

AJAY KUMAR GARG ENGINEERING COLLEGE, GZB.

DEPARTMENT OF APPLIED SCIENCES & HUMANITIES

MODEL SOLUTION

PRE-UNIVERSITY TEST

COURSE :- MCA ✓

SESSION :- 2022-23 ✓

SUB:- PRINCIPLES OF MANAGEMENT & COMMUNICATION ✓

MAX. MARKS :- 100

SEMI:- I<sup>ST</sup> ✓

SECTION:- MCA-I ✓

SUB.CODE:- KCA103 ✓

TIME: 3 HOURS.

SECTION-A

Q1 Define Management.

Ans:- Management is a process of planning, decision making, organizing, leading, motivation and controlling the human resources, financial, physical and activating resources and activities of an organization to reach its goals efficiently and effectively. It can also be defined as a process of coordination and administration of tasks to achieve a goal.

Q2 Define Job Specialization.

Ans:- Job specialization is a process of focusing one's occupational concentration on a specific area of expertise.

The biggest benefit derived from job specialization is the expertise employees develop over time in their chosen task. As the employee/employees become better at their jobs, they perform more efficiently and produce products with fewer defects and higher quality.

Q3. What do you mean by Tactical Plans?

Ans: Tactical plans are those plans which describe the tactics that the managers plan to adopt, to achieve the objectives set in the strategic plan. These plans span a short time frame (usually less than 3 yrs.) and are usually developed by middle level managers.

Q4. What is a Matrix form of organization?

Ans: A matrix form of organization is organized to manage multiple dimensions. It provides for reporting levels both horizontally as well as vertically and uses cross-functional teams to contribute to functional expertise. This form of organisational structure promotes motivation among employees and encourages a democratic management style where inputs from team members are sought before make decisions.

Q5. What is Laissez-faire approach to leadership?

Ans: Laissez-faire approach to leadership is a very hands-off approach to leadership. Instead, employees make decisions on their own. This approach generally leads to lower productivity, but it may be the best where employees are experts or where creativity is needed.

Q6. Define feedforward Control.

Ans: Feedforward control is a control process involving collecting information about a finished task, assessing that information and improving the same type of tasks in the future.

Q.7. Define peer group of communication.

Ans: A peer group of communication is the result of communication among the members of a group (peer group) which consists of individuals or organisations that share similar perspectives or understanding. This type of communication provide perspective outside of the individual's viewpoint. Members inside peer groups also learn to develop relationships with others in the social system. Peers, particularly group members, become important social referents for teaching other members customs, social norms, and different ideologies.

Q.8. Define effective communication.

Ans: Effective communication means transfer of information from one person to the other at most effective and efficient way/manner. It means transfer of messages, ideas and information in a manner that both sender and receiver understand it in the same sense. It is transfer of information along with transfer of understanding. It is thus, a process of sending a message in such a way that the message received is as close in meaning as possible to the message intended. Unless sender and receiver conceptualise the information in the same manner, action cannot be taken for accomplishment of organisational objectives.

Q9:- Differentiate between pitch and syllable.

Ans: Pitch, in speech, the relative highness or lowness of a tone as perceived by the ear, which depends on the number of vibrations per second produced by the vocal cords; whereas, A Syllable is a unit of spoken language that forms an entire word or parts of words. Syllables are usually made up of a single vowel sound and any surrounding consonant sounds.

Q10:- Explain the difference between workshops and conferences.

Ans:

### WORKSHOPS

1. A workshop is a meeting where a group of people learn about something through intensive discussion and activities related to it.
2. Workshops tend to focus on a specific subject or topics
3. A workshop offers more practical activities and are not very formal.

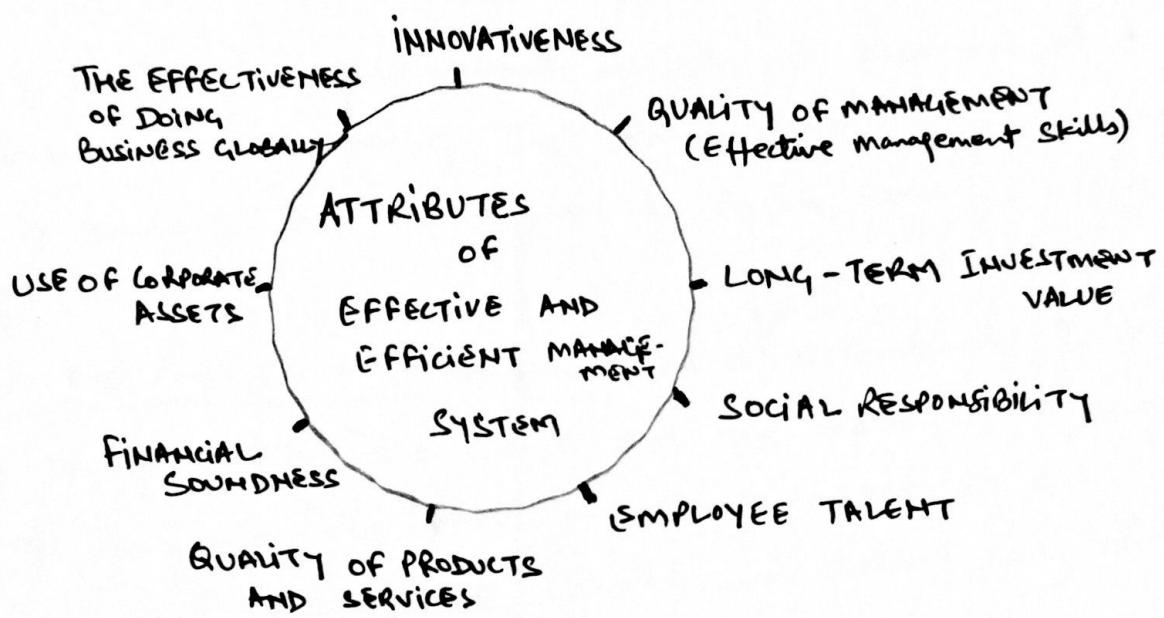
### CONFERENCES

1. A conference is a formal meeting of people with shared interests, involving discussion, problem-solving, and consultation.
2. A conference can focus on more general topics.
3. A conference does not offer no practical activities and are very formal.

## SECTION - B

Q11. Discuss the attributes of an Effective and Efficient management system.

Ans:- The followings are the attributes of an Effective and Efficient management system:-



(A). INNOVATIVENESS: The organizations at the top are characterized by their keenness on innovations. They do not mind spending or rather investing in research and development for the sake of innovations.

(B). QUALITY OF MANAGEMENT [Effective Management Skills]: Quality of management should be construed as the quality of board of directors and the top management team. The team should be highly qualified and have extensive experience in their core field as well as overall management of their respective responsibilities.

(C) LONG-TERM INVESTMENT VALUE :- Effectively managed companies look at a very long-term value of their investments. They do not sacrifice or compromise on their long-term goals for the sake of short-term benefits. The policies of the company are designed in a manner that encourages long-term thinking.

(D) SOCIAL RESPONSIBILITY :- Development is not a one-time need and therefore it is of utmost importance to focus on the concept of sustainable development. Society is also one of the stakeholders of a company. The brand image that a company wishes is nowhere but in the mind of the society, it is serving.

(E) EMPLOYEE TALENT :- Organization or a company is not a living thing. Behind the scene are the management and employees. They are the most important asset of an organization and appropriate skill and talent can only produce world-class products and services.

(F) QUALITY OF PRODUCTS AND SERVICES :- Quality of a company's products and services is a great contributor towards achieving their financial and other goals. There are two important channels of increasing sales i.e., through referred customer and repeat customers.

Sales can be generated through marketing and advertisement but in the long run, it cannot sustain its the quality of products or services is not sufficient. For outperforming the competitors, first quality of the product should outperform the other products in the market. The overall value proposition should be customer oriented.

(G) FINANCIAL SOUNDNESS :- Most of the biggest companies have started from a proprietorship to partnership with corporations. As the Company reaches an opportunity to grow, it needs additional Capital and sources of funds for grasping that opportunity. The financial soundness can also be understood as the optimized capital structure or effective working Capital management or readiness to bear temporary losses.

(H) USE OF CORPORATE ASSETS :- It is simply investing in buying of assets and effective utilization of these assets to generate further money to buy more assets. It is all about effectively utilizing each and every asset of the organization. The Companies regularly monitor their assets and take required actions for an optimized assets.

(I) THE EFFECTIVENESS OF DOING BUSINESS GLOBALLY :-

for a Company to reach to FORTUNE 500 lists, it should possess enough infrastructures for global business opportunities. No Company has became as big as top 10 companies in the World working within the boundaries of its home country.

(J) OTHER ATTRIBUTES :-

- (a). Have knowledge of Effective Management Strategies
- (b). Applies best techniques and processes for delivery of products and services.
- (c). The management style is effective and suitable with respect to the nature of the business.

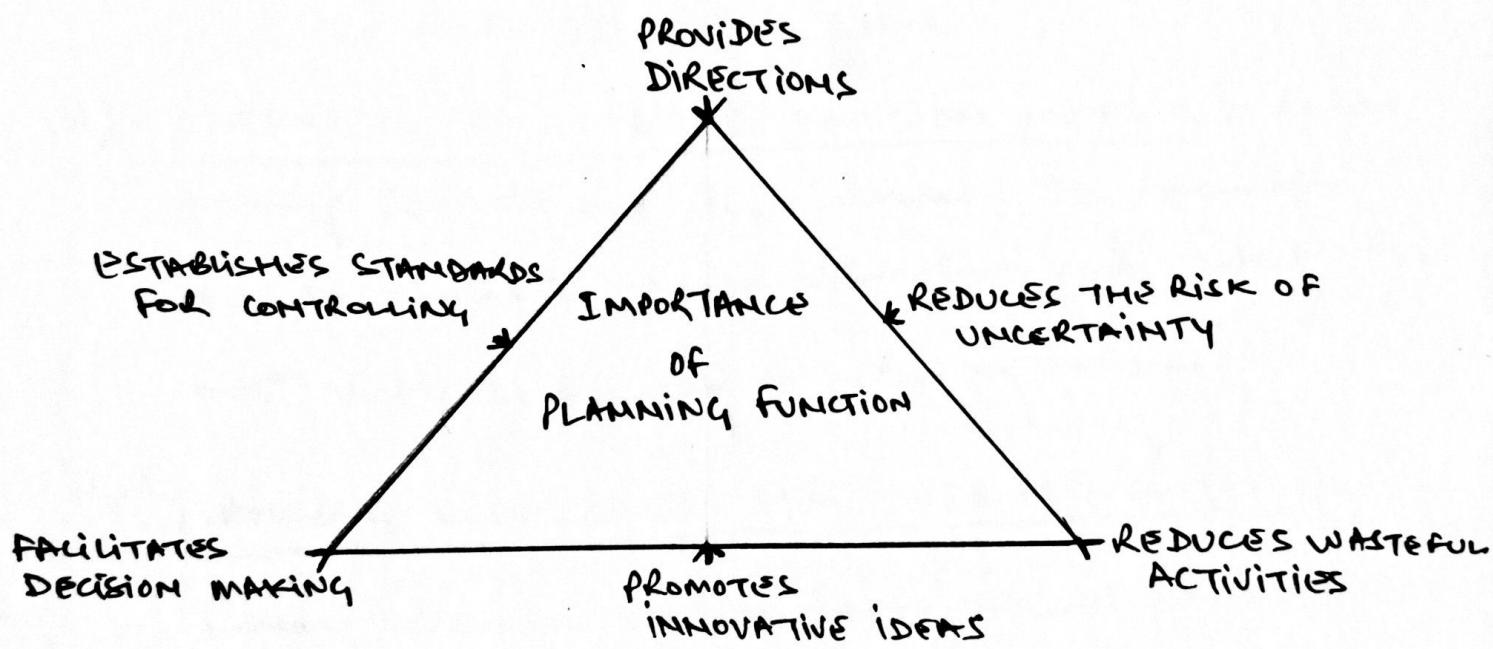
Q12. What is Hawthorne Experiment? Discuss the conclusions of Hawthorne experiment.

Ans:- The Hawthorne Experiment is when subjects of an experimental study attempt to change or improve their behaviour simply because it is evaluated or studied. This effect is a type of reactivity in which individuals modify an aspect of their behaviour in response to their awareness of being observed. The following are the conclusions of the Hawthorne Experiment:-

- (A) There is no direct relationship between worker productivity and physical factors. Their productivity increased because they received attention from the researcher.
- (B) Workers are not a "rational man" motivated only by financial incentives but a "Social man" with strong desire for interaction and non-financial incentives.
- (C) Informal groups are as important as formal groups in influencing the human behaviour. Informal leaders have considerable influence on the group members. Groups overcome the shortcomings of formal relationships.
- (D) Human and social factors lead to growth and development of human resource.
- (E) Production norms are set by social norms and not by official structures.
- (F) Non-financial incentives (morale, security, recognition, praise) are more important than financial incentives in determining the attitude of workers towards their superiors and job related tasks. Economic rewards and productivity therefore, do not always go together.

Q13 What do you mean by Planning? Discuss the importance of planning function of management.

Ans: According to Terry and Franklin, "Planning is selecting information and making assumptions regarding the future to formulate activities necessary to achieve organizational objectives". Thus, Planning involves selecting missions and objectives and the actions to achieve them. It is related to decision making - ie, choosing the right alternatives for the future course of action. It is the most basic of all managerial functions focusing on a rational approach to achieve predetermined / selected objectives.



(A) PLANNING PROVIDES DIRECTIONS :- By stating in advance how the work is to be done planning provides direction for action. If there was no planning, employees would be working in different directions and the organization would not be able to achieve its goal efficiently.

- (B). PLANNING REDUCES THE RISK OF UNCERTAINTY:- Planning is an activity which enables a manager to look ahead, anticipate change, consider the impact of change and develop appropriate responses.
- (C). PLANNING REDUCES WASTEFUL ACTIVITIES:- Planning serves as the basis of coordinating the activities and efforts of different departments and individuals whereby useless and redundant activities are mentioned.
- (D). PLANNING PROMOTES INNOVATIVE IDEAS:- Planning is the first function of management. Managers get the opportunity to develop new ideas and new ideas can take the shape of concrete plans.
- (E). PLANNING FACILITATES DECISION MAKING:- Under planning targets are laid down. The manager has to evaluate each alternative and select the most viable and feasible option or decision.
- (F). PLANNING ESTABLISHES STANDARDS FOR CONTROLLING:- Planning provides the standards against which the actual performance can be measured and evaluated. Control is blind without planning. Thus, planning provides the basis for control function of management.

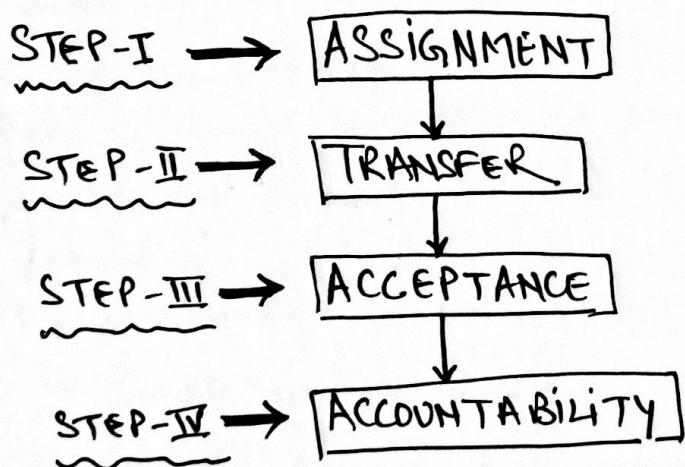
Q14:- What do you mean by Delegation? Discuss the steps involved in the process of delegation?

Ans:- 'Delegation' means downward transfer of authority from a superior to subordinate. It is required for efficient functioning of the organisation as well as enables the manager to use his time on high priority work.

O.S. Hiner, "Delegation takes place when one person gives another the right to perform work on his behalf and in his name, and the second person accepts a corresponding duty or obligation to do what is required of him."

Let us now discuss the steps involved in the process of delegation:

### PROCESS OF DELEGATION



✓ STEP-I → ASSIGNMENT OF WORK/TASK :- This is the first step in the process of delegation and relates to assignment of work/task to person/persons. It is the description of role assigned to the subordinate. Duties in terms of functions or tasks to be performed constitute the basis of delegation process.

✓ STEP - II → TRANSFERENCE OF POWER :- The Superior must at this stage, grant proper authority to his/her subordinate so that the latter can carry out his/her assigned work without any difficulty.

✓ STEP - III → ACCEPTANCE OF ASSIGNMENT :- At this stage, there are two options with the subordinate. He/She may either accept the assignment or may reject it. If the subordinate denies the job assigned to him/her along with the power, the Superior has to find out his/her replacement who will willingly accept the assignment. The other option is when the subordinate accepts the assignment. Then the delegation process comes towards the end.

✓ STEP - IV → CREATION OF ACCOUNTABILITY :- Accountability is the obligation of a subordinate to perform the duty assigned to him. The delegation creates an obligation on the subordinate to accomplish the task assigned to him by the Superior.

When a work is assigned and authority is delegated then the accountability is the by-product of this process.

The authority is transferred so that a particular work is completed as desired. This means that delegator has to ensure the completion of assigned work. Authority flows downward whereas accountability flows upward.

Proper delegation helps in evolving a system. It is this system that works and personalities only assist the system.

Q15: Describe in detail the concept of directing and discuss the various principles of directing.

Ans: "Directing is the interpersonal aspect of managing by which subordinates are led to understand and contribute effectively and efficiently to the attainment of enterprises objectives" — Koontz and O'Donnell.

It is concerned with the motivating, leadership, supervision and commanding of subordinates and securing their best cooperation. The following are the principles of directing discussed below:-

I. APPROPRIATE SELECTION OF EMPLOYEES:- Directing is related to the function of staffing. While selecting employees, managers should ensure that people can adjust to the organization's service and willingly carry out the directions of the superiors.

II. PARTICIPATION:- Since direction influences the behaviour of others, managers follow the principle of participation (while preparing the directives for subordinates). If those who carry out the directions participate in making policies regarding directions, direction function will be able to accomplish its purpose effectively.

III. COMMUNICATION:- An effective system of communication ensures passing of orders and instructions by superiors which are smoothly carried by subordinates and expressing problems and grievances by subordinates to superiors which are solved by the superiors.

To make direction effective, managers ensure two-way flow of communication between them and the employees. Employees should be allowed to express their feelings to superiors.

IV. COUNSELLING AND GUIDANCE :- This makes direction effective as employees can approach the superiors for counselling whenever required. It is important that subordinates carry out the instructions the ways they are intended by the superiors. Doubts and queries of subordinates should be cleared by superiors through proper guidance and counselling.

V. UNITY OF COMMAND :- This basic principle that makes direction effective is one boss for one subordinate i.e., all directions, orders and instructions should come from one boss.

VI. UNITY OF DIRECTION :- One plan or related set of activities should have one head. All activities related to marketing must be headed by the <sup>marketing</sup> manager and those related to personnel should be headed by the personnel manager. This avoids duplication of actions and instructions and results in optimum use of scarce resources.

VII. SYNTHESIS OF CONFLICTING OBJECTIVES :- Effective directions, motivation, guidance and counselling make people understand that their goals are subordinate to organizational goals. This enables different groups of people move towards the same direction. The conflicting objectives are thus, synthesized into a single plan, one objective, one direction and one goal, i.e., to maximize the organizational goals. If subordinates view organizational interest as supreme, organization also takes care to look after the interest of subordinates.

VIII. DIRECT SUPERVISION :- Direct supervision of employees helps them know deviations in their performance and ways to remove them. This also maintains direct contact between superiors and subordinates and increases interest in their work and confidence and loyalty in their supervisors.

IX. CONTRIBUTION :- Direction aim at getting maximum contribution from employees by exploiting their talent to the best. If employees have the potential to contribute more than their present performance, direction helps in enhancing the contribution towards organizational objectives.

X. USE OF INFORMAL ORGANISATION :- Though directions are issued in a formal organisation structure, managers should make use of informal organisation also to speed up the process of direction. Information travels faster amongst informal groups and directions can be effectively carried out because people can freely interact with each other.

XI. FOLLOW-UP :- Managers should receive constant feedback on their direction to know whether or not employees are working according to their directions. If employees have problems, they should solve their problems and if need arises, even revise the directions.

Q16

Attempt any one

a)

Examine the characteristics of good communication with different types of barriers to communication.

Ans. a) Clarity - When you write something and it is clear then the person who is reading is much more likely to understand and act on your message.

b) Conciseness - During our communication we should be conciseness because being concise help the receiver focus on the important part. Try to be on point and avoid redundancies.

c) Correctness - Proper grammar and syntax increase the efficiency and reliability of your message.

d) Completeness - Effective communication involves the whole picture. Excluding some of the information can lead to unnecessary confusion.

e) Coherence - Coherent communication is rational. Points should be relevant and the tone and flow should be smooth.

f) Consideration - Before you speak consider your words and their after-effects on your listener. Empathy is a crucial pillar of good workplace communication.

g) Courtesy - Courtesy is necessary for a corporate setting anywhere. Your team is performing the same task together to achieve the same goals of success and growth.

- Barriers to effective communication are as follows
1. Semantic barriers
  2. Psychological barriers
  3. Organisational barriers
  4. Cultural barriers
  5. Physical barriers
  6. Physiological barriers -

Q16 b Define communication and discuss the importance of communication in an organization.

Ans

Communication is usually defined as the transmission of information. The term can also refer to the message itself or the field of inquiry studying these transmission also known as communication studies. The word communication is derived from the latin word 'communicare' which means to share our ideas, feelings, sentiments and emotions.

Effective communication is significant for managers in the organizations so as to perform the basic functions of management i.e planning, Organizing, leading and controlling.

Communication helps manager to perform their jobs and responsibilities. Communication serves as a foundation for planning. All the essential information must be communicated to the managers who in turn must communicate the plans so as to implement them.

Organizing also requires effective communication with others about their job task. Similarly leaders as managers must communicate effectively with their subordinates so as to achieve their subordinates so as to achieve the team goals. Controlling is not possible without written and oral communication.

(Q17

Attempt any one

a) Differentiate between General and Technical communication.

Ans a It contains a general message → It contains a technical message.

b) General communication is - Technical communication is  
informal in style and mostly formal in style and approach.

c) General communication is - Technical communication  
poetic, ornamental and is precise and accurate.  
decorative.

d) General or literary writing - Skill in technical  
is largely a natural talent writing can be achieved  
or an inborn asset of one's by practice.  
personality.

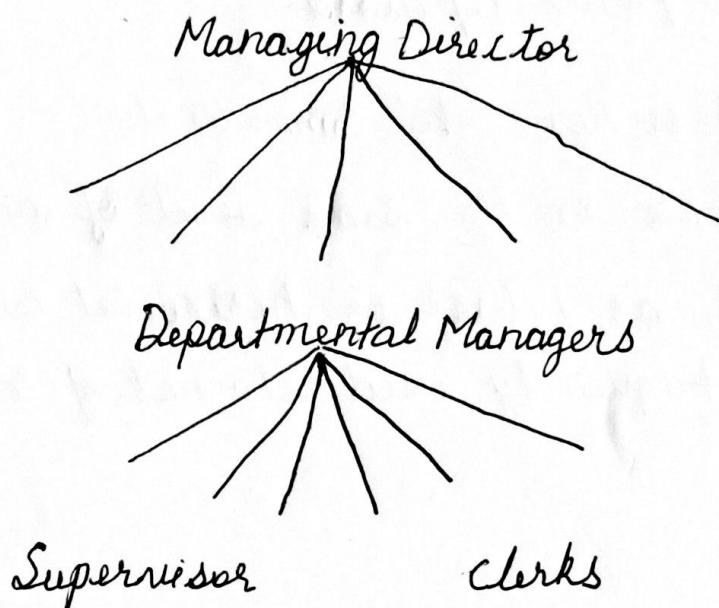
e) The purpose of general writing - The purpose of technical  
is to entertain or to amuse communication is to  
the audience inform, to instruct, to  
explain, to persuade.

f) General writing relates to - Technical writing pertains  
society in general. to some particular  
profession.

Q17 b) Evaluate the flow of communication at workplace with the help of a diagram.

Ans The flow of communication: Downward, Upward, Lateral or Horizontal →

### The flow of Communication



In each and every organization the information flows from both form, formally and informally. Clerk working in any of the sections cannot directly communicate with the Managing Director. He must talk to his supervisor who will pass on the message to the departmental manager from where it will go the Managing Director.

Downward Communication + Downward communication flows from a superior to a subordinate. The managing director communicating with departmental heads, a manager giving a directive to an assistant manager, a supervisor instructing a worker, all are engaged in

the process of downward communication.

Upward Communication - This communication moves from the subordinate staff to the superiors when the subordinates send reports to inform their superiors or to present their findings and recommendations, the communication flows upward.

Lateral or Horizontal Communication - Communication between the people on the same level of an organization may be termed as lateral or horizontal communication. It is the most frequently used channel of communication.

Q1B

Attempt any one

- a) Define a business letter to ADF company, regarding the renewal of Annual Maintenance Contract for furniture of your company.

Ans:

To,

The Manager,

— (Company Name)

— (Address)

Date: — / — / —

From,

— (Your Name)

— (Address)

Subject: Renewal of Annual maintenance contract

Respected Sir/Madam,

This is to inform you that I am — (Name), a resident of — (Locality) using your product — (Product Name/Code) for last — (Duration).

I would like to bring to your notice that I have been availing the ADF company — (ADF Number) from your company for the mentioned product for the last — (Duration). I would like to bring the current annual maintenance contract is going to end on — (Date) and I am willing to continue availing this service from your company.

Therefore, I request you to kindly renew the ADF for the mentioned product and do inform me about current offers and benefits for renewal. You may contact me at the below mentioned details.

Thanking you,

\_\_\_\_\_ (Signature)

\_\_\_\_\_ (Name)

\_\_\_\_\_ (Contract Number)

Q18 b)

Explain the dimension of speech and nuances of delivery in detail.

Ans.

Nuances literally means finer points or the finer techniques of doing something. The contents of a presentation are important but even more important are the finer techniques of a presentation. They are important because they make presentation interesting and absorbing for the audience. Some people cultivate it through practice and tactful articulation. The presentation can be done through various ways:

- a) By simply reading out the manuscript → If the presenter does not have enough confidence, he can read out the manuscript but he should not read it whole in one go, otherwise the presentation will become dull and drab.
- b) Memorizing the manuscript → If the presenter has made the manuscript successfully, he should memorize it to deliver it effectively. Even if the presenter forgets some of his lines, he should maintain his calm and composure and not show any sign of nervousness, otherwise he will be caught in an embarrassing situation.
- c) Speaking with the help of the outline → This is the most commonly used and popular method of making a presentation. The presenter should make short notes on the basis of an outline and then speak with the help of those notes.

d) impromptu speaking → The word impromptu means without preparation or planning. Only an experienced presenter can be an impromptu speaker often elevates from the main theme and forgets the time-limit. In order to avoid this the impromptu speaker rehearse his presentation well in advance.

Q 19

Attempt any one:

- a) Define a resume by creating the necessary details by yourself and a covering letter for it in block format.

Ans.

A resume is a formal document that a job applicant creates to itemize their qualifications for a position. A resume is usually accompanied by a customized cover letter in which the applicant expresses an interest in a specific job or company and draws attention to the most relevant specifics on the resume.

### Format of Resume:

Name

Address

Mobile No.

Email Address

Objective

Teaching or any of the Experience

Area of interest

Academic Qualification

Professional Qualification (if any)

Professional Training (if any)

Achievements (if any)

Project work (if any)

National / International Qualification / Publications (if any)

National / International Seminars, Workshop, Conferences (if any)

Computer Proficiency (if any)

Hobbies

Strengths/weaknesses

Personal Details

References

Declaration

Date

Place

Covering letter

Whenever an applicant applies for a job, he will have to draft an application letter and send it along with the resume.

Guidelines for preparing a job Application

- i, Avoid phrases like "To whom it may concern" and other like phrases.
- ii, Avoid repetition.
- iii, Be specific
- iv, Include your current salary .

Q19(b) Why audience analysis and retention of audience interest are essential for effective presentation?

Ans Audience analysis involves identifying the audience and adapting a speech to their interests, level of understanding, attitudes and beliefs. Taking an audience-centered approach is important because a speaker's effectiveness will be improved if the presentation is created and delivered in an appropriate manner.

Identifying audiences through extensive research is often difficult, so audience adaptation often relies on the healthy use of imagination.

### Audience analysis factors

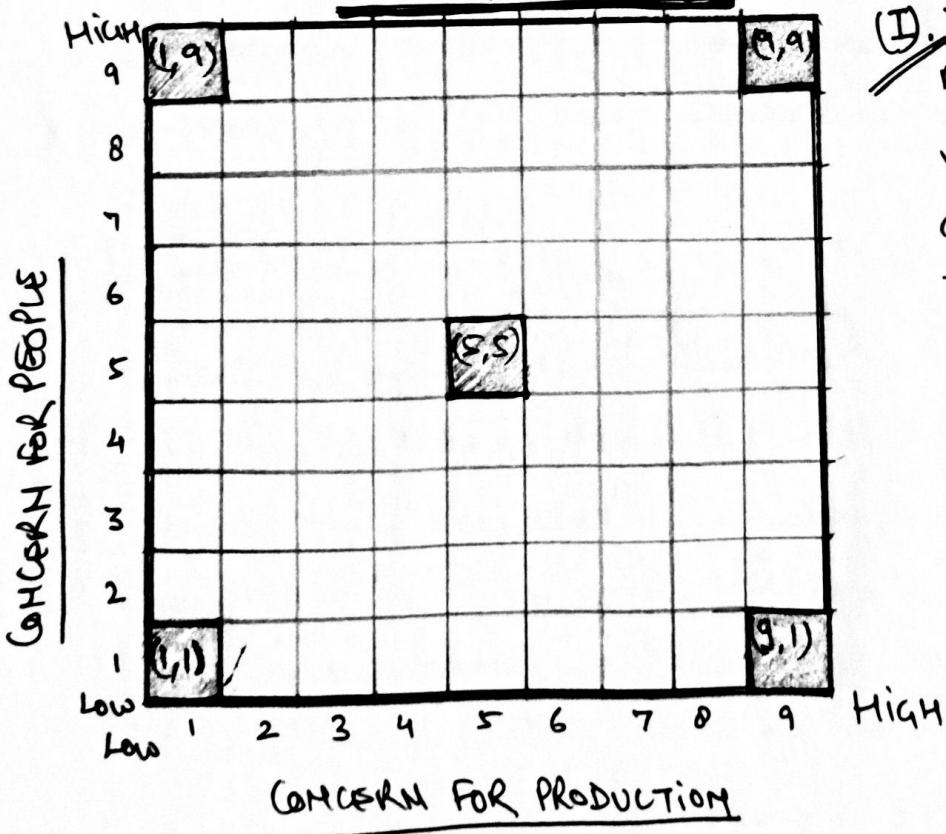
- a) Audience expectation
- b) Knowledge of topic
- c) Attitude toward topic
- d) Audience size
- e) Demographics
- f) Setting
- g) Voluntariness
- h) Egoism

Q20:- Discuss the Blake and Mouton's Managerial Grid theory of leadership styles.

Ans:- The treatment of task orientation and people orientation as two independent dimensions was a major step in leadership studies. Robert Blake and Jane Mouton, proposed a graphic portrayal of leadership styles through a managerial grid (sometimes called leadership grid).

The grid shows two dimensions of leader behavior, concern for people (accommodating people's needs and giving them priority) on y-axis, and concern for production (keeping tight schedules) on x-axis, with each dimension ranging from low (1) to high (9), thus creating 81 different positions in which the leader's style may fall. This can be shown in the following grid diagram:-

"MANAGERIAL GRID"



(I). IMPROVISED MANAGEMENT

(1,1):-

Managers with this approach are low on both the dimensions and exercise minimum efforts to get the work done from subordinates. The leader has low concern for employee satisfaction and work deadlines and as a result disharmony and disorganization prevail with the system.

The leaders are termed ineffective, wherein, their action is merely aimed at preserving job and seniority.

(II), TASK MANAGEMENT (9,1) :- Also called dictatorial or perich style. Here leaders are more concerned about production and have less concern for people. This style is based on theory X of McGregor. The employee's needs are not taken care of and they are simply a means to an end. The leader believes that efficiency can result only through proper organisation of work systems and through elimination of people wherever possible. Such a style can definitely increase the output of organisation in short <sup>run</sup> <sub>but</sub> due to the strict policies and procedures, high labour turnover is inevitable.

(III), MIDDLE - OF - THE - ROAD (5,5) :- This is basically a compromising style wherein, the leader tries to maintain a balance between goals of company and the needs of people. The leader does not push the boundaries of achievement resulting in average performance for organisation. Here neither employee nor production needs are fully met.

(IV), COUNTRY CLUB (1,9) :- This is a collegial style characterized by low task and high people orientation where the leader gives thoughtful attention to the needs of people thus providing them with a friendly and comfortable environment. The leader feels that such a treatment with employees will lead to self-motivation and will find people working hard on their own. However, a low focus on tasks can hamper production and lead to questionable results.

IV). TEAM MANAGEMENT (9,9) :- Characterized by high people and task focus, the style is based on the theory Y of McGregor and has been termed as most effective style according to Blake and Morton.

The leader feels that empowerment, commitment, trust, and respect are the key elements in creating a team atmosphere which will automatically result in high employee satisfaction and production.

\* ADVANTAGES OF MANAGERIAL GRID THEORY :- This Grid is used to help the managers analyze their own leadership styles through a technique known as grid training. This is done by administering a questionnaire that helps managers identify how they stand with respect to their concern for production and people. The training is aimed at basically helping leaders reach to the ideal state of 9,9.

\* LIMITATIONS OF MANAGERIAL GRID THEORY :- The model ignores the importance of internal and external limits, matter and the fast changing managerial scenario. Also, there are some more aspects of leadership that can be covered but are not.

Q2o:- Discuss the Herzberg's Two-factor Theory of Motivation.

(B)  
Ans:- In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory.

According to Herzberg, there are some job factors that result in satisfaction, while there are other job factors that prevent dissatisfaction. According to Herzberg, 'the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No dissatisfaction".

A) HYGIENE FACTORS :- Hygiene factors are those factors

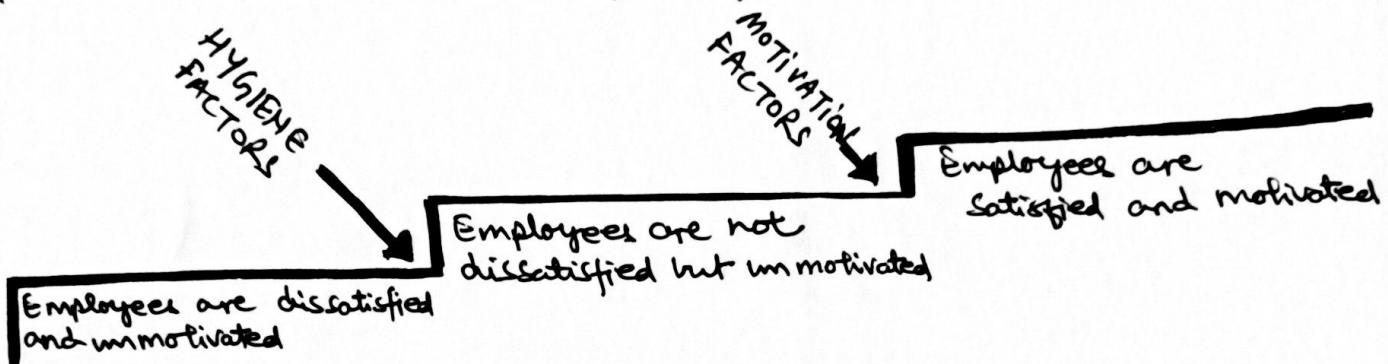
which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent/ if these factors are non-existence at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work.

Hygiene factors are also called as dissatisfaction or maintenance factors as they are required to avoid dissatisfaction. These factors describe the job environment/scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled.

B) MOTIVATIONAL FACTORS :- According to Herzberg, the

hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate

the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit.



According to Herzberg, today's motivators are tomorrow's hygiene because the latter stops influencing the behaviour of persons when they get them. Accordingly, one hygiene may be the motivator of another.

The Two-factor theory implies that the managers must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction. Also, the managers must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better. This theory emphasizes upon job-enrichment so as to motivate the employees. The job must utilize the employees' skills and competencies to the maximum. Focusing on the motivational factors can improve work-quality.