem Steel.

**• Time and motion study:** Since Taylor had been an operator himself; he established the time and motion study, where every job motion was supposed to be timed by using a stopwatch and shorter and fewer motions. Thus, the best way of keeping an account of work performance was found. This

Had replaced the old rule-of-thumb-knowledge of the worker.

**• Differential payment**: Taylor had founded the differential piecework system and the related incentives with production. Under this plan, a worker received a low piece rate if he produced the standard number of pieces and a high rate if he surpassed the standard. Taylor also comprehended that the attraction of a new high piece rate would encourage the workers to increase production.

• **Drastic reorganisation of supervision**: Taylor developed two new concepts: (i) Division of planning and doing and (ii) Functional foremanship. In those days the worker himself used to select his tools and decide the sequence of performance of operations. Taylor suggested that the work should be designed by a foreman and not by the workerand that each of the foremen should give orders to the worker in his specialised field.

**• Scientific recruitment and training**: Taylor also gave importance to the scientific selection and development of the worker. He said that the management should develop and train every worker in order to bring out his best output and to enable him to perform a superior, more interesting and profitable class of work than he has done in the past.

**• Intimate and friendly cooperation between the management and workers**: Taylor said that, “a complete mental revolution” on the part of management and labour was necessary to make the organisation successful. Rather than argue over profits, they should both try to increase production. Consequently, profits will also increase manifold, which will leave no room for further disagreements.Taylor realised that both, the management and labour, had a common interest in maximising production.

**Q3. Give the definition and importance of planning in an organisation and explain the steps in planning.**

ANSWER – **Definition and Importance of Planning**

Planning helps an organization chart a course for the achievement of its goals. The process begins with reviewing the current operations of the organization and identifying what needs to be improved operationally in the upcoming year. From there, planning involves envisioning the results the organization wants to achieve, and determining the steps necessary to arrive at the intended destination—success. This is measured in financial terms, or goals for example customer satisfaction.A plan is like a map that one uses to achieve certain aims, goals and objectives. It is also an important technique used in time and project management. A well executed plan saves time, helps in making good decisions and helps in avoiding an unforeseen circumstances

**Steps in Planning**

1. **Establish Goals** - Setting goals and objectives is the first step of any planning process - if we not know where you are going, how can we know when we will get there, or even decide which route to take? Setting goals and objectives is the foundation of any sound plan.
2. **Identify Resources** – Once you have set the Goal now identify the suitable resources required to achieve the above Goal in shortest possible time and with minimum expenses.
3. **Establish Goal related Tasks** – In this stage Identify the Task that is very crucial and related to the Goal to be achieved which will allow us to focus and achieve this Task where by achievement of goal is also becomes easier. Other tasks are also important for the overall completion but are not so relevant as compared to crucial Tasks.
4. **Prioritise Goals and Tasks**- This makes the task of setting priorities for ourgoals all the more important. There are a number of strategies and tools you can use to help prioritizeour important Tasks that are closely related to the Goal.
5. **Create Assignment and Time Line** – Once the Goal and its task are fixed and prioritized the next step is to make it work on a project and ensure to achieve the same within the time schedule defined.
6. **Establish Evaluation Method** – This is the stage when our plan is ready you need to evaluate the worthiness to implement the plan. Evaluating the plan now gives you the opportunity to either investigate other options that might be more successful, or to accept that no plan is needed.
7. **Identify Alternate Course of Action** – Once the Evaluation process is complete we can finally conclude by either implementing the plan or identifying the alternate course of action for achieving the GOAL.

**Q4. What is meant by leading? Describe the characteristics of leading**

ANSWER – Concept **of LEADING**

Leading an organization is accomplished through vision-casting and motivating teams through praise, encouragement and inspiration. Leader’s use the company vision or mission statement as the starting line as a process of setting direction to the organisation gaol achievement. Managers or administrators are equally important but often operate with less authority than leaders. Managers are task-focused and work on everyday details. Managers function as facilitators of the vision, leaving the actual evolution of the vision to the leader. Thus leading and directing goes hand in hand and cannot be thought in isolation.

**Characteristics of Leading**

The characteristic of leading is useful because we tend break things into characteristics to make big concepts easier to handle. There are common traits that define leadership, and by actively building on these traits you can develop into a stronger leader.

Here are some of the most common traits in the **characteristic of leading**:

* Empathy: Creating a legitimate rapport with our staff makes it less likely that personal issues and resentment can creep in and derail the group. Thus they will be more likely to work with you and share in our vision, rather than foster negative feelings.
* Consistency: Being a consistent leader will gain you respect and credibility, which is essential to getting buy-in from the group. By setting an example of fairness and credibility, the team will want to act the same way.
* Honesty: Another characteristic of leadership that lends itself to credibility. Those who are honest, especially about concerns, make it far more likely that obstacles will be addressed rather than avoided. Honesty also allows for better assessment and growth.
* Direction: Having the vision to break out of the norm and aim for great things --then the wherewithal to set the steps necessary to get there-- is an essential characteristic of good leadership. By seeing what can be and managing the goals on how to get there, a good leader can create impressive change.
* Communication: Effective communication helps keep the team working on the right projects with the right attitude. If you communicate effectively about expectations, issues and advice, our staff will be more likely to react and meet our goals.
* Flexibility: Not every problem demands the same solution. By being flexible to new ideas and open-minded enough to consider them, you increase the likelihood that you will find the best possible answer. You will set a good example for our team and reward good ideas.
* Conviction: A strong vision and the willingness to see it through is one of the most important characterizes of leadership. The leader who believes in the mission and works toward it will be an inspiration and a resource to their followers.

Ifwe display the above traits we will be well equipped to lead a team successfully.

**Q5. What are ‘attitudes’? Explain the components and functions of attitude.**

ANSWER – **Definition of Attitude**

Attitude is a predisposition or a tendency to respond positively or negatively towards a certain idea, [object](http://www.businessdictionary.com/definition/object.html), [person](http://www.businessdictionary.com/definition/person.html), or situation. Attitude [influences](http://www.businessdictionary.com/definition/influence.html) an [individual's](http://www.businessdictionary.com/definition/individual.html)[choice](http://www.businessdictionary.com/definition/choice.html) of [action](http://www.businessdictionary.com/definition/action.html), and [responses](http://www.businessdictionary.com/definition/response.html) to challenges, [incentives](http://www.businessdictionary.com/definition/incentive.html), and [rewards](http://www.businessdictionary.com/definition/reward.html).

**Attitudes structure can be described in terms of three components**.

* **Affective component**: this involves a person’s feelings / emotions about the attitude object. For example: “I am scared of Driving”.
* **Behavioural (or conative) component**: the way the attitude we have influences how we act or behave. For example: “I will avoid Driving and get off the road in case of Traffic Jam”.
* **Cognitive component**: this involves a person’s belief / knowledge about an attitude object. For example: “I believe Driving is dangerous”.

This model is known as the ABC model of attitudes and these three components are usually linked.

**Functions of Attitude –**Attitudes can serve functions for the individual and itsfour functional areasare:

• **Knowledge** - Attitudes provide meaning (knowledge) for life.  The knowledge function refers to our need for a world which is consistent and relatively stable.  This allows us to predict what is likely to happen, and so gives us a sense of control. For example, knowing that a person is religious we can predict they will go to Church.

• **Self / Ego-expressive** - The attitudes we expressed above help communicate who we are and may make us feel good because we have asserted our identity.  Self-expression of attitudes can be non-verbal too: Therefore, our attitudes are part of our identify, and help us to be aware through expression of our feelings, beliefs and values.

• **Adaptive** - If a person holds and/or expresses socially acceptable attitudes, other people will reward them with approval and social acceptance.  People seek out others who share their attitudes, and develop similar attitudes to those they like.

• **The ego-defensive** function refers to holding attitudes that protect our self-esteem or that justify actions that make us feel guilty. People whose pride has suffered following a defeat in sport might similarly adopt a defensive attitude.

The basic idea behind the functional approach is that attitudes help a person to mediate between their own inner needs (expression, defense) and the outside world (adaptive and knowledge).

**Q6. Define leadership. Differentiate between authoritarian and democratic leadership style.**

**ANSWER** - **Definition of Leadership**

**Leadership** is a characteristic that enables one to inspire a group to realize a common goal or interest. A true leader "leads their followers along the path to their goals which meana leader is involved and leads from the front and by example.

Leaders would be of many types based on their Personality traits and the common traits are "intelligence, task-relevant knowledge, charisma, self-confidence, high energy level, stress tolerance, integrity and honesty and emotional maturity. These Leaders are further named as Situational, Transactional, Transformational, Innovation and conclusion.

**Authoritarian leadership**is a [leadership style](http://www.educational-business-articles.com/effective-leadership-styles.html) in which the leader dictates and controls all decisions in the group and task. Nowadays, Authoritarian leadership is seen as a style that can help in certain situations, but not so much in use as it jeopardise the performance and morale of team members.

## **Typical Characteristics of Authoritarian Leadership**

Autocratic leaders typically make choices based on their own ideas and judgements and rarely accept advice from followers. Autocratic leadership involves absolute, authoritarian control over a group, whereby:

* The leader tells and enforces
* Little feedback is sought or needed from team members
* Decisions on processes, tasks, goals are all created by the leader as team are rarely trusted
* The leadership style points at a method of just getting the job done
* No real sense of empowerment normally morale can suffer in the long term

If your team are not skilled in specific tasks, don't resort to an authoritarian approach in the long term. Find ways to teach coach and mentor your staff, so you can do more [delegating] and less directing.

**Democratic Leadership** is Leadership Style is which Decisions are generally made by the group, by consulting or a vote. All members are then bound by the group decision and support it. In this role, the Manager is a Team Leader / Chair to the group. The main downfall to this style is that decisions take longer and if the team are unskilled, empowerment through team decision making will fall down.

The **democratic** Leadership is also known as participative style,which works best when people are capable and motivated in making their own decisions. This is also particularly strong when there is no need for central coordination.

**Typical Characteristics of Democratic Leadership**

Some of the primary characteristics of democratic leadership include:

* Group members are encouraged to share ideas and opinions, even though the leader retains the final say over decisions.
* Members of the group feel more engaged in the process.
* Creativity is encouraged and rewarded.