

MANAGEMENT CONCEPTS IN THIRUKKURAL

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UNIT-I
BUSINESS ETHICS
CONCEPT OF ETHICS

Duties as well as moral rules that people apply in making decisions. Thus ethics is concerned with what is right or wrong in human behaviour.

BUSINESS ETHICS ARE AS FOLLOWS

1. To give fair and equitable treatment to the employees.
2. To charge fair prices from the customers.
3. To use fair weights for measurement of commodities.
4. To pay taxes government honestly.
5. To earn reasonable profit.
6. To become a good corporate citizen.
7. Improve customer confidence
8. Safeguard consumer rights
9. Develop good relations
10. Create good image
11. Develop consumer satisfaction

investors, and the local community. The important rules or principles of business ethics are as follows; Avoid Exploitation of Consumers; Do not cheat and exploit consumer with measures such as artificial price rise and adulteration.

Avoid Profiteering: Unscrupulous business activities such as hoarding, black-marketing, selling banned or harmful goods to earn exorbitant profits must be avoided.

Encourage Healthy Competition: A healthy competitive atmosphere that offers certain benefits to the consumers must be encouraged.

Ensure Accuracy: Accuracy in weighing, packaging and quality of supplying goods to the consumers has to be followed.

Pay Taxes Regularly: Taxes and other duties to the government must be honestly and regularly paid.

Get the Accounts Audited: Proper business records, accounts must be managed. All authorized persons and authorities should have access to these details.

Fair Treatment to Employees: Fair wages or salaries, facilities and incentives must be provided to the employees.

Keep the Investors Informed: The shareholders and investors must know about the financial and other important decisions of the company.

Avoid Injustice and Discrimination: Avoid all types of injustice and partiality to employees. Discrimination based on gender, race, religion, language, nationality, etc. should be avoided.

No Bribe and Corruption: Do not give expensive gifts, commissions and payoffs to people having influence.

Discourage Secret Agreement: Making secret agreements with other business people to influence production, distribution, pricing etc. are unethical.

Service before Profit: Accept the principle of "service first and profit next."

Practice Fair Business: Businesses should be fair, humane, efficient and dynamic to offer certain benefits to consumers.

Avoid Monopoly: No private monopolies and concentration of economic power should be practiced.

Fulfil Customers' Expectations: Adjust your business activities as per the demands, needs and expectations of the customers.

Respect Consumers Rights: Honor the basic rights of the consumers.

Accept Social Responsibilities: Honor responsibilities towards the society.

Satisfy Consumers' Wants: Satisfy the wants of the consumers as the main objective of the business is to satisfy the consumer's wants. All business operations must have this aim.

Service Motive: Service and consumer's satisfaction should get more attention than profit-maximization.

Optimum Utilization of Resources: Ensure optimum utilization of resources to remove poverty and to increase the standard of living of people.

Intentions of Business: Use permitted legal and sacred means to do business. Avoid Illegal, unscrupulous and evil means.

Follow Woodrow Wilson's rules: There are four important principles of business ethics.

THESE FOUR RULES ARE AS FOLLOWS

Rule of publicity: According to this principle, the business must tell the people clearly, what it tends to do.

Rule of equivalent price: The customer should get proper value for their money. Below standard, outdated and inferior goods should not be sold at high prices.

Rule of conscience in business: The businesspersons must have conscience while doing business, i.e. a morale sense of judging what is right and what is wrong.

Rule of spirit of service: The business must give importance to the service motive.

EXAMPLE OF UNETHICAL BUSINESS PRACTICES

Satyam Computers, a global IT company, was defamed in a notorious list of companies involved in fraudulent financial activities. The list includes names such as Enron, WorldCom, Parmalat, Ahold, Allied Irish, Bearings and Kidder Peabody.

Satyam's CEO, Ramalinga Raju, accepted his role in a broad accounting impropriety that had overstated the company's net revenue and profit. The

company had earlier reported a cash reserve of approximately \$1.04 billion that actually existed only in books but not in reality.

In his letter to his board, exposing the fraud, Satyam's Raju showed the propensity of the fraud. He stated that, "What started as a marginal gap between actual operating profits and ones reflected in the books of accounts continued to grow over the years. It has attained unmanageable proportions. Later, he described the process as "like riding a tiger, not knowing how to get off without being eaten."

CHANGING BUSINESS LANDSCAPE

Size Matters

Due to globalization, organizations have now become interdependent and hence accountable for the social, environmental, and political challenges that threaten to affect our shared future. There are about 80,000 multinational companies and ten times as many subsidiaries in the world now. There are countless small and medium sized businesses. This makes the businesses

entities to have more responsibility for self-regulation to accompany the process of globalization.

THE ETHICAL CHALLENGES FOR BUSINESS

- ❖ Labor Standards
- ❖ Human Rights
- ❖ Climate Change and
- ❖ Marketplace Integrity
- ❖ The Digital World

NEED FOR ETHICS IN MANAGEMENT

1. Environmental pressure

An organisation is not an island in itself but is an organ of the society, various organs of the environment put pressure on the organisation to behave ethically. Such organs are customers, supplier's financiers, trade unions and government.

2. Credibility

Credibility of the organisation depends on trust worthiness, transparency, and honesty. Trust worthiness refers to level of security.

3. Moral consciousness

Every individual is moral conscious. Organisation is a collectivity of individual for certain specified objective. It behave ethically even if there is a pressured from external forces to behave unethically there is proverb for that “honesty is the best policy in the long run.

4. Legal pressure

Society enact laws which define ethical and unethical behaviour. The organisation want to follow the rules and regulation to survive for long run.

CONCEPT OF ENVIRONMENT

Environment is classified as external and internal because an organisation works within the framework provided by the various elements of society.

CLASSIFICATION OF VARIOUSENVIRONMENT FACTORS

1. Economics environment.
2. Political and legal environment.
3. Technological environment.

4. Socio cultural environment.
5. Competitive environment.

VARIOUS ECONOMIC FACTORS

1. Economic system.
2. National income and its distribution.
3. Monetary policy.
4. Fiscal policy (tax)
5. Natural resources.
6. Infrastructural facilities.
7. Raw material and supplies.
8. Plant and equipment.
9. Financial facilities.
10. Man power productivity.

POLITICAL LEGAL ENVIRONMENT

1. It depends on
2. Political stability
3. Legal rules

TECHNOLOGICAL ENVIRONMENT

1. Competitive cost position
2. Creates new markets

SOCIO CULTURAL ENVIRONMENT

Socio cultural environment consists of attitudes, beliefs, desires expectations education and customs of the society at a given point of time. Ex: IT people

COMPETITIVE ENVIRONMENT

- ❖ Industry setting (based on demand & supply)
- ❖ Industry attractiveness (nature of demand & industry performance)
- ❖ Industry structure (monopoly oligopoly)

INDUSTRY SETTING

A group of organisation offers a specified product. he aggregate of manufacturing or technically productive enterprises in a particular field, often named after its principal product:

For example

The automobile industry; the steel industry.

APPROACHES TO ENVIRONMENT CHALLENGES

Pre liberalisation post liberalisation

1. Sellers market
2. Buyers market

3. Revenue generation
4. Cost cutting
5. Asset creation
6. Value addition

After that organisation should take some definite action through which they can meet environmental challenges. Those are emphasis on,

1. Core competence
2. Recognition
3. Developing high performance culture

EMPHASIS ON CORE COMPETITION

A core competence is a unique strength of an organisation which may not be shared by others. This may be in the form of unique financial resources (finance available at a much lower cost) man power resources, marketing capability, or technological capability.

REORGANISATION

Many companies restructuring their organisation on flat structure to tall structure. Reorganization is a

process designed to revive a financially troubled or bankrupt firm. Reorganization involves the restatement of assets and liabilities, as well as holding talks with creditors in order to make arrangements for maintaining repayments. Reorganization is an attempt to extend the life of a company facing bankruptcy through special arrangements and restructuring in order to minimize the possibility of past situations reoccurring. Generally, reorganization marks the change in a company's tax structure.

DEVELOPING HIGH PERFORMING CULTURE

Organisation culture is a set of assumptions, beliefs, values and norms that are shared by organisation's members. Senior executives tend to think about corporate culture as a topic that's hard to measure and hard to change. As a result, many choose not to invest in it despite all the evidence that, when skillfully managed, culture can be a powerful and enduring source of competitive advantage.

BUSINESS ETHICS, ACCORDING TO THIRUVALLUVAR IN THIRUKURAL

Transliteration(Tamil to English):in verse 113

“Nanre tharinum natuvikantam akkattai
Anre oliya vital”

English Couplet 113

Though only good it seem to give, yet gain
By wrong acquired, not e'en one day retain

Meaning

Even if it can be put to good use, wealth acquired by unfair means is best renounced all at once. Forsake in the very moment (of acquisition) that gain which, though it should bring advantage, is without equity. Only the wealth earned by fair means will be productive all other wealth, which one comes by through questionable means can only produce evil

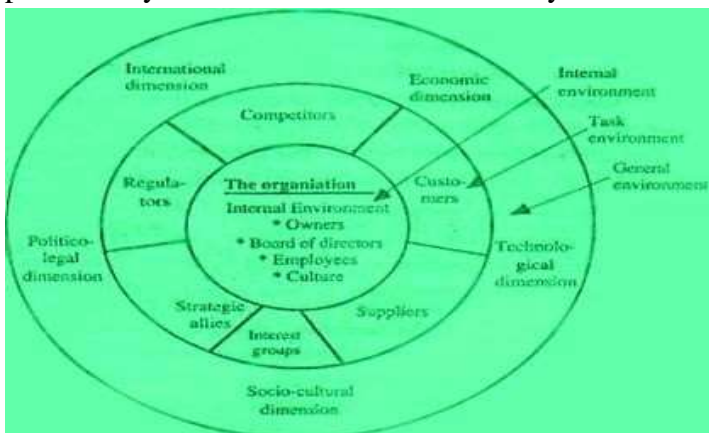
ENVIRONMENT

The aggregate of surrounding things, conditions, or influences; surroundings;. Ecology. the air, water, minerals, organisms, and all other external factors

surrounding and affecting a given organism at any time. the social and cultural forces that shape the life of a person or a population.

CONCEPT OF ENVIRONMENT

Environment is classified as external and internal because an organisation works within the frame work provided by the various elements of society.



TYPES OF ENVIRONMENT

External environment can be defined as all the forces and conditions outside the organization that are relevant to its operation and influence the organization. Organizations take inputs (raw materials, money, labor

and energy) from the external environment, transform them into products or services, and send back as output to the external environment. The other environment is internal which can be defined as all the forces and conditions within the organization that influences its behavior. Thus, environment can be broadly classified into (1) Internal environment, and (2) External environment.

(1) Internal Environment

Each business organization has an internal environment, which includes all the elements within the organization's boundaries. Strictly speaking they are part of the organization itself. The major components of the internal environment are :

- a. Employees
- b. Shareholders and Board of Directors
- c. Culture

(2) External Environment

According to James Stoner, External environment can be defined as all elements outside an organization that are relevant to its operation.

environmental context becomes more clear if the external environment is further divided into two distinct segments:

(1)general environment and (2)task environment

1. GENERAL ENVIRONMENT

The general environment consists of interrelated forces that can be categorized into four elements:

1. Economic Environment
2. Socio-Culture Environment
3. Political Legal Environment
4. Technological Environment

2. TASK ENVIRONMENT

The task environment puts indirect pressures on business management through the institutional processes of following elements:

1. Customers
2. Suppliers
3. Competitors
4. Financial Institution

5. Government

6. Media

CONCEPT OF ENVIRONMENT ACCORDING TO THIRUVALLUVAR IN THIRKKURAL

THE KNOWLEDGE OF POWER VERSE 474

Transliteration(Tamil to English)

“Amaindhaang kozhukaan aLavaRiyaan thannai
viyandhaan viraindhu kedum”

English Couplet 474

Who not agrees with those around, no
moderation knows,
In self-applause indulging, swift to ruin goes.

Meaning

He meets his end speedily who does not behave wisely
towards alien powers, and who does not realise the limitations
of his own strength but loses himself in self over estimation.
He will quickly perish who, ignorant of his own resources
flatters himself of his greatness, and does not live in peace
with his neighbours.

“As moves the world so move the wise

In tune with changing times and ways”

Meaning

Sustained friendship and association with the wise men of the world in the present one he defines wisdom itself with reference to conformity of one's conduct to the ways of the world,

It is said that there is a Greek proverb which says “we must do in Crete as the Cretans do”- we are more familiar with the one, which says “when in Rome do as the Roman do”.

Transliteration(Tamil to English)

THE KNOWLEDGE OF WISDOM VERSE 426

evva thuRaivadhu ulagam ulakaththoatu
avva thuRaiva thaRivu

English Couplet 426

As dwells the world, so with the world to dwell In
harmony- this is to wisely live and well.

Couplet Explanation

To live as the world lives, is wisdom. His life should match with elders life .that is the knowledge.

THE POSSESSION OF DECORUM VERSE 140

Transliteration(Tamil to English)

ulakathoadu otta ozhukal palakatum
kallaar aRivilaa thaar

English Couplet 140

Who know not with the world in harmony to
dwell,

May many things have learned, but nothing well

Couplet Explanation

Those who know not how to act agreeably to the world, though they have learnt many things, are still ignorant. A man of the best parts and the greatest learning, if he does not know the world by his own experience and obligation, will be very absurd and consequently .

LEARNING THE INTRICACIES OF DIFFERENT TASK IN VERSE 462 AND 677

Learning

Learning can be defined as “relatively permanent change in behaviour that occurs as a result of experience or reinforce practice.

NATURE OR CHARACTERISTIC OF LEARNING

- ❖ Learning involves change to.
- ❖ Improvement in behaviour change must be permanent.
- ❖ Some form of experience s necessary for learning.

THEORIES OF LEARNING (OR) LEARNING PROCESS

- ❖ Classical conditioning
- ❖ Operant conditioning
- ❖ Observational learning
- ❖ Cognitive learning

Classical learning

The work of the famous Russian psycologistivan Pavlov demonstrated a the classical conditioning process. When Pavlov presented a process of meat to

the dog in the experiment Pavlov noticed great deal of salivation. When the dog see the meat it salivated. On the other hand when the Pavlov rang a bell the dog did not salivate. He introduced the sound of bell each time the meat was given to the dog. The dog learned to salivate in response to the bell even when there was no meat.

Operant conditioning

Operant conditioning is voluntary behaviour and it is determined maintained and controlled by its consequences. It is basically assumed that man's behaviour is determined by environment. Four types of reinforcement strategies can be managers to influence the behaviour of employees.

- ❖ Positive reinforcement
- ❖ Negative reinforce
- ❖ Extinction
- ❖ Punishment

Positive reinforcement

Positive reinforcement involves the addition of a reinforcing stimulus following a behaviour that makes it more likely that the behaviour will occur again in the

future. When a favourable outcome, event, or reward occurs after an action, that particular response or behaviour will be strengthened. The organisation increases behaviour by presentation of a desirable reward.

Consider the following examples

- ❖ After you execute a turn during a skiing lesson, your instructor shouts out, "Great job!"
- ❖ At work, you exceed this month's sales quota, so your boss gives you a bonus.

Negative reinforce

The threat of punishment rather than the presentation of a reward is known as negative reinforcement. (the classroom before the arrival of professor)

Negative reinforcement is a term described by B.

F. Skinner in his theory of operant conditioning. In negative reinforcement, a response or behaviour is strengthened by stopping, removing, or avoiding a negative outcome or aversive stimulus.

Examples for negative reinforcement

- ❖ Before heading out for a day at the beach, you slather on sunscreen (the behaviour) to avoid getting sunburned (removal of the aversive stimulus).
- ❖ You decide to clean up your mess in the kitchen (the behaviour) to avoid getting into a fight with your roommate (removal of the aversive stimulus).
- ❖ On Monday morning, you leave the house early (the behaviour) to avoid getting stuck in traffic and being late for work (removal of an aversive stimulus).

Extinction

Extinction is an effective method of controlling undesirable behaviour. It refers to non-reinforcement. It is based on the principle if response is reinforced it will eventually disappear to become impossible. It is the disappearance of a previously learned behaviour when the behaviour is not reinforced.

For example

- ❖ If a teacher ignores a noisy student the student may get the attention-seeking behaviour.
- ❖ Imagine you work as a clerk at a local grocery store.

regularly. The child always screams when he is checking out, until the mother agrees to buy the child some candy. For a long time, you witness the mother buying candy during checkout so the child will stop screaming. Then, one day, you notice the mother refuses to buy the child candy. The child became increasingly upset when denied candy; however, a few weeks later, you see the mother and child at the store, and the child does not scream for candy.

You have witnessed the extinction of behaviour; the disappearance of a previously learned behaviour when the behaviour is not reinforced. Extinction can occur in all types of behavioural conditioning, but the term is most often associated with its occurrence in operant conditioning.

Punishment

Punishment is a control device employed in organisations to discourage and reduce annoying behaviour others. It is a fundamental concept of Operant Conditioning, whose major objective is to decrease the rate of certain undesired behaviour from occurring again. Punishment can be further classified into two major parts

- ❖ Positive punishment
- ❖ Negative punishment

These two different types of punishment have got both similarities and differences, as the major purpose of both these punishment types is to decrease the rate of certain undesired behaviour.

By introducing the concept of punishment to an individual, the individual gets the idea that what he/she is doing is wrong. Positive and negative punishment, generally speaking, is the concept of adding certain unfavourable consequence or depriving the individual of certain favoured item or advantage, in order to decrease the behaviour.

Cognitive learning

Here the primary emphasis is on knowing, how events and objects are related to each other. Most of the learning takes place in class room is cognitive learning. It increases the change that the learner will do right thing first time, without going through a length operant conditioning process.

Observation learning

Observational learning results in as a result of watching the behaviour of another person and appraising the consequences of that behaviour. When Mr.x observes that y is rewarded for superior performance. X learns the positive relationship between performance and rewards without actually obtaining the reward himself observational learning plays crucial role in altering behaviour in organisation.

LEARNING THE INTRICACIES OF DIFFERENT TASK IN THIRUKKURAL

Deliberation before action

“Terinta inattotu terintennich ceyvarkku
Arum porul yathonrumil.”

English couplet

Nothing is bard for him who acts
With worthy counsels weighing facts.

Meaning

Only after systematic consultation with men of chosen worth and after his own personal deliberation and decision, nothing is impossible.

For example: the king should himself consider the various possible lines of action based on the advice that he has received from his wise counsellors.

TRANSLITERATION(TAMIL TO ENGLISH): IN VERSE 677

Ceivinami ceyvan ceyalmurai avvinai

Ullari vanmullamkoal.

English couplet

Know first the secret from experts

That is the way of fruitful acts.

Meaning

For a highly skilled job it is very often necessary to enlist the expert advice and guidance of a man, who know the A to Z of that job.

For example: german machinery was imported for a purpose. It went out of order after sometime, and to repair it and set in working again, we needed german experts to come.

UNIT II

COMMUNICATION

COMMUNICATION

“Communication is the transfer of information from one person to another person. It is a way of reaching others by transmitting ideas, facts thoughts, feelings and values”

Communication process model

Sender->message->encoding->channel-
>receiver->decoding->message

Sender

The person's who contacts other person with the objective or passing message.

Message

Message is the subject matter of the communication which is intended to the receiver from sender. It may in the form of ideas, opinions, feelings, views, suggestions, etc.

Encoding

The object which cannot be heard seen or touched the transmission requires the use of certain symbols such as words, pictures, gestures and other body language.

Channel

Message converted into symbols is transmitted by the sender through a channel like written words in the forms of letter or electronic mail.

Receiver

The person to who message is sent.

Decoding

Decoding is reverse of encoding the receiver communicates the communication symbols transmitted by the sender into message.

Feedback

Feedback in communication is required to ensure that the receiver has received the message and understood it in the same sense as the receiver intended.

IMPORTANCE OF COMMUNICATION

- ❖ Information function
- ❖ Command and instructive function
- ❖ Influence and persuasive function
- ❖ Integrative function

TYPES OF COMMUNICATION

1. Oral communication

Merits

- ❖ Easy communication
- ❖ Effective
- ❖ Instant feedback
- ❖ Facility for informal communication

Demerits

- ❖ Lack of proof
- ❖ Time consuming

2. Written communication:

Merits

- ❖ Proof for future reference
- ❖ Communication to distance places

Demerits

- ❖ Costly
- ❖ Over emphasis on formalisation
- ❖ Lack of secrecy

3. Pictorial communication

Oral or written form, message can be transmitted without using words such methods may be either non-

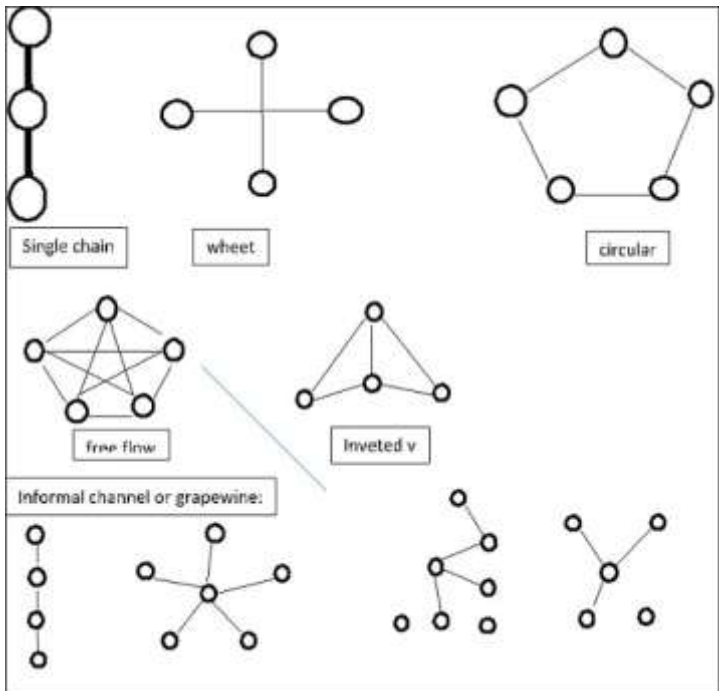
verbal in the form of gestures or pictures including graphs and diagrams.

For example: in news telecast meant for deals, the news reader does not use words but communication through fingers.

COMPUTER BASED COMMUNICATION

Electronic mail, video conferencing, internet.

Communication network in formal



STEPS FOR MAKING COMMUNICATION

EFFECTIVE:

- ❖ clearly in idea
- ❖ purpose of communication
- ❖ empathy in communication
- ❖ two way communication
- ❖ Appropriate language.
- ❖ Supporting words with action
- ❖ Good listening

DECISION MAKING

“Decision making is a conscious human process involving both individual and social phenomenon based upon factual and value premises which concludes with a choice of one behavioural activity from among one or more alternatives with the intention of moving toward some desired state of affairs”.

TYPES OF DECISION

- ❖ Programmed and non-programmed decision
- ❖ Strategic decision major choice of decision ex-source allocation

❖ Tactical decision

DECISION MAKING PROCESS



SPECIFIC OBJECTIVE

Every action of human being is goal oriented for decision making.

PROBLEM IDENTIFICATION

i. Diagnosis

Identifying the reasons for the gap and understanding the problem to higher objectives of the organisation.

ii. Analysis

The analysis of the problem requires finding out who would make decision, what information would be needed and from where the information is available.

iii. Search for alternative

A decision maker can use several sources for identifying alternatives, his own past experience, and to a

practice followed by others and using creative techniques.

iv. Evaluation of alternative

Evaluation how each alternative may contribute towards the objectives. For ex: plant location, psychological problem like displacement persons from plant site.

v. Choice of alternative

1. Experience
- 2.R and D

The decision maker go through by above approaches.

vi. Action

Once the alternative is selected it is put into action implementation of a decision requires the communication to subordinates, getting acceptance of subordinates over the matters involved in the decision and getting their support for putting the decision into action. The decision should be effective at appropriate time and proper way.

vii. Results

When the decision put into action it brings certain results. This result must correspond with objective if good decision has been made and implemented properly.

COMMUNICATION PRINCIPLES IN DECISION MAKING PROCESS IN THIRUKURAL

Transliteration(Tamil to English)

Medicine, verse 948 Noynadi noymudhal nadi
aduthanikkum Vaynadi vippach ceyal.

English couplet

“Test disease, its cause and cure
And apply that remedy that is sure”

The first step in treatment of a disease is to identify and list out the symptoms the next step will be to go into and locate the cause which have brought about the ailment.

There after the various ways and means of curing must be systematically analysed, on the basis of best line of treatment must be selected and adopted.

Transliteration(Tamil to English):Verse 472

Olvatharivatuarintatankanthankic

Celvarkkucellathathuil.

English couplet

“Nothing hampers the firm who now
What they can and how to go”

Meaning

The price knows the strength required for the venture he embarks upon in relation to his enemies strength as well as those of his allies, and if he is capable of concerned effort towards his objective, final successful achievement should be a matter of course.

Transliteration(Tamil to English):Verse 467

Ennit thunikam karumam thuninthapin Ennuvam
enpathu illukku.

English couplet

“Think and dare a proper deed
Date and think is bad in need”.

Meaning

Every plan of action should follow a well considered decision made after examining all aspects the problem, and analysing possible solution, and finally arriving at the best solution possible, under the circumstances.

Counselling may be had during the process of analysing the facts and circumstances of the problem and the alternatives developed by way of solution. In modern mgt, even the computers help substantially. But final analysis and decision making should be that of chief executive. Ex- the king,

He may invite and receive the best advise from the wise experienced men around him and he will take final decision.

Peter drucker inputs from persons in the field staff, and experts and decision are made.

Transliteration(Tamil to English):Verse 663

kadaikkotkach seydhakka thaaNmai idaikkotkin
etraa vizhumanh tharum

English Couplet 663

Man's fitting work is known but by success
achieved;

In midst the plan revealed brings ruin ne'er to be retrieved.

Couplet Explanation

So to perform an act as to publish it (only) at its
termination is (true) manliness; for to announce it
beforehand, will cause irremediable sorrow.

ELEMENTS OF AN EFFECTIVE COMMUNICATION

1. Clarity

A communication possesses clarity when it is
expressed in a language and transmitted in a way that will
be comprehended by the receiver. The basic objective of
communication is to bring two minds

together; this can be possible only when what the sender means is understood by the receiver in the same way.

2. Adequacy

It based upon two aspects, in term of coverage, that is types of message flowing.

INDIVIDUAL VS GROUP DECISION MAKING

1. Nature of problem

Individual decision making will result in greater creativity as well as efficiency, where the problem requires variety of expertise group decision making is suitable.

2. Time availability

Group decision making is time consuming process and when time at the disposal is sufficient group decision making can be preferred.

3. Quality of decision

Group decision leads to higher quality solution un-individual has expertise.

4. Climate of decision making

Competitive climate stimulate the individual for making decision easily.

5. Legal requirement

Many decisions should be governments legal frame work or by organisational policy rules etc. For example many decisions have to be compulsory made by board of directors or committee in companies.

TECHNIQUES FOR IMPROVING GROUP DECISION MAKING

Brain storming

Webster dictionary defines brain storming simply as “conference technique by which a group attempts to find a solution for a specific problem by amassing all the ideas spontaneously contributed by its members”. For brain storming, a group of 10 to 15 persons is constituted. The participant should be connected with the problem directly or closely, through they need not necessarily be from the same discipline brain storm “using the brain to storm the problem”.

Nominal group technique

In group opinion by having individuals generate and then rank a series of ideas in the problem

exploration. Alternative generation or choice making states of group decision making.

- ❖ The group leader outlines the problem requiring decision.
- ❖ When all the members write their ideas, these are presented for discussion and evaluation before the group members.
- ❖ The members are asked to rank the various ideas for decision making and the decision is arrived at on the basis of this ranking.

Delphi technique

The name Delphi indicates a shrine at which the ancient Greeks used to pray for information about the future in Delphi technique of decision making members do not have face to face interaction for group decision. The decision is arrived at through written communication in the form of filling up question-naire through mail.

For example: what will be the trend of fashion in next year the through Delphi technique. This technique can take advantage of large number of experts in the field who might be geographically separated. The quality of

decision may improve as the members can express their opinions freely.

Consensus mapping

Consensus mapping technique of group decision making tries to pool the ideas generated by several task groups to arrive at decision. The technique begins after a task group has developed classified and evaluated a list of ideas, the facilitator encourage participants to search for clusters and categories of ideas.

LEADERSHIP

Leader is the process of influencing and supporting others to work enthusiastically toward achieving objectives.

Features

- ❖ It is a continuous process
- ❖ The leader influence group of individuals to achieve common goals.
- ❖ The followers work willingly and enthusiastically.
- ❖ It conveys about importance of activities.

Differences between leadership and management

LEADERSHIP	MANAGEMENT
❖ Personal abilities	❖ Authority delegator
❖ Vision and purpose	❖ Operating results
❖ Transformational	❖ Transactional
❖ Inspiration	❖ Control
❖ Collectively	❖ Individualization
❖ Formal and informal	❖ Formal

Importance of leadership

- ❖ Motivating employees
- ❖ Creating confidence
- ❖ Building morale

LEADERSHIP THEORIES

CHARISMATIC LEADERSHIP THEORY

Charismatic leadership theory also called “great man” theory. A leader has some charisma which as influencer. Charisma is a Greek word meaning gift. It is a god gifted attribute in a person which makes him a leader of situation in which he works “the charismatic leader has extremely high level of self-confidence,

dominance and righteous of his beliefs or at least the ability to convince the followers that he possess such confidence and conviction”.

- ❖ Leaders have some inborn qualities
- ❖ These cannot be enhanced by education and training
- ❖ Leadership qualities make a leader do not have any influence

TRAIT THEORY

Trait is defined as relatively enduring quality of an individual. The trait approach seeks to determine “what makes a successful leader” from the leader’s own personal characteristics, acquired through learning and experience.

These are the major innate (learning qualities in successful leader)

- ❖ Physical features- appearance
- ❖ Intelligence
- ❖ Emotional stability
- ❖ Human relations
- ❖ Empathy-observing the situation from other point.

- ❖ Objectivity-based on relevant facts and information
- ❖ Motivating skill-stimulating
- ❖ Communicative skill

BEHAVIOURAL THEORY

Task related or problem solving function

Providing solution to the problem faced by the groups in performing jobs activities.

Group maintenance or social function

Group maintenance or social function relate to actions of mediating disputes and ensuring that individuals feel valued by the group

An individual who is able to perform both roles to be effective leader. These two roles require two different sets of behaviour from the leader. It is viewed in two ways.

- ❖ Functional
- ❖ Dysfunctional

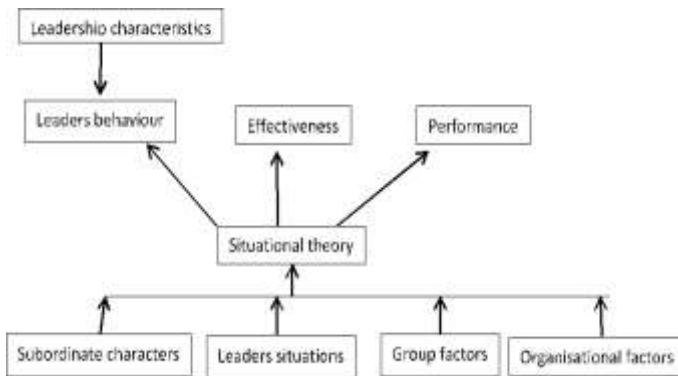
Functional- influence followers positively by goals motivating employees

Dysfunctional- ineffective leadership inability to accept to the employees

SITUATIONAL THEORY

It is also known as contingency theory is given to the situation in which leadership is exercised.

Factors affecting leadership



LEADERSHIP STYLES

- ❖ Autocratic leadership
- ❖ Participative leadership
- ❖ Free rein leadership

AUTOCRATIC LEADERSHIP

It is also known as authoritarian, directive style. In autocratic leadership style manager centralises decision making power in him

- ❖ Strict autocratic- influencing his subordinates through negative motivation.
- ❖ Benevolent autocrat: positive motivational.

PARTICIPATORY LEADERSHIP

This style is also called demographic, consultative, or ideographic. Participation is defined as mental and emotional involvement of a person in a group situation which encourages him to contribute group goals and share responsibility in them.

- ❖ It is highly motivating technique
- ❖ The employee's productivity is high
- ❖ It provides organisational stability

FREE REIN LEADERSHIP

Giving complete freedom to subordinate manager once determines policies, programmes and limitation for actions and the entire process is left to subordinates. Group members perform everything and the manager usually maintains contact with outside persons to bring .

Path goal model of leadership



ROBERT HOUSE

FIELDER'S CONTINGENCY MODEL

Leader member relations	Good				poor			
task structure	High		Low		High		Low	
Position power	strong	weak	strong	weak	strong	weak	strong	weak

The correction of faults Verse-436

Transliteration(Tamil to English)

Tankutramnikkipirarkurramkandirpin

En kutramakumiraikku.

English couplet

“What faults can be the king’s who cures

First his faults, than scan others”.

Meaning

If the prince corrects his own faults and then looks into those of others, where is the ill that can approach him?

(People who live in glass houses do not throw stones they cannot afford to do so. Wise men therefore, make it a point to keep themselves free of faults, before they think of correcting the faults of others)

It is basic principle of inter personal relationship that the manager who seeks to know why other people behave as they do, should study himself to understand his own behaviour as a first step. This only will enable him to understand the attitudes and behaviour of other persons in the right perspective and to adopt the right measures to influence their behaviour toward constructing and good channels.

THE GLORY OF ARMY

Transliteration(Tamil to English): verse 770

Niaimakkalcalautatheninumtanai

Thalaimakkalilvali ill.

English couplet

“With troops in large numbers on rolls

Army can’t march missing generals”.

Meaning

The rank and file of an army unit may be composed of really good and courage our men, but if the unit commander is not a sound man, the regiment cannot make really make a mark on the field of battle.

That is why napoleon is reported to have once said,

“There are no bad solders only bad generals”

Courtesy: verse-994

Transliteration(Tamil to English)

Nayanodu nanri purintha payanudaiyar

Panbu pa rahumullagu.

English couplet

“The world applauds those helpful men
Those actions are just and benign”.

Meaning

People who are consistently of service to others around them with a conscious awareness of social justice due to the weaker ones, as well as in a spirit helpfulness to people as part of their behavioural dharma, will be uniformly praised and thought highly of by all the people in society as really cultured persons.

Nayan indicates being liked by all others around.

UNIT-III

GOAL SETTING

GOAL SETTING

Goal setting is the process of deciding what we want to accomplish and devising a plan to achieve the result you desire. For effective goal setting, need to do more than just decide what we want to do; we have to work at accomplishing whatever goal we have set. So for successful goal setting, the first thing we have to do is close the gap between the end result to want and where we are now with a plan.

Definition

A managerial objective is the intended goal, that prescribe definite scope and suggests direction to the planning efforts of a manager- Terry franklin.

According ackoff

“Desired states or outcomes are objectives. Goal is objectives that are scheduled for attainment during planned period”.

GUIDELINES FOR GOAL SETTING

Objectives must be clearly specified

Goal must be set taking into account the various factors affecting their achievement.

- ❖ It should be consistent with organisational mission
- ❖ It should be rational and realistic rather than idealistic
- ❖ It should be achievable but must provide challenge to those responsible for achievement.
- ❖ It should yield specific results when achieved
- ❖ It should be desirable
- ❖ It should be start with the word „to“ and followed by an action verb.
- ❖ It should be periodically reviewed.

1. SET GOALS THAT MOTIVATE US

When we set a goal, it has to mean something, and there has to be a value to achieving it. If the outcome is of little to no importance to you, then the chances of your putting in the work are next to none. In fact, 93 percent of people can't translate goals into actions if the goals are irrelevant to them

Break down your goals into your top three, or top five, overall goals, the ones with the highest sense of urgency.

list becomes a tangible reminder of what needs to be done; and b) I need the visual aids to help me focus. As every entrepreneur knows, we have a lot of things on our minds, so there's nothing wrong with having a little help.

2. SET SMART GOALS

Our goal should be smart and it should be possible by us

- ❖ Specific
- ❖ Measurable
- ❖ Attainable
- ❖ Relevant
- ❖ Time bound

Specific:

our goals need to be as specific as possible, because otherwise they won't give us enough direction to follow through. According to a research paper from the American Psychological Association, setting specific goals led to a higher performance 90 percent of the time for companies studied. Goals are like a lamp lighting the way-- the brighter the light, the clearer the road ahead.

Measurable: Give yourself realistic deadlines to finish the task at hand. Adding specific dates, amounts, etc.,

makes your progress quantifiable. For example, instead of saying “Reduce expenses,” say something like, “Reduce expenses by 10 percent in the next 12 months.” That gives you a fixed amount, a time frame to complete your goal and visualize a finish line.

Attainable: Be honest with yourself. As Chowly co-founder Justin McNally told me, “Increase marketing budget by 50 percent in three months” sounds like a great goal, but not a very realistic one. If you’re a one-man shop or don’t have the resources to do that, you’ll only end up frustrated.” Instead, he said, “Set realistic and manageable goals. Decide what you want to accomplish in a day and stop when you’re done.”

Relevant: Align your goals with the direction you want your life and career to take. Balancing the alignment between long-term and short-term will give you the focus you’ll need.

Time-bound: Having a finish line will mean you’ll get to celebrate when you accomplish your goal. Having set deadlines gives you a sense of urgency that is lacking when goals are open ended.

3. WRITE DOWN GOALS

we start every day writing down a list of "to- dos," as well as print out a calendar with my meetings for the day. I keep these daily goals visible at all times and cross check the things I've accomplished to gauge where I stand at the end of the day. This is a best practice for me, because it makes things tangible and me accountable.

our own long-term goals don't have to be spelled out quite as publicly, but we should keep them someplace where, every so often, you are reminded of where you want to go. Use an active voice when writing them down; for example, say, "I will increase my marketing budget." Using more passive language such as "I would like..." gives you an excuse to get sidetracked.

4. PUT A PLAN IN ACTION

It's easy to get so focused on the outcome that you forget the steps needed to achieve the outcome. You might go from A through Z, giving little thought to B, C, D and everything in between. So, write down all of the

individual steps. This is your road map to executing your plan as flawlessly as possible.

5. WORK THE PLAN

Having a plan in place makes us official. Working the plan makes you successful. If we take the time to draw up a good plan, why not use it? It's tempting to keep changing your mind or to draw new plans when things go awry, but variables aren't an excuse not to stick to the plan. Trust your instincts.

Example of good goal setting

- ❖ We want to make our product the number one selling brand in its field in terms of units sold
- ❖ We seek to produce the most durable, maintenance free product that money can buy. This focusing on to become leader in high quality product
- ❖ Profit objective is to increase the earning so that we earn 12% post tax return on net worth of a company. This is very clear objective easily measurable and providing direction about the quantum of profit for the organisation.

- ❖ We strive to become leader in product innovation in our field by investing five of our sales revenue on R and D, this provides direction to management about what the organisation wants to do in the field of innovation and how it can be achieved.

Areas of goal setting

Market standing, innovation, productivity, physical and financial resources, profitability, manager performance and development workers performance and attitude and public responsibility.

Role of goal setting

Every organisation have some goals, and such organisations should specify its objective clearly. It is based upon the following condition,

- ❖ Managers want to narrow the focus and efforts of organisational members
- ❖ The environment is relatively stable
- ❖ There are severe time and resource limitations

Goal of an organisation

What kind of organisation what kind of business it is in is to be considered?

Ex. Modern food industries goal is providing nutritional food.

Directions for decision making

- ❖ Clear definition of goal encourages unified planning.
- ❖ It work as a motivating force by providing direction to organisational members.
- ❖ Voluntary co-ordination.

Performance standards

It leads to effective control measures not only ensure the achievement of organisational objective by taking corrective actions, it put psychological pressure.

Basis for decentralisation

It includes assigning decision making authority to lower level people. It is necessary for large scale organisation. The goals indicate contribution made by each unit and their skills and initiative.

Integrating organisation, group and individual

Clearly specified goal provide integration of organisation and its various groups and individuals associate various groups such as creditors, customers etc.

Management by objective

MBO is comprehensive managerial system that integrates managerial activities in a systematic manner consciously directed towards the effective and efficient achievement of organisational objectives.

Process of MBO

The aim to achieve greater efficiency and performance, employee's motivation is really important to have and Management by Objectives (MBO) is a best approach to do so. This approach was proposed by Peter Drucker in the 1960's, and by definition, process of management by objectives show a personnel management system, where the organization set, plan, monitor and achieve specific objectives with the mutual cooperation of both high level and low-level employees. For business passionate individuals, the concept of MBO may be clear, yet there is a need to understand the process of management by objectives.

Setting of organisational objective

Organisation should ask the questions such as, what should be our business. Why does the organisation

exist? And what business are we in? These provide guidelines for the organisation.

Key result area

Organisational objectives and planning premises together provide the basis for the identification of KRS. It is most applicable to (I) profitability market standing (II) innovation (IV) productivity (V) worker performance (VI) financial and physical resources etc.

Setting subordinate's objective

Every manager in the managerial both superior and subordinate relationship the final objective set by mutual negotiation between superior and subordinate.

Matching resources with objective

Resources availability becomes an important aspect of object setting because it is the proper application of resources which ensures objective achievement.

Appraisal

Measure whether the subordinate is achieving his objective or not or what are the problems and how these problems can be overcome.

Recycling

Objectives are set up at the top and communicated to the bottom.

BENEFITS OF GOAL SETTING

- ❖ Clarity of objective
- ❖ Role clarity
- ❖ Periodic feedback of performance
- ❖ Participation by managers in management process

i. Clarity in organisational action

it provides basis for long range planning in the organisation. The organisation looks forward what it intends to do in future.

ii. personnel satisfaction

The individuals are involved in objective setting they derive satisfaction because of the feeling that they are important to the organisation.

iii. Basis for organisational change

It provides a framework and guide lines for planned change enabling the top mgt to initiate plan, direct, control the direction of and speed of change.

**GOAL SETTING ACCORDING
TO THIRUVALLUVAR**

Energy verse 596

Transliteration(Tamil to English)

uLLuva thellaam uyarvuLLal matrathu
thaLLinunh thaLLaamai neerththu

English Couplet 596

Whate'er you ponder, let your aim be lofty still,
Fate cannot hinder always, thwart you as it will.

Couplet Explanation

In all that a king thinks of, let him think of his greatness; and if it should be thrust from him (by fate), it will have the nature of not being thrust from him. Think ever of rising higher. Let it be you're only thought. Even if your object be not attained the thought itself will have raised you.

It is said that a man's ultimate performance is proportionate to the consistence of his aspirations.

The well known expression of “hitching your waggon to the stars has special meaning it will involve in effort and the process has certainty served and elevates and enriches the individual.

PLANNING

Planning as a process involves the determination of future course of action, that is why an action what action, how to take action and when to take action. These why, what, how and when are related with different aspects of planning process.

Terry

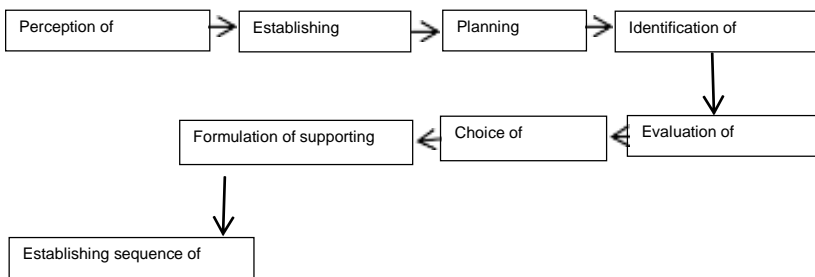
Planning is selection and relating of facts and making and using of assumptions regarding the future in the visualisation and formalisation of proposed activities believed necessary to achieve desired result.

FEATURES OF PLANNING

- ❖ Planning is a process
- ❖ It is concerned with looking into future
- ❖ It involves suitable course of action (feasible)
- ❖ It undertaken all levels of organisation

- ❖ Planning is flexible and dynamic
- ❖ It is continuous process managerial function involving perception, analysis, conceptual thought, communication, decision and action

Steps in planning



Perception of opportunities

Organisation to see strength and weakness. If takes advantages of opportunity and avoids threads.

Establishing objectives

It indicates what is to be done where the primary emphasis is to be placed and what is to accomplished by various types of plans. This is specified by KRA"s lime profitability sales, R and D, manufacturing soon.

Planning premises

Internal and external, external premises include political, legal, social, technological, competitors

government policies. Internal factors organisation policies, resources.

Identification of alternatives

For example if organisation grow further in his field it can achieved in several ways like expanding, diversification, or expanding same field of product line. The concept of various alternatives can be suggests that particular objective can be achieved through various actions.

Evaluation of alternative

At this stage an attempt is made to evaluate how each alternative contribute to the organisational objectives in the light of its resources and constraints. For ex: one alternative more profitable with and more investment and one alternative less profit with less risk.

Choice of alternative

Evaluation shows that more than one alternative is equal good by this the planner may be ready with alternative known as contingency plan, which can be implemented in changed situations.

Formulation of supporting plans

Formulating the basic plan, various plan are derived to support main plan. Like planning for buying equipments raw materials, recruiting and training personnel.

Establishing sequence of activities

The sequence of activities is determined so that plans put into action, based on plans various levels it can be decided who will do what and at what time.

TYPES OF PLANS

Standing and single use plan

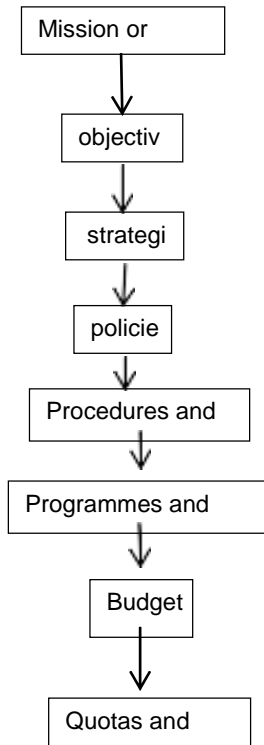
One formulated these plans are in operation for a long period. Example: police, procedures, rules, quotas targets etc. single use plan relevant specified period of time. After that lapse of time these plans are formulated again for the next period. Project budgets, quotas, targets etc. this is prepared for specific time period.

Straight and operational plan

Major ones, these include determination of objective for a long period. Major policies and strategies. These strategies are implemented through various.

operational plans both major and minor. Ex: operational plans are projects, budges minor plans are in the form of quotas, targets to be achieved with in specified period.

Hierarchy of organisational plans



BARRIERS TO EFFECTIVE PLANNING

- i. Difficulty of accurate planning
- ii. Problems of rapid change

iii. Internal inflexibilities

1. Psychological inflexibilities willingness of people
2. Policy and procedural inflexibility
3. Capital investment: asset is fixed not switch future course.

iv. External inflexibility

1. Political climate
2. Trade unions
3. Technological changes

v. Time and cost factors:

In future events the organisation does not have any alternative to sustain loss on Investment committed for planning period.

vi. Failure of people In planning:

Lack of top management support, lack of delegation of authority, lack of adequate control techniques etc. people fail at formulation and implementing level.

FEATURES OF GOOD PLAN

❖ Linked to long term objectives

Budgets is short term plan, while allocating to resources to various units and functions of the organisation the must be on the achievement of long term objectives.

❖ Direction for action

Plans must have feedback system so that the progress of plan can be measured for taking suitable action.

❖ Consistent

It must be consistent in term of external and internal factors which are considered at the time of plan formulation.

❖ Feasible

It must be based on reality of situation.

❖ Flexible

Fore cost can be made in respect of future uncertainties

Principles of flexibility

❖ Production schedule in case of strike

- ❖ Less the danger of losses incurred by un expected events

PRINCIPLES OF NAVIGATION CHANGE

This is based on the principle of a navigators checking constantly where his ship is going in this vast ocean. If it is not going on the right path, he changes it reach the destination. Similarly manager checks his plans. Plan provides day-to-day decisions.

Planning according to thirukkural

Aatrin varunta varuttam palar ninru

Potrinum pottup patum

English Couplet

“Toil without a plan ahead

Is doomed to fall though supported”

Meaning

The energy and effort spent on action without adequate prior planning will not produce the desired results even if a large man power is deployed in the field during the implementation without a well thought out

plan of action employing the right means too, no venture will succeed even if supported by considerable strength deployed all round in quality and quantity.

TYPES OF PLANNING

Several ways in which an organisation can undertake planning process though the basic steps involved. Planning can be differentiated.

Dimensions types of planning

1. Converge of activities	Corporate planning and functional planning
2. Importance of contents	Strategic planning, tactical/operational planning
3. Time period involved	Long term planning short term planning
4. Approach adopted	Proactive planning and reactive planning
5. Degree of formalisation	Formal and informal planning

Corporate planning and functional planning

The term corporate planning denotes planning at the top level which cover the entire organisational activities. Corporate planning is used as long range planning because it was future oriented.

Functional planning

Functional planning is segmental and it undertaken major function like production, operation, marketing, finance, HR, personnel etc, ex: marketing sub-functions sales, sales promotion etc.

Strategic planning

Strategic planning sets the long term direction of the organisation in which it wants to proceed in future.

Operational planning

Operational planning also known as tactical planning or short term planning. It aims at production and distribution of current products or services to the existing product.

Long term planning

Long term planning involves more than one year period extending to 20 years or so.

Short term planning

Usually it covers one year. These plans directly affect functional groups production, marketing, finance etc.

Proactive planning

Proactive planning involves designing suitable course of action in anticipation likely changes in the relevant environment like Hindustan, reliance are faster than other.

Reactive planning

Organisations responses after the environmental changes have taken place, after the changes takes place, these organisations start planning.

Formal planning

Formal planning is in the form of well structured process involving different steps. Generally such cells are formed by engineers, statisticians, MBA"s economists etc. they monitor the external environment on continuous basis.

Informal planning

Informal planning undertaken by smaller organisations. The planning process is based on managers memory, events, institutions, and cut feelings.

PLANNING ACCORDING TO THIRUVALLUVAR IN ACTING AFTER DUE CONSIDERATION VERSE 468

Transliteration(Tamil to English)

“aattrin varundhaa varuththam palarnhindru
poatrinum poththup padum”

English Couplet 468

On no right system if man toil and strive,
Though many men assist, no work can thrive.

Couplet Explanation

The work, which is not done by suitable methods, will fail though many stand to uphold it.

Investment Decision

Definition: The Investment Decision relates to the

management with respect to the amount of funds to be deployed in the investment opportunities. Simply, selecting the type of assets in which the funds will be invested by the firm is termed as the investment decision. These assets fall into two categories:

- ❖ Long Term Assets
- ❖ Short-Term Assets

The decision of investing funds in the long term assets is known as Capital Budgeting. Thus, Capital Budgeting is the process of selecting the asset or an investment proposal that will yield returns over a long period.

Step I: Involved in Capital Budgeting is to select the asset, whether existing or new on the basis of benefits that will be derived from it in the future.

Step II: Analyse the proposal's uncertainty and risk involved in it. Since the benefits are to be accrued in the future, the uncertainty is high with respect to its returns.

Step III: The minimum rate of return is to be set against which the performance of the long-term project can be evaluated.



The investment made in the current assets or short term assets is termed as Working Capital Management. The working capital management deals with the management of current assets that are highly liquid in nature.

The investment decision in short-term assets is crucial for an organization as a short term survival is necessary for the long-term success. Through working capital management, a firm tries to maintain a trade-off between the profitability and the liquidity.

In case a firm has an inadequate working capital i.e. less funds invested in the short term assets, then the

firm may not be able to pay off its current liabilities and may result in bankruptcy. Or in case the firm has more current assets than required, it can have an adverse effect on the profitability of the firm

Thus, a firm must have an optimum working capital that is necessary for the smooth functioning of its day to day operations

CAPITAL INVESTMENT DECISION ACCORDING TO THIRUVALLUVAR

The knowledge of power

Transliteration(Tamil to English): 471

vinaivaliyum thanvaliyum maatraan valiyum

thuNaivaliyum thookkich seyal

English Couplet 47 1

The force the strife demands, the force he owns, the
force of foes,

The force of friends; these should he weigh ere to
the war he goes.

Couplet Explanation

Let (one) weigh well the strength of the deed (he purposes to do), his own strength, the strength of his enemy, and the strength of the allies (of both), and then let him act.

ACTING AFTER DUE CONSIDERATION

VERSE 461

Transliteration(Tamil to English)

azhivadhooum aavadhooum aaki vazhipayakkum
oodhiyamum soozhndhu seyal

English Couplet 461

Expenditure, return, and profit of the deed

In time to come; weigh these- than to the act proceed.

Couplet Explanation

Let a man reflect on what will be lost, what will be acquired and (from these) what will be his ultimate gain, and (then, let him) act.

THE KNOWLEDGE OF POWER

Transliteration(Tamil to English):

aakaaRu aLavitti thaayinunG kaetillai

poakaaRu akalaak kadai

English Couplet 478

Incomings may be scant; but yet, no failure there, If in
expenditure you rightly learn to spare.

Couplet Explanation

Even though the income (of a king) be small, it will
not cause his (ruin), if his outgoings be not larger than his
income.

UNIT-IV

SOCIAL RESPONSIBILITY OF BUSINESS

SOCIAL RESPONSIBILITY OF BUSINESS

Social responsibility in business or corporate social responsibility (CSR) pertains to people and organizations behaving and conducting business ethically and with sensitivity towards social, cultural, economic, and environmental issues.

Social responsibility in business or corporate social responsibility (CSR) pertains to people and organizations behaving and conducting business ethically and with sensitivity towards social, cultural, economic, and environmental issues.

Importance of social responsibility

Social responsibility has become increasingly important to companies over the last several years. Whether it's by empowering women, helping the environment, or trying to end poverty, more and more companies are incorporating social responsibility into their overall business strategy. The social issues may be local, national, or global, but a concern for the health and wellness of others that do not involve sales can be seen as commendable. There are many reasons why a company

company might engage in social responsibility, and in this article, we'll outline a few of them.

Improving the Company's Brand

Being a socially responsible company can bolster a company's image and build its brand. The public perception of a company is critical to customer and shareholder confidence in the company. By projecting a positive image, a company can make a name for itself for not only being financially profitable, but socially conscious as well. Also, by being active in the community, a company's employees are engaging with potential customers and in doing so, indirectly marketing the company in the process.

Engaging Customers

Building relationships with customers is the cornerstone of a successful company and having a social responsibility policy can impact the buying decisions of customers. Some customers are willing to pay more for a product if they know a portion of the profit is going to worthy cause. Also, if a company is active in the local community – for example, a bank that offers loans to low-income families – the company will be viewed

positively by the community and perhaps boost the company's sales as a result. In short, building a positive relationship with customers and their communities can lead to increased sales and rising profits.

Retaining Top Talent

Many employees want to feel like they're part of something bigger. Social responsibility empowers employees to leverage the corporate resources at their disposal to do good. Some public corporations' employees' number in the tens of thousands, and when they get behind an initiative, the results can be amazing.

Furthermore, being part of a strategy that helps the greater good can boost employee morale and lead to greater productivity in the workforce. Knowing a product and service is also helping with social causes can create a sense of pride and that pride shows in relationships with customers and fellow employees.

Helping Companies Stand out from the Competition

When companies are involved in the community, they stand out from the competition. Building relationships with customers and their neighborhoods helps improve the brand's image. For example, Elon

Musk, CEO of Tesla Inc. (TSLA) has bridged the gap between the corporate world and his socially responsible vision by offering electric-powered cars and environmentally friendly automotive products.

EXAMPLES OF CORPORATE SOCIAL RESPONSIBILITY

Coca-Cola Company (KO)

In 2010, Coca-Cola started the 5by20 initiative to empower women across the globe.

Q "The Coca-Cola Company's global commitment to enable the economic empowerment of 5 million women entrepreneurs across the company's value chain by 2020."

Visa Inc. (V)

Through its Financial Inclusion program, Visa has developed innovative ways of bringing digital cash to places in the world where the financial infrastructure doesn't exist or for people who don't have access to the financial system, like residents of many third-world countries.

Today, about half the adult world lives in the informal economy, dealing exclusively in cash. To be one of these estimated two billion people is to face financial barriers that make life risky, expensive and inefficient. Financial Inclusion helps put people on a path out of poverty, creates productive, empowered citizens, fosters business opportunities and fuels economic growth.

TYPES OF SOCIAL RESPONSIBILITY



Philanthropic Efforts

The largest companies in the world are aligned with philanthropic efforts. Microsoft works closely with the Bill and Melinda Gates Foundation to bring

technology to communities around the world. The company understands that its success requires not just continued innovation, but building a next generation capable of understanding, using and improving technology.

Even small companies benefit from aligning with philanthropic causes. A local car wash might offer schools a platform to host fundraisers for sports teams. Restaurants have fundraising nights when proceeds benefit a local school or charity. Supporting these causes happens to also be good marketing, because the community is invited into the business, has a good experience and sees the company in a positive light.

Environmental Conservation

Disaster relief and environmental conservation efforts are regular headlines. Companies that align themselves in these efforts help reduce their carbon footprints and aid those in need. Major corporations such as Budweiser and MassMutual took a social stance with their high-ticket, high-profile Super Bowl ads in 2017 in the wake of hurricanes, floods and other natural disasters. As a local business leader, you can assist local

community efforts for food drives and emergency preparedness. Additionally, you can make it a policy to limit paper use and disposable utensils in the office. These are just a few ways companies transform into socially responsible organizations.

Company Diversity and Labour Practices

Business leaders realize that diversity in the workplace is beneficial when everyone is getting along and working as a team. However, labour policies must apply to all employees, even those at the highest levels of the company. The scandals with Harvey Weinstein and Steve Wynn show that no company is impervious to the ramifications of sexual harassment. This movement has also given rise to other diversity issues in the workplace that need attention and consistent action. As a business leader, review your own diversity policies and protocol to address any complaints and violations. This is not only good for your company image, it also helps build a positive company culture with good morale and high productivity.

Volunteering Commitments

Local communities and charities always need help. Smart business leaders know that being involved in the community in a productive way is good for the company too. Give employees the opportunity to help a local school plant trees or work with the city council on addressing homelessness in the area. Business leaders have the opportunity to choose where to spend volunteer efforts to best help the local area along with the company. The important thing for businesses is to choose a cause and contribute time.

1) BMW

BMW holds its pride in being one of the most socially responsible companies in its industry. BMW has set the bar high with a goal of helping over one million people by 2020. They plan to do this by creating programs such as “The Schools Environmental Education Development Project” to help raise awareness of social and environmental issues.

their balance between a good business model and helping social causes.

2) Levi Strauss & Co

Levi's is another company that focuses its efforts on CSR. Levi's approach is to reduce their environmental footprint by acting in human rights and environmental causes. Just like BMW's program, Levi's has a "Worker Well-Being Initiative" that is aimed to help improve the life of their employees. Levi's has also trademarked their "Water<Less" campaign by using less water when manufacturing their products. They have saved over one billion liters of water and hope to better improve their manufacturing process by 2020.

3) SurveyMonkey

SurveyMonkey, best known for their survey creation software, has created a giving back program to better improve their social responsibilities. They have done this by engaging in an innovative way to give back. Instead of giving out prizes to survey takers, SurveyMonkey donates 50 cents for every survey completed. This donation goes to the survey takers charity of choice. The company has donated over one

million dollars to organizations such as Boys & Girls Club of America and the Humane Society. SurveyMonkey's example of corporate social responsibility stretches far beyond just engagement. They focus on bettering society as a whole, thus giving the company a good reputation.

4) Starbucks Coffee

Since the beginning of its existence in 1971, Starbucks Coffee has always focused on ethical and social responsibilities. Starbucks aims at creating a product that is not only beneficial to its customers, but also to the environment. With the start of the C.A.F.E. program, Starbucks has set guidelines to increase product quality, social and economic responsibility, and environmental management. Partnering with Ethos Water, Starbucks is helping bring clean water to over one billion people who don't have access to it. What separates Starbucks from its competitors is that they focus on society before themselves. Giving back to the community is a great factor to why the brand is so well known. It goes to show that companies with great giving programs are valued more than ones that don't.

5. Ben & Jerry's

Founders of Ben & Jerry's, Ben Cohen and Jerry Greenfield, have always been focused on giving back in any way possible. At the same time they have kept true to themselves the value of connecting the company with its employees. To accomplish various CSR goals, Ben & Jerry's created the "Ben & Jerry's Foundation." The company has set the bar high by giving 7.5% of its pretax profits to charitable organizations around the world. Ben and Jerry's strives "to show a deep respect for human beings" whether they work for the company or not. They have donated over two million dollars to multiple organization it the hopes to have a positive impact on society.

Recap: Examples of Corporate Social Responsibility

There are many different ways to go about creating the best CSR program for your company. In the examples above we have seen how different companies take different approaches. Some give back to the community, some give back to their employees, and some do both. Overall, having a solid giving program is values and continues of the people a

key to not only helping the reputation of your company, but to also make employees love where they work.

Transliteration(Tamil to English)

kaimmaaRu vaeNtaa katappaatu maarimaattu

en-aatrung kolloa ulaku

English Couplet 211

Duty demands no recompense; to clouds of heaven,

By men on earth, what answering gift is given?.

Couplet Explanation

Benevolence seeks not a return. The cloud gives rain to the world . What does the world give back to the clouds ?.

Stress managemet

Stress management is a wide spectrum of techniques and psychotherapies aimed at controlling a person's level of stress, especially chronic stress, usually for the purpose of improving everyday functioning.

WAYS TO REDUCE STRESS

- ❖ Keep a positive attitude.
- ❖ Accept that there are events that you cannot control.

- ❖ Be assertive instead of aggressive. Assert your feelings, opinions, or beliefs instead of becoming angry, defensive, or passive.
- ❖ Learn and practice relaxation techniques; try meditation, yoga, or tai-chi for stress management.
- ❖ Exercise regularly. Your body can fight stress better when it is fit.
- ❖ Eat healthy, well-balanced meals.
- ❖ Learn to manage your time more effectively.
- ❖ Set limits appropriately and learn to say no to requests that would create excessive stress in your life.
- ❖ Make time for hobbies, interests, and relaxation.
- ❖ Get enough rest and sleep. Your body needs time to recover from stressful events.
- ❖ Don't rely on alcohol, drugs, or compulsive behaviours to reduce stress.
- ❖ Seek out social support. Spend enough time with those you enjoy.
- ❖ Seek treatment with a psychologist or other mental health professional trained in stress management or

biofeedback techniques to learn healthy ways of dealing with the stress in your life

SYMPTOMS OF WORK-RELATED STRESS

The signs or symptoms of work-related stress can be physical, psychological and behavioural.

Physical symptoms include

- ❖ Fatigue
- ❖ Muscular tension
- ❖ Headaches
- ❖ Heart palpitations
- ❖ Sleeping difficulties, such as insomnia
- ❖ Gastrointestinal upsets, such as diarrhoea or constipation
- ❖ Dermatological disorders.
- ❖ Psychological symptoms include:
- ❖ Depression

Causes of work-related stress

- ❖ Some of the factors that commonly cause work-

Changes within the organisation

- ❖ Tight deadlines
- ❖ Changes to duties
- ❖ Job insecurity
- ❖ Lack of autonomy
- ❖ Boring work
- ❖ Insufficient skills for the job
- ❖ Over-supervision
- ❖ Inadequate working environment
- ❖ Lack of proper resources
- ❖ Lack of equipment
- ❖ Few promotional opportunities
- ❖ Harassment
- ❖ Discrimination
- ❖ Poor relationships with colleagues or bosses
- ❖ Reduced sick leave usage, absences and staff turnover
- ❖ Increased productivity
- ❖ Greater job satisfaction

- ❖ Increased work engagement
- ❖ Reduced costs to the employer
- ❖ Improved employee health and community wellbeing.

STRESS MANAGEMENT ACCORDING TO THIRUVALLUVAR

HOPEFULNESS IN TROUBLE

Transliteration(Tamil to English)

ilakkam udampitumpaik kendru kalakkaththaik

kaiyaaRaak koLLaadhaam mael

English Couplet 627

'Man's frame is sorrow's target', the noble mind reflects,

Nor meets with troubled mind the sorrows it expects.

Couplet Explanation

The great will not regard trouble as trouble, knowing that the body is the handle of trouble.

TRUTH CONSCIOUSNESS VERSE 351

Transliteration(Tamil to English)

poruLalla vatraip poruLendru uNarum
maruLaanaam maaNaap piRappu

English Couplet 351

Of things devoid of truth as real things men deem;-
Cause of degraded birth the fond delusive dream!.

Couplet Explanation

Inglorious births are produced by the confusion (of mind) which considers those things to be real which are not real.

INSTABILITY VERSE 331

Transliteration(Tamil to English)

nillaadha vatrai nilaiyina endrunarum
pullaRi vaaNmai kadai

English Couplet 331

Lowest and meanest lore, that bids men trust secure,
In things that pass away, as things that shall endure!.

Couplet Explanation

That ignorance which considers those things to be stable
which are not so, is dishonourable (to the wise).

CURBING OF DESIRE VERSE 369

Transliteration(Tamil to English)

inпам idaiyaRaa theeNdum avaavennum
thunpaththuL thunpanG ketin

English Couplet 369

When dies away desire, that woe of woes
Ev'n here the soul unceasing rapture knows.

Couplet Explanation

Even while in this body, joy will never depart (from the
mind, in which) desire, that sorrow of sorrows, has been
destroyed.

VERSE 380

Transliteration(Tamil to English)

oozhiR peruvali yaavuLa matronдру
soozhinunh thaanmunh thuRumf

English Couplet 380

What powers so great as those of Destiny? Man's skill
Some other thing contrives; but fate's beforehand still.

Couplet Explanation

What is stronger than fate ? If we think of an expedient
(to avert it), it will itself be with us before (the thought).

FATE VERSE 377

Transliteration (Tamil to English)

vakuththaan vakuththa vakaiyallaal koati
thokuththaarkku thuyththal aridhu

English Couplet 377

Save as the 'sharer' shares to each in due degree,

To those who millions store enjoyment scarce can be.

Couplet Explanation:

Even those who gather together millions will only enjoy them, as it has been determined by the disposer (of all things).

SELECTION AND EMPLOYMENT ACCORDING TO THIRUKKURAL

SELECTION AND EMPLOYMENT VERSE 515

Transliteration(Tamil to English)

aRindhaatrich seykiRpaaRku allaal vinaidhaan
siRandhaanendru EvaRpaaR Randr

English Couplet 515

No specious fav'rite should the king's commission bear,
But he that knows, and work performs with patient care.

Couplet Explanation

(A king's) work can only be accomplished by a man of wisdom and patient endurance; it is not of a nature to be given to one from mere personal attachment.

SELECTION AND EMPLOYMENT VERSE 520

Transliteration(Tamil to English)

naatoaRum naatuka mannan vinaiseyvaan

koataamai koataa thulagu

English Couplet 520

Let king search out his servants' deeds each day;

When these do right, the world goes rightly on its way.

Couplet Explanation

Let a king daily examine the conduct of his servants; if they do not act crookedly, the world will not act crookedly.

UNIT-V

PERSONNEL SELECTION

PERSONNEL SELECTION

Personnel selection is a process of decision-making, and its main objective is to predict the future performance of potential employees.

Recruitment and Selection Process

Recruitment and Selection process is defined as the process through which the best individuals are selected among a pool of applicants for particular positions of job. Mostly managers consider selection process as one of their critical decision functions in the organization. In selection process, the managers actually try to match knowledge, skills & abilities of the applicants with the requirements of the jobs. There is no single selection process that can be considered as standard one for all the organizations. Rather the steps & procedure of selection .

FACTORS EFFECTING RECRUITMENT AND SELECTION PROCESS

Recruitment and Selection Process is supported by a standard & permanent process of screening. However in some cases the screening process cannot simplify the selection process because there are certain other factors that influence the selection process. These factors are the environmental factors & are as follow.

- ❖ Legal Considerations
- ❖ Speed of Decision Making
- ❖ Organizational Hierarchy
- ❖ Applicant Pool
- ❖ Types of Organization
- ❖ Probationary Period
- ❖ Selection Criteria

Legal Considerations

Human Resource Management is influenced by the court decisions, executive orders & legislation. The management of the organization.

Speed of Decision Making

The recruitment and selection process is directly influenced by the available time to make the decision of selection. In general cases the selection process is followed by the specified policies & procedures to protect the organization from legal issues. But in certain situations there is much pressure on the organization that leads the management to follow the exceptional selection process.

Organizational Hierarchy

Recruitment and selection process varies according to the filling posts of different levels of hierarchy in the organizational structure.

Applicant Pool

The recruitment and selection process is also influenced by the number of applicants for a particular job. In case of many qualified applicants for a particular post, the selection process becomes selective. For this purpose, selection ratio is ascertained by comparing the number of selected applicants to the number of applicants in a pool.

Type of Organization

The type of the organization like government organization, private or non-profit organization etc, also affects the selection process for the hiring individuals.

Probationary Period

Certain organization adopts the procedure of probation period in the selection process to check the potential of the individual on the basis of his performance. This may take the form of either validity check on the selection process or as a substitute of some steps of the selection process.

Selection Criteria

In most of the cases the applicants are selected on the basis of following factors or criterion.

- Education
- Competence
- Experience
- Skills & Abilities
- Personal Characteristics

In way the applicant that best fits the above criterion is selected rather than the one that has extraordinary.

skills or over as well as under qualified because in such case the later selected person would not properly adjust in the organization.

STEPS INVOLVED IN RECRUITMENT AND SELECTION PROCESS IN HRM

- ❖ Initial Screening
- ❖ Application blank
- ❖ Pre-employment Testing
- ❖ Interview
- ❖ Background Checks
- ❖ Conditional Job Offer
- ❖ Drug Test/Medical Exam
- ❖ Final Selection Decision

NOW EACH STEP IS DISCUSSED ONE BY ONE

❖ INITIAL SCREENING

Generally the Selection and the Recruitment Process starts with the initial screening of applicants so that the unqualified ones are drop out at the initial stage. Initial screening is helpful to save the time, cost & effort of the selection committee in the following steps of the

selection process. In this step certain general questions are asked from the applicants. There are chances that the some applicants would be unqualified for the job but some of them would be qualified. So the main purpose of screening of applicants is to reduce the number of applicants available in the selection process.

Sources used in the Screening Effort

The main source of initial screening is the curriculum vitae of the applicant along with the job application. Following information is included in the above mentioned documents.

- ❖ Education & employment History
- ❖ Evaluation of character
- ❖ Evaluation of job performance
- ❖ Screening Interviews
- ❖ Screening interviews are employed to
- ❖ To verify the accuracy & validity of the information given in the curriculum vitae of the applicant.
- ❖ The duration of these interviews is quite short.

Advantages of Successful Screening

When the initial screening step become successful, the removing applicants don not proceed to the next step of the selection process because they do not meet the minimum requirements. Secondly the selection costs of the organization are much reduced through proper screening of the applicants.

APPLICATION BLANK

The person's application for employment is formally recorded in the shape of application blank. In the next step of the selection process, an application form for the employment is completed by the prospective applicant. The information contained in the application blank differ from one organization to another organization and in job posts, it may vary even within the same organization. But generally the informational needs and the requirements of EEO are covered in the application blank. The historical data from the candidate can be quickly collected through the application blanks.

so that further verification about the accuracy of the data is carried out.

❖ **PRE-EMPLOYMENT TEST**

The physical & mental abilities, knowledge, skills, personal characteristics & other aspects of behaviour can be effectively measured through the pre-employment tests. For this purpose there are hundreds of test that can measure the different aspects of human behaviour. With the passage of time, the application of pre-employment test is growing at a fast rate in the selection process because they can explain the qualities & skills of applicant clearly. These tests are more used in the large & public sector organizations.

The advantage of application of tests in the selection process is that it can ensure the potential & qualified candidate selection from a pool of applicants for a job.

CHARACTERISTICS OF WELL DESIGNED TEST

A well designed selection test has the following characteristics.

- ❖ Standardization
- ❖ Objectivity
- ❖ Norms
- ❖ Reliability
- ❖ Validity

KINDS OF PRE-EMPLOYMENT TESTS

As individuals varies on the basis of cognitive abilities, job knowledge, vocational interests, psychomotor abilities & personality etc. So, all these factors are measured through a set of different pre-employment tests which are as follow.

Cognitive Aptitude tests

In this test the ability to learn & perform a job by an individual is judged. The abilities related to job are as follow.

- ❖ Verbal
- ❖ Reasoning
- ❖ Numerical
- ❖ Perceptual Speed
- ❖ Spatial
- ❖ Psycho – motor Abilities Test

In this test, the coordination, strength & dexterity of an individual is judged. Other abilities related to routine office jobs & production jobs can also be measured through these tests.

Job knowledge Tests

This test is used to measure the knowledge of the person about the duties of a particular job.

Work Sample Tests

A set of tasks that represent a job are identified in this test through which the productivity level, ability to face adverse conditions by the applicants are judged.

Vocational Interest test

This test identifies the occupations that are preferred by the candidate & that can provide him maximum satisfaction.

Personality Tests

These tests are not considered to be so reliable & valid as compared to other pre-employment tests because these tests require external psychologist who interprets the results of the tests subjectively.

Drug & Alcohol Tests

For the security, productivity & safety of the workplace drug testing programs are used as pre- employment tests.

❖ JOB INTERVIEWS

In the interview, the interviewer & applicant exchange information in order to achieve a goal through conversation. The employment interviews are conducted during the selection process through proper planning. The pleasant location of the interviewing place is selected and the interviewer has the good personality with empathy & ability to communicate & listen effectively. A job profile must be prepared on the basis of job description before conducting interview.

Contents of the Interview

Although the contents of the employment interview varies from one organization to another & also according to the nature of job but still following are the essential contents of the interview.

- ❖ Occupational Experience
- ❖ Academic Achievement
- ❖ Interpersonal Skills
- ❖ Personal Qualities
- ❖ Organizational Fit
- ❖ Types of Interviews

THE INTERVIEWS ARE GENERALLY CATEGORIZED INTO THE FOLLOWING THREE TYPES.

Unstructured Interview

In unstructured interviews open ended questions are asked from the applicant in order to perform probing. It is generally non-directive in nature and applicant is encouraged to give lengthy answers.

Structured Interview

In structured interview, a list of job related questions associated to particular job are asked from each applicant in a consistent manner. It is directive or patterned in nature and includes the following four kinds of questions.

Situational Questions

Job Knowledge Questions

Job-sample simulation Questions

Worker Requirement Questions

Mixed Interview

It is a special kind of structured interview in which specially designed questions are asked from the applicant to probe his past behavior in specific situations. It does not include the self-evaluative & hypothetical questions & inhibits to judge the personality of the applicant. The candidates are rated on the basis of their responses in the light of the bench-marked answer of successful employees.

METHODS OF INTERVIEWING

Following are the main ways of conducting interviews

- ❖ One-on-One Interview
- ❖ Group Interview
- ❖ Board Interview
- ❖ Stress Interview

Back Ground Checks

The accuracy of the application form of the candidate is verified through references & former employer. The educational, criminal record & legal status to work are verified. Personal references of applicant are contacted to confirm the validity & accuracy of the provided information. Effort is made to know the past behaviour of the employees to that the future behaviour can be predicted from it. Background checks assist the selection committee in dropping the applicants that have past insubordination issues, attendance problem, theft or special behavioral problems. The level of responsibility of the new job directs the intensity of the background.

SELECTION AND EMPLOYMENT ACCORDING TO THIRUKKURAL

SELECTION AND EMPLOYMENT VERSE 515

Transliteration(Tamil to English)

aRindhaatrich seykiRpaaRku allaal vinaidhaan

siRandhaanendru EvaRpaaR Randr

English Couplet 515

No specious fav'rite should the king's commission bear,
But he that knows, and work performs with patient care.

Couplet Explanation

(A king's) work can only be accomplished by a man of wisdom and patient endurance; it is not of a nature to be given to one from mere personal attachment.

PERSONNEL WELFARE

Definition and Concept of Personnel (Labour) Welfare:

Employee services are provided under a number of titles in industry. Sometimes, it is referred as Benefit Programmes, Personnel (employee, labour) welfare, or

As Hidden payroll. Perhaps employee services are generally described as a part of Fringe Benefits.

Fringe benefits

include those elements of compensation other than wages which are significant when initially considering employment and in the ongoing evaluation of one's welfare on the job.

Fringe benefits may be of

- (i) Monetary nature, e.g., Retirement benefits, Insurance benefits, and Investment plans, etc.
- (ii) Non-monetary natures, e.g., Position title, Good office, Automobile, and Good parking space etc.

IMPORTANCE (AND OBJECTIVES) OF PERSONNEL (LABOUR) WELFARE

Personnel welfare or employee service and benefit programmes are important because they:

- (1) Make the plant personnel a healthier, sounder-thinking and more forward-looking group.
- (2) Make the employee a group of citizens better able to carry on the productive processes.

- (3) Contribute to the maintenance of employee morale and loyalty.
- (4) Maintain an employee's favourable attitude towards his work and work environment.
- (5) Serve to attract and keep a work force in competition with other organizations.
- (6) Serve to maintain some degree of peace with the organized labour union.
- (7) Fulfill social, recreational, and cultural needs of the employees and at the same time make their life easier.
- (8) Reduce labour turn-over and absenteeism.
- (9) Promote good public relations.
- (10) Encourage employees and promote goodwill and cordial relations between employers and employees, which ultimately result in more production, better product quality and increased profits,

METHODS OR MEASURES FOR PERSONNEL (LABOUR) WELFARE

They may be categorised into three classes, namely:

1. Economic

- (a) Insurance (including group insurance).
- (b) Retirement and pension plans.
- (c) Health and accident services.
- (d) Credit unions'.
- (e) Paid holidays.
- (f) Profit sharing.

2. Recreational

- (a) Sports.
- (b) Social get-togethers
- (c) Special interest groups such as dramatics, athletic programmes, flying and particular hobbies.

3. Facilitative

- (a) Housing.
- (b) Transport.
- (c) Educational facilities and library services.
- (d) Medical services (including first-aid, hospitalization, sick leave, etc.).

- e) Canteens, cafeterias and lunch wagons (Eating facilities).
- f) Company (cheap) stores.
- f) Discounts on purchases of company products.
- g) Rest-rooms and locker-rooms.
- h) Legal and financial counselling.

PERSONNEL WELFARE ACCORDING TO THIRUVALLIVAR IN VERSE 520

Transliteration(Tamil to English)

naatoaRum naatuka mannan vinaiseyvaan
koataamai koataa thulagu

English Couplet in verse 520

Let king search out his servants' deeds each day;
When these do right, the world goes rightly on its way.

Couplet Explanation

Let a king daily examine the conduct of his servants; if
they do not act crookedly, the world will not act crookedly.

STAFFING ACCORDING TO THIRUVALLUVAR VERSE 517

Transliteration(Tamil to English)

ithanai ithanaal ivanmutikkum endraaindhu
adhanai avan-kaN vidal

English Couplet 517

**This man, this work shall thus work out,' let thoughtful king
command;**

Then leave the matter wholly in his servant's hand.

Couplet Explanation

After having considered, "this man can accomplish this, by these means", let (the king) leave with him the discharge

STAFFING

Meaning of Staffing

After organising the business operations, staffing involves matching the jobs with people. While organising creates jobs, staffing makes people suitable to the make

jobs. Staffing deals with appointing people and placing them at the appropriate jobs. It is –filling, and keeping filled, positions in the organisation structure.¶

Staffing is related to performing a set of activities which aim at inviting, selecting, placing and retaining individuals at various jobs to achieve the organisational goals. It involves determining the need for people at various organisational posts, appointing and retaining them at those posts by training and developing their abilities and skills. This is done by performing a number of functions like manpower planning, recruitment, selection, training and development, performance appraisal, compensation and maintenance.

NATURE OF STAFFING

The following features explain the nature of staffing:

Management function

Staffing is a management function that appoints people at different positions to run the organisation. While organising creates departments and positions, staffing ensures that people with desired skills and abilities occupy these positions to contribute to organizational goals.

Pervasive function:

People are the most important asset that convert inputs into outputs. People are appointed at all levels (top, middle, low) in all functional areas (production, finance, marketing, personnel). Staffing ensures that right persons are appointed at the right job so that organisation can efficiently achieve its objectives

1. Part of human resource management

Staffing is an important part of human resource management. Human resource management ensures that competent people perform organisational activities. It deals with the set of organisational activities that attract, develop and maintain an effective workforce. The requirements of human resource management are filled through staffing as staffing appoints people at the desired jobs.

2. Deals with active resource

Staffing deals with the most important resource (people) that converts inactive resources (raw materials) into productive outputs. It deals with the live resource (people) without whom resources would remain as resources only. They will not be converted into outputs.

5.Attached with personnel department

Functions of staffing; recruitment, selection, training and appraisal of subordinates of all departments (production, marketing etc.) are performed by managers at all levels as all departments need people to function. In performing these functions, managers seek assistance of the personnel department. Personnel department is a service department that assists line managers in performing the staffing function.

6. Continuous function

Staffing is a continuous managerial function. People keep leaving and joining the organisations. Departments and organisations grow and, therefore, need for people keeps arising. Hiring, training .

NEED FOR STAFFING

Staffing provides manpower to the organisation. In the changing, dynamic environment where organisational size is increasing, technology is developing and human behaviour is becoming complex, staffing function has become important. Need for staffing explains the objectives of staffing.

THESE OBJECTIVES ARE AS FOLLOWS

1. To achieve organisational objectives by recognising its most valuable resource; work force.
2. To increase loyalty and commitment of workers towards individual and organisational goals.
3. To select people with suitable qualifications to fill organisational posts.
4. To increase skills of people on-the-job by providing training facilities.

5. To develop abilities of the staff to assume jobs of higher skill, competence and responsibility.
6. To establish equitable and adequate compensation for people by providing them monetary and non-monetary incentives. This promotes active contribution to organisational objectives.
7. To reconcile individual, organisational and social interests by maintaining efficient system of communication in the organisation.
8. To provide physical working conditions (lighting, ventilation, recreation facilities etc.) to maintain employees' commitment to jobs.
9. To maintain record of achievements so that managers can make policies with respect to transfers, promotions and demotions.
10. To make optimum use of human resource to achieve organisational objectives.

11. To make people realise their potential at work and develop them for promotion to higher managerial posts.

12. To maintain an environment of teamwork and innovation.

IMPORTANCE OF STAFFING

Staffing function is important for the following reasons:

1. Emphasis on human element

Human force is the most important and productive asset of the organisation which carries out the functions and productive activities of various departments. People are the primary source of productivity gains. -If you want productivity and financial reward that goes with it, you must treat your workers as your most important asset.¶ — Thomas Peters and Robert Waterman

2. Facilitates leadership

Well conducted staffing function provides leadership facilities so that individuals can satisfy their personal goals along with organisational goals.

Employee turnover has become a matter of concern for many companies at higher levels as talented workforce is always on the look-out for better job opportunities. Besides filling the organisational posts, thus, the staffing function also ensures that the posts remain filled. A good leadership role helps in synthesizing individual goals with organisational goals.

3. Facilitates control

Well trained staff works according to plans and deviations in performance are reduced. This helps managers in controlling various organisational functions.

4. Motivation to work

Financial rewards do not always motivate the employees. Their acceptance and recognition by managers are also strong forces of motivation. When emphasis is placed on human element in the organisation, people are motivated to contribute to goals of the organisation.

5. Increase in efficiency

Since staffing helps to place the right person, with the right knowledge, at the right place and the right.

time to perform the organisational activities, efficiency of the organisation increases. If people are not competent to do their jobs, organisational goals will not be fully achieved. Though people are appointed at specific job positions, there may be changes in their job profile because of changing environmental conditions.

In order to avoid skills obsolescence and, thus, loss to the organisation, there should be continuous training and development programmes to develop skills of the employees. Employees have to be developed for multiple skills and competencies and not specific skills to increase organisational efficiency.

Develops potential managers

Recruiting and selecting people with the best potential, compensating and training them to develop future managers facilitates movement of managerial abilities from lower to higher levels of the organisation.

6. Competitive advantage

In the era of globalisation, every enterprise faces tough competition from national and international competitors. A well-staffed organisation provides

management sound policies and procedures for adapting to the environment and face competition. The fast changing technology can be adopted by organisations only if the manpower is trained to do so.

Contemporary organisations are learning organisation with knowledge-based workers who use information at their work place to meet challenges and risks. They create intangible assets for the organisation and make effective strategic decisions by using their judgement and innovative abilities. They are duty- conscious and a product of vision, farsightedness and intuitive skills.

They even subordinate their self-interest in favour of the larger organisational interest. Knowledge workers create and enhance the competitive advantage by satisfying customers' needs through organisation's knowledge base. Staffing function, thus, ensures that organisational leaders align knowledge management with intellectual capital. It combines organisation's capabilities with needs of the market.

**STAFFING ACCORDING TO THIRUVALLUVAR
IN SELECTION AN EMPLOYMENT CHAPTER IN
VERSE 517**

Transliteration(Tamil to English)

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adhanai avan-kaN vidal

English Couplet 517

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accomplish this, by these means", let (the king) leave with
him the discharge of that duty.